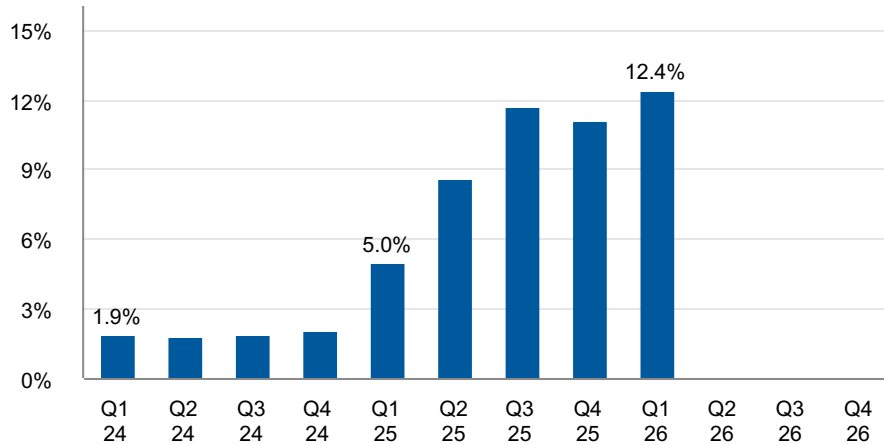


Safe Harbor Statement

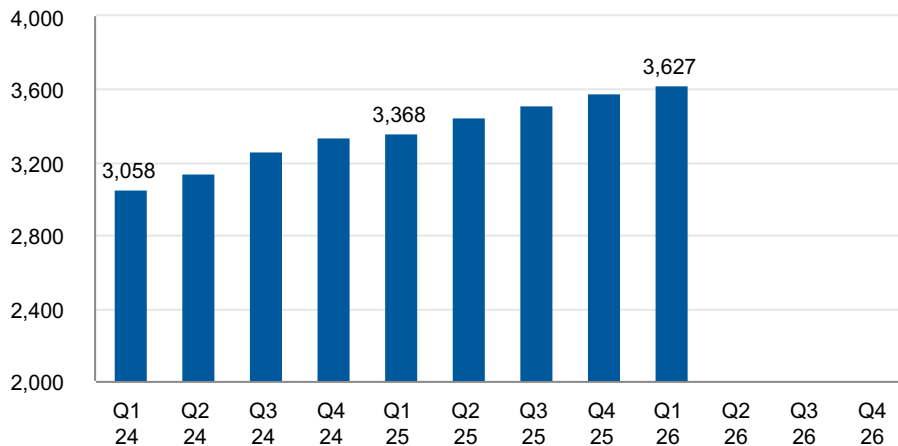
All statements made herein that are not historical facts (e.g., future operating results, net sales growth, long-term share gains, and business activity, as well as expectations regarding operations, including gross and operating income margin, eBusiness DSR sales growth, weighted FMI technology signings, 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.

Q1 2026: Strategic Progress & Key Initiatives

Daily Sales Rate (DSR) Growth



Total Contract Count



Summary: Double-digit daily sales growth; ROIC expansion; strong cash generation

Continued progress on our strategic objectives.

- Increasing sales effectiveness - Share gains driven by our key account strategy and new contract wins.
- Enhancing our services - Expanded FMI device base and digital footprint, improving customer experience, retention, and operating efficiency.
- Expanding our addressable market - Growth driven by new customer site wins and deeper penetration across our segments.

DSR +12.4% in Q1, continuing the positive trend.

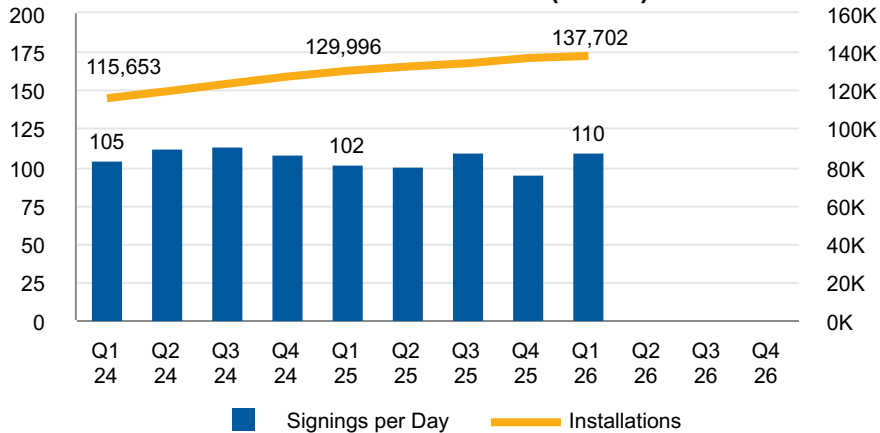
- Uptick in market conditions in 2026.
- Pricing of ~3.5% compares to ~3.3% in Q4 2025. Pricing actions continue; however, at a slower than expected pace.

Customer site data highlights progress with large customers (new and existing).

- Contract count in Q1 was up 7.7% from last year.
- Customer sites with \$50k+ spend per month grew 16.3% from last year.

Q1 2026: Technology Update

FMI Device Signings per Day and Total Installations (MEUs) ⁽¹⁾



Digital Footprint DSR grew 13.6%, outpacing total company DSR. Digital Footprint now represents 61.5% of total sales, up from 61.0% last year, and we remain on track to reach our 66% target in 2026.

Our digital initiatives improve customer experience, increase retention, and enable scalable growth — key factors in our long-term strategy.

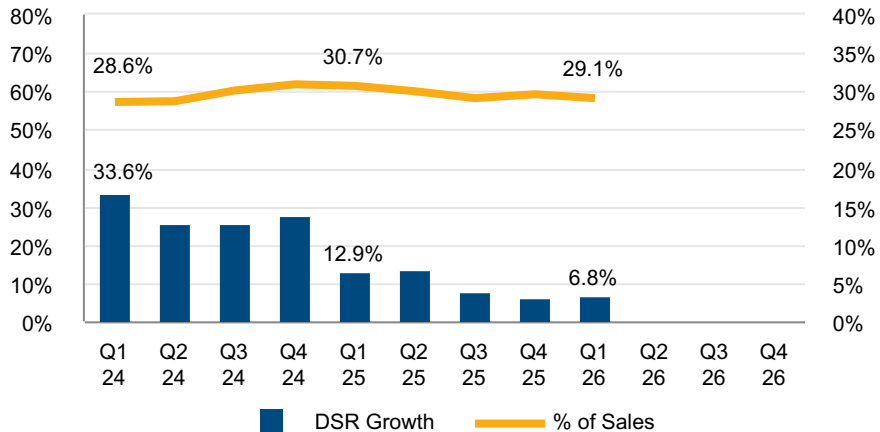
FMI technology signings increased 8.3%, with 110 weighted devices signed per day (6,950 total) in Q1, versus 102 per day (6,418 total) in the same period last year, reflecting continued customer demand for our solutions. These signings drove a 5.9% increase in the installed base.

FMI sales represented 44.9% of Q1 sales, an increase of 150 bps compared to the same period last year.

Our signings goal for 2026 remains 28,000 - 30,000 MEUs.

eBusiness DSR increased 6.8%, as customers continue to integrate their systems and consolidate spend with us, strengthening our long-term relationships and improving operational efficiency for both parties.

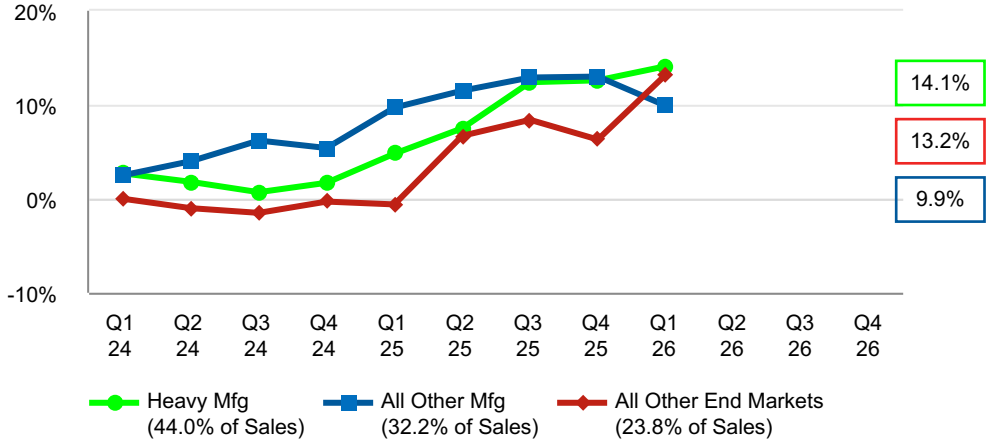
eBusiness DSR Growth and eBusiness % of Sales



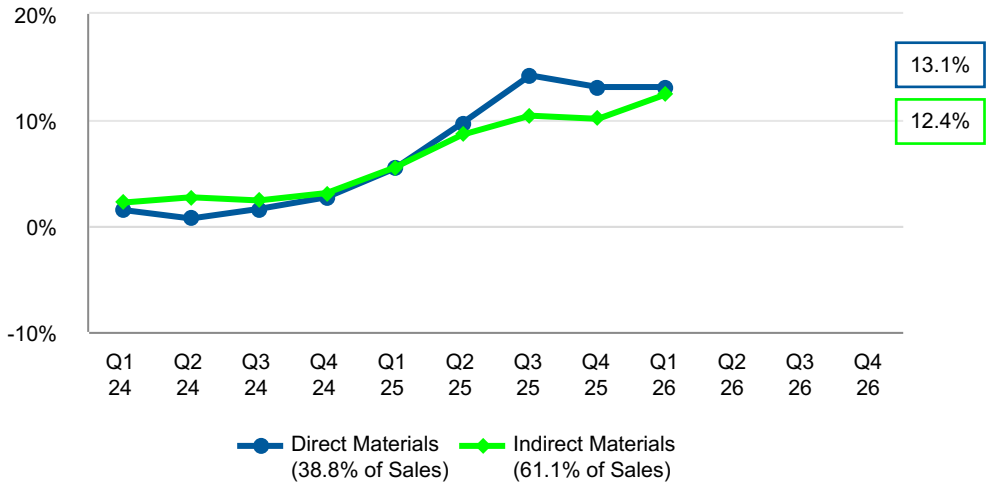
⁽¹⁾ Machine equivalent units (MEUs)

Q1 2026: Business Trends & Market Drivers

End Market DSR Growth



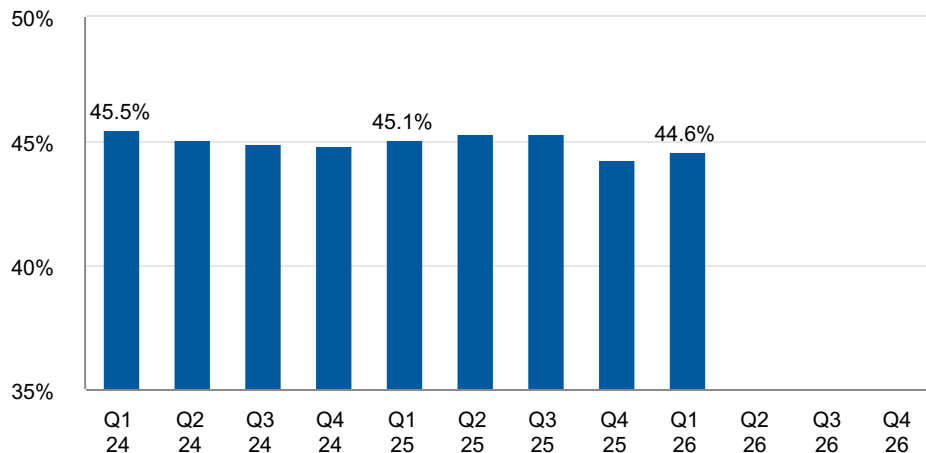
Direct vs. Indirect DSR Growth



- **U.S. PMI and industrial production were positive**, with non-manufacturing segments showing modest improvement. PMI averaged 52.6 for Q1, while industrial production was slightly positive in Jan./Feb. 2026 over Q1 2025.
- **DSR in Q1 was +12.4%** over last year, driven by new customer wins, share gains, and pricing; customer confidence remains favorable despite ongoing trade and tariff uncertainty.
- **Heavy manufacturing end markets continued to outperform**, led by sustained momentum in key accounts and continued expansion in fastener sales; while construction, transportation, and warehousing also contributed meaningfully.
- **Direct materials slightly outpaced indirect materials**, supported by greater contribution in fastener sales from large customer signings, improved product availability, and pricing actions. Categories such as hydraulics/pneumatics, welding/abrasives, and material handling also outpaced total company DSR.

Q1 2026: Margin Performance & Drivers

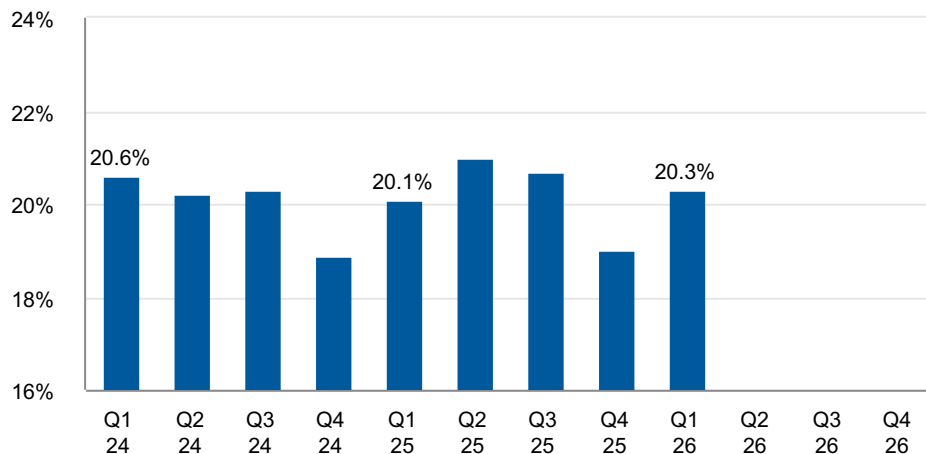
Gross Profit Margin



Gross margin declined ~45 bps compared to in Q1 2025, driven primarily by unfavorable price/cost, with smaller headwinds from transportation and certain customer rebates.

- **Net price/cost** was a ~50 bps headwind, as slower execution and tariff related uncertainty delayed the timing of some pricing actions.
- **Customer mix** remained a structural headwind to gross margin, as growth skewed toward larger customers that carry lower gross margins but remain positive to operating margin due to strong fixed-cost leverage.
- **Fastener expansion** benefits continued to provide a meaningful offset, mitigating underlying gross margin pressure; these benefits will anniversary in early Q2 2026. We continue to pursue additional gross margin improvement opportunities across the business.

Operating Income Margin



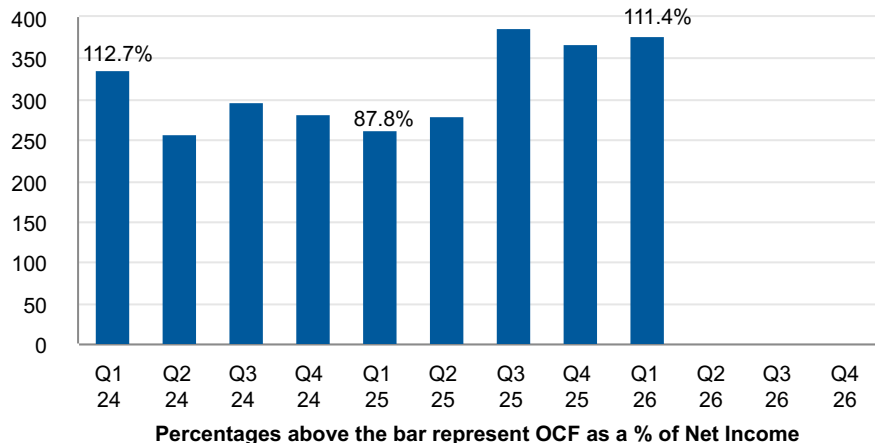
Operating margin improved ~20 bps year-over-year, as SG&A leverage more than offset ~55 bps of higher employee bonus expense and net price/cost headwinds.

- **SG&A** improved to 24.3% of net sales (vs. 25.0% last year), reflecting continued cost discipline and leverage, which more than offset higher employee bonuses.

Q1 2026: Cash Flow & Capital Allocation

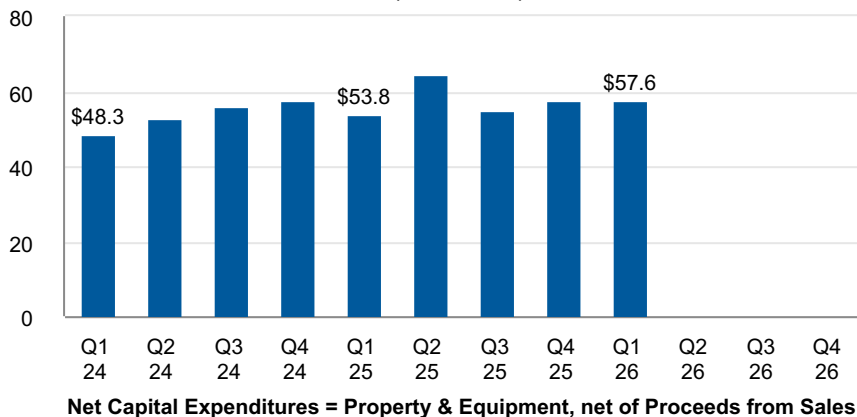
Operating Cash Flow (OCF)

(in millions)



Net Capital Expenditures

(in millions)



Cash Flow & Working Capital

- Operating cash flow was \$378.4 in Q1, representing 111.4% of net income (vs. 87.8% in Q1 2025). Cash generation remains strong.
- The improvement is driven primarily by a year-over-year inventory increase of only 1.1%, due to inventory optimization efforts and overall working capital discipline.

Capital Expenditures

- Net capital spending for Q1 was \$57.6, focused on an increase in spending for facility construction and upgrades, IT, and vehicles.

Shareholder Returns

- Returned \$295.7 in dividends (\$275.6) and share repurchases (\$20.1) in Q1, representing 87.0% of net income (vs. 82.6% in the form of dividends only in Q1 2025).

Summary

- Maintained strong cash flow and disciplined capital allocation, supported growth, and maintained consistent shareholder returns.

CEO Summary / Recap

Q1 2026: Double-digit DSR, ROIC expansion, and strong cash generation.

Market Outlook

- Broader market conditions have begun to improve.
- Ongoing focus on pricing neutrality and managing tariff impacts to defend profitability, recognizing that tariff uncertainty can continue to cause near-term headwinds.

Financial Discipline

- Strong cash generation, with capital allocation focused on growth, technology, and shareholder returns.
- ROIC increased year-over-year 180 bps to 31.0% on a TTM basis; our 10-year average is ~28%.

Organizational Priorities

- Continued investment in tools, technology, and analytics to support scalable growth.
- Focus on operational excellence, customer experience, innovation, and employee engagement.

Strategic Progress

- Ongoing share gains through our key account strategy and new contract wins.
- Expansion of FMI technology and digital footprint, driving customer retention and operational efficiency.
- Deeper penetration in key segments, supported by new customer site wins.

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 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 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.

Stock Split

Share and per share information in this document has been adjusted to reflect a previously announced two-for-one stock split which took effect at the close of business on May 21, 2025.

Return on Invested Capital

Calculation of Return on Invested Capital (ROIC)

(Amounts in millions)	TTM Q1 2026	TTM Q1 2025
Operating Income	\$ 1,709.5	1,513.7
Income Tax Expense	(410.5)	(359.8)
Net Operating Profit After Tax (NOPAT)	\$ 1,299.0	1,153.9
Total Current Assets	\$ 3,488.9	3,220.8
Cash and Cash Equivalents	(270.2)	(234.5)
Accounts Payable	(352.2)	(308.6)
Accrued Expenses	(229.2)	(211.6)
Property & Equipment, Net	1,108.1	1,044.4
Other Assets	443.4	436.7
Invested Capital	\$ 4,188.9	3,947.2
ROIC	31.0%	29.2%

Reconciliation of ROIC to Return on Assets (ROA)

(Amounts in millions)	TTM Q1 2026	TTM Q1 2025
Net Income	\$ 1,299.7	1,151.6
Total Assets	\$ 5,040.4	4,701.8
ROA	25.8%	24.5%
NOPAT	\$ 1,299.0	1,153.9
Add: Income Tax Expense	410.5	359.8
Operating Income	1,709.5	1,513.7
Add: Interest Income	6.2	4.7
Subtract: Interest Expense	(5.5)	(7.0)
Subtract: Income Tax Expense	(410.5)	(359.8)
Net Income	\$ 1,299.7	1,151.6
Invested Capital	\$ 4,188.9	3,947.2
Add: Cash and Cash Equivalents	270.2	234.5
Add: Accounts Payable	352.2	308.6
Add: Accrued Expenses	229.2	211.6
Total Assets	\$ 5,040.4	4,701.8

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**	0.0%	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 DSR	(1.0%)	7.0%	1.6%	8.7%												
<i>Delta v. Benchmark</i>	(1.0%)	4.8%	(1.1%)	3.8%												
2025 DSR	(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%)
<i>Delta v. Benchmark</i>	(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 DSR	(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%)
<i>Delta v. Benchmark</i>	(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 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%)
<i>Delta v. Benchmark</i>	(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%

Days Count															Total		
2027	20	20	23		22	20	22		21	22	21		21		21	20	253
2026	21	20	22		22	20	22		22	21	21		22		20	21	254
2025	22	20	21		22	21	21		22	21	21		23		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.

Notes

- Good Friday was in April of 2023, March of 2024, and April of 2025 and 2026. In 2027, Good Friday will be in March.

Employee Statistics

HEADCOUNT STATISTICS	Absolute Count					FTE Count ⁽¹⁾				
	Q1 2026	Q4 2025	Change Since Q4 2025	Q1 2025	Change Since Q1 2025	Q1 2026	Q4 2025	Change Since Q4 2025	Q1 2025	Change Since Q1 2025
Selling personnel ⁽²⁾	17,235	17,166	0.4%	16,995	1.4%	15,450	15,439	0.1%	15,236	1.4%
Distribution/Transportation personnel	4,079	4,057	0.5%	4,058	0.5%	3,125	3,056	2.3%	3,111	0.5%
Manufacturing personnel	1,096	1,046	4.8%	1,036	5.8%	1,001	958	4.5%	957	4.6%
Organizational support personnel ⁽³⁾	2,265	2,220	2.0%	2,092	8.3%	2,187	2,149	1.8%	2,035	7.5%
Total personnel	24,675	24,489	0.8%	24,181	2.0%	21,763	21,602	0.7%	21,339	2.0%

NOTES:

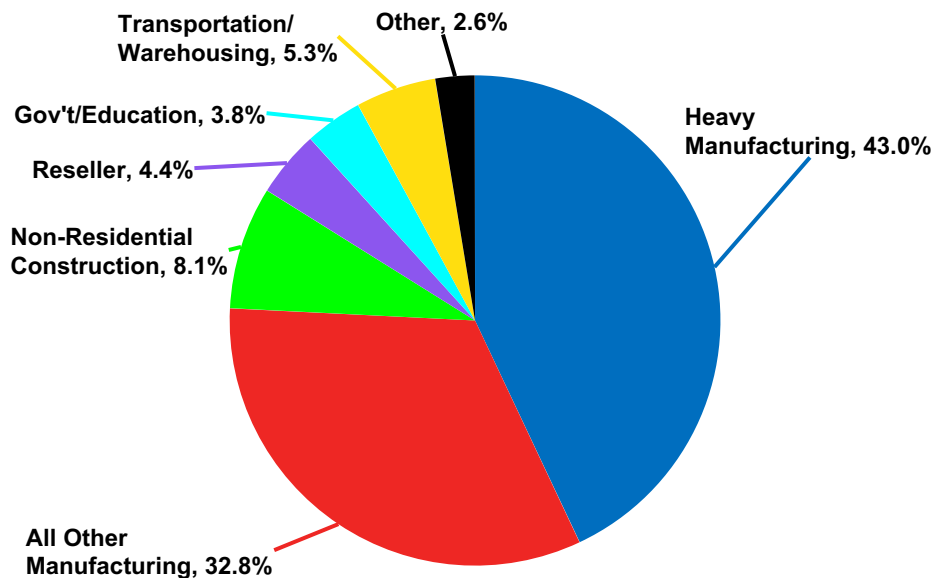
(1) FTE – "Full-Time Equivalent". FTE is based on 40 hours per week.

(2) Of our Selling personnel, 80%-85% are attached to a specific 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) IT personnel (34% to 39% 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.

End Market Profile

End Market Mix - Full Year 2025



MAJOR SEGMENTS GROWTH															
Daily Sales Rates		Jan.	Feb.	Mar.	Year-to-date	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Full Year
Heavy	2026	13.2%	14.9%	13.8%	14.1%										
Manufacturing	2025	1.8%	4.8%	7.9%	4.8%	4.6%	8.6%	9.2%	13.6%	11.7%	11.8%	11.5%	13.0%	14.4%	9.3%
All Other	2026	10.5%	10.2%	8.7%	9.9%										
Manufacturing	2025	6.7%	10.4%	12.0%	9.7%	9.7%	12.8%	12.1%	14.2%	12.5%	11.8%	13.2%	12.9%	13.3%	11.8%
All Other	2026	11.3%	14.8%	13.2%	13.2%										
End Markets	2025	(3.7%)	(1.0%)	3.0%	(0.6%)	5.7%	6.1%	8.4%	9.0%	10.7%	5.3%	8.5%	8.2%	2.1%	5.2%

Q1 2026: Customer Site Supplemental

	Q1 2026			Q1 2025		
	Sites (#) ^{(1) (2)}	Sales (\$MM)	Mo. Sales per Site ⁽³⁾	Sites (#) ^{(1) (2)}	Sales (\$MM)	Mo. Sales per Site ⁽³⁾
Manufacturing						
\$50k+/Mo. ⁽⁴⁾	2,422	\$1,037.8	\$142,830	2,114	\$874.0	\$137,811
\$10k+/Mo.	9,009	1,475.4	54,590	8,500	1,293.1	50,710
\$5k+/Mo.	13,407	1,570.0	39,034	12,951	1,388.7	35,742
Other sales ⁽⁵⁾	27,457	100.7	1,223	30,308	104.3	1,147
Total manufacturing	40,864	\$1,670.7	\$13,628	43,259	\$1,493.0	\$11,484
Non-manufacturing						
\$50k+/Mo. ⁽⁴⁾	487	\$187.0	\$127,995	388	\$136.6	\$117,354
\$10k+/Mo.	3,293	357.6	36,198	2,918	288.5	32,956
\$5k+/Mo.	6,112	417.2	22,753	5,667	346.7	20,393
Other sales ⁽⁵⁾	45,469	113.8	834	52,118	119.7	766
Total non-manufacturing	51,581	\$531.0	\$3,431	57,785	\$466.4	\$2,633
Total						
\$50k+/Mo. ⁽⁴⁾	2,909	\$1,224.8	\$140,346	2,502	\$1,010.6	\$134,639
\$10k+/Mo.	12,302	1,833.0	49,667	11,418	1,581.6	46,173
\$5k+/Mo.	19,519	1,987.2	33,936	18,618	1,735.4	31,070
Other sales ⁽⁵⁾	72,926	214.5	980	82,426	224.0	906
All Sites per month	92,445	\$2,201.7	\$7,939	101,044	\$1,959.4	\$6,422

(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 represents 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 material sales, etc.

