2024

SECOND QUARTER

INVESTOR TELECONFERENCE

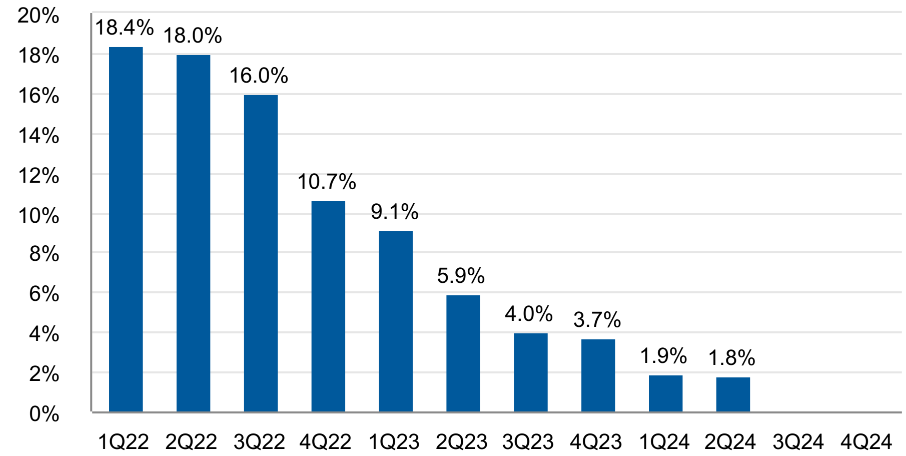
JULY 12, 2024

SAFE HARBOR STATEMENT

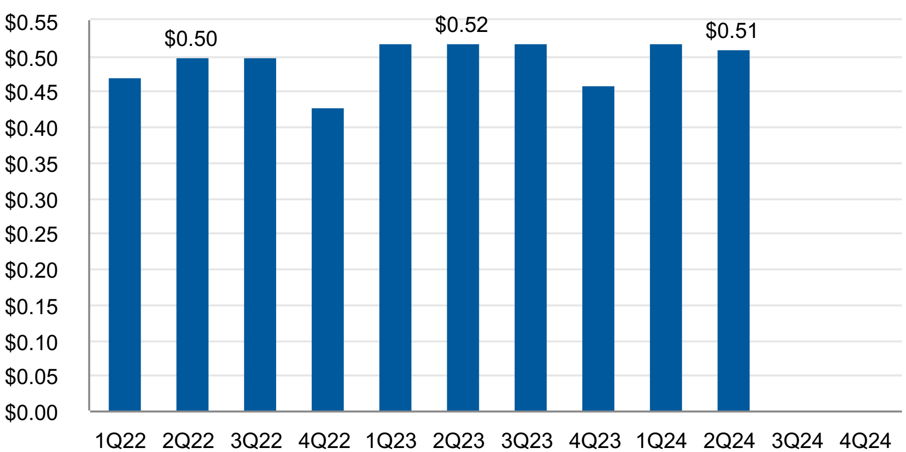
All statements made herein that are not historical facts (e.g., future operating results, long-term share gains, and business activity, as well as expectations regarding operations, including gross and operating income margin, future inventory levels, pricing, Onsite and weighted FMI device signings, the size of our U.S./Canada network of traditional branches, operating costs (including SG&A), capital expenditures, sales through our digital footprint, the potential impact of our growth drivers and trends with larger customers, and supply chain matters) are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements involve known and unknown risks, uncertainties, and other factors that may cause actual results to differ materially. More information regarding such risks can be found in Fastenal Company's (collectively referred to as 'Fastenal' or by terms such as 'we', 'our', or 'us') most recent annual and quarterly reports filed with the Securities and Exchange Commission. Any numerical or other representations in this presentation do not represent guidance by management and should not be construed as such. The appendix to the following presentation includes non-GAAP financial measures. Information required by Regulation G with respect to such non-GAAP financial measures can be found in the appendix including a comparison and reconciliation to the comparable GAAP measures.

CEO MESSAGES ON 2Q24

Daily Sales Rate (DSR) Growth



Net Income Per Share
(Fully Diluted)



- 2Q24 net sales were +1.8%, with underlying market activity remaining challenging. EPS of $0.51 were -2.0% reflecting the challenge of leveraging our business at low single-digit net sales growth and given the cyclical impact of a challenged product mix on gross profit.
- The U.S. Manufacturing Purchasing Managers' Index (PMI; see table, next slide) has been sub-50, indicating weak manufacturing activity, for 19 of the last 20 months. This is an uncommon duration that weighs on U.S. Industrial Production and our daily sales rates.
- Efforts to accelerate customer acquisition remain encouraging, with a second straight quarter of strong Onsite and FMI signings, and low double-digit growth in national account contract counts. We believe these should be increasingly impactful to sales trends as we move through the 2H24 and into 2025.
- We believe we have the right balance for managing costs. We continue to invest in customer acquisition, Onsites, FMI, and our digital journey, while being mindful with discretionary costs. We intend to continue prioritizing this balance, though we have emphasized being tighter with spending in the current environment.
- We continue to generate healthy operating cash flow and maintain a strategically flexible balance sheet.

U.S. Manufacturing PMI

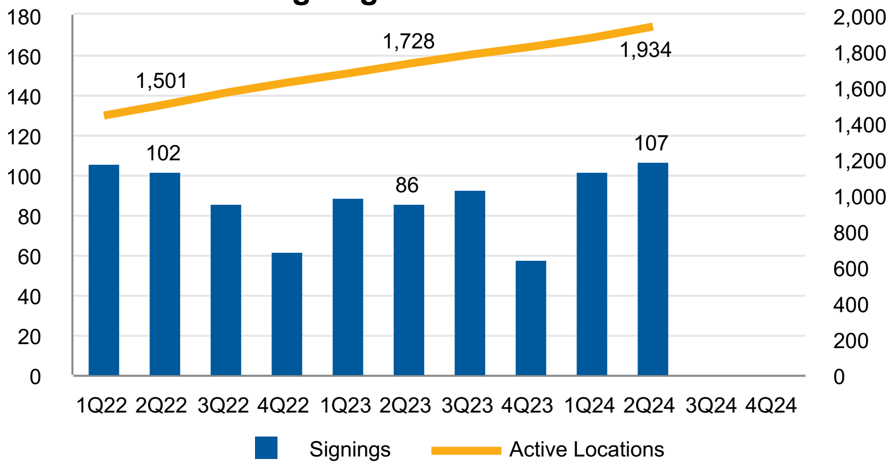
	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
2012	##	##	##	##	##	##	##	##	##	##		##
2013	##	##	##	##	##	##	##	##	##	##	##	##
2014	##	##	##	##	##	##	##	##	##	##	##	##
2015	##	##	##	##	##	##	##	##	##	##		
2016			##	##	##	##	##		##	##	##	##
2017	##	##	##	##	##	##	##	##	##	##	##	##
2018	##	##	##	##	##	##	##	##	##	##	##	##
2019	##	##	##	##	##	##	##					
2020	##	##				##	##	##	##	##	##	##
2021	##	##	##	##	##	##	##	##	##	##	##	##
2022	##	##	##	##	##	##	##	##	##	##		
2023												
2024			##				##	##	##	##	##	##

Periods of Extended PMI Readings Below 50 (since 1971)

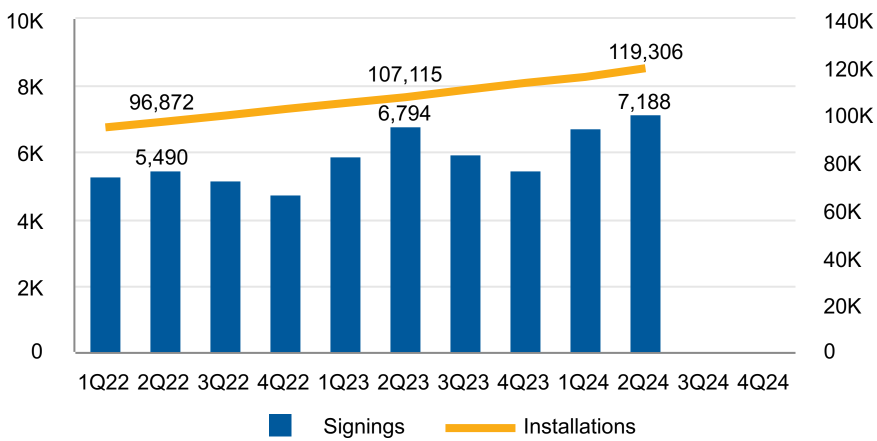
Sep. ’74 to July ’75:	11 of 11 months
Aug. ’79 to Aug. ’80:	12 of 13 months
July ’81 to Jan. ’83:	19 of 19 months
May ’89 to May ’91:	24 of 25 months
May ’95 to July ’96:	13 of 15 months
Aug. ’00 to Jan. ’02:	18 of 18 months
Dec. ’07 to July ’09:	18 of 20 months
Nov. ’22 to June ’24:	19 of 20 months

2Q24 GROWTH DRIVER UPDATE

Onsite Signings and Active Locations



Weighted FMI Device Signings and Installations (MEUs) [1]



[1] Machine equivalent units (MEUs)

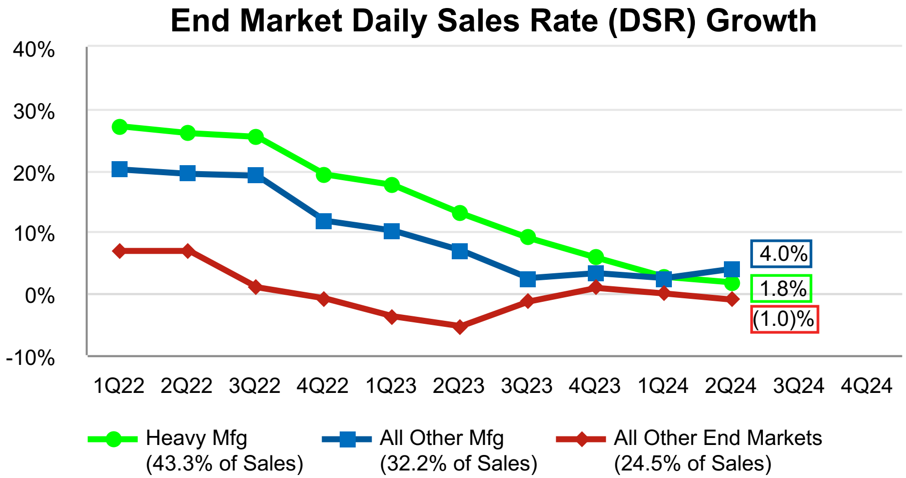
- **Onsites:** We had 107 signings in 2Q24. Active sites finished at 1,934, +11.9% from 2Q23. Daily sales, excluding transferred branch sales, grew low single-digits from 2Q23. Sales from sites opened in 2023-24 more than offset declining sales at older units. Our 2024 signings goal remains 375 to 400 locations.

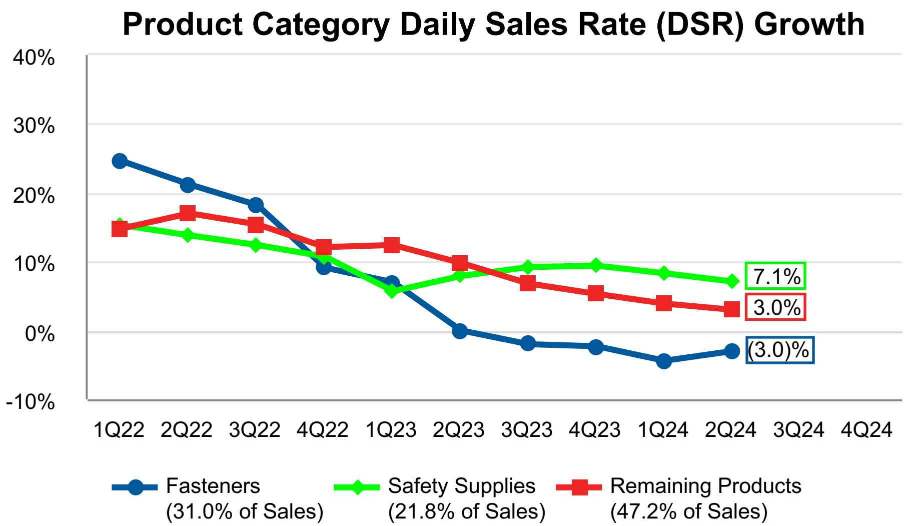
- **FMI Technology:** We signed 7,188 weighted devices (112/day) in 2Q24, versus 6,794 (106/day) in 2Q23. Our installed base was 119,306 weighted devices, +11.4% from 2Q23. Activity through our FMI technology platform represented 41.8% of sales in 2Q24, versus 39.8% and 35.6% in 2Q23 and 2Q22, respectively. Our 2024 signings goal remains 26,000 to 28,000 MEUs.

- **eBusiness** daily sales rose 25.5% in 2Q24. Daily sales through eProcurement and eCommerce were up 30.9% and 11.6%, respectively.

- Sales through our **Digital Footprint** (FMI technology plus non-FMI-related eBusiness) was 59.4% of total sales in 2Q24, versus 55.3% and 47.9% in 2Q23 and 2Q22, respectively. We now expect sales through our Digital Footprint to reach 63% in 2024, down from our prior target of 66%. Usage of our digital tools has broadened, but volume through them is off pace due to slower business activity. Our long-term expectation of 95% is unchanged.

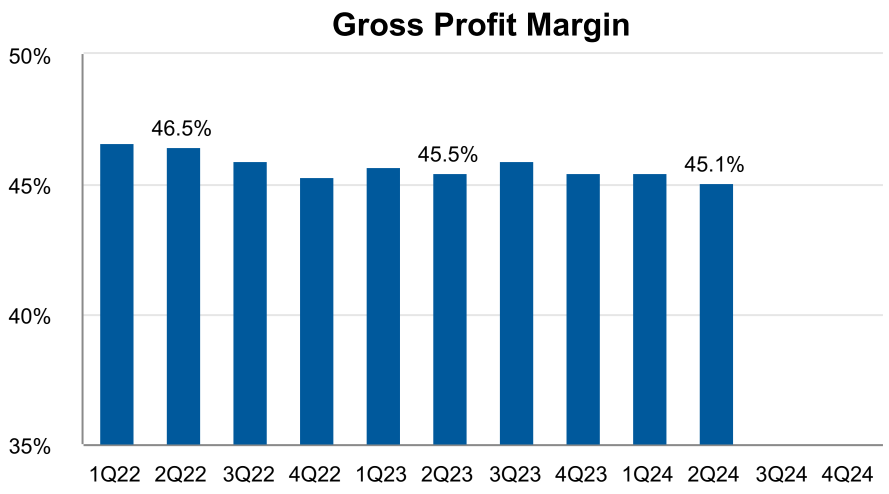
2Q24 BUSINESS CADENCE

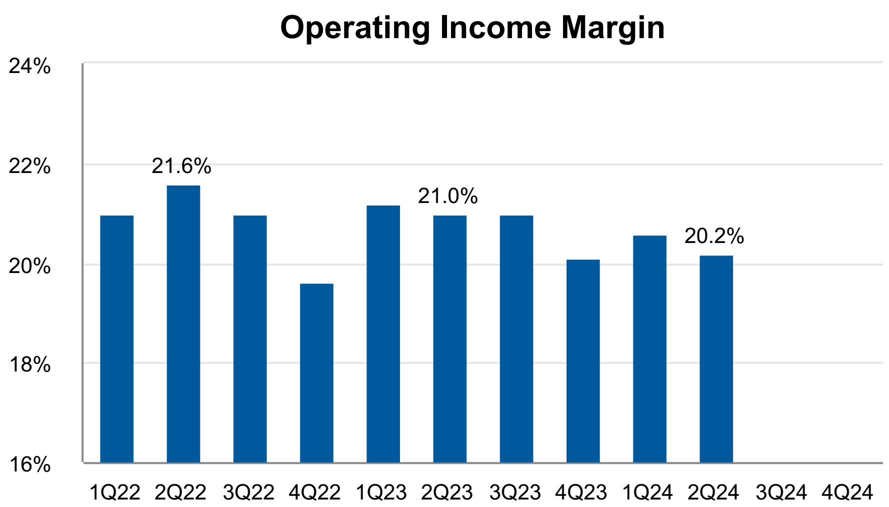




- U.S. PMI averaged 48.8 in 2Q24, which is reflective of the soft demand that persists in the short term. U.S. Industrial Production was +0.1% in Apr./May 2024 over 2Q23. Heavier manufacturing series like primary metal (-3.1%) and machinery (-2.5%) were generally weaker than the broader index.
- Consistent with the macro data, daily sales grew 1.8% in 2Q24. Customer sentiment remains challenging and regional leadership is seeing more layoffs, shift reductions, and planned plant shutdowns.
- Challenging business conditions are being mitigated by improved customer acquisition, with national account contract counts being up low double-digits in 2Q24.
- Product dynamics were unchanged. Relatively cyclical **Fastener** sales were impacted by soft manufacturing and lower pricing. MRO-oriented **Safety** is benefiting from strong FASTVend signings and healthy growth with warehousing customers. **Other Products** growth was mixed, with MRO-oriented areas (e.g., janitorial) growing and OEM-oriented areas generally declining.
- **National Accounts'** daily sales rose 5.8% in 2Q24, with 65 of our Top 100 customers growing. **Non-National Account** daily sales fell 4.3% in 2Q24, with 51.1% of our in-market locations growing as of June 2024.

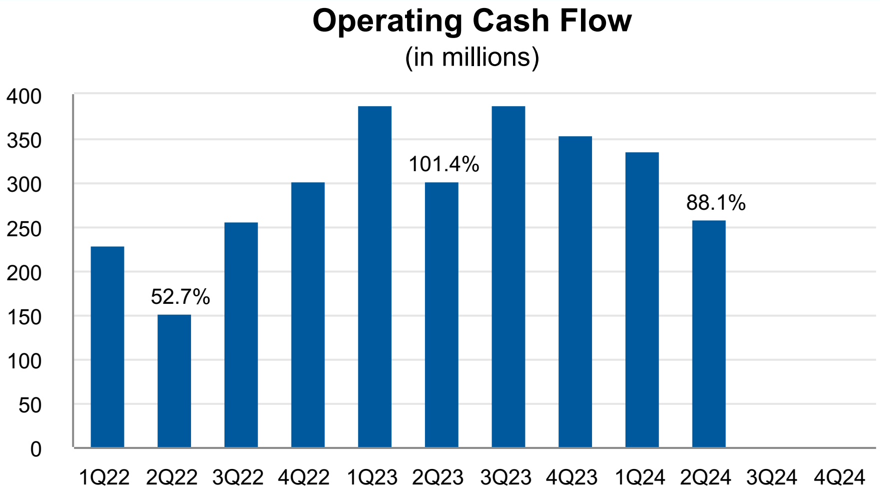
2Q24 MARGIN SUMMARY



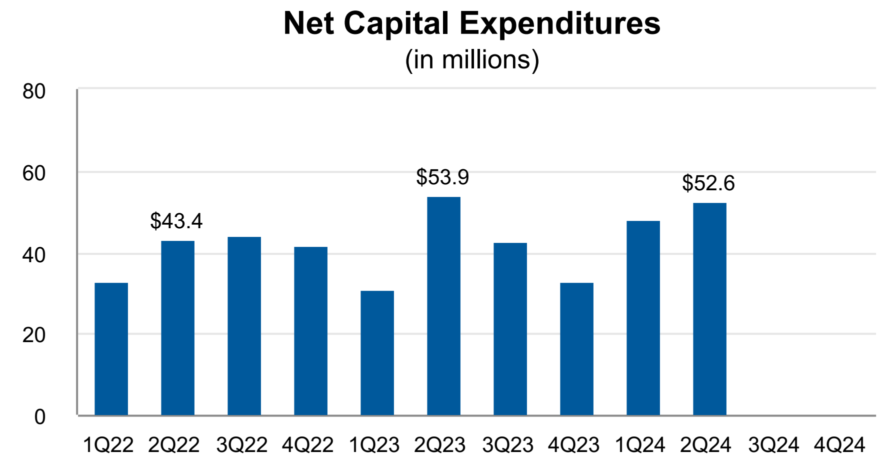


- 2Q24 operating margin was 20.2%, down from 21.0% in 2Q23. Gross margin performed largely as expected, declining to 45.1% from 45.5% in 2Q23 primarily due to product/customer mix and short-term inefficiencies in our supply chain to support certain customers. SG&A costs were 24.9% of sales from 24.6% in 2Q23, related to soft demand and incremental cost from our Customer Expo.
- Price adversely affected sales by 30 to 60 bps in 2Q24. We view this as specific to our mix as pricing in the overall market appears stable. Fastener pricing remains lower, aligned with cost. We saw pressure within safety, specifically for disposable and coated/dipped gloves, and more broadly in other products categories. We intend to address these areas in 3Q24.
- While price was slightly adverse to sales, price/cost was not materially impactful to gross margin in the period.
- SG&A was +3.0% in 2Q24 and averaged +2.9% over the last four quarters. We are investing where prudent, while tightening where possible. For example, we slightly deleveraged employee costs on a 3.0% increase in FTE, but excluding additions for Onsites and IT/Data Analytics, our FTE was up just 0.5%. Discretionary spending on travel, meals, and supplies fell 12.2%. Given a soft outlook, we intend to remain tight with costs in 3Q24.

2Q24 CASH FLOW PROFILE



Percentages above the bar represent OCF as a % of Net Income



Net Capital Expenditures = Property & Equipment, net of Proceeds from Sales

2024(E) Net CapEx: $235.0 to $255.0; 2023(A) Net CapEx: $160.6

- 2Q24 operating cash flow was $258.0, or 88.1% of net income, below 2Q23 (101.4%) but slightly above historical 2Q conversion rates. The shift from rightsizing inventory a year ago to sustaining it in the present has resulted in working capital assets, particularly inventory, swinging to a modest use of cash in 2Q24 versus a large source of cash in 2Q23.
- **Accounts receivable** rose 2.8% from 2Q23 to support customer growth and as a result of a continued shift in our sales mix toward larger customers. **Inventory** fell 3.9% from 2Q23 on softer business activity, inventory reductions as supply chains for imported product have normalized, and modest product deflation.
- Net capital spending was $52.6 in 2Q24, versus $53.9 in 2Q23. We now anticipate 2024 net capital spending to be between $235.0 to $255.0, up from our original $225.0 to $245.0. This reflects greater spending on FMI devices. While our anticipated signings are unchanged, they are skewed more heavily toward higher-value, higher-cost vending devices than originally projected.
- We returned $223.3 of capital to shareholders through dividends in 2Q24 versus $199.9 in 2Q23.
- Balance sheet debt was 6.3% of total capital in 2Q24, versus 9.4% in 2Q23 and 7.2% in 4Q23.

APPENDIX

Non-GAAP Financial Measures

The appendix includes information on our Return on Invested Capital ('ROIC'), which is a non-GAAP financial measure. We define ROIC as net operating profit less income tax expense divided by average invested capital over the trailing 12 months. We believe ROIC is a useful financial measure for evaluating the efficiency and effectiveness of our use of capital and believe ROIC is an important driver of shareholder return over the long-term. Our method of determining ROIC may differ from the methods of other companies, and therefore may not be comparable to those used by other companies. Management does not use ROIC for any purpose other than the reasons stated above. ROIC is a measure of performance not defined by accounting principles generally accepted in the United States, and should be considered in addition to, not in lieu of, GAAP reported measures.

The tables that follow on page 10 include a reconciliation of the calculation of our return on total assets ('ROA') (which is the most closely comparable GAAP financial measure) to the calculation of our ROIC for the periods presented.

RETURN ON INVESTED CAPITAL*

Calculation of Return on Invested Capital (ROIC)

(Amounts in millions)		TTM 2Q24	TTM 2Q23
Operating Income	$	1,517.7	1,500.3
Income Tax Expense		(363.6)	(362.5)
Net Operating Profit After Tax (NOPAT)	$	1,154.1	1,137.8
Total Current Assets	$	3,141.9	3,144.9
Cash and Cash Equivalents		(249.6)	(245.8)
Accounts Payable		(277.3)	(276.9)
Accrued Expenses		(222.9)	(249.1)
Property & Equipment, Net		1,018.1	1,009.5
Other Assets		430.3	430.2
Invested Capital	$	3,840.5	3,812.8
ROIC		**30.1%**	**29.8%**

Reconciliation of ROIC to Return on Assets (ROA)

(Amounts in millions)		TTM 2Q24	TTM 2Q23
Net Income	$	1,152.3	1,123.3
Total Assets	$	4,590.2	4,584.6
ROA		**25.1%**	**24.5%**
NOPAT	$	1,154.1	1,137.8
Add: Income Tax Expense		363.6	362.5
Operating Income		1,517.7	1,500.3
Add: Interest Income		6.0	1.5
Subtract: Interest Expense		(7.8)	(16.0)
Subtract: Income Tax Expense		(363.6)	(362.5)
Net Income	**$**	**1,152.3**	**1,123.3**
Invested Capital	$	3,840.5	3,812.8
Add: Cash and Cash Equivalents		249.6	245.8
Add: Accounts Payable		277.3	276.9
Add: Accrued Expenses		222.9	249.1
Total Assets	**$**	**4,590.2**	**4,584.6**

* Amounts may not foot due to rounding differences.

SEQUENTIAL TRENDS*

Daily Sales Rate (DSR) BENCHMARKS	Jan.*	Feb.	Mar.	Cum. Chg., Jan. to Mar.	Apr.	May	Jun.	Cum. Chg., Jan. to Jun.	Jul.	Aug.	Sep.	Cum. Chg., Jan. to Sep.	Oct.	Cum. Chg., Jan. to Oct.	Nov.	Dec.
BENCHMARK**	0.1%	1.6%	3.3%	4.9%	(0.7%)	2.5%	1.4%	8.2%	(3.2%)	2.7%	3.6%	11.5%	(2.1%)	9.2%	(3.1%)	(6.3%)
2024 DSR	(0.7%)	2.7%	0.2%	2.8%	(1.3%)	1.5%	1.6%	4.6%								
Delta v. Benchmark	*(0.8%)*	*1.1%*	*(3.1%)*	*(2.0%)*	*(0.6%)*	*(1.1%)*	*0.2%*	*(3.6%)*								
2023 DSR	(0.4%)	1.7%	1.0%	2.6%	(0.2%)	0.7%	(0.2%)	2.9%	(2.6%)	1.3%	4.0%	5.5%	(3.0%)	2.3%	(2.5%)	(5.3%)
Delta v. Benchmark	*(0.5%)*	*0.1%*	*(2.3%)*	*(2.3%)*	*0.5%*	*(1.9%)*	*(1.5%)*	*(5.3%)*	*0.5%*	*(1.4%)*	*0.4%*	*(6.0%)*	*(0.9%)*	*(6.8%)*	*0.6%*	*1.0%*
2022 DSR	1.7%	3.1%	3.6%	6.9%	(1.2%)	3.2%	0.2%	9.2%	(1.6%)	1.3%	2.7%	11.8%	(0.1%)	11.7%	(4.3%)	(6.6%)
Delta v. Benchmark	*1.6%*	*1.6%*	*0.3%*	*2.0%*	*(0.5%)*	*0.7%*	*(1.1%)*	*1.0%*	*1.5%*	*(1.4%)*	*(1.0%)*	*0.3%*	*2.0%*	*2.5%*	*(1.2%)*	*(0.3%)*
2021 DSR	0.9%	(2.3%)	5.6%	3.1%	(2.2%)	5.6%	1.6%	8.2%	(3.4%)	3.1%	4.8%	13.0%	0.0%	13.0%	(1.4%)	(4.7%)
Delta v. Benchmark	*0.9%*	*(3.9%)*	*2.3%*	*(1.7%)*	*(1.5%)*	*3.1%*	*0.2%*	*0.0%*	*(0.3%)*	*0.4%*	*1.2%*	*1.5%*	*2.2%*	*3.9%*	*1.7%*	*1.6%*

Days Count													Total
2025	22	20	21	22	21	21	22	21	21	23	19	21	254
2024	22	21	21	22	22	20	22	22	20	23	20	20	255
2023	21	20	23	20	22	22	20	23	20	22	21	19	253

* The January average is based on the historical change in January vs. the prior year's October. All other months are sequential.

** The benchmark for each month is the average of the previous five years for that month. As COVID-19-related surge sales made sequential averages in 2020 unrepresentative, the benchmark uses a preceding five-year average that excludes 2020.

Notes:

- Good Friday was in April of 2021, 2022, 2023, and March of 2024. In 2025, Good Friday will be in April.
- Amounts may not foot due to rounding differences.

EMPLOYEE STATISTICS

HEADCOUNT STATISTICS	Absolute Count 2Q24	Absolute Count 1Q24	Absolute Count Change Since 1Q24	Absolute Count 4Q23	Absolute Count Change Since 4Q23	Absolute Count 2Q23	Absolute Count Change Since 2Q23	FTE Count [1] 2Q24	FTE Count [1] 1Q24	FTE Count [1] Change Since 1Q24	FTE Count [1] 4Q23	FTE Count [1] Change Since 4Q23	FTE Count [1] 2Q23	FTE Count [1] Change Since 2Q23
Selling personnel [2]	16,774	16,764	0.1%	16,512	1.6%	16,302	2.9%	15,386	15,102	1.9%	15,070	2.1%	14,993	2.6%
Distribution/ Transportation personnel	4,091	4,184	(2.2%)	4,042	1.2%	3,950	3.6%	3,172	3,187	(0.5%)	3,095	2.5%	3,053	3.9%
Manufacturing personnel	748	753	(0.7%)	733	2.0%	754	(0.8%)	721	715	0.8%	697	3.4%	723	(0.3%)
Organizational support personnel [3]	2,016	1,994	1.1%	1,914	5.3%	1,907	5.7%	1,970	1,931	2.0%	1,859	6.0%	1,862	5.8%
Total personnel	23,629	23,695	(0.3%)	23,201	1.8%	22,913	3.1%	21,249	20,935	1.5%	20,721	2.5%	20,631	3.0%

NOTES:

[1] FTE – "Full-Time Equivalent". FTE is based on 40 hours per week.

[2] Of our Selling Personnel, 80%-85% are attached to a specific in-market location.

[3] Organizational support personnel consists of: (1) Sales & Growth Driver Support personnel (35% to 40% of category), which includes sourcing, purchasing, supply chain, product development, etc.; (2) Information Technology personnel (35% to 40% of category); and (3) Administrative Support personnel (20% to 25% of category), which includes human resources, Fastenal School of Business, accounting and finance, senior management, etc.

IN-MARKET LOCATION STATISTICS

	2014 [1]	2015	2016	2017	2018	2019	2020	2021	2022	2023	Year-to-Date 2024
Starting Branches	2,687	2,637	2,622	2,503	2,383	2,227	2,114	2,003	1,793	1,683	1,597
Opened Branches	24	41	40	18	11	12	12	10	12	10	3
Closed/Converted Branches [2]	(74)	(56)	(159)	(138)	(167)	(125)	(123)	(220)	(122)	(96)	(1)
Ending Branches [3]	**2,637**	**2,622**	**2,503**	**2,383**	**2,227**	**2,114**	**2,003**	**1,793**	**1,683**	**1,597**	**1,599**
United States	2,344	2,328	2,202	2,084	1,932	1,814	1,697	1,484	1,369	1,277	1,276
Canada/Mexico	246	247	250	248	238	239	237	236	235	233	236
Rest of the World	47	47	51	51	57	61	69	73	79	87	87
Starting Onsites	0	214	264	401	605	894	1,114	1,265	1,416	1,623	1,822
Opened Onsites	0	63	161	218	318	312	257	242	306	329	175
Closed/Converted Onsites [2]	0	(13)	(24)	(14)	(29)	(92)	(106)	(91)	(99)	(130)	(63)
Ending Onsites [3]	**214**	**264**	**401**	**605**	**894**	**1,114**	**1,265**	**1,416**	**1,623**	**1,822**	**1,934**
United States	181	220	329	493	739	935	1,055	1,184	1,338	1,506	1,589
Canada/Mexico	25	35	61	94	126	143	163	178	218	247	275
Rest of the World	8	9	11	18	29	36	47	54	67	69	70
In-Market Locations	**2,851**	**2,886**	**2,904**	**2,988**	**3,121**	**3,228**	**3,268**	**3,209**	**3,306**	**3,419**	**3,533**

[1] Onsite locations have existed since 1992; however, we did not specifically track their number until we identified our Onsite program as a growth driver in 2014. Therefore, Starting, Opened, and Closed/Converted Onsites are intentionally omitted for 2014.

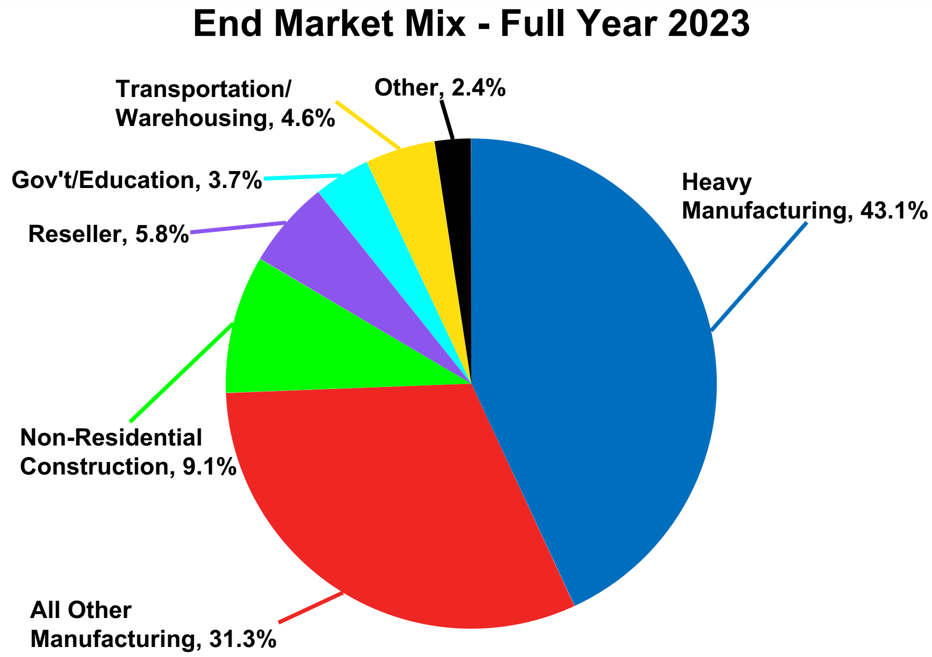
[2] The net impact of non-in-market locations or Onsite locations converted to branches, branches converted to Onsite locations or non-in-market locations, and closures of branches or Onsite locations.

[3] Beginning in 2022, the United States includes the Dominican Republic, Guam, and Puerto Rico which were previously grouped with other geographical regions. Prior period figures in the above table may differ slightly from those previously disclosed due to this minor change in reporting.

Notes:

◦ Branch count includes all locations that sell to multiple customer accounts (primarily our traditional and overseas branches). Onsite count includes all locations that sell to a single customer account.

END MARKET PROFILE



MAJOR SEGMENT GROWTH (Daily Sales rates)		Jan.	Feb.	Mar.	Apr.	May	June	Year-to-Date	July	Aug.	Sep.	Oct.	Nov.	Dec.	Full Year
Heavy Manufacturing	2024	3.3%	3.1%	2.0%	1.9%	1.5%	2.2%	2.2%							
	2023	20.2%	19.7%	13.7%	14.8%	11.7%	12.6%	15.3%	9.8%	8.6%	8.9%	5.6%	5.5%	5.7%	11.3%
All Other Manufacturing	2024	0.7%	3.6%	3.4%	2.2%	2.9%	7.1%	3.3%							
	2023	13.1%	10.7%	7.4%	10.5%	7.1%	3.5%	8.6%	3.1%	1.3%	3.5%	1.9%	3.2%	4.6%	5.7%
All Other End Markets	2024	(0.5%)	0.9%	(0.2%)	(2.9%)	(0.3%)	0.3%	(0.5%)							
	2023	(1.9%)	(5.2%)	(3.9%)	(4.4%)	(6.1%)	(5.3%)	(4.5%)	(3.5%)	(1.1%)	0.8%	(3.7%)	1.8%	5.3%	(2.4%)

THANK YOU