SECOND QUARTER 2022

INVESTOR TELECONFERENCE

JULY 13, 2022

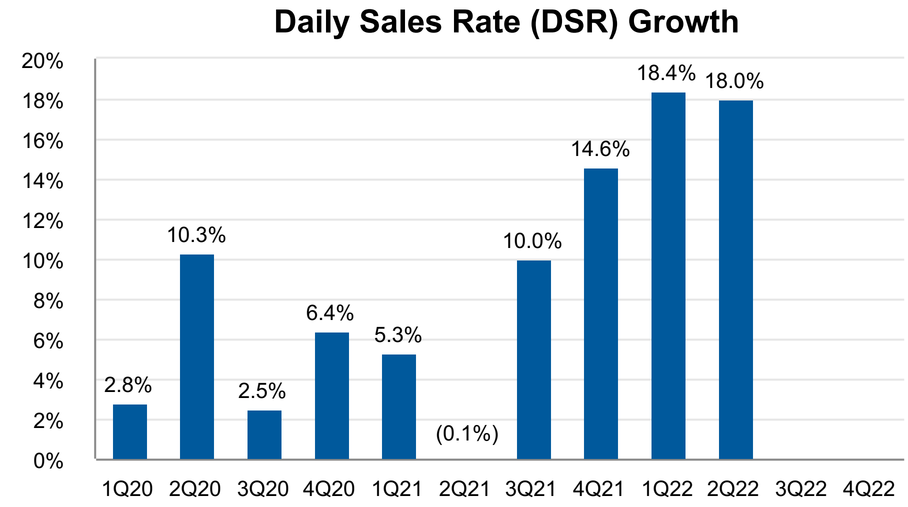
FASTENAL®

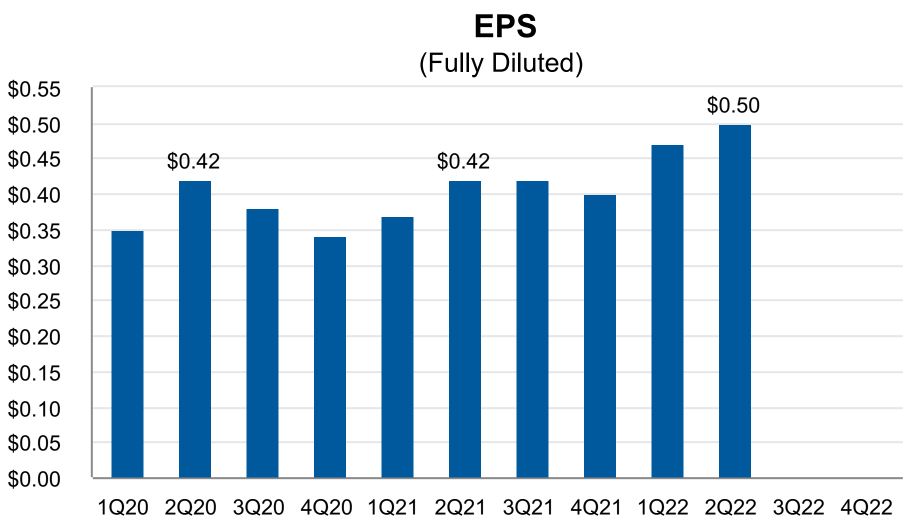
WHERE INDUSTRY MEETS INNOVATION™

SAFE HARBOR STATEMENT

All statements made herein that are not historical facts (e.g., future operating results and business activity, as well as expectations regarding operations, including gross margin, future inventory levels, pricing, Onsite and weighted FMI device signings, the size of our U.S./Canada network of traditional branches, operating costs, capital expenditures, digital footprint, and supply chain difficulties) 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 our 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 a discussion of certain non-GAAP financial measures. Information required by Regulation G with respect to such non-GAAP financial measures can be found in the appendix.

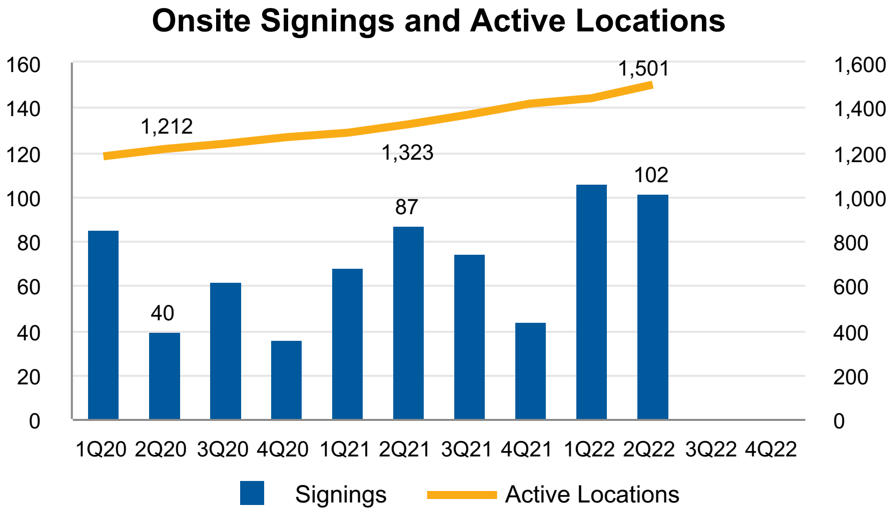
CEO MESSAGES ON 2Q22

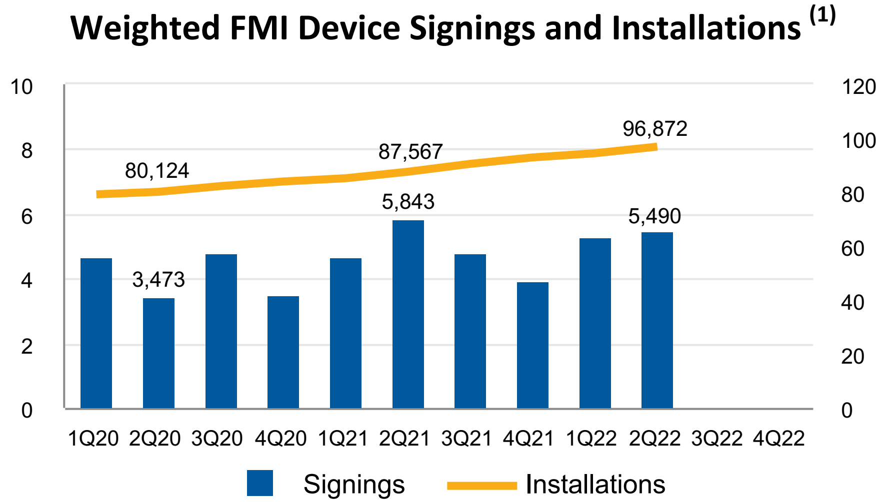




- Travel has expanded. The severe travel curtailments of COVID-19's pandemic stage have lifted as COVID has, in most societies, entered the endemic stage.
- Our culture of trusting people, building our own talent, and promoting from within strengthens with human interaction. In 2021, we resumed in-office operations in most locations. We have focused on defining a style of operation that meets local needs and supports our culture and service model.
- Engage your customer and each other. In April, we held our first in-person Customer Expo since 2019, enhancing our ability to engage, learn, and grow the business productively.
- Hiring remains challenging. However, trends in applications received have improved. We added 565 FTE to the Blue Team in 2Q22.
- We have effectively managed marketplace disruptions that have made supply chains costlier than pre-pandemic. Our ability to source product is less chaotic despite tighter and longer supply chains. We have sustained gross margin despite still-elevated material and transportation costs. Our solutions should be attractive given these conditions.
- Net sales grew 18.0% and pre-tax profit grew 20.8% versus 2Q21. Demand remained generally healthy, but there were certain signs of softening that emerged in May and June. We continue to execute effectively.

2Q22 GROWTH DRIVER UPDATE

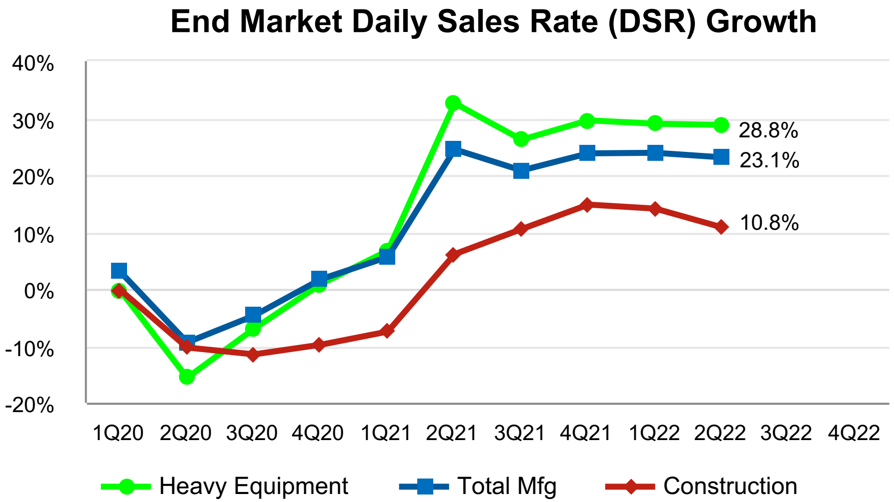


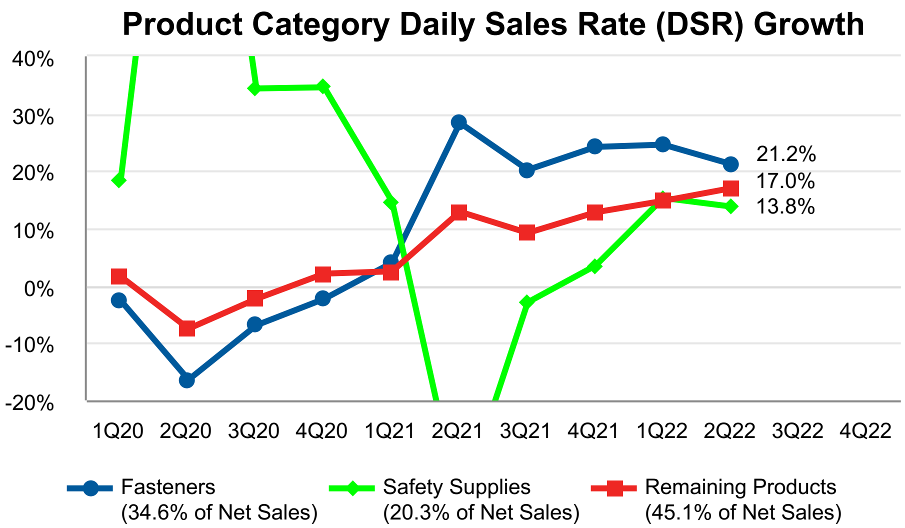


- **Onsites:** We had 102 signings in 2Q22 and finished with 1,501 active sites, +13.5% from 2Q21. Daily sales, excluding transferred branch sales, grew more than 20% from 2Q21. Our 2022 goal remains 375 to 400 signings.
- **FMI Technology:** We signed 5,490 weighted devices in 2Q22 (86 per day), versus 5,843 in 2Q21 (91 per day), with a final installed base of 96,872 weighted devices, +10.6% from 2Q21. Activity through our FMI technology platform represented 35.6% of sales in 2Q22, versus 30.7% of sales in 2Q21 and 19.0% of sales in 2Q20. Based on the pace of signings in 1H22, we anticipate signing 21,000 to 23,000 MEU of FASTBin and FASTVend devices (down from 23,000 to 25,000).
- **eCommerce:** Daily sales rose 52.7% in 2Q22. Large customer-oriented EDI was up 53.3%, while web sales were up 51.0%.
- Sales through our **Digital Footprint** (FMI technology plus non-FMI-related eCommerce) was 47.9% of sales in 2Q22, versus 41.4% in 2Q21. Slower FMI signings suggests hitting 55% of sales through our Digital Footprint in 2022 will be challenging. We believe we are likely to hit 52% within 2022, with long term potential unchanged at 85% of sales.

(1) Data excludes ~9K non-weighted vending devices related to a locker lease program

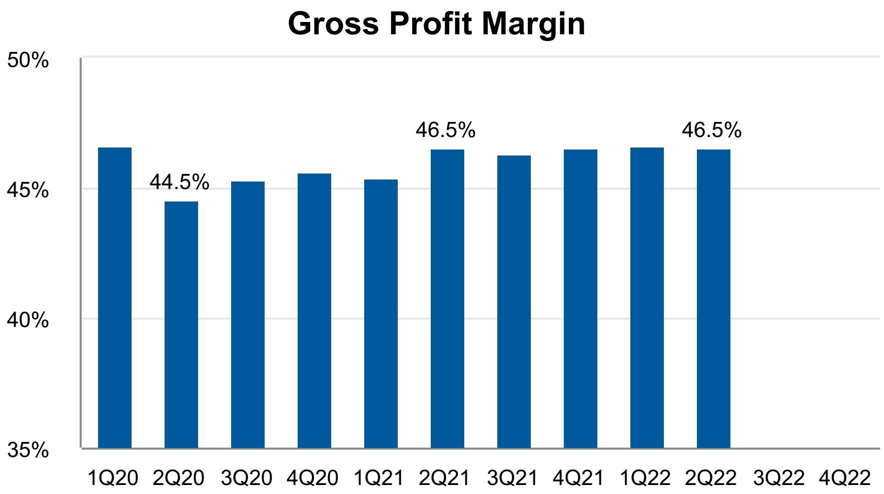
2Q22 BUSINESS CADENCE

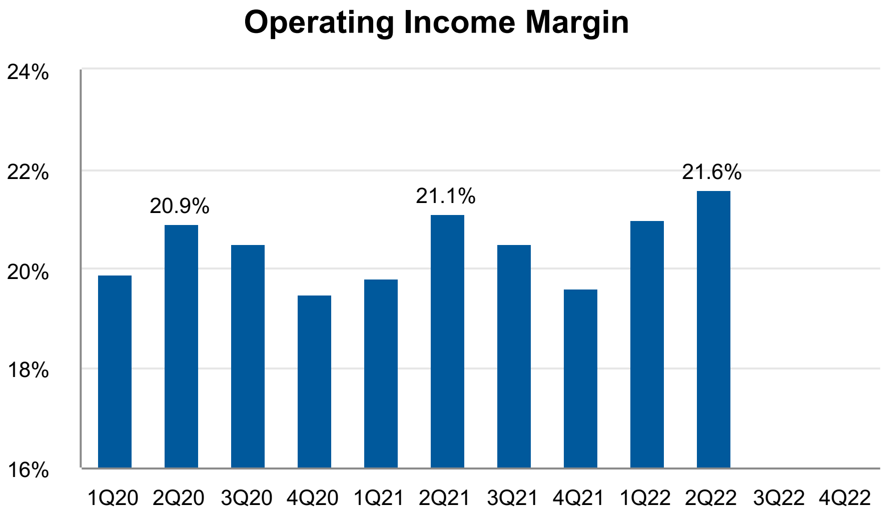




- U.S. PMI averaged 54.8 in 2Q22. U.S. Industrial Production in Apr./May 2022 rose 5.5% over 2Q21. The data reflects favorable manufacturing activity. The macro data suggests healthy, though decelerating, demand, which is consistent with our experience through 2Q22.
- Daily sales in all of our product categories rose: **Fastener** daily sales increased 21.2%, **safety** daily sales rose 13.8%, and **other products** daily sales gained 17.0% versus 2Q21. Pricing contributed, but volumes continued to grow double-digits and comprise the majority of growth in each category.
- Most key steel, plastic, and transportation-related indices remain at elevated levels. Manufacturing and shipping lead times have fallen slightly from their December 2021 peak, but remain close to levels that prevailed through much of 2021.
- **National Accounts'** daily sales rose 22.9% in 2Q22, with 91 of our Top 100 customers growing. **Non-National Account** daily sales rose 12.2% in 2Q22, with 73% of our branches growing; excluding government sales (daily sales down 2.1%), non-national account daily sales would have risen 13.8%.

2Q22 MARGIN SUMMARY

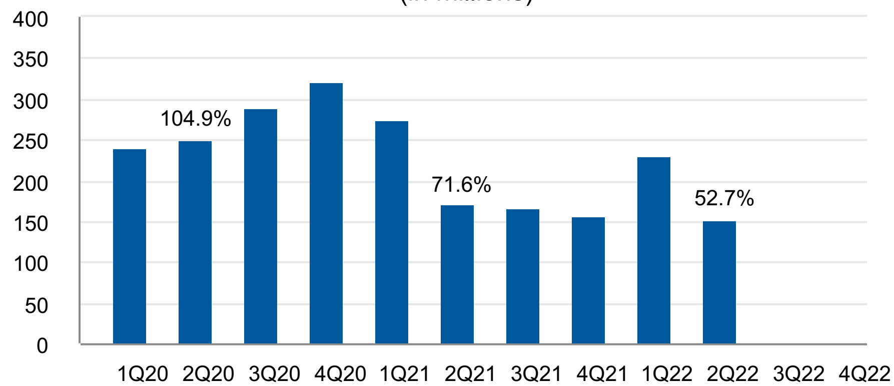




- Our 2Q22 operating margin of 21.6% increased 50 basis points from 21.1% in 2Q21. We experienced further shift toward a more familiar, pre-pandemic model. Year-over-year gross margin was flat, the first time it hasn't risen since 1Q21, while operating leverage rose. It was the same operating impact, though: an incremental margin of 24.2%. We expect this migration to continue in 2H22.
- Price added 660 to 690 bps to growth in 2Q22, in line with costs. We benefited from carryover of 1Q22 actions, timing of National Account windows, and SKU-specific actions. We will take further targeted actions to mitigate the impact of transportation and product cost inflation should the need arise. Comparisons will be more difficult in 2H22.
- 2Q22 gross margin was stable at 46.5%. Relative to 2Q21, changes were modest with a slightly lower product margin being offset by slightly greater organizational leverage. The latter was more beneficial to the period than we expected, reflecting continued strong business activity.
- Operating expenses were 25.0% of sales, which was 40 basis points better than 2Q21. We significantly leveraged occupancy-related costs on further branch network rationalization, and achieved modest leverage of employee-related expenses. This more than offset higher selling-related transportation costs and expenses related to our April customer show.

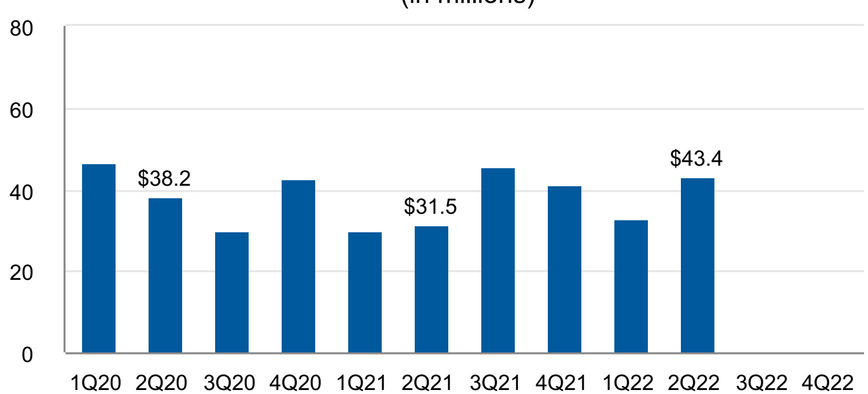
2Q22 CASH FLOW PROFILE

Operating Cash Flow
(in millions)



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

Net Capital Expenditures
(in millions)



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

2022(E) Net CapEx: $180.0 to $200.0; 2021(A) Net Capex: $148.2

- 2Q22 operating cash flow was $151.2, or 52.7% of net earnings. Conversion rates are typically lower in second quarters due to the timing of tax payments, but the current period was also affected by increases in working capital to support growth and account for inflation.
- Accounts receivable rose 21.5% on higher sales activity and relative growth in larger customers that tend to have longer terms. Inventory rose 25.4%, with inflation being about half the rise, a declining proportion versus 1Q22 as product flows into our hubs to improve service. Despite inflation and supply chain issues, days on hand is approximately 10 days below the June 2019 level, representing sustained efficiency gains across our business.
- Net capital spending was $43.4 in 2Q22, up from $31.5 in 2Q21 due largely to higher spending on FMI equipment and hub safety and automation upgrades. Expected net capital spending in 2022 remains $180.0 to $200.0; most categories are expected to increase, led by FMI signings, upgrades to facilities and automation in hubs, and capacity additions in our manufacturing operations.
- Balance sheet debt was 13.7% of total capital. Debt was higher in 2Q22 over 1Q22 reflecting rising working capital needs and our repurchasing of shares during the quarter. We returned $227.8 of capital to shareholders through dividends ($178.5) and share buyback ($49.3) in 2Q22.

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.

The tables that follow on page 9 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

(Amounts in millions)		TTM 2Q22	TTM 2Q21
Operating Income	$	1,360.7	1,152.6
Income Tax Expense		(319.7)	(275.0)
NOPAT	$	1,041.0	877.6
Total Current Assets	$	2,929.0	2,655.8
Cash and Cash Equivalents		(284.9)	(261.7)
Accounts Payable		(264.0)	(215.1)
Accrued Expenses		(273.3)	(258.1)
Property & Equipment, Net		1,012.3	1,022.8
Other Assets		438.2	447.4
Invested Capital	$	3,557.3	3,391.1
ROIC		**29.3%**	**25.9%**

Reconciliation of ROIC to Return on Assets (ROA)

(Amounts in millions)		TTM 2Q22	TTM 2Q21
Net Earnings	$	1,031.4	867.9
Total Assets	$	4,379.5	4,125.9
ROA		**23.6%**	**21.0%**
NOPAT	$	1,041.0	877.6
Add: Income Tax Expense		319.7	275.0
Operating Income		1,360.7	1,152.6
Add: Interest Income		0.3	0.4
Subtract: Interest Expense		(9.9)	(10.1)
Subtract: Income Tax Expense		(319.7)	(275.0)
Net Earnings	**$**	**1,031.4**	**867.9**
Invested Capital	$	3,557.3	3,391.1
Add: Cash and Cash Equivalents		284.9	261.7
Add: Accounts Payable		264.0	215.1
Add: Accrued Expenses		273.3	258.1
Total Assets	**$**	**4,379.5**	**4,125.9**

* 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	June	Cum. Chg., Jan. to Jun.	July	Aug.	Sep.	Cum. Chg., Jan. to Sep.	Oct.	Cum. Chg., Jan. to Oct.	Nov.	Dec.
BENCHMARK**	(0.1%)	0.8%	3.4%	4.1%	0.1%	2.2%	1.9%	8.5%	(3.3%)	3.1%	3.4%	11.9%	(2.1%)	9.5%	(3.7%)	(6.6%)
2022 DSR	1.7%	3.1%	3.6%	6.9%	(1.2%)	3.2%	0.2%	9.2%								
Delta v. Benchmark	*1.7%*	*2.4%*	*0.2%*	*2.7%*	*(1.3%)*	*1.1%*	*(1.7%)*	*0.7%*								
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	*1.0%*	*(3.0%)*	*2.2%*	*(1.0%)*	*(2.3%)*	*3.4%*	*(0.3%)*	*(0.3%)*	*(0.2%)*	*0.0%*	*1.5%*	*1.1%*	*2.1%*	*3.5%*	*2.3%*	*2.0%*
2020 DSR	(1.3%)	2.5%	(0.3%)	2.2%	3.9%	10.4%	(3.3%)	13.3%	(10.5%)	3.8%	2.9%	8.3%	(2.6%)	5.5%	(0.6%)	(7.4%)
Delta v. Benchmark	*(1.2%)*	*1.7%*	*(3.7%)*	*(2.0%)*	*3.8%*	*8.2%*	*(5.2%)*	*4.8%*	*(7.2%)*	*0.7%*	*(0.5%)*	*(3.6%)*	*(0.5%)*	*(4.1%)*	*3.1%*	*(0.8%)*
2019 DSR	(0.5%)	1.4%	4.2%	5.6%	(2.4%)	2.5%	1.4%	7.1%	(4.4%)	3.9%	3.1%	9.8%	(4.4%)	4.9%	(3.1%)	(9.5%)
Delta v. Benchmark	*(0.5%)*	*0.6%*	*0.8%*	*1.5%*	*(2.5%)*	*0.4%*	*(0.5%)*	*(1.3%)*	*(1.2%)*	*0.8%*	*(0.2%)*	*(2.1%)*	*(2.3%)*	*(4.6%)*	*0.7%*	*(2.9%)*

Days Count																	**Total**
2023	21	20	23		20	22	22		20	23	20		22		21	19	253
2022	21	20	23		21	21	22		20	23	21		21		21	20	254
2021	20	20	23		22	20	22		21	22	21		21		21	20	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. We also exclude the impact of the 2017 Mansco acquisition.

Notes:

- Good Friday was in April of 2019, 2020, 2021, and 2022.
- Amounts may not foot due to rounding differences.

EMPLOYEE STATISTICS

HEADCOUNT STATISTICS	Absolute Count 2Q22	Absolute Count 1Q22	Absolute Count Change Since 1Q22	Absolute Count 4Q21	Absolute Count Change Since 4Q21	Absolute Count 2Q21	Absolute Count Change Since 2Q21	FTE Count [1] 2Q22	FTE Count [1] 1Q22	FTE Count [1] Change Since 1Q22	FTE Count [1] 4Q21	FTE Count [1] Change Since 4Q21	FTE Count [1] 2Q21	FTE Count [1] Change Since 2Q21
In-market locations (branches & Onsites)	13,134	12,855	2.2%	12,464	5.4%	12,446	5.5%	12,039	11,644	3.4%	11,337	6.2%	11,390	5.7%
Non-in-market selling	2,326	2,232	4.2%	2,106	10.4%	2,044	13.8%	2,299	2,197	4.6%	2,076	10.7%	2,021	13.8%
Selling subtotal	15,460	15,087	2.5%	14,570	6.1%	14,490	6.7%	14,338	13,841	3.6%	13,413	6.9%	13,411	6.9%
Distribution/ Transportation	3,771	3,730	1.1%	3,675	2.6%	3,593	5.0%	2,872	2,856	0.6%	2,740	4.8%	2,691	6.7%
Manufacturing	701	686	2.2%	649	8.0%	649	8.0%	672	656	2.4%	619	8.6%	618	8.7%
Organizational support personnel [2]	1,697	1,664	2.0%	1,613	5.2%	1,585	7.1%	1,641	1,605	2.2%	1,598	2.7%	1,533	7.0%
Non-selling subtotal	6,169	6,080	1.5%	5,937	3.9%	5,827	5.9%	5,185	5,117	1.3%	4,957	4.6%	4,842	7.1%
Total	21,629	21,167	2.2%	20,507	5.5%	20,317	6.5%	19,523	18,958	3.0%	18,370	6.3%	18,253	7.0%

NOTES:

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

[2] Organizational support personnel consists of: (1) Sales & Growth Driver Support personnel (35%-40% of category), which includes sourcing, purchasing, supply chain, product development, etc.; (2) Information Technology personnel (30%-35% of category); and (3) Administrative Support personnel (25%-30% of category), which includes human resources, Fastenal School of Business, accounting and finance, senior management, etc.

IN-MARKET LOCATION STATISTICS

	Annual						Quarterly			
	2016	2017	2018	2019	2020	2021	1Q22	2Q22	3Q22	4Q22
Starting Branches	2,622	2,503	2,383	2,227	2,114	2,003	1,793	1,760		
Opened Branches	40	18	11	12	12	10	6	2		
Closed/ Converted Branches [1]	(159)	(138)	(167)	(125)	(123)	(220)	(39)	(25)		
Ending Branches [2]	**2,503**	**2,383**	**2,227**	**2,114**	**2,003**	**1,793**	**1,760**	**1,737**		
United States	2,202	2,084	1,932	1,814	1,697	1,484	1,449	1,425		
Canada/ Mexico	250	248	238	239	237	236	236	236		
Rest of the World	51	51	57	61	69	73	75	76		
Starting Onsites	264	401	605	894	1,114	1,265	1,416	1,440		
Opened Onsites	161	218	318	312	257	242	57	81		
Closed/ Converted Onsites [1]	(24)	(14)	(29)	(92)	(106)	(91)	(33)	(20)		
Ending Onsites [2]	**401**	**605**	**894**	**1,114**	**1,265**	**1,416**	**1,440**	**1,501**		
United States	329	493	739	935	1,055	1,184	1,195	1,245		
Canada/ Mexico	61	94	126	143	163	178	188	197		
Rest of the World	11	18	29	36	47	54	57	59		
In-Market Locations	**2,904**	**2,988**	**3,121**	**3,228**	**3,268**	**3,209**	**3,200**	**3,238**		

[1] 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.

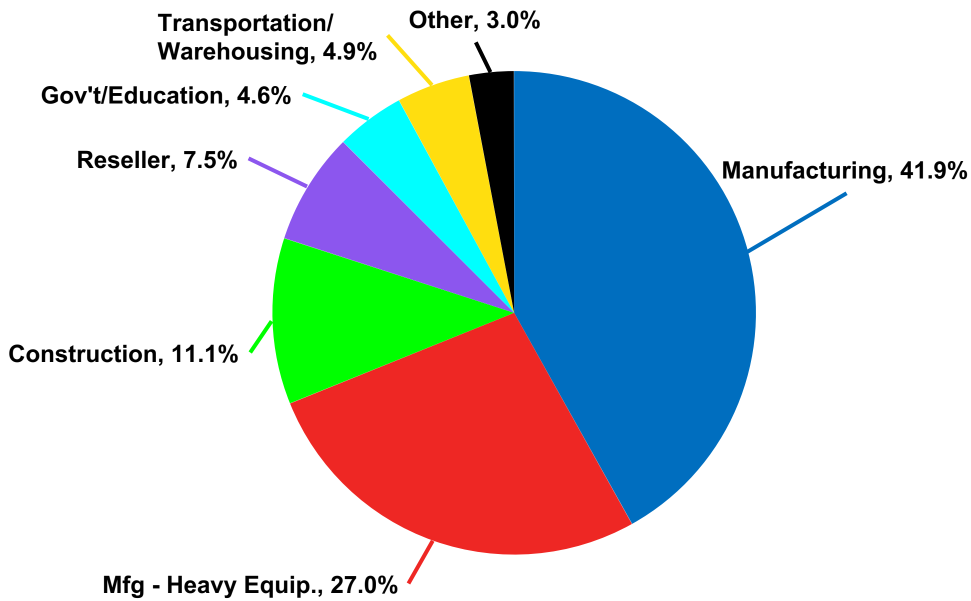
[2] Beginning in 2022, the United States includes the Dominican Republic, Guam, and Puerto Rico which were previously grouped with other geographical regions. Prior period figures in the above table may differ slightly from those previously disclosed due to this minor change in reporting.

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

End Market Mix — Full Year 2021



MAJOR SEGMENT GROWTH (Daily Sales rates)		Jan.	Feb.	Mar.	Apr.	May	June	Year-to-Date	July	Aug.	Sep.	Oct.	Nov.	Dec.	Full Year
Manufacturing	2022	20.8%	25.8%	25.2%	25.7%	22.4%	21.0%	23.5%							
(incl. Heavy Equip.)	2021	4.8%	0.6%	10.8%	30.8%	18.9%	24.3%	14.6%	22.5%	19.7%	20.1%	22.9%	22.6%	25.8%	18.4%
Construction	2022	12.9%	19.5%	11.1%	13.4%	10.7%	8.3%	12.3%							
	2021	(8.9%)	(14.4%)	0.0%	11.9%	4.4%	2.5%	(0.8%)	9.5%	10.1%	11.7%	14.2%	16.6%	13.5%	5.7%

THANK YOU

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