

Data Center Leadership:
One Partner, Complete Lifecycle, Around the World

November 10, 2026

Forward-Looking Statements and Non-GAAP Measures

All statements made herein that are not historical facts should be considered as "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. These statements include, but are not limited to, statements regarding business strategy, growth strategy, competitive strengths, productivity and profitability enhancement, competition, new product and service introductions, and liquidity and capital resources. Such statements can generally be identified by the use of words such as "anticipate," "plan," "believe," "estimate," "intend," "expect," "project," and similar words, phrases or expressions or future or conditional verbs such as "could," "may," "should," "will," and "would," although not all forward-looking statements contain such words. These forward-looking statements are based on current expectations and beliefs of Wesco's management, as well as assumptions made by, and information currently available to, Wesco's management, current market trends and market conditions and involve risks and uncertainties, many of which are outside of Wesco's and Wesco's management's control, and which may cause actual results to differ materially from those contained in forward-looking statements. Accordingly, you should not place undue reliance on such statements.

Important factors that could cause actual results or events to differ materially from those presented or implied in the forward-looking statements include, among others, the failure to achieve the anticipated benefits of, and other risks associated with, acquisitions, joint ventures, divestitures and other corporate transactions; the inability to successfully integrate acquired businesses; the impact of increased interest rates or borrowing costs; fluctuations in currency exchange rates; evolving impacts from tariffs or other trade tensions between the U.S. and other countries (including implementation of new tariffs and retaliatory measures); failure to adequately protect Wesco's intellectual property or successfully defend against infringement claims; the inability to successfully deploy new technologies, digital products and information systems or to otherwise adapt to emerging technologies in the marketplace, such as those incorporating artificial intelligence (AI); risks relating to our use or reliance on AI; failure to execute on our efforts and programs related to environmental, social and governance (ESG) matters; unanticipated expenditures or other adverse developments related to compliance with new or stricter government policies, laws or regulations, including those relating to data privacy, cybersecurity, competition, sustainability and environmental protection; the inability to successfully develop, manage or implement new technology initiatives or business strategies, including with respect to the expansion of e-commerce or AI capabilities and other digital solutions and digitalization initiatives; disruption of information technology systems or operations; natural disasters (including as a result of climate change), health epidemics, pandemics and other outbreaks; supply chain disruptions; geopolitical conflicts and issues, such as the ongoing Middle East and Russia/Ukraine conflicts; the impact of changing and expanding export controls, sanctions, and data localization rules; the failure to manage the increased risks and impacts of cyber incidents or data breaches; and exacerbation of key materials shortages, inflationary cost pressures, material cost increases, demand volatility, and logistics and capacity constraints, any of which may have a material adverse effect on the Company's business, results of operations and financial condition. All such factors are difficult to predict and are beyond the Company's control. Additional factors that could cause results to differ materially from those described above can be found in Wesco's most recent Annual Report on Form 10-K and other periodic reports filed with the U.S. Securities and Exchange Commission.

Non-GAAP Measures

In addition to the results provided in accordance with U.S. Generally Accepted Accounting Principles (“U.S. GAAP”) above, this presentation includes certain non-GAAP financial measures. These financial measures include organic sales growth, gross profit, gross margin, earnings before interest, taxes, depreciation and amortization (EBITDA), adjusted EBITDA, adjusted EBITDA margin, financial leverage, free cash flow, adjusted selling, general and administrative expenses, adjusted income from operations, adjusted operating margin, adjusted other non-operating expense (income), adjusted provision for income taxes, adjusted income before income taxes, adjusted net income, adjusted net income attributable to WESCO International, Inc., adjusted net income attributable to common stockholders, and adjusted earnings per diluted share. The Company believes that these non-GAAP measures are useful to investors as they provide a better understanding of our financial condition and results of operations on a comparable basis. Additionally, certain non-GAAP measures either focus on or exclude items impacting comparability of results such as digital transformation costs, restructuring costs, cloud computing arrangement amortization, the loss on termination of business arrangement, and the related income tax effects, allowing investors to more easily compare the Company's financial performance from period to period. Management does not use these non-GAAP financial measures for any purpose other than the reasons stated above.

Today's Agenda

Welcome and Introduction
Scott Gaffner, Senior Vice President, Investor Relations

One Wesco End-to-End Value Proposition
John Engel, Chairman, President and CEO

Connecting and Protecting the White Space
Dirk Naylor, EVP and GM, Communications and Security Solutions (CSS)

Building the Gray Space
Danny Castillo, EVP and GM, Electrical and Electronic Solutions (EES)

Powering the Data Center
Jim Cameron, EVP and GM, Utility and Broadband Solutions (UBS)

Q&A



One Wesco End-to-End Value Proposition

John Engel
Chairman, President and Chief Executive Officer

Global Leader in Rapidly Growing Data Center Space



1 **Comprehensive solutions that address complex customer needs with a single point of accountability**

Global capabilities with a comprehensive Power-to-Compute solution that spans the entire data center (power, gray space and white space)

2 **Taking share in the large and growing data center market**

Multiple underlying secular market trends are accelerating growth

3 **Capitalizing on our unique competitive advantages to expand our addressable market**

Leveraging the full Wesco portfolio to deliver integrated solutions across our data center customers (hyperscaler, MTDC, neocloud, enterprise) around the world

4 **Delivering unmatched end-to-end lifecycle solutions**

Robust portfolio offering with expansion opportunities across products, processes, services and full supply chain solutions to enhance the value to our customers

Four Decades of Data Center Experience

Evolving Customer Reach...

Enterprise

Established roots through data cabling and connectivity

Colocation & Multi-Tenant

Extended capabilities into network infrastructure

Hyperscale

Scaled solutions for larger deployments

Hyperscale | Enterprise Colocation Multi-Tenant | Emerging Cloud

Delivering differentiated solutions across the ecosystem

1980s Data Center Roots › Customer Expansion › Hyperscale Expansion › **Today** Broad Customer Reach

...and Capabilities

White Space



Data cabling and connectivity

From White Space To **Power-to-Compute**

Power Solutions



Gray Space



White Space

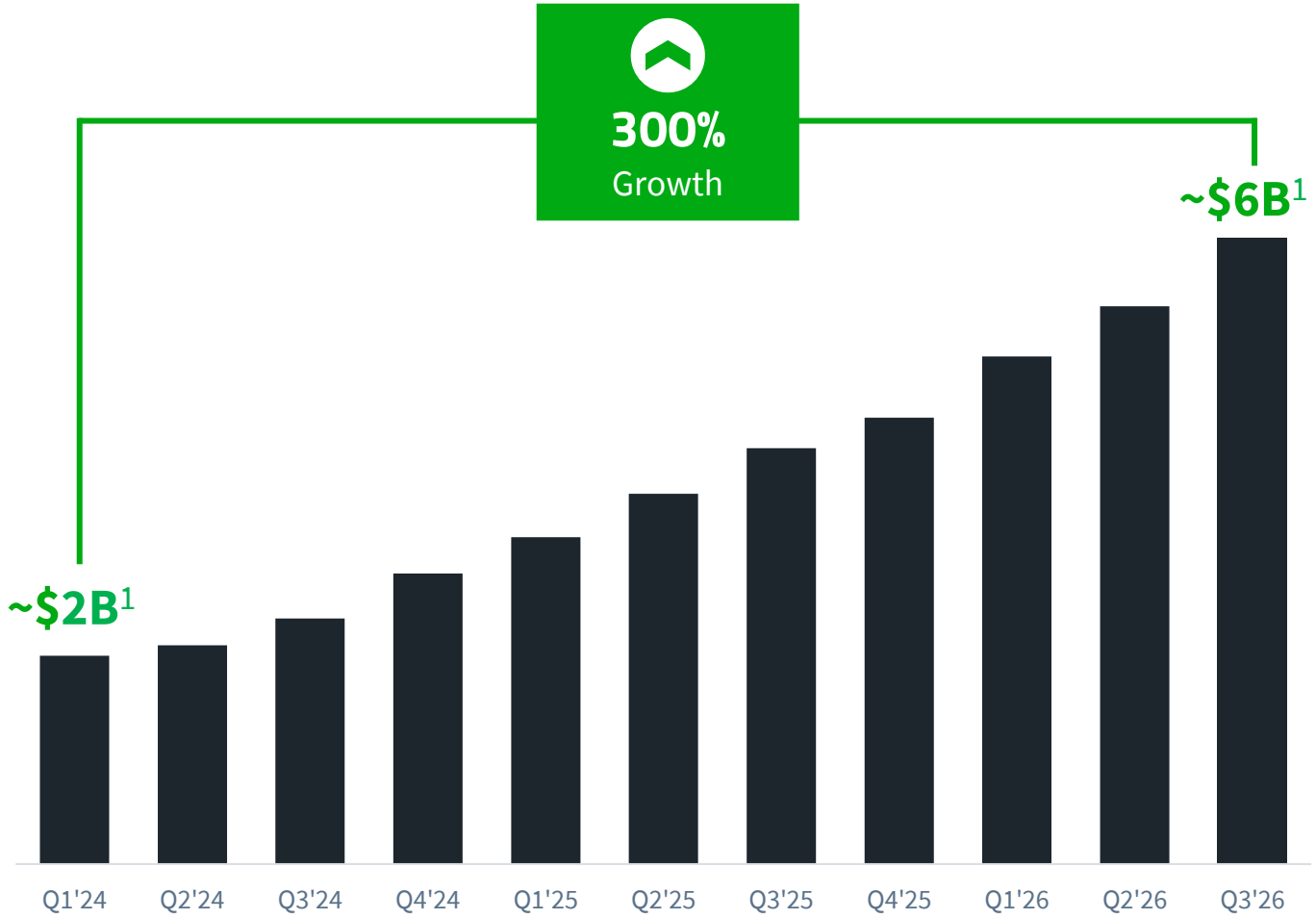


Only Company of Scale

With Capabilities Across the Data Center Lifecycle

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Margin Accretive Data Center Sales Up Over 300% Since Q1 2024



[1]Trailing twelve-month data center sales.

Significant Market Outperformance Driven by:

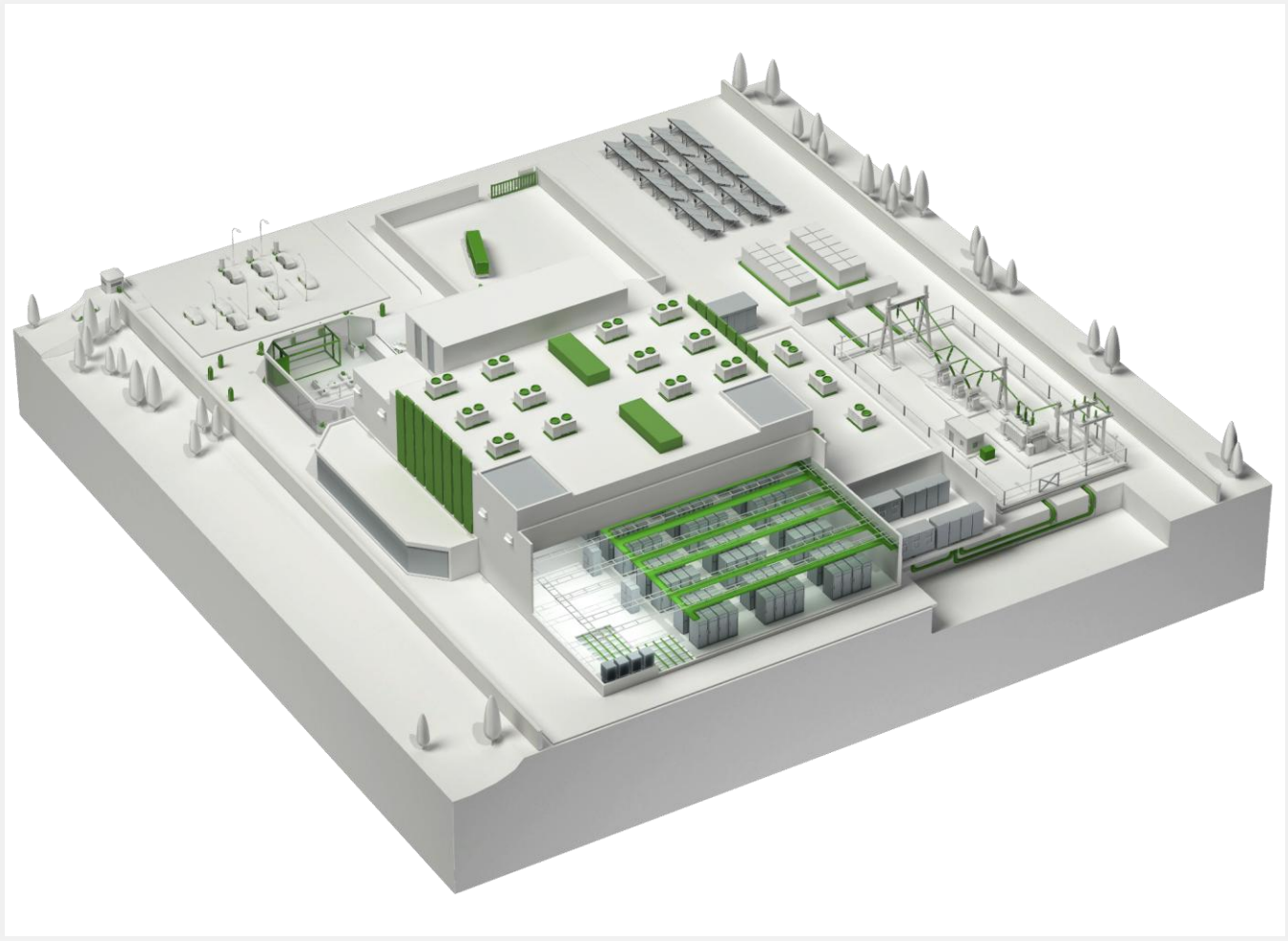
- One Wesco approach with cross-selling opportunities across all three SBUs
- Highly complementary products and services
- Expanding addressable market

Data Center Mix

~10%
Total Sales in 2023

Over 20%
Today[1]

Data Center Strategy Provides a Comprehensive Power-to-Compute Offering to Customers



We **build, connect, power and protect** the world

Customers get an offering that supports **power, electrical infrastructure and connectivity** across the data center lifecycle

Wesco connects **industry-leading suppliers** to large, complex customer opportunities around the world

One Wesco delivers integrated solutions from Power-to-Compute

Click Here for Wesco's Environment

Full Solutions Offering for Diverse Customer Applications

Hyperscalers

Data centers designed for large scale workloads

Hyperscalers demand different capabilities

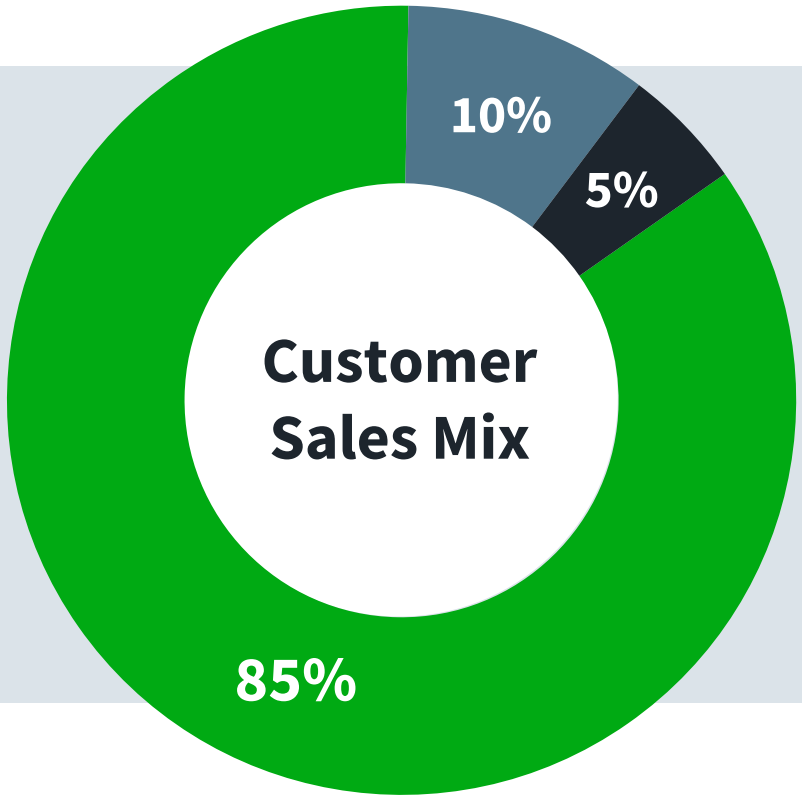
Global footprint increasingly important

Multi-Tenant Data Center (MTDC) and Colocation

Data centers designed for lease or rent

MTDC requires a customized go to market strategy

Building partnerships with developers



Emerging

Newer AI-focused infrastructure providers building high-density compute capacity

Emerging operators require a flexible, scalable approach

Proven expertise and capabilities to support increasingly complex deployments

Enterprise

Data centers owned and operated by a single organization

Long-standing experience with enterprise centers

Wide range of smaller scale projects and volumes

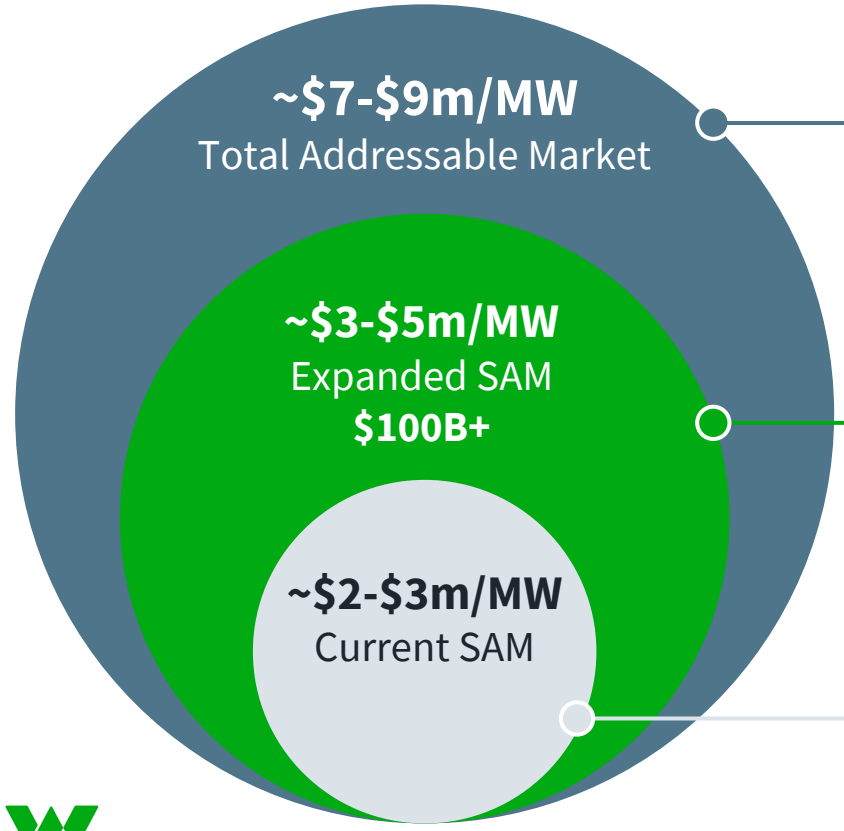
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Hyperscalers, MTDC and Colocation Emerging Enterprise

$100B+ Serviceable Data Center Market Continues to Expand

Multiple paths to market outperformance

Wesco's Addressable Physical Infrastructure Market (excludes active IT)



- Continued global expansion
- Full suite of end-to-end service offerings
- Further penetration into the gray space and power solutions

- Continued share shift from direct to distribution
- Expanding services offerings and full lifecycle solutions
- Expanded cooling solutions offerings
- Increased behind-the-meter solutions

- Full suite of white space offerings with CSS as the tip of the spear
- Expanded service offerings via acquisitions and organic expansion
- Cross-sell into the gray space and power infrastructure

Positioned to Capitalize on Long-Term Secular Growth

AI & Digital Connectivity



AI, automation and converging technologies are accelerating investments in data centers, digital infrastructure and intelligent systems

Power & Electrification



Rising electricity demand is driving generation expansion, alongside ongoing grid modernization and hardening

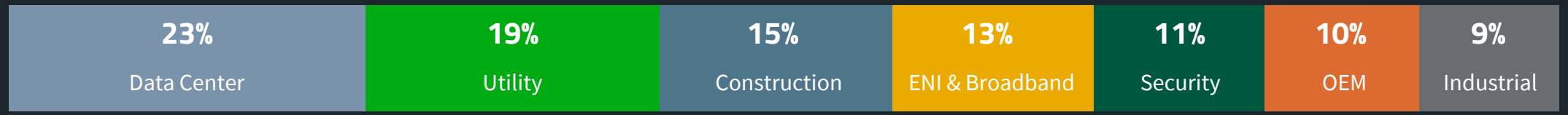
Supply Chain Realignment



Global supply chains and manufacturing footprints are becoming diversified, regionalized and repositioned

One Wesco: Leveraging our full breadth of capabilities to capture growth

Wesco: Diversified Exposure Across Attractive End-markets



BUILD · CONNECT · POWER · PROTECT

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Sales percentages are on a trailing twelve-month (TTM) basis through September 30, 2026.



Wesco's **differentiated Power-to-Compute platform** brings together scale, expertise and execution to help customers build capacity with less complexity and greater certainty

Why Wesco Wins in Data Centers

A differentiated Power-to-Compute platform

1

Proven leadership in a large, fast-growing market

- Approximately $6 billion of TTM sales, representing 23% of Wesco sales
- Data center sales have grown approximately 300% over the past two-plus years

2

One Wesco delivers from Power-to-Compute

- UBS powers the site, EES builds the gray space and CSS connects the white space
- One partner across products, services, technical expertise and supply chain solutions

3

Differentiated capabilities accelerate customer outcomes

- Earlier engagement helps address power, labor and supply-chain constraints
- Global scale and lifecycle services accelerate time to power and time to compute

4

Significant runway for continued profitable growth

- Cross-sell, services and targeted acquisitions expand Wesco's addressable market
- Earlier participation and broader lifecycle support deepen customer relationships



Today's Presenters

Dirk Naylor

CSS supports white space technology infrastructure

Danny Castillo

EES supports the electrical backbone and gray space environment

Jim Cameron

UBS supports power infrastructure and site readiness

Services and logistics capabilities that span the data center lifecycle

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Connecting and Protecting the White Space

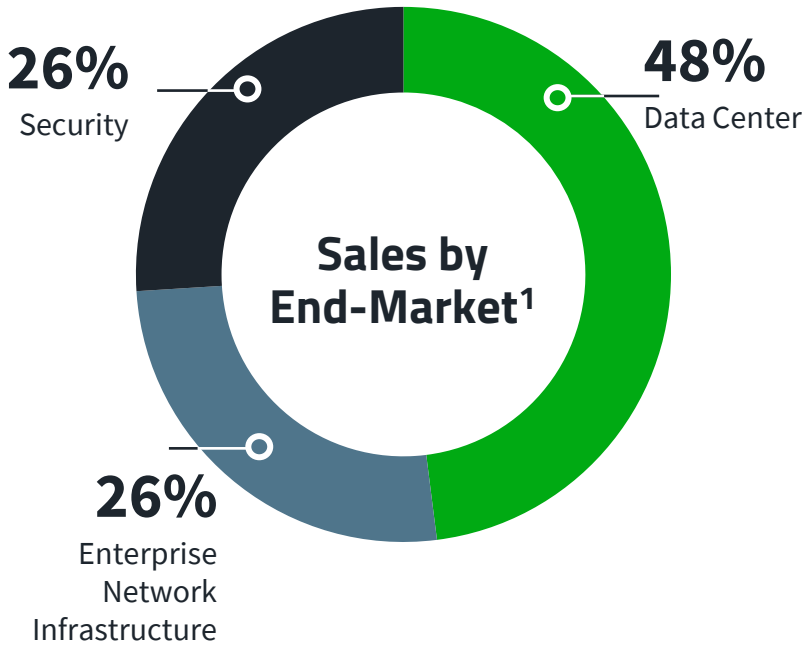
Dirk Naylor

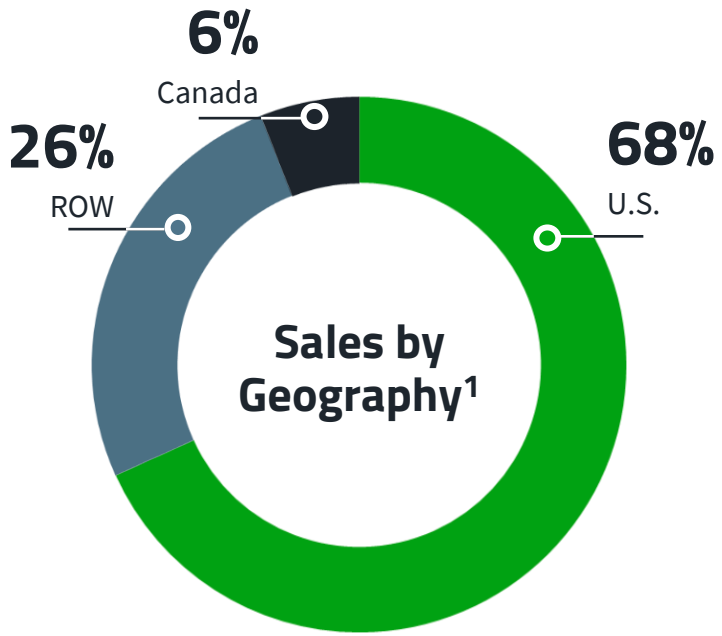
EVP and GM, Communications and Security Solutions (CSS)

Communications & Security Solutions (CSS)

~50% of sales in the AI-driven data center environment

Global Leader





Overview

- Provider of connectivity, power, security, safety, energy management and wireless solutions
- Supporting diverse industries including technology, finance, telecommunications, transportation, education, government, healthcare and retail
- Well positioned within the data center, with product, service and solution capabilities in the white space

Industry Leading Global Scale and Scope

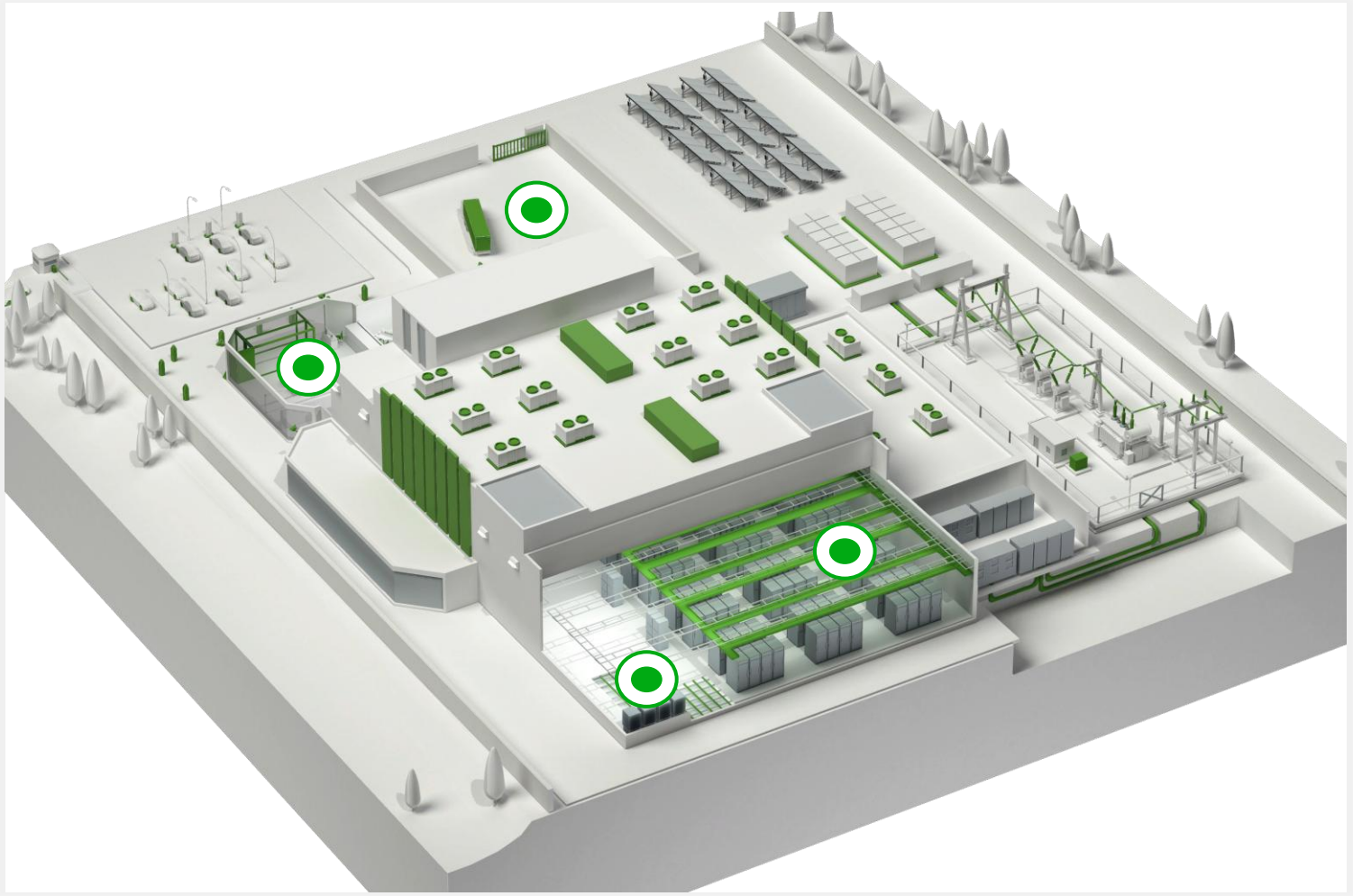
$10.5 Billion in sales[1]

50+ Countries

Global leader in data center, network infrastructure and security

[1] Sales amounts and percentages are on a trailing twelve-month (TTM) basis through September 30, 2026.

CSS: Reducing Time-to-Compute for our Data Center Customers



LEGEND

= **CSS serviceable market opportunities**

Connecting and Protecting the White Space:

~60%

Network infrastructure, racks, enclosures and connectivity solutions

~30%

Security, power and thermal technologies

~10%

Technology infrastructure supporting critical workloads

Services that support the entire data center lifecycle

CSS Value Proposition

Full-Service Offering

Broad portfolio of products and solutions

Services that extend beyond product fulfillment

Deep technical expertise across key technologies

Ability to support customers from planning through deployment

Extended Through One Wesco

EES

- Electrical infrastructure and power distribution
- Wire and cable, conduit systems and installation ready assemblies
- Mechanical & cooling infrastructure
- Safety & operations

UBS

- Utility and supplier management
- High-voltage grid services
- Site power readiness
- Large-scale equipment coordination



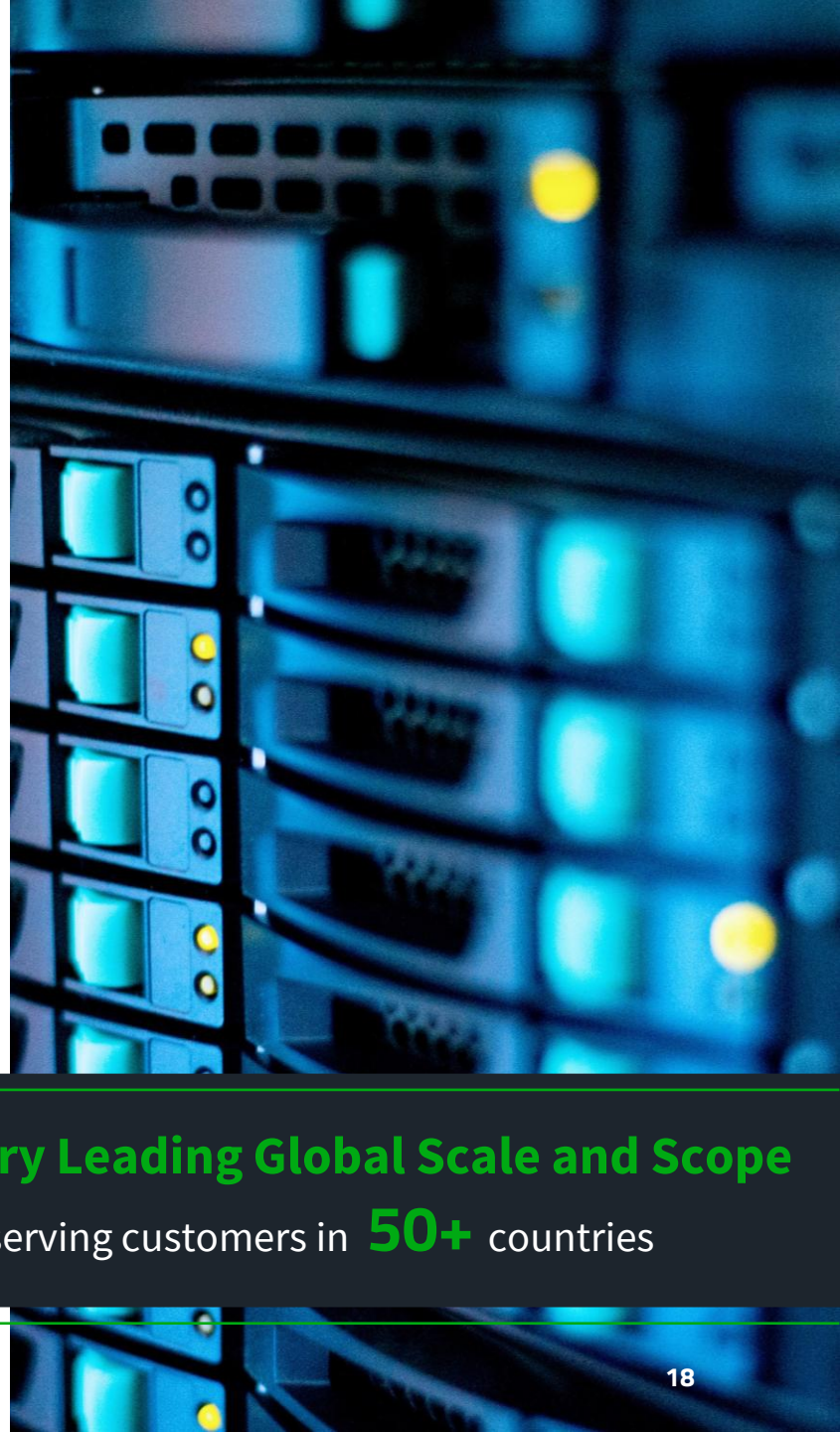
Wesco's complete data center solutions **reduce complexity through an integrated product and services offering** across multiple suppliers and partners around the world

Global Reach, Local Presence

Customers are pursuing global data center build programs as power availability becomes the most significant constraint. Our opportunities increase as customer requirements cross multiple geographies and become logistically complex

Repeatable execution and ability to manage large and complex deployments gives Wesco a competitive advantage and drives a consistent customer experience globally

Local inventory, technical expertise, staging and operational services and global program management enable us to support the entire lifecycle of technology infrastructure projects across the globe



Industry Leading Global Scale and Scope

serving customers in **50+** countries

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End-to-end Lifecycle Management

Data Center Services

- Surveys, Audits and Assessments
- Fit Outs: Containment, Power and Conveyance
- Design and Engineering
- High Density Cooling Solutions
- Cloud Solutions
- Asset Management
- Facility Optimization and Site Operations
- End-to-End Rack Services

Acquisitions Expand Our Reach Across the Entire Lifecycle

Our acquisition strategy expands our scope, increases our scale and extends our influence

2020

ANIXTER

Transformational consolidation

Combined two leading Fortune 500 companies, creating the industry leader in data center supply chain management with global scale, supplier relationships and capabilities across the data center white and gray spaces

2022

Rahi

Data center services including integration and deployment

Deepened our services offerings with white space integration, including rack-and-roll, structured cabling, and IT infrastructure deployments, extending our role well beyond product supply

2024

ascent entroCIM

Commissioning and facility management services

Expanded our ability to support in-service facilities: Ascent added commissioning and facility management services, while entroCIM added software to monitor and manage operations

2026

NEWARK

Systems critical cooling expertise and services

Expanded end-to-end data center capabilities, complementing Wesco's existing white space and gray space offerings with mechanical and cooling solutions

Taking Rack and Roll to the Next Level: Reducing Time-to-Compute

Irving Technology Deployment Center
Center of Excellence

L10-L12 Rack Integration | High-Density Power | Liquid Cooling
Full-Power Burn-In and Testing

The Constraints

Time to production is now a primary cost driver in AI and semiconductor infrastructure

Customers face **skilled labor and project execution challenges**

Supply chain complexity (long lead times) remains a critical consideration for data center builds

Our Capabilities

Moving integration upstream with more work completed offsite, to reduce onsite risk

Installation-ready solutions allow technicians, electricians and contractors to spend more time on value added activities

Full end-to-end solution reduces Time-to-Compute and includes all rack integration elements, burn-in with full power and testing and last mile deployment



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Case Study: One Wesco Approach In Action Drives Superior Outcomes for a Multi-Tenant Data Center Customer

Customer Constraints

- Massive GW+ project sites
- Undefined specifications
- Accelerated timeline
- Material availability
- Skilled labor shortage
- Remote locations



Wesco Solutions

- Consult, design, build and commission with cross-SBU collaboration
- Anticipated design to secure vendor allocations
- Advised on reliable contractors and led with UBS's Advanced Warehouse and Supply Chain Management Solutions
- Showcased our end-to-end approach, shared real estate insights and built a warehousing and VMI model

$1B+ Backlog and Pipeline Opportunity with a MTDC Customer

Summary

Key Takeaways

Global leader in data center infrastructure

Deep white-space expertise and **operations in more than 50 countries to support complex deployments worldwide**

Accelerating customers' Time-to-Compute

CSS integrates connectivity, racks, power, thermal, security and deployment services to reduce complexity and create a **faster, more predictable path to usable compute**

Expanding value across the lifecycle

Technical expertise, global supply-chain capabilities, lifecycle services and targeted acquisitions extend **CSS's role from planning and deployment through ongoing operations**



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Building the Gray Space

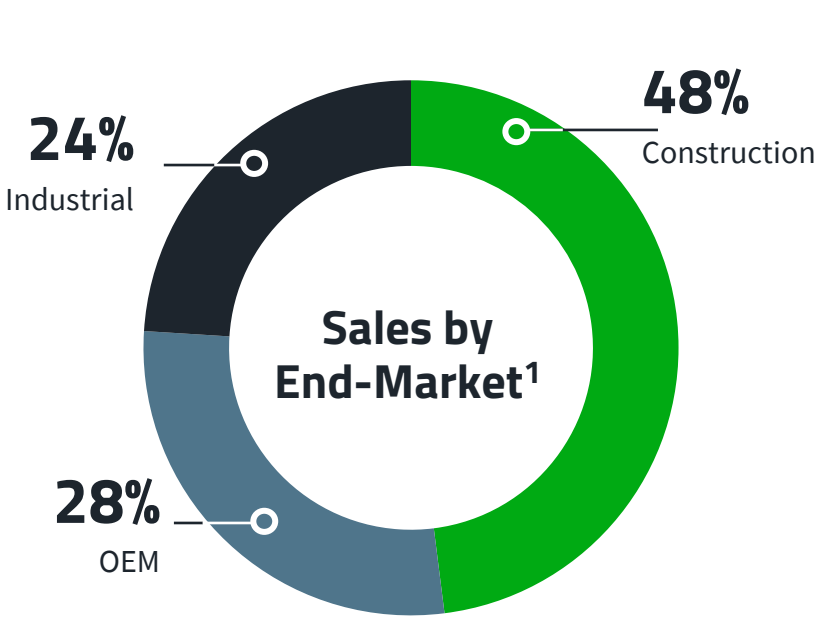
Danny Castillo

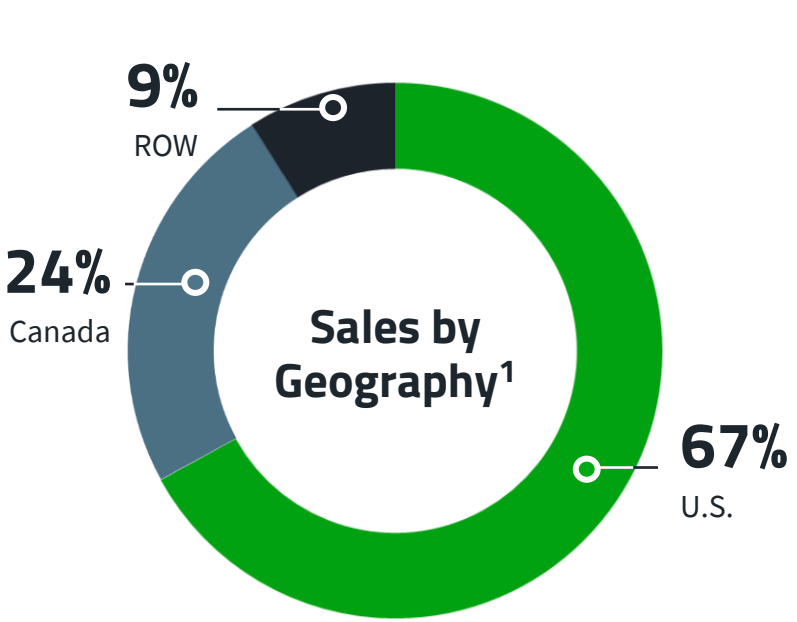
EVP and GM, Electrical & Electronic Solutions (EES)

Electrical & Electronic Solutions (EES)

Electrification, automation and reshoring drive growth, with ~10% of sales mix coming from data centers

North American Leader





Overview

- Provider of electrical, MRO, safety and automation solutions
- Broad range of products and solutions primarily to the construction, industrial and OEM markets
- Well positioned to provide the critical infrastructure expertise and solutions that enable the technologies of tomorrow

Industry Leading Scale and Scope

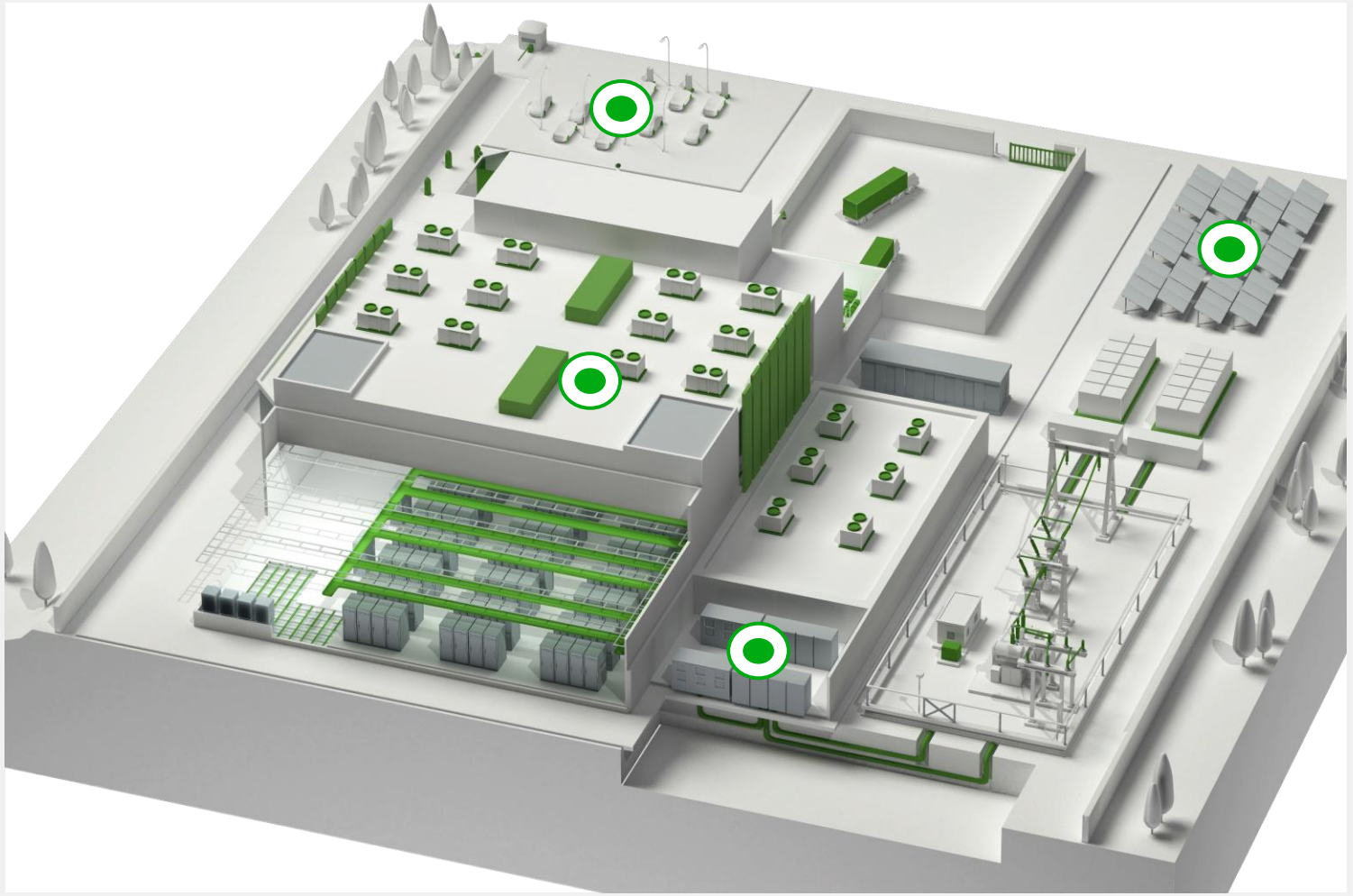
$9.8 Billion in sales[1]

50+ Countries

#1 Electrical Distributor in North America

[1] Sales amounts and percentages are on a trailing twelve-month (TTM) basis through September 30, 2026.

EES: Electrifying the Gray Space for our Data Center Customers



LEGEND

= **EES serviceable market opportunities**

Leadership in the Gray Space Environment:

~70%

Wire and cable, conduit systems and installation ready assemblies

~20%

Electrical infrastructure and power distribution

~10%

Mechanical & cooling infrastructure and safety & operations

Services that support today's complex data centers

EES Value Proposition

Full-Service Offering

Broad supplier access and portfolio scale

Project services that extend beyond product fulfillment

Deep technical expertise across gray space electrical systems

Ability to support customers from specification through installation

Extended Through One Wesco

CSS

- White space connectivity and compute
- Structured cabling
- Racks and rack integration
- Compute deployment support

UBS

- Site power readiness
- Grid services
- Substations and site works
- Utility interconnection



EES combines products, technical expertise and project services into one coordinated scope, **reducing complexity for our data center customers**

Five Complementary Strengths

Technical expertise, supplier partnerships, execution, project services and global capabilities reinforce each other

EES differentiates through capabilities that **support customers from initial solution development through project execution**

1 Technical Expertise	Upfront technical sales and application support that helps customers specify and select the right solutions
2 Supplier Partnerships	Broad access to products, availability and supplier capabilities through long-standing partnerships
3 Project Planning	Advisory, installation enhancement, deployment and supply chain programs
4 Project Execution	Project management, documentation, progress billing, takeoffs, and wire processing
5 Global Capabilities	Ability to support global customer programs and opportunities

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Technical Expertise Simplifies Complexity

Wesco specialists help customers develop solutions

Complex Requirements

Customer faces complex product or application requirements

Technical Evaluation

EES technical specialists help evaluate and specify the appropriate solution

Specification Support

EES supports submittals, substitutions and lead-time considerations

Executable Solutions

Customer receives an executable solution aligned with project requirements

Pre- and post-sale support, industry standards, technology roadmaps, advisory

Global Network of
300+
Customer Support Engineers

Wesco's Scale Benefits Customers and Suppliers

Customers get a single point of accountability; suppliers reach scale through Wesco's supply chain solutions

Supplier Partnerships

- Demand generation
- Supply certainty
- Technical support
- Long-tenured relationships
- Ability to troubleshoot issues

WESCO

- Scalability
- Reliability
- Efficiency
- Safety

Customer Needs

- Single point of accountability across locations
- Reduced complexity and greater certainty
- Predictable lead times
- Site-ready delivery
- Substitution support

Services That Simplify and Solve Customer Problems

Advisory Services

- Engineering and specification support
- Assessment surveys and solution development
- Product evaluation and testing

Project Deployment Services

- Wire cutting, stripping and terminating
- Cable handling and installation-ready kits
- Preassembly, labeling and bundling

Installation Enhancement Services

- Kitting and labeling by phase
- Inventory and jobsite replenishment
- Milestone billing and logistics

Supply Chain Services

- Material management and VMI
- Replenishment and sequenced delivery
- ERP integration and reporting

CUSTOMER OUTCOMES

Less on-site labor	Reduced material waste	Improved availability	Lower operating complexity	Greater schedule reliability

Case Study: Solving One Technical Challenge Created a Broader Customer Relationship

EES expanded from a wire and cable distributor to a comprehensive supply chain and production support solutions provider

CUSTOMER CHALLENGE

Rapidly scaling production to meet AI data-center cooling demand

Needed to resolve a wire and cable design issue

Faced product availability and supplier capacity constraints

Required consistent support across expanding manufacturing locations

EES VALUE ADD

Combined technical expertise with execution at scale

Developed a custom wire and cable solution

Expanded into controls, bus bars, cable assemblies and panel builds

Implemented multiple VMI programs

Local inventory, engineering and logistics support across manufacturing sites

RELATIONSHIP EXPANSION

From product supplier to embedded production partner

$15M 2024 Revenue ⇨ **$100+M** 2026 Run Rate

Broader product participation
Increased Wesco's role

EES now helps the customer manage supply constraints and support production growth

Technical expertise earned the opportunity; **supply-chain services and execution scaled the relationship**

Summary

Key Takeaways

Established strength in the gray space

The electrical backbone is a core EES category, supported by long-standing capability and supply position

Technical expertise and supplier partnerships

Upfront technical sales and solution development, paired with broad supplier access and global capabilities

OEM solutions and project execution

OEM programs plus project management, documentation, VMI and wire processing convert product into installed capacity and capabilities



Powering the Data Center

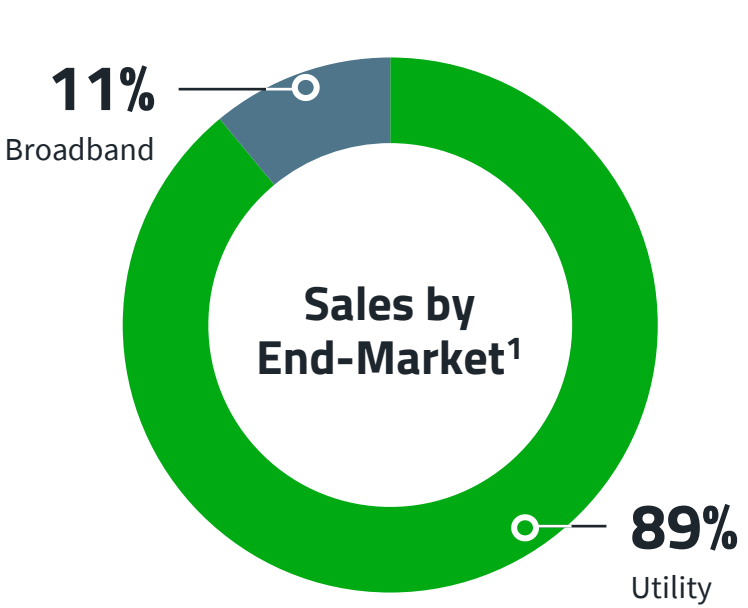
Jim Cameron

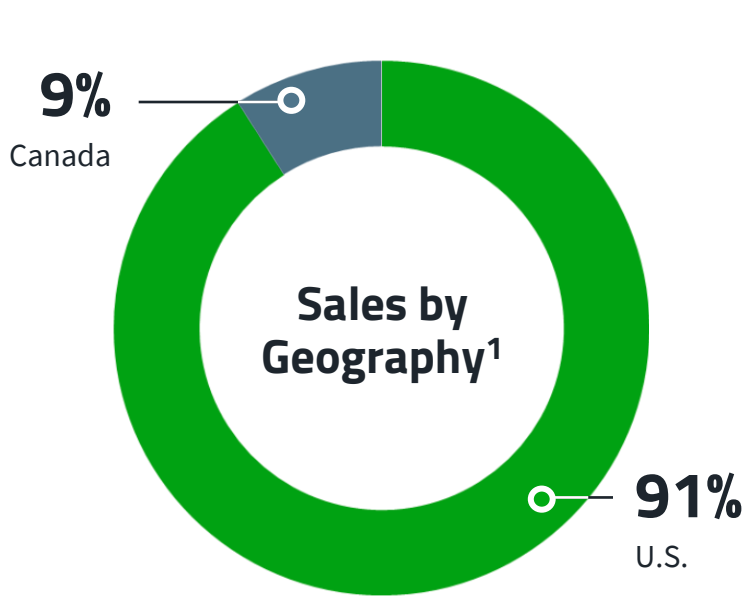
EVP and GM, Utility & Broadband Solutions (UBS)

Utility & Broadband Solutions (UBS)

Increasing capex budgets and large-scale data center projects drive growth

North America Leader





Overview

- Services and solutions for investor-owned utilities, public power companies and municipalities, as well as contractors that service these customers
- Leading provider of grid and network modernization, hardening, renewable deployments, smart technologies
- High-voltage equipment expertise and project services supporting all market verticals
- Complete solutions for service providers, broadband and wireless customers

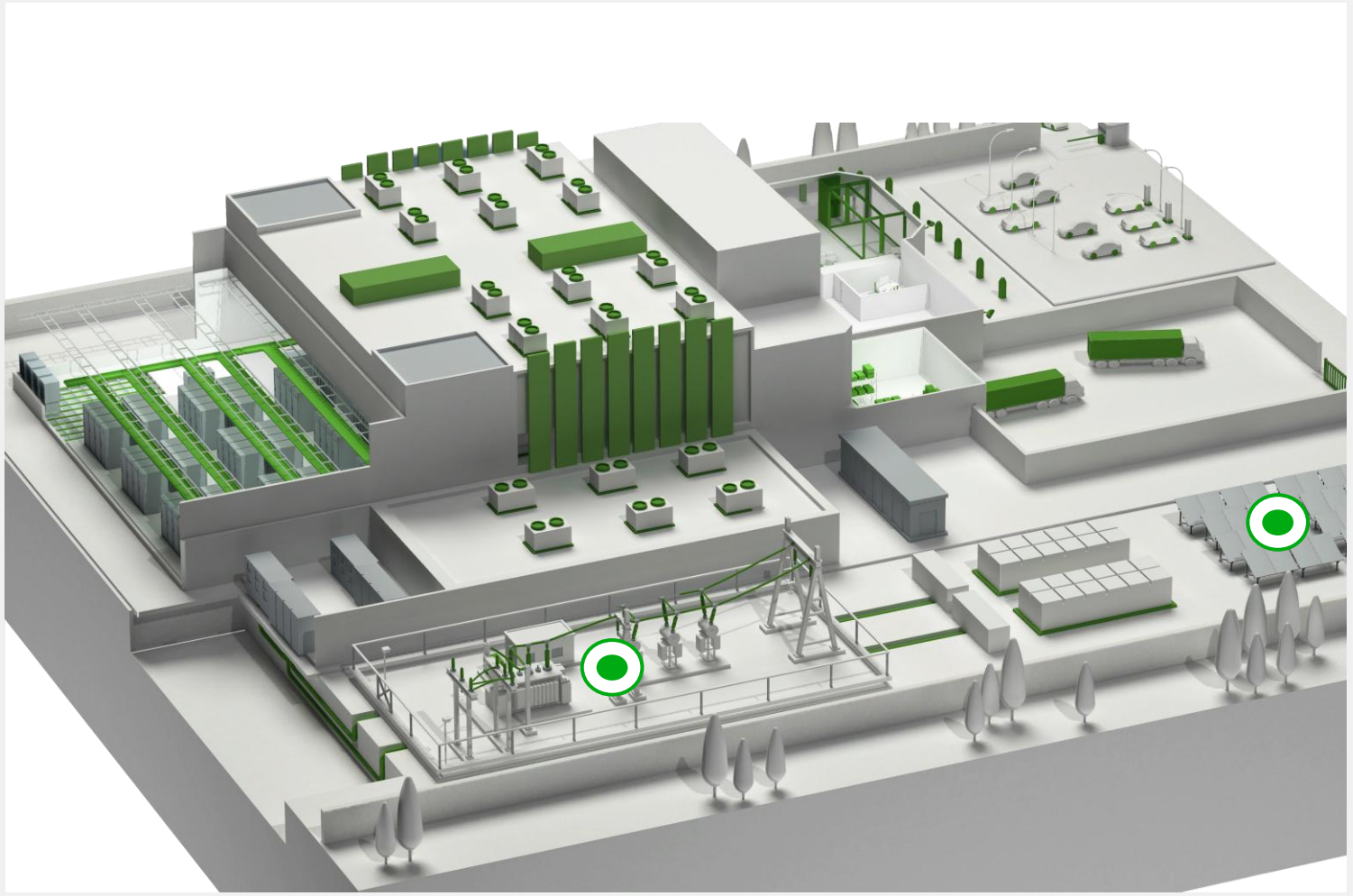
Industry Leading Position and Value Proposition

$5.7 Billion in sales[1]

#1 Utility and Broadband Distributor in North America

[1] Sales amounts and percentages are on a trailing twelve-month (TTM) basis through September 30, 2026.

UBS Grid Services: Accelerating Time-to-Power for our Data Center Customers



LEGEND

= **UBS serviceable market opportunities**

Leadership in the Power Environment:

Site power readiness and large-scale equipment coordination

Customer and supplier management

Services that support today's complex data centers

UBS Value Proposition

Full-Service Offering

Deep utility-market and power chain expertise

Support from planning through energization

Broad product and equipment portfolio

Services beyond product fulfillment

Extended Through One Wesco

EES

- Electrical infrastructure and power distribution
- Wire and cable, conduit systems and installation ready assemblies
- Mechanical & cooling infrastructure
- Safety & operations

CSS

- White space connectivity and compute
- Structured cabling
- Racks and rack integration
- Compute deployment support



UBS coordinates customers, suppliers and large-scale equipment into **a single power program**

Grid Services Has Evolved Into a Scalable Growth Platform

Established Utility Foundation

Longstanding products, relationships and expertise supporting utility customers

Data Center Expansion

Applied utility and infrastructure capabilities to hyperscale power requirements

2000s → 2026 and Beyond

Homegrown Grid Services Platform

Expanded from product distribution into programmatic supply chain and project support

Scaled Growth Opportunity

Growing backlog, multiyear customer commitments and broader data center participation

Wesco built grid services from its established utility relationships into a **growing platform serving increasingly complex power requirements for all types of mega projects, including data centers**



~$400 million of TTM revenue

Unmatched Set of Grid Services Capabilities

Wesco coordinates the resources required to support complex power programs across projects and geographies

CUSTOMER REQUIREMENTS

- Increasing electrical demand
- Long equipment lead times
- Multiple suppliers and specifications
- Construction schedule complexity
- Coordination across developers, EPCs and project owners

WESCO SOLUTIONS

Supplier Selection and Qualification

- Identify qualified suppliers
- Coordinate technical and commercial requirements

Product Standardization

- Align products and specifications across projects
- Reduce unnecessary variation

Project Logistics

- Coordinate equipment and materials
- Support multiyear project portfolios

International Supply Chain Management

- Manage a global supplier base
- Support sourcing across regions

One global solutions provider coordinating multiple manufacturers, equipment categories and project stakeholders into **a single manageable program**



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Case Study: Grid Services Hyperscale Win Demonstrates Opportunity

$1B+ MULTIYEAR

GRID SERVICES AWARDS WON IN 2026

Customer Need

Coordinate complex high-voltage power requirements across a major multi-site data center program

Duration and Scale

Multi-year contract covering locations in North America

Why Wesco Won

Alternative global supplier partnerships and qualification, industry expertise, logistics and execution

Wesco Scope

High-voltage transformers, breakers, other equipment and services

Future Opportunity

Ongoing discussions with existing customer with the potential to expand to additional hyperscalers over time

Validates Wesco's ability to **expand from white and gray space solutions into power solutions**

Summary

Key Takeaways

Earlier Visibility

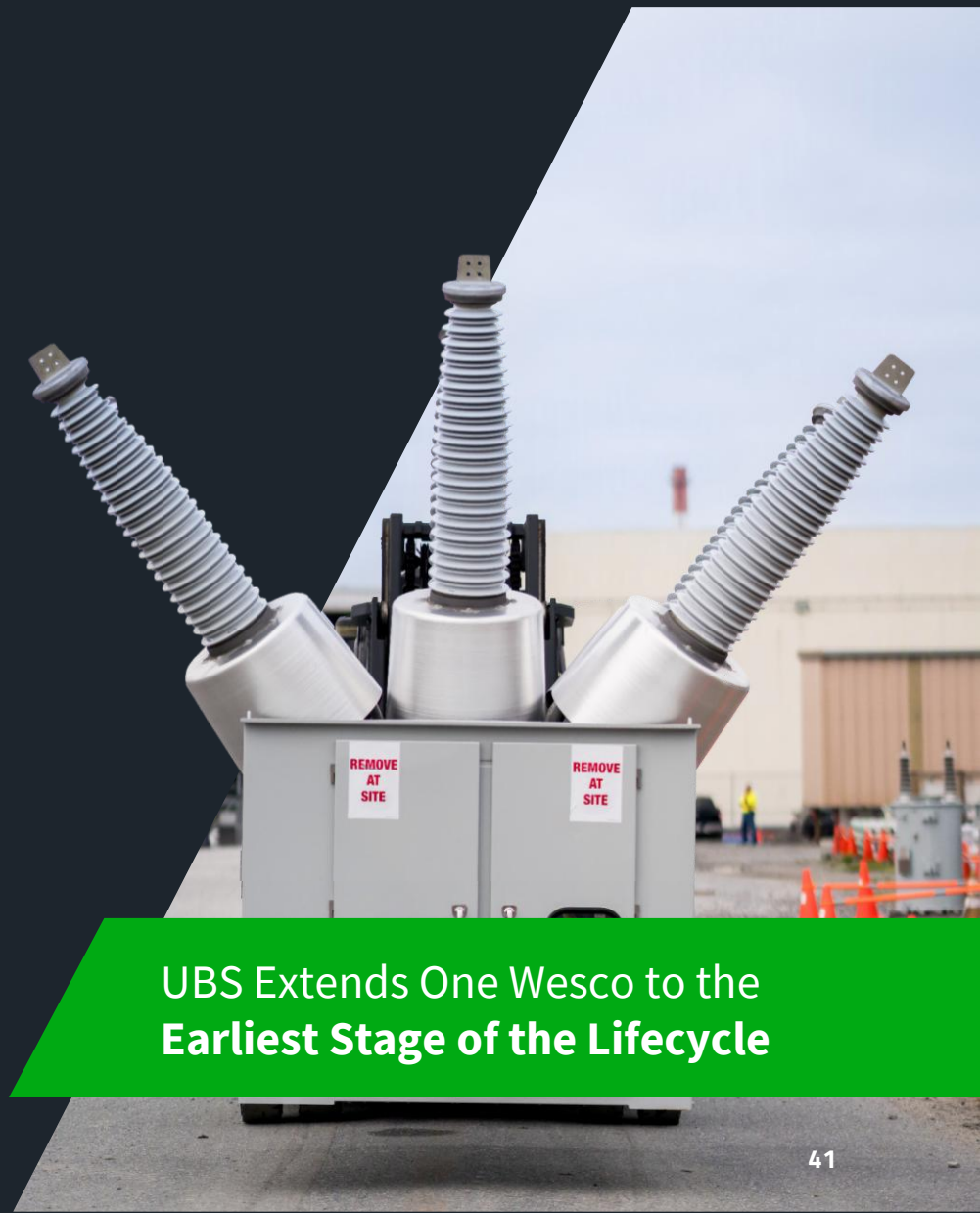
Power is the longest lead element of the build, giving Wesco insight into future customer requirements

Reduced Project Risk

Grid services coordinates suppliers, equipment, supply chains and project execution

Broader One Wesco Participation

UBS creates an earlier entry point that informs future EES and CSS opportunities



UBS Extends One Wesco to the **Earliest Stage of the Lifecycle**

wesco



Q & A



Wesco is a differentiated solutions provider **positioned to deliver durable growth,** expanding margins, strong cash generation and attractive long-term returns

Why Invest in Wesco

Key elements of our investment thesis

1

Market leader driving durable, above-market growth

- Leading positions across powerful secular growth markets
- Record backlog and broad-based momentum support continued growth visibility

2

Differentiated global platform with expanding value

- One Wesco combines industry-leading products, services and expertise
- Scale and end-to-end solutions deepen relationships and drive cross-sell

3

Multiple levers to expand margins and compound earnings growth

- Volume growth, value based pricing and operating leverage drive higher profitability
- Digital transformation and One Wesco drive efficiency, cross-sell and acquisition integration

4

Compelling long-term value-creation opportunity

- Durable growth and margin expansion drive earnings growth
- Disciplined capital allocation supports attractive shareholder returns