

ORGILL

Hardware Marketing Council
December 4, 2024

Orgill Today

Stability and Strength

- 177 Years Old
- #162 on Forbes Privately Held Co
- Strong Financial Foundation



Growth

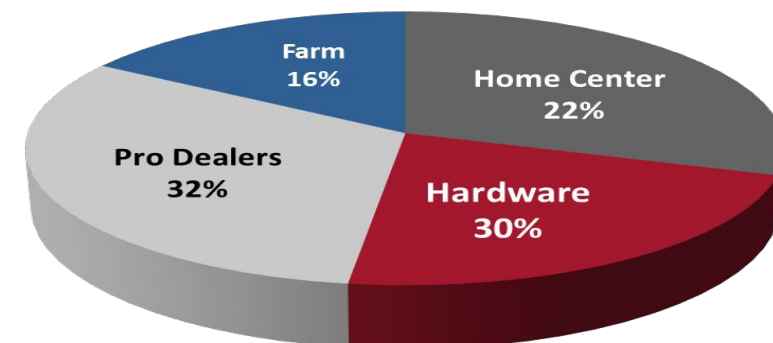
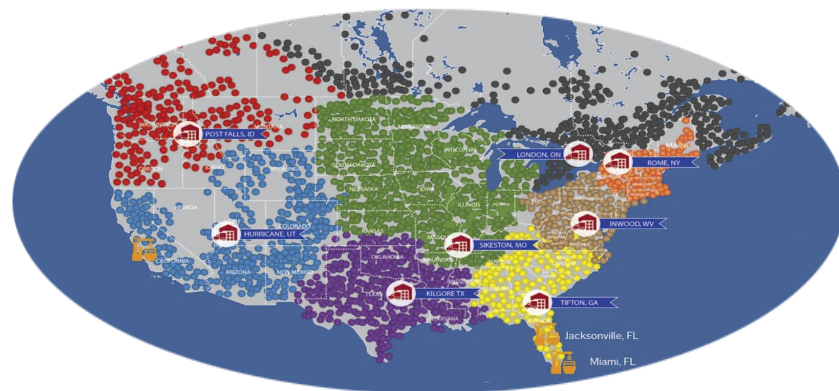
- Growing faster than the industry
- 150+ ground up stores in past 3 years
- 1,100 conversions to Orgill in past 3 years.

Efficiency

- 8 Distribution Centers -- 5.8 million square feet
- 75k+ SKUs in warehouse
- All DC's built in last 25 years

Scale

- Serve > 13,000 stores
- >1/3 of the Independent Channel in US
- > 1/2 of Top 100 Pro Dealers
- 1,700+ vendors



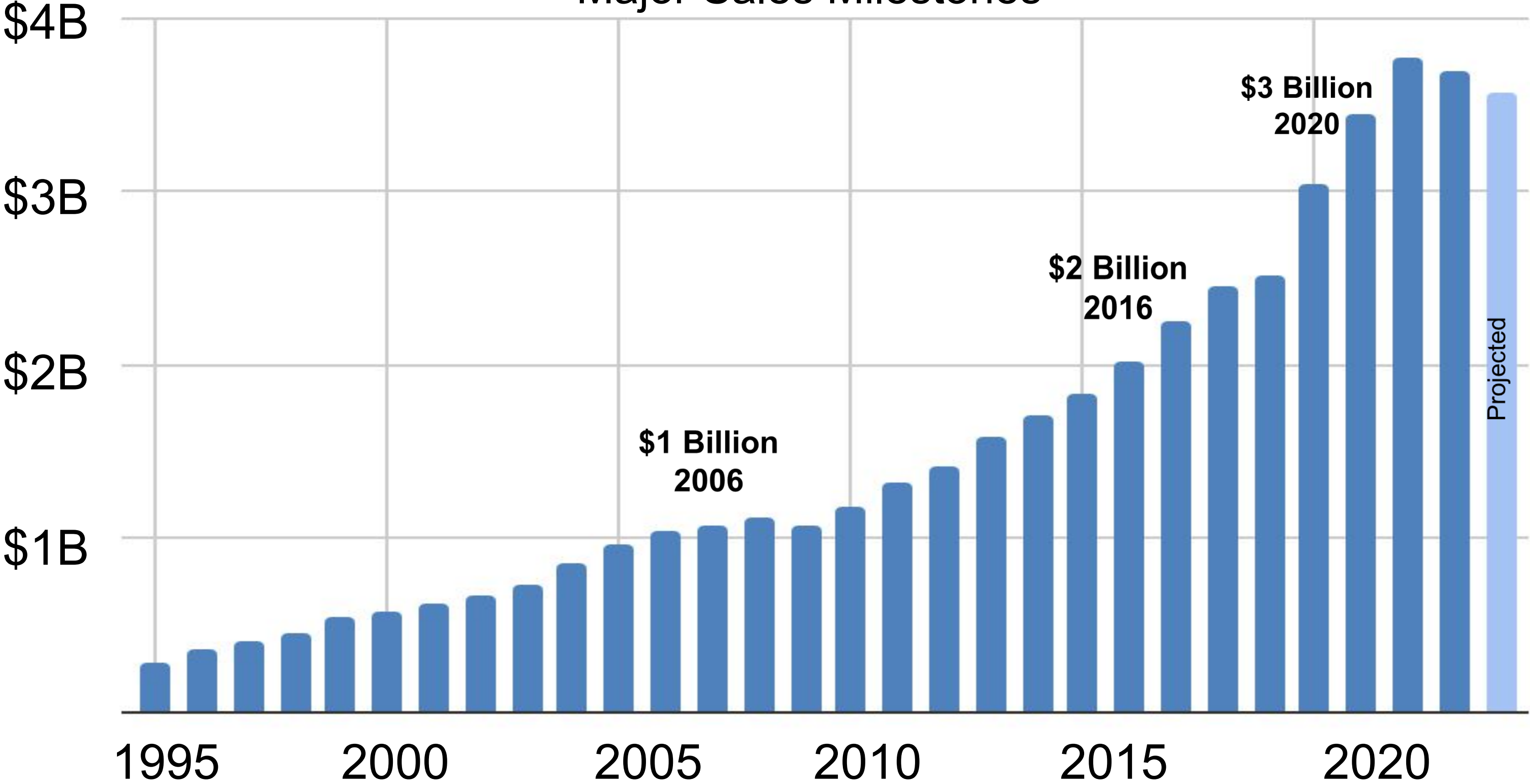
Innovation

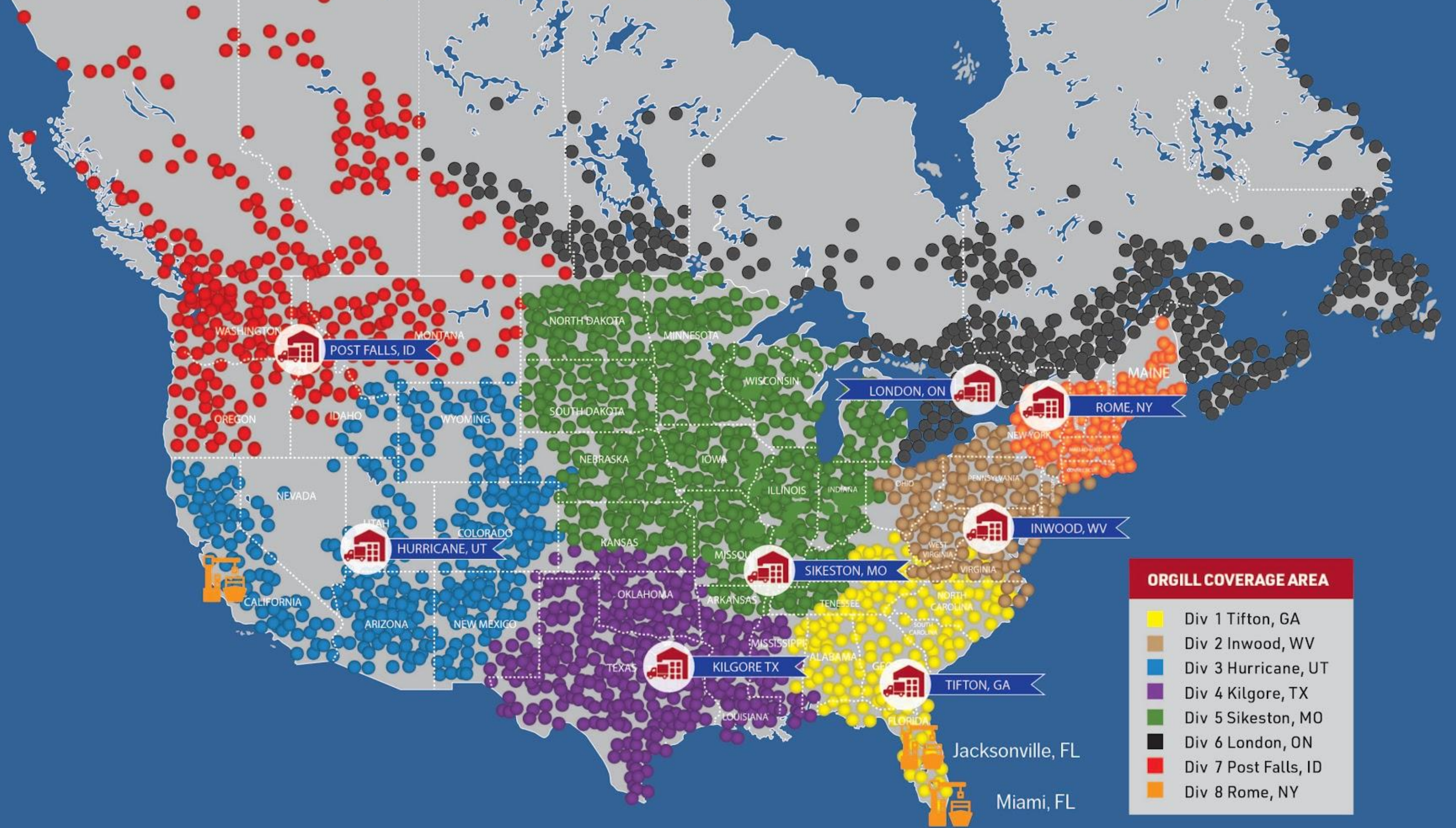
- Online Buying Events
- BrandBase™,
- Integrated eCommerce,
- FanBuilder™
- Tyndale Advisors
- CNRG



Orgill Sales History - The Last 25+ Years

Major Sales Milestones





Export Consolidation Center



Distribution Center

2021: New Rome Distribution Center



2022: Expanded Hurricane Distribution Center



2024: New Tifton Distribution Center



Tifton, GA

ORGILL



Distribution CENTERS

Inside Orgill's Robot-Powered Tifton Distribution Center

2024 Rank	2023 Rank	Company Location of Headquarters
1	1	The Home Depot Atlanta, Ga.
2	2	Lowe's Mooresville, N.C.
3	4	ABC Supply Beloit, Wisc.
4	3	Builders FirstSource Dallas, Texas
5	8	Ferguson Newport News, Va.
6	5	Tractor Supply Brentwood, Tenn.
7	6	Menards* Eau Claire, Wisc.
8	7	Sherwin-Williams Cleveland, Ohio
9	12	Beacon Building Products Herndon, Va.
10	9	US LBM Holdings Atlanta, Ga.
11	14	Fastenal Winona, Minn.
12	10	84 Lumber Eighty Four, Pa.
13	13	Harbor Freight Tools* Calabasas, Calif.
14	15	GMS Tucker, Ga.
15	16	Floor & Decor Holdings Atlanta, Ga.
16	19	Foundation Building Materials* Tustin, Calif.
17	17	Kodiak Building Partners Denver, Colo.
18	18	Carter Lumber Kent, Ohio
19	22	Lansing Building Products Richmond, Va.
20	24	Sutherland Lumber* Kansas City, Mo.
21	21	McCoy's Building Supply San Marcos, Texas
22	23	Northern Tool + Equipment Burnsville, Minn.
23	25	LL Flooring Richmond, Va.
24	27	Contractor's Warehouse Roseville, Calif.
25	N/A	Matheus Lumber Woodinville, Wash.

2024 Rank	2023 Rank	Company Location of Headquarters
26	26	Parr Lumber Hillsboro, Ore.
27	28	Ganahl Lumber Co. Anaheim, Calif.
28	29	Riverhead Building Supply Calverton, N.Y.
29	30	Westlake Ace Hardware Lenexa, Kan.
30	31	Mead Lumber Columbus, Neb.
31	32	CNRG Collierville, Tenn.
32	33	Shelter Products Portland, Ore.
33	37	Hammond Lumber Belgrade, Maine
34	38	R.P. Lumber Edwardsville, Ill.
35	35	Idaho Pacific Lumber Boise, Idaho
36	36	Mill Creek Lumber & Supply Tulsa, Okla.
37	40	Nation's Best Dallas, Texas
38	39	The Tile Shop Plymouth, Minn.
39	34	Sunpro Corp. Saint George, Utah
40	42	Hancock Lumber Co. Casco, Maine
41	46	Aubuchon Company Westminster, Mass.
42	44	Curtis Lumber Ballston Spa, N.Y.
43	48	Erie Materials Syracuse, N.Y.
44	50	LaValley/Middleton Bldg Supply Newport, N.H.
45	45	Guy C. Lee Building Materials Smithfield, N.C.
46	51	Koopman Lumber Whitinsville, Mass.
47	57	TAL Holdings Vancouver, Wash.
48	58	HPM Building Supply Keaau, Hawaii
49	41	Franklin Building Supply Boise, Idaho
50	47	Stine Sulphur, La.

2024 Rank	2023 Rank	Company Location of Headquarters
51	43	Tibbetts Lumber St. Petersburg, Fla.
52	52	Bliffert Lumber Milwaukee, Wis.
53	54	Lezzer Lumber Curwensville, Pa.
54	61	Keim Lumber Charm, Ohio
55	N/A	Western Pacific Building Materials Vancouver, Wash.
56	56	Star Lumber & Supply Wichita, Kan.
57	55	Western Building Center Kalispell, Mont.
58	53	The Building Center Pineville, N.C.
59	59	Spahn & Rose Dubuque, Iowa
60	63	Bloedorn Lumber Torrington, Wyo.
61	62	Gleckler & Sons Building Supplies Jacksonville, Fla.
62	66	Friedman's Home Improvement Santa Rosa, Calif.
63	49	Reliable Wholesale Lumber Huntington Beach, Calif.
64	60	Scherer Brothers Brooklyn Park, Minn.
65	73	Great Lakes Ace Farmington, Mich.
66	65	Stark Truss Canton, Ohio
67	95	Bolster Hardware Plano, Texas
68	69	Hayward Lumber Monteray, Calif.
69	64	McCray Lumber & Millwork Overland Park, Kan.
70	74	Belletetes Jaffrey, N.H.
71	77	Mans Lumber & Millwork Trenton, Mich.
72	86	Zuern Building Products Allenton, Wis.
73	72	Big C Lumber Granger, Ind.
74	75	Honsador Lumber Kapolei, Hawaii
75	N/A	Builders Warehouse Kearney, Neb.

2024 Rank	2023 Rank	Company Location of Headquarters
76	71	Howard Lumber & Hardware Statesboro, Ga.
77	68	Timberland Lumber Brazil, Ind.
78	70	Harbin Lumber Lavonia, Georgia
79	89	Costello's Home & Garden Deer Park, N.Y.
80	N/A	Dufrene Building Materials Luling, La.
81	80	Your Building Centers Altoona, Pa.
82	98	Graves Lumber Copley, Ohio
83	81	Russell Do it Centers Alexander City, Ala.
84	85	Yoder's Building Supply Fair Play, S.C.
85	88	Jackson Lumber & Millwork Lawrence, Mass.
86	87	Talbert Building Supply Roxboro, N.C.
87	78	T.H. Rogers Lumber Edmond, Okla.
88	97	Rocky's Ace Hardware Springfield, Mass.
89	67	Doug Ashy Building Materials Lafayette, La.
90	91	Wilson Lumber Huntsville, Ala.
91	76	Southeast Bldg Supply Interests Warner Robins, Ga.
92	N/A	Millard Lumber Omaha, Neb.
93	N/A	Scholl Lumber Houston, Texas
94	101	Gillman Home Centers Batesville, Ind.
95	92	Truckee Tahoe Lumber Reno, Nev.
96	83	Cassity Jones Lumber Longview, Texas
97	N/A	Beisser Lumber Grimes, Iowa
98	N/A	Jaeger Lumber Union, N.J.
99	82	Central Valley Builders Supply Napa, Calif.
100	96	Garris Evans Lumber Greenville, N.C.

2024 Rank	2023 Rank	Company Location of Headquarters
101	106	Ashby Lumber Berkeley, Calif.
102	99	The Lester Group Martinsville, Va.
103	84	Big D Lumber Co. Richardson, Texas
104	102	Arlington Coal & Lumber Arlington, Mass.
105	100	Griffin Lumber & Hardware Cordale, Ga.
106	113	Blue Ridge Lumber Blairstown, N.J.
107	N/A	Webb Concrete & Bldg Mtrls Heflin, Ala.
108	104	Tindell's Building Materials Knoxville, Tenn.
109	79	Wheelwright Lumber Company Ogden, Utah
110	110	Louis J. Grasmick Lumber Baltimore, Md.
111	105	Randall Brothers Marietta, Ga.
112	N/A	Preston Feather Petoskey, Mich.
113	112	Arnold Lumber West Kingston, R.I.
114	N/A	Associated Truss and Lumber Sunnyvale, Texas
115	108	Guthrie Lumber Livonia, Mich.
116	114	Moynihan Lumber North Reading, Mass.
117	111	Goldsboro Builders Supply Goldsboro, N.C.
118	116	Busy Beaver Building Centers Pittsburgh, Pa.
119	N/A	Kellogg Supply Co. Kitty Hawk, N.C.
120	109	Builders Supply Co Lancaster, S.C.
121	N/A	Frisco Wholesale Lumber Frisco, Texas
122	119	Walker Lumber Nashville, Tenn.
123	125	Bethel Mills Bethel, Vt.
124	115	Maximus Building Supply Collierville, Tenn.
125	122	The Lyon & Billard Lumber Co. Meriden, Conn.

2024 Rank	2023 Rank	Company Location of Headquarters
126	N/A	Ziegler Lumber Spokane, Wash.
127	118	Lummus Supply Company Atlanta, Ga.
128	New	Nichols Lumber Baldwin Park, Calif.
129	New	Henry Poor Lumber Lafayette, Ind.
130	121	East Hardwood Beaufort, N.C.
131	123	A.D. Moyer Lumber & Hardware Gilbertsville, Pa.
132	N/A	Associated Building Supply Oxnard, Calif.
133	N/A	PC Building Materials New Albany, Ind.
134	117	Townsend Building Supply Dothan, Ala.
135	127	Chinook Lumber Snohomish, Wash.
136	N/A	Alamo Lumber San Antonio, Texas
137	N/A	Coastal Sash and Door Savannah, Georgia
138	130	Len-Co Lumber Company Buffalo, N.Y.
139	129	Morsches Builders Mart Columbia City, Ind.
140	133	The Detering Company Houston, Texas
141	N/A	Douglas Lumber Kitchens & Home Center Smithfield, R.I.
142	131	National Lumber Baltimore, Md.
143	134	Moore Lumber & Hardware Pine, Colo.
144	138	Hamilton Building Supply Hamilton, N.J.
145	137	Healdsburg Lumber Healdsburg, Calif.
146	N/A	Rice Lumber Co. Shelburne, Vt.
147	142	Lockridge Inc. Centerville, Iowa
148	132	Haven Building Products Winter Haven, Fla.
149	139	Dakota County Lumber Farmington, Minn.
150	136	Brown Lumber Columbiana, Ala.

Notable Home Center Customers:



ORGILL

Notable Farm Channel Customers:



ORGILL

400+ Sales Field Representatives



**400+ Sales Field
Representatives**





**400+ Sales Field
Representatives**

**400+ Sales Field
Representatives**



A photograph of two men in maroon polo shirts and glasses examining a red and black power tool, possibly a chainsaw, at a trade show. They are standing in front of a display rack filled with various power tools. The background is blurred, showing other exhibits and people. A red banner with white text is overlaid on the right side of the image.

**400+ Sales Field
Representatives**

A central white cloud contains the word "salesforce" in blue. The cloud is connected by white lines to several circular icons: a globe with a handshake, a computer monitor with people icons, a server rack with a magnifying glass, a cloud with a dollar sign, a rocket, a city skyline, and a handshake. The background is a light blue gradient with a faint network pattern of lines and nodes.

salesforce

ORGILL

Dashboard Customer Service Dashboard As of Oct 2, 2024, 7:00 AM Viewing as Rebecca Rainer Partee

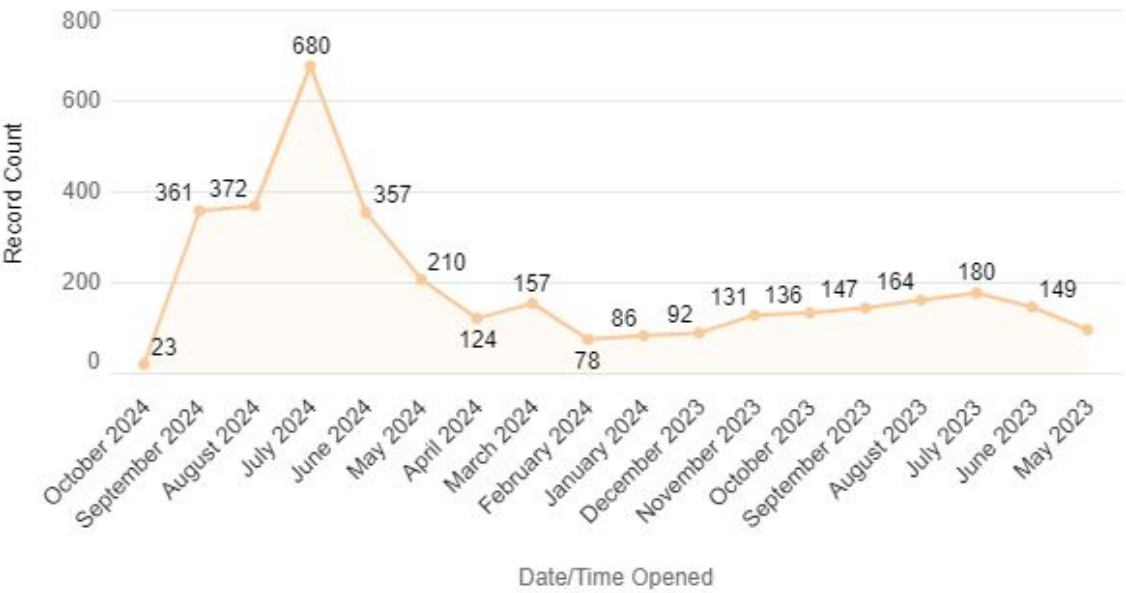
Refresh

Chart 1: CS Open Cases

Case Owner	Status	Pri...	Subject	Date/Time Ope...
Brent Hopkins	New	High	Pending credit from 5/16/24	7/12/2024, 3:01 PM
Austin Hale	New	High	7006067 being unavailable to order.	7/16/2024, 6:12 PM
Brent Thomas Little	New	Medi	Please Bill	7/19/2024, 8:46 AM
Brock Boyd	New	Medi	Sku #0402560 Orbital Dewalt sander	7/23/2024, 8:56 PM
Jason Dahl	New	Medi	Credit Approval and Return to DC Request for Product beyond 30 Days	7/26/2024, 10:59 AM
Matthew Ragsdale	New	High	Bad generators	7/28/2024, 1:01 PM
Scott Caron	New	Medi	One gal pool chlorine	7/29/2024, 12:39 PM
Denise Swift	New	Medi	Misspelled Account Name	7/30/2024, 6:58 AM

View Report (CS Open Cases)

Chart 2: CS Cases Created Rolling 18 Months



View Report (CS Cases Created by Month)

Chart 3: CS Average Age of Open Cases

25.5

View Report (CS Cases Currently Open)

Chart 4: CS Open Cases

68

View Report (CS Open Cases)

CS Chat Transcripts Report

Cre...	Chat Tr...	Sta...	Account Name: Account...	Owne...	Chat Completion Status	Reason In...
10/1/	00020291	Misse	-	Kim Crawford	-	-
10/1/	00020290	Comf	DUNCAN BUILDERS SUPPLY	Kim Crawford	Chat Completed- Resolved to	Account Qu
10/1/	00020289	Comf	GSA VENTURES, INC	Kim Crawford	Chat Completed- Resolved to	Website Qu

Chart 6: All Activity Created By Customer Service

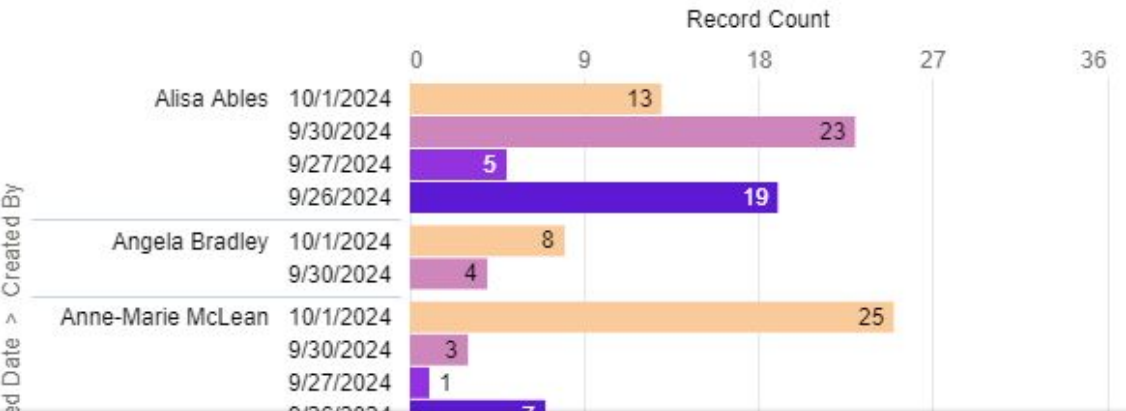
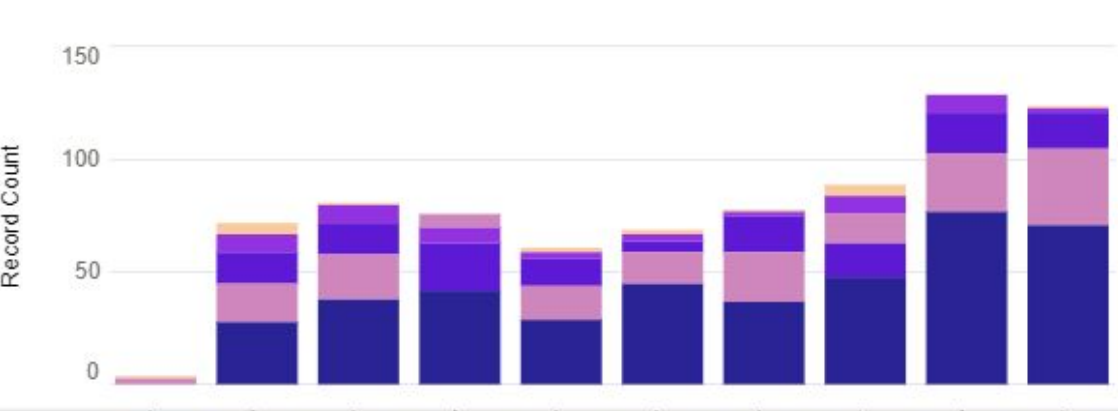


Chart 7: CS Leads Created by Month







ORGILL



Recent Conversion History

	Conversions	New Store & Expansion Projects	Total
2019	373	85	458
2020	217	87	304
2021	327	101	428
2022	303	50	353
2023	525	60	585
YTD 2024	409	56	465

Driving Success for the Entire Independent Home Improvement Channel

- Whatever format they operate.
- Whether they are primary to Orgill or not.
- Whatever brand they have.
- Whether they are a huge organization or a single store operator.

Notes on 2024

- Slower sales
- Service level challenges
- Progress on EDI
- Quarterly buying events
- New Orgill Concept Center

The New Orgill Concept Center



ORGILL



Tyndale
ADVISORS

ORGILL

Retail Services



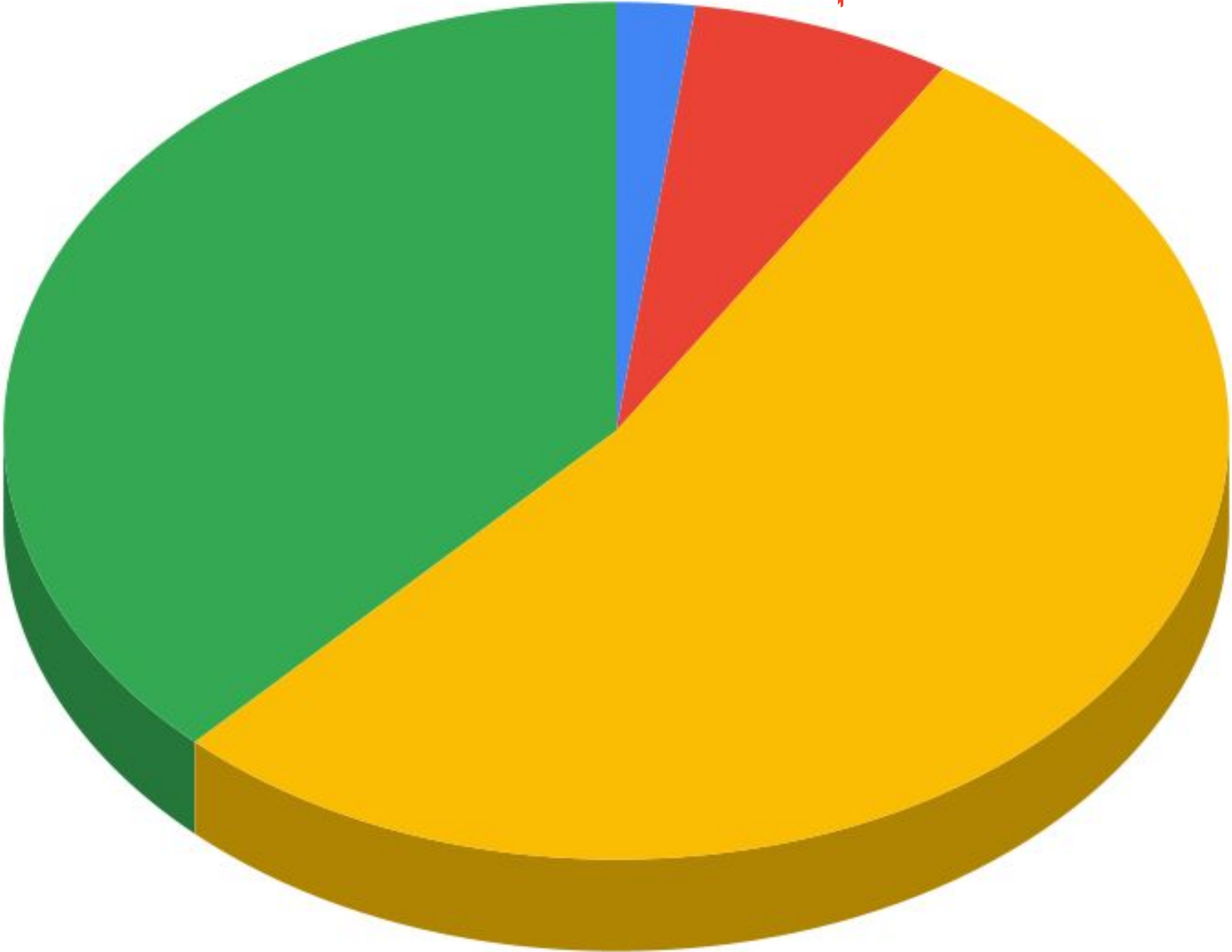
CNRG Locations by Type

03
Salvage
Stores

10
Pro
Lumberyards

55
Home
Centers

77
Hardware
Stores



18 | CNRG Brands

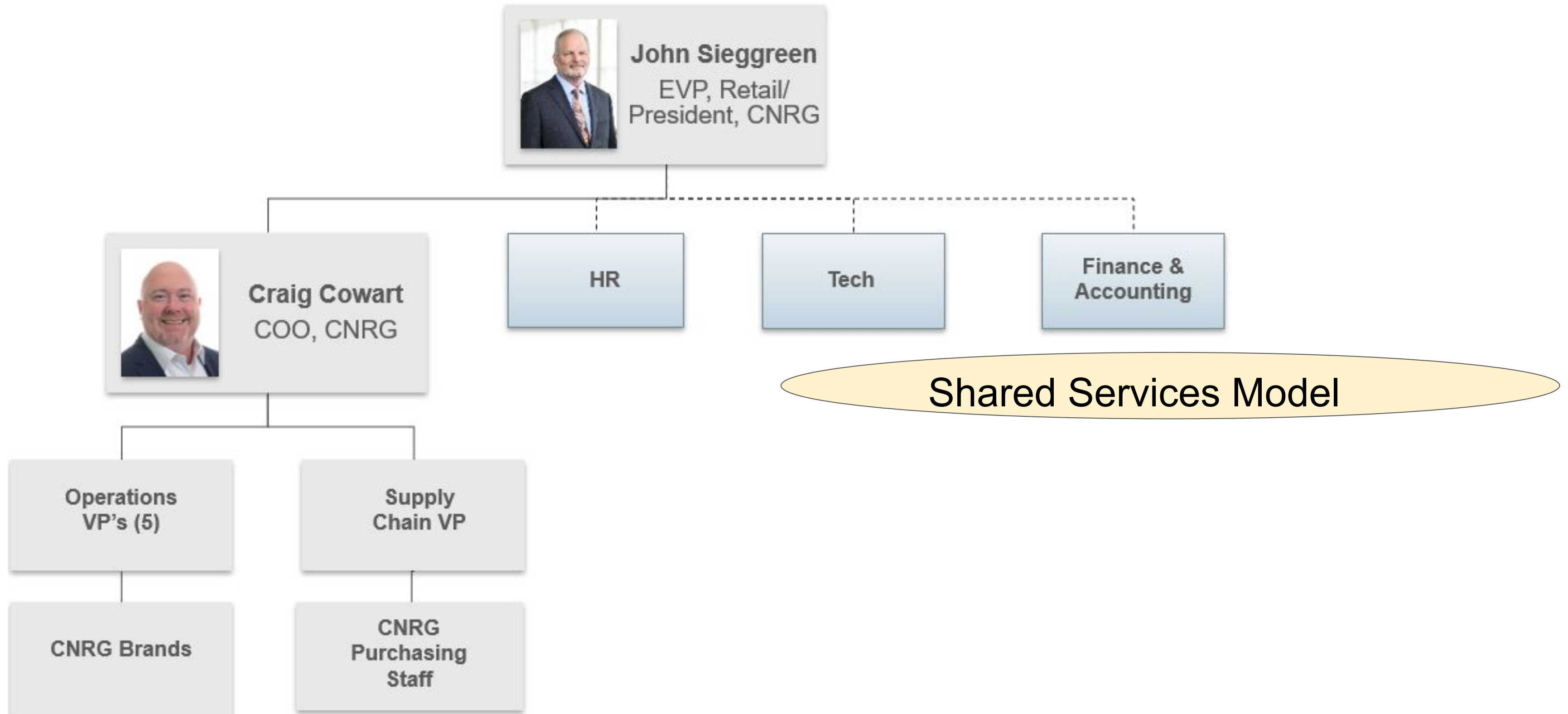


Craig Cowart

CHIEF OPERATING OFFICER

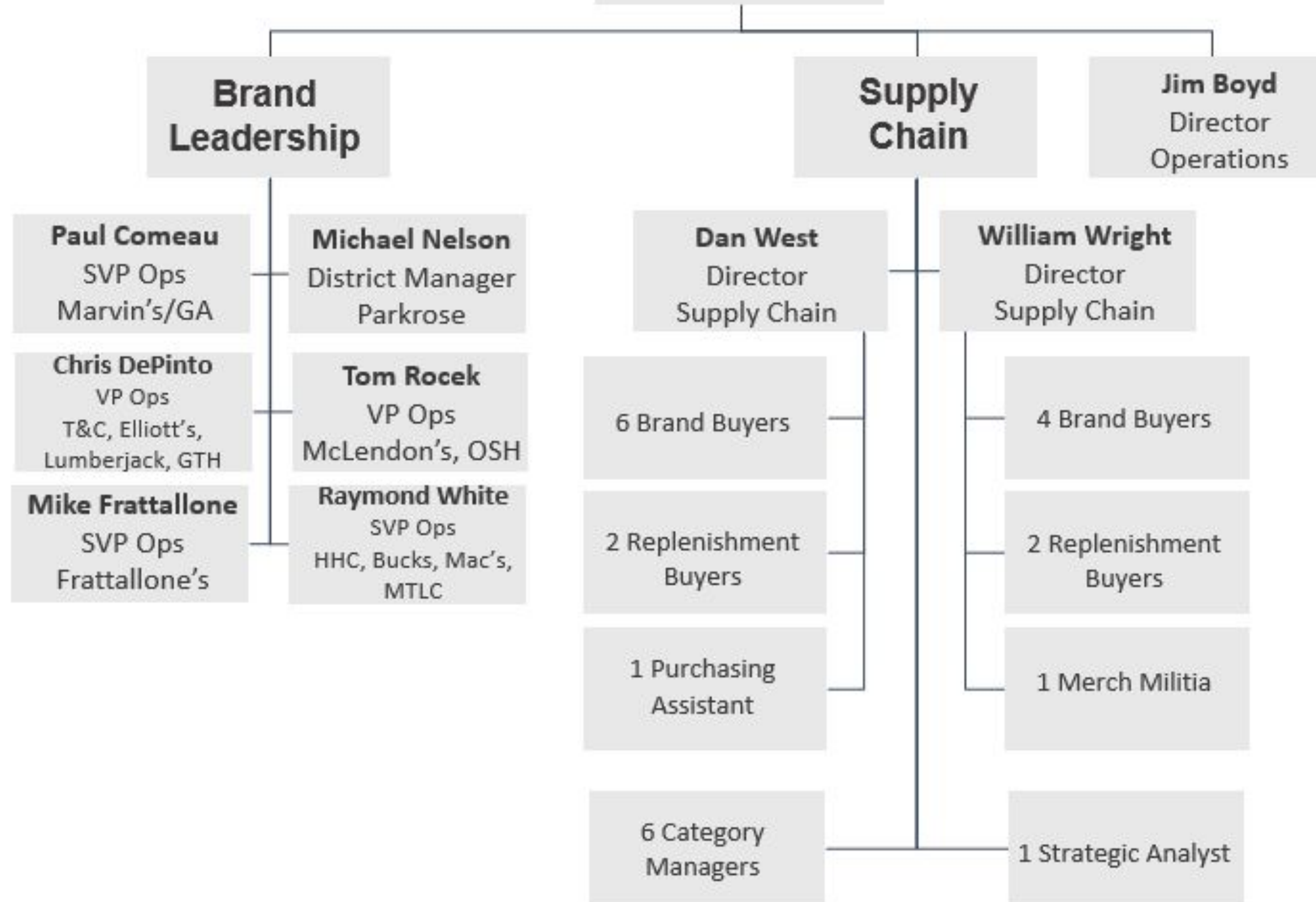
- Over 25 years of experience in the home improvement industry, spanning retail wholesale, distribution and big-box retailing.
- Started his career at Marvin's Building Materials, and eventually became President.
- Held various senior leadership roles in our industry: Lowe's, Home Depot, and private equity.
- Served as CEO of Fulcrum Building Group.
- Current COO of CNRG, managing the day-to-day operations for all 18 brands and working with our 3,100 CNRG associates.





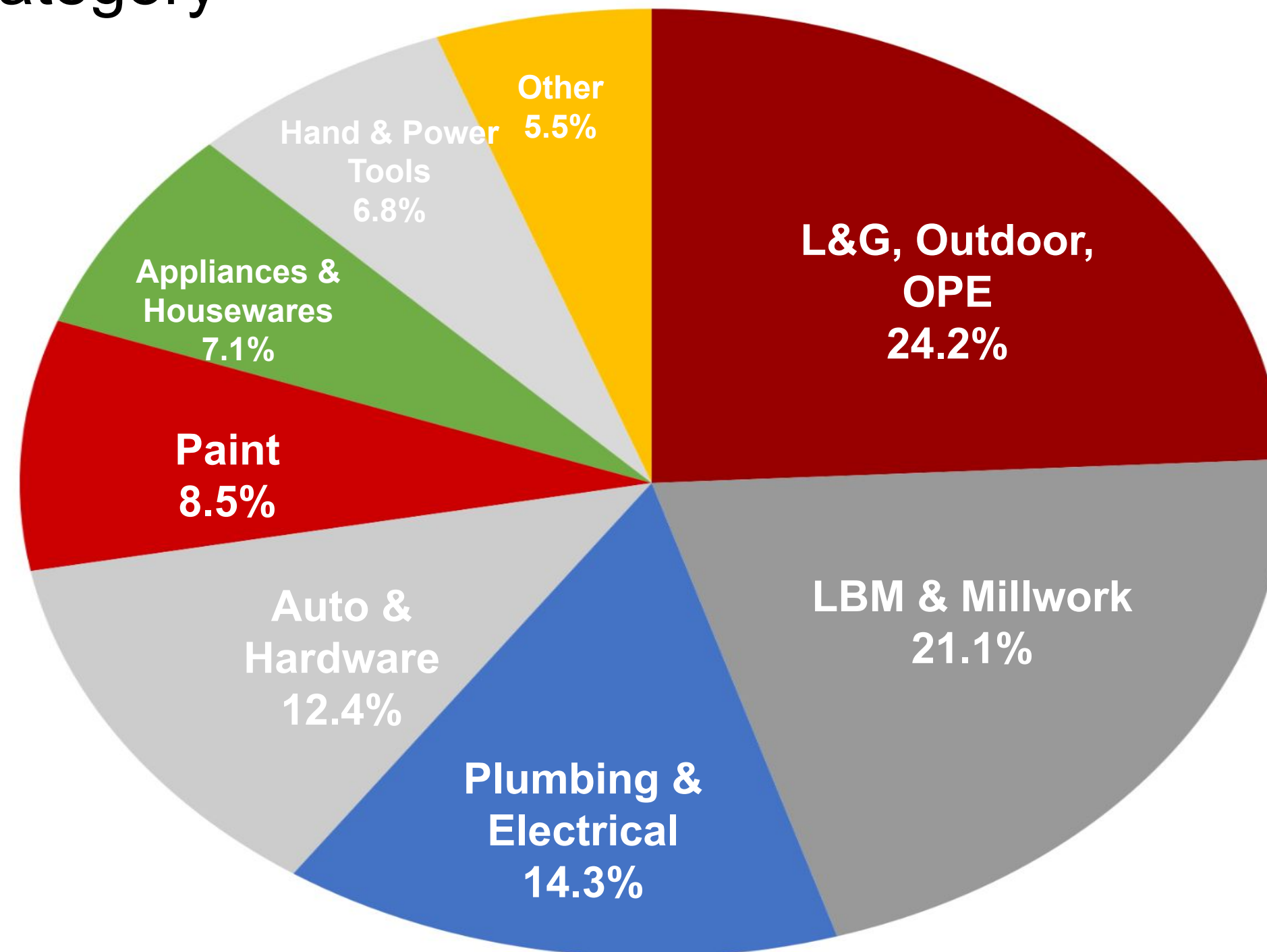


Craig Cowart
COO, CNRG



CNRG Sales

By Product Category



How CNRG Does Business With Orgill

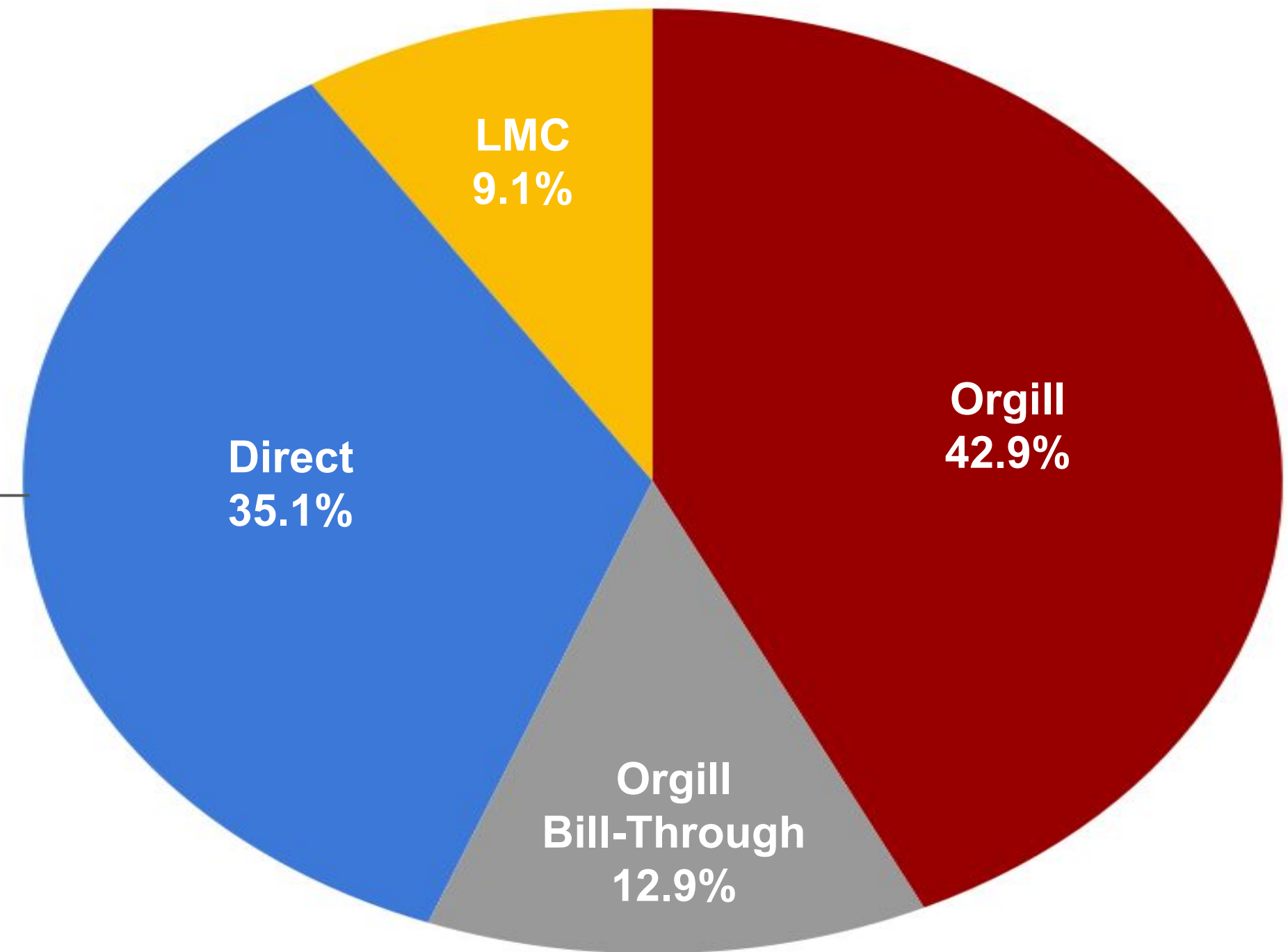
- Arms-length relationship
- No preferential treatment
- No preferential pricing
- No requirement for Orgill to stock what CNRG wants to sell
- No requirement for CNRG to sell only what Orgill stocks
- No markets are off limits for CNRG expansion or for Orgill adding new customers

Focus is on collaboration to make both businesses better

Total CNRG Purchases

By Vendor Type

Top 10 Direct Vendors
GREAT SOUTHERN WOOD PRSV
STIHL-ALL DISTRIBUTORS
LMC/CAMERON ASHLEY
BENJAMIN MOORE PAINT
LMC/BOISE CASCADE BMD
KAWAHARA NURSERIES
BFG SUPPLY
GENERAL ELECTRIC APPLIANCES
LMC/GAIENNIE LUMBER
LMC/WURTH WOOD GROUP



 Tynndale
ADVISORS

Jim Rivas

PRESIDENT

- 25-year career in home improvement and retail management.
- 10 years at The Home Depot during a period of significant growth.
- Served as Vice President at Friedman's Home improvement, overseeing Operations.
- Oversees the nationwide integrated e-commerce program for Orgill and CNRG.
- Drives Orgill's retail technology solutions/advancements.
- Ensures alignment between Tyndale Advisors and CNRG with Orgill's broader organizational strategies.





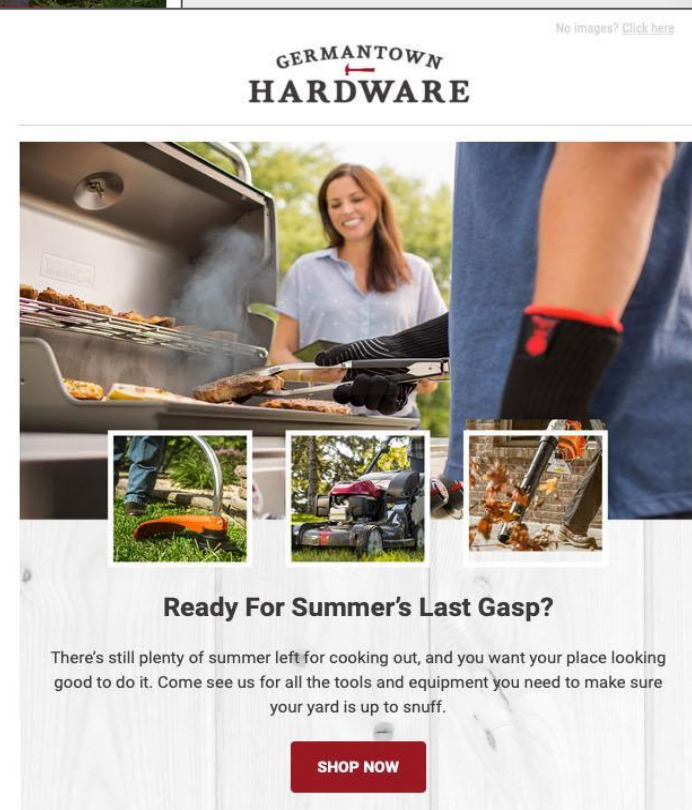
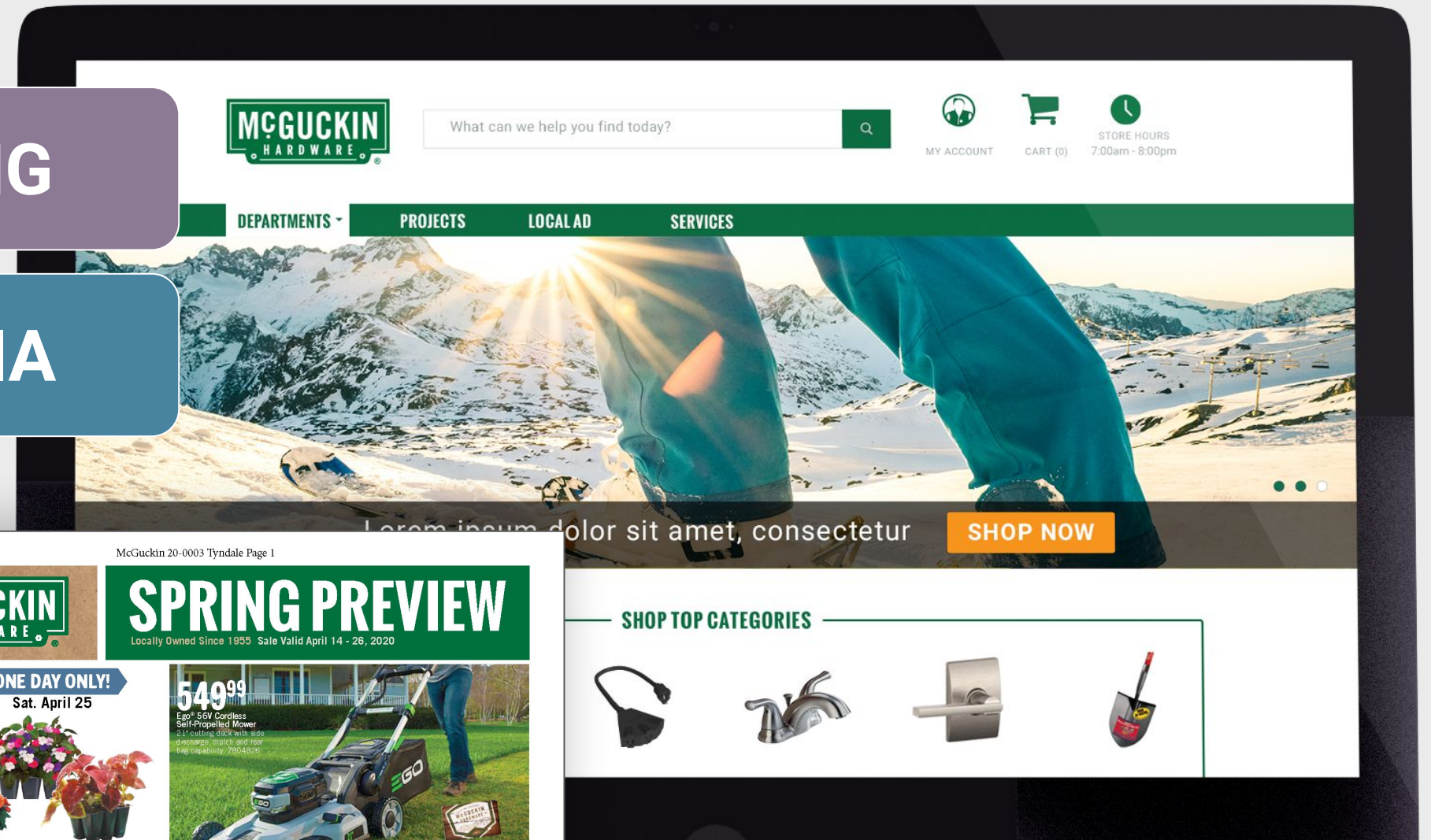
Complete, customized
marketing strategy & services.

BRAND STRATEGY

MEDIA BUYING

CREATIVE SERVICES

DIGITAL MEDIA





Merchandising Team

Team Profile

- 3 - Project Managers
- 47 - Merchandisers (2x Last Year)

How We Are Better

- Great PMs and Leads
- Professional
- Skilled

Feedback

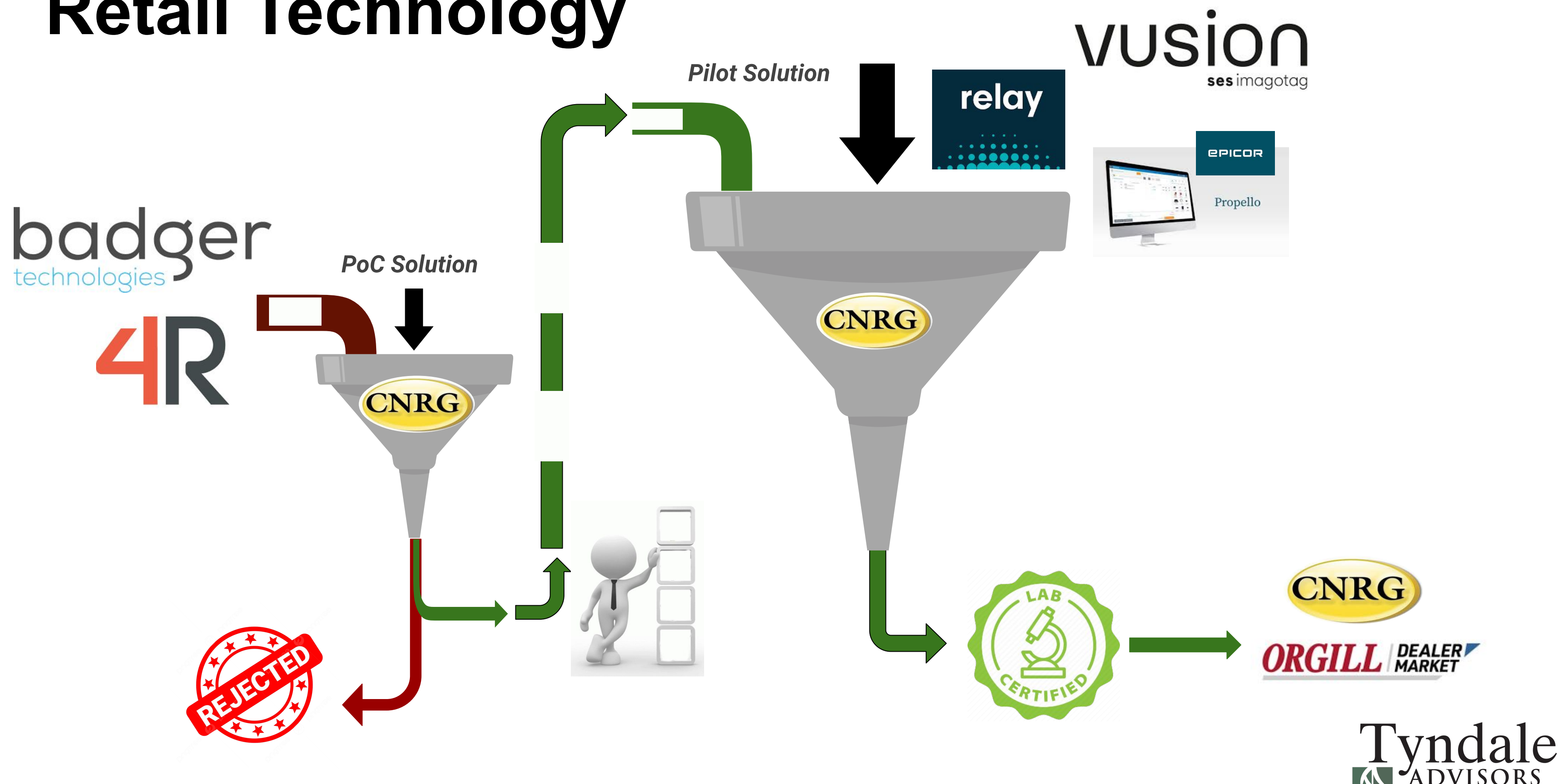
- Positive from Orgill RDMs
- Positive from CNRG RVPs
- Requested by US LBM
- Requested by McCoys

Business Advisory Solutions

- Mergers & Acquisitions
- Sale of Business
- Risk Management
- Treasury Management
- Strategic Planning
- Operations Improvement
- Waste Management



Retail Technology



Q&A