

DSG

DISTRIBUTION
SOLUTIONS GROUP

Powerful Solutions. Proven Results.

NASDAQ: DSGR

14th Annual East Coast IDEAS Conference

June 12, 2024



Disclaimers

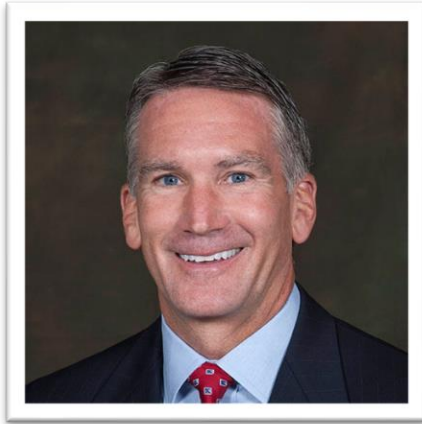
Cautionary Note Regarding Forward-Looking Statements

This presentation contains certain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, that involve risks and uncertainties. Terms such as "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. Distribution Solutions Group ("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, which speak only as of the date made. DSG undertakes no obligation to release publicly any revisions to forward-looking statements as a result of new information, future events or otherwise. Actual results may differ materially from those projected as a result of certain risks and uncertainties. Certain risks associated with DSG's business are also discussed from time to time in the reports DSG files with the SEC, including DSG's Annual Report on Form 10-K, DSG's Quarterly Reports on Form 10-Q and DSG's Current Reports on Form 8-K, which should be reviewed carefully. In addition, the following factors, among others, could cause actual outcomes and results to differ materially from those discussed in the forward-looking statements: (i) unanticipated difficulties, expenditures or any problems arising in connection with or after the combination of the businesses of Lawson Products, TestEquity and Gexpro Services (the "merger"), which may result in DSG not operating as effectively and efficiently as expected; (ii) the risk that stockholder litigation in connection with the merger or any other acquisition or business combination completed by DSG or any of its subsidiaries results in significant costs of defense, indemnification and liability; and (iii) the risks that DSG may encounter difficulties integrating the business of DSG with the business of other companies that DSG has acquired or may acquire or has otherwise combined with or may otherwise combine with, that DSG may not achieve the anticipated synergies contemplated with respect to any such business or transactions and that certain assumptions with respect to such business or transactions could prove to be inaccurate.

Non-GAAP Financial Measures, SEC Regulation G GAAP Reconciliations

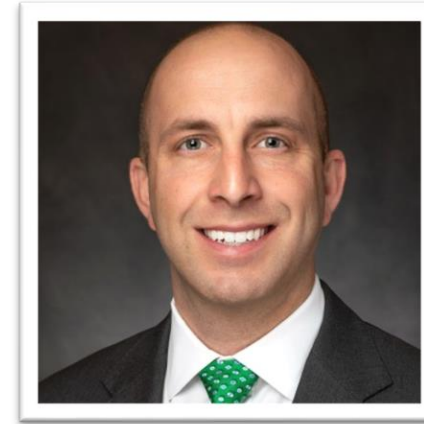
Some of the financial information and data contained in this presentation, such as Adjusted Revenue, Pre-Acquisition Revenue and Adjusted EBITDA, have not been prepared in accordance with U.S. generally accepted accounting principles ("GAAP"). The Company believes that these non-GAAP financial measures 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

*Portfolio Manager for LKCM
Headwater*

Leading Specialty Industrial Distribution Platform



MRO Focus

Leading vendor managed inventory provider of C-parts to the MRO market

~31% of Sales¹



OEM Focus

Leading global supply chain services and C-parts provider to OEM and aftermarket applications

~23% of Sales¹



Industrial Technologies Focus

Leading supplier of electronic and specialty production supplies and T&M equipment across OEM and MRO markets

~46% of Sales¹

TTM Financial Highlights

\$1.73Bn¹

Adjusted Revenue

~9%¹

Adjusted EBITDA %

\$170M+

Adj. Free Cash Flow²

Fly-by Operating Stats

40+

Countries Served

180k

Customers

500k+

Unique SKU's

(1) TTM as of March 2024. 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.

Cross-Company Collaboration

The Power of Three



Main Assembly



Hydraulics



Fasteners



Chemicals



Fabrications



Hardware



Electrical

Comprehensive product solutions supported by robust suite of value-added services

- VMI Management
- Manufacturing & Assembly
- Labeling & Printing
- Slitting & Die Cutting
- Packaging & Kitting
- Value Engineering
- Chemical Management
- Calibration & Repair

R&D Lab



Environmental Chambers



Oscilloscopes



Electrical Analyzers

Electronics Assembly



Solder Wire



Cases & Tools



Benches & Workstations

Maintenance Shop



Safety



Cutting & Abrasives



Shop Supplies

DSG Delivers a Unique & Attractive Specialty Distribution Platform



Strong, Sticky Role in the Value Chain

Customer-Embedded

Via value-added, best-in-class services

>92% Revenue Retention¹

Providing long-term stability



Significant Customer, Supplier & End Market Diversity

Serve 10+ Industries

Catering to 180,000+ customers up and down the value chain

7,000+ Suppliers

None >6% of Purchases



Attractive, Accretive Returns on Incremental Capital

200+ bps Adjusted EBITDA % ↑

8.0%² pre-merger (2021) to ~10.0% TTM as of March 31, 2024

~37% Current RONWC³

Targeting 50+% with margin expansion and increased NWC efficiency



Dual Pronged Growth Strategy

~4.7% Two-Year Organic Sales Growth⁴

In end markets with strong tailwinds

5 Strategic Acquisitions⁵

Completed in 2022; Post-acquisition multiple reduction from 7.7x to 6.3x

- 1) Revenue decrease from lost customers over the trailing twelve-month period over revenue at the beginning of the same period.
- 2) Inclusive of Lawson Products results Pre-April 1, 2022 Merger Date.
- 3) RONWC calculated as Adjusted EBITDA divided by current trade Net Working Capital (Accounts Receivable plus Inventory less Accounts Payable).
- 4) Adjusted Revenue results are presented on an Adjusted (Non-GAAP) and continuing operations basis. Information inclusive of Other Acquisition results prior to the acquisition date.
- 5) Includes 2 acquisitions completed in Q1 2022 post merger announcement but pre-close. Includes acquisitions with at least 1 year of ownership within DSG (excludes Hisco & Emergent Safety Supply).

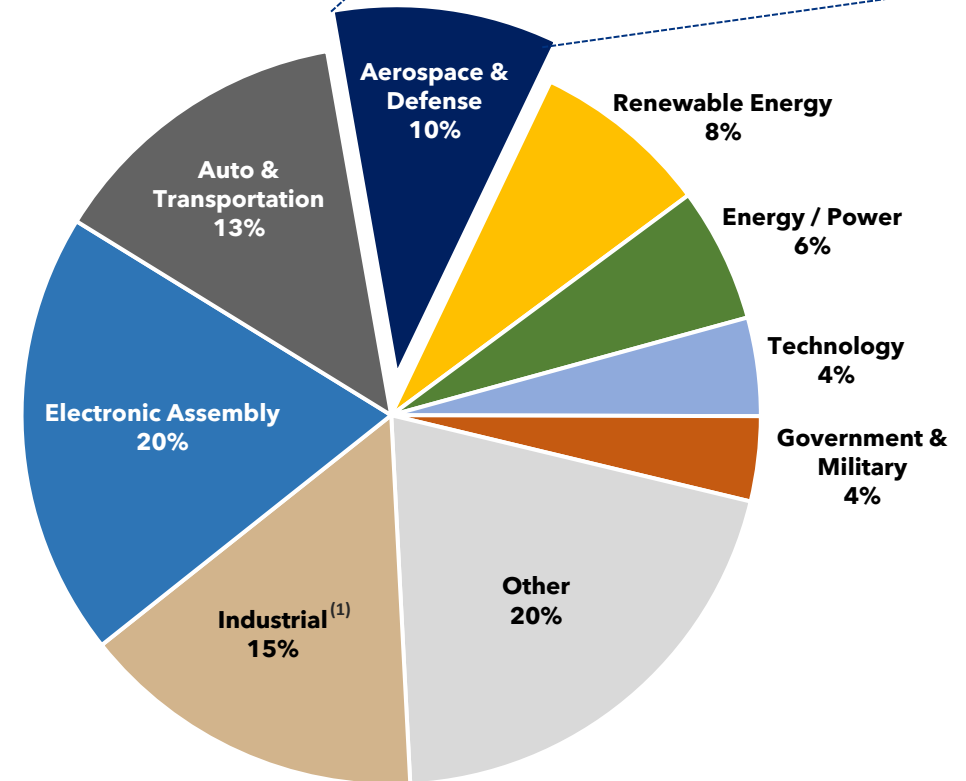
DSG Serves a Broad & Diverse Set of End Markets

Spotlight: Revenue and End Market Diversification

**>180,000 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



Value Creation Themes

Spotlight: Embedded Growth Opportunities

Leverage Platform Across Customer Base

Unique total customer value proposition



Monetize distinct capabilities across the platform



Collaborative selling across customer base



Expand digital capabilities across the platform

Strong Secular Tailwinds



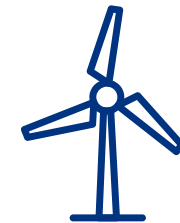
Onshoring /
Nearshoring



Infrastructure
(CHIPS Act)



Tech /
Digitalization (IoT)



Renewables

...and increasing supply chain complexity across many sectors

MRO Focus: Overview

Business Unit Snapshot

MRO Focus

31% of Total Revenue

OEM Focus

Industrial Technologies Focus



MRO - Lawson Products

- **History:** 72+ years in business (Founded 1952)
- **Office HQ:** Chicago, IL
- **TTM 3/31 Revenue:** \$526M
- **Focus:** Vendor managed inventory approach providing high-touch, MRO

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

OEM Focus: Overview

Business Unit Snapshot

MRO Focus

OEM Focus

23% of Total Revenue

Industrial Technologies Focus



OEM - Gexpro Services

- **History:** 28+ years in business (carved out of Rexel in '20)
- **Office HQ:** Irving, Texas
- **TTM 3/31 Revenue:** \$403M
- **Focus:** Global supply chain solutions and manufacturing services

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
Canada
Mexico

Denmark
Hungary
Germany

Turkey
China
Brazil

...and Many Others

Industrial Technologies Focus: Overview

Business Unit Snapshot

MRO Focus

OEM Focus

Industrial Technologies Focus **46%** of Total Revenue

TestEquity

- **History:** 53+ years in business (Founded 1971)
- **Office HQ:** North Richland Hills, Texas
- **TTM 3/31 Adj. Revenue:** \$799M
- **Focus:** T&M equipment and electronic production supplies serving OEM customers



Hisco (Acquisition)

- **History:** 54+ years in business (Founded 1970)
- **Office HQ:** Houston, Texas
- **Focus:** Specialty (adhesives, chemicals, electronic) industrial supplies distribution & manufacturing



Products



- Electronic Production Supplies
- Test & Measurement Instrumentation
- Environmental Test Chambers
- Chemicals & Adhesives
- Labels and Printing

Services



- VMI
- Calibration
- Chemical Management
- Asset Management
- Rentals

Value to Customer



- Highly technical knowledge
- "Total Lifecycle Support" T&M offering
- Omni-channel availability for customer
- Private label & branded offerings
- VMI & value-add mfg

End Markets



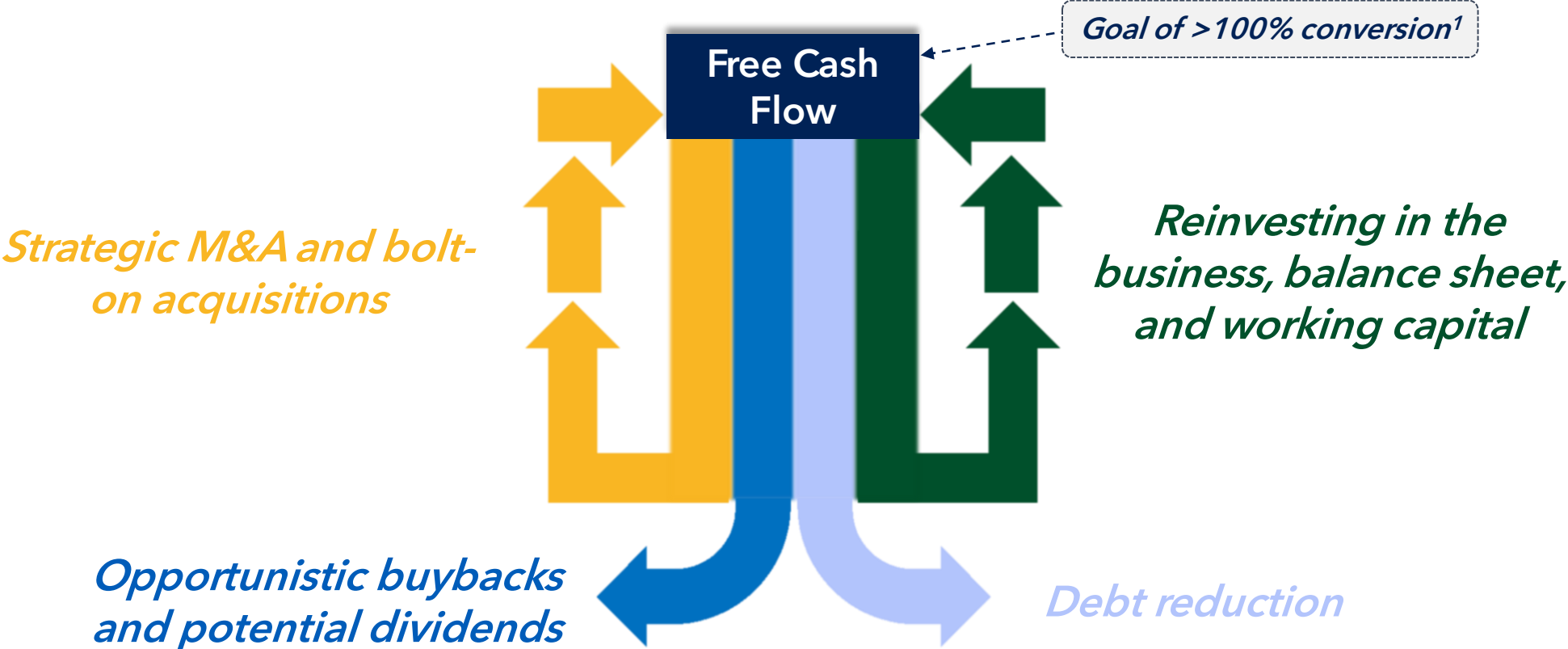
- Aerospace & Defense
- Automotive
- EDU
- Technology
- OEM
- Medical

Geography



- United States
- Canada
- Mexico & Central America
- UK
- Western Europe

Compounding Effect of Cash Flow Reinvestment



Disciplined Capital Allocation Framework with a Healthy Competition for Capital

(1) 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..



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

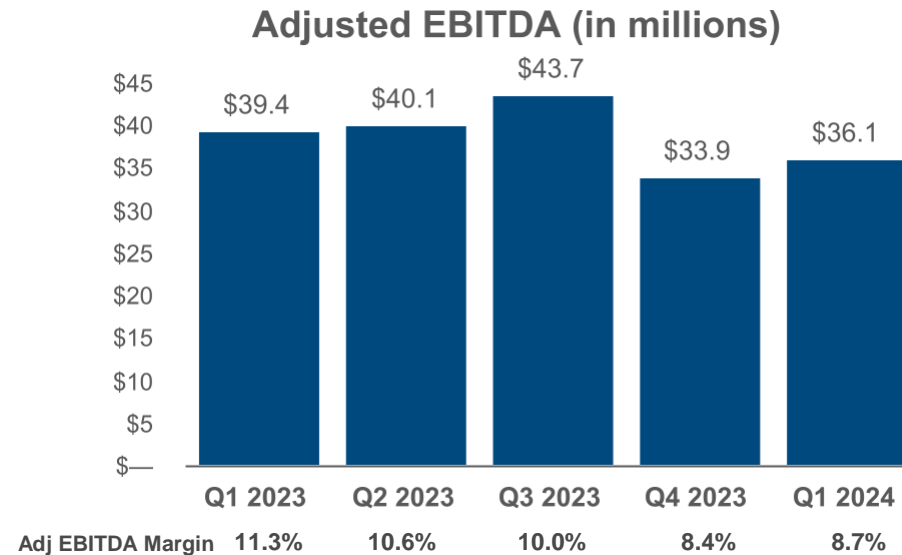
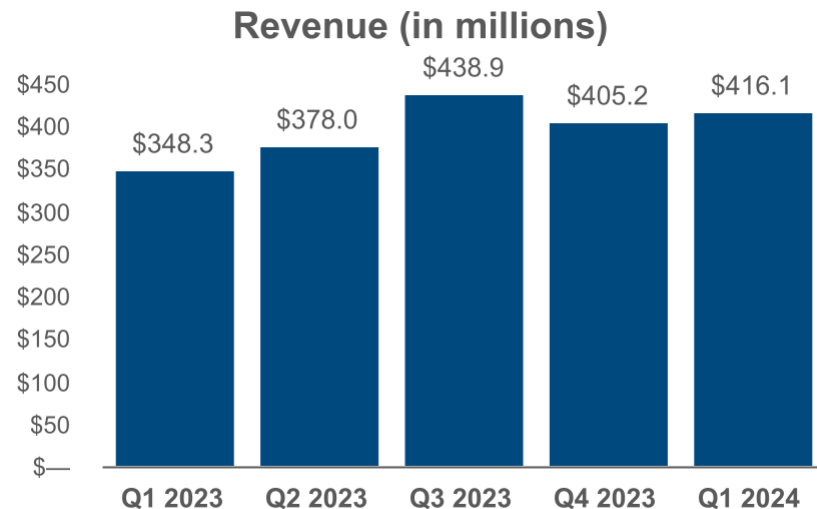
M&A Focus Areas

				
Expand	Product Offering	Safety, Cutting Tools, Automotive, Fluid Power, Fasteners, Welding	Fasteners, Fabrication, Electricals, Mechanicals, Gaskets/Seals/O-Rings, Hose Assemblies	Electronic Production Supplies Test & Measurement Calibration
	Geographic Coverage	United States Canada Mexico	North America Europe SE Asia	United States Western Europe Canada
	End Market	Manufacturing Infrastructure Transportation Forestry	Aerospace & Defense Industrial Power Renewables Technology	Aerospace & Defense OEM Medical / Life Sciences Education
Enhance	Value-Added Services / Capabilities	VMI Technical Sales Resources Product Specialists Training	VMI Field Installation Specification Engineering	Calibration Fabrication Printing
	Technology & Sales Channels	E-Commerce Inside Sales	E-Commerce Integrated Technology (e.g., AI, WMS, EDI, data analytics)	New/Used Rentals Digital

Q1 2024 Consolidated Financial Highlights

Reported Revenue and Adjusted EBITDA

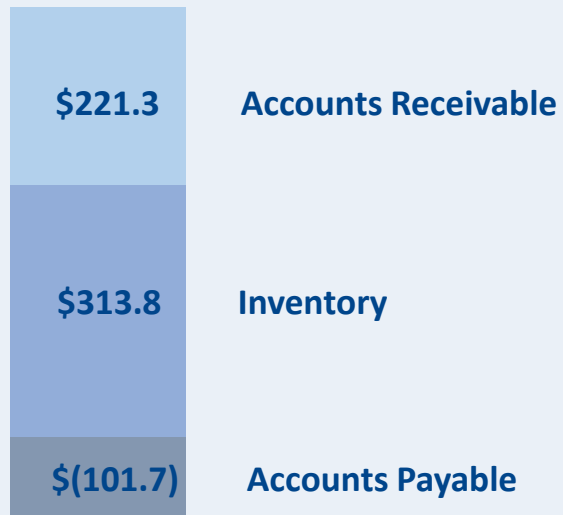
- ✓ Q1 revenue of \$416.1M; up \$67.8M or 19.5% due to 2023 and 2024 acquisitions. Q1 two-year stacked organic growth up 4.7% while Q1 organic down 8.6% on comparable days primarily from continued softness in technology end-market, renewables maintenance and capital spending.
- ✓ Q1 adjusted EBITDA of \$36.1M or 8.7% of sales; up \$2.2 million or 30bps from 8.4% of sales in the fourth quarter of 2023.



Other Financial Highlights

Robust Net Working Capital Investment

\$433.4M



3/31/2024 Trade WC

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

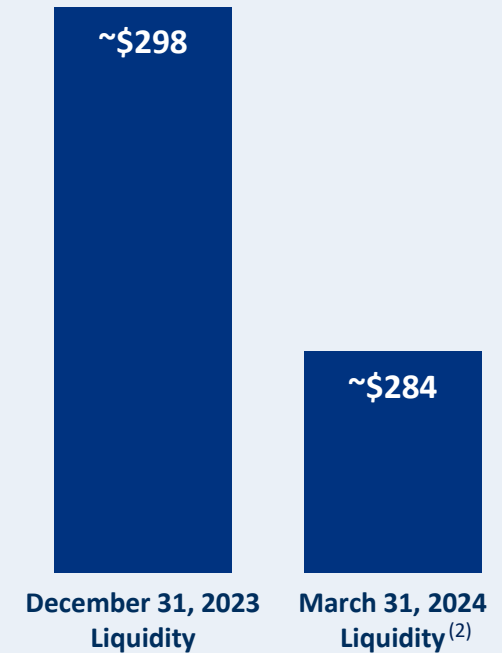


3.0x

Leverage⁽¹⁾ as of March 31, 2024

Inclusive of 5 acquisitions post-April 2022 merger

Total Liquidity



Questions?

Visit our websites for more information

www.lawsonproducts.com

www.testequity.com

www.gexproservices.com

www.lkcmheadwater.com

www.distributionsolutionsgroup.com



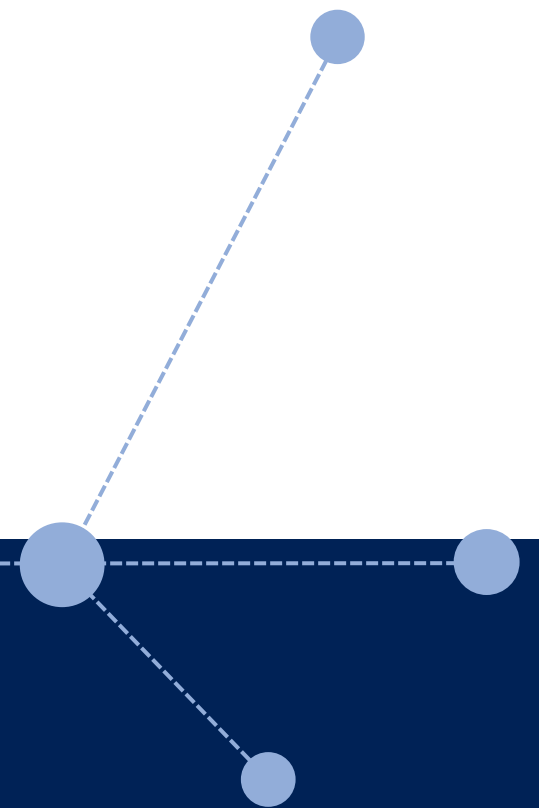
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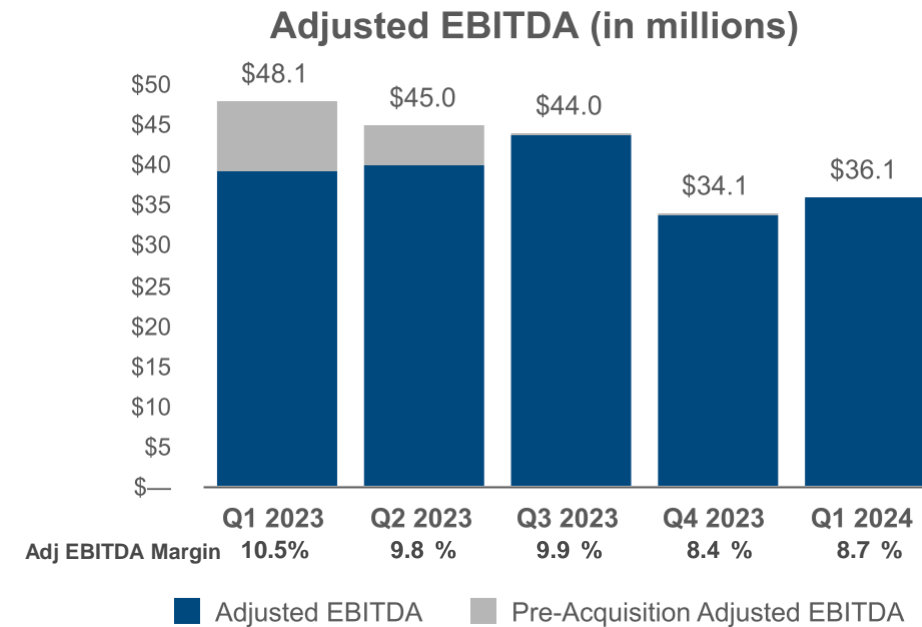
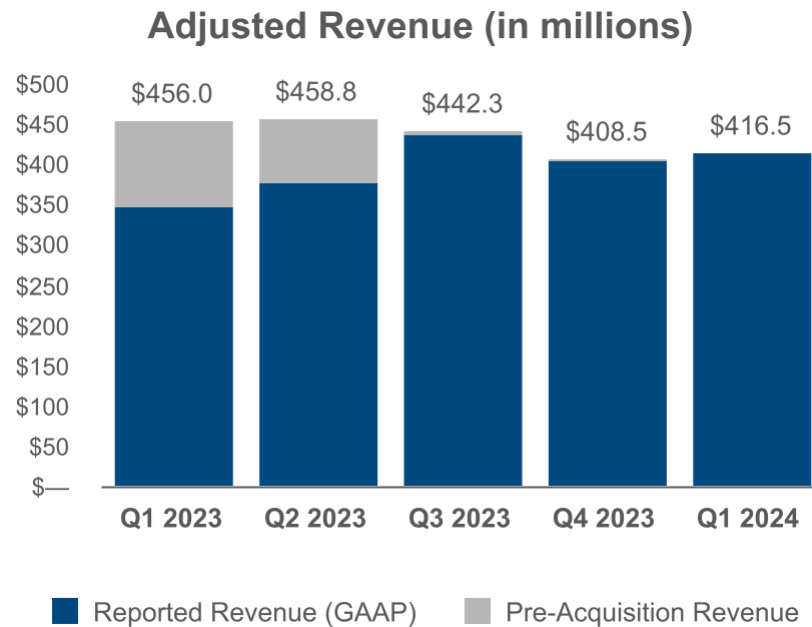
Appendix



Q1 2024 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 Q1 2023-Q1 2024 period.



GAAP to Non-GAAP Reconciliations

Q1 Revenue and Adjusted EBITDA Reconciliation (\$000s)

(Unaudited)

Quarter Ended	Lawson Products		Gexpro Services		TestEquity		All Other		Eliminations		Consolidated DSG	
	Q1 2024	Q1 2023	Q1 2024	Q1 2023	Q1 2024	Q1 2023	Q1 2024	Q1 2023	Q1 2024	Q1 2023	Q1 2024	Q1 2023
Revenue from external customers	\$ 118,162	\$ 125,280	\$ 98,364	\$ 101,016	\$ 187,065	\$ 107,359	\$ 12,495	\$ 14,615	\$ —	\$ —	\$ 416,086	\$ 348,270
Intersegment revenue	24	—	287	—	84	—	—	—	(395)	—	—	—
Revenue	<u>\$ 118,186</u>	<u>\$ 125,280</u>	<u>\$ 98,651</u>	<u>\$ 101,016</u>	<u>\$ 187,149</u>	<u>\$ 107,359</u>	<u>\$ 12,495</u>	<u>\$ 14,615</u>	<u>\$ (395)</u>	<u>\$ —</u>	<u>\$ 416,086</u>	<u>\$ 348,270</u>
Operating income (loss)	\$ 4,107	\$ 8,245	\$ 5,462	\$ 7,374	\$ (6,094)	\$ 26	\$ (692)	\$ 1,076			\$ 2,783	\$ 16,721
Depreciation and amortization	5,208	6,558	3,840	3,865	7,496	4,805	508	494			17,052	15,722
Adjustments:												
Acquisition related costs(1)	1,287	1,009	73	375	381	2,715	213	—			1,954	4,099
Stock-based compensation(2)	2,012	2,204	—	—	—	—	186	—			2,198	2,204
Severance and acquisition related retention expenses(3)	812	238	72	—	9,828	113	4	—			10,716	351
Other non-recurring(4)	—	196	1,364	60	—	—	—	—			1,364	256
Non-GAAP adjusted EBITDA	<u>\$ 13,426</u>	<u>\$ 18,450</u>	<u>\$ 10,811</u>	<u>\$ 11,674</u>	<u>\$ 11,611</u>	<u>\$ 7,659</u>	<u>\$ 219</u>	<u>\$ 1,570</u>			<u>\$ 36,067</u>	<u>\$ 39,353</u>
Operating income (loss) as a percent of revenue	3.5%	6.6%	5.5%	7.3%	(3.3)%	—%	(5.5)%	7.4%			0.7%	4.8%
Adjusted EBITDA as a percent of revenue	11.4%	14.7%	11.0%	11.6%	6.2%	7.1%	1.8%	10.7%			8.7%	11.3%

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 in 2024 and 2023 not related to a formal restructuring plan and acquisition related retention expenses for the Hisco acquisition
4. Other non-recurring costs consist of certain non-recurring strategic projects and other non-recurring items

GAAP to Non-GAAP Reconciliations

Adjusted Revenue and Adjusted EBITDA Reconciliation (\$000s)

Results Inclusive of Other Acquisitions – Pre-Acquisition Date

(Unaudited)

Consolidated DSG

Quarter Ended	Consolidated DSG				
	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
Revenue	\$ 348,270	\$ 377,984	\$ 438,909	\$ 405,239	\$ 416,086
Pre-acquisition revenue(1)	107,774	80,772	3,355	3,251	440
Adjusted revenue	\$ 456,044	\$ 458,756	\$ 442,264	\$ 408,490	\$ 416,526
Operating income (loss)	\$ 16,721	\$ 13,776	\$ 12,783	\$ (289)	\$ 2,783
Pre-acquisition operating Income (loss) (1)	3,634	6,287	231	238	10
Adjusted Operating Income (loss)	20,355	20,063	13,014	(51)	2,793
Depreciation and amortization	15,722	14,584	17,010	16,272	17,052
Adjustments:					
Acquisition related costs(2)	4,099	5,058	(94)	2,498	1,954
Stock-based compensation(3)	2,204	2,188	1,049	2,499	2,198
Severance and acquisition related retention expenses(4)	351	2,437	10,478	11,400	10,716
Inventory step-up(5)	—	716	2,150	716	—
Other non-recurring(6)	256	1,341	327	784	1,364
Pre-Acquisition add-backs(7)	5,077	(1,353)	22	22	—
Adjusted EBITDA	\$ 48,064	\$ 45,034	\$ 43,956	\$ 34,140	\$ 36,077
Operating income (loss) as a percent of revenue	4.8%	3.6%	2.9%	(0.1)%	0.7%
Adjusted EBITDA as a percent of revenue	13.8%	11.9%	10.0%	8.4%	8.7%
Adjusted EBITDA as a percent of pro forma revenue	10.5%	9.8%	9.9%	8.4%	8.7%

References to table footnotes on slide 23

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 in 2024 and 2023, not related to a formal restructuring plan and acquisition related retention expenses for the Hisco acquisition
5. Inventory fair value step-up adjustments resulting from the acquisition accounting
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

	COMPANY	FOCUS	STRATEGIC RATIONALE	CLOSING DATE	REVENUE ⁽¹⁾	PURCHASE PRICE
2017		Industrial Technologies	<ul style="list-style-type: none"> 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
		Industrial Technologies	<ul style="list-style-type: none"> 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
		MRO	<ul style="list-style-type: none"> 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		MRO	<ul style="list-style-type: none"> Sizeable "DNA match" acquisition for MRO segment Highly accretive with significant cost synergies 	August 2020	\$64.2	\$35.3
2021		OEM	<ul style="list-style-type: none"> Complementary value-added fabrication capabilities Highly accretive with significant synergies 	June 2021	\$5.3	\$6.5
		Industrial Technologies	<ul style="list-style-type: none"> European beachhead for Industrial Technologies segment Supplier expansion and further penetration into Telecom/5G market 	July 2021	\$9.7	\$14.4
		OEM	<ul style="list-style-type: none"> 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
		OEM	<ul style="list-style-type: none"> 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
2022		OEM	<ul style="list-style-type: none"> 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
		OEM	<ul style="list-style-type: none"> Enhances B & C-class product and service offering to Renewables market Significant commercial synergies and delivers manufacturing capabilities 	March 2022	\$21.9	\$30.0
		Industrial Technologies	<ul style="list-style-type: none"> Adds complementary product lines (handhelds), brands and customers Digital go-to-market supplements Industrial Technology's sales model 	April 2022	\$113.0	\$55.0
		Industrial Technologies	<ul style="list-style-type: none"> Adds complementary product lines with reconditioned equipment Strong focus on rental and leasing purchase options 	June 2022	\$9.0	\$7.8
		Industrial Technologies	<ul style="list-style-type: none"> Adds complementary product lines with reconditioned equipment Natural tuck-in with expanded markets in Europe 	December 2022	\$7.0	\$3.9
2023		Industrial Technologies	<ul style="list-style-type: none"> 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		MRO	<ul style="list-style-type: none"> 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
		MRO	<ul style="list-style-type: none"> Extends Lawson's automotive product category and expands market reach with automotive dealers 	May 2024	\$40.0	\$80.0
HIGHLIGHTED TOTAL		Note: \$ figures in millions. List includes highlighted acquisitions executed under LKCM Headwater stewardship. (1) Represents trailing twelve-month measurement period at close.			>\$932	>\$672

LKCM Headwater Introduction



- Private, employee-owned SEC-registered investment advisor
- Founded in 1979 with over 67 investment and other professionals
- \$27.8 billion of assets under management (3/31/2024)
- C-corp with 45 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



- 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



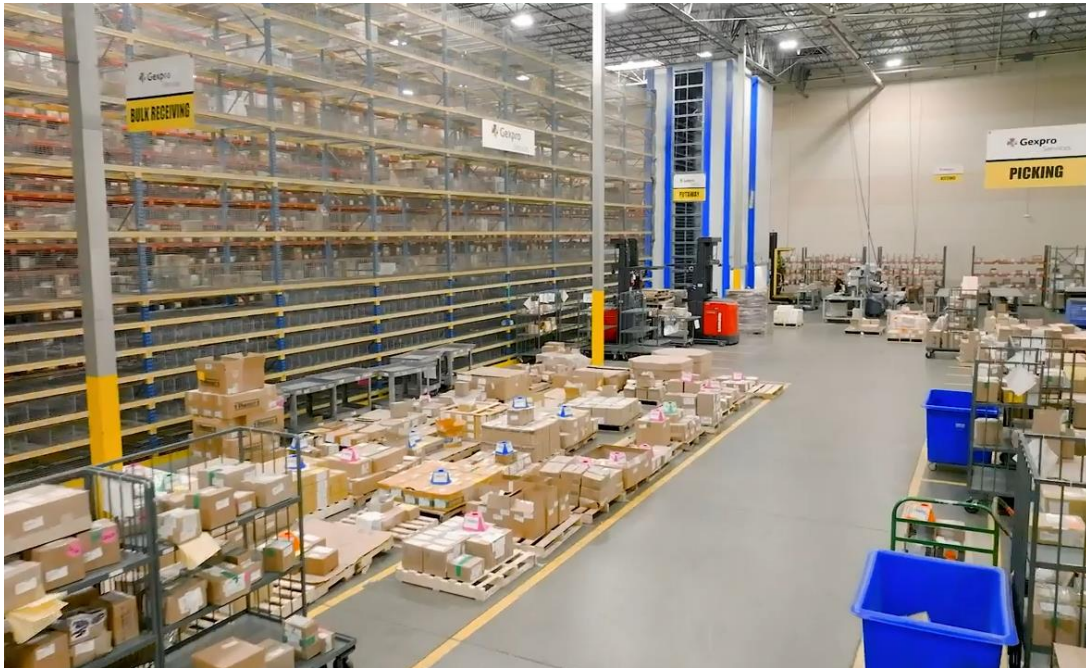
SIGNIFICANT PRIVATE COMPANY DISTRIBUTION EXPERIENCE

CURRENT

FORMER

		<ul style="list-style-type: none"> • LG - Leading distributor of fabricated hose, gaskets and belting for specialized and mission-critical applications
		<ul style="list-style-type: none"> • ESP - Value-added provider of mission-critical sealing solutions to diverse end markets
		<ul style="list-style-type: none"> • CNC - Leading provider of flow control solutions to the energy industry
		<ul style="list-style-type: none"> • Value-added distributor specializing in designing and implementing supply chain solutions / VMI for OEM customers
		<ul style="list-style-type: none"> • Leading provider of building automation, controls and gas detection solutions for the commercial buildings market
		<ul style="list-style-type: none"> • Value-added instrumentation, controls, automation and rotating equipment distributor with engineering and service capabilities
		<ul style="list-style-type: none"> • Largest North American specialty distributor of electronic production supplies and T&M equipment
		<ul style="list-style-type: none"> • North America's leading value-added distributor and service provider of mission-critical communication solutions
		<ul style="list-style-type: none"> • High growth value-added distributor, packager and re-packager of generic pharmaceuticals
		<ul style="list-style-type: none"> • Provider of supply chain solutions and distributor of indirect materials primarily to manufacturers
		<ul style="list-style-type: none"> • Leading value-added instrumentation and valve distributor based in the Gulf Coast

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.

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

GEXPRO SERVICES

TESTEQUITY GROUP



Cesar Lanuza
CEO



Bob Connors
CEO



Russ Frazee
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 3,700 employees