



Core & Main is a leader in advancing reliable infrastructure with local service, nationwide.

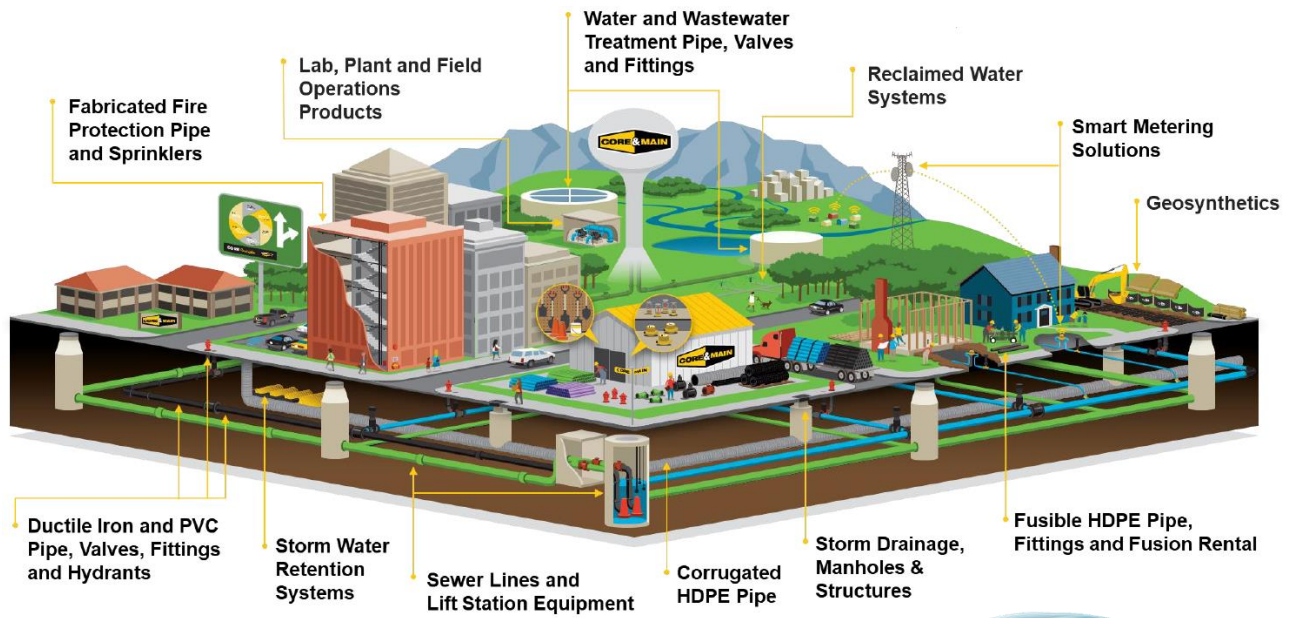
As a specialty distributor with a focus on water, wastewater, storm drainage and fire protection products and related services, Core & Main provides solutions to municipalities, private water companies and professional contractors across municipal, non-residential and residential end markets, nationwide.



St. Louis, MO Headquarters	\$7.6 Billion FY25 Net Sales
370+ Branches	60,000+ Customers
~5,600 Employees	225,000+ Products



Deep & Differentiated Product Portfolio

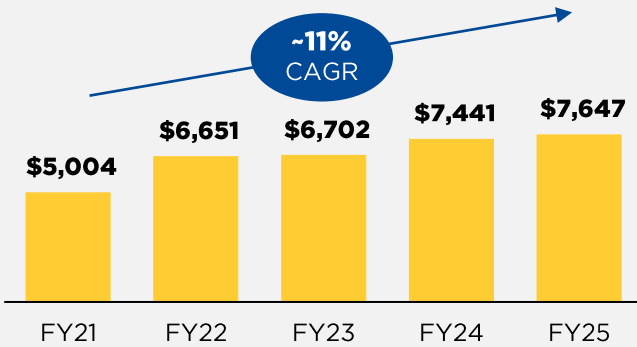




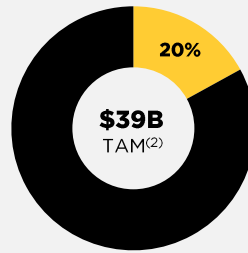
Contact

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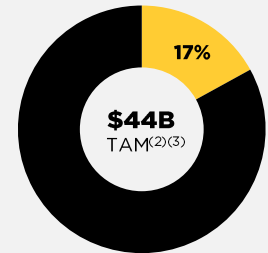
Net Sales



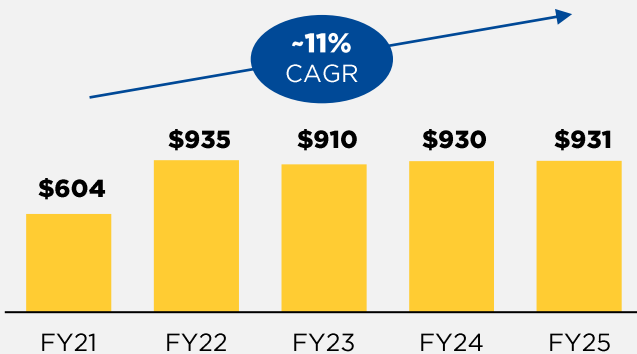
U.S. Market Share⁽¹⁾



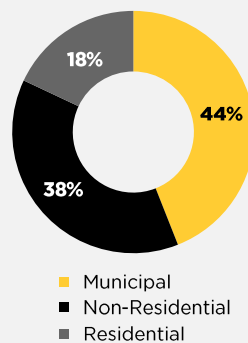
Total Market Share⁽¹⁾



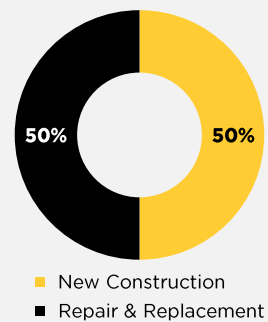
Adjusted EBITDA⁽⁴⁾



End Market Exposure⁽¹⁾



New Construction vs. Repair & Replace⁽¹⁾



Our Competitive Advantages



Industry Expertise

Deep knowledge of products and local specifications, supported by consultative sales approach and delivery expertise.



Size & Unique Scalability

Partnering with 5,000+ suppliers to reach 60,000+ diverse customers, spanning over 370 branches in the U.S. and Canada.



Best Industry Talent

People-first approach is critical to developing industry leaders and enabling local expertise, nationwide.



Deep Customer & Supplier Relationships

Strong, long-standing customer & supplier relationships with access to 225K+ products, many with limited distribution rights.



Differentiated Services & Deep Product Portfolio

One stop shop for customer solutions, enabled by project value engineering and jobsite support.



Technology & Innovation Specific to Our Industry

Proprietary technology platforms drive operational efficiency and enhance customer experience.

(1) As of the fiscal year ended February 1, 2026. (2) Based on independent third party research and management estimates. (3) Total addressable market is inclusive of the United States and Canada. (4) Adjusted EBITDA is a non-GAAP financial measure. Please refer to our filings with the Securities and Exchange Commission for reconciliations to the nearest GAAP measure.



Contact

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Our Annual Value Creation Targets



+2-4%

Market Volume Growth



+2-4%

Organic Above Market Volume Growth



+2-4%

Growth from Acquisitions



30-50 bps

Adjusted EBITDA Margin Enhancement



60-70%

Operating Cash Flow Conversion

Capital Allocation Priorities

~60-70%
Operating Cash Flow Conversion from Adjusted EBITDA



1.5x - 3.0x

Net Debt Leverage Target

Organic Growth & Operational Initiatives

M&A

Share Repurchases or Dividends

