APPLIED
Industrial Technologies®

We Keep Industry Running

Investor Presentation

Safe Harbor Statement

This presentation contains statements that are forward-looking, as that term is defined by the Securities and Exchange Commission in its rules, regulations and releases. Applied intends that such forward-looking statements be subject to the safe harbors created thereby. Forward-looking statements are often identified by qualifiers such as “believe,” “expect,” “outlook,” “project” “guidance,” “target,” “objectives,” “will” and derivative or similar expressions. All forward-looking statements are based on current expectations regarding important risk factors including trends in the industrial sector of the economy (such as the inflationary environment and supply chain strains), the effects of the health crisis associated with the COVID-19 pandemic on our business operations, results of operations, and financial condition, and other risk factors identified in Applied's most recent periodic report and other filings made with the Securities and Exchange Commission, many of which risks are amplified by circumstances arising out of the COVID-19 pandemic. Accordingly, actual results may differ materially from those expressed in the forward-looking statements, and the making of such statements should not be regarded as a representation by Applied or any other person that the results expressed therein will be achieved. Applied assumes no obligation to update publicly or revise any forward-looking statements, whether due to new information, or events, or otherwise.

Non-GAAP Financial Measures

This presentation sets forth certain non-GAAP financial measures - Adjusted Gross Margin; EBITDA; Adjusted EBITDA; Adjusted EBITDA Margin; Free Cash Flow; Net Leverage Ratio - which are presented as supplemental disclosures to Net Income; Cash from Operations; Total Debt Outstanding; and reported results. Management believes these measures are useful indicators for normalizing earnings for non-routine items and facilitating effective evaluation of operating performance. A presentation of the most directly comparable GAAP measure and reconciliations of Adjusted Gross Margin, EBITDA, Adjusted EBITDA, Adjusted EBITDA Margin, Free Cash Flow, and Net Leverage Ratio are set forth in the appendix to this presentation.

Company Profile

APPLIED Industrial Technologies®

Strategic Focus on Technical Products & Solutions

~80% of Sales Generated From #1 or #2 Market Positions

- Bearings & Power Transmission
- Fluid Power
- Process Flow Control
- Advanced Automation

We Are One of the Largest Distributors and Solution Providers of Industrial Motion, Power, and Control Technologies in the World

$3.8B Revenue	$410M EBITDA	$4.5B Market Cap
8.5M Accessible Products SKUs	3,200+ Customer Facing Associates	568 Service Facilities

Headquartered in Cleveland, Ohio

Notes: 1) Revenue and EBITDA based on reported fiscal 2022

Multi-Channel Capabilities

Industrial Customer



Service Centers

- Local MRO / Aftermarket Support
- Leading Motion / Power Control Expertise
- Technical Shop, Repair, Consult Services
- Over 400+ Locations Concentrated in North America



Flow Control

- Mission-Critical Engineered Solutions for Full-Cycle Flow / Process Infrastructure
- Systems Integration, Repair, Fabrication
- 60+ locations



E-Business

- Applied.com
- EDI & PunchOut
- Digital Inside Sales Team
- Strategic Customer Engagement



Fluid Power

- Fluid Power System Design, Build, Integration
- Industrial, Off-Highway Mobile, Technology
- Certified Fluid Power Specialists & Engineers
- 70+ locations



Automation

- Value-Added Automation Expertise (Design, Assembly & Integration)
- Robotics, Machine Vision, Motion Control, & Digital Technologies
- Final Mile Customization of Automation



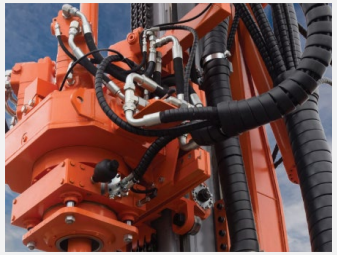
VMI / Vending

- C-Class Consumables Management
- Indirect Shop Supplies & Solutions
- 200+ Dedicated Sales & Service Reps

Leading Technical End-Market Reach with Comprehensive Product & Service Solutions

Product Portfolio

APPLIED Industrial Technologies®

Power Transmission	Bearings, Linear, Seals	Fluid Power	Flow Control	Advanced Automation	General MRO; Hose Products
					

We Are Applied℠

Industrial Motion, Fluid Power, Flow Control, Automation, Maintenance Supplies

~85% of Sales Focused in Critical Motion Control, Fluid Power, Flow Control, & Automation Products & Solutions

Customer Application / Cross-Sell Potential of Applied® Products & Solutions

Service Centers

Mounted bearings, gearing, & couplings for processing equipment & machinery break-fix applications



Service Centers

Fluid power MRO supplies, including cylinders, valves, & hoses to support regular maintenance on core systems



Specialty Flow Control

Pumps, valves, instrumentation, hoses, & filtration to ensure precise control of pressure, temperature, levels, flow, & product quality across process lines



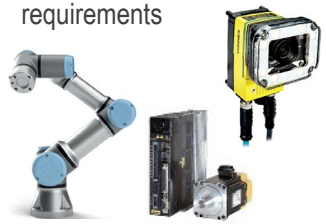
Service Centers

Maintenance & repair on belting, pulleys, & clutches for conveying & movement of processed materials & end-product



Automation Solutions

Collaborative robots, motion control, & machine vision for finishing, packaging, quality inspection, & other automation requirements



Fluid Power

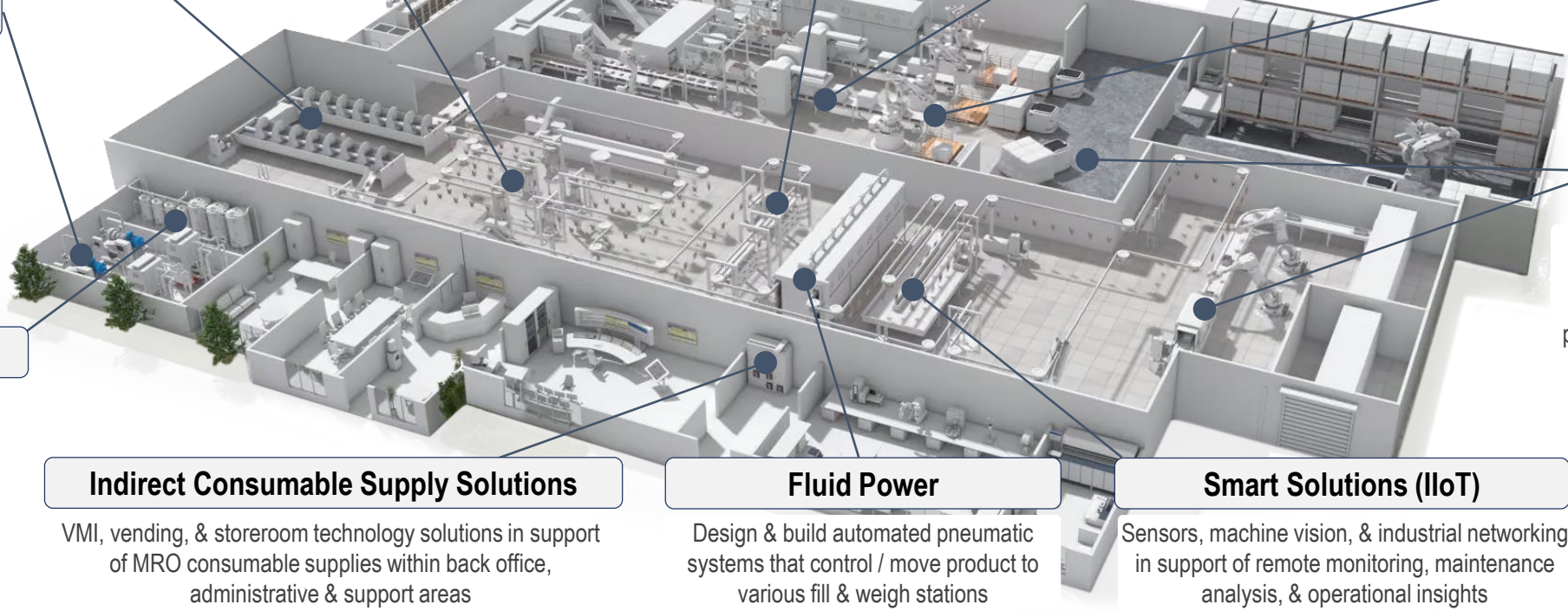
Design & build hydraulic power units for single machine or central plant power requirements



Specialty Flow Control

Steam specialties, heat exchangers, valves, instruments, & pumps to control plant utilities for improved energy conservation & waste management





Indirect Consumable Supply Solutions

VMI, vending, & storeroom technology solutions in support of MRO consumable supplies within back office, administrative & support areas



Fluid Power

Design & build automated pneumatic systems that control / move product to various fill & weigh stations



Smart Solutions (IIoT)

Sensors, machine vision, & industrial networking in support of remote monitoring, maintenance analysis, & operational insights



Automation Solutions

Design, engineer, & build automated systems used for moving, weighing, sorting, processing & cleaning product



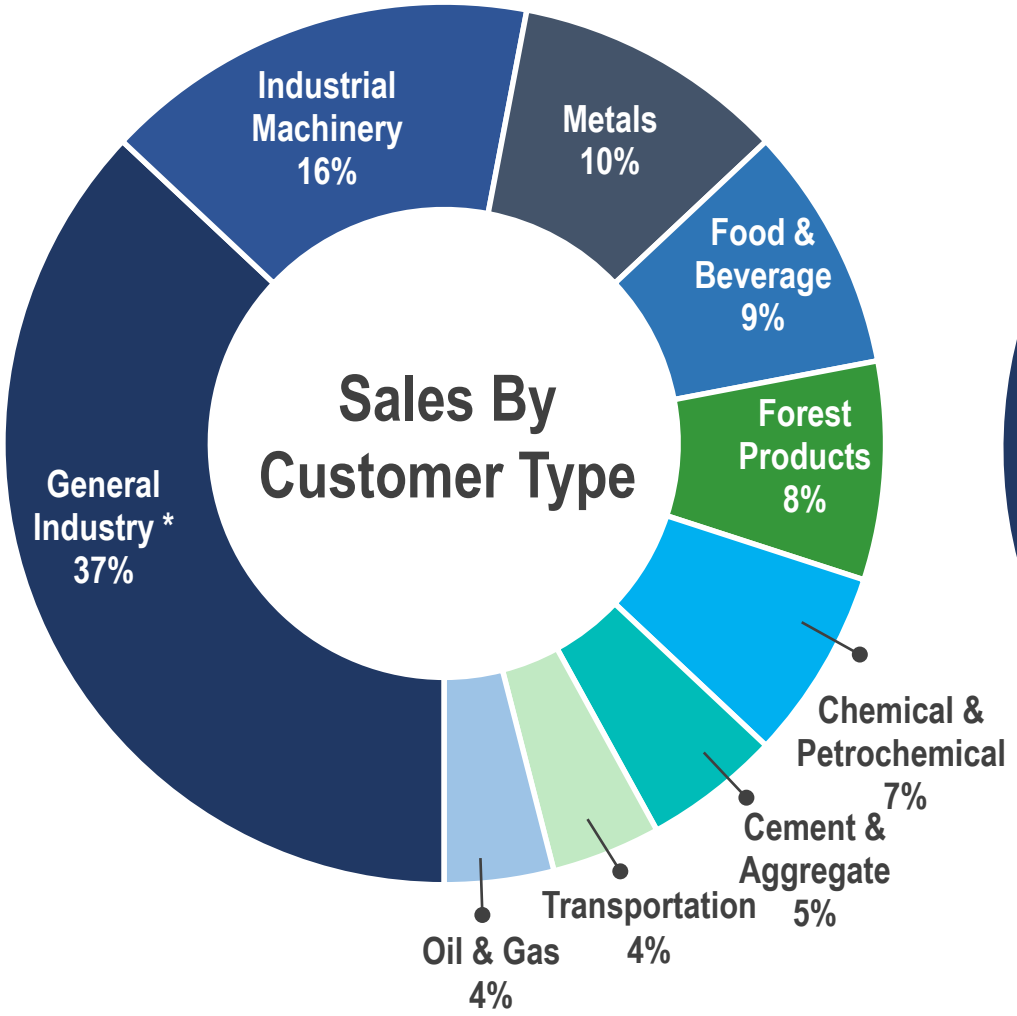
Primary Supplier Partners

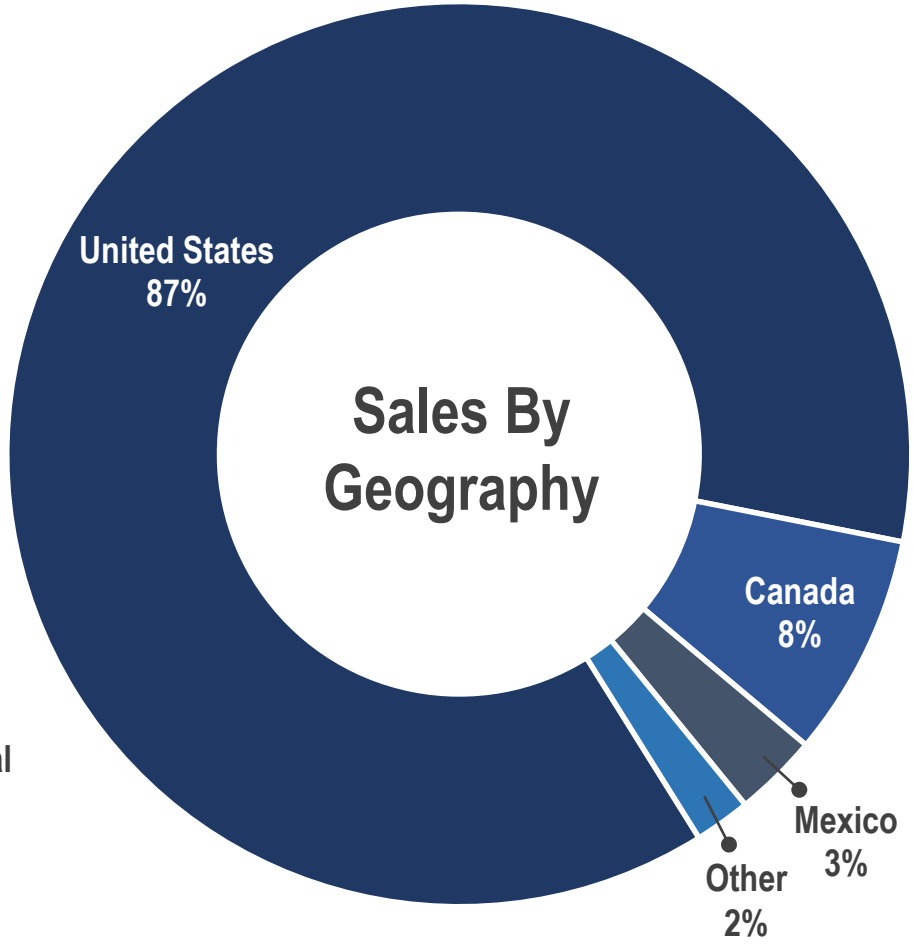


Leading Manufacturers with World Class Brands Focused on Premier Industrial Solutions

Customer & Geographic Exposure









** General Industry includes all other industries representing 4% or less of sales; includes Utilities, Rubber & Plastics, Construction, Technology, Agriculture, Automotive, and Life Sciences; Based on fiscal 2022 sales*

Diverse Customer Base Focused Primarily Within North America

Applied® Value Creation Model

CORE

- World-Class Brands
- Critical Support to Industrial Infrastructure
- Technical & Solutions Based Focus
- Embedded Industrial Customer Base
- Recurring MRO Revenue Stream
- High Cash Flow Model

Supports Growth Into Demand-Rich, Higher Margin, & Emerging Areas of the Industrial Sector

Fluid Power • Flow Control •
Advanced Automation • Smart Technologies
(Expand & Cross-Sell Across "Core" Customer Base)

Operational Focus

- History of Cost Discipline
- Operational Excellence Initiatives
- Shared Services Deployment
- Ongoing Sales Process Refinement
- System Investments & Analytics
- Talent Development

GUIDED BY CORE VALUES

Integrity • Respect • Customer Focus •
Commitment to Excellence • Accountability •
Innovation • Continuous Improvement •
Teamwork

Financial Targets

Mid Single-Digit Organic Growth
Gross Margin Expansion Through a Cycle
12%+ EBITDA Margin Target (10.7% in FY22)
Working Capital <= 20% of Sales

Acquisitions *(~300 bps of growth annually)*
Organic Capital Redeployment

Dividends *(recent 1.2% yield)*
Share Buybacks *(~$90M last five years)*

Multiple Expansion = *enhanced margin / returns, stronger growth, scaling market cap, IR initiatives*

Double-Digit Earnings CAGR
Free Cash >100% of Net Income

SHAREHOLDER RETURNS

Durable & Adaptable Business Model Positioned to Unlock Shareholder Value Long Term

Key Growth & Operational Considerations

Our products & solutions are increasingly critical across the industrial supply chain…

- **Break / Fix Demand:** Elevated requirements given greater production and capacity utilization across North America.
- **Customer Outsourcing of Technical Needs:** Greater focus on addressing skilled labor constraints and needing qualified providers to support growth.
- **Industrial Facility Optimization:** Greater focus on plant floor optimization / automation and equipment maintenance as supply chains de-risk.
- **Compliance and Regulatory Requirements:** More stringent facility and equipment standards driving increased technical MRO needs and capex.
- **Manufacturing Reshoring:** Greater customer push to diversify production concentration and reduce risks inherent in long-distance supply chains.
- **Demand for Next Generation Industrial Solutions:** Evolving production strategies and re-prioritizing investments in automation and IIoT.
- **Industry Consolidation:** Acceleration of market share toward leading distributors given greater operational, supply chain, and capital requirements.

…while our operational platform and internal capabilities have never been stronger

- **Expanded & Enhanced Offerings:** Fluid Power, Flow Control, Automation, Consumables
- **Cross-Sell Opportunity:** Leveraging Legacy Service Center Network, Strategic Accounts
- **Greater Technical Focus:** Expansion of Fluid Power, Flow Control, Automation, IIoT Solutions
- **Enhanced Systems & Processes:** Established ERP, Analytics, Sales Tools & Processes, HR / Talent
- **Operational Excellence:** Strong Learning Foundation, Integrated Strategy, Greater Shared Services Deployment
- **Enhanced Digital Platform:** Applied.com, EDI, PunchOut, Inside Sales Team

Current Investor Discussion Points – Q1 FY23

Discussion Point	Update	Detail
1. Underlying Demand	• *Demand remains firm with few signs of slowing to date; spending on break-fix MRO and engineered solutions supported by structural and secular tailwinds across the industrial sector*	• *F1Q23 organic sales up over 19% YoY, and over 20% vs. pre-pandemic levels; average daily sales slightly lower vs. F4Q22, but modestly above normal seasonality; Oct to date up by ~20% YoY*
2. End-Market Trends	• *Breadth of positive growth remains wide and constructive; some normalization in the rate of growth sequentially in select markets vs. robust FY22 levels*	• *27 of top 30 industry verticals up YoY in F1Q23; strongest growth across food & beverage, pulp & paper, metals, energy, refineries, lumber & wood, and machinery*
3. Inflation & Pricing	• *Inflationary pressures persisting with ongoing supplier price increases, though number of price increase announcements moderating from elevated FY22 levels, as expected*	• *LIFO expense of $9.1M in F1Q23 vs. $3.6M in F1Q22 represented a 52 bps headwind on margins during the quarter; price contributed ~500 bps to YoY sales growth in F1Q23, similar to F4Q22 levels*
4. Supply Chain	• *Supply chain challenges remain with modest signs of improvement to date; greater customer supply chain requirements and investments position Applied well over the medium to long term*	• *Customers focused on reinforcing and investing in supply chains to maximize reliability; component lead times remain a modest headwind to Engineered Solutions segment sales growth*
5. Operating Costs	• *Sustaining strong cost leverage despite ongoing inflationary headwinds reflecting enhanced internal processes and operational efficiencies from system investments and shared services model*	• *F1Q23 incremental EBIT margins at ~19% including YoY LIFO expense headwinds; SD&A expense up 11% YoY vs. a 19% YoY sales increase, and at record 1Q lows as a percent of sales*
6. Updated FY23 Outlook	• *Strong F1Q23 performance balanced by ongoing economic uncertainty, and the potential for normalizing growth rates in coming quarters following recent robust levels*	• *Updated FY23 organic sales guidance of 6% to 10% (prior 3% to 7%) assumes slowing underlying sales trends as the year progresses given current macro uncertainty, particularly in F2H23*
7. Interest Rates & Fx	• *Impact from rising interest rates primarily "indirect" around broader macro dynamics; U.S. centric operating model (87% of sales) limits direct foreign currency impact on earnings*	• *Net leverage at 1.1x; fixed interest rate on over 70% of outstanding debt as of 9/30/22; updated FY23 guidance assumes a ~1% YoY sales growth headwind from foreign currency translation*

Strong Performance Sustaining From Solid Execution, Internal Initiatives, and Industry Position

Fiscal 2023 Guidance

Fiscal 2023 Guidance

	Prior (8/11/22)	Current (10/27/22)
Total Sales - YoY % change	3% - 7%	**5% - 9%**
EBITDA Margin	10.8% - 11.1%	**10.9% - 11.2%**
Diluted EPS	$6.65 - $7.30	**$6.90 - $7.55**
Additional Assumptions:		
Depreciation & amortization expense	$53 - $54	$53 - $54
Interest & other expense	$28 - $29	$30 - $31
Effective tax rate	22.5% - 23.5%	22.5% - 23.5%

Updated Considerations:

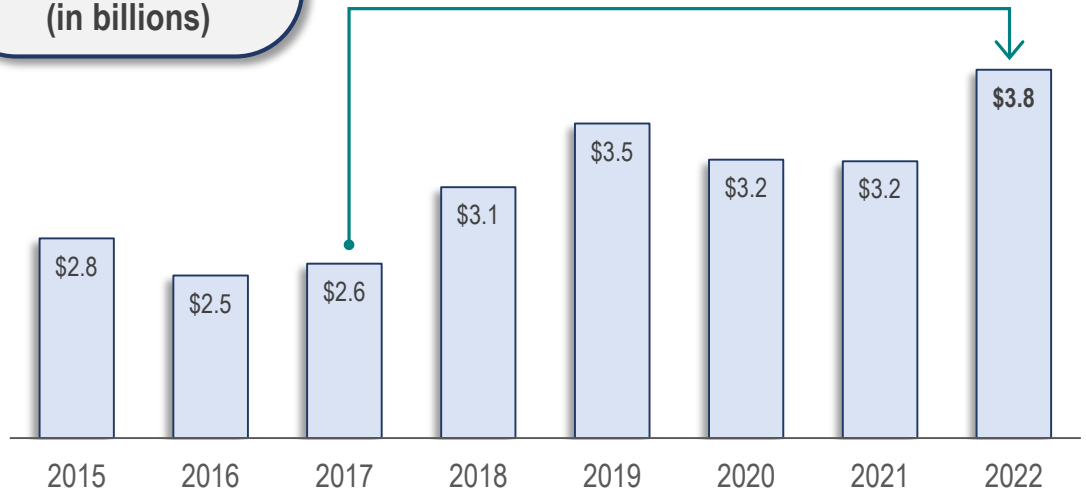
- Organic sales growth of 6% to 10% excluding a projected ~100 bps headwind from foreign currency translation
- Slowing growth industry wide as the year progresses considering macro headwinds and general uncertainty
- Support from favorable industry position, end-market mix, internal initiatives, new growth opportunities, and price contribution
- Expect low to mid-teen YoY organic sales growth in F2Q23
- Persisting inflationary and supply chain headwinds
  - Ongoing YoY LIFO expense headwinds near term
- Excludes potential incremental M&A contribution

Outlook Supported by Industry Position and Company-Specific Opportunities

Historical Financial Highlights

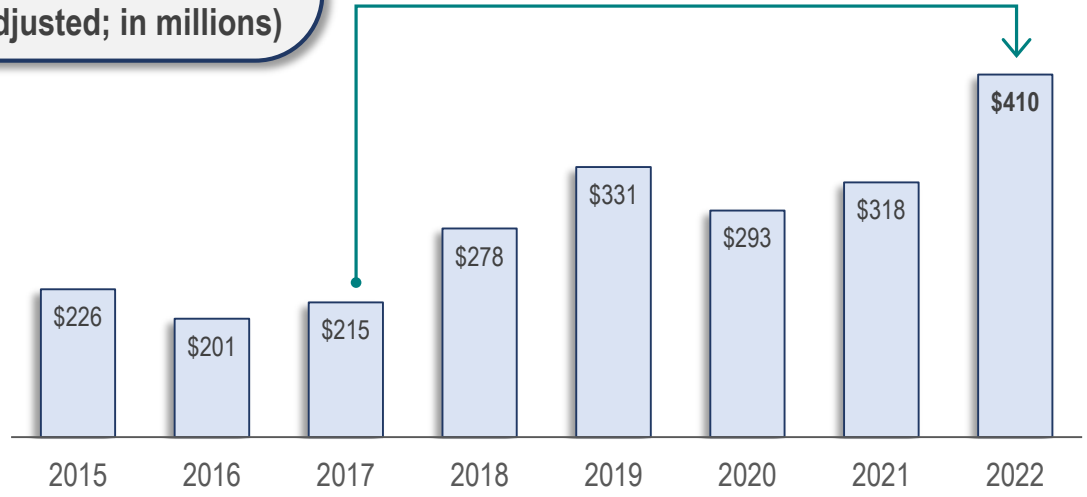
Net Sales
(in billions)

8% Five-Year CAGR (2017-2022)



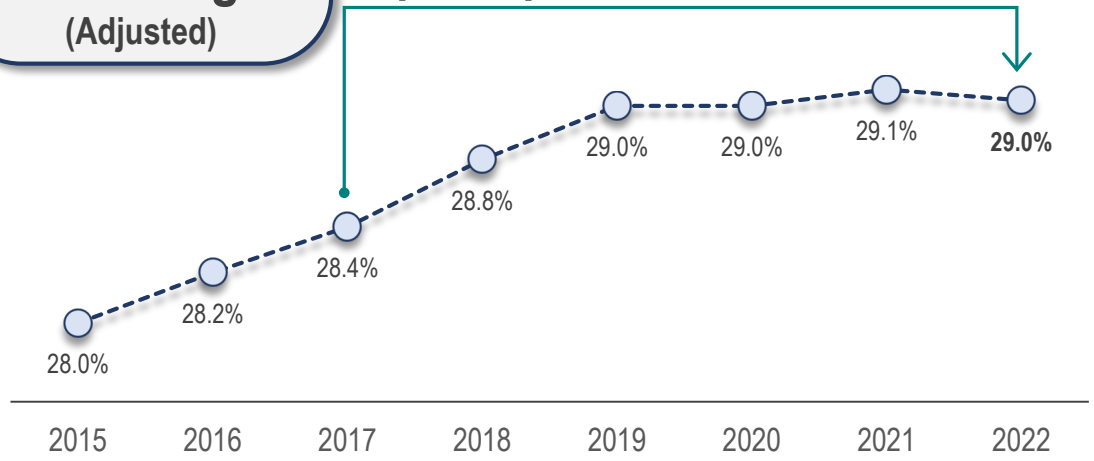
EBITDA
(Adjusted; in millions)

14% Five-Year CAGR (2017-2022)



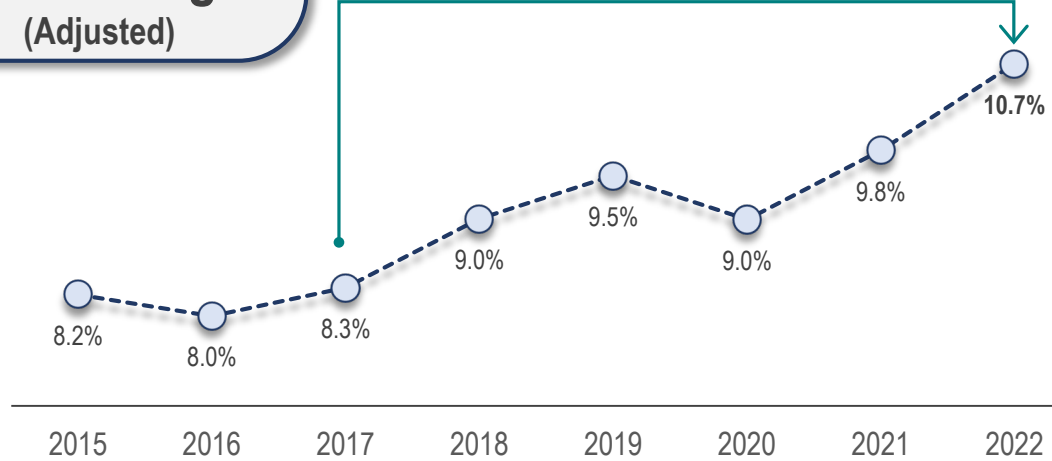
Gross Margins
(Adjusted)

Up 60 bps Since 2017



EBITDA Margins
(Adjusted)

Up 240 bps Since 2017

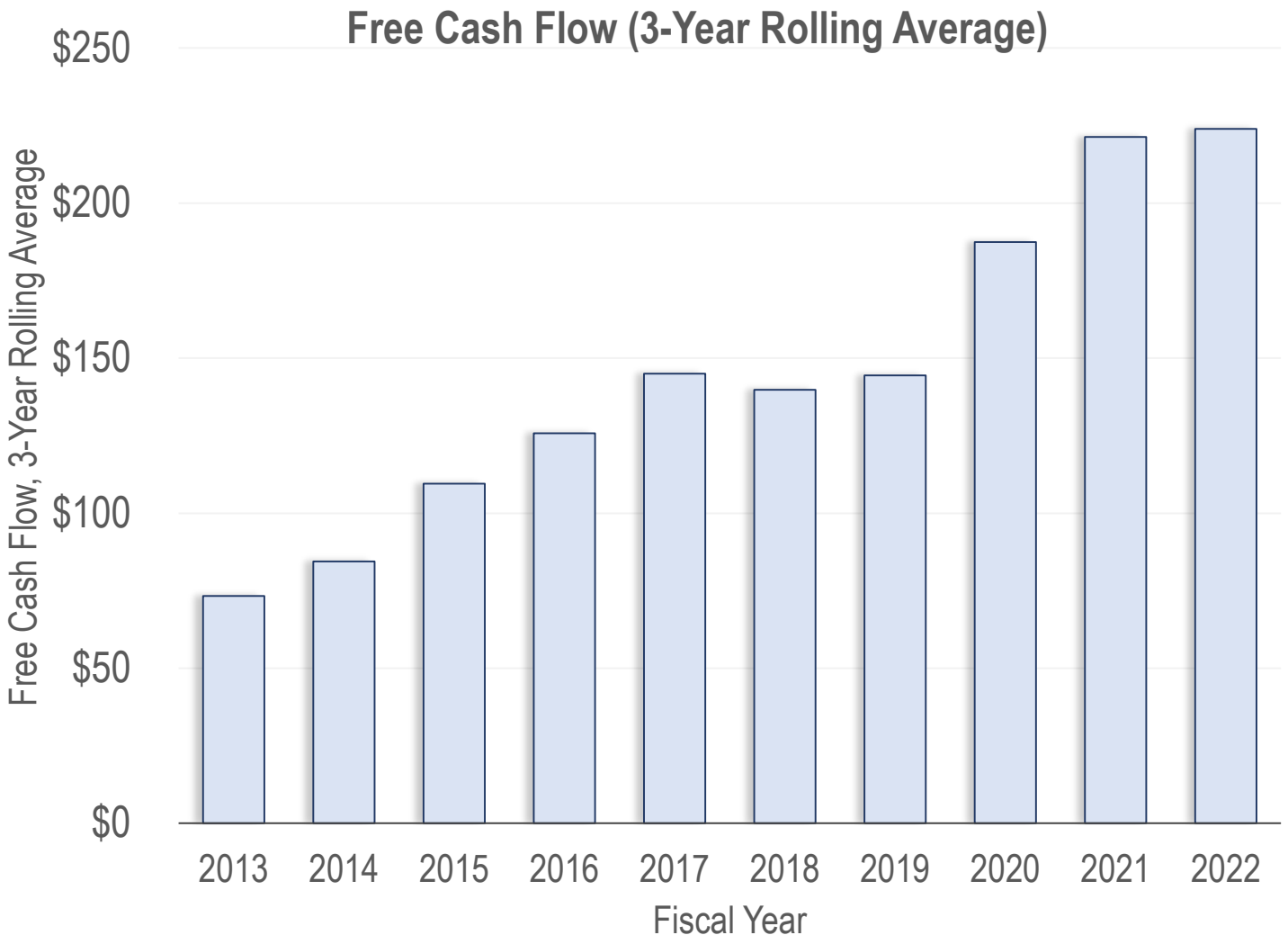


Note: Represents fiscal years ending June 30

Track Record of Financial Resiliency, Accelerating Growth, & Margin Expansion

Historical Free Cash Generation

Durable & Solid Cash Generation Through All Cycles



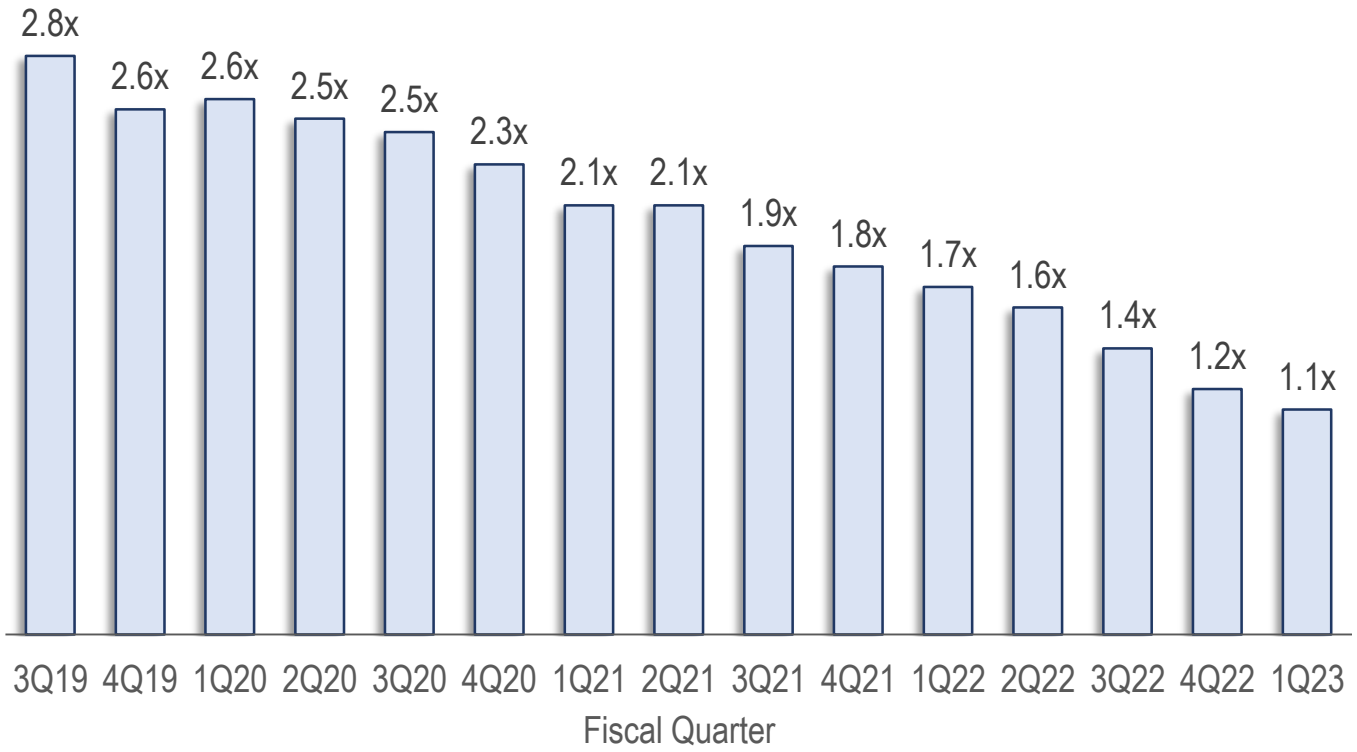
Strategic Initiatives Aligned to Drive Greater Cash Generation

- Average FCF Conversion of ~113% Past 3 Years
- Increased Scale & Margin Expansion Potential
  - Growth in higher margin areas of business
  - Intermediate sales target of $5B+
    - +30% vs. $3.8B in FY22
  - Intermediate EBITDA margin target of 12%+
    - 130+ bps vs. 10.7% in FY22
- Working Capital Management
  - Expansion of shared services model
  - Cross-functional inventory planning
  - Collections initiatives
  - Terms expansion, purchase card programs
  - Leveraging systems investments

Strong Cash Flow Model Supports Growth, Liquidity & Shareholder Returns Through the Cycle

Balance Sheet & Liquidity

Net Leverage Ratio (Net Debt to Trailing Adjusted EBITDA)



Balance Sheet & Liquidity (As of September 30, 2022)

- Net leverage ratio at 1.1x
- $148M of cash on hand
- Total debt down ~40% since early 2018
- ~$700M of balance sheet capacity under undrawn revolver, AR securitization facility, & uncommitted shelf facility
  - Additional $500M accordion option available under revolver

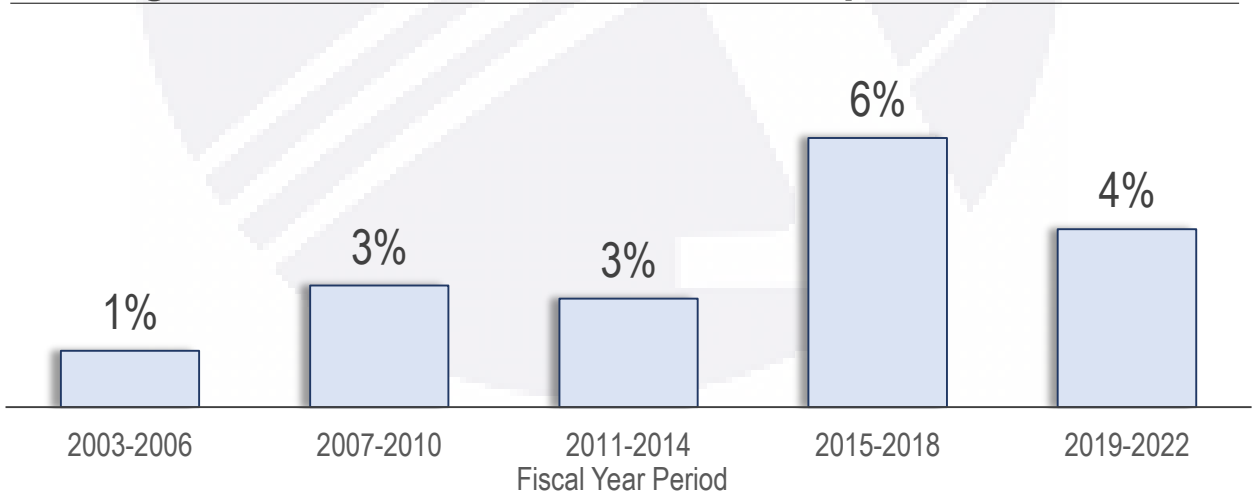
Supportive Liquidity & Balance Sheet Position

Acquisitive Growth

Active Acquisition Pipeline Aligned with Long-term Growth Priorities…

- **Acquisitions Remain an Element of Growth Formula**
  - 44 acquisitions since 2000
  - 27 acquisitions since 2012 representing over $1B in annual sales
  - Average Annual Target = ~300 bps of sales growth from acquisitions
  - High industry fragmentation presents consolidation opportunity
  - Customers partnering with fewer, more capable providers
  - Greater operational requirements constraining smaller providers
  - Augment supplier reach / penetration within key verticals

Average Annual Sales Growth From Acquisitions



Acquisition Priority Areas

Focused on Expanding Current Offering While Further Enhancing Our Technical Differentiation & Value-Add Solution Capabilities

Fluid Power

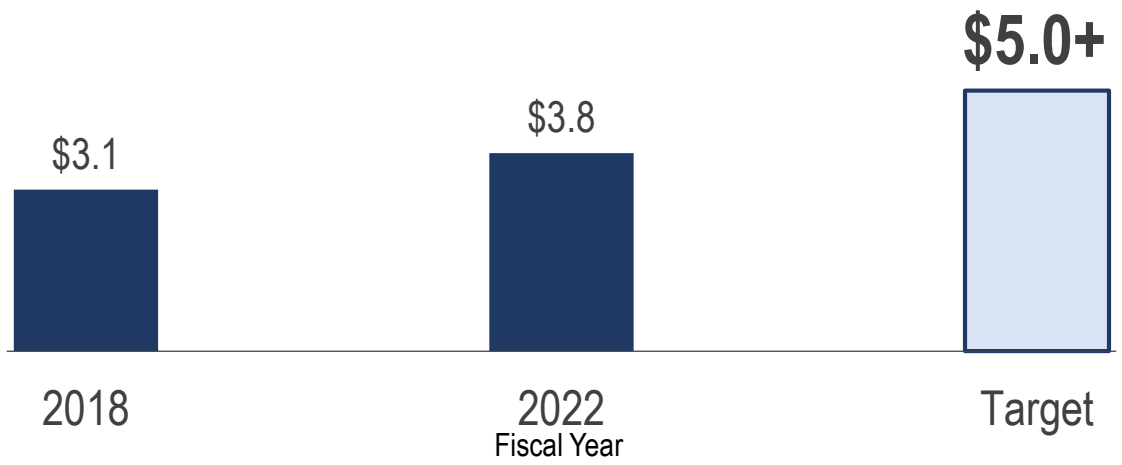
Flow Control

Automation

Disciplined Acquisition Strategy Focused on Supplementing Growth & Strengthening Industry Position

Intermediate Financial Objectives

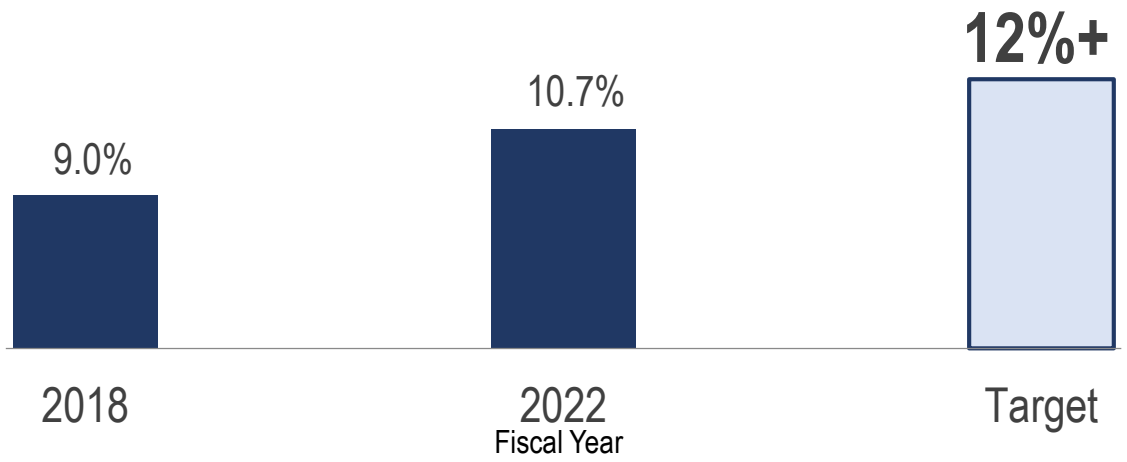
Net Sales – Grow to $5+ Billion



Strategic Drivers & Considerations

- Mid Single-Digit Plus Organic Growth on Average Over an Upcycle
- Greater Cross-Selling Across Legacy Customer Network
- Secular Tailwinds From Leading Technical Industry Position
- Ongoing Expansion of Automation, IIoT, and Digital Offerings
- 300+ Bps of Annual Growth on Average From Accretive Acquisitions
  - *Primary Focus on Automation, Flow Control, and Fluid Power*
- High Single-Digit Sales CAGR Over Horizon

EBITDA Margins – Expand to 12%+



Strategic Drivers & Considerations

- Mid to High-Teen Incremental Margins on Average Over Upcycle
- Leveraging of Systems Investments and Shared Services
- Ongoing Operational Excellence Initiatives
- History of Cost Discipline and Accountability
- Expansion of Higher Margin Products and Solutions
- Double-Digit EPS CAGR Over Horizon

Execution Track Record & Strategic Objectives Provide Framework for Significant Value Creation

Why Invest In Applied®?

Strong & Growing Cash Generation

- >100% Conversion (on Net Income)
- Expanding Margins, Improving Working Capital

Enhanced Growth Profile

- Significant Cross-Sell Opportunity
- Exposure to Secular Tailwinds
- Expansion into Automation & Advanced Solutions
- Fragmented Industry Supports Accretive M&A

Competitive Moat

- Leading Position in Technical Product Areas
- Engineered Solutions & Service Capabilities
- Scale & Proximity of Service Center Network
- Critical to Customers' Production Infrastructure

Margin Expansion Potential

- Established Track Record
- Favorable Mix in Growth Priority Areas
- Operational Excellence, Systems Investments



Operational Discipline

- Strong Track Record of Cost Control & Execution
- Experienced Tenured Management Team
- Focus on Accountability & Sustainability

Adaptable Industry Position

- Leveraging Legacy in Core Motion Control
- Embedded Customer Base Ripe for Cross-Selling
- Expansion into Automation & Advanced Solutions

Commitment to ESG

- Business Model Presents Low Carbon Footprint
- Advising Customers on Energy Savings
- Promoting Diversity & Continuous Learning
- Best Practices in Corporate Governance

Rising Investor Awareness

- Enhanced Investor Relations & Outreach Strategy
- Scalable Market Capitalization
- Self-Help Margin & Growth Story

Segment Overview

Service Center Based Distribution

67% of sales(1)

Legacy service center distribution network across North America, Australia, & New Zealand; Focused on MRO motion & power control solutions for critical break-fix applications; includes inventory management solutions

Key Growth & Operational Considerations

- Greater break-fix demand; equipment / facility optimization
- Customer labor constraints; greater technical requirements
- Reshoring & increased industrial capex; local account growth
- Sales process optimization; enhanced digital capabilities
- Embedded customer base ripe for cross-selling

Engineered Solutions

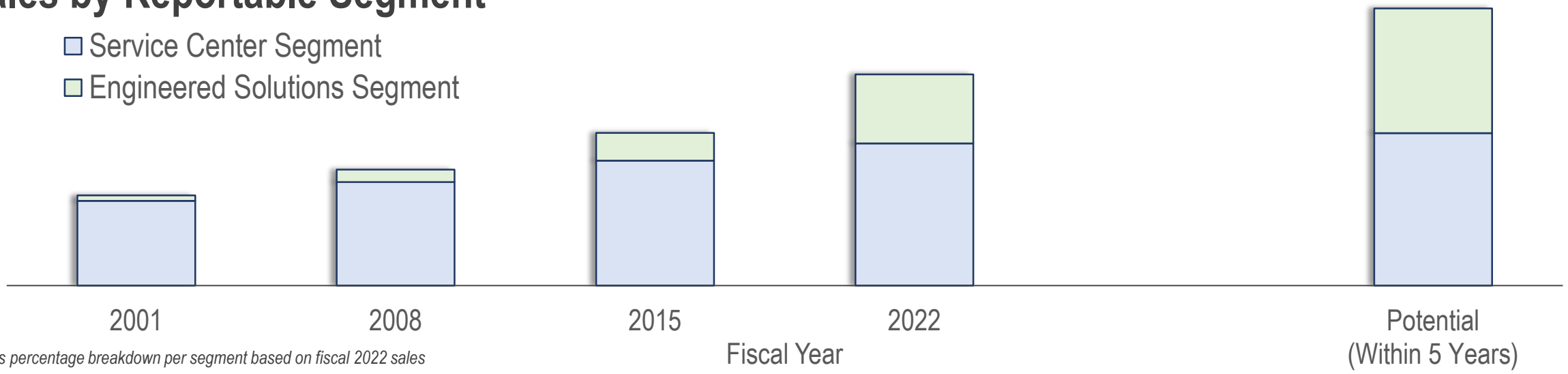
33% of sales(1)

Specializing in distributing, engineering, designing, & integrating hydraulic, pneumatic, & flow control technologies, as well as advanced automation solutions including robotics, machine vision, industrial networking, & digital offerings

Key Growth & Operational Considerations

- Higher margin & faster growing area of Applied®
- Production efficiency, remote / control integration, compliance
- Technical capabilities; footprint expansion & cross-sell opportunity
- Expanding position in advanced automation solutions
- Diversification into new end markets with secular tailwinds

Sales by Reportable Segment



(1) Sales percentage breakdown per segment based on fiscal 2022 sales

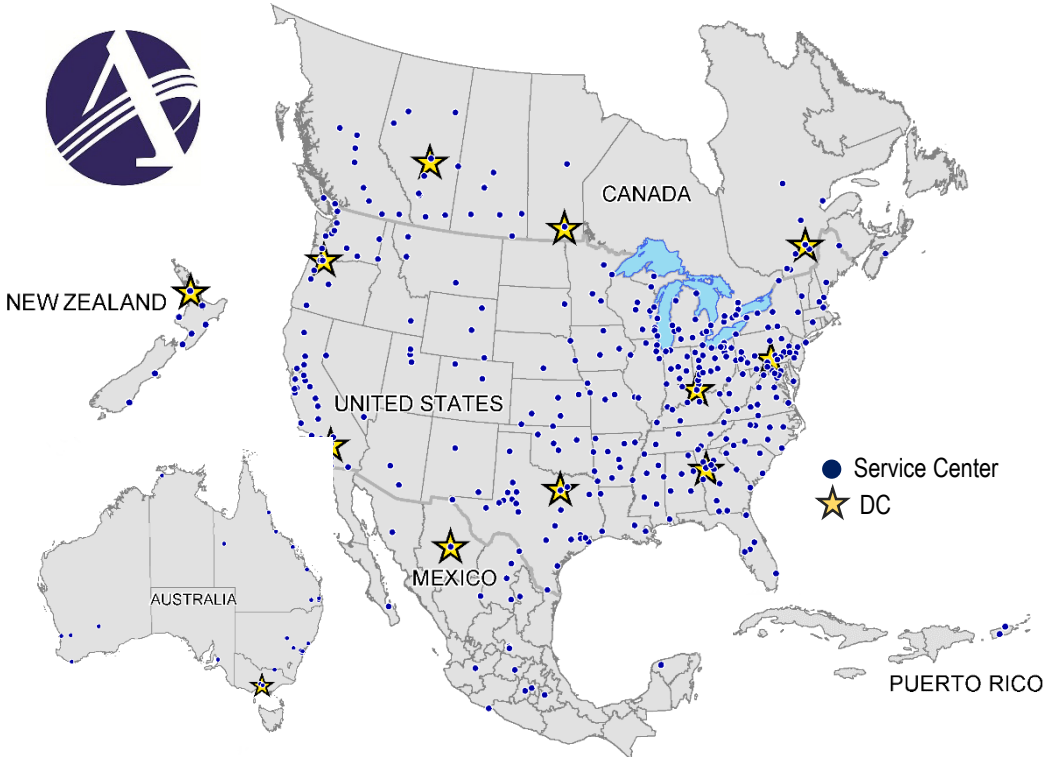
Legacy in Core Service Center Segment …Strategic Expansion Across Engineered Solutions Segment

Service Center Network

- Network of service locations supporting industrial motion & power control MRO requirements
- Over 400 locations across North America, Australia, & New Zealand
- Local market focus with overnight inventory replenishment from 12 distribution centers
- 24 / 7 emergency service tailored to minimize customers' production downtime
- Over 50% of sales tied to break-fix situation at customers' facility
- Authorized distributor of more than 8.5 million products with a focus on premier brands



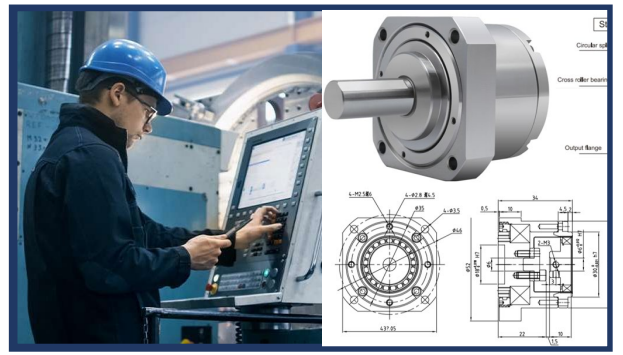
Applied Service Center & DC Locations



Customer Return-Enhancing Solutions

- ***Documented Value-Added® Report:*** Analysis & evaluation of cost savings
- ***Maintenance PRO®:*** Technical training for customer employees
- ***Industrial Rubber Services:*** Shop network offering fabrication, installation, repair, & warehousing of industrial belting, hosing, & conveyor supplies
- ***Repair & Rebuild:*** Analysis & evaluation of repair options; parts reworked to specifications
- ***Inventory Management:*** Evaluation of customers' replenishment cycles; committed inventory of critical spares
- ***AppliedSTORE®:*** Comprehensive tracking system to control & manage customers' supply storeroom
- ***Linear Shafting Services:*** Cut, machine, stock & ship customized lengths of shafting





One of the Largest MRO Service Networks of Industrial Motion & Power Control Needs

Fluid Power: Overview & Industry Application

APPLIED Industrial Technologies®

APPLIED Fluid Power™

Fluid Power 101: Hydraulic & pneumatic technologies using liquids & gases under pressure to transmit power

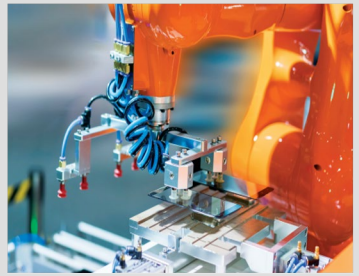
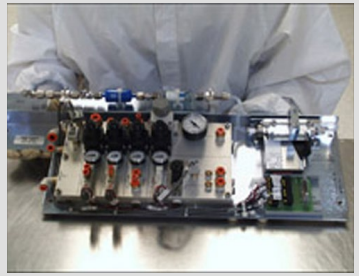
Advantages: More power in smaller spaces than other forms of power transmission

- *Hydraulics (uses liquids):* high power-to-weight ratio, high torque at low speed, reliability
- *Pneumatics (uses gases):* inexpensive, lightweight, clean, speed, precision

Secular Tailwinds: Electronic control integration, equipment power consumption, equipment electrification, plant automation, emissions control, remote monitoring, machining advancements, IIoT integration, data analytics, precision machine performance

The Leading Provider of an Unmatched Industrial Power & Efficiency Solution

Key Applications & Market Focus

Off-Highway Mobile	Industrial	Technology
		
		

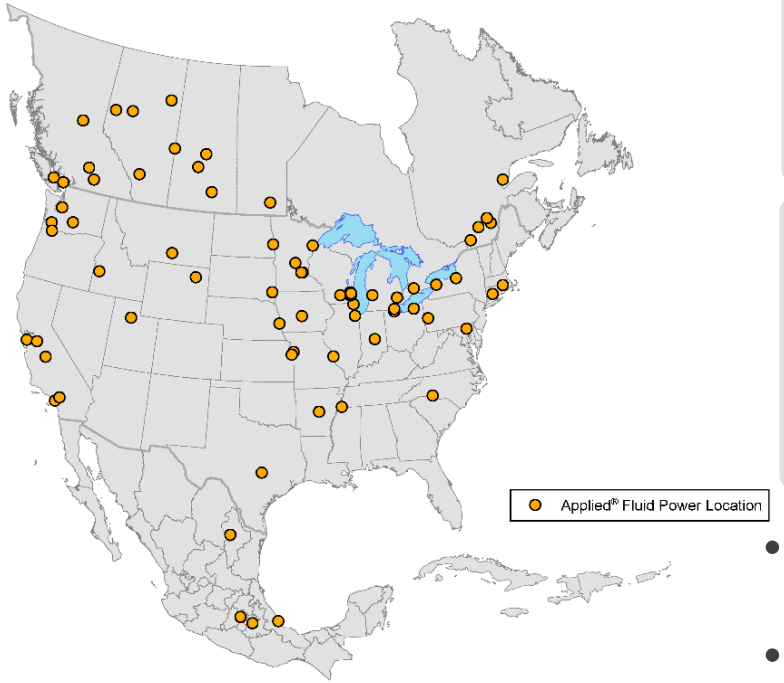
Fluid Power Plays an Integral Role in the Industrial Sector's Growth & Efficiency

Fluid Power Position & Value Proposition

APPLIED Industrial Technologies®

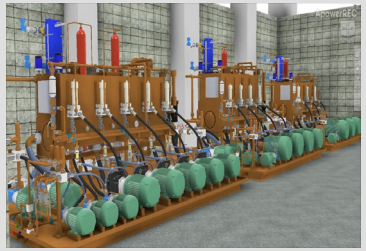
APPLIED Fluid Power™

Largest Fluid Power Distributor in North America



We Provide Innovative Fluid Power Solutions Through Unmatched Engineered Systems Design, Assembly, Integration, & Service Capabilities

Engineering & Design





- Customized fluid power systems for specific applications
- Certified engineers & designers
- CAD software & 3D modeling
- Customer consultation, analysis

System Build & Integration





- Hydraulic Power Units
- Cartridge Valve Manifolds
- Lubrication & Filtration Systems
- Electronic Control Integration
- Sensor & Robotics Implementation

Service & Repair





- Repair facilities for pumps, motors, valves & cylinders
- Fluid power specialists with service center support
- Team of technicians
- Inspection & testing services

Leading Fluid Power Capabilities Centered on Innovative Components, Services, & Solutions

Flow Control: Overview & Industry Application

APPLIED Industrial Technologies®

Flow Control

Flow Control 101: Products used to manage & control the flow of liquids & gases within an industrial facility or process industry

Product Detail: Includes flow handling (pumps, compressors), flow management (valves, actuators) & specialty equipment (instrumentation, filtration); typically engineered or customized for specific industry application; requires technical aftermarket support

Secular Tailwinds: Process industry infrastructure expansion, more stringent regulatory & compliance standards, customer technical labor constraints, automation, growth in hygienic & high purity applications, integration of IIoT, customer de-carbonization initiatives

The Leading Provider of Process Flow Control Solutions to the Industrial Sector

Key Applications & Market Focus

Chemical



OEM & Manufacturing



Life Sciences



Food & Beverage



Steel & Metals



Water Infrastructure



Solutions Critical to Process Movement Across the Industrial Sector

Flow Control Position & Value Proposition

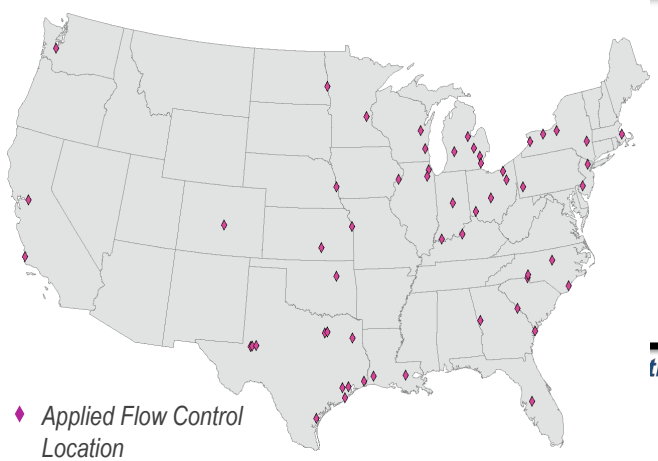
APPLIED Industrial Technologies®

Flow Control

We Offer the Largest, Most Comprehensive Flow Control Product & Service Portfolio Focused on Mission-Critical & Full-Cycle Solutions

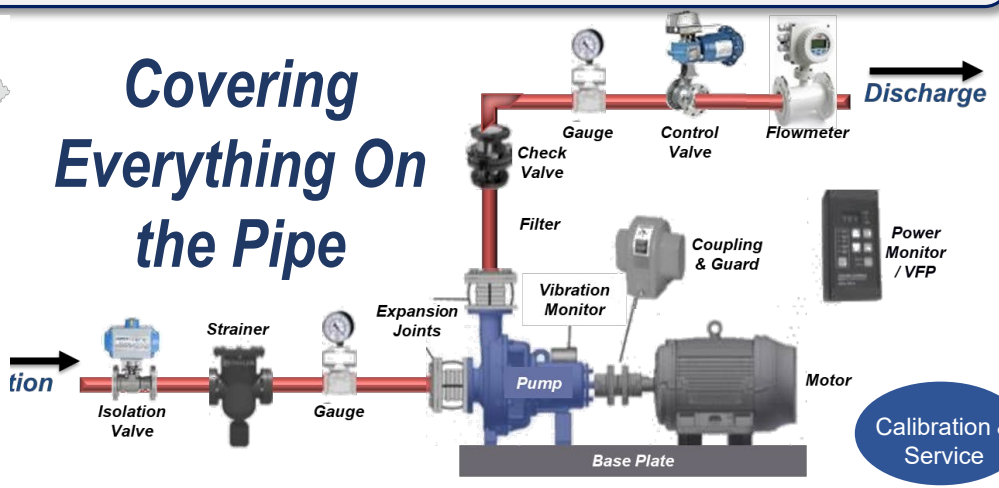
Strategic Rationale & Growth Strategy

- Enhances leading technical MRO position
- Higher margins from high-touch service capabilities and higher-engineered products
- Significant cross-selling opportunity
- "Acquirer of Choice" status with geographic expansion potential across the U.S.



♦ *Applied Flow Control Location*

Covering Everything On the Pipe



Calibration & Service

Drivers of Competitive Position

- Service & repair capabilities
- Valve actuation, consulting, instrumentation, fabrication, calibration, & commissioning services
- Engineered systems integration expertise
- Comprehensive product offering
- Highly technical sales team
- Long-term supplier relationships








Automation Solutions

APPLIED Industrial Technologies

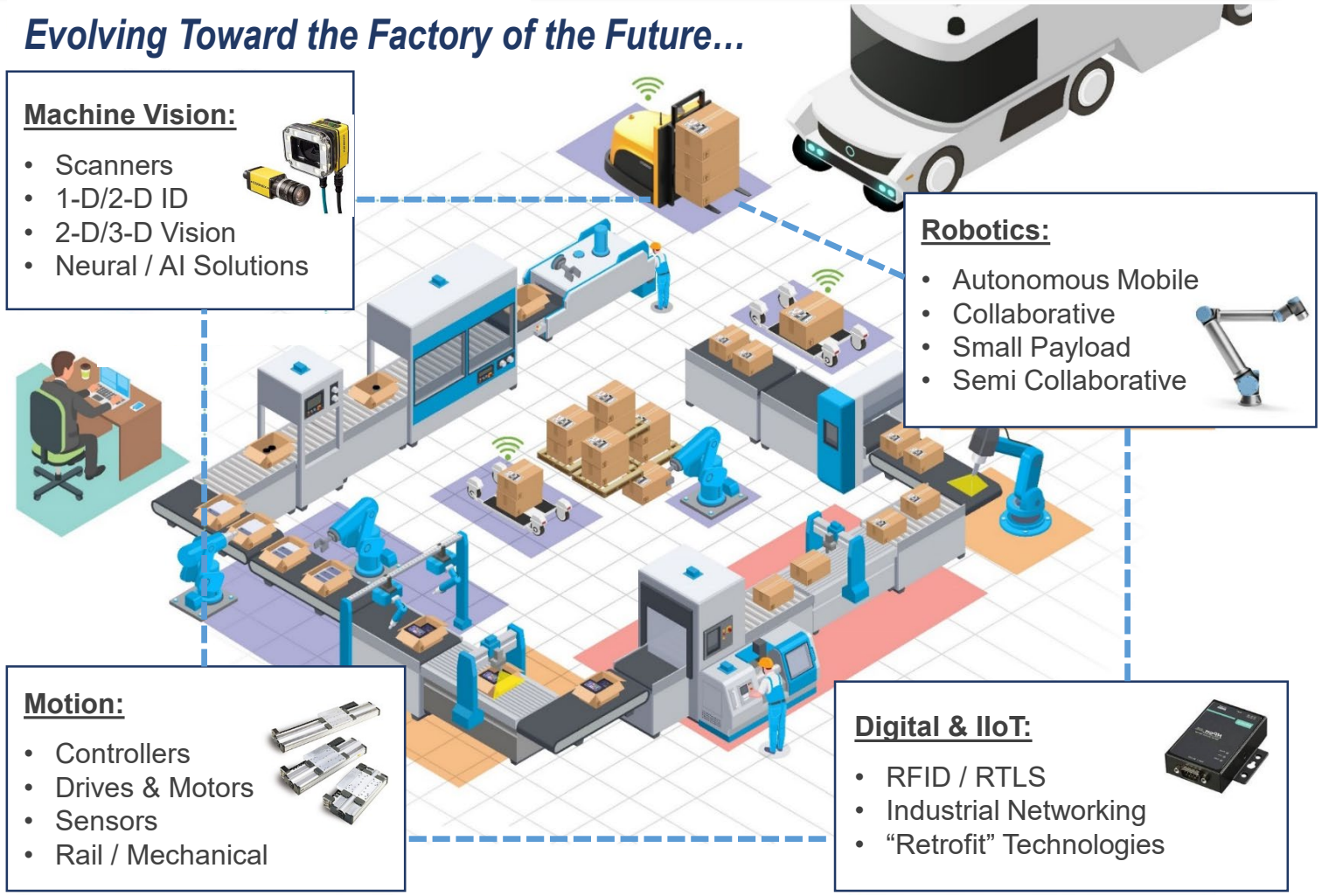
APPLIED Automation

Olympus CONTROLS | ACS advanced control solutions | GIBSON ENGINEERING | RRF RR Floody Company Inc

A Growing Provider of Next-Generation Automation Supplies & Solutions Focused on Machine Vision, Robotics, Motion, & Digital Technologies

- Four Strategic Acquisitions the Past 3 Years
- Focus on Emerging Automation Technologies
  - Machine Vision
  - Robotics
  - Motion Control
  - Digital & IIoT
- Core Vertical Markets Including Technology, Life Sciences, Food Production, Machinery, Logistics & E-Commerce
- Significant Cross-Sell Opportunity Across Core Service Center Customer Network

Evolving Toward the Factory of the Future…



Machine Vision:

- Scanners
- 1-D/2-D ID
- 2-D/3-D Vision
- Neural / AI Solutions

Robotics:

- Autonomous Mobile
- Collaborative
- Small Payload
- Semi Collaborative

Motion:

- Controllers
- Drives & Motors
- Sensors
- Rail / Mechanical

Digital & IIoT:

- RFID / RTLS
- Industrial Networking
- "Retrofit" Technologies

Increasing Focus on Next Generation Automation & Industry 4.0

Market Opportunity

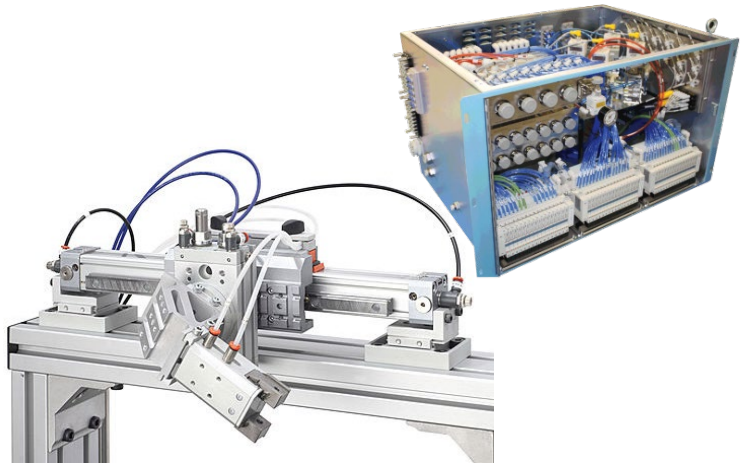
Technology converging with traditional industrial supply chains as customers address skilled labor constraints & plant efficiency, while considerations around manufacturing re-shoring & U.S. industrial infrastructure have potential to gain momentum

Value Proposition

Legacy technical product focus, service capabilities, embedded customer relationships within traditional industrial end markets, knowledge across direct production infrastructure & equipment, & existing supplier relationships

Legacy in Motion Control & Embedded Industrial Customer Base → *Leading Technical Position & Engineered Solutions Focus* → ***Provides Platform into Next Generation Automation & Industry 4.0***







Leveraging Industry Position to Drive Growth Tied to Enhanced Technology & New Market Opportunities

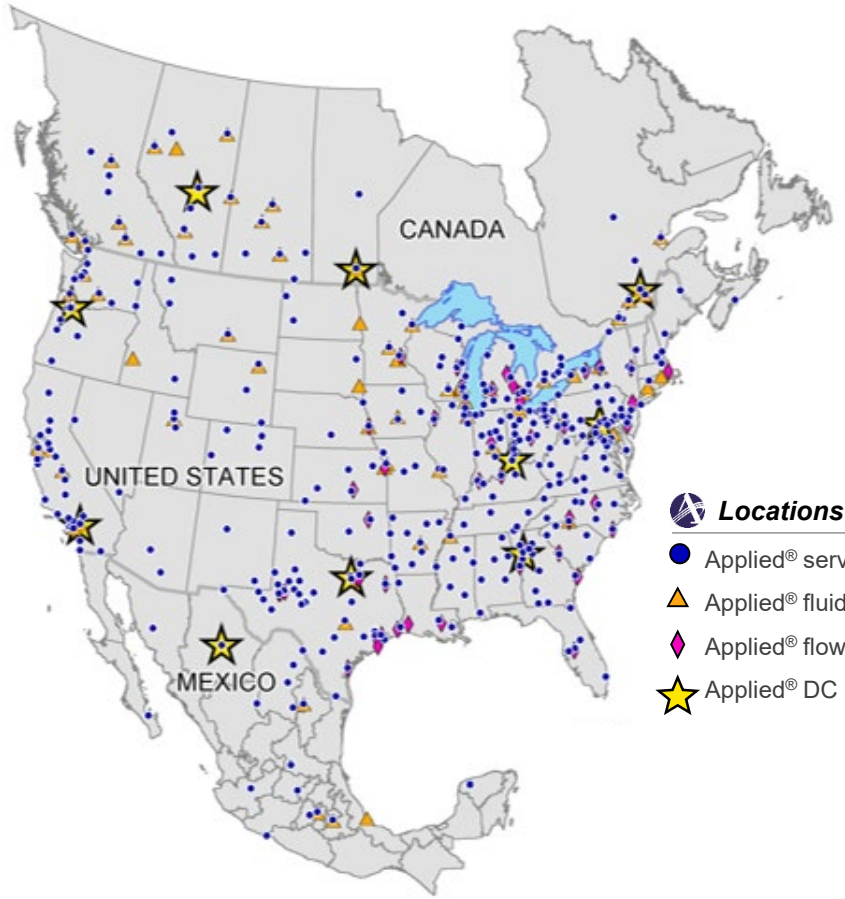
Increasing Focus on Next Generation Automation & Industry 4.0

Products, Solutions, & Experience Across Legacy Operations



- Electronic Control Integration *(Fluid Power)*
- Pneumatic Automation *(Fluid Power)*
- Valve Actuation *(Flow Control)*
- Sensors & Retrofits *(Service Centers)*
- Motion Control Products *(Service Centers)*

Vast Network with Entrenched Customer Relationships Across Underpenetrated Industrial End Markets



Expansion into Next Generation Automation & Smart Technology Solutions



- Advanced Facility Automation
- Cobots & Mobile Robots
- Machine Vision & RFID
- Industrial Networking, Connectivity
- Specialized Engineered Solutions
- System Design & Assembly

Leveraging Industry Position to Drive Growth Tied to Enhanced Technology & New Market Opportunities

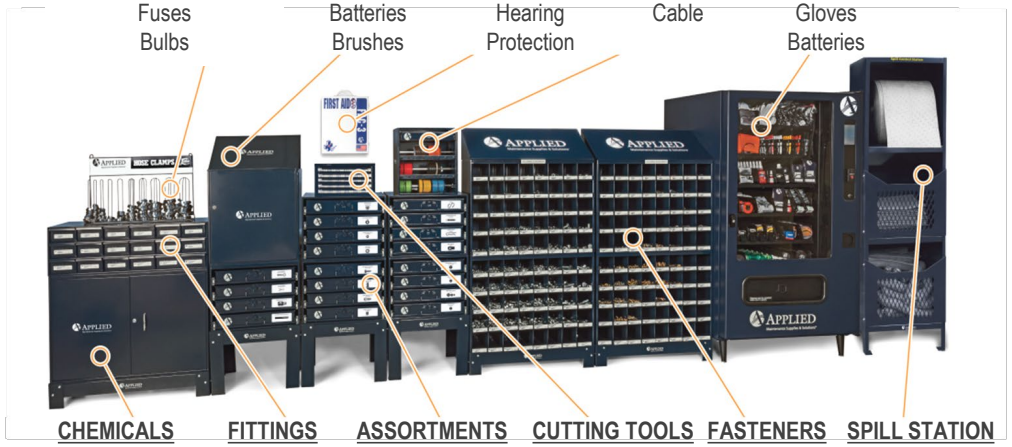
Maintenance Supplies & Solutions

APPLIED Industrial Technologies®

APPLIED
Maintenance Supplies & Solutions®

A Leading National Distribution Platform for C-Class MRO Supplies Through Vendor Managed Inventory (VMI) & Vending Solutions

- 200+ Sales & Service Representatives
- 4 Distribution Centers
- 250,000+ SKUs Available
- *Significant Cross-Sell Opportunity Across Core Service Center Customer Network*



"Core Business" Manufacturing

Applied MSS℠
VMI & Vending Solution for MRO & Safety Supplies

Machine Shop

Applied MSS℠
VMI Solution Cutting Tool, Abrasives, Fastener Supply Management

Calibration Lab

Applied MSS℠
VMI & Vending Solution for Tool Tracking & Security

Maintenance

Applied MSS℠
VMI & Vending Solutions to Manage General Facility Repair & Maintenance

Office

Applied MSS℠
Digital Inventory Management System Supporting C-Class Inventory Management



Employee Entrance

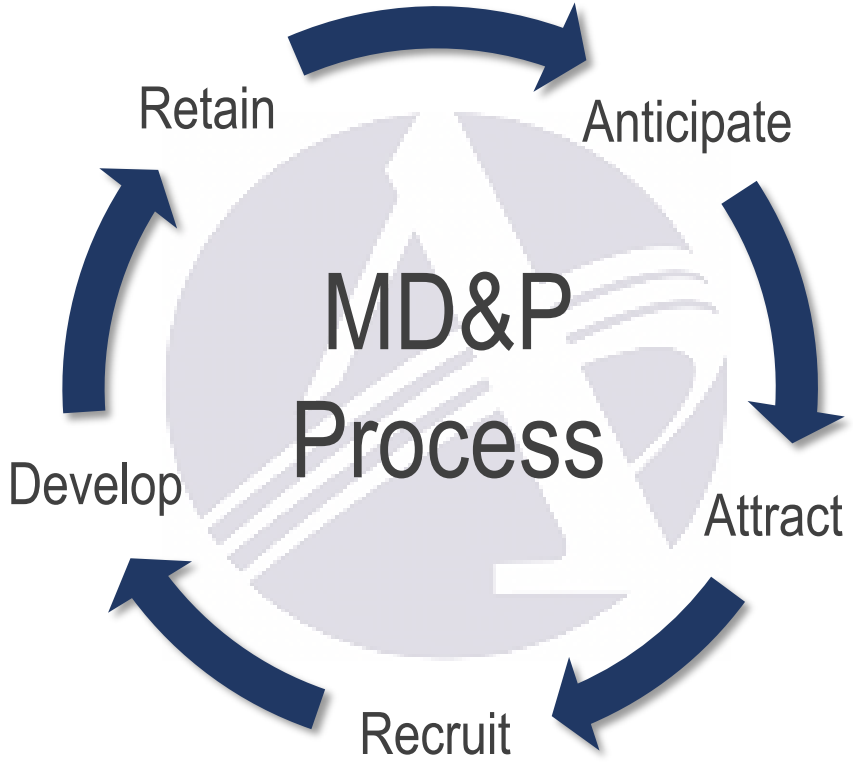
Applied MSS℠
Vending Solution For Employee Equipment, Safety Supplies, Rechargeable Devices

Complementary Inventory Management Solutions for Customers' Indirect Supply Requirements

Talent Development

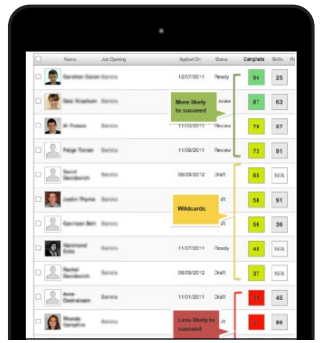
Management Development & Planning

- Expanding Organizational Vitality
- Enhancing Performance & Realizing Potential
- Creating Succession & Organizational Plans
- Top Talent – Development & Retention



Strengthening Leadership & Organizational Capabilities

- Integrated HR Information System Enhancing the Hire-to-Retire Process
  - Recruitment
  - Performance Management
  - Career Development
  - Succession
- Competency-Focused Career Website
- Robust Data Analytics for Selection & Development
- Direct Communication to 30,000+ Candidates Through Talent Network
- Competency-based Career Ladders & Focused Training Framework:
  - 70% On-the-Job Training
  - 20% Project-Based Training
  - 10% Formal Training





Skill	Effect on Quota Percentage	Effect on Total Contract Value	Room for Skill Improvement	Relative Perceived Importance	Development Priority	Skills to Add to Your Radar
Quick Qualification	High	High	High	High	Very High	
Using Sales Processes	High	Moderate	High	Moderate	Very High	X
Focus on Value Creation	High	Moderate	High	High	Very High	
Identifying Performance Gaps	Moderate	Moderate	Very High	Moderate	Very High	X
Identifying Customer Needs	High	Moderate	Moderate	High	High	
Monitoring Performance	High	Low	High	Low	High	X

Environmental - Social - Governance (ESG)

Our ESG Focus Takes Many Forms

- *100 years of conducting business ethically & responsibly*
- *Low-carbon footprint as a distributor*
- *Advise customers on energy savings & reducing their carbon footprint*
- *Implementing greener practices in our own operations*
- *Promoting diversity & continuous learning across our organization*
- *Supporting the well-being of our associates & our communities*



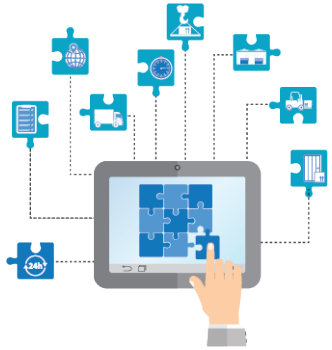
Core Values

- Reflect our foundation, present & future
- Guide actions & reinforce required performance
- Represent collective business & individual responsibilities



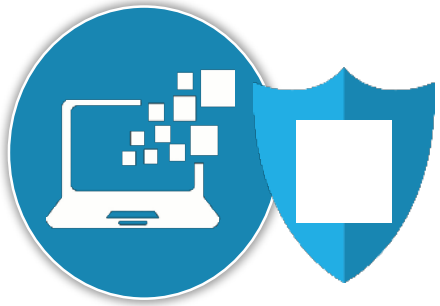
Corporate Governance

- Diverse, seasoned executives
- Accepted principles & practices
- Integrity & transparency in financial reporting



Supply Chain Management

- Quality brands; world-class manufacturers
- Supplier Diversity program
- Conflict Minerals reporting



Information & Technology

- Established practices & policies
- Enterprise class systems
- Data protection; cybersecurity



Environmental, Health & Safety

- Emphasis & awareness
- Expectations, roles & responsibilities
- Established EHS Policy



Sustainability Initiatives

- Comply with government mandates
- Reduce environmental impact
- Provide eco-friendly products, knowledge & operations



Corporate Citizenship & Human Rights Statement

- Equal employment opportunities; equitable pay
- Continuous learning & training
- Employee wellness assistance; community partner

Demonstrated Commitment to Conducting Business Fairly, Honestly, & Ethically

Safety & Sustainability Performance

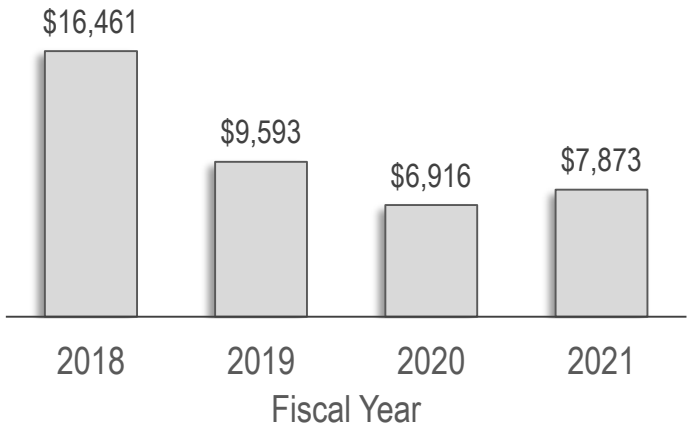
- Dedicated safety focus with comprehensive training programs across company
- Formalized EHS policy, analysis, monitoring, & accountability focus
- Low carbon footprint as a distributor
- Conduct customer energy audits on motors, belting, & gearing
- Develop fluid power systems that reduce greenhouse gas emissions
- Process flow control solutions support customers' de-carbonization initiatives
- Two-thirds of dedicated sales fleet made up of fuel-efficient vehicles
- Promote Eco-Friendly Products - *Energy reduction, recycled content, bio-based, biodegradable, NEMA Premium®, Green Seal® certified, ENERGY STAR®, EcoLogo®*

Environmental Health & Safety



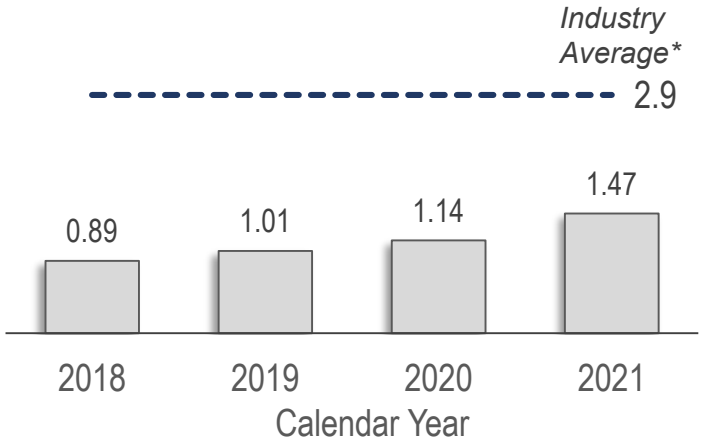
Workers Comp Claim Value

Within U.S.



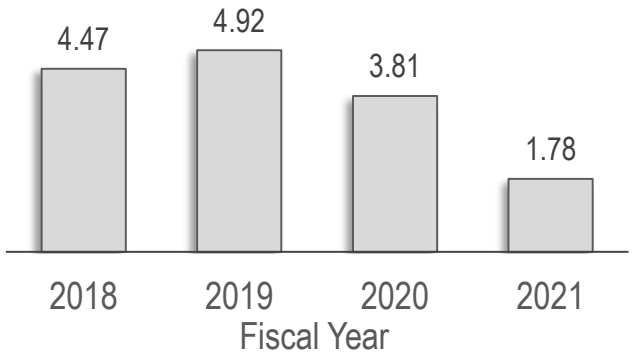
Total Recordable Incident Rate (TRIR)

Within U.S.; Excludes cases from COVID-19 diagnosis



Auto Liability Claim Frequency

Within U.S.; Per 100 Vehicles



** Industry Average for Total Recordable Incident Rate based on 2020 data from National Association of Wholesalers-Distributors*

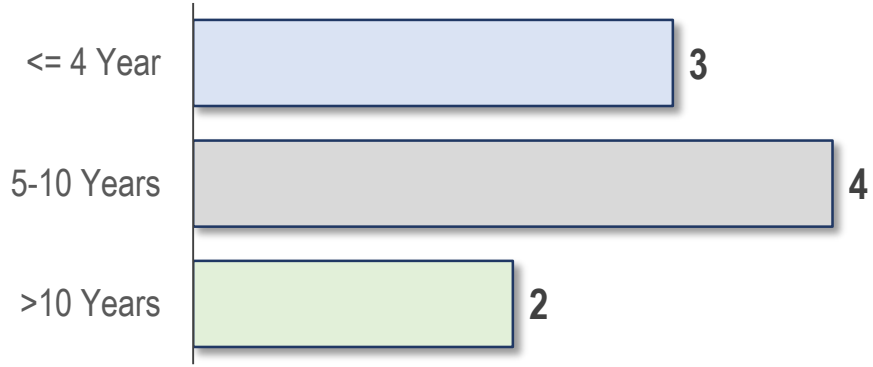
Corporate Governance

Key Governance Features

- Independent Chairman; all directors independent except CEO
- Key committees composed of only independent directors
- Women represent 33% of board members
- Strong "Pay for Performance" compensation practices
  - 82% of CEO compensation in fiscal 2022
- Equity award vesting rewards long-term, sustained performance
- Robust stock ownership guidelines for officers & directors
  - 5x salary for CEO, 3x for other executive officers

Board Refreshment & Tenure

Average Tenure of Board Members < 7 Years



Management Incentive Structure Summary

Incentive Compensation Components

Annual Cash Incentives:

Based on Performance Relative to Targets of:

- Net Income
- Average Working Capital Percent of Sales

Long-Term Equity Based Incentives:

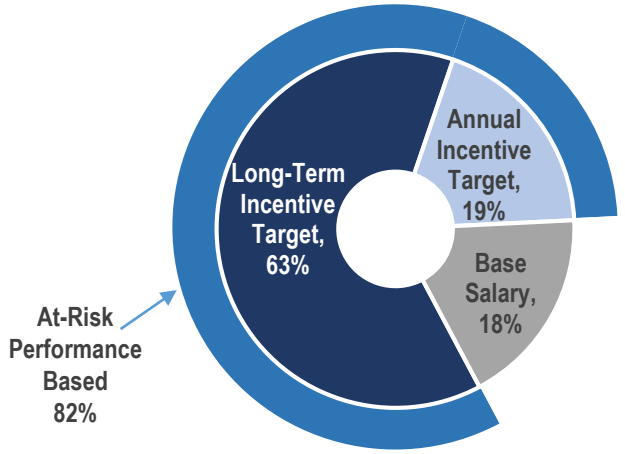
Based on Three-Year Performance Relative to Targets of:

- EBITDA
- Return on Assets

Long-Term Equity Based Incentive Mix

- Performance Shares – **50%**
  - *Achievement of three-year goals*
- Stock Appreciation Rights – **25%**
  - *Four-year (25% graded) vesting period*
- Restricted Stock Units – **25%**
  - *Three-year cliff vesting period*

CEO Target Compensation Mix



Corporate Governance Policies that Align the Interests of Management with Shareholders

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Appendix

Appendix: Reconciliations

EBITDA, Adjusted EBITDA, & Adjusted EBITDA Margin

	Twelve Months Ended June 30							
(dollar amount in thousands)	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Net Income	$115,484	$29,577	$133,910	$141,625	$ 143,993	$24,042	$144,757	$257,414
Interest expense, net	7,869	8,763	8,541	23,485	40,188	36,535	30,592	26,263
Income tax expense	60,387	49,401	33,056	63,093	50,488	31,194	32,305	72,376
Depreciation and amortization of property	16,578	15,966	15,306	17,798	20,236	21,196	20,780	21,676
Amortization of intangibles	25,797	90,374	24,371	32,065	41,883	40,499	34,365	31,879
EBITDA	$226,115	$194,081	$215,184	$278,066	$296,788	$153,466	$262,799	$409,608
Goodwill & intangible impairment					$31,594	$131,000	$49,528	
Non-routine costs				$6,123	$2,300	$8,992	$5,163	
Adjusted EBITDA	**$226,115**	**$194,081**	**$215,184**	**$284,189**	**$330,682**	**$293,458**	**$317,490**	**$409,608**
Sales	$2,751,561	$2,519,428	$2,593,746	$3,073,274	$3,472,739	$3,245,652	$3,235,919	$3,810,676
Adjusted EBITDA Margin	**8.2%**	**7.7%**	**8.3%**	**9.2%**	**9.5%**	**9.0%**	**9.8%**	**10.7%**

Adjusted Gross Margin

	Twelve Months Ended June 30							
(dollar amount in thousands)	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Net Sales	$2,751,561	$2,519,428	$2,593,746	$3,073,274	$3,472,739	$3,245,652	$3,235,919	$3,810,676
Gross Profit	$769,814	$711,001	$737,665	$883,995	$1,008,323	$937,736	$935,524	$1,106,916
Non-routine expense in cost of sales						$3,900	$7,369	
Adjusted Gross Profit	**$769,814**	**$711,001**	**$737,665**	**$883,995**	**$1,008,323**	**$941,636**	**$942,893**	**$1,106,916**
Adjusted Gross Margin	**28.0%**	**28.2%**	**28.4%**	**28.8%**	**29.0%**	**29.0%**	**29.1%**	**29.0%**

Appendix: Reconciliations

Free Cash Flow

	Fiscal Year, Ended June 30											
(dollar amount in thousands)	**FY11**	**FY12**	**FY13**	**FY14**	**FY15**	**FY16**	**FY17**	**FY18**	**FY19**	**FY20**	**FY21**	**FY22**
Cash provided by Operating Activities	$76,842	$90,422	$111,397	$110,110	$157,007	$162,014	$164,619	$147,304	$180,601	$296,714	$241,697	$187,570
Capital Expenditures	(20,431)	(26,021)	(12,214)	(20,190)	(14,933)	(13,130)	(17,045)	(23,230)	(18,970)	(20,115)	(15,852)	(18,124)
Free Cash Flow	**$56,411**	**$64,401**	**$99,183**	**$89,920**	**$142,074**	**$148,884**	**$147,574**	**$124,074**	**$161,631**	**$276,599**	**$225,845**	**$169,446**
3-Year Rolling Average Free Cash Flow			$73,332	$84,501	$110,392	$126,959	$146,177	$140,177	$144,426	$187,435	$221,358	$223,963

Net Leverage Ratio

	Fiscal Quarter														
(dollar amount in thousands)	**Q3 FY19**	**Q4 FY19**	**Q1 FY20**	**Q2 FY20**	**Q3 FY20**	**Q4 FY20**	**Q1 FY21**	**Q2 FY21**	**Q3 FY21**	**Q4 FY21**	**Q1 FY22**	**Q2 FY22**	**Q3 FY22**	**Q4 FY22**	**Q1 FY23**
Net Income	$16,535	$39,803	$38,799	$38,031	($82,777)	$29,989	$34,784	($5,334)	$56,063	$59,244	$52,969	$57,026	$68,306	$79,113	$76,880
Interest expense, net	9,947	10,187	10,059	9,583	8,805	8,088	7,653	7,658	7,608	7,673	7,390	7,007	5,852	6,014	6,480
Income tax expense	9,283	22,317	12,308	11,346	(2,550)	10,090	10,048	(4,834)	12,453	14,638	14,567	15,013	21,216	21,580	22,164
Depreciation and amortization	5,026	5,191	5,223	5,394	5,380	5,199	5,352	5,209	5,080	5,139	5,427	5,436	5,352	5,461	5,481
Amortization of intangibles	9,911	10,060	10,374	10,195	10,048	9,882	9,726	8,276	8,236	8,127	8,121	8,084	7,891	7,783	7,705
EBITDA	**$50,702**	**$87,558**	**$76,763**	**$74,549**	**($61,094)**	**$63,248**	**$67,563**	**$10,975**	**$89,440**	**$94,821**	**$88,474**	**$92,566**	**$108,617**	**$119,951**	**$118,710**
Goodwill & intangible impairment	31,594				131,000			49,528							
Non-routine costs	2,300		1,455		5,997	1,540		7,772	(2,609)						
Adjusted EBITDA	**$84,596**	**$87,558**	**$78,218**	**$74,549**	**$75,903**	**$64,788**	**$67,563**	**$68,275**	**$86,831**	**$94,821**	**$88,474**	**$92,566**	**$108,617**	**$119,951**	**$118,710**
Trailing 4-Quarter EBITDA	$330,125	$330,682	$326,420	$324,921	$316,228	$293,458	$282,803	$276,529	$287,457	$317,490	$338,401	$362,692	$384,478	$409,608	$439,844
Current portion of long-term debt	44,163	49,036	93,912	73,771	78,642	78,646	78,651	78,638	78,644	43,525	88,401	40,182	40,166	40,174	181
Long-term debt	937,536	908,850	859,172	874,423	864,758	855,143	792,827	783,076	773,404	784,855	730,307	681,266	681,197	649,150	649,103
Total Debt	$981,699	$957,886	$953,084	$948,194	$943,400	$933,789	$871,478	$861,714	$852,048	$828,380	$818,708	$721,448	$721,363	$689,324	$649,284
Cash	47,367	108,219	98,204	128,149	165,464	268,551	271,060	288,775	304,016	257,745	247,313	154,843	188,084	184,474	147,575
Net Debt	**$934,332**	**$849,667**	**$854,880**	**$820,045**	**$777,936**	**$665,238**	**$600,418**	**$572,939**	**$548,032**	**$570,635**	**$571,395**	**$566,605**	**$533,279**	**$504,850**	**$501,709**
Net Leverage Ratio	**2.8**	**2.6**	**2.6**	**2.5**	**2.5**	**2.3**	**2.1**	**2.1**	**1.9**	**1.8**	**1.7**	**1.6**	**1.4**	**1.2**	**1.1**