

GRAINGER'S PURPOSE:

We help professionals keep their operations running and their people safe, while creating a company where dedicated, talented people can thrive.

GEOGRAPHIC OVERVIEW

	MRO MARKET SIZE ¹	MARKET SHARE	BRANCHES	DISTRIBUTION CENTERS (DCS)	APPROXIMATE NUMBER OF CUSTOMERS SERVED
UNITED STATES Includes: Grainger Industrial Supply, E&R Industrial, Imperial Supplies, Zoro U.S. ³	~ \$127 billion	6 percent	284 ²	16	1,870,000
CANADA Includes: Acklands–Grainger Inc., WFS Enterprises Inc.	~ \$11 billion	7 percent	91	6	56,000
LATIN AMERICA Dominican Republic, Mexico, Panama, Peru, Puerto Rico ⁴	~ \$14 billion	< 2 percent	26	2	47,000
ASIA MonotaRO: Japan China	~ \$42 billion ~ \$99 billion	~ 2 percent < 1 percent	0 0	3 1	1,119,000 9,000
EUROPE Cromwell: United Kingdom ⁵ Fabry: Belgium, Czech Republic, France, Hungary, The Netherlands, Poland, Portugal, Romania, Slovakia, Spain Zoro Europe: Germany	~ \$15 billion ~ \$37 billion ~ \$32 billion	2 percent ~ 1 percent < 1 percent	55 44 0	1 2 0	134,000 82,000 210,000
TOTAL	~ \$377 billion ¹	3 percent	500	31	> 3,500,000

¹ Estimated MRO market size where Grainger has operations. The total worldwide MRO market is estimated at approximately \$570 billion.

² Comprised of 251 stand-alone branches, 31 onsite branches and 2 will-call express locations.

³ For financial reporting purposes, Zoro U.S. is reported in Other Businesses.

⁴ Although Puerto Rico is a U.S. territory, the company manages this business as part of Latin America.

⁵ Cromwell also has operations in Europe, Africa and Asia, representing approximately 12 percent of its revenue.

CORPORATE SOCIAL RESPONSIBILITY



Grainger's Corporate Social Responsibility platform includes the company's commitments to operating responsibly, valuing its people, sustaining the environment and serving its communities. Grainger's program is led by a cross-functional team with oversight by the CEO and executive leadership team. Periodic updates on the company's efforts are also provided to the Board of Directors. For more information, please visit graingercsr.com.



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