

BIG50

2022

INDUSTRIAL DISTRIBUTION®

A Moving Target

Distributors take aim amidst the shifting winds of a challenging business environment.

By Anna Wells

For many industrial distributors, beating their 2020 sales figures was like swinging at a slow and low softball. After the economy was shattered by the pandemic, industrial companies who offered critical supplies worked hard to reach their customers, but did so against a backdrop of challenges — shutdowns, shortages and fear of what was to come.


Last year, we saw many businesses limp their way onto this list, posting sales figures down as much as 20 to 30 percent from the year prior.

That's why assembling this year's Big 50 has been such an interesting and exciting exercise. Distributors have taken aim and found themselves back on the board, despite what would be considered a massive slate of challenges in any other year. But perspectives have changed, and businesses seem grateful for the opportunity to keep their doors open and offer their clients the improvement opportunities they're known for.

This year, we see some companies on this list gain several spots due to massive sales

gains supported by a fairly even (or even positive) year in 2020. But most, instead, saw the impact of the high tide raising all ships — meaning they stayed fairly stable in the rankings despite sizable revenue bumps.

Another impact of the rising tide was that, despite challenges relating to the supply chain, inflation and talent shortages, an impressive volume of acquisitions took place. We detail this 2021 activity in the coming pages, along with notable 2022 additions, as well. The strong M&A activity underscores a general business confidence that is reflected in this report, where distributors refuse to yield to temporary market conditions and seem committed to carrying out their strategic plans.

And it seems to be only getting better from here. While this report examines the 2021 fiscal environment, many of the companies on our list are showing marked increases in sales revenue into their first and second quarters of 2022, some posting records. Congratulations to all of the companies listed in the coming pages; we foresee continued growth as they move forward. 

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1. W.W. Graingerwww.grainger.com

2021 Sales: \$13.022 billion
Top Executive: D.G. Macpherson
Headquarters: Lake Forest, IL
Locations: 555
Employees: 24,000

Grainger's 2021 revenue is an increase of nearly 10 percent over 2020 numbers - not to mention, accelerating sales in Q4 point to a monster year ahead for the MRO giant. Take, for example, that so far in '22, Grainger's first quarter earnings jumped 50% and in the second quarter rose by 60%. When we asked Grainger what was fueling growth ahead, they told us that the company is focused on its High-Touch Solutions Model, which offers Advantaged MRO solutions, differentiated sales and services and unparalleled customer service. Grainger also cited its Endless Assortment Model, which it says enables expansive product assortment, innovative customer acquisition and retention capabilities.

2. Motionwww.motion.com

2021 Sales: \$7.5 billion
Top Executive: Randy Breaux
Headquarters: Birmingham, AL
Locations: 850+
Employees: 9,100+

Motion returned to the No. 2 spot — and all it took was the splashiest acquisition of the year. The Genuine Parts Company subsidiary late last year announced plans to acquire Kaman Distribution Group, No. 18 on the 2021 Big 50 list, for \$1.3 billion. Motion reported \$6.3 billion from its own sales last year — enough to match Airgas on its own — but the addition of \$1.2 billion from the Kaman operations vaulted it into the No. 2 position. The distributor also marked a couple of major company milestones in 2021. It rebranded from Motion Industries to the standalone "Motion" brand name, and it celebrated its 75th anniversary as a company.

3. Airgaswww.airgas.com

2021 Sales: \$6.3 billion
Top Executive: Marcelo Fioranelli
Headquarters: Radnor, PA
Locations: N/A
Employees: N/A

Airgas, an Air Liquide company, has had what might be considered a quiet year for a firm that registered 500 acquisitions by 2018 over just 36 years in business. The most recent acquisition we've seen from Airgas was that of Tech Air in 2019. In 2021, the changes at Airgas were more related to management shuffling. The company announced in October that Marcelo Fioranelli had succeeded Pascal Vinet as CEO on July 1. At the same time, Airgas revealed that Jay Worley would succeed Andy Cichocki in the role of COO.

4. Fastenalwww.fastenal.com

2021 Sales: \$6.01 billion
Top Executive: Daniel L. Florness
Headquarters: Winona, MN
Locations: 3,209
Employees: 20,507

According to Fastenal, 2021 saw a significant expansion of what it refers to as its "Digital Footprint." In practical terms, the Digital Footprint is how Fastenal says it illuminates the supply chain for customers — what inventory they have on hand, where products are located in their facilities and the usage dynamics in their businesses. Says Fastenal, "This visibility also allows us to become more proactive and customer-centric in managing the upstream supply chain, improving customer service while making our own operations more efficient." The company says its Digital Footprint grew from an estimated 37.2% of company sales in 4Q of 2020 to 46.4% of company sales in 4Q in 2021.

5. Winsupplywww.winsupplyinc.com

2021 Sales: \$5.5 billion
Top Executive: John McKenzie
Headquarters: Dayton, OH
Locations: 650
Employees: 8,161

Winsupply stayed put on this year's list despite sales that jumped from \$4.2 billion in the previous year to \$5.5 billion in 2021. The Dayton, Ohio, construction and industrial parts distributor, however, has also been among the busiest companies on this year's list, adding new branches, a new distribution center, and a slew of new companies. Last year, Winsupply made seven acquisitions, including Discount Drainage Supplies; Allegheny Pipe & Supply; Atlantic Coastal Supply; Simon's Supply; Clausen Supply; HESCO Supply; and H2O Supply. It also added new branches in Tennessee and Texas in the past calendar year.

6. White Capwww.whitecap.com

2021 Sales: \$4.8 billion
Top Executive: John Stegeman
Headquarters: Norcross, GA
Locations: 450+
Employees: 9,000+

Once a division of HD Supply, White Cap was purchased by private equity in 2020. The \$4 billion deal trimmed down HD Supply significantly before it was re-absorbed by Home Depot. Meanwhile, White Cap has been busy fattening back up. 2021 acquisitions were many, and included: Nashville Rebar Facility; Diamond Tool; Ram Tool; Tri-Supply & Equipment and National Concrete Accessories. Since then, White Cap has added a few more companies to its portfolio and added a new CFO to the senior leadership team, Tim Murphy.

7. MSC Industrial Supply

www.mscdirect.com

2021 Sales: \$3.24 billion
Top Executive: Erik Gershwind
Headquarters: Melville, NY
Locations: N/A
Employees: N/A

MSC began 2021 by embracing the changes to its service model wrought by the pandemic in 2020, permanently shuttering 73 of its branches that had been already closed for COVID-related reasons and shifting those functions to virtual customer care hubs. In the summer, the company also purchased a majority stake in Wm. F. Hurst, a fellow metalworking and MRO distributor based in Wichita, Kansas, with additional locations in Kansas City and Dallas. The company made two more additions so far this year: Tower Fasteners, another Long Island distributor, and suburban Milwaukee metalworking distributor Engman-Taylor.

8. Applied Industrial Technologies

www.applied.com

2021 Sales: \$3.23 billion
Top Executive: Neil A Schrimsher
Headquarters: Cleveland, OH
Locations: 568
Employees: 5,900

Applied owes its growth to a steady acquisitive strategy that included Advanced Control Solutions and Gibson Engineering, both providers of automation products, services and engineered solutions focused on machine vision, intelligent sensors and other related equipment. Because Applied keeps a non-standard fiscal year, their 2022 year-end numbers are one of the first to be available to the industry — and some see them as a bellwether for the health of the sector. If that's the case, then industrial distributors should feel good about what's coming out of Applied, whose Q4 2022 sales broke a billion dollars. Full year sales were up more than 17 percent.

9. Wesco (Industrial)

www.wesco.com

2021 Sales: N/A
Top Executive: John Engel
Headquarters: Pittsburgh, PA
Locations: N/A
Employees: N/A

Wesco attributed just over a third of the revenue in its EES division to what it calls "industrial/MRO sales" which is how we were able to tabulate, approximately, how Wesco's industrial sales would rank on this list. Wesco's highly publicized merger with Anixter closed in 2020 and CEO John Engel said at the time that the business move would change Wesco's trajectory forever. A year later, Engel said in Wesco's annual report that the company's stock price has risen 250% since the merger and that the company had achieved record sales and profitability.

10. MRC Global

www.mrcglobal.com

2021 Sales: \$2.66 billion
Top Executive: Rob Saltiel
Headquarters: Houston, TX
Locations: N/A
Employees: N/A

MRC posted a 4% gain over 2020, propelled by a strong fourth quarter as the company was finally able to get out from underneath several years of headwinds related to oil & gas. Since the start of 2022, MRC Global has actually raised its outlook for the year after sales jumped more than 20% in the first quarter, forecasting year-end that eclipses \$3 billion.

11. Würth Industry North America (WINA)

www.wurthindustry.com

2021 Sales: \$2.64 billion
Top Executive: Dan Hill
Headquarters: Greenwood, IN
Locations: 81
Employees: 2,499

WINA is the North American arm of Würth Group, the massive global industrial distributor with 400+ locations and 80,000 employees. WINA had an active 2021, with two acquisitions including Atlantic Fasteners of Greensboro, NC, and ORR Safety of Louisville, KY. The company also announced a startup with a focus on 3D printing called Würth Additive Group. In July of 2022, WINA announced it had set a new record for revenue growth through July and was on pace to set a record for sales volume.

12. F.W. Webb Company

www.fwwebb.com

2021 Sales: \$1.8 billion
Top Executive: Jeff Pope
Headquarters: Bedford, MA
Locations: 112
Employees: ~3,100

Gaining two spots, F.W. Webb reported a hearty jump of 20 percent over the year prior. In 2021, F.W. Webb acquired Western Connecticut wholesale distributor Danbury Plumbing and HVAC Supply Co. Webb also opened its third New York City location in West Harlem. F.W. Webb continued expanding its footprint in 2022 with two acquisitions: Stritt & Priebe Inc., a specialist in industrial valve supply, service and repair in Buffalo, NY, and VJ Stanley Inc., a wholesale distributor and manufacturers' representative of steam and hydronic products in Rochester, NY. Webb also opened a 70,000 sf branch, with an accompanying 5,000 sf Frank Webb Home showroom in Egg Harbor Township, NJ.

13. Vallen Distributionwww.vallen.com

2021 Sales: \$1.7 billion
Top Executive: Chuck Delph
Headquarters: Belmont, NC
Locations: N/A
Employees: N/A

Vallen, formerly known as Hagemeyer North America-IDG, kicked off 2022 with a change in ownership as multi-national electrical distributor Sonepar agreed to divest the business, selling it to private equity firm Nautic Partners. With roots dating back to 1865, Vallen is a distributor of indirect industrial supplies that covers a broad spectrum of MROP categories. It also provides integrated supply solutions and vendor-managed inventory to individual customer facilities.

14. DistributionNOWwww.dnow.com

2021 Sales: \$1.63 billion
Top Executive: David Cherechinsky
Headquarters: Houston, TX
Locations: 180
Employees: 2,350

DistributionNOW's sales figure surpassed \$1.6 billion, essentially flat from the number reported last year. 2019 and 2020 were disastrous for the company, which has a heavy footprint in oil & gas, and it posted its first profit in two years in late 2021. The company raised its total company guidance for the full year 2022 with revenue expected to increase 20%, and says it plans to explore growth through acquisition.

15. Graybar (Industrial)www.graybar.com

2021 Sales: \$1.4 billion
Top Executive: Kathleen M. Mazzarella
Headquarters: St. Louis, MO
Locations: 300+
Employees: 8,800

The St. Louis-based distribution giant long known for its electronics and telecommunications offerings makes its debut on the Big 50 this year after steadily increasing its industrial supply operations in recent years. Graybar acquired New Jersey's Shingle & Gibb Automation in 2020; California's Steven Engineering in 2021; and Montreal-based Electro-Mag – by its Canadian division – also last year. This year, it has added two Connecticut distributors: Walker Industrial Products and New England Drives and Controls. Graybar officials also say the distributor has invested in the organic growth of its industrial business by deploying specialized sales teams and expanding its automation and MRO product portfolio.

16. Ferguson Industrialwww.fergusonindustrial.com

2021 Sales: N/A
Top Executives: Kevin Murphy, CEO; David Hogge, VP, Ferguson Industrial
Headquarters: Newport News, VA
Locations: 1,470 (Ferguson total)
Employees: 28,000 (Ferguson total)

Ferguson Industrial, formerly known as the Wolseley Industrial Group, cites continued growth and alignment within its valve and valve automation business. According to a statement submitted by Ferguson, "The Industrial team within Ferguson has had a successful year with robust activity in all its primary industries where we focus. In addition, the Industrial group completed 2 acquisitions in FY 22 with the purchase of Uncle Sam Piping Solutions in the upstate of New York as well as A P Supply which expands our footprint in the East Texas and Arkansas markets."

17. DXP Enterpriseswww.dxpe.com

2021 Sales: \$1.11 billion
Top Executive: David R. Little
Headquarters: Houston, TX
Locations: N/A
Employees: N/A

DXP was hit hard in 2020 with sales declines but has powered back since, making a flurry of acquisitions in '21 and '22 that include the likes of Premier Water; Cisco Air Systems; Drydon Equipment Inc. and Burlingame Engineers. Sullivan Environmental Technologies Inc. was the company's most recent — a distributor and manufacturers representative of pumps, valves, controls and process equipment focused on serving the municipal and industrial water and wastewater industries in Ohio, Kentucky and Indiana.

18. Global Industrial Companywww.globalindustrial.com

2021 Sales: \$1.1 billion
Top Executive: Barry Litwin
Headquarters: Port Washington, NY
Locations: 8
Employees: 1,600

Global Industrial provided the following statement to ID: "We continue to make progress on key digital innovation, sales, marketing, customer and logistics initiatives, highlighted by the initial phased rollout of our new e-commerce platform which includes an enhanced user experience for desktop and mobile customers. We believe investments in these areas will strengthen our competitive position, help us drive growth, and allow us to capture additional market share in the highly fragmented industrial distribution marketplace."

19. Berkshire Tool Supply Group (BTSG)

www.berkshiresupply.com; www.pts-tools.com

2021 Sales: N/A
Top Executives: John Beaudoin,
 Mitch Bair
Headquarters: Novi, MI
Locations: 76
Employees: 1,300

Powered by the Berkshire eSupply network, BTSG is a trusted Industry 4.0 Metalworking & MRO national distributor/wholesaler servicing the Industrial marketplace through a fully digitized supply chain with strategically located, state of the art distribution centers augmented with over 73 final mile delivery points. Its fully integrated e-ordering solution offers 2.5 million SKUs from all the major industrial brands at competitive prices. The company provides the full MROP product offering backed locally by a team of expert technical specialists guaranteeing responsive personal service.

20. BDI

www.bdiexpress.com

2021 Sales: \$824 million
Top Executive: Carl James
Headquarters: Cincinnati, OH
Locations: 187
Employees: 1,437

While it may seem obvious after the company's 13 percent bump in sales year over year, BDI told us that "all operations during 2021 improved. BDI continues to collaborate with (its) customers to deliver productivity and cost savings toward customers' success. The BDI Productivity Pipeline, KnowledgeBase, SmartSupply and Full Service Integration (FSI), SmartLeads, BDIExpress and active listening are all BDI tools that BDI uses in collaboration with our Supplier Partners to deliver customer success."

21. Turtle & Hughes

www.turtle.com

2021 Sales: N/A
Top Executive: Kathleen Shanahan
Headquarters: Linden, NJ
Locations: 14
Employees: 850

While Turtle & Hughes reported no recent acquisitions, they did say that the company is advancing its technical services to customers in both its electrical and integrated supply divisions, and on delivering renewable energy projects as more of its electricity comes from clean sources, like wind, solar, and energy battery storage. Like last year, Turtle & Hughes elected to keep its sales figure private.

22. Optimas Solutions

www.optimas.com

2021 Sales: \$637 million
Top Executives: Daniel Harms, President of the Americas; Mike Tuffy, President of International
Headquarters: Wood Dale, IL, Gloucester, UK
Locations: 37
Employees: 1,400

In 2021, Optimas introduced the customer-centric Forward Faster transformation strategy to purposefully align current and future service offerings to better serve customers and supply partners at a more rapid pace. This strategy was born out of lessons from operating throughout the COVID-19 crisis period and the recent economic reawakening.

23. Border States

www.borderstates.com

2021 Sales: \$537 million
Top Executive: David White
Headquarters: Fargo, ND
Locations: 104
Employees: 2,600

Border States has emphasized a recent rebranding effort, and told ID the following: "Our company has grown and changed significantly over the past few decades. This past year, we interviewed customers, vendors and employee-owners to better understand how they perceive us and how they view us in the market. The result? A unified purpose: We believe unstoppable businesses shouldn't go it alone." The project also uncovered the need to consistently use one name, and the company selected Border States as the best choice to represent the broad reach of its business.

24. BlackHawk Industrial

www.bhid.com

2021 Sales: N/A
Top Executive: John Mark
Headquarters: Tulsa, OK
Locations: 46
Employees: 970

BlackHawk has elected to keep its revenue number private this year after a string of recent acquisitions, including four in 2021. According to a statement, BlackHawk told ID that the company will "continue to use acquisitions to grow (its) service capabilities while maintaining the strong local service reputation that these companies have established. BlackHawk lives (its) strategy of being 'Big Enough to Serve. Small Enough to Care.'" True to form, BlackHawk has already completed five additional acquisitions in 2022.

25. D&C North Americawww.descours-cabaud.com

2021 Sales: \$480 million
Top Executive: Philippe Legris
Headquarters: Raleigh, NC
Locations: 75
Employees: 1,350

2021 has been an eventful year for D&C with the acquisition of the Canadian company Ficodis Group. Ficodis is an MRO distribution company based in Montreal and the move, says D&C, put the company in a strong position in both the Ontario and Quebec provinces. The distributor adds that its future growth will be supported by continuous investment in technology as well as through acquisitions.

26. R.S. Hughes Co.www.rshughes.com

2021 Sales: \$461 million
Top Executive: Bill Matthews
Headquarters: Sunnyvale, CA
Locations: 51
Employees: 643

R.S. Hughes has experienced some serious upheaval above the baseline pandemic challenges: in late 2020 its longtime leader Pete Biocini passed away unexpectedly, leading to the appointment of Bill Matthews — a change the company announced in early 2021. With 50+ warehouse sites in the United States and Mexico, RS Hughes maintains an extensive inventory of adhesives, abrasives, electrical, static control, tapes, labeling and safety products.

27. Endries Internationalwww.endries.com

2021 Sales: \$431 million
Top Executive: Steve Endries
Headquarters: Brillinn, WI
Locations: 13
Employees: 1,050

Endries International reports revenues of \$431 million, up substantially from \$366 million last year. This Wisconsin-based distributor says that it sees future growth opportunities around continued technology investments that drive operating efficiencies.

28. Lawson Productswww.lawsonproducts.com

2021 Sales: \$418 million
Top Executive: J. Bryan King
Headquarters: Chicago, IL
Locations: 64
Employees: 3,000

Lawson's quarterly sales topped \$100 million for the first time ever in the first quarter, then set another record in the second quarter. Its third- and fourth-quarter totals also crossed the \$100 million threshold, enough for a 19% annual sales increase to \$418 million — and a jump up to No. 28 in the 2022 rankings from No. 32 in the previous list. Lawson, in January, announced agreements to acquire TestEquity and Gexpro Services from their investment firm owner, and the combined company was renamed Distribution Solutions Group one month later.

29. SBP Holdingswww.sbp Holdings.com

2021 Sales: N/A
Top Executive: Craig Osborne
Headquarters: Dallas, TX
Locations: 100
Employees: 993

The past 12 months brought a slew of activity for SBP, including multiple acquisitions and a key divestiture when it sold its Bishop Lifting division to private equity. More recently, SBP has announced the acquisition of Catawba Industrial Rubber Company Inc. and Coastal Hose & Rubber Inc., an add that brings more than 1,000 employees and 78 locations in North America. SBP told ID that areas of further growth appear to be through the food and beverage and construction markets, and — geographically — in the southeast and mountain states.

30. Kimball Midwestwww.kimballmidwest.com

2021 Sales: \$350 million
Top Executive: Pat McCurdy
Headquarters: Columbus, OH
Locations: 5
Employees: 2,050

Kimball Midwest has gained five spots in the last two years alone and while 2020 brought relatively flat sales, this year's gain was nearly 14 percent. Kimball Midwest is also opening a fifth location this year — a distribution center in Newtown, Connecticut.

31. Wajax (Industrial)

www.wajax.com

2021 Sales: \$344 million
Top Executive: Iggy Domagalski
Headquarters: Windsor, Ontario
Locations: N/A
Employees: N/A

Wajax has been busy since our last Big 50, announcing a CEO succession in October, as well as two key acquisitions: Process Flow Systems of Ontario in February and Powell Canada's Valve Business in July.

32. Hisco

www.hisco.com

2021 Sales: \$337 million
Top Executive: Bob Dill
Headquarters: Houston, TX
Locations: N/A
Employees: N/A

Hisco has recovered nicely from an 8 percent sales dip in 2020, roaring back by gaining nearly 11 percent in 2021. Putting this into an even more unique context: consider that Hisco – founded in the 1940s as Houston Industrial Supply Company – was failing so badly in 1970 that Paul Merriman bought it for \$1, before pulling it out of debt and developing one of the nation's first ESOP companies.

33. ERIKS North America, Inc.

www.eriksna.com

2021 Sales: N/A
Top Executive: Jeffrey T. Crane
Headquarters: Pittsburgh, PA
Locations: 65
Employees: ~1,000

ERIKS North America shared their revenue with us confidentially for ranking purposes but asked that it not be published. After ERIKS was purchased in 2021 by Luther King Capital Management, the company separated its financials from ERIKS' other North American companies, restructuring to have an industry focus. Those include: Power Generation, Rental, Pulp & Paper, Chemical Manufacturing, Refining, Petrochemical, Tire Manufacturing, and Aggregates.

34. CBT Company

www.cbtcompany.com

2021 Sales: \$270 million
Top Executive: Jay Stahl
Headquarters: Cincinnati, OH
Locations: 3
Employees: 265

CBT Company comes in at #34 with \$270 million, a sizable jump of more than 20 percent, propelling this Cincinnati-based distributor up a full five spots. CBT says its tremendous growth is all organic, and that it will continue to invest in the continued development of its service offerings.

35. DGI Supply

www.dgisupply.com

2021 Sales: \$265 million
Top Executive: Jeff Waller
Headquarters: Wheeling, IL
Locations: N/A
Employees: N/A

DGI Supply shows sales that were relatively flat over last year. The company, which offers 38 supply centers across North America that include eight regional warehouses, has been a DoAll company for 95 years.

36. Tencarva Machinery Company

www.tencarva.com

2021 Sales: \$252 million
Top Executive: Ed Pearce
Headquarters: Greensboro, NC
Locations: 28
Employees: 374

Late last year, New York investment firm Bessemer Investors acquired what it called a "significant" stake in Tencarva Machinery Company. Some nine months later, Tencarva said the Bessemer partnership has provided enhanced resources and possibilities for expansion, and that it is always on the lookout for like-minded companies to acquire. The company recently added Ohio-based pump, valve and process equipment distributor Fischer Process Industries and suggested that more additions are "very possible in the near future."

37. Bossard North Americawww.bossard.com/us-en

2021 Sales: \$248 million
Top Executive: David Jones
Headquarters: Cedar Falls, IA
Locations: 84
Employees: 2,700

Parent Bossard Inc. cracked the billion-dollar mark, but the company's North American revenue came in just shy of \$250 million in its 2021 fiscal. According to a statement submitted by Bossard, "We are constantly investing in offerings that help our customers focus more on their core functions. Smart Factory Logistics has allowed us to automate a very large portion of inventory and ordering needs for our customers, as well as leading their last mile management efforts within their facilities. We also continue to make advancements in Smart Factory Automation which helps our customers to assemble the right way with the right parts every single time."

38. Motion & Flow Control Productswww.mfcp.com

2021 Sales: \$228 million
Top Executive: Ross Surratt
Headquarters: Littleton, CO
Locations: 48
Employees: 598

This is the first year Motion & Flow Control has applied for the list and the distributor says its leaders determined they wanted to be a part of our ranking after technically qualifying for about five years. MFCP specializes in solving problems in hydraulics and pneumatics and has been in operation for more than 60 years. According to the company, it continues to invest in greenfield locations and will open nine new locations this year. MFCP says it continues to expand its offerings in industrial fluid power, motion and process control.

39. Bridgestone HosePower<https://hosepower.com>

2021 Sales: \$220 million
Top Executive: J. Palmer Clarkson
Headquarters: Orange Park, FL
Locations: 49
Employees: 613

Bridgestone Hosepower has called 2021 "a strong recovery year" and says it looks forward to meaningful acquisitions in 2022 and 2023. The company also announced that its longtime leader J. Palmer Clarkson has retired and, as of January of 2022, the company's former EVP and CFO Tom Henry has taken his place.

40. Mallory Safety and Supplywww.mallory.com

2021 Sales: \$200 million
Top Executive: Tim Loy
Headquarters: Portland, OR
Locations: 32
Employees: 560

Mallory has made immense strides in recent years, jumping four slots last year and another two this year. In our 2020 ranking, where Mallory posted the largest year over year sales gain as a percentage of overall sales, president Tim Loy told us the company was on pace to hit \$200 million in 2021 and he was not wrong. The company posted a \$35 million jump over last year – which amounts to a second straight year of a 17 percent gain – stressing the company's focus on "building culture and executing on service excellence."

41. Hydradyne LLCwww.hydradynellc.com

2021 Sales: \$195 million
Top Executive: David Parks
Headquarters: Fort Worth, TX
Locations: 31
Employees: 420

In a statement provided to ID, Hydradyne said the company is "focused on building relationships and providing excellent customer service. Hydradyne's values are displayed every day through the excellent people who represent it." The company's sales were up more than 10 percent over 2020.

42. Eastern Industrial Supplies, Inc.www.easternfirst.com

2021 Sales: N/A
Top Executive: Kip Miller
Headquarters: Greenville, SC
Locations: 18
Employees: 340

A newcomer last year with \$141 million in sales, Eastern has bumped two slots but elected to keep its sales figure confidential. Eastern Industrial says investments in training and quality processes are major initiatives going forward.

43. Shively Bros.

www.shivelybros.com

2021 Sales: \$157 million
Top Executive: Chris Clarambeau
Headquarters: Flint, MI
Locations: 14
Employees: 400

Shively has gained two spots this year despite citing disruptions to customers production schedules as their core buyers in automotive manufacturing dealt with COVID and semiconductor shortages. Still, Shively believes it will see continued growth as these factors are mitigated. The company is also investing in cloud-based IT and ERP systems throughout 2022 and is adding more technical service offerings.

44. Martin Inc.

www.martin-inc.com

2021 Sales: \$156 million
Top Executive: David Ruggles
Headquarters: Florence, AL
Locations: 15
Employees: 313

Martin boasted a few significant deals, including the acquisitions of Parker Industrial Safety in Avila, Indiana – the third Indiana-based safety company Martin has acquired in just two years – and Capital Bolt & Screw of Jackson, Mississippi. Martin has also invested in sales by adding ten reps and enrolling in the AD Safety Network Safety Equipment Expert Certification program.

45. Echelon Supply and Service

www.echelonsupply.com

2021 Sales: \$149 million
Top Executive: Kevin Kilkelly
Headquarters: Liverpool, NY
Locations: 15
Employees: 405

JGB Enterprises rebranded to its new name in March of this year. The upstate New York distributor of industrial hose, fluid power products and hose assembly solutions said the Echelon name and logo would unify its growing operations under a single corporate umbrella — including 2021 acquisitions HosePower Canada and All Serv Industrial. Under the new corporate banner, Echelon hopes to bolster its hose and fitting product lineup, expand into new service channels, and add more online self-service options. Executives say that acquisitions continue to top its priorities for growth moving forward.

46. Banner Industries of N.E., Inc.

www.bannerindustries.com

2021 Sales: \$143 million
Top Executive: Bud Richard
Headquarters: Danvers, MA
Locations: 12
Employees: 100

According to Banner, its growth strategy “has not changed, but will only be accelerated, with the recent corporate and government focus on domestic semiconductor fabrication. This ‘onshoring’ paradigm shift is due to [the] auto industry chip shortage and the government’s realization that chip production overseas presents a threat to national security.” Further, Banner hopes to strengthen its core in support of future organic growth, with the filtration category a target for significant growth potential.

47. IBT Industrial Solutions

www.ibtinc.com

2021 Sales: \$141 million
Top Executive: Jeff Cloud
Headquarters: Merriam, KS
Locations: 35
Employees: 340

IBT posted a solid increase of \$9 million dollars from 2020 to 2021. IBT cites heavy investments in its digital presence through marketing and e-commerce, and adds that the company plans to see growth in technical services that support its product offerings, such as gearbox repair, preventative maintenance services and technology, belt fabrication and installation, hose assembly, conveyance, engineering and automation.

48. Cummins-Wagner

www.cummins-wagner.com

2021 Sales: \$134 million
Top Executive: Doug Ardinger
Headquarters: Annapolis Junction, MD
Locations: 14
Employees: 280

Cummins-Wagner cites notable developments in 2021, including the purchase and renovation of two new buildings. The company hopes to continue to grow and says maintaining a substantial inventory is key, especially today “with the very extended lead times we are seeing.” They are also focused on investing in and attracting employees.

49. Valin Corporationwww.valin.com**2021 Sales:** \$125 million**Top Executive:** Joseph C. Nettemeyer**Headquarters:** San Jose, CA**Locations:** 12**Employees:** 161

Valin Corporation nabbed an identical spot last year, though this year with a \$3 million boost in sales, bringing its 2021 revenue to \$125 million. Valin added Sun Automation in August of '21, a distributor of industrial automation products and solutions for manufacturing customers in Arizona, New Mexico and Southern Nevada. The San Jose-based distributor, still helmed by industry veteran Joseph Nettemeyer, says it hopes to grow further through acquisitions and in industries like semiconductors, medical devices and refineries.

50. Mahar Tool Supplywww.gomahar.com**2021 Sales:** \$92 million**Top Executive:** Barbara Mahar
Lincoln**Headquarters:** Saginaw, MI**Locations:** 5**Employees:** 98

MAHAR is ISO-Certified with nearly 75 years of experience in tooling products and services for automotive, aerospace, marine, medical, defense, construction, food equipment and woodworking industries. Mahar announced in December that it had joined the IBC buying group, a move the company's COO Carrie Kessel said at the time would help the distributor increase automation and improve its online catalog solution.

WHAT'S THE DEAL WITH AMAZON?

We're often asked for insight into the role of AmazonBusiness in this market. When the company first launched its B2B division – then called AmazonSupply – there was an intense amount of industry chatter over what kind of impact the e-commerce behemoth would have on the traditional distributor. But as the years have gone on and the giant has eclipsed, reportedly, \$25 billion in sales – have industrial distributors seen the kind of impact they've expected?

Many companies, anecdotally, tell us no. And the reason is because so many of the companies you see on this list have invested in e-commerce while moving away from the idea of being a one-size-fits-all vendor. Instead of focusing on transactional sales, these companies establish and nurture relationships and add value through their service models and constantly evolving value propositions.

Were we to rank AmazonBusiness in our Big 50, the company would easily find its way into the top 3. Here are a few reasons we don't:

- AmazonBusiness does not break out its industrial sales, making any estimates of their role within this specific marketplace just that – *estimates*. Taking this approach would disrupt the playing field for those companies who can testify to their revenue numbers within this vertical.

- AmazonBusiness is, by and large, a marketplace. This business model relies exclusively on web sales without offering the type of sophisticated service model that the readers of this magazine offer and expect. We see the industry changing in the future. Whether that's Amazon going more "traditional" or the traditionals going more transactional remains to be seen, but for now we will continue to observe AmazonBusiness as a stakeholder that differentiates itself from the traditional Big 50 distributor.

METHODOLOGY

All Big 50 List companies are ranked according to their 2021 full-year global sales, and all figures are reported in USD. All Big 50 companies are based in North America, or if headquartered elsewhere, we account only for their North American operations. Master distributors are not eligible for Big 50 List inclusion.

We obtain information for publicly-traded companies based on their annual and quarterly reports, earnings statements and company verifications. For non-publicly-traded and privately-held companies, we rely on their self-reported data and follow-up communication. Recently published press releases, company website information and other news reports are also used to supplement company data for our Big 50 feature. Company information was collected via email, survey and by phone by *Industrial Distribution* editorial staff. To be eligible for Big 50 consideration, company information had to be submitted by Sept. 6.

We are sometimes forced to refrain from listing companies that don't confirm their sales information to *ID* or don't fit our definition of an 'industrial distributor,' which becomes more challenging each year as the market evolves and distributors continue to diversify their product mix. While 'industrial' is a fairly broad term, our definition of an industrial distributor is a company that distributes products in categories that include, but aren't limited to: abrasives, bearings, cutting tools, fasteners, hand tools, industrial hose & hose accessories, janitorial/sanitation, machine tools, metalworking, MRO, PVF, PPE, power tools, power transmission/motion control and safety.

We will also consider companies that primarily distribute products outside of these categories, as long as their sales of our defined 'industrial' products are large enough to qualify. So if a company is primarily an electrical products distributor, but has industrial sales high enough to place among the top 50, it may qualify, and we would account for only those 'industrial' sales. Such has been the case in recent years for WESCO International, Border States and Graybar.

Notable omissions this year include Kaman Industrial Technologies – who was absorbed into Motion early in 2022 – and EWIE Group and OTC Industrial Solutions, who are privately held and did not respond to our requests.

For those of you who don't see your company name on our list, but think you should, please contact us with your information and we'll consider adding your company to our Big 50 pool for 2023. As always, your feedback – good or bad – is appreciated. Find more Big 50 methodology information on our website.