



2026 THIRD QUARTER INVESTOR TELECONFERENCE

October 14, 2026



Safe Harbor

All statements made herein that are not historical facts (e.g., future operating results, net sales growth, long-term share gains, and business activity, as well as expectations regarding operations, including gross and operating income margin, eBusiness DSR growth, weighted FMI technology signings, operating costs (including SG&A), capital expenditures, sales through our Digital Footprint, cash flow generation, our anticipated progress on our strategic objectives, our ability to grow large customer sites and sales, the declaration and payment of dividends and any future share repurchases, the impact of tariffs and any pricing actions) 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 the most recent annual and quarterly reports of Fastenal Company (the 'Company,' 'Fastenal,' 'we,' 'our,' or 'us') 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.

Agenda

1. Q3 2026 Highlights
2. Strategic Objectives
3. Sales Growth Drivers
4. Customer Win Spotlight
5. Financial Results
6. Key Takeaways
7. Appendix

Presentation format refreshed this quarter. Metric definitions and historical series are unchanged; a summary of changes from the prior version appears at the start of the appendix.



Q3 sales up 15.5%, with earnings growth outpacing sales

SALES GROWTH

+15.5%

Net sales growth vs. prior year
\$2.46B net sales (+\$330.0M)

MARGIN EXPANSION

21.5%

Operating income margin
+90 bps vs. prior year

CASH CONVERSION

87.1%

Free cash flow % of net income*
-11.9 pts vs. prior year

CAPITAL EFFICIENCY

32.5%

Return on invested capital*
+230 bps vs. prior year

WHAT DROVE THE QUARTER

Growth accelerated

Improving unit volumes

Earnings outpaced sales

Operating margin expansion

Share-led growth

Key account strategy and new contract wins

*Free cash flow as a percent of net income and return on invested capital are non-GAAP measures. See reconciliations in the appendix.

Progress across our three strategic objectives



Increase sales effectiveness

Gain share through our key account strategy and new contract wins.



Enhance our services

Expand Fastenal Managed Inventory (FMI) device base and digital footprint, improving customer experience, retention, and operating efficiency.



Expand total addressable market

Access currently unaddressed revenue sources by expanding products, geographies, business models, services, and capabilities.

AS EVIDENCED BY

Overall & large account DSR
growth and contract signings
Pages 6, 10

Digital footprint
expansion
Pages 7, 20

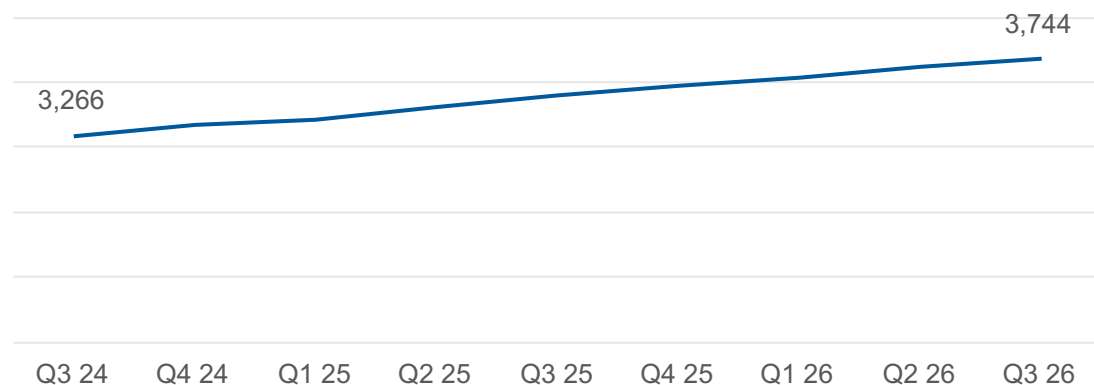
International & non-fastener
sales growth
See monthly sales release

Share gains and embedded solutions drove growth

DAILY SALES RATE (DSR) GROWTH



CONTRACT COUNT



Growth continues to outpace our end markets, reflecting share gains from key accounts and new contract wins.

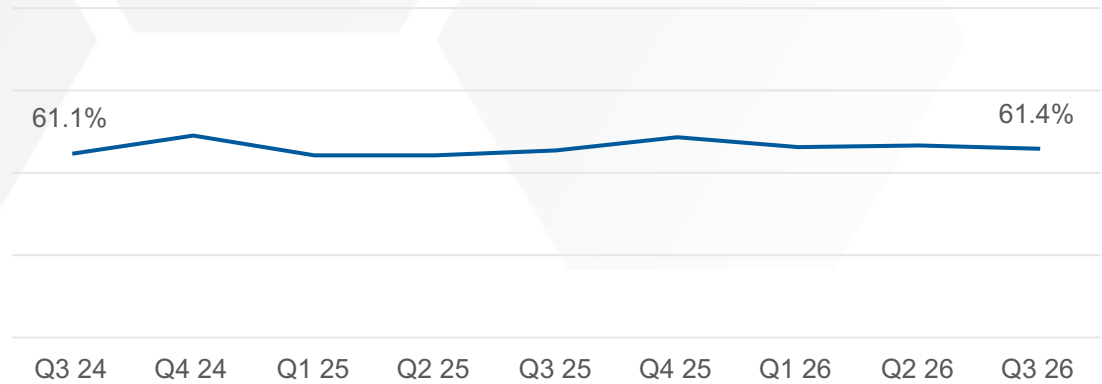
- Improvement in market conditions in the first half of 2026 strengthened further in Q3.
- Pricing contributed ~2.4%, reflecting continued pricing actions, though at a slower pace as we began to lap peak pricing implemented in 2025.

Customer site data shows continued progress with larger customers (new and existing).

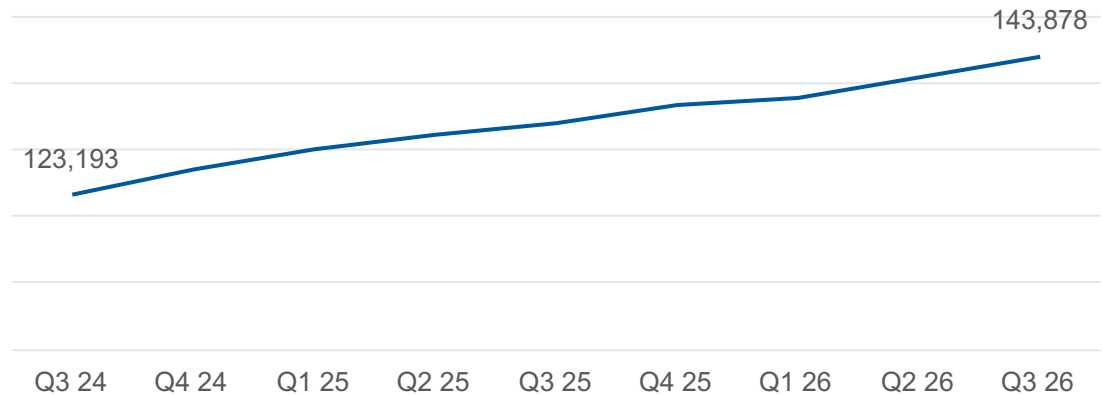
- Contract count up 6.4% from last year, with signings weighted toward multi-site national accounts.
- Sales from sites with \$50k+ monthly spend grew 27.6%, a growing share of total revenue.
- Number of newly signed contract accounts on pace with original expectations.

Digital adoption and FMI deployments continue to grow

DIGITAL FOOTPRINT



FMI DEVICE TOTAL INSTALLATIONS



Digital Footprint was 61.4% of total sales.

- FMI and eBusiness volumes continued to grow.
- Digital adoption improves order accuracy, reduces manual work, and strengthens customer relationships.
- eBusiness volume grew nearly as fast as the overall business.
- Our Digital Footprint estimate for 2026 is 62-63% of sales (our original 2026 estimate was 66%).

FMI device base tops 143,000 units.

- FASTBin and FASTVend sales outpaced company growth.
- Deployments have increased each quarter.
- We continue to expect 27,000-29,000 device signings in 2026 (our original 2026 estimate was 28,000-30,000).

A manufacturer's 20-year-old supply model, rebuilt on FMI

ESTIMATED CUSTOMER SAVINGS

~25%

As onboarding continues
Significant savings
documented to date

DIGITAL FOOTPRINT

99%

Digital footprint on the account
Up from 0% before FMI

REPLENISHMENT

Automated

Fully automated process
Shortages eliminated

NEXT OPPORTUNITIES

Multiple

Growth opportunities identified
Vending & additional categories

HOW WE DID IT

The challenge

A growing manufacturer relied on manual, inconsistent processes with no automation or digital ordering, leading to shortages, uncontrolled consumption, and lost labor.

What we put in place

Our specialists mapped the operation onsite, then installed FMI technology, organized storage, and point-of-use inventory at the line.

Why it matters

Automation and point-of-use inventory improve customer and branch productivity while reducing consumption.

Our supply solutions lower customer costs while growing our share

BEFORE FMI



AFTER FMI



Why we win: an engineered solution, not just supply

- Lean specialists map each customer's processes, waste, and travel time onsite.
- Solutions designed with the customer's leadership and production teams.

What customers get: availability, savings, and control

- Point-of-use inventory that reduces shortages and downtime, while reducing stock and storage needs.
- Documented savings, discussed in regular business reviews.
- Real-time inventory visibility helps free up working capital while decreasing stockout risk.

Why it works for Fastenal: technology does the work

- Automated replenishment reduces local service labor.
- Embedded technology deepens relationships and grows our share of spend.

Growth broad-based, led by heavy manufacturing

DSR GROWTH BY END MARKET



DSR GROWTH BY MATERIAL TYPE



U.S. manufacturing PMI averaged 54.9 in Q3, signaling continued expansion.

- Industrial production for our key end markets (IP-PII) remained positive.

Heavy manufacturing continued to outperform.

- Led by key accounts, machined products, aerospace, and industrial equipment.
- Construction, transportation, and reseller also contributed strong growth.

Direct materials outpaced indirect.

- Supported by large customer signings, improved product availability, and pricing actions.
- Electrical, welding/abrasives, tools, hydraulics/pneumatics, cutting tools, and material handling outpaced total company DSR.

Sales up 15.5%; operating margin up 90 bps

Summary Results			
			% vs. PY Fav/(Unfav)
(\$ in millions)	Q3 2026	Q3 2025	
Sales	\$ 2,463.3	\$ 2,133.3	15.5%
Daily Sales	38.5	33.3	15.5%
Gross Profit	1,104.7	965.8	14.4%
SG&A	573.9	524.3	9.4%
Op Income	\$ 530.8	\$ 441.5	20.2%
EPS (diluted)	\$ 0.35	\$ 0.29	19.8%
			Bps vs. PY Fav/(Unfav)
(% of sales)	Q3 2026	Q3 2025	
Gross Margin	44.8%	45.3%	(40)
SG&A	23.3%	24.6%	130
Op Margin	21.5%	20.7%	90

Sales increased 15.5% (reported and daily).

Gross margin decreased 40 bps.

- Customer mix was a ~50 bps headwind, driven by continued growth with larger customers, which carry lower gross margins but support operating margin leverage.
- Price/cost was a ~30 bps headwind, improving ~10 bps from the second quarter.
- Gross margin benefited ~40 bps from several factors, including direct sourcing savings, supplier rebates, and tariff refunds. ~20 bps of the overall margin benefit reflected favorable timing.

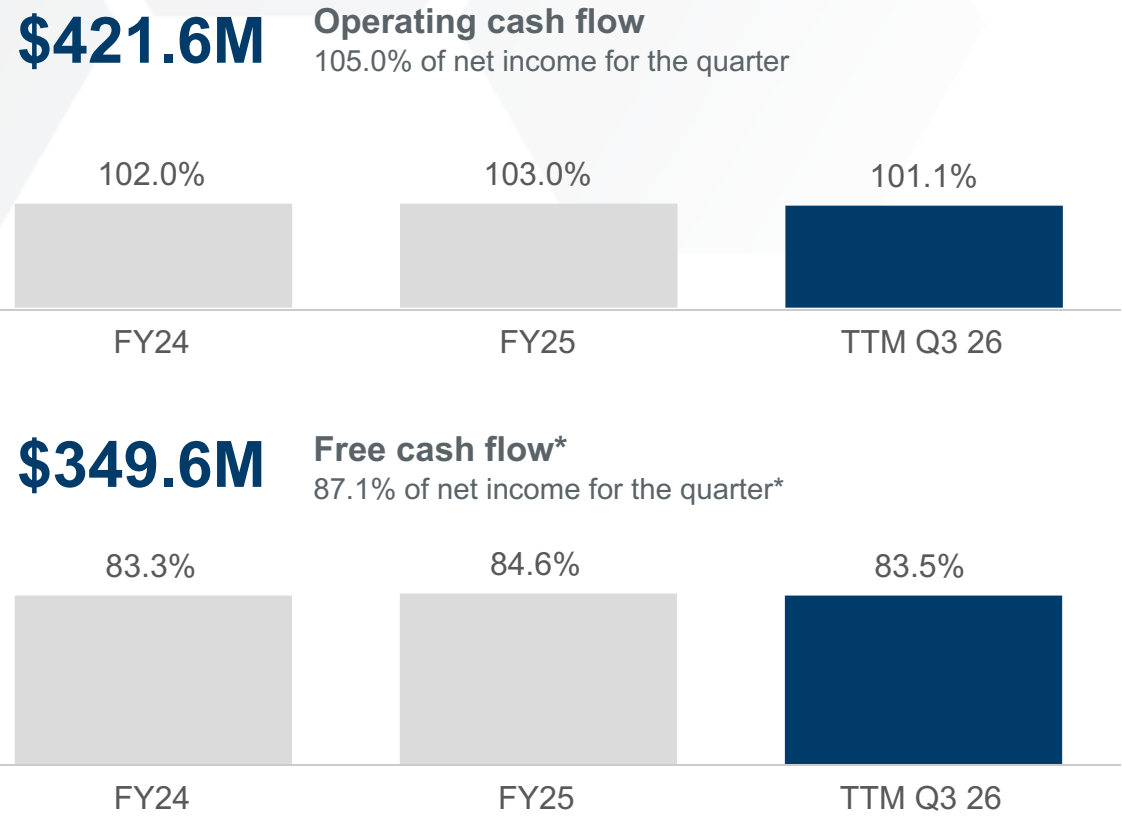
Operating margin increased 90 bps.

- SG&A leverage of 130 basis points more than offset lower gross margin, reflecting disciplined expense management and only modest headcount growth.

EPS of \$0.35, up 19.8% versus prior year.

Cash generation remains strong while funding growth

CASH GENERATION



CAPITAL RETURNED, Q3 2026

Dividends paid	\$298.2M
74.2% of net income	
Share repurchases	\$30.2M
7.5% of net income	
Capital returned to shareholders	\$328.4M
81.8% of net income	
Trailing twelve months: \$1,182M returned, 99.8% of free cash flow*, after fully funding growth investments.	

Charts show annual results; current period is trailing twelve months (TTM).
*Free cash flow, free cash flow as a percent of net income, and TTM capital returned to shareholders as a percent of free cash flow are non-GAAP measures. See reconciliations in the appendix.

KEY TAKEAWAYS

Strong growth with higher operating margins and returns

WHAT Q3 DELIVERED

+15.5%

Net sales growth
\$2.46B net sales

21.5%

Operating income margin
+90 bps vs. prior year

87.1%

Free cash flow % of net income*
-11.9 pts vs. prior year

32.5%

Return on invested capital*
+230 bps vs. prior year

KEY MESSAGES



Broad-based growth

Growth was broad-based, led by heavy manufacturing, construction, transportation, and reseller markets.



Progress on price/cost

Price actions continue, moving price/cost positively on a sequential basis for the second quarter in a row.



Large account signings compounding

Signings with large accounts continue to grow, adding contracted, embedded spend that carries into future quarters.

Momentum: share gains and customer-embedded solutions drive the growth, with margin expansion and cash conversion funding continued reinvestment.

*Free cash flow as a percent of net income and return on invested capital are non-GAAP measures. See reconciliations in the appendix.

THANK YOU

LISTING

Nasdaq: FAST

Fastenal Company common stock

NEXT REPORT

Q4 2026 results

Date posted to the IR site

IR WEBSITE

investor.fastenal.com

Filings, events and webcast replay

IR CONTACT

investor.relations@fastenal.com

Questions on results or the webcast



What changed from the prior version

MOVED

- End market and material type history moved out of the body onto an appendix reference page (page 19).
- eBusiness daily sales rate growth, share of sales, and FMI device signings per day moved out of the body onto the technology supplemental appendix page (page 20).

SHOWN DIFFERENTLY OR AVAILABLE ELSEWHERE

- Strategic progress, previously combined with what is now the sales growth drivers page, is presented on its own (page 5).
- The CEO recap is replaced by a summary of key takeaways (page 13).
- The rolling multi-quarter history of gross and operating margins, operating cash flow, and net capital expenditures is no longer shown here; it remains available in our quarterly earnings release and Form 10-Q on the investor relations website.

ADDED

- An opening highlights page framing the quarter's headline measures (page 4).
- A customer win spotlight showing our approach in practice (pages 8-9); featured periodically rather than every quarter.
- An abbreviated profit and loss summary, giving a fuller view of results and covering margin performance in one place (page 11).
- A reconciliation of free cash flow in the appendix (page 18).

Non-GAAP financial measures

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 income less income tax expense divided by average invested capital over the trailing 12 months ('TTM'). 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 17 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.

The appendix includes information on our free cash flow, which is a non-GAAP financial measure. We define free cash flow as net cash provided by operating activities less capital expenditures, net of proceeds from sales of property and equipment, less acquisitions and other investing activities. Free cash flow as a percentage of net income is a non-GAAP measure and is calculated as free cash flow divided by net income for the applicable period. Capital returned to shareholders as a percentage of free cash flow on a trailing twelve months basis is a non-GAAP measure calculated as the sum of dividends paid and share repurchases over the trailing twelve months divided by free cash flow over the same period. Management uses these measures to assess the cash generated by operations that is available to fund dividends, share repurchases, and debt reduction after the investment required to maintain and grow the business. These measures should be considered in addition to, and not as substitutes for, net cash provided by operating activities, net cash provided by operating activities as a percentage of net income, or net cash provided by operating activities as a percentage of total capital returned on a trailing twelve months basis, in each case as reported in accordance with GAAP, and they may not be comparable to similarly titled measures reported by other companies.

The table on page 18 reconciles free cash flow to net cash provided by operating activities, and presents the related percentages of net income and of total capital returned to shareholders.

Return on invested capital

CALCULATION OF ROIC	TTM Q3 2026	TTM Q3 2025
Operating Income	\$1,864.4	1,616.3
Income Tax Expense	(447.9)	(388.0)
Net Operating Profit After Tax (NOPAT)	\$1,416.5	1,228.3
Total Current Assets	\$3,687.4	3,403.3
Cash and Cash Equivalents	(250.0)	(290.2)
Accounts Payable	(395.3)	(323.3)
Accrued Expenses	(298.2)	(243.4)
Property & Equipment, Net	1,150.4	1,078.4
Other Assets	467.5	445.7
Invested Capital	\$4,361.8	4,070.6
ROIC	32.5%	30.2%

Trailing twelve months ended the third quarter of 2026. Amounts in millions. Return on invested capital (ROIC) is a non-GAAP measure; the reconciliation to return on assets (ROA) is shown at right.

RECONCILIATION OF ROIC TO ROA	TTM Q3 2026	TTM Q3 2025
Net Income	\$1,418.2	1,226.6
Total Assets	\$5,305.3	4,927.4
ROA	26.7%	24.9%
NOPAT	\$1,416.5	1,228.3
Add: Income Tax Expense	447.9	388.0
Operating Income	1,864.4	1,616.3
Add: Interest Income	5.5	5.5
Subtract: Interest Expense	(3.8)	(7.2)
Subtract: Income Tax Expense	(447.9)	(388.0)
Net Income	\$1,418.2	1,226.6
Invested Capital	\$4,361.8	4,070.6
Add: Cash and Cash Equivalents	250.0	290.2
Add: Accounts Payable	395.3	323.3
Add: Accrued Expenses	298.2	243.4
Total Assets	\$5,305.3	4,927.4

Reconciliation of free cash flow

CALCULATION OF FREE CASH FLOW	Q3 2026	Q3 2025	YTD 2026	TTM Q3 2026	FY2025	FY2024
Net cash provided by operating activities	\$421.6	\$386.9	\$1,065.7	\$1,433.8	\$1,295.9	\$1,173.3
Less: purchases of property and equipment	(74.0)	(60.3)	(197.0)	(257.0)	(245.3)	(226.5)
Add: proceeds from sale of property and equipment	2.2	5.6	7.0	9.3	14.8	12.4
Less: acquisitions and other investing activities	(0.2)	(0.1)	(2.1)	(2.3)	(0.5)	(0.4)
Free cash flow (non-GAAP)	\$349.6	\$332.1	\$873.6	\$1,183.8	\$1,064.8	\$958.8
Net income	\$401.6	\$335.5	\$1,124.2	\$1,418.2	\$1,258.4	\$1,150.6
Operating cash flow as a percent of net income	105.0%	115.3%	94.8%	101.1%	103.0%	102.0%
Free cash flow as a percent of net income	87.1%	99.0%	77.7%	83.5%	84.6%	83.3%
Capital returned to shareholders*	\$328.4	\$252.5	\$929.2	\$1,181.7		
Capital returned to shareholders as a percent of free cash flow	93.9%	76.0%	106.4%	99.8%		

Amounts in millions. Free cash flow, free cash flow as a percentage of net income, and total capital returned as a percentage of free cash flow on a TTM basis are non-GAAP measures. Free cash flow is calculated as net cash provided by operating activities less capital expenditures, net of proceeds from sales of property and equipment, less acquisitions and other investing activities. Free cash flow as a percentage of net income is calculated as free cash flow divided by net income for the applicable period. Capital returned to shareholders as a percentage of free cash flow on a TTM basis is calculated as TTM capital returned to shareholders divided by TTM free cash flow.

* Capital returned to shareholders is calculated as dividends paid plus share repurchases.

Business & market trends — historical detail

DSR GROWTH	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026
By end market											
Heavy manufacturing (44.6% of sales)	2.7%	1.8%	0.7%	1.7%	4.8%	7.5%	12.4%	12.6%	14.1%	18.1%	20.2%
All other manufacturing (32.0% of sales)	2.5%	4.0%	6.2%	5.4%	9.7%	11.5%	12.9%	13.0%	9.9%	10.8%	13.2%
All other end markets (23.4% of sales)	0.0%	(1.0)%	(1.5)%	(0.3)%	(0.6)%	6.7%	8.4%	6.3%	13.2%	15.1%	12.3%
By material type											
Direct materials (39.8% of sales)	1.5%	0.7%	1.6%	2.7%	5.4%	9.7%	14.2%	13.1%	13.1%	16.5%	18.6%
Indirect materials (60.2% of sales)	2.2%	2.7%	2.4%	3.1%	5.5%	8.6%	10.4%	10.1%	12.4%	14.1%	14.3%

Share of sales reflects data from most recently completed quarter.

Technology supplemental

EBUSINESS AND FMI TRENDS	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026
eBusiness daily sales rate growth, year over year	33.6%	25.5%	25.6%	27.6%	12.9%	13.5%	8.0%	6.4%	6.8%	12.6%	14.8%
eBusiness as a percent of net sales	28.6%	28.7%	30.1%	30.9%	30.7%	30.0%	29.1%	29.6%	29.1%	29.4%	28.8%
FMI device signings per day	105	112	114	108	102	101	110	95	110	109	117

Sequential trends — monthly detail

MONTHLY SEQUENTIAL DSR CHANGE	Jan.*	Feb.	Mar.	Jan. - Mar.	Apr.	May	Jun.	Jan. - Jun.	Jul.	Aug.	Sep.	Jan. - Sep.	Oct.	Jan. - Oct.	Nov.	Dec.
Five-year benchmark**	0.0%	2.2%	2.7%	4.9%	(1.6%)	3.0%	1.0%	7.5%	(3.1%)	2.2%	4.0%	10.7%	(1.8%)	8.7%	(2.3%)	(6.9%)
2026 sequential change	(1.0%)	7.0%	1.6%	8.7%	(0.4%)	4.6%	2.2%	15.7%	(2.3%)	3.0%	1.6%	18.4%				
Delta v. benchmark	(1.0%)	4.8%	(1.1%)	3.8%	1.1%	1.6%	1.2%	8.2%	0.9%	0.9%	(2.4%)	7.7%				
2025 sequential change	(1.6%)	5.8%	3.3%	9.2%	(2.9%)	4.1%	2.0%	12.6%	(2.7%)	2.1%	3.6%	15.9%	(2.5%)	13.1%	(1.5%)	(9.3%)
Delta v. benchmark	(1.5%)	3.6%	0.6%	4.3%	(1.3%)	1.1%	1.0%	5.1%	0.4%	(0.1%)	(0.5%)	5.2%	(0.7%)	4.3%	0.9%	(2.5%)
2024 sequential change	(0.7%)	2.7%	0.2%	2.8%	(1.3%)	1.5%	1.6%	4.6%	(5.3%)	3.0%	5.1%	7.2%	(3.4%)	3.6%	(1.9%)	(8.4%)
Delta v. benchmark	(0.7%)	0.5%	(2.5%)	(2.1%)	0.2%	(1.5%)	0.5%	(2.9%)	(2.1%)	0.8%	1.1%	(3.5%)	(1.6%)	(5.2%)	0.4%	(1.6%)
2023 sequential change	(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	(0.4%)	(0.5%)	(1.8%)	(2.3%)	1.3%	(2.4%)	(1.2%)	(4.6%)	0.5%	(0.8%)	0.0%	(5.2%)	(1.2%)	(6.4%)	(0.2%)	1.5%

BUSINESS DAYS	Jan.*	Feb.	Mar.	Jan. - Mar.	Apr.	May	Jun.	Jan. - Jun.	Jul.	Aug.	Sep.	Jan. - Sep.	Oct.	Jan. - Oct.	Nov.	Dec.	Total
2027	20	20	23	63	22	20	22	127	21	22	21	191	21	212	21	20	253
2026	21	20	22	63	22	20	22	127	22	21	21	191	22	213	20	21	254
2025	22	20	21	63	22	21	21	127	22	21	21	191	23	214	19	21	254

*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. Good Friday was in April of 2025 and 2026. In 2027, Good Friday will be in March.

End market profile

FY25 End Market Data



Heavy manufacturing is the largest end market at 43.0% of net sales, and manufacturing overall accounts for 75.8% for FY25.

MAJOR SEGMENTS GROWTH Daily Sales Rates			Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sep.	Year to Date	Oct.	Nov.	Dec.	Full Year
Heavy Manufacturing	2026	13.2%	14.9%	13.8%	17.7%	18.7%	17.8%	18.7%	21.8%	20.3%	17.6%					
	2025	1.8%	4.8%	7.9%	4.6%	8.6%	9.2%	13.6%	11.7%	11.8%	8.2%	11.5%	13.0%	14.4%	9.3%	
All Other Manufacturing	2026	10.5%	10.2%	8.7%	10.5%	11.5%	10.5%	12.5%	14.3%	12.9%	11.3%					
	2025	6.7%	10.4%	12.0%	9.7%	12.8%	12.1%	14.2%	12.5%	11.8%	11.4%	13.2%	12.9%	13.3%	11.8%	
All Other End Markets	2026	11.3%	14.8%	13.2%	14.4%	13.6%	16.9%	16.0%	12.2%	8.8%	13.5%					
	2025	(3.7%)	(1.0%)	3.0%	5.7%	6.1%	8.4%	9.0%	10.7%	5.3%	4.9%	8.5%	8.2%	2.1%	5.2%	

Customer site supplemental

CUSTOMER SITES BY MONTHLY SPEND	Q3 2026 sites (#) ^{(1) (2)}	Q3 2026 sales (\$MM)	Q3 2026 sales per site ⁽³⁾	Q3 2025 sites (#) ^{(1) (2)}	Q3 2025 sales (\$MM)	Q3 2025 sales per site ⁽³⁾
Manufacturing						
\$50k+ per month ⁽⁴⁾	2,730	1,239.4	151,331	2,304	971.8	140,596
\$10k+ per month	9,534	1,693.4	59,206	8,913	1,411.5	52,788
\$5k+ per month	14,023	1,789.9	42,547	13,385	1,507.6	37,545
Other sales ⁽⁵⁾	26,527	95.2	1,196	28,936	103.0	1,187
Total manufacturing	40,550	1,885.1	15,496	42,321	1,610.6	12,668
Non-manufacturing						
\$50k+ per month ⁽⁴⁾	558	217.1	129,689	467	170.1	121,413
\$10k+ per month	3,601	403.3	37,332	3,282	340.5	34,583
\$5k+ per month	6,534	465.2	23,732	6,134	400.9	21,786
Other sales ⁽⁵⁾	43,675	113.1	863	50,368	121.8	806
Total non-manufacturing	50,209	578.2	3,839	56,502	522.7	3,015
Total						
\$50k+ per month ⁽⁴⁾	3,288	1,456.6	147,668	2,771	1,141.9	137,363
\$10k+ per month	13,135	2,096.7	53,209	12,195	1,752.0	47,888
\$5k+ per month	20,557	2,255.0	36,565	19,519	1,908.5	32,592
Other sales ⁽⁵⁾	70,202	208.3	989	79,304	224.8	945
Grand total	90,759	2,463.3	9,047	98,823	2,133.3	7,149

(1) Sites represent the number of customer locations served by our network. Individual customers with multiple locations will have multiple customer Sites.

(2) Sites numbers reflect the monthly average of active Site counts.

(3) Monthly sales per Site totals are not rounded to the millions and represent the exact dollar amount.

(4) \$50k+ Sites are disclosed as a representation of Onsite-like customers and are also a subset of \$10k+ and \$5k+ Sites.

(5) Other sales represent sales to Sites under \$5k per month and sales that are not tied to a specific Site. This includes certain service fees, cash sales, direct ship sales, etc.

Employee statistics

HEADCOUNT STATISTICS	Absolute Count							FTE Count ⁽¹⁾						
	Q3 2026	Q2 2026	Change Since Q2 2026	Q4 2025	Change Since Q4 2025	Q3 2025	Change Since Q3 2025	Q3 2026	Q2 2026	Change Since Q2 2026	Q4 2025	Change Since Q4 2025	Q3 2025	Change Since Q3 2025
Selling personnel ⁽²⁾	17,117	17,340	(1.3%)	17,166	(0.3%)	17,196	(0.5%)	15,332	15,796	(2.9%)	15,439	(0.7%)	15,414	(0.5%)
Distribution/Transportation personnel	4,129	4,074	1.4%	4,057	1.8%	3,985	3.6%	3,162	3,196	(1.1%)	3,056	3.5%	3,057	3.4%
Manufacturing personnel	1,122	1,085	3.4%	1,046	7.3%	1,072	4.7%	1,016	995	2.1%	958	6.1%	973	4.4%
Organizational support personnel ⁽³⁾	2,311	2,296	0.7%	2,220	4.1%	2,185	5.8%	2,239	2,243	(0.2%)	2,149	4.2%	2,124	5.4%
Total personnel	24,679	24,795	(0.5%)	24,489	0.8%	24,438	1.0%	21,749	22,230	(2.2%)	21,602	0.7%	21,568	0.8%

(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 location.

(3) Organizational support personnel consists of: (1) Sales Support personnel (37% to 42% of category), which includes sourcing, purchasing, supply chain, product development, etc.; (2) information technology (IT) personnel (33% to 38% of category); and (3) Administrative Support personnel (22% to 27% of category), which includes human resources, Fastenal School of Business, accounting and finance, senior management, etc.