

# COMPANY SNAPSHOT

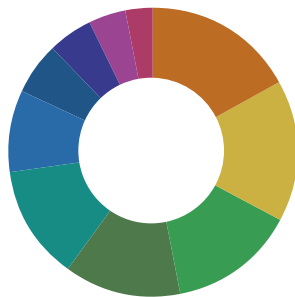
(AS OF 12/31/16)



W.W. Grainger, Inc. is a broad line, business-to-business distributor of maintenance, repair and operating (MRO) supplies and other related products and services. More than 3.2 million businesses and institutions worldwide rely on Grainger for products such as safety gloves, ladders, motors and janitorial supplies, along with services like inventory management and technical support. These customers represent a broad collection of industries including healthcare, manufacturing, government and hospitality. They place orders online, on mobile devices, through sales representatives, over the phone and at local branches. Approximately 5,000 suppliers provide Grainger with more than 1.6 million products stocked in Grainger's distribution centers (DCs) and branches worldwide. For more information on Grainger, visit [www.grainger.com/investor](http://www.grainger.com/investor).

## 2016 SALES

Customer Category



Heavy Manufacturing 17%  
 Other 16%  
 Government 14%  
 Commercial 13%  
 Light Manufacturing 13%  
 Contractor 9%  
 Transportation 6%  
 Retail/Wholesale 5%  
 Natural Resources 4%  
 Reseller 3%

Product Category



Safety and Security 18%  
 Material Handling 12%  
 Metalworking 12%  
 Cleaning and Maintenance 9%  
 Other 9%  
 Hand Tools 8%  
 Pumps, Plumbing and Test Equipment 7%  
 HVAC 5%  
 Electrical 5%  
 Lighting 4%  
 Fluid Power 3%  
 Power Tools 3%  
 Power Transmission 2%  
 Specialty Brands 2%  
 Motors 1%

<b>\$10.1 billion</b> in sales in 2016		More than <b>3.2 million</b> active customers		More than <b>25,000</b> team members
	More than <b>5,100</b> key product suppliers		1.6 million products stocked	More than <b>65 percent</b> of orders originate online
	Grainger's common stock is listed on the New York Stock Exchange under the trading symbol <b>GWW</b> .		45 consecutive years of dividend increases	3.6 million shares repurchased in 2016

## 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 <sup>1</sup>	MARKET SHARE	BRANCHES	DISTRIBUTION CENTERS	APPROXIMATE NUMBER OF CUSTOMERS SERVED IN 2016
<b>UNITED STATES</b> Includes: Grainger Industrial Supply, E&R Industrial, Imperial Supplies, Techni-Tool, Zoro U.S. <sup>3</sup>	> \$125 billion	6 percent	284 <sup>2</sup>	18	1,890,000
<b>CANADA</b> Includes: Acklands–Grainger Inc., WFS Enterprises Inc.	> \$11 billion	7 percent	151	5	65,000
<b>LATIN AMERICA</b> Colombia, Dominican Republic, Mexico, Panama, Peru, Puerto Rico <sup>4</sup>	> \$16 billion	1 percent	31	3	50,000
<b>JAPAN</b> MonotaRO Co., Ltd.	> \$41 billion	~ 2 percent	0	3	948,000
<b>ASIA</b> China	> \$93 billion	< 1 percent	0	1	9,000
<b>EUROPE</b> Fabory: Belgium, Czech Republic, France, Hungary, The Netherlands, Poland, Portugal, Romania, Slovakia Cromwell: United Kingdom <sup>5</sup> Zoro Europe: Germany	> \$34 billion > \$16 billion > \$30 billion	< 1 percent 2 percent < 1 percent	70 62 0	2 1 0	80,000 57,000 180,000
<b>TOTAL</b>	<b>&gt; \$366 billion<sup>1</sup></b>	<b>3 percent</b>	<b>598</b>	<b>33</b>	<b>&gt; 3,200,000</b>

<sup>1</sup> Estimated MRO market size where Grainger has operations. The total worldwide MRO market is approximately \$550 billion.

<sup>2</sup> Comprised of 254 stand-alone branches, 28 onsite branches and 2 will-call express locations.

<sup>3</sup> For segment reporting, Zoro U.S. is reported in Other Businesses.

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

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

## CORPORATE SOCIAL RESPONSIBILITY



OPERATING RESPONSIBLY



VALUING OUR PEOPLE



SUSTAINING OUR ENVIRONMENT



SERVING OUR COMMUNITIES

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](http://graingercsr.com).



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