DSG
DISTRIBUTION SOLUTIONS GROUP

Powerful Solutions. Proven Results.

NASDAQ: DSGR

17th Annual Southwest IDEAS Conference

November 20, 2025

Disclaimers

Cautionary Note Regarding Forward-Looking Statements

This presentation contains certain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, Section 21E of the Securities Exchange Act of 1934, as amended, and the “safe-harbor” provisions under the Private Securities Litigation Reform Act of 1995, that involve risks and uncertainties. The terms "aim," "anticipate," "believe," "contemplates," "continues," "could," "ensure," "estimate," "expect," "forecasts," "if," "intend," "likely," "may," "might," "objective," "outlook," "plan," "positioned," "potential," "predict," "probable," "project," "shall," "should," "strategy," "will," "would," and variations of them and other words and terms of similar meaning and expression (and the negatives of such words and terms) are intended to identify forward-looking statements.

Forward-looking statements can also be identified by the fact that they do not relate strictly to historical or current facts. Such forward-looking statements are based on current expectations and involve inherent risks, uncertainties and assumptions, including factors that could delay, divert or change any of them, and could cause actual outcomes to differ materially from current expectations. DSG can give no assurance that any goal or plan set forth in forward-looking statements can be achieved and DSG cautions readers not to place undue reliance on such statements. DSG undertakes no obligation to release publicly any revisions to forward-looking statements as a result of new information, future events or otherwise. Each forward-looking statement speaks only as of the date on which such statement is made, and DSG undertakes no obligation to update any such statement to reflect events or circumstances arising after such date. Actual results may differ materially from those projected as a result of certain risks and uncertainties. Factors that could cause or contribute to such differences or that might otherwise impact DSG’s business, financial condition and results of operations include the risks that DSG may encounter difficulties integrating the business of DSG with the business of other companies that DSG has combined with or may otherwise combine with and that certain assumptions with respect to such business or transactions could prove to be inaccurate. Certain risks associated with DSG’s business are also discussed from time to time in the reports DSG files with the Securities and Exchange Commission, including the Company’s Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K or other reports the Company may file from time to time with the Securities and Exchange Commission, which should be reviewed carefully.

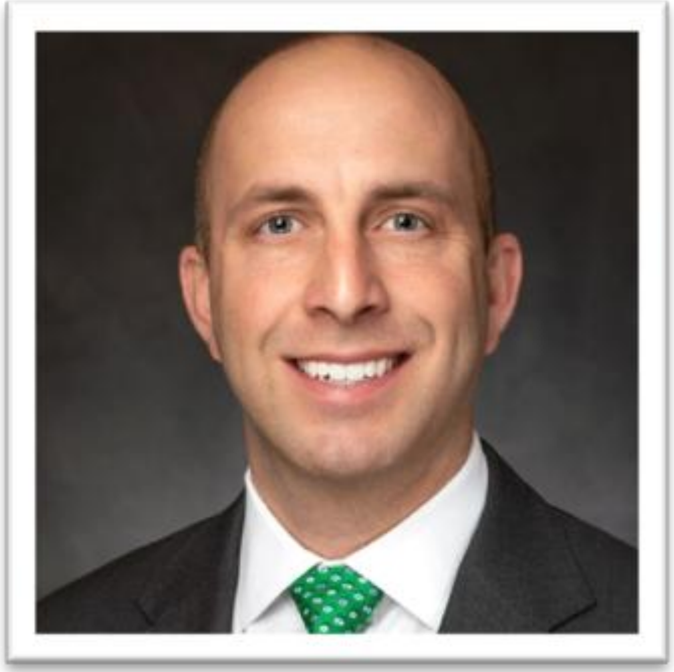
Non-GAAP Financial Measures, SEC Regulation G GAAP Reconciliations

Some of the financial information and data contained in this presentation, such as Adjusted Revenue, Pre-Acquisition Revenue and Adjusted EBITDA, have not been prepared in accordance with U.S. generally accepted accounting principles (“GAAP”). The Company believes that these non-GAAP financial measures provide useful information to management and investors regarding certain financial and business trends relating to DSG’s financial condition and results of operations. DSG does not consider non-GAAP measures an alternative to financial measures determined in accordance with GAAP. The principal limitation of these non-GAAP financial measures is they may exclude significant expense and income items that are required by GAAP to be recognized in our consolidated financial statements. In addition, they reflect the exercise of management’s judgment about which expense and income items are excluded or included in determining these non-GAAP financial measures. Non-GAAP financial measures should not be relied upon, in whole or part, in evaluating the financial condition, results of operations or future prospects of DSG. A reconciliation of the non-GAAP financial measures to the nearest comparable GAAP financial measures is contained in the appendix.

Presenters

Ron Knutson

EVP & CFO for
DSG and Lawson Products



Brett Scarbrough

Vice President, Strategy &
Investor Relations for DSG

Leading Specialty Industrial Distribution Platform

DSG

LAWSON | Gexpro Services | TestEquity GROUP

MRO Focus		OEM Focus	Industrial Technologies Focus
VMI Focus	**Canadian Branch Focus**		
Leading vendor managed inventory provider of C-parts to the MRO market	*Leading wholesale distributor of MRO supplies, safety products, fasteners, and services to the Canadian MRO market*	*Leading global supply chain services and C-parts provider to OEM and aftermarket applications*	*Leading supplier of electronic and specialty production supplies and T&M equipment across OEM and MRO markets*
~24% of Revenue (1)	***~11% of Revenue (1)***	***~25% of Revenue (1)***	***~40% of Revenue (1)***

TTM Financial Highlights	**$1.98Bn** Adjusted Revenue(1)	**~9.3%** Adjusted EBITDA %(1)	**~$177M** Adj. Free Cash Flow (2)	**Fly-by Operating Stats**	**50+** Countries Served	**200k+** Customers	**740k+** Unique SKU's

(1) TTM as of September 30, 2025. Adjusted Revenue and Adjusted EBITDA results are presented on an Adjusted (Non-GAAP) and continuing operations basis. Information inclusive of Other Acquisition results prior to the acquisition date. See appendix for reconciliations of all GAAP to Non-GAAP measures.
(2) Defined as Reg G EBITDA less Reg G cash items, less capex, plus/minus change in inventory, accounts receivable & accounts payable divided by Reg G EBITDA.

Why Invest in DSG?

Specialty Distributor	Value-added services managing complexities, embedded customer relationships, consistent cash flow and high returns on working capital with asset light model
Highly diverse platform	Connecting over 200,000+ customers, 10,000+ suppliers, largest customer < than 6% of sales
Our "Power of Three"	Multi-platform leveraging one C-Suite, shared M&A team, sourcing and adjacent products, broad customer base and cross-selling, cash operating cost savings, cash generation, best practices
Industry diversification	Broad exposure across industrial and electronic production markets for both MRO and OEM applications
Strategic initiatives drive margins	Proven track record of consistent margin progression in platform businesses and driving margins higher in acquired businesses
Disciplined capital allocation strategy	Robust capital re-deployment opportunities, business units compete for growth capital
Best-in-class alignment	High insider ownership across management team and LKCM Headwater investments

Attractive Attributes of Specialty Distributors

- ✓ Business model **repeatedly demonstrating a clear, differentiated value proposition for customers**
- ✓ **Fortified competitive moat** of technical knowledge, service capabilities, sourcing of complex, scarce products
- ✓ Ability to **rapidly and consistently scale** through organic and inorganic investments
- ✓ Large **consolidation opportunity** driven by **fragmentation** of niche product & service offerings
- ✓ **Diversification** across various dimensions, including customers, suppliers, end markets, and geographies in a **large multi-trillion dollar marketplace**
- ✓ **Resilient through business cycles** via asset light model and working capital rationalization

Vendor Managed Inventory ("VMI")

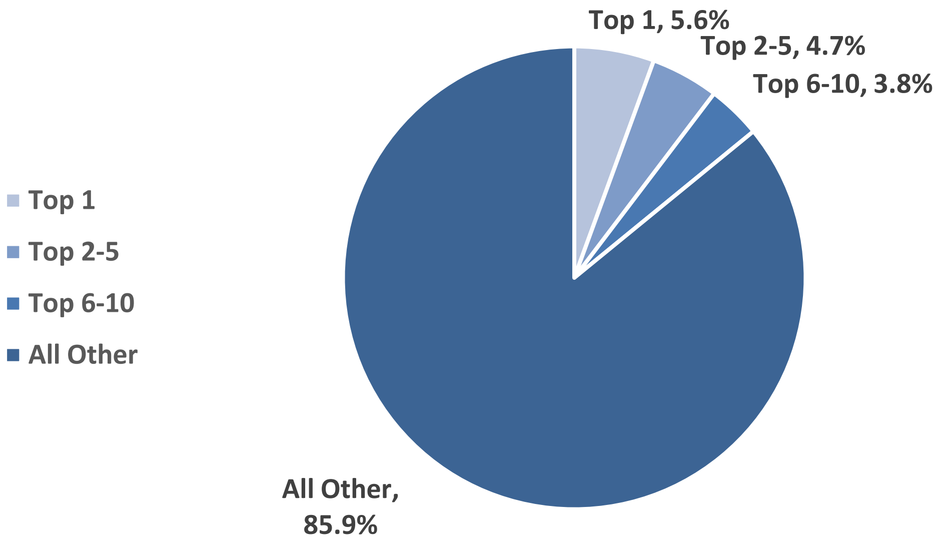
Kitting / Labeling / Packaging

Fabrication / Repair / Service

Highly Diverse Platform of Customers & Suppliers

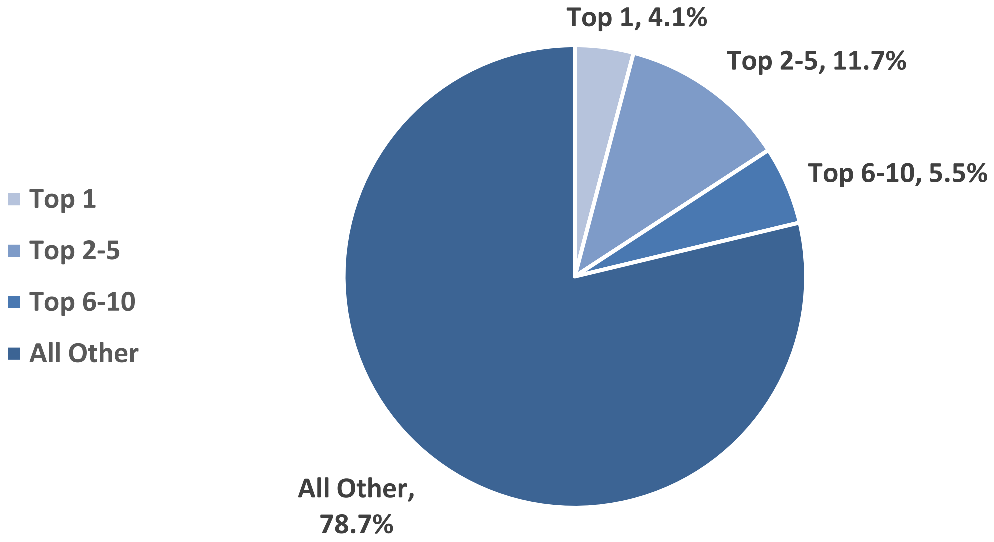
Diverse customer base and end markets with product focus and reach fosters growth with both suppliers and customers

Customer Concentration
200,000+ customers



Documented value to customers through product specification, technical support, local inventory of mission critical materials and outstanding customer service

Supplier Concentration
10,000+ suppliers



Recognized value to suppliers through lead generation, engineered specification and best-in-class supply chain solutions







1. Customer and supplier concentration based on FY 2024 data and Management estimates.

Case Study: Aerospace Production Plant

Our "Power of Three"

LAWSON

Main Assembly

Fasteners

Hydraulics

Chemicals

Gexpro Services

Fabrications

Hardware

Electrical

Multi-platform benefits & opportunities

- One C-Suite
- Shared M&A team
- Sourcing advantages & adjacent products
- Broader customer base & cross-selling opportunities
- Cash operating cost savings
- Shared operational best practices & culture
- Significant cash generation on asset-light base
- LKCM operations team analytics & support

R&D Lab

TestEquity GROUP

Environmental Chambers

Oscilloscopes

Electrical Analyzers

Electronics Assembly

TestEquity GROUP

Solder Wire

Cases & Tools

Benches & Workstations

Maintenance Shop

LAWSON

Safety

Cutting & Abrasives

Shop Supplies

Note: Illustrative Aerospace Production Plant

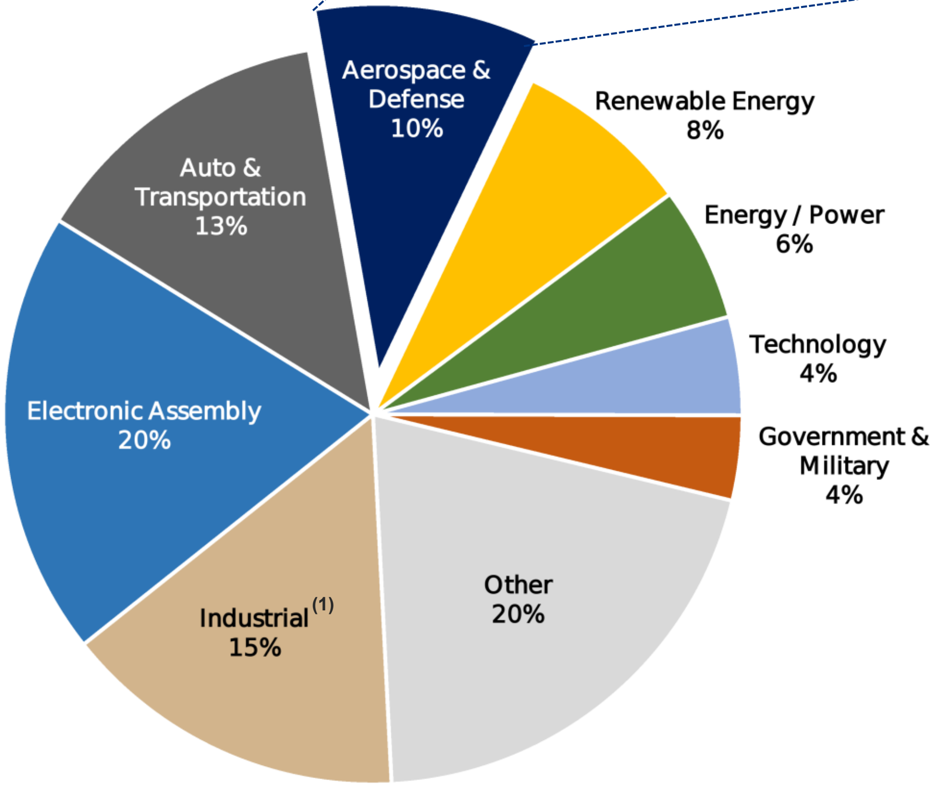
DSG Serves a Broad & Diverse Set of End Markets

Spotlight: Revenue and End Market Diversification

>200,000 customers
in a robust set of end markets

- ✓ *Sticky customer relationships*
- ✓ *Diverse demand drivers*
- ✓ *World class global supply chain capabilities across the platform*
- ✓ *Servicing the full life cycle of customers within various end markets*

A&D Industry – example of how **DSG serves customers up and down the value chain within various end markets**:
R&D - TE | **OEM** - GS/TE/Hisco | **MRO** - Lawson/Hisco



Note: Consolidated revenue percentages by customer end markets for DSG companies based on FY 2023.
1. Comprised of Industrial, Manufacturing, Construction, Equipment Rental and Consumer Products.

MRO Focus: Overview
Business Unit Snapshot

MRO Focus — ***35%*** **of Total Revenue (TTM $703.5M)** [(1)]

OEM Focus

Industrial Technologies Focus

LAWSON

Current Strategic Initiatives

- **Sales force investments and productivity improvements; channel expansion thru web & ISRs**
- **Acquisitions improving the selection of product adjacencies (safety, automotive)**
- **Source Atlantic/Canadian synergies with MRO expansion and margin enhancement opportunities**

Products	▪ Fasteners ▪ Chemicals ▪ Cutting tools	▪ Hydraulics ▪ Other broad offerings and C-Parts ▪ Safety
Services	▪ Managed inventory ▪ Industrial vending ▪ Self-service inventory management	▪ Product recommendations ▪ Application advice
Value to Customer	▪ "One-stop shop" ▪ Deep product knowledge ▪ Reducing supply chain costs	▪ Purchasing leverage / private label offering with consistent delivery
End Markets	▪ Manufacturing ▪ Automotive ▪ Government / Military	▪ Construction ▪ Equipment rental ▪ Other industrial-related sectors
Geography	▪ United States ▪ Canada	

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OEM Focus: Overview
Business Unit Snapshot

MRO Focus

OEM Focus

25% of Total Revenue (TTM $496.4M) [(1)]

Industrial Technologies Focus

Gexpro Services

Current Strategic Initiatives

- **Value creation: cross-selling, acquisition synergies, VMI, kitting, manufacturing, e-commerce offerings**
- **Investments in sales growth teams to drive new business; leverage existing infrastructure**
- **Continue growth with industrial and technology customers in the Asia-Pacific region**
- **High customer retention model drives wallet expansion**

Comprehensive Supply Chain Solutions

Vendor Managed Inventory (VMI)

Kitting & Assembly

Aftermarket / Installation

Technology

Diverse End Markets

Renewables

Technology

Aerospace & Defense

Industrial Power

Consumer & Industrial

Transportation

Serving Customers in 40 Countries and 6 Continents

USA	Denmark	Turkey
Canada	Hungary	China
Mexico	Germany	Brazil

…and Many Others

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Industrial Technologies Focus: Overview

Business Unit Snapshot

- MRO Focus
- OEM Focus
- Industrial Technologies Focus

TestEquity
Hisco

40% **of Total Revenue (TTM $782.8M)** [(1)]

Current Strategic Initiatives

- **New high-energy leadership, reworking go-to-market strategy**
- **Enhance value proposition across 3 core categories: Design & Test, Build & Assembly, Maintain & Repair**
- **Investments in teams, systems, e-commerce capabilities to unlock cross-sell and streamline business structure**

Design & Test
Design Engineers, R&D Teams, Lab Managers

Build & Assemble
Production Managers and Procurement Professionals

Maintain & Repair
Maintenance and Facility Managers, MRO Buyers

Our Products

Benchtop T&M | Power Supplies | Environment Test Chambers

Solder & Desolder Equipment | Adhesives & Process Materials | Static Control & Workstations

Handheld T&M | Hand Tools & Maintenance Kits | Cleaning & ESD Protection

Fabrication, Industrial Printing, Labeling, and Converting

Our Markets

Aerospace | Medical | Industrial Manufacturing | Semiconductors | Automotive | eMobility | Telecom | Energy & Power | Contract Manufacturing

Our Capabilities

Fast Delivery
25 North American Distribution Centers

>320K Products
Test & Measurement, Used, Rental, Chambers, EPS, MRO

24/7
Customer Service & Sales Support

Technical Expertise
Application design, fabrication, industrial printing, & applied materials

97% Availability
Broad Product Range Always In-Stock

Digital Procurement
Web, mobile, EDI, Punchout, VMI, vending, RFID

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M&A Strategy

Acquisition Criteria

- Unique customer value proposition
- Strong organic growth and potential for scale in attractive end markets
- Synergistic across the platform while driving higher structural margins
- A clear integration thesis to unlock targeted value-enhancement levers
- Prioritizing North American footprint

MRO Focus

- Product offering expansion in safety, cutting tools, automotive, and fluid power categories
- Leverage current VMI offering across acquired company's customer base
- Augment current go-to-market model with technical product/service specialists
- Expand manufacturing customer presence especially in the US and Canada
- Other focus areas include private label and eCommerce

OEM Focus

- Expansion of fasteners, fabrication, electricals, mechanicals, & gasket/seals/o-ring products
- Strengthen value proposition with strategic sourcing, VMI offering, specification engineering resources, and manufacturing capabilities
- Complementary technology solutions including eCommerce, WMS, AI, etc.
- End market focus: Aerospace & Defense, Industrial Power, Renewables, Technology in North America, Europe, and SE Asia

Industrial Technologies Focus

- Distribution: EPS & T&M, with emphasis on acquiring companies with strong technical sales force
- Calibration: Adding this capability to RFID asset management service offering provides very sticky customer relationships and "final brick in moat"
- Used/Rental: Capital intensive, high margins, sticky customer relationships
- Geographic expansion focus in US, Western Europe and Canada

Capital Allocation Strategy

Organic Growth

- Market share growth
- Value-accretive initiatives
- Wallet-share expansion
- Cross-selling opportunities

M&A

- Adding scale, footprint, product adjacencies & services
- Building structurally high margin value added industrial distribution businesses
- Disciplined acquisition criteria

Robust Net Working Capital Investment

$485.7M

9/30/2025 Trade NWC

High returns realized on working capital investments

Focus on Deleveraging via Earnings Growth and Free Cash Flow Generation

3.6x

Leverage(1) at April 1, 2022 Merger Close

3.5x

Leverage(1) as of September 30, 2025

- Generated cash flows from operations of $38M in Q3
- Inclusive of 9 acquisitions post-April 2022 merger with cash portion of purchase price of ~$450M

Return Capital to Shareholders

- Authorized $37.5M share repurchase program in place
- Repurchased shares of $20.0M YTD 2025; $6.3M still available under prior authorizations

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- **Total Liquidity at September 30, 2025 ~$335M(2)**
- **TTM Free Cash Flow Conversion of ~96%(3)**
- **TTM ROIC of ~11%(4)**

(1) As defined under DSG's credit agreement.
(2) Inclusive of restricted & unrestricted cash position and availability under credit facility.
(3) Defined as Reg G EBITDA less Reg G cash items, less capex, plus/minus change in inventory, accounts receivable & accounts payable divided by Reg G EBITDA.
(4) Defined as adjusted net operating profit after tax (NOPAT) divided by invested capital (current assets plus property, plant and equipment (net), rental equipment (net), goodwill, intangible assets (net), and other assets less cash and cash equivalents, accounts payable, accrued expenses and other current liabilities and goodwill related to the April 2022 DSG merger).

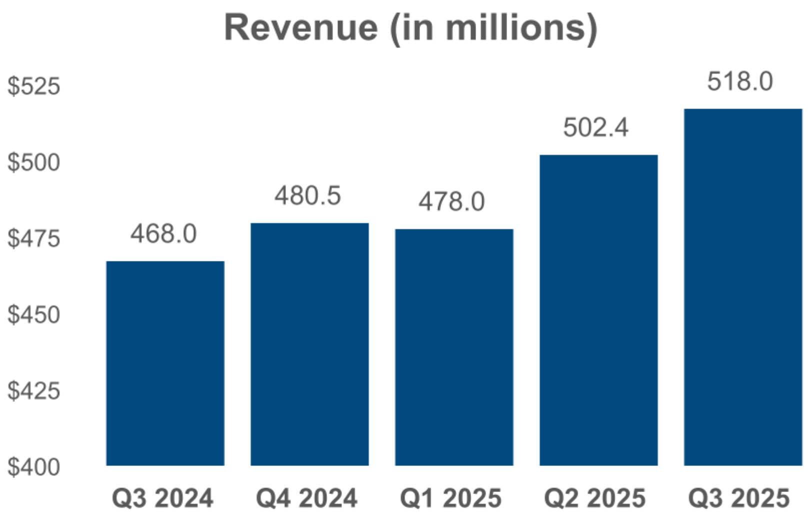
Q3 2025 Consolidated Financial Highlights

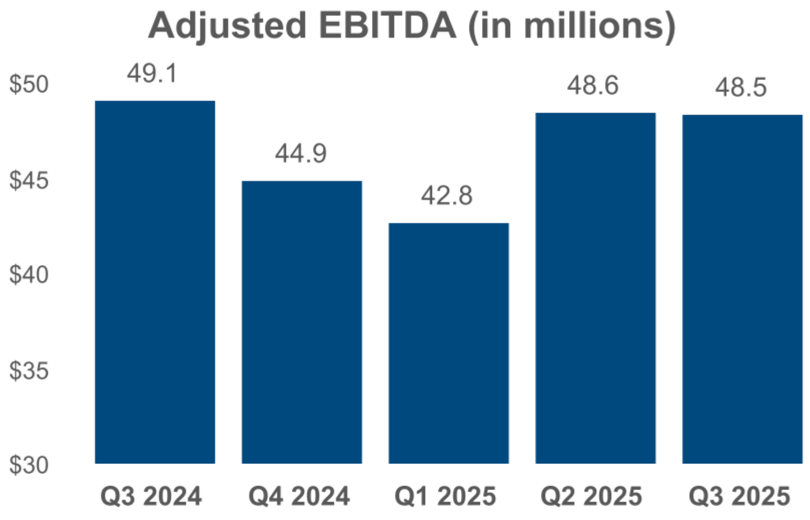
✓ Q3 revenue of $518M; up $50M or 10.7% over a year ago primarily from organic daily sales growth of 6.0% and three acquisitions closed in the second half of 2024; organic daily sales up 3.1% sequentially over Q2.

✓ Q3 adjusted EBITDA of $48.5M or 9.4% of sales compared to $49.1M. The acquisition of Source Atlantic compressed margins by ~11bps in Q3 over a year ago quarter. Sequentially, Adjusted EBITDA was flat with the second quarter of 2025 primarily due to product and customer mix shifts and higher employee related costs.

✓ Diluted income per share was $0.14 for the quarter compared to diluted income per share of $0.46 in the year-ago quarter which benefitted from a substantial non-recurring tax benefit. Non-GAAP adjusted diluted earnings per share was $0.40 compared to $0.37 for the same period a year ago and $0.35 in the second quarter.

✓ Cash flows for quarter strong at $38.4M; no outstanding borrowings on revolver at quarter end; balance sheet continues to strengthen





Adj EBITDA Margin	10.5%	9.3%	9.0%	9.7%	9.4%

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Revenue and Adjusted EBITDA results are presented on an Adjusted (Non-GAAP) and continuing operations basis. See appendix for reconciliation of all GAAP to Non-GAAP measures.

Highly Aligned Leadership / Governance

DSG

J. Bryan King
DSG Chairman & CEO
LKCM HW Managing Partner

Ron Knutson
EVP and CFO
Lawson and DSG

+

LKCM HEADWATER INVESTMENTS

Dedicated LKCM Headwater team investing significant time, resources and well aligned capital

LAWSON PRODUCTS

Cesar Lanuza
CEO

GEXPRO SERVICES

Bob Connors
CEO

TESTEQUITY GROUP

Barry Litwin
CEO

M&A playbook led by a first-class, in-house corporate development team

Independent & diverse Board of Directors providing strategic direction

Supported by a base of over 4,400 employees

LKCM Headwater Introduction

LKCM
LUTHER KING CAPITAL MANAGEMENT

- Private, employee-owned SEC-registered investment advisor
- Founded in 1979 with over 75 investment and other professionals
- $30.1 billion of assets under management *(9/30/2025)*
- C-corp with 46 years of retained earnings
- Primarily long-term, long-equity strategies for individuals and families
- LKCM, investment team & affiliates are collectively the firm's largest client

LKCM HEADWATER INVESTMENTS

- Private investment arm of LKCM
- Over 100 years of collective experience & more than 100 businesses in the distribution space
- LKCM, investment team and affiliates are collectively the largest investor (~1/3 of capital)
- Engaged group of over 100 retired and active operating executives that are investors in the partnerships and willingness to lean into engagements to improve value within the portfolio
- More than $2.1 billion of committed private capital

SIGNIFICANT PRIVATE COMPANY DISTRIBUTION EXPERIENCE

CURRENT	ERIKS – LewisGoetz / Seals and Plastics / CNC	• LG - Leading distributor of fabricated hose, gaskets and belting for specialized and mission-critical applications • ESP - Value-added provider of mission-critical sealing solutions to diverse end markets • CNC - Leading provider of flow control solutions to the energy industry
CURRENT	Gexpro Services	• Value-added distributor specializing in designing and implementing supply chain solutions / VMI for OEM customers
CURRENT	Building Controls & Solutions	• Leading provider of building automation, controls and gas detection solutions for the commercial buildings market
CURRENT	relevant.	• Value-added instrumentation, controls, automation and rotating equipment distributor with engineering and service capabilities
CURRENT	TestEquity	• Largest North American specialty distributor of electronic production supplies and T&M equipment
FORMER	BEARCOM	• North America's leading value-added distributor and service provider of mission-critical communication solutions
FORMER	GSMS	• High growth value-added distributor, packager and re-packager of generic pharmaceuticals
FORMER	IDG Industrial Distribution Group	• Provider of supply chain solutions and distributor of indirect materials primarily to manufacturers
FORMER	Rawson	• Leading value-added instrumentation and valve distributor based in the Gulf Coast

Questions?

Visit our websites for more information

www.lawsonproducts.com

www.testequity.com

www.gexproservices.com

www.lkcmheadwater.com

www.distributionsolutionsgroup.com

DSG DISTRIBUTION SOLUTIONS GROUP

Investor Contacts

Three Part Advisors, LLC
(214) 872-2710

Steven Hooser
shooser@threepa.com

Sandy Martin
smartin@threepa.com

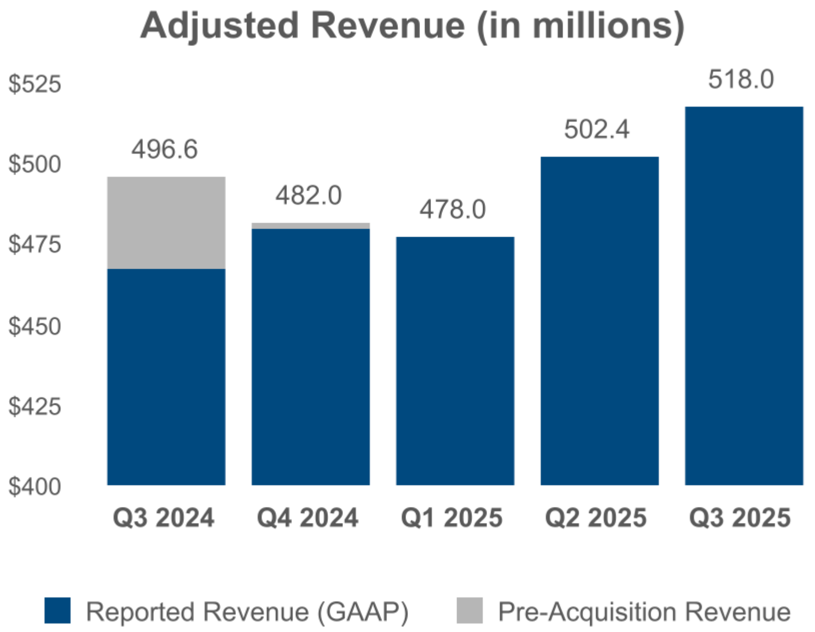
Appendix

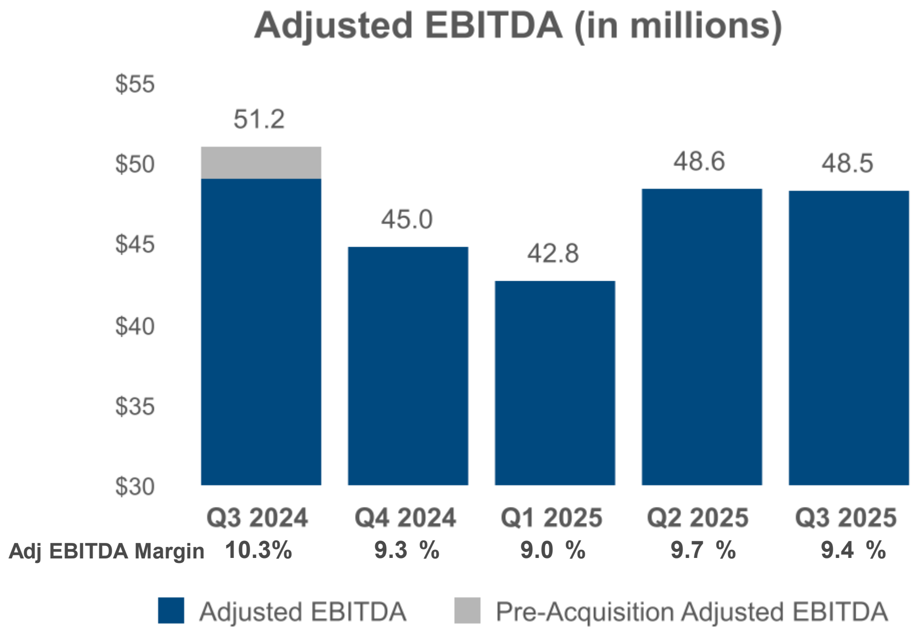
DSG DISTRIBUTION SOLUTIONS GROUP

Q3 2025 Consolidated Financial Highlights

Results Inclusive of Pre-Acquisition Results

✓ Adjusted Revenue and adjusted EBITDA below include the reported GAAP results and the pre-acquisition results of other businesses that were acquired at any time during the Q3 2024-Q3 2025 period.





Adjusted Revenue and Adjusted EBITDA results are presented on an Adjusted (Non-GAAP) and continuing operations basis.
Information inclusive of Other Acquisition results prior to the acquisition date.

GAAP to Non-GAAP Reconciliations

Q3 Revenue and Adjusted EBITDA Reconciliation ($000s)

(Unaudited)

	Lawson Products		Gexpro Services		TestEquity		Canada Branch Division		All Other		Eliminations		Consolidated DSG	
Quarter Ended	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**	**Q3 2025**	**Q3 2024**
Revenue from external customers	$ 121,541	$ 117,953	$ 130,192	$ 115,764	$ 206,310	$ 195,210	$ 59,915	$ 39,092	$ —	$ —	$ —	$ —	$ 517,958	$ 468,019
Intersegment revenue	8	4	333	377	169	34	62	—	—	—	(572)	(415)	—	—
Revenue	$ 121,549	$ 117,957	$ 130,525	$ 116,141	$ 206,479	$ 195,244	$ 59,977	$ 39,092	$ —	$ —	$ (572)	$ (415)	$ 517,958	$ 468,019
Operating income (loss)	$ 5,385	$ 726	$ 13,880	$ 11,543	$ 2,635	$ 4,329	$ 3,494	$ 2,523	$ (1,775)	$ (174)			$ 23,619	$ 18,947
Depreciation and amortization	6,666	6,533	3,541	3,840	8,220	7,460	1,615	791	—	—			20,042	18,624
Adjustments:														
Acquisition related costs(1)	(17)	2,967	(2)	462	58	875	48	—	—	(1,403)			87	2,901
Stock-based compensation(2)	1,025	2,209	60	—	925	65	—	—	390	158			2,400	2,432
Severance and acquisition related retention expenses(3)	840	2,269	276	13	486	1,275	492	11	—	—			2,094	3,568
Inventory step-up(4)	—	432	—	—	—	—	—	694	—	—			—	1,126
Other non-recurring(5)	60	337	—	538	27	380	128	—	—	257			215	1,512
Non-GAAP adjusted EBITDA	$ 13,959	$ 15,473	$ 17,755	$ 16,396	$ 12,351	$ 14,384	$ 5,777	$ 4,019	$ (1,385)	$ (1,162)			$ 48,457	$ 49,110
Operating income (loss) as a percent of revenue	4.4%	0.6%	10.6%	9.9%	1.3%	2.2%	5.8%	6.5%	N/M	N/M			4.6%	4.0%
Adjusted EBITDA as a percent of revenue	11.5%	13.1%	13.6%	14.1%	6.0%	7.4%	9.6%	10.3%	N/M	N/M			9.4%	10.5%

1. Transaction and integration costs related to acquisitions.
2. Expense (benefit) primarily for stock-based compensation, of which a portion varies with the Company's stock price.
3. Includes severance expense for actions taken not related to a formal restructuring plan and acquisition related retention expenses.
4. Inventory fair value step-up adjustment for acquisition accounting related to acquisitions completed.
5. Other non-recurring costs consist of certain non-recurring strategic projects and other non-recurring items.

N/M - Not meaningful

GAAP to Non-GAAP Reconciliations

Adjusted Revenue and Adjusted EBITDA Reconciliation ($000s)
Results Inclusive of Acquisitions – Pre-Acquisition Date
(Unaudited)

	Consolidated DSG				
Quarter Ended	**Q3 2024**	**Q4 2024**	**Q1 2025**	**Q2 2025**	**Q3 2025**
Revenue	$ 468,019	$ 480,463	$ 478,029	$ 502,437	$ 517,958
Pre-acquisition revenue(1)	28,556	1,534	—	—	—
Adjusted revenue	$ 496,575	$ 481,997	$ 478,029	$ 502,437	$ 517,958
Operating income (loss)	$ 18,947	$ 20,067	$ 20,097	$ 26,826	$ 23,619
Pre-acquisition operating Income (loss) (1)	447	(870)	—	—	—
Adjusted Operating Income (loss)	19,394	19,197	20,097	26,826	23,619
Depreciation and amortization	18,624	20,165	19,979	20,338	20,042
Adjustments:					
Acquisition related costs(2)	2,901	1,689	108	(208)	87
Stock-based compensation(3)	2,432	910	974	1,250	2,400
Severance and acquisition related retention expenses(4)	3,568	639	1,628	355	2,094
Inventory step-up(5)	1,126	1,122	—	—	—
Other non-recurring(6)	1,512	307	—	—	215
Pre-Acquisition add-backs(7)	1,603	935	—	—	—
Adjusted EBITDA	$ 51,160	$ 44,964	$ 42,786	$ 48,561	$ 48,457
Operating income (loss) as a percent of revenue	4.0%	4.2%	4.2%	5.3%	4.6%
Adjusted EBITDA as a percent of adjusted revenue	10.3%	9.3%	9.0%	9.7%	9.4%

References to table footnotes are on slide 24

GAAP to Non-GAAP Reconciliations

Adjusted Revenue and EBITDA Reconciliation – Table Footnotes

1. Represents additional revenue and operating income of acquisitions prior to their acquisition dates not in reported GAAP results.
2. Transaction and integration costs related to acquisitions.
3. Expense (benefit) primarily for stock-based compensation, of which a portion varies with the Company's stock price.
4. Includes severance expense for actions taken not related to a formal restructuring plan and acquisition related retention expenses.
5. Inventory fair value step-up adjustments resulting from the acquisition accounting related to acquisitions completed.
6. Other non-recurring costs consist of certain non-recurring strategic projects and other non-recurring items.
7. Represents additional EBITDA adjustments of other acquisitions prior to the respective acquisition dates.

GAAP to Non-GAAP Reconciliations

GAAP Net Income (Loss) and GAAP Diluted EPS to Non-GAAP Adjusted Net Income and Non-GAAP Adjusted Diluted EPS Reconciliation
($000s, except per share data)
(Unaudited)

	Consolidated DSG					
	Q3 2025		Q3 2024		Q2 2025	
	Amount	Diluted EPS(2)	Amount	Diluted EPS(2)	Amount	Diluted EPS(2)
Net income (loss)	$ 6,452	$ 0.14	$ 21,921	$ 0.46	$ 5,003	$ 0.11
Pretax adjustments:						
Stock-based compensation	2,400	0.05	2,432	0.05	1,250	0.03
Acquisition related costs	87	—	2,901	0.06	(208)	—
Amortization of intangible assets	11,650	0.25	11,972	0.25	11,650	0.25
Severance and acquisition related retention expenses	2,094	0.04	3,568	0.08	355	0.01
Change in fair value of earnout liabilities	—	—	858	0.02	—	—
Inventory step-up	—	—	1,126	0.02	—	—
Other non-recurring	215	—	1,512	0.03	—	—
Total pretax adjustments	16,446	0.34	24,369	0.51	13,047	0.29
Tax effect on adjustments(1)/(3)	(4,307)	(0.08)	(11,210)	(0.23)	(3,135)	(0.08)
Deferred tax asset valuation allowance(3)/(4)	179	—	(17,425)	(0.37)	1,536	0.03
Non-GAAP adjusted net income	$ 18,770	$ 0.40	$ 17,655	$ 0.37	$ 16,451	$ 0.35

1. The adjustment to the income tax expense (benefit) is determined by excluding the non-GAAP adjustments by jurisdiction.
2. Pretax adjustments to diluted EPS calculated on 47.060 million, 47.560 million and 46.563 million diluted shares for the third quarter of 2025 and 2024,and the second quarter of 2025, respectively.
3. The quarter-to-date amounts are derived from the current period year-to-date amount less the previous quarter year-to-date amount.
4. The estimated impact to the deferred tax asset valuation allowance from interest expense limitations under Section 163(j) determined by including the non-GAAP adjustments by jurisdiction.

Historical Acquisitions

	COMPANY	FOCUS	STRATEGIC RATIONALE	CLOSING DATE	REVENUE [1]	PURCHASE PRICE
2017	JENSEN TOOLS + SUPPLY	Industrial Technologies	• Expanded geographic coverage and expanded customer base with an additional ~22,000 customer locations • Complementary value-added products / services (kitting, VMI)	January 2017	$45.1	$25.0
2017	TECHNI-TOOL	Industrial Technologies	• Adds scale to highly complementary Lab & Production supplies offering • Bolsters stocked inventory and value-add capabilities (VMI, vending, etc.)	July 2017	$77.8	$35.0
2017	THE BOLT SUPPLY HOUSE LTD.	MRO	• Complementary products in fasteners, power tools and MRO supplies • Provides sales/regional fulfillment expansion opportunity in W Canada	October 2017	$34.4	$32.0
2020	PARTSMASTER	MRO	• Sizable "DNA match" acquisition for MRO segment • Highly accretive with significant cost synergies	August 2020	$64.2	$35.3
2021	Omni Fasteners	OEM	• Complementary value-added fabrication capabilities • Highly accretive with significant synergies	June 2021	$5.3	$6.5
2021	mcstest	Industrial Technologies	• European beachhead for Industrial Technologies segment • Supplier expansion and further penetration into Telecom/5G market	July 2021	$9.7	$14.4
2021	National Engineered Fasteners Inc.	OEM	• Strategic expansion into Canada & Mexico for OEM segment • Loyal customer base with high service levels in new and existing markets	November 2021	$28.3	$18.9
2021	SIS	OEM	• Highly accretive "DNA match" with diversified end markets • Natural tuck-in with value-add product offering and strong management	December 2021	$9.6	$11.8

Note: $ figures in millions. List includes highlighted acquisitions executed under LKCM Headwater stewardship.

1. Represents trailing twelve-month measurement period at close.

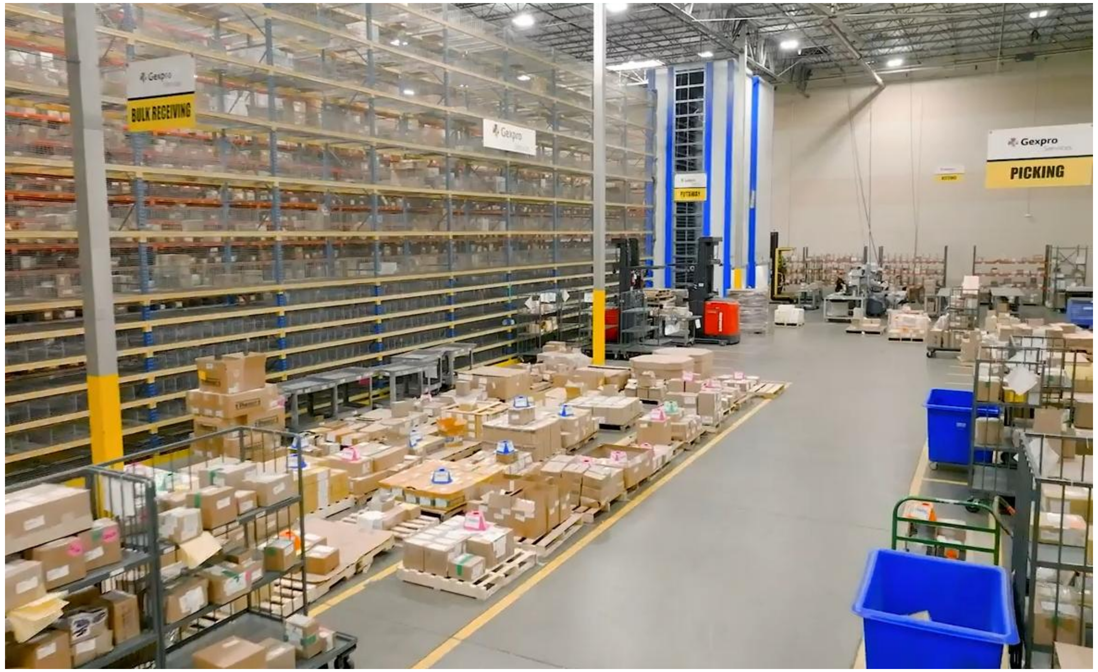
Historical Acquisitions (Continued)

	COMPANY	FOCUS	STRATEGIC RATIONALE	CLOSING DATE	REVENUE (1)	PURCHASE PRICE
2022	Resolux	OEM	• Leading global renewables supplier within the OEM segment • Opened new strategic markets in Europe, the Middle East, and Asia	January 2022	$31.9	$38.0
	Frontier Technologies	OEM	• Enhances B & C-class product and service offering to Renewables market • Significant commercial synergies and delivers manufacturing capabilities	March 2022	$21.9	$30.0
	TEquipment	Industrial Technologies	• Adds complementary product lines (handhelds), brands and customers • Digital go-to-market supplements Industrial Technology's sales model	April 2022	$113.0	$55.0
	National Test Equipment	Industrial Technologies	• Adds complementary product lines with reconditioned equipment • Strong focus on rental and leasing purchase options	June 2022	$9.0	$7.8
	INSTRUMEX	Industrial Technologies	• Adds complementary product lines with reconditioned equipment • Natural tuck-in with expanded markets in Europe	December 2022	$7.0	$3.9
2023	Hisco	Industrial Technologies	• Adds complementary product lines, including adhesives, chemicals and tapes as well as specialty materials such as electrostatic discharge, thermal management materials and static shielding bags.	June 2023	$422.6	$269.1
2024	Emergent Safety Supply	MRO	• Adds complementary product lines in the safety category, which accelerates Lawson's safety product category by over four times.	January 2024	$13.0	$10.0
	S&S	MRO	• Extends Lawson's automotive product category and expands market reach with automotive dealers	May 2024	$40.0	$80.0
	Source Atlantic	MRO	• Extends Lawson's MRO supplies, safety products, fasteners, and related value-add services and operating footprint in the Canadian market	August 2024	$185.0	$105.0
	Tech-Component Resources	OEM	• A distributor of fasteners, mechanical components, and other industrial products in Southeast Asia • Supports our existing large OEM customers' expansion plans while providing us with a strategic foothold in this growing region	October 2024	$4.5	$5.9
	ConRes Test Equipment A TestEquity Company	Industrial Technologies	• Expands Test & Measurement leasing and calibration offerings, deepens national customer relationships • Expands resources in the Northeast	November 2024	$12.0	$17.0
	HIGHLIGHTED TOTAL				~$1,134	~$801

Note: $ figures in millions. List includes highlighted acquisitions executed under LKCM Headwater stewardship.

1. Represents trailing twelve-month measurement period at close.

Who We Are



DSG is a best-in-class specialty distribution company providing high-touch, value-added distribution solutions to the MRO, OEM, and Industrial Technologies verticals in a diversified set of end markets.

We take a solutions-based approach to serving our customers the way they want to be served.

DSG operates under three distinct verticals with many benefits of a scaled, integrated platform.