



Investor Day

Solutions for the Future

September 26, 2024



Forward-looking statements

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; 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; 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, 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 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 issues, including the impact of the evolving conflicts in the Middle East and Russia/Ukraine; the impact of sanctions imposed on, or other actions taken by the U.S. or other countries against, Russia or China; 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.

Today's agenda

Connecting Our Past, Present and Future

John Engel, Chairman, President and Chief Executive Officer

9:00 – 10:00

Tech-Enabled Business Transformation

Akash Khurana, Executive Vice President and Chief Information and Digital Officer

Connecting and Protecting the World

Bill Geary, Executive Vice President and General Manager,
Communications and Security Solutions

10:00 – 10:20

BREAK

Panel Discussion: Ingenuity Delivered

Solutions, Services, and Business Transformation

10:20 – 11:30

Powering the Path to the Future

Dave Schulz, Executive Vice President and Chief Financial Officer

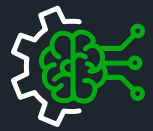
Question & Answer Session



Connecting Our Past, Present and Future

John Engel / Chairman, President and Chief Executive Officer





Wesco is leveraging its **sustainable value creation** generating attractive returns with significant multiple expansion opportunity

Why invest in Wesco

Key elements of our investment thesis

Market leader serving attractive end-markets

01

Best positioned to deliver outsized growth due to the secular trends of AI-driven data centers, increased power generation and demand, electrification, IoT/automation and reshoring

Significant cash generation to invest in additional services and acquisitions

02

Capital prioritized to invest in M&A, while supporting a consistent stock buyback program and increasing dividends

Business transformation to drive efficiencies and expand margins; enabled by digital ecosystem

03

Will enable Wesco to accelerate our growth through greater cross-sell, expand our margins through pricing and operating leverage, and increase our speed to value for future acquisitions

Our evolution and strategic priorities drive superior financial results

EVOLUTION

Since its 1999 IPO, Wesco has evolved:

From \$3B and 3% EBITDA in first five years to \$22B and 7%+ adjusted EBITDA in 2023



STRATEGIC PRIORITIES

- **Accelerate Services and M&A**
Expand products and services to high growth customers and end-markets
- **Complete digital transformation**
Unlock power of our big data for Wesco, customers and suppliers
- **Leverage scale and portfolio**
Products + services = solutions



DRIVING SUPERIOR RESULTS

- **Organic sales growth above market**
- **Margin expansion through scale, operating efficiencies and digital capabilities**
- **Accelerated sales and profit growth through M&A**

Wesco's "digital first" culture and agile organization are enabling the company's vision to become the best tech-enabled supply chain solutions provider in the world

Wesco is a leading supply chain solutions provider with global capabilities



\$21.4 billion in sales¹



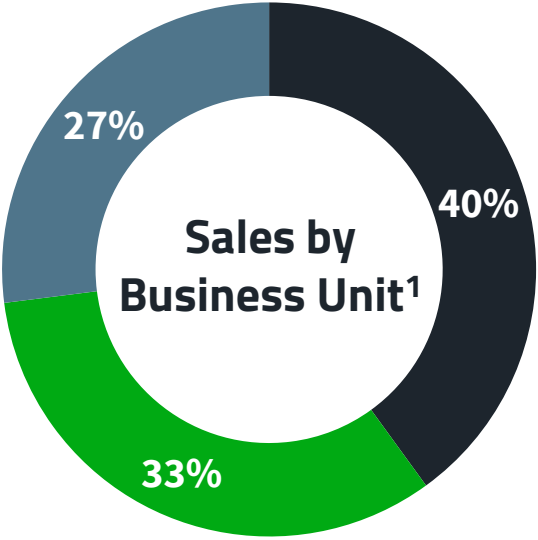
1.5 million products



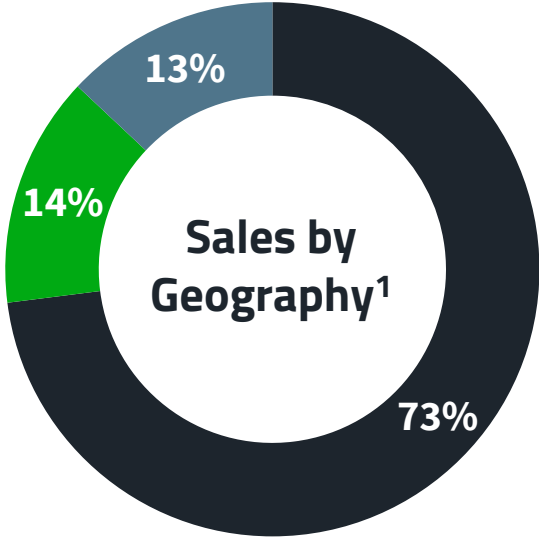
140,000 customers



~800 locations



■ EES ■ CSS ■ UBS



■ US ■ Canada ■ Rest of World

End-Markets

- Utility
- Construction
- Network Infrastructure & Broadband
- Security
- Industrial
- OEM
- Data Center

Services

- Advisory Services
- Installation Enhancement
- Project Deployment
- Supply Chain Services



¹ Sales amounts and percentage are on a trailing twelve-month (TTM) basis through June 30, 2024, and exclude \$583 million of sales from the Integrated Supply business which was divested as of April 1, 2024.

Scale and solutions offerings drive competitive advantage

Providing solutions across supply chain needs:

Key customer needs drive demand

Long-term relationships and trust drive customer interactions

Delivering comprehensive solutions by bundling services and products

Full range relationship increasingly important as project complexity increases

Wesco is best positioned in attractive industry verticals:

Full range supplier across electrical, utility and data communications markets

Global capabilities

Broadest supplier relationships creating complete assortment

Strong services offering, bundled with products

Strong profitability with upside to margin profile



As a market leader, Wesco has the **most complete product and services portfolio**, with scale and skills competitors can't match

Led by an experienced management team



John Engel

Chairman, President and
Chief Executive Officer



Jim Cameron

EVP and GM, Utility and
Broadband Solutions



Bill Geary

EVP and GM, Communications
and Security Solutions



Akash Khurana

EVP and Chief Information
and Digital Officer



Diane Lazzaris

EVP and General Counsel



Hemant Porwal

EVP, Supply Chain
and Operations



Dave Schulz

EVP and Chief
Financial Officer



Nelson Squires

EVP and GM, Electrical
and Electronic Solutions



Kim Warne

SVP and Chief
Marketing Officer



Chris Wolf

EVP and Chief Human
Resources Officer

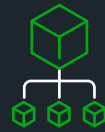
Multiple drivers to future sustained outperformance



Translating our mission and vision into solid financial performance through foundational strategies:



Digitalization



Expand scale and capabilities



Deliver strong, sustained financial performance



Earnings compounder through M&A

A technology-enabled business transformation

Examples of Wesco's digital transformation impact

Across the value chain, our transformation is a win-win for customers, suppliers and our business



Technology

Flexible tools and open architecture enables faster updates

Enabled

Sales representatives have a complete view of the customer relationship

Business Transformation

Tools and capabilities that separate us from our peers

Progress update on our digital transformation



Status

More than halfway complete on our technology and capabilities build

Most difficult technical components are **behind us**

Benefits

Tangible improvements for customers and suppliers

Tech-enabled business transformation

- Greater cross-sell
- Lower costs
- Expanded margins

Capabilities

AI-powered analytics, process automation, demand forecasting, working capital efficiency

Faster acquisition integration and speed to value



Compounding value through growth engine

Multiple stages driving sustained outperformance



Multiple drivers of long-term 10%+ EBITDA margin target

MULTIPLE
DRIVERS OF
PROFITABILITY

7.0%–7.3%¹
2024 Outlook



Sales and operating
leverage

Gross margin
expansion

Digital
Transformation



Acquisitions



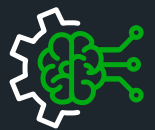
10%+

Gross margin drivers

- Pay-for-performance
- Systems and dashboards
- Sales processes and playbook
- Expanded services offerings

EBITDA margin drivers

- Benefits of scale
- Operating leverage
- Digital Transformation
- Acquisitions



Wesco is leveraging its **clear and sustainable drivers of value creation** generating attractive returns



wesco

The roadmap to the future

- 01 Capturing benefits of our Digital Transformation**
More than halfway complete on our technology and capabilities build; the financial and strategic benefits will enable our long-term targets
- 02 Progressing toward our 10%+ EBITDA margin**
We are focused on our target by 2030+, with multiple drivers for taking margins higher after ~200 bps improvement since 2019
- 03 Generating strong and consistent cash flow**
We target free cash flow conversion of 100% through the cycle, in line with historical performance
- 04 Strategic capital deployment will substantially accelerate growth and margin expansion**
Executing our M&A strategy within an approach that also allocates capital for internal investment and return of cash to shareholders

Tech-Enabled Business Transformation

Akash Khurana / Executive Vice President and Chief Information and Digital Officer





Digital transformation enables a stronger, more flexible company **to drive accelerated growth and profitability**

Key takeaways

01 **Succeeding in building new digital capabilities**
Investment in digital transformation is as planned and shifting to driving benefits through internal change management

02 **Creating substantial value at both ends of the supply chain**
Increased efficiency drives benefits to customer and suppliers through reduced costs and increased growth

03 **More than halfway complete on our technology and capabilities build**
The key parts of the IT platform are in place, representing an upgrade and unification of our infrastructure

04 **Enables faster growth through M&A and improved sales effectiveness and cross-sell**
Benefits from our transformation underpin our confidence in reaching the long-term financial targets

Our digital transformation is creating wins for all stakeholders

Creates competitive advantage

Creates value for suppliers and customers

Makes it easier to do business with Wesco

Deepens the customer relationship

Enables rapid integration of acquisitions



Technology as an enabler

Focused on driving internal efficiency and stronger relationships



Building capabilities

Leveraging data, AI and digital tools for the right customer-centric solutions



Evolving, modernizing, secured

Consolidating around one advanced digital infrastructure

Benefits of digital transformation across the value chain

Enabling benefits for customers and suppliers

Suppliers



Enables more accurate demand signals throughout the value chain, consolidating volumes in efficient channels and accelerated working capital velocity



Enhanced growth opportunities through visibility on cross selling, internal efficiency gains from reduced organization complexity, platform for accelerated organic growth and acquisitions

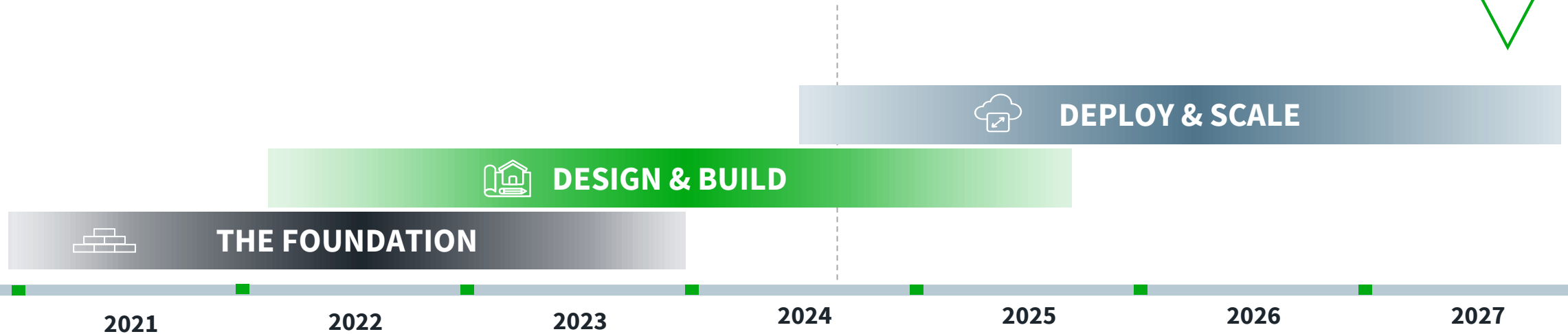


Customers

Stepped up integration with customers for improved order management and inventory visibility, integration of products with wider range of Wesco services

Digital transformation touches all parts of the value chain
enabling efficiency gains across the company and our partners

Digital transformation more than halfway complete



~\$500 million budget for Digital Transformation (2021-2027)

*More than halfway complete on our technology and capabilities build
Remaining funds to support completion of design & build work along with deployment*

Foundation spend includes:

- A best-of-breed technology footprint
- Master Data Management and Data Lake hydration
- Portfolio of digital products
- Core enterprise systems

Design & Build spend includes:

- Modern tech stack
- Consolidated IT operations and application support providers
- Full scale automation across development, security and operations

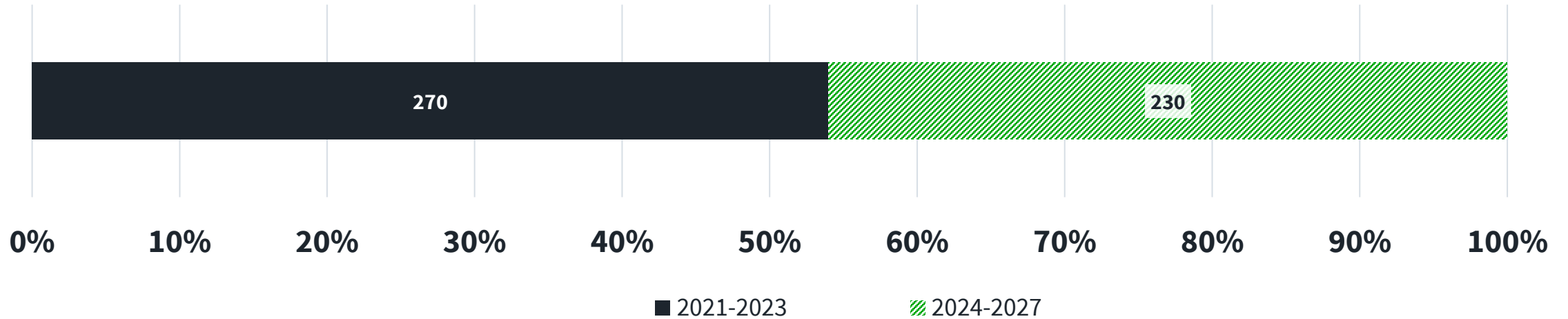
Deploy & Scale spend includes:

- Successful MVP build in 2024
- Conversion and rollout of systems
- Embedding digital products
- Future focus is on deployment and change management

Project spend more than halfway complete

Further deployment in 2025

Total Project Spend
(\$ in millions)



Project plan, execution and spend on track

Improvements across our technology landscape

ENTERPRISE SYSTEMS



FRONT OFFICE

Responding to market opportunities, enabling superior customer service and sales effectiveness



MID OFFICE

Operational excellence across demand, supply, inventory, warehouse and logistics



BACK OFFICE

Streamlining and automating internal processes and systems like HR and Finance

DIGITAL SYSTEMS AND SERVICES



OMNICHANNEL

Innovating the customer experience, boosting revenue and competitive edge



DIGITAL PLATFORMS

A digital platform and ecosystem enabling collaboration and deliver of IoT solutions



DIGITAL PRODUCTS

Creating new opportunities, integrations and service differentiators

Enterprise Data Lake

Data Ingestion, Transformation, Quality and Governance

Customer and Industry
Data Sets



Wesco's
Data Sets



Supplier
Data Sets

Our data unlocks the full power of the digital transformation

Correlating data sets from across the value chain gives **unprecedented insights into the value chain**



An environment built to leverage AI technologies

Provide insights through analytics, maximizes the use of our data assets and utilizes our digital platform to develop new data-driven capabilities and solutions

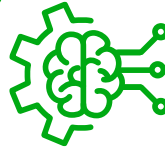
Benefits to expand our competitive advantage

Strengthens our
confidence in achieving
long-term targets



Internal efficiencies and savings

- Reduced SG&A by removing organizational complexity
- Working capital efficiencies
- More efficient mix focus to support gross margins



Cross-sell growth opportunities

- Unified sales desk gives visibility to customer demand across full assortment and inventory, enabling cross-selling
- Strengthened integration across business units offering One Wesco to customers
- Wesco Global Data Center group pulls together competencies across divisions servicing this growing customer group



Integrations of acquisitions and new digital applications

- Unified platform to enable faster integration of acquisitions
- Improved visibility on costs to drive more rapid synergy realization
- AI to enable operational efficiency and customer solutions



Customers

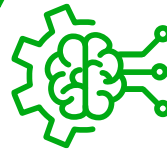
Tangible benefits for our customers

Providing more meaningful,
value-added relationships



Integrated capabilities

- Integrated delivery management
- Reduced cost of serving complex demand
- For a food manufacturing customer, integrated digital commerce across channels to create better spend management controls



Simplified ordering and inventory insight

- Visibility of Wesco inventory alongside customers
- Automatic re-ordering from customer
- Same-day order and delivery for global software company using API stack



Current services beyond the product

- Integrated storeroom management
- Customized solutions: kitting and assembly
- Technical expertise: product and application training



Suppliers

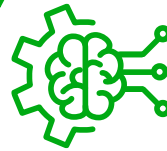
Suppliers get better demand visibility

Wesco can be a better partner to our suppliers by providing inventory information and demand generation



Supplier integration

- More accurate demand signals
- Consolidating volumes in efficient channels
- Increased supply chain flexibility through better integration



Drive efficiency gains

- Optimizes rebates through consolidated volumes
- Reduces distribution costs through supply chain efficiency
- Streamlines global supply chain logistics opportunities



Working capital benefit

- Improves inventory locations to drive flexibility
- Centralized real-time inventory data to be accessible to multiple users
- Accelerate inventory receiving procedures



Being the best tech-enabled supply chain solutions provider

01

Enhanced customer experience

Our digital transformation will revolutionize our productivity, safety and customer experience

02

Operational efficiency

Automated processes and standardized best practices to ensure on-time availability of data, goods and services

03

Leveraging our data

Equipping our sales teams and customers with analytics and informed recommendations, enabling better decision-making

04

Innovation and agility

A digital platform that enables continuous improvement, service delivery, AI driven insights and shared opportunities

05

Future products and services

Collaboration and delivery of digital products to help ensure we all stay ahead in a rapidly evolving digital landscape



Digital transformation enables a stronger, more flexible company **to drive accelerated growth and profitability**

Connecting and Protecting the World

Bill Geary / Executive Vice President and General Manager, CSS





Best in class capabilities in the rapidly growing data center space

01

Wesco is already capturing the large and growing data center opportunity

Multiple underlying trends are accelerating growth

02

We have powerful and complete solutions that address critical customer needs

Global capabilities with solutions that cover the entire data center, including power, gray space and white space

03

Capitalizing on our unique competitive advantages

Capitalizing on the full Wesco portfolio to deliver integrated solutions across all data center customers

04

Delivering unmatched solutions of products and services

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

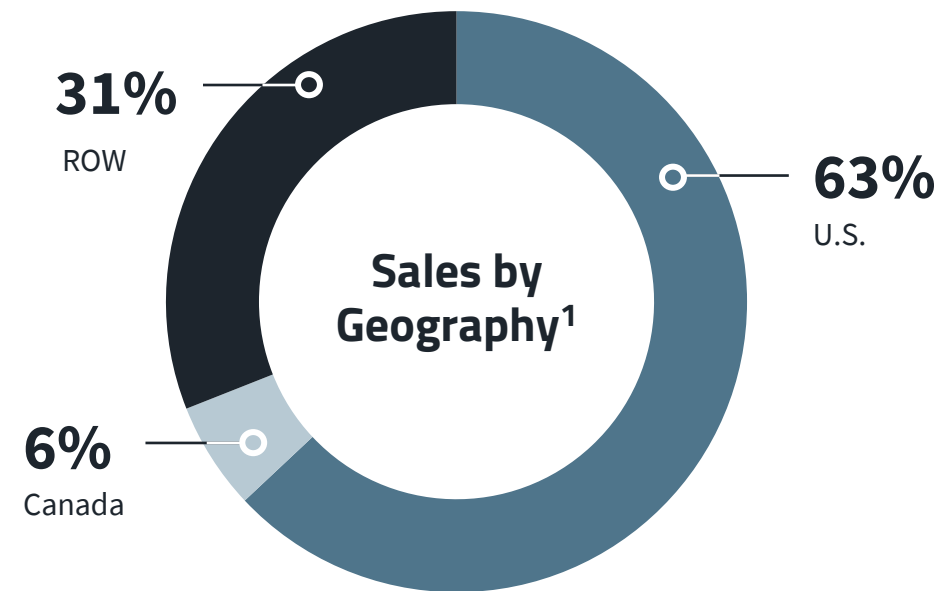
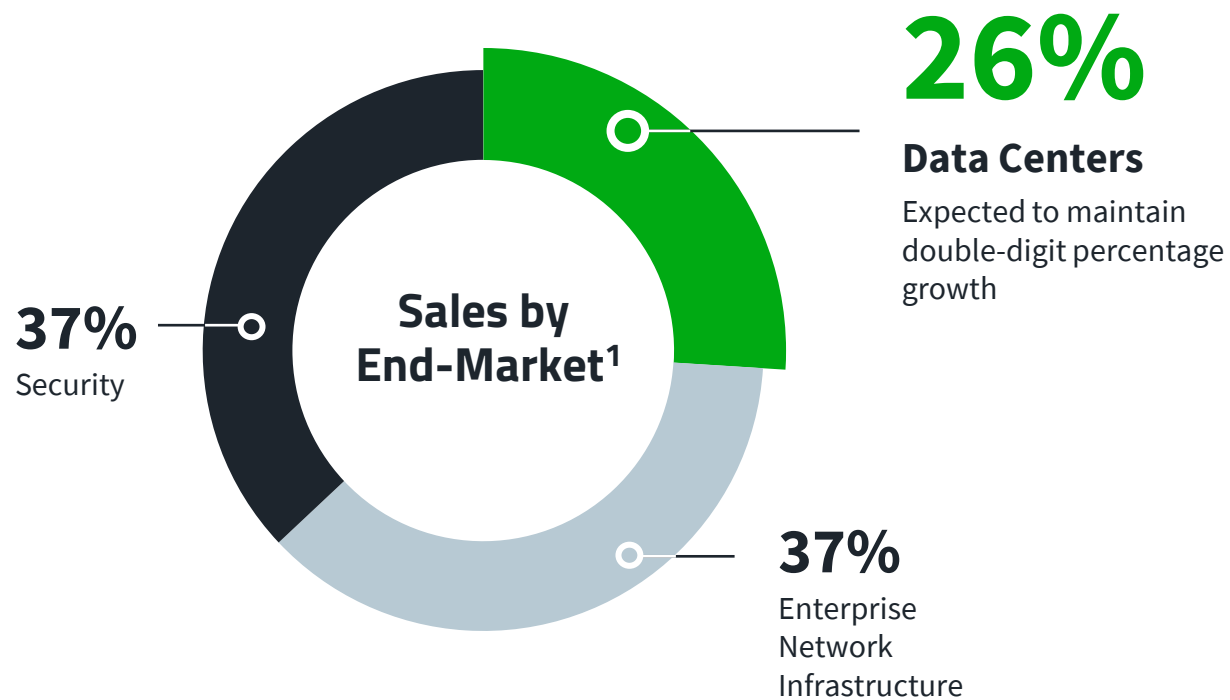


Wesco's size, reach and capabilities
enable end-to-end data center solutions



Communications & Security Solutions (CSS)

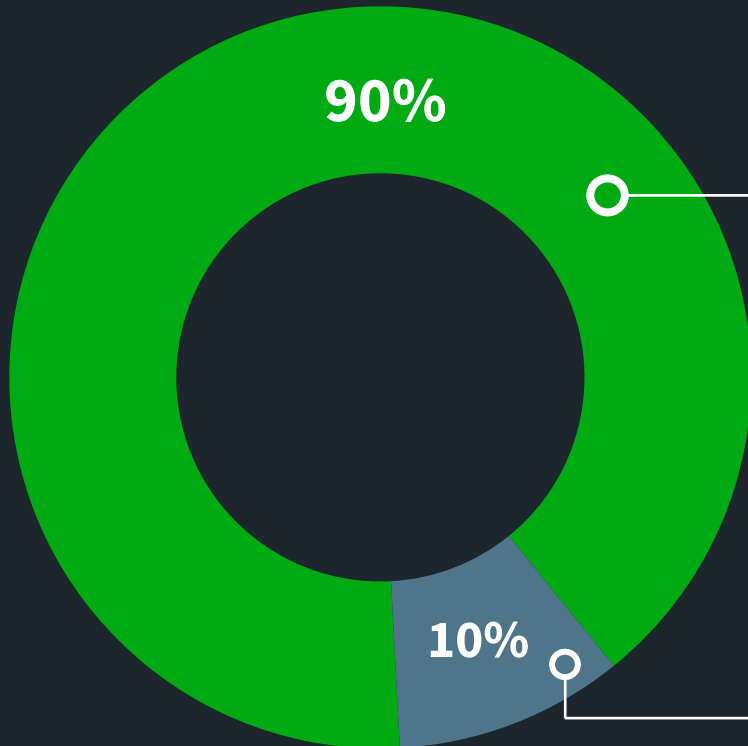
Delivering comprehensive solutions that provide 24/7 connectivity



¹ Sales percentages are on a trailing twelve-month (TTM) basis through June 30, 2024.

Full solutions offering for all customer applications

Customer Sales Mix



Hyperscalers

(and Emerging Cloud)

- 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

Enterprise

- Data centers owned and operated by a single organization

Long-standing experience with enterprise centers

- Wide range of smaller scale projects and volumes

Continued growth in data centers

Long-Term Opportunity

Underpinned by Strong Drivers

Cloud Computing

Automation

Edge Computing

AI

Accelerating Data and Analytics

Growing Today

160%

Expected growth in data center power demand between 2023 and 2030 in the U.S. ¹

8%

Of U.S. power demand is expected to come from data centers in 2030 versus 3% in 2022 ¹

Strong Foundation

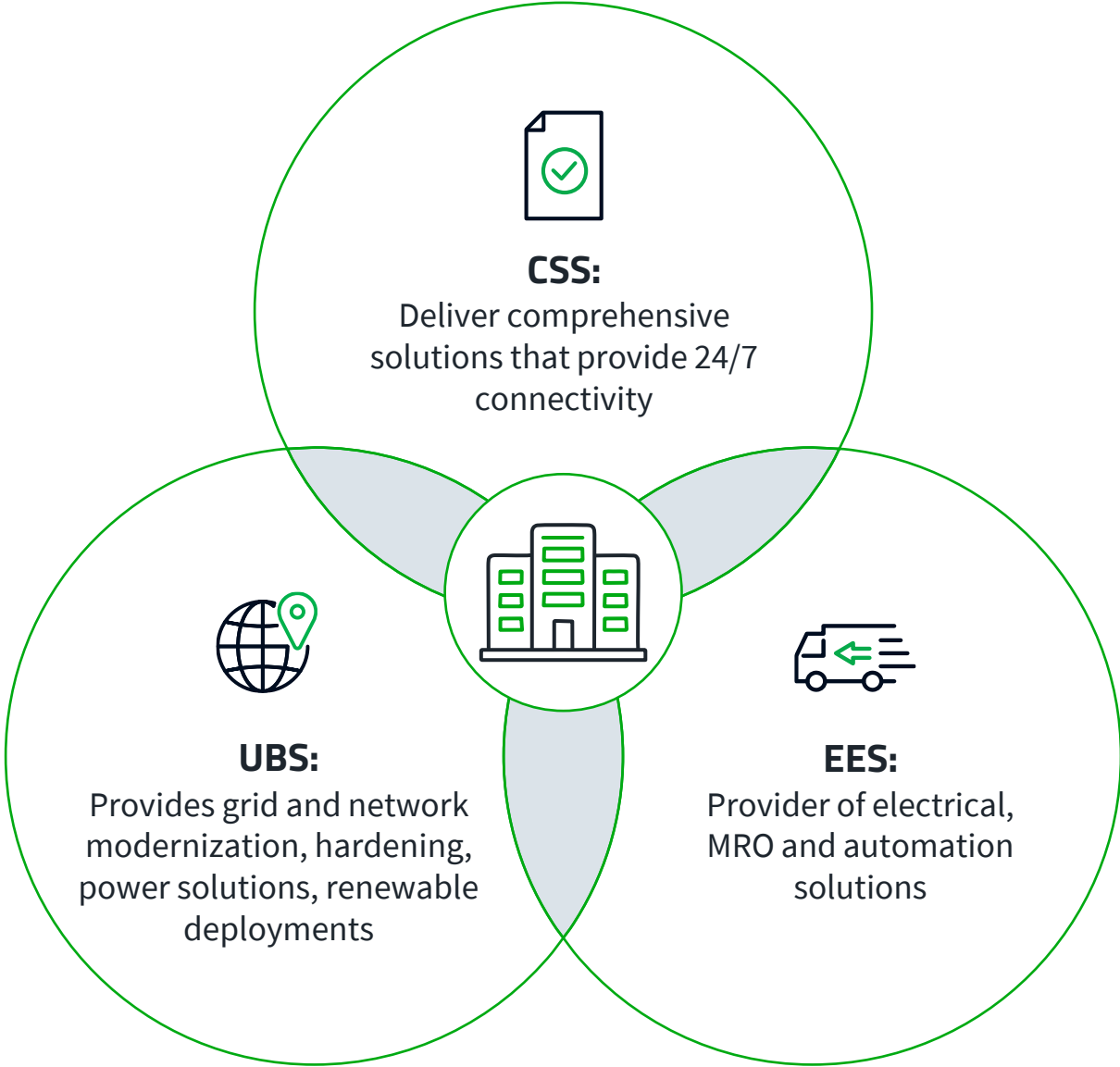
Acquired Rahi Systems in 2022; **Expanded customer base and improved customer intimacy**

Wesco has grown its data center business share of sales

to 10%

Leveraging all three SBUs to drive data center opportunity

Wesco has an integrated offering with a range of capabilities for all stages of data center design, development, deployment, operations, maintenance and support



Gray space addressable market is 3-4 times the white space addressable market

Wesco has unique differentiators for data center customers

Unmatched depth and breadth of products and services

01

Expansive Product and Services Portfolio

Technology, solutions, products and services

Comprehensive Expertise

Crossing gray and white spaces, our scale and breadth of capabilities are key advantages for hyperscale customers

03

Global Ecosystem

Leveraging best-in-class contractors, integrators, installers and suppliers across the entire Wesco ecosystem

Holistic Solutions

End-to-end global services, solutions, capabilities and offerings, project and life cycle management

05

Trusted Partner

Building customized solutions for all customer types (hyperscale, enterprise, MTDC, etc) to support their long-term operations and initiatives

02

04

Offering the most complete set of capabilities in all stages of the data center life cycle

The most complete supply chain provider for data centers



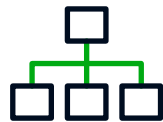
Leveraging our strength in the white space to **strengthen position in the larger gray space**



Embedding services with the product offering for **rapid deployment of projects**



Servicing customers globally is increasingly a competitive advantage

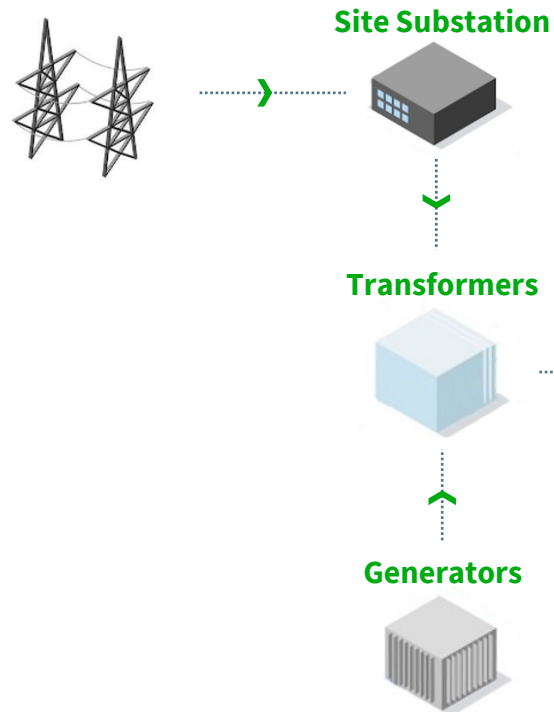


Partnering with industry's leading suppliers enables complete solutions with unmatched reliability

Five-to-seven year data center construction cycle

3-5 Years Time to Power

- Land acquisition with access to power
- Transmission lines to a substation for site
- Generator sets to enable backup power
- Transformers to data center



1-2 Year Construction Period

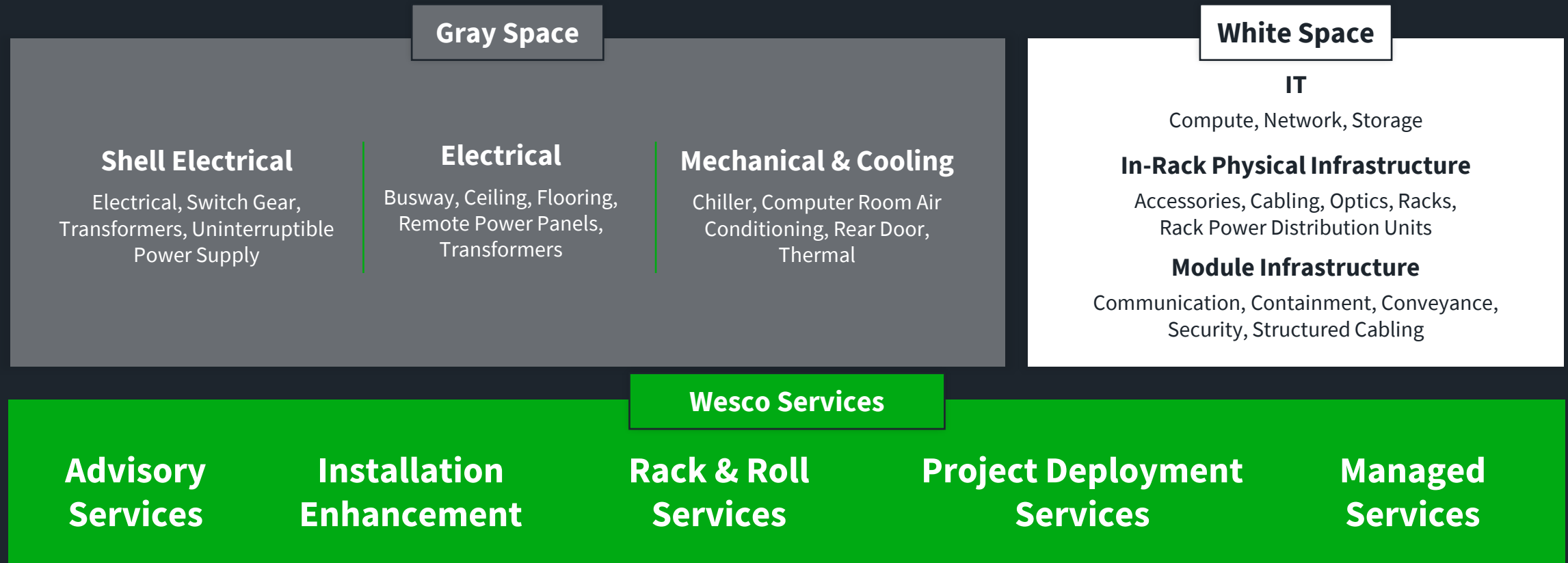
- Civil construction
- Mechanical, plumbing and electrical equipment
- Electrical distribution inside data hall
- Data center electronics and connectivity
- Commissioning



gray space

white space

Our solutions cover the full data center life cycle



Ongoing support through a complete range of services

Complements products across every stage of development

Our service offerings enables us to **provide ongoing support** in modification (retrofit and renovation) and **through every phase of the value chain**

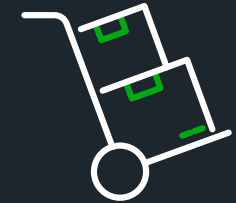
Key Service Offerings

- Advisory services
- Engineering and design
- Technology selection
- Kitting, staging and multi-site deployment
- Global logistics and project coordination
- Rack & roll
- Managed services
- Migration services
- Smart hands
- Energy audits
- Global network of certified installation partners

Offering products from the industry's leading suppliers

Enabling the full assortment for data center customers

Key Supplier Partners



Wesco offers data center customers **consolidated access to leading suppliers** across the full range of products



Best in class capabilities in the rapidly growing data center space

01

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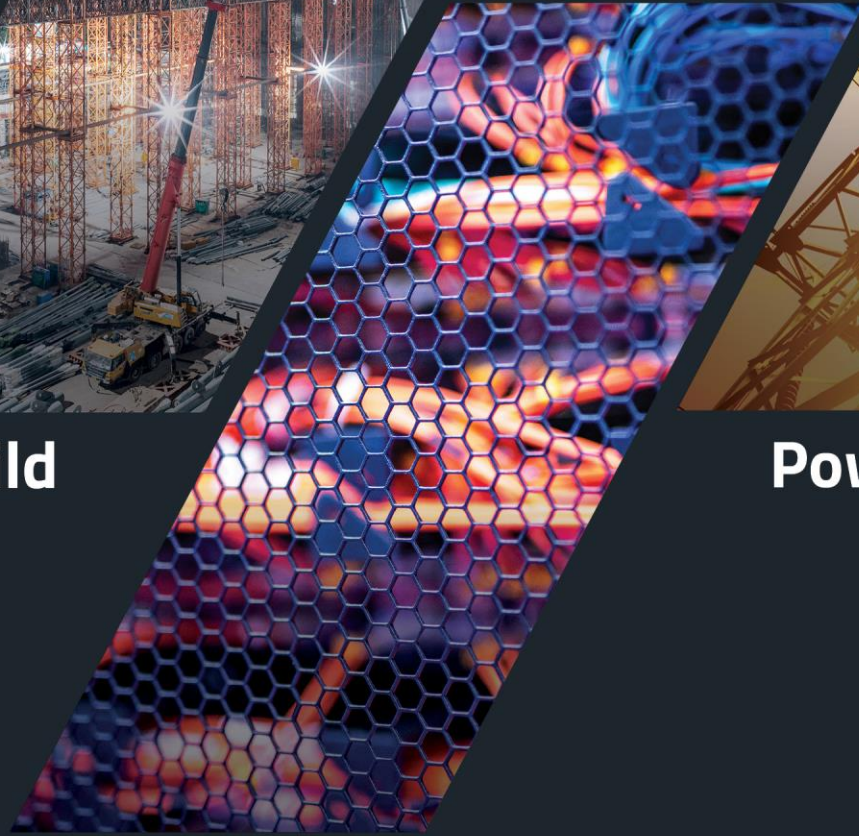
Wesco's size, reach and capabilities
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Break



Build



Connect



Power



Protect

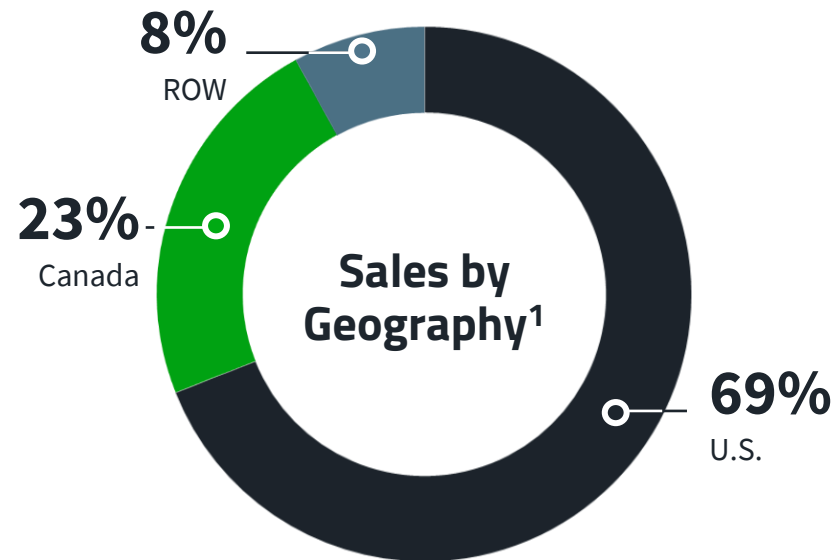
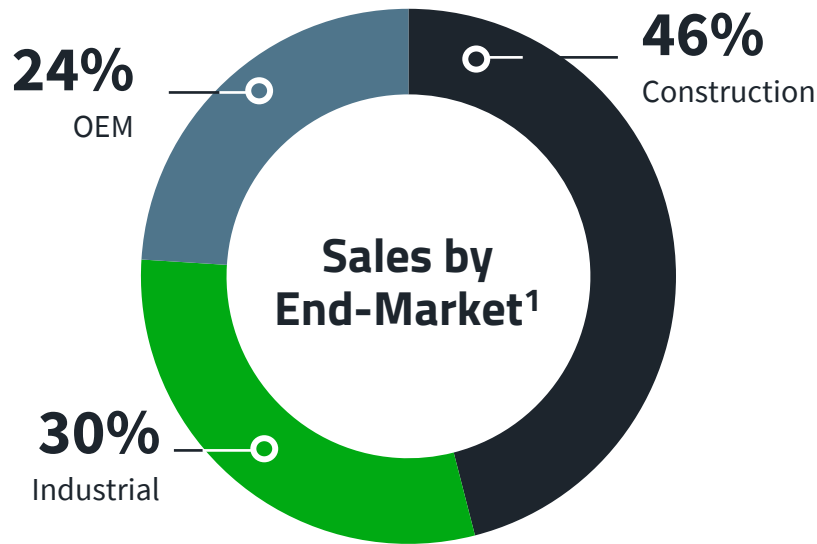


Ingenuity Delivered

Solutions, Services, and Business transformation



Electrical & Electronic Solutions (EES)



Segment Overview

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

Industry Leading Scale Scope



\$8.5B TTM sales¹



50+ Countries

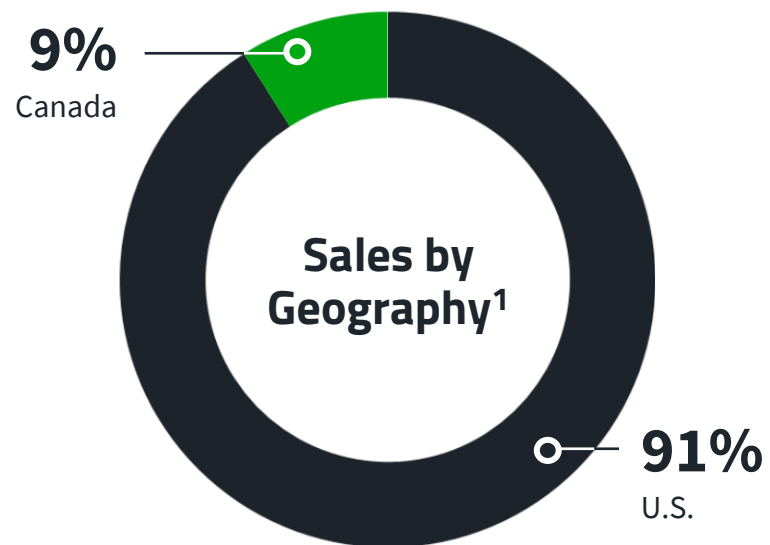
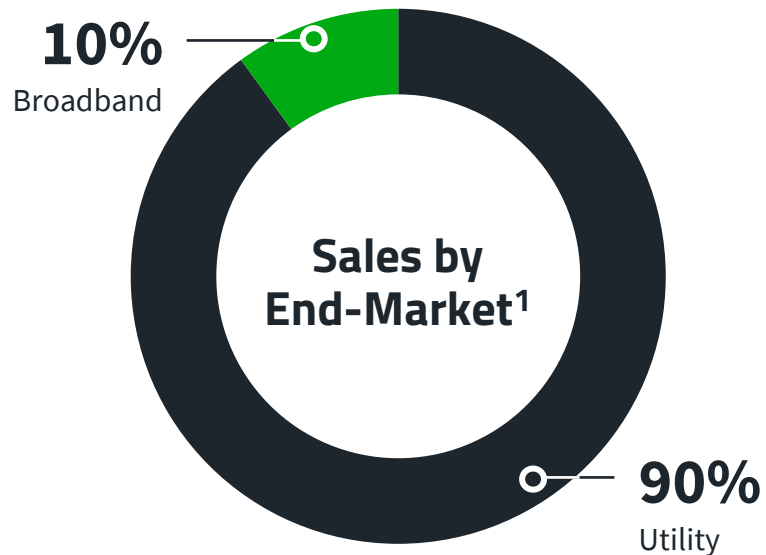


#1 Electrical Distributor in North America



¹ Sales amounts and percentages are on a trailing twelve-month (TTM) basis through June 30, 2024.

Utility & Broadband Solutions (UBS)



Segment Overview

- Services and solutions for investor-owned utilities, public power companies and municipalities, as well as contractors that service these customers
- Complete solutions for service providers, broadband and wireless customers
- Leading provider of grid and network modernization, hardening, renewable deployments, smart technologies

Industry Leading Position and Value Proposition

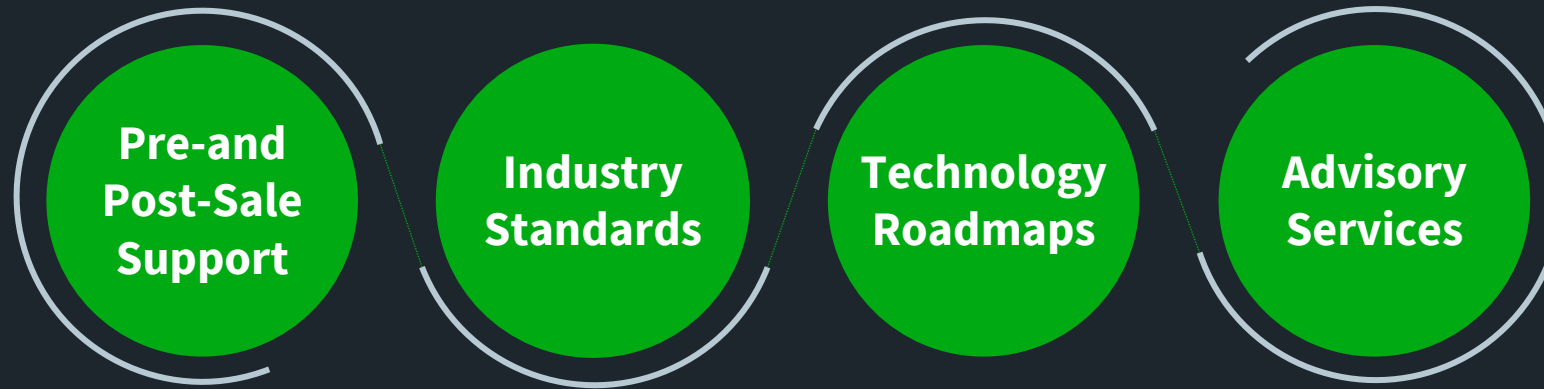


\$5.7B TTM sales¹



#1 Utility and Broadband Distributor in North America

Global technology and support services (TSS)



Domain Expertise

- Broadband
- Connected devices
- Data center
- Edge computing
- Electrical power systems
- Electrical wire and cable
- High-density cooling
- Network infrastructure
- Physical security
- Wireless and cellular networks (5G)

Advisory Services

- Application engineering
- Building subsystems
- Codes and standards interpretation
- Design and specification
- Education and training
- High-density infrastructure advisory
- Infrastructure advisory
- Proof of concept (POC) development
- Technology assessments
- Technology strategy

Partnering with our customers on grid services

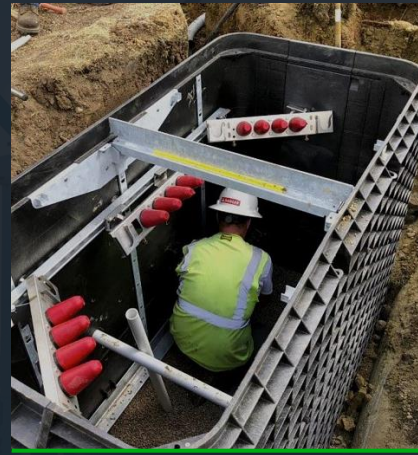
Managing large-scale and complex infrastructure projects for various industries



**Asset & Inventory
Management**



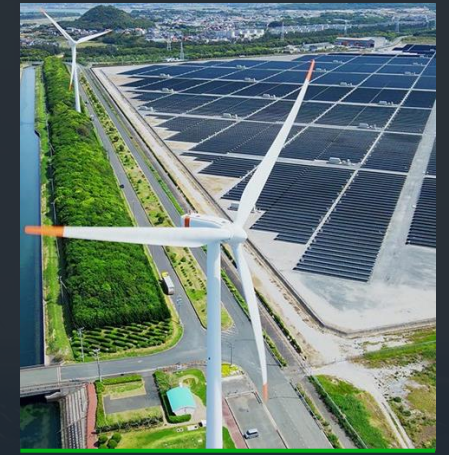
**Grid
Modernization
Program Services**



**Underground
Materials Supply**



**Project Site
Services**



Renewables

A global leader in wire and cable

Services

Expert team of specification specialists

Applications engineering

Cable assembly / site readiness

Electrical contractor support

Certification and compliance

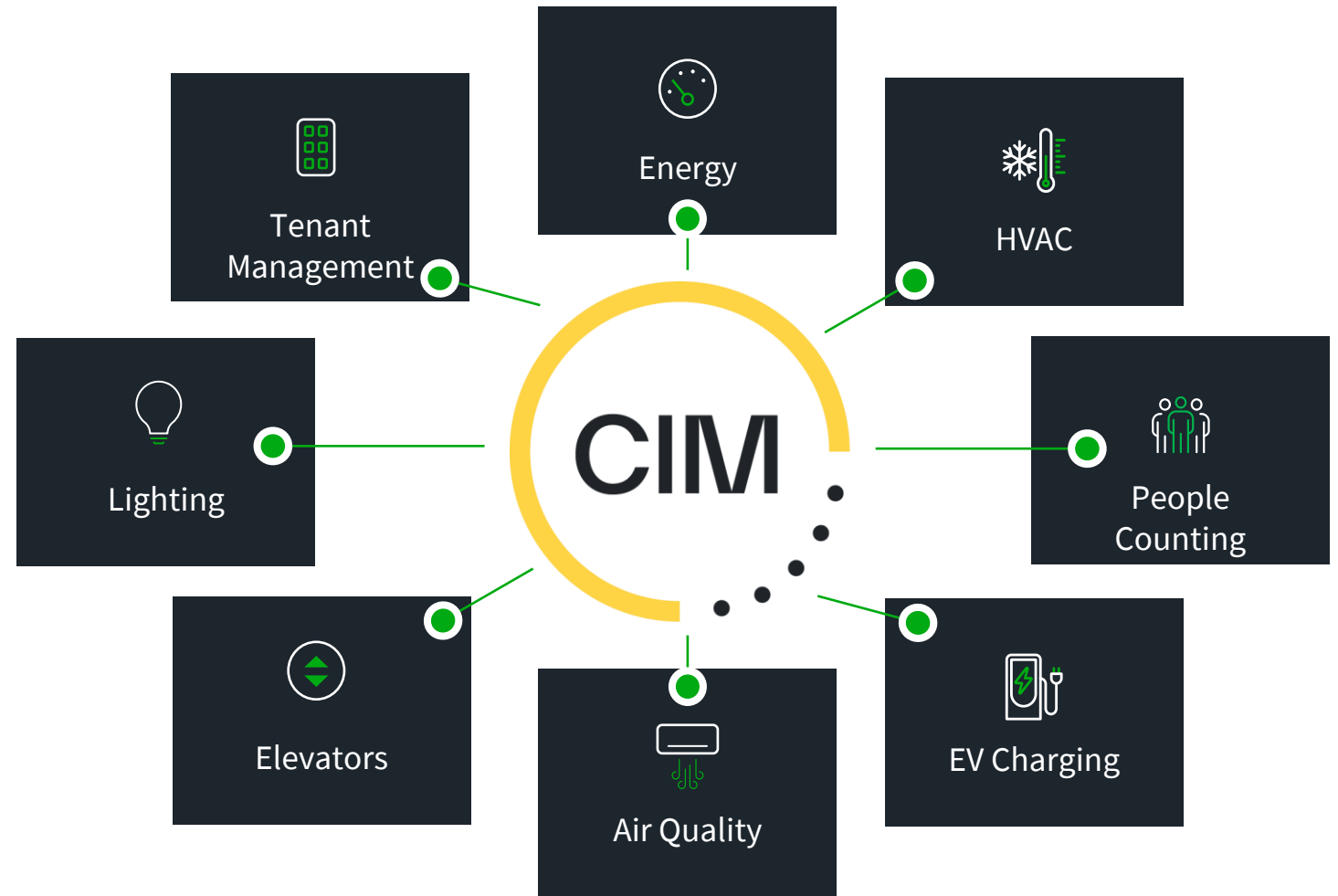
Site preparation, project deployment
and value-add services



Wesco sold enough wire and cable in 2023 to **circle the globe more than ten times**



entrocIM offers solutions that drive product sales



Acquiring solutions or capabilities to advance our strategy

An example of leading with solutions to drive product sales

Enables building managers to connect IoT devices and services to one Central Intelligence Manager (CIM)

Improvements across our technology landscape

ENTERPRISE SYSTEMS



FRONT OFFICE

Responding to market opportunities, enabling superior customer service and sales effectiveness



MID OFFICE

Operational excellence across demand, supply, inventory, warehouse and logistics



BACK OFFICE

Streamlining and automating internal processes and systems like HR and Finance

DIGITAL SYSTEMS AND SERVICES



OMNICHANNEL

Innovating the customer experience, boosting revenue and competitive edge



DIGITAL PLATFORMS

A digital platform and ecosystem enabling collaboration and deliver of IoT solutions



DIGITAL PRODUCTS

Creating new opportunities, integrations and service differentiators

Enterprise Data Lake

Data Ingestion, Transformation, Quality and Governance

Customer and Industry
Data Sets



Wesco's
Data Sets



Supplier
Data Sets



Key takeaways

01

Overview of our businesses

Providing products from leading suppliers and services that solve customer challenges in a variety of industries

02

Expertise in services and solutions

Partnering with our customers to provide customized solutions, improving labor efficiency and driving sustainable cost savings

03

M&A supplements our service offerings

Through entroCIM, we added capabilities that advance our strategy that drives product sales

04

Digital investments enable business transformation

Increased efficiency drives benefits to customer and suppliers through reduced costs and increased growth

Powering the Path to the Future

Dave Schulz / Executive Vice President and Chief Financial Officer

Wesco's long-term performance goals remain consistent

Achieving long-term financial targets drives multiple expansion

5%–8% sales growth

4%–6% organic 1%–2% M&A

EBITDA growth 2x sales

Return on Net Assets expansion

100% FCF conversion

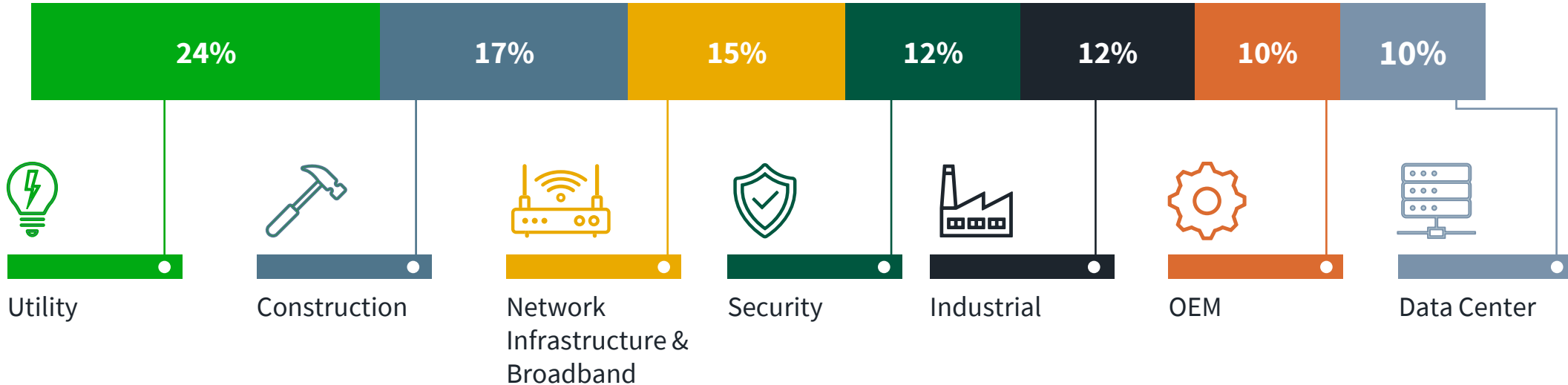
through the cycle



**Management compensation
aligned to external targets**

Diversification across high-growth end-markets

Broad capabilities set the path for our next chapter



Reaffirming 2024 outlook

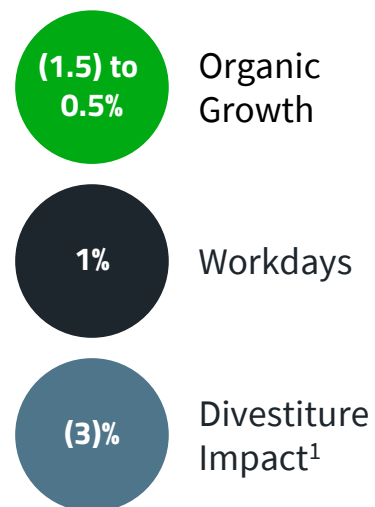
(3.5)%–(1.5)%
Reported sales growth

7.0%–7.3%
Adjusted EBITDA margin²

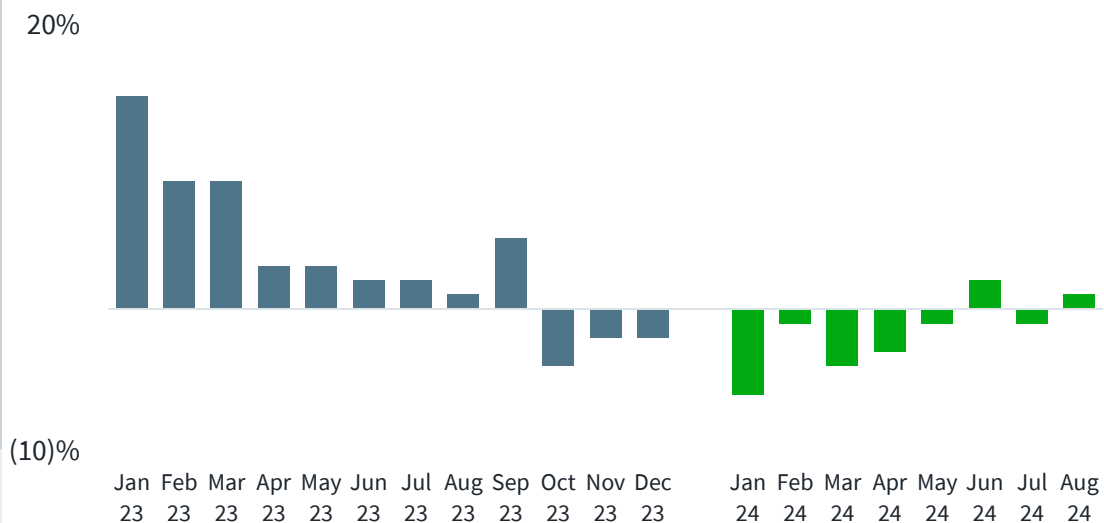
\$12.00–\$13.00
Adjusted earnings per share

\$800 million–\$1 billion
Free cash flow

Drivers of 2024 growth



Organic Sales Growth



	Q3 Outlook ³	Q3 Update
Reported Sales	Down LSD to flat sequentially	On track
EBITDA %	~In-line sequentially	Tracking slightly below Q2



¹ Integrated Supply business divested as of April 1, 2024.

² See appendix for non-GAAP definitions and reconciliations.

³ Outlook provided as of August 1, 2024.

Reliable cycle of value creation

Topline growth and operating leverage drives earnings expansion



Compounding Value Creation

Long-term Growth

4%–6%

Organic Sales Growth

5%–8%

Sales Growth with M&A



Margin Expansion

~14%

Incremental Adjusted EBITDA¹ Margin



EBITDA Growth

2x Sales Growth

Sustainable Cash Flow Generation Over the Long Term

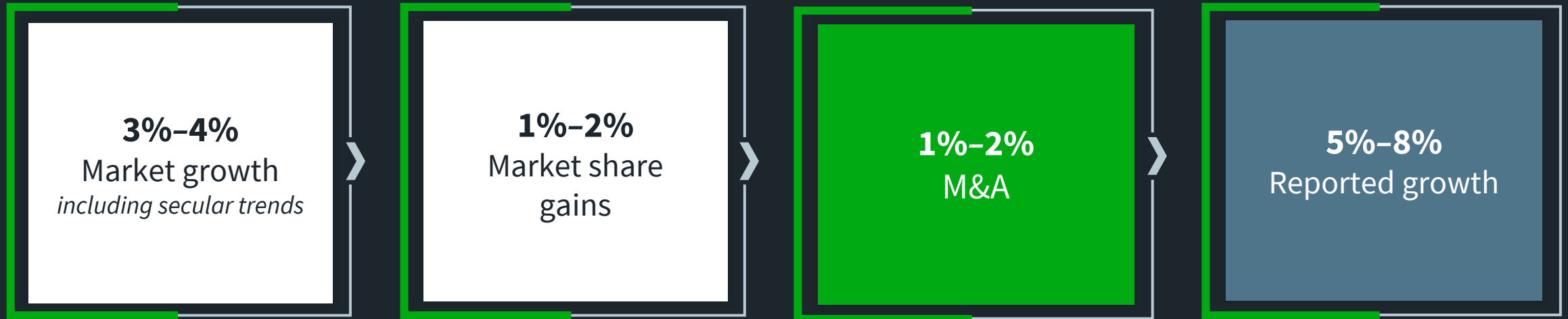
Invest Organically for Above Market Growth

Accretive Acquisitions and Return of Capital to Shareholders

¹ See appendix for non-GAAP definitions and reconciliations.

Drivers of long-term sales growth

Secular trends and market outperformance



Base market growth supplemented by secular growth trends:

Electrification

Automation
and IoT

Green energy
and grid
modernization

24/7 connectivity
and security

Supply chain
consolidation and
relocation to
North America

Digitalization
and AI

Driving toward mid- and long-term EBITDA margin expansion



Mid-Term

2025 – 2027

4-6% Growth	20-30 bps EBITDA margin / year
3-5% Organic ~1% M&A	<ul style="list-style-type: none"> • Operating Leverage • Gross Margin improvement
4-6% Reported	

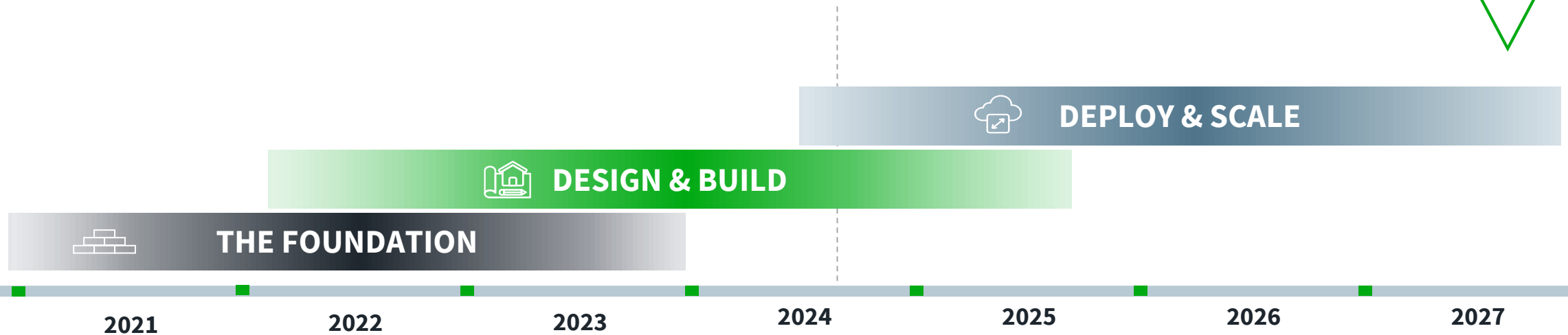
Long-Term

2028 – 2030+

5-8% Growth	40-50 bps EBITDA margin / year
4-6% Organic 1-2% M&A	<ul style="list-style-type: none"> • Digital Transformation • SG&A Efficiencies • Cross Sell • M&A
5-8% Reported	

Target
10%+

Digital transformation more than halfway complete



~\$500 million budget for Digital Transformation (2021-2027)

*More than halfway complete on our technology and capabilities build
Remaining funds to support completion of design & build work along with deployment*

Foundation spend includes:

- A best-of-breed technology footprint
- Master Data Management and Data Lake hydration
- Portfolio of digital products
- Core enterprise systems

Design & Build spend includes:

- Modern tech stack
- Consolidated IT operations and application support providers
- Full scale automation across development, security and operations

Deploy & Scale spend includes:

- Successful MVP build in 2024
- Conversion and rollout of systems
- Embedding digital products
- Future focus is on deployment and change management

Cash generation provides capital allocation catalyst

~\$3B free cash flow from 2025-27 target

Free Cash Flow Target



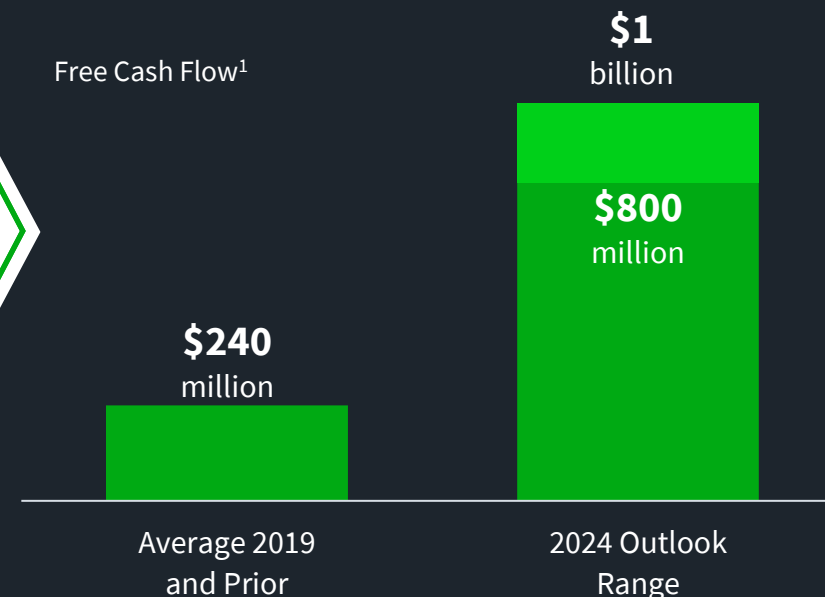
~\$3 Billion

Cumulative FCF 2025-2027

Drivers of Free Cash Flow

- **EBITDA growth** from sales and margin improvement
- **Progress** on driving working capital days back to 2021 levels
- **Capex** stable and fully funds digital transformation
- **Lower leverage** within updated target range

Free Cash Flow¹



Step Change in Free Cash Flow

Capital allocation framework

Leveraging strong cash generation to drive operational performance, portfolio transformation and returns to shareholders

Operating Cash Flow

ORGANIC INVESTMENT

Investment in capex and opex to drive organic growth

FREE CASH FLOW

Acquisitions, return of cash to shareholders and debt paydown

~\$3 billion
Over next three years

VALUE ACCRETIVE M&A and OPTIONALITY

Top priority is M&A, followed by additional share repurchase and debt paydown

~75%

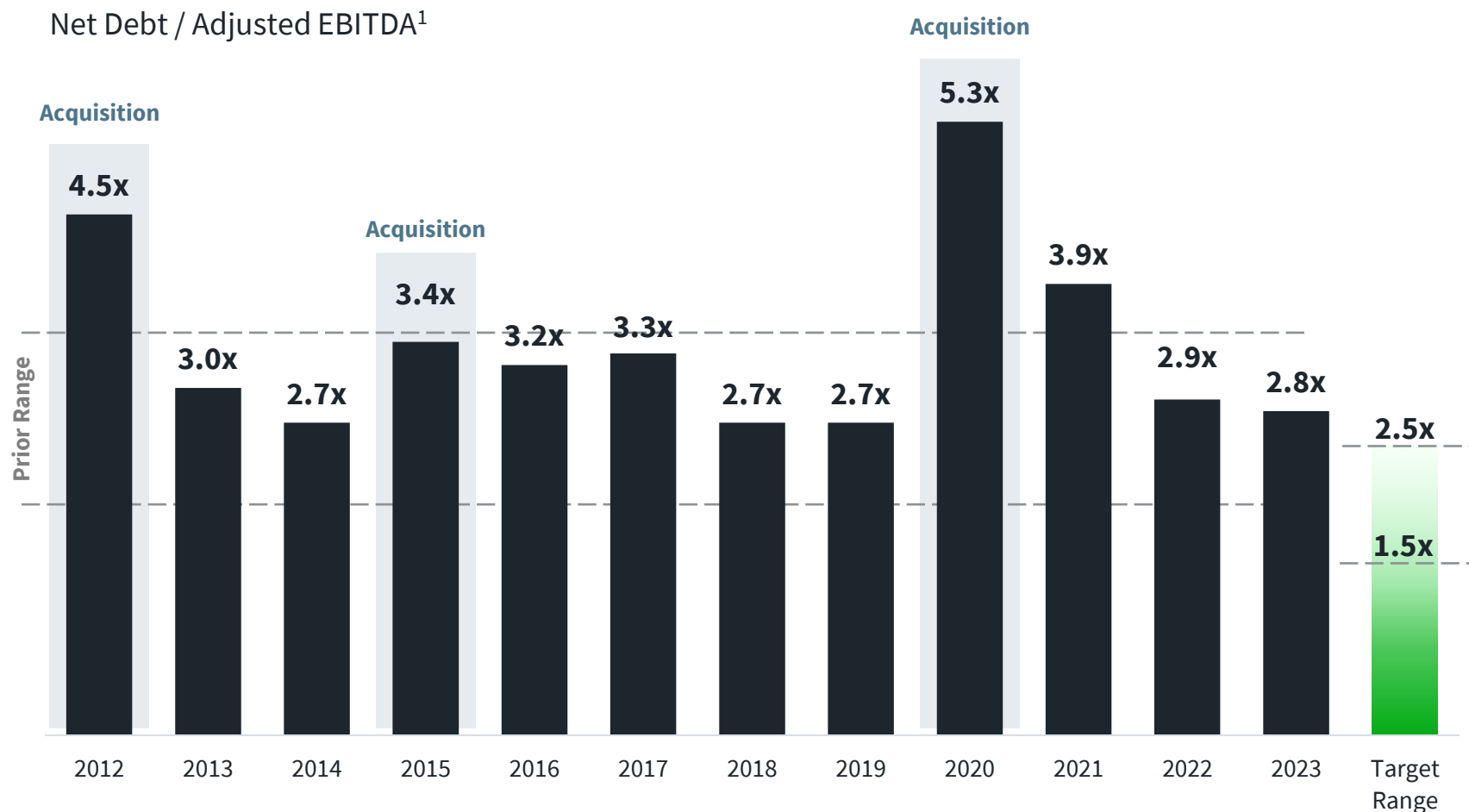
RETURN CASH

Continue to buy back stock while maintaining a modest dividend

~25%

Robust balance sheet gives firepower

We have rapidly delevered following M&A



Balance sheet significantly **strengthened** after **Anixter integration**

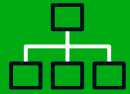
1.5-2.5x Net debt-to-adjusted EBITDA target range

Optionality remains **strong** for **deploying capital**

Reinforcing our M&A framework

Revenue and cost synergies to create accretive M&A value for shareholders

Two Strategic Priorities for M&A



Industry Consolidation

- Large M&A within the core business
- Significant revenue and cost synergies
- Operating leverage through scale

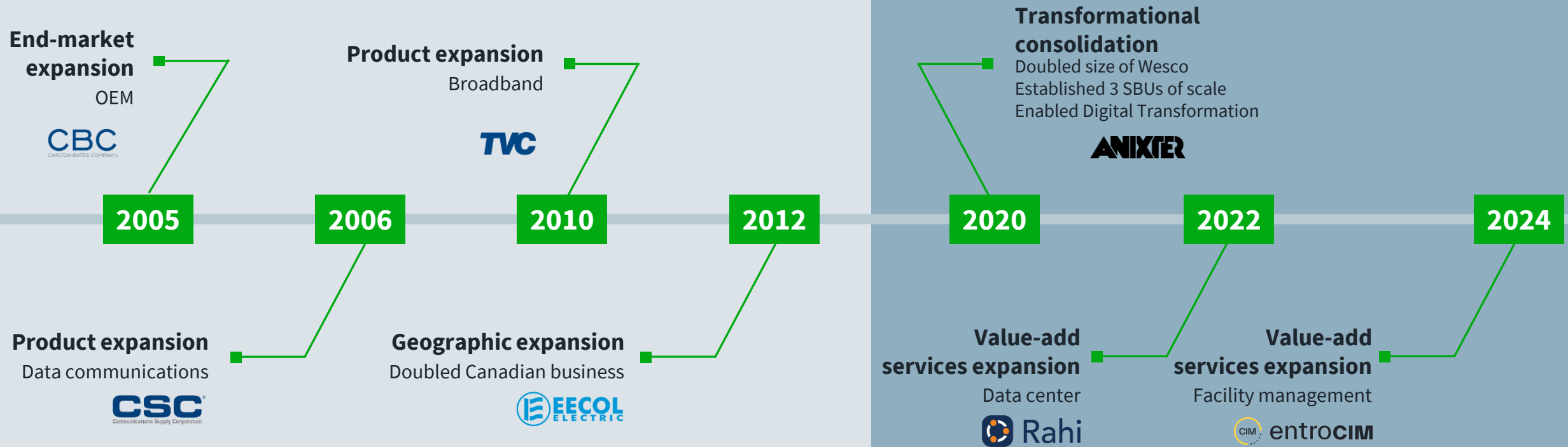


Expand Services and Capabilities

- Companies with complementary digital capabilities and/or value-added service offerings
- Increase revenue with new and existing customers
- Accretive margin profile

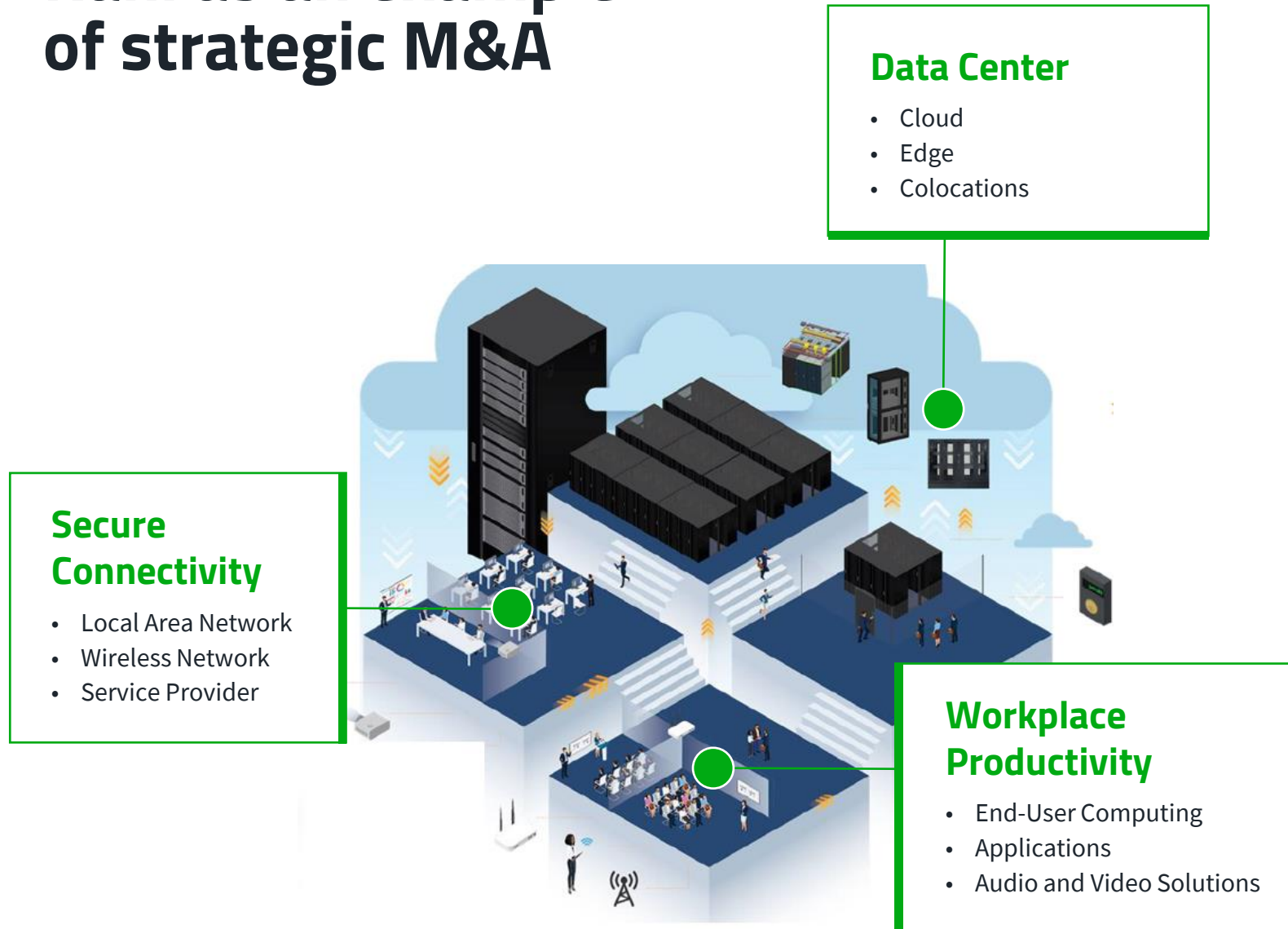
Increase exposure to secular trends and expand capabilities

We have a long track record of value creating M&A



>50 acquisitions
in the past 30 years

Rahi as an example of strategic M&A



A broader range of suppliers and products



Expanded services offerings for technology-focused and hyperscale data center providers



Enhanced suite of capabilities for contractors and integrators partners

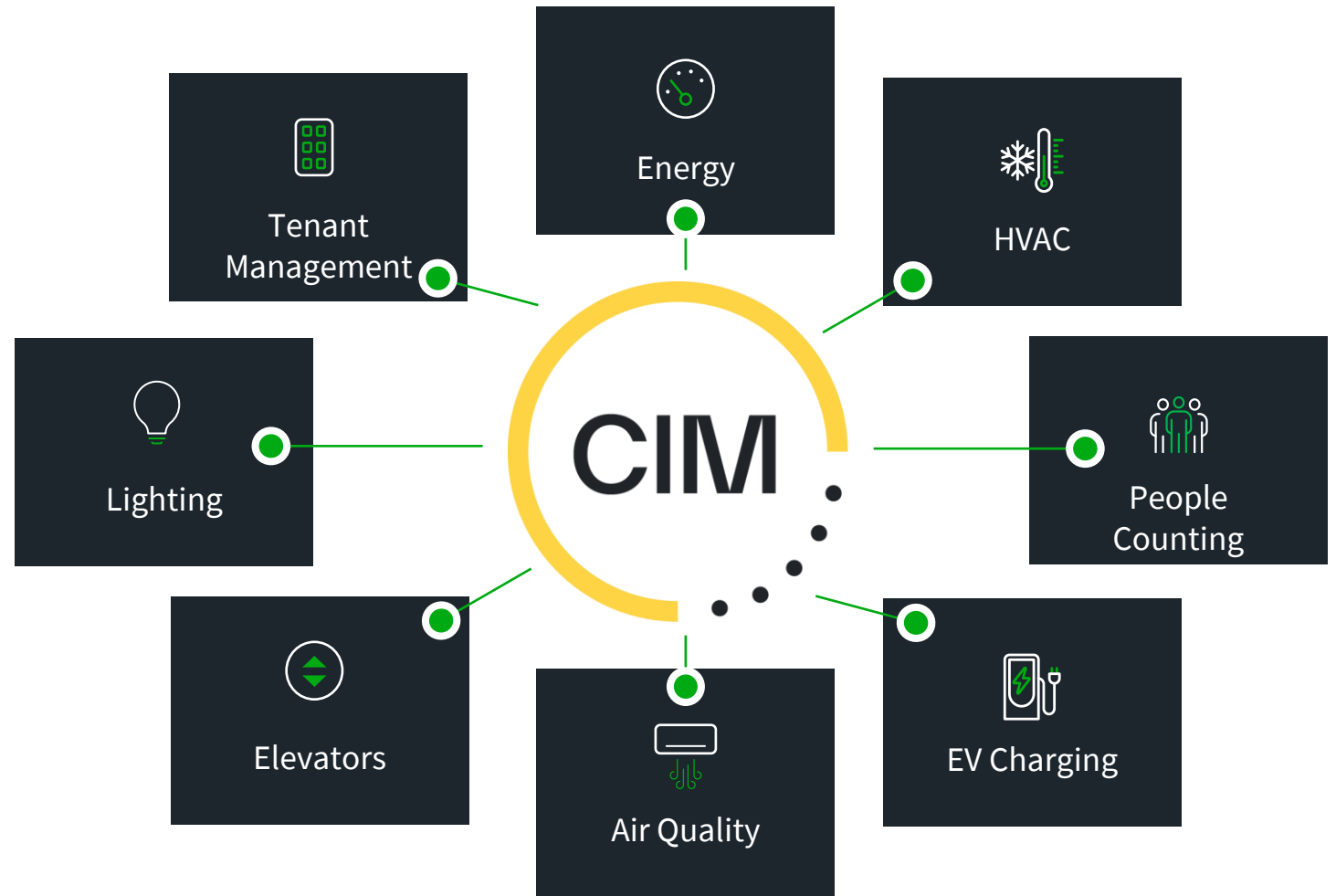


Additional locations and reach in regions around the world



Expanded technical resources

entrocIM offers solutions that drive product sales



Acquiring solutions or capabilities to advance our strategy

An example of leading with solutions to drive product sales

Enables building managers to connect IoT devices and services to one Central Intelligence Manager (CIM)



The roadmap to the future

- 01 Capturing benefits of our Digital Transformation**
More than halfway complete on our technology and capabilities build; the financial and strategic benefits will enable our long-term targets
- 02 Progressing toward our 10%+ EBITDA margin**
We are focused on our target by 2030+, with multiple drivers for taking margins higher after ~200 bps improvement since 2019
- 03 Generating strong and consistent cash flow**
We target free cash flow conversion of 100% through the cycle, in line with historical performance
- 04 Strategic capital deployment will substantially accelerate growth and margin expansion**
Executing our M&A strategy within an approach that also allocates capital for internal investment and return of cash to shareholders



Wesco is leveraging its **clear and sustainable drivers of value creation** generating attractive returns

Question and Answer Session



Appendix

Non-GAAP Measures

In addition to the results provided in accordance with U.S. Generally Accepted Accounting Principles (“U.S. GAAP”), this presentation may include references to certain non-GAAP financial measures. These financial measures may 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 (“SG&A”) 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 merger-related and integration costs, digital transformation costs, restructuring costs, cloud computing arrangement amortization, pension settlement cost and excise taxes on excess pension plan assets related to the final settlement of the Anixter Inc. Pension Plan, loss on abandonment of assets, the gain recognized on the divestiture of the WIS business, 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.

Organic sales growth is a non-GAAP financial measure of sales performance. Organic sales growth is calculated by deducting the percentage impact from acquisitions and divestitures for one year following the respective transaction, foreign exchange rates, and number of workdays from the reported percentage change in consolidated net sales.

Gross profit is a financial measure commonly used in the distribution industry. Gross profit is calculated by deducting cost of goods sold, excluding depreciation and amortization, from net sales. Gross margin is calculated by dividing gross profit by net sales.

EBITDA, Adjusted EBITDA and Adjusted EBITDA margin % are non-GAAP financial measures that provide indicators of the Company's performance and its ability to meet debt service requirements. EBITDA is defined as earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA is defined as EBITDA before other non-operating expenses (income), non-cash stock-based compensation expense, loss on abandonment of assets, digital transformation costs, merger-related and integration costs, restructuring costs, cloud computing arrangement amortization, gains on the sale of assets and divestitures, excise taxes on certain excess pension plan assets, merger-related fair value adjustments, and litigation recovery. Adjusted EBITDA margin % is calculated by dividing Adjusted EBITDA by net sales.

Free cash flow is a non-GAAP financial measure of liquidity. Capital expenditures are deducted from operating cash flow to determine free cash flow. Free cash flow is available to fund investing and financing activities.

Financial leverage ratio is a non-GAAP measure of the use of debt. Financial leverage ratio is calculated by dividing total debt, excluding debt discount, debt issuance costs and fair value adjustments, net of cash, by adjusted EBITDA.

Adjusted EBITDA Margin and Leverage

Twelve Months Ended December 31,

(\$ millions) ⁽¹⁾	Twelve Months Ended December 31,											
	2012	2013	2014	2015	2016	2017	2018	2019	Pro Forma 2020	2021	2022	2023
Net Sales	6,579	7,513	7,890	7,518	7,336	7,679	8,177	8,359	16,017	18,218	21,420	22,385
Net income attributable to common stockholders	201.8	276.4	275.9	210.7	101.6	163.5	227.3	223.4	115.6	408.0	803.1	708.1
Net (loss) income attributable to noncontrolling interests	(0.1)	0.1	(0.5)	(2.3)	(0.5)	(0.3)	(2.0)	(1.2)	(0.5)	1.0	1.7	0.6
Preferred stock dividends	-	-	-	-	-	-	-	-	30.1	57.4	57.4	57.4
Provision for income taxes	79.9	103.4	108.7	95.5	30.4	89.3	55.7	59.9	55.7	115.5	274.5	225.9
Interest expense, net	47.8	85.6	82.1	69.8	76.6	66.6	68.7	65.7	255.8	268.1	294.4	389.3
Depreciation and amortization	37.6	67.6	68.0	65.0	66.9	64.0	63.0	62.1	153.5	198.6	179.0	181.3
EBITDA	367.0	533.1	534.2	438.7	275.0	383.0	412.7	409.9	610.2	1,048.5	1,610.1	1,562.6
Other expense (income), net	-	-	-	-	-	-	2.8	(1.6)	4.6	(48.1)	7.0	25.1
Stock-based compensation expense	-	-	-	-	-	-	-	19.1	34.7	25.7	41.0	45.5
Litigation recovery included in SG&A	36.1	(36.1)	-	-	-	-	-	-	-	-	-	-
Loss on debt extinguishment	3.5	13.2	-	-	-	-	-	-	-	-	-	-
Loss (gain) on divestitures and sale of assets	-	2.3	-	-	-	-	-	-	(19.8)	(8.9)	-	-
Loss on debt redemption	-	-	-	-	123.9	-	-	-	-	-	-	-
Merger-related and integration costs and fair value adjustments	-	-	-	-	-	-	-	3.1	206.7	158.5	67.4	55.4
Out-of-period adjustment	-	-	-	-	-	-	-	-	18.9	-	-	-
Restructuring costs	-	-	-	-	-	-	-	-	-	-	-	16.7
Adjusted EBITDA	406.5	512.5	534.2	438.7	398.9	383.0	415.5	430.5	855.3	1,175.7	1,725.6	1,705.3
Adjusted EBITDA margin %	6.2%	6.8%	6.8%	5.8%	5.4%	5.0%	5.1%	5.2%	5.3%	6.5%	8.1%	7.6%
Short-term debt and current portion of long-term debt, net	39.8	40.1	49.1	44.3	22.1	35.3	56.2	26.7	528.8	9.5	70.5	8.6
Long-term debt, net	1,695.4	1,447.6	1,366.4	1,456.8	1,363.1	1,313.3	1,167.3	1,257.1	4,370.0	4,701.5	5,346.0	5,313.1
Debt discount and debt issuance costs	183.6	174.7	170.4	164.3	17.3	14.2	9.6	8.8	88.2	70.6	57.9	43.0
Fair value adjustments to Anixter Senior Notes due 2023 and 2025	-	-	-	-	-	-	-	-	(1.7)	(0.9)	(0.3)	(0.1)
Total debt	1,918.8	1,662.4	1,585.9	1,665.4	1,402.5	1,362.8	1,233.1	1,292.6	4,985.3	4,780.7	5,474.1	5,364.6
Less: Cash and cash equivalents	86.1	123.7	128.3	160.3	110.1	118.0	96.3	150.9	449.1	212.6	527.3	524.1
Total debt, net of cash	1,832.7	1,538.7	1,457.6	1,505.1	1,292.4	1,244.8	1,136.8	1,141.7	4,536.2	4,568.1	4,946.8	4,840.5
Financial leverage ratio	4.5x	3.0x	2.7x	3.4x	3.2x	3.3x	2.7x	2.7x	5.3x	3.9x	2.9x	2.8x



(1) Certain amounts may not foot or recalculate due to rounding from thousands to millions for presentation of this table.

Free Cash Flow

(\$ millions)	Twelve Months Ended December 31,							
	2012	2013	2014	2015	2016	2017	2018	2019
Cash flow provided by operations	288.2	315.1	251.2	283.1	300.2	149.1	296.7	224.4
Less: Capital expenditures	(23.1)	(27.8)	(20.5)	(21.7)	(18.0)	(21.5)	(36.2)	(44.1)
Add: Non-recurring pension contribution	-	21.1	-	-	-	-	-	-
Free cash flow	265.1	308.4	230.7	261.4	282.2	127.6	260.5	180.3