

FISCAL SECOND QUARTER 2026 EARNINGS

APRIL 1, 2026

MSC



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Statements in this presentation may constitute “forward-looking statements” under the Private Securities Litigation Reform Act of 1995. All statements, other than statements of present or historical fact, that address activities, events or developments that MSC expects, believes or anticipates will or may occur in the future, including statements about results of operations and financial condition, expected future results, expected benefits from our investment and strategic plans and other initiatives, and expected future growth and profitability, are forward-looking statements. The words “will,” “may,” “believes,” “anticipates,” “thinks,” “expects,” “estimates,” “plans,” “intends” and similar expressions are intended to identify forward-looking statements. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from those anticipated by these forward-looking statements. In addition, statements which refer to expectations, projections or other characterizations of future events or circumstances, statements involving a discussion of strategy, plans or intentions, statements about management’s assumptions, projections or predictions of future events or market outlook and any other statement other than a statement of present or historical fact are forward-looking statements. The inclusion of any statement in this presentation does not constitute an admission by MSC or any other person that the events or circumstances described in such statement are material. In addition, new risks may emerge from time to time and it is not possible for management to predict such risks or to assess the impact of such risks on our business or financial results. Accordingly, future results may differ materially from historical results or from those discussed or implied by these forward-looking statements. Given these risks and uncertainties, the reader should not place undue reliance on these forward-looking statements. These risks and uncertainties include, but are not limited to, the following: general economic conditions in the markets in which we operate; changing customer and product mixes; volatility in commodity, energy and labor prices, and the impact of prolonged periods of low, high or rapid inflation; competition, including the adoption by competitors of aggressive pricing strategies or sales methods; industry consolidation and other changes in the industrial distribution sector; the applicability of laws and regulations relating to our status as a supplier to the U.S. government and public sector; the credit risk of our customers; our ability to accurately forecast customer demands; interruptions in our ability to make deliveries to customers; supply chain disruptions; our ability to attract and retain sales and customer service personnel; the risk of loss of key suppliers or contractors or key brands; changes to trade policies or trade relationships, including tariff policies; risks associated with opening or expanding our customer fulfillment centers; our ability to estimate the cost of healthcare claims incurred under our self-insurance plan; interruption of operations at our headquarters or customer fulfillment centers; products liability due to the nature of the products that we sell; impairments of goodwill and other indefinite-lived intangible assets; the impact of climate change; operating and financial restrictions imposed by the terms of our material debt instruments; our ability to access additional liquidity; the significant influence that our principal shareholders will continue to have over our decisions; our ability to execute on our E-commerce strategies and maintain our digital platforms; costs associated with maintaining our information technology (“IT”) systems and complying with data privacy laws; disruptions or breaches of our IT systems or violations of data privacy laws, including such disruptions or breaches in connection with our E-commerce channels; risks related to online payment methods and other online transactions; the retention of key management personnel; litigation risk due to the nature of our business; failure to comply with environmental, health, and safety laws and regulations; and our ability to comply with, and the costs associated with, social and environmental responsibility policies. Additional information concerning these and other risks is described under “Risk Factors” and “Management’s Discussion and Analysis of Financial Condition and Results of Operations” in our Annual and Quarterly Reports on Forms 10-K and 10-Q, respectively, and in the other reports and documents that we file with the United States Securities and Exchange Commission. We expressly disclaim any obligation to update any of these forward-looking statements, except to the extent required by applicable law.

FISCAL SECOND QUARTER 2026 HIGHLIGHTS

1

Average daily sales (“ADS”) up 2.9% YoY but below the quarterly outlook range despite continued mid-single digit growth in Core Customer ADS

2

Gross margin of 41.1% was **above expectations** and primarily driven by benefits from price/cost and customer mix

3

Reported and adjusted* operating margin up 10 bps and 40 bps YoY, respectively, and within the outlook range driven by operating expense control and gross margin improvement YoY

4

Reported and adjusted* incremental operating margin of 10% and 21%** achieved in 2Q'26, respectively, and anticipating stronger performance in the second half of the fiscal year

5

Reported EPS \$0.76 and adjusted* EPS of \$0.82 up 9% and 14% YoY, respectively

6

Approximately \$110 million returned to shareholders in the form of dividends and share repurchases fiscal year-to-date

* Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations



** The Company defines Incremental Operating Margin as the change in year-over-year Income from Operations as a percentage of the change in year-over-year Net Sales and Adjusted Incremental Operating Margin as Incremental Operating Margin adjusted to exclude restructuring and other costs, property, plant and equipment asset impairment, and share reclassification litigation costs by excluding such items from Income from Operations. The Company's management believes that Incremental Operating Margin is useful because it shows the direction that operating profit margins are moving as a result of changes in net sales between periods, and that, by excluding the aforementioned items, Adjusted Incremental Operating Margin helps to more clearly show, on a comparable basis between periods, trends in the Company's underlying business and results of operations. The Company believes that investors benefit from seeing results from the perspective of management in addition to seeing results presented in accordance with GAAP for the same reasons and purposes for which management uses such non-GAAP financial measures.

GROWTH FORUM '26



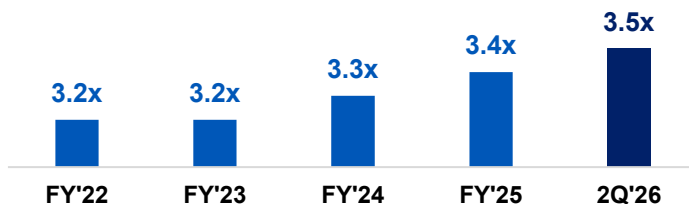
- ▶ Over **1,000** MSC reps and **400** Suppliers
- ▶ Structured more than **3,000 pre-scheduled meetings** to discuss whitespace overlap and **joint growth opportunities**
- ▶ Identified close to **\$500M** in combined near-term and **long-term growth opportunities**

“We now use this experience to judge all trade shows going forward. The enthusiasm and the follow up from your sellers has been unbelievable” - Hand Tool Supplier

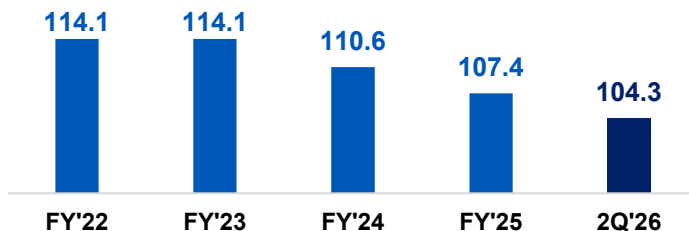
MAKING PROGRESS ON INVENTORY METRICS AND SUPPLY CHAIN COSTS BUT MORE TO BE DONE

Inventory Metrics

Inventory Turns*



Inventory Days**

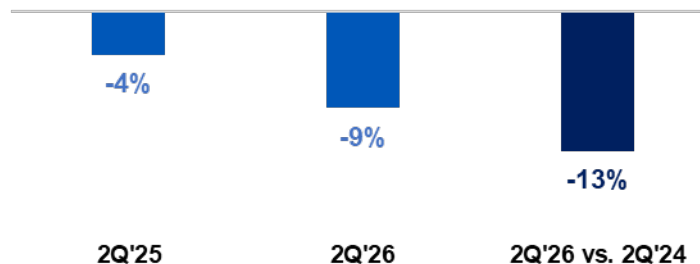


- **Seeing gradual improvement across inventory metrics** despite recent strategic build in inventories with plenty of runway for additional improvement

* Inventory Turns is calculated as total cost of goods sold divided by inventory, using a 13-month trailing average inventory.
 ** Inventory Days is calculated as the total days in the period divided by inventory turns

Supply Chain Headcount

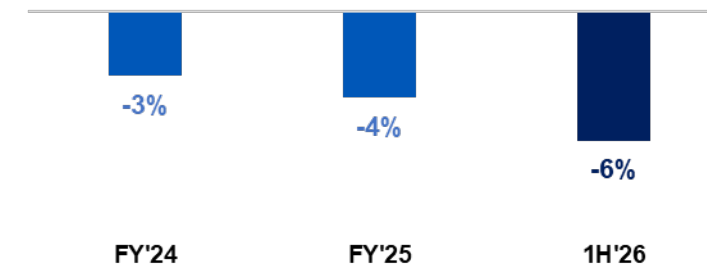
% Change



- At fiscal 2Q'26 end, supply chain's headcount **was down 9% vs. 2Q'25 and down 13% vs. 2Q'24 levels**

Supply Chain Expenses

Compensation Expense YoY % Change



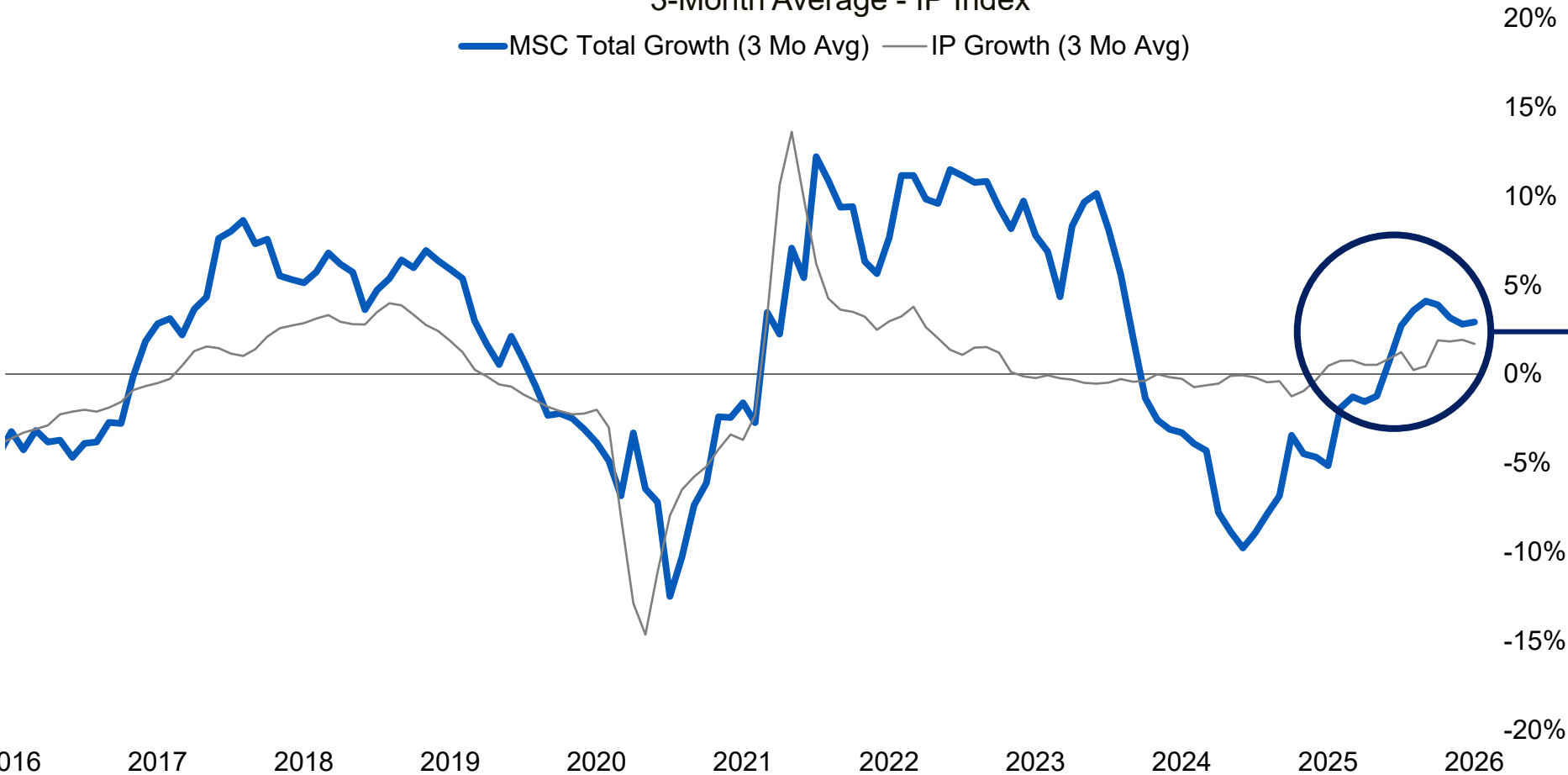
- Supply chain's compensation expense **was down 4% YoY in FY'25 and down 6% YoY in 1H'26**

PERFORMANCE AGAINST IP EXPECTED TO IMPROVE AS INITIATIVES BEGIN TO DRIVE BETTER VOLUME PERFORMANCE

MSC Total Organic Sales Growth

3-Month Average - IP Index

— MSC Total Growth (3 Mo Avg) — IP Growth (3 Mo Avg)



IP Index Performance YoY of MSC's Top 5 Industries

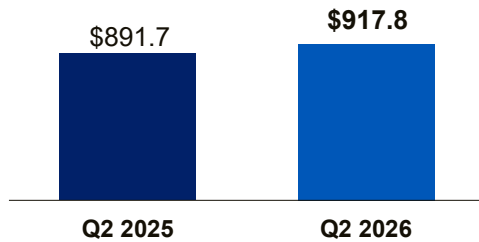
Industry Group	2Q'26
Machinery & Equipment	4.0%
Primary Metals	3.0%
Fabricated Metals	2.7%
Automotive	1.3%
Aerospace	12.9%



- Data as of March 16, 2026;
- Source: Federal Reserve

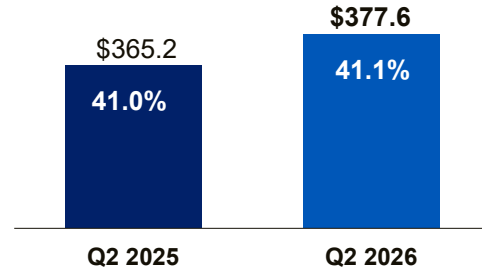
FISCAL SECOND QUARTER 2026 REPORTED AND ADJUSTED RESULTS

Net Sales (millions)



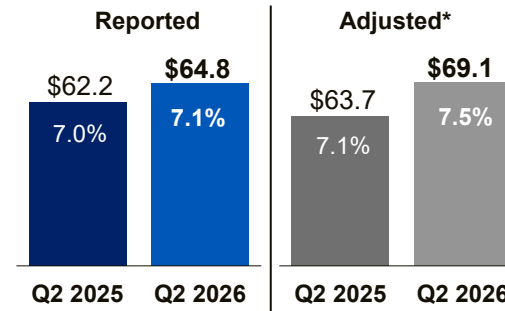
- ADS growth of 2.9% primarily driven by benefits from price of 660 bps being partially offset by a volume decline of 400 bps
- ADS to Core and Other Customers up 6%, National Accounts flat, and Public Sector down 1%
- Sales to customers with an In-Plant program up 8%, representing 20% of total sales
- Sales through vending machines up 8%, representing 20% of total sales

Gross Profit (millions and % of sales)



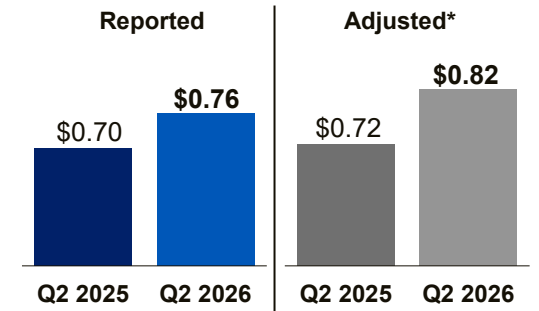
- Gross margin up 10 bps YoY
- YoY performance primarily driven by favorable price/cost and customer mix

Operating Profit (millions and % of sales)



- Reported operating profit in Q2'26 includes \$4.3 million of combined impacts from restructuring and other costs and property, plant and equipment asset impairment
- Reported operating profit in Q2'25 includes \$1.4 million of restructuring and other costs
- Operating margin improvement primarily driven by higher sales and gross margins YoY combined with benefits from operating expense productivity

Earnings (per diluted share)

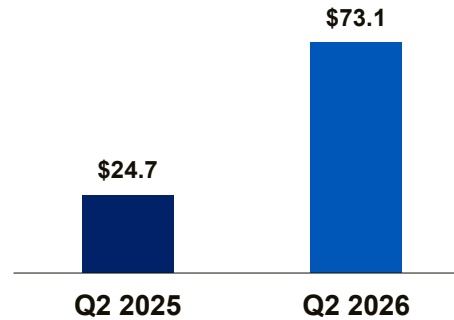


- Q2'26 reported EPS includes \$0.06 of combined impacts from restructuring and other costs and property, plant and equipment asset impairment
- Q2'25 reported EPS includes \$0.02 from restructuring and other costs
- Benefits from FX revaluation, represent an adjusted EPS tailwind of \$0.02

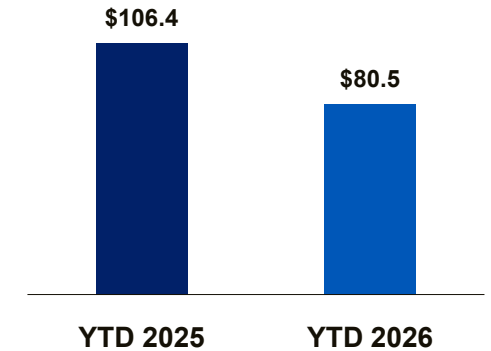
FISCAL SECOND QUARTER 2026 BALANCE SHEET AND CASH FLOW

Free Cash Flow* (millions)

Quarterly



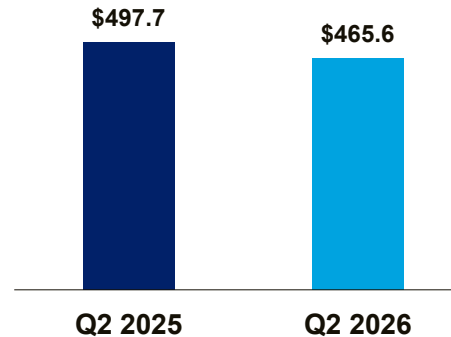
Year to Date



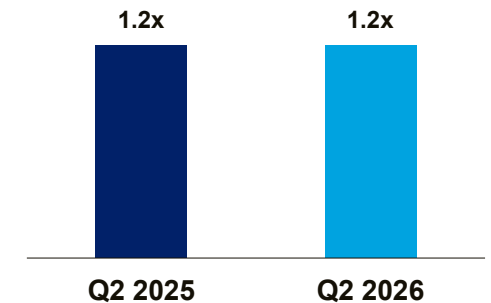
- Strong operating cashflow conversion** of 224% in fiscal 2Q'26 and partly driven by benefits from amended A/R securitization during the quarter
- Generated free cash flow conversion* of 173% in fiscal 2Q'26 and 86% fiscal YTD, on track to achieve target of ~90% for the full fiscal year

Net Debt and Financial Leverage (millions, except ratio)

Net Debt



Net Debt to EBITDA*



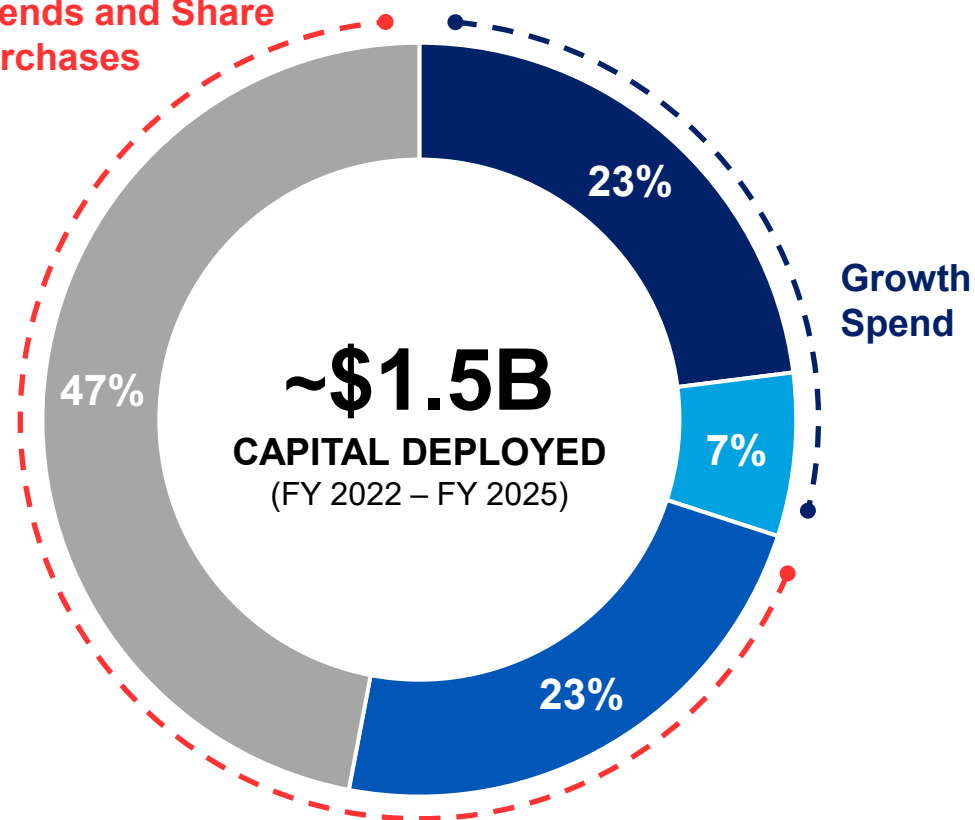
- Net debt decreased \$32 million as a result of lower debt levels and higher cash on hand
- Maintaining a healthy balance sheet with net debt to EBITDA currently at 1.2x*
- Target net debt to EBITDA ratio between 1.0x and 2.0x*

* Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations

** The Company defines Operating Cash Flow Conversion as Net cash provided by operating activities as a percentage of Net Income. The Company's management uses Operating Cash Flow Conversion to evaluate the Company's operating performance, in particular how efficiently the Company turns its sales and profits into cash, and to assess the efficiency of the Company's use of working capital. The Company believes Operating Cash Flow Conversion is useful to investors for the foregoing reasons and as a measure of the rate at which the Company converts its net income reported in accordance with GAAP to cash inflows, which helps investors assess whether the Company is generating sufficient cash flow to provide an adequate return

CLEAR CAPITAL ALLOCATION PRIORITIES

Dividends and Share Repurchases



Long-Term Priorities

Strategic Optionality	Significant capital allocation optionality after deprioritizing special dividends; potential uses include organic growth investments, strategic M&A, debt paydown, or further deployment to shareholders
Capex	Ongoing investment to strengthen operations, digital capabilities, and service offerings
M&A	Bolt-on acquisitions with a focus on underserved regions, adjacent product categories, technologies, and high-growth end markets
Share Repurchases	Targeting to offset annual stock-based compensation dilution at a minimum
Ordinary Dividend	Targeting modest annual increases in the ordinary dividend

Disciplined focus on Return on Invested Capital* and value creation

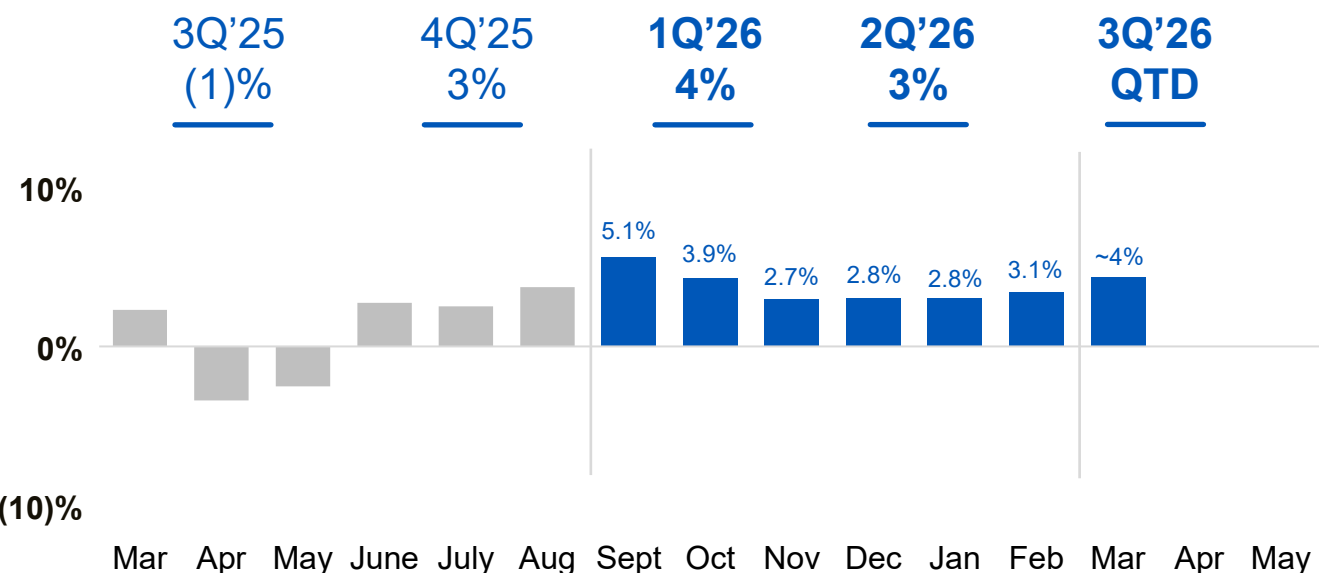
THIRD QUARTER EXPECTATIONS REFLECT BENEFITS FROM PRICE AND VOLUMES PERFORMING BETTER YOY COMPARED TO 2Q LEVELS

3Q'26 OUTLOOK

Up 5% to 7% YoY
AVERAGE DAILY SALES (ADS)

9.7% to 10.3%
ADJUSTED OPERATING MARGIN*

ADS YoY TRENDS



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ASSUMPTIONS

Average Daily Sales

- Headwind of 100 bps in March ADS due to the timing of Good Friday that should become a benefit in April
- Midpoint of the range assumes ADS in April and May improving a little more than 7% YoY, suggesting volume improvement

Profitability & Adjusted Operating Margin

- Gross margin expected to be ~41.0%
- Outlook implies 3Q adjusted* incremental margin** of ~25%
- In a mid-single digit growth scenario, we expect adjusted* incremental operating margin** of approximately 20% for the fiscal year



FY'26 GUIDED METRICS AND HISTORICAL SEQUENTIAL AVERAGE DAILY SALES TRENDS WITH CONSIDERATIONS

FY'26 MODELING ASSUMPTIONS

\$95-\$100M

Depreciation and Amortization

~\$35M

Interest and Other Expense

\$100-\$110M***

Capital Expenditures

~90%

Free Cash Flow Conversion*

24.5%-25.5%

Tax Rate

AVERAGE DAILY SALES CADENCE

3Q'26 ADS Mid Point

\$16.1M

	2Q to 3Q	3Q to 4Q
Historical QoQ Average**	+6% <i>Mid-point of outlook assumes improvement of ~10%</i>	Roughly Flat
Considerations	<ul style="list-style-type: none"> • Cautiously optimistic that industrial activity will improve in the 2nd half of the fiscal year despite increased uncertainty stemming from geopolitical tensions, the recent war, and rising fuel costs • Momentum in growth initiatives expected to build throughout the fiscal year • Potential for further pricing actions if inflationary pressures persist 	
Business Days	3Q: 64	4Q: 64



*Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations

**5-year historical ADS average (FY'21-FY'25)

*** Includes expenditures associated with cloud computing arrangements

SUMMARY

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APPENDIX

RECONCILIATIONS

Non-GAAP Financial Measures

To supplement MSC's unaudited selected financial data presented consistent with accounting principles generally accepted in the United States ("GAAP"), the Company discloses certain non-GAAP financial measures, including return on invested capital (as defined below), non-GAAP operating expenses, non-GAAP income from operations, non-GAAP operating margin, non-GAAP incremental operating margin, non-GAAP provision for income taxes, non-GAAP net income and non-GAAP diluted earnings per share, that exclude items such as restructuring and other costs, property, plant and equipment asset impairment and share reclassification litigation costs, and tax effects, as well as free cash flow conversion, which is a measure calculated using free cash flow, which is a non-GAAP measure.

These non-GAAP financial measures are not presented in accordance with GAAP or an alternative for GAAP financial measures and may be different from similar non-GAAP financial measures used by other companies. The presentation of this additional information is not meant to be considered in isolation or as a substitute for the most directly comparable GAAP financial measure and should only be used to evaluate MSC's results of operations in conjunction with the corresponding GAAP financial measure.

This presentation also includes certain forward-looking information that is not presented in accordance with GAAP, including adjusted operating margin, adjusted incremental operating margin and free cash flow conversion. The Company believes that a quantitative reconciliation of such forward-looking information to the most directly comparable financial measure calculated and presented in accordance with GAAP cannot be made available without unreasonable efforts because a reconciliation of these non-GAAP financial measures would require the Company to predict the timing and likelihood of potential future events such as restructurings, M&A activity, and other infrequent or unusual gains and losses. Neither the timing or likelihood of these events, nor their probable significance, can be quantified with a reasonable degree of accuracy. Accordingly, a reconciliation of such forward-looking information to the most directly comparable GAAP financial measure is not provided.

Free Cash Flow ("FCF") and Free Cash Flow Conversion ("FCF Conversion")

FCF is a non-GAAP financial measure. FCF is used in addition to and in conjunction with results presented in accordance with GAAP, and FCF should not be relied upon to the exclusion of GAAP financial measures. Management strongly encourages investors to review our financial statements and publicly-filed reports in their entirety and to not rely on any single financial measure. FCF, which we reconcile to "Net cash provided by operating activities," is cash flow from operations reduced by "Expenditures for property, plant and equipment". We believe that FCF, although similar to cash flow from operations, is a useful additional measure since capital expenditures are a necessary component of ongoing operations. Management also views FCF, as a measure of the Company's ability to reduce debt, add to cash balances, pay dividends, and repurchase stock. FCF has limitations due to the fact that it does not represent the residual cash flow available for discretionary expenditures. For example, FCF does not incorporate payments made on finance lease obligations or required debt service payments. In addition, different companies define FCF differently. Therefore, we believe it is important to view FCF as a complement to our entire consolidated statements of cash flows. FCF Conversion is useful to investors for the foregoing reasons and as a measure of the rate at which the Company converts its net income reported in accordance with GAAP to cash inflows, which helps investors assess whether the Company is generating sufficient cash flow to provide an adequate return.

Incremental Operating Margin and Adjusted Incremental Operating Margin

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RECONCILIATIONS

Non-GAAP Financial Measures

Results Excluding Restructuring and Other Costs, Property, Plant and Equipment Asset Impairment, and Share Reclassification Litigation Costs

In calculating certain non-GAAP financial measures, we exclude items such as restructuring and other costs, property, plant and equipment asset impairment, and share reclassification litigation costs, and tax effects. Management makes these adjustments to facilitate a review of the Company's operating performance on a comparable basis between periods, for comparing with forecasts and strategic plans, for identifying and analyzing trends in the Company's underlying business and for benchmarking performance externally against competitors. We believe that investors benefit from seeing results from the perspective of management in addition to seeing results presented in accordance with GAAP for the same reasons and purposes for which management uses such non-GAAP financial measures.

Return on Invested Capital ("ROIC")

ROIC is calculated using a non-GAAP financial measure. We calculate ROIC by dividing non-GAAP net operating profit after tax ("NOPAT") by average invested capital, a GAAP measure. NOPAT is defined as tax effected income from operations. Average invested capital is defined as net debt plus shareholder's equity using a trailing 13-month average. We believe that ROIC is useful to investors as a measure of performance and of the effectiveness of the use of capital in our operations. We use ROIC as one measure to monitor and evaluate operating performance. This method of determining non-GAAP ROIC may differ from other companies' methods and therefore may not be comparable to those used by other companies. ROIC should be considered in addition to, rather than as a substitute for, other information provided in accordance with GAAP. The financial measure calculated under GAAP which is most directly comparable to ROIC is considered to be the ratio of Net income to Average invested capital. See below for the calculation of ROIC and the reconciliation to the comparable GAAP measure.

Net Debt to Earnings before Interest, Taxes, and Depreciation and Amortization ("EBITDA")

Net debt to EBITDA is calculated using a non-GAAP financial measure, EBITDA. The Company defines EBITDA as GAAP net income adjusted for taxes, total other expense and depreciation and amortization for the preceding 12 months. Net debt, a GAAP measure, is calculated as total debt less cash and cash equivalents. The Company presents net debt to EBITDA because it more clearly represents the operating profitability of the company and is a more accurate representation of the Company's financial position and its ability to cover its net debt obligations with results from its core operations. The Company's management uses net debt to EBITDA to evaluate the timeframe it would take to pay back its debt if net debt and EBITDA are held constant. The Company believes net debt to EBITDA is useful to investors for the foregoing reasons and as a measure of the rate at which the Company can cover its debts, which helps investors assess whether the Company has ability to grow its debt to support future growth initiatives. This method of determining non-GAAP EBITDA may differ from other companies' methods and therefore may not be comparable to those used by other companies. EBITDA should be considered in addition to, rather than as a substitute for, other information provided in accordance with GAAP.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
 Reconciliation of GAAP and Non-GAAP Financial Information
 Fiscal Quarters and Years Ended February 28, 2026 and March 1, 2025
 (In thousands)

	Fiscal Quarters Ended		Fiscal Years Ended	
	February 28, 2026	March 1, 2025	February 28, 2026	March 1, 2025
(a) Net cash provided by operating activities	94,398	54,466	123,809	156,334
(b) Expenditures for property, plant and equipment	(21,319)	(29,789)	(43,325)	(49,957)
(a-b) = (c) Free cash flow	73,079	24,677	80,484	106,377
(d) Net income	42,158	39,147	93,266	84,841
(a)/(d) Operating cash flow conversion	224 %	139 %	133 %	184 %
(c)/(d) Free cash flow conversion	173 %	63 %	86 %	125 %

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
 Reconciliation of GAAP and Non-GAAP Financial Information
 Thirteen Weeks Ended February 28, 2026
 (In thousands, except percentages and per share data)

	GAAP Financial Measure	Items Affecting Comparability		Non-GAAP Financial Measure
	Total MSC Industrial	Restructuring and Other Costs	Property, Plant and Equipment Asset Impairment	Adjusted Total MSC Industrial
Net Sales	\$ 917,774	\$ —	\$ —	\$ 917,774
Cost of Goods Sold	540,186	—	—	540,186
Gross Profit	377,588	—	—	377,588
Gross Margin	41.1 %	— %	— %	41.1 %
Operating Expenses	310,342	—	1,890	308,452
Operating Expenses as % of Sales	33.8 %		(0.2)%	33.6 %
Restructuring and Other Costs	2,454	2,454	—	—
Income from Operations	64,792	(2,454)	(1,890)	69,136
Operating Margin	7.1 %	0.3 %	0.2 %	7.5 %
Incremental Margin	9.8 %	4.0 %	7.3 %	21.0 %
Total Other Expense	(8,774)	—	—	(8,774)
Income before provision for income taxes	56,018	(2,454)	(1,890)	60,362
Provision for income taxes	13,860	(607)	(467)	14,934
Net income	42,158	(1,847)	(1,423)	45,428
Net loss attributable to noncontrolling interest	(326)	—	—	(326)
Net income attributable to MSC Industrial	\$ 42,484	\$ (1,847)	\$ (1,423)	\$ 45,754
Net income per common share:				
Diluted	\$ 0.76	\$ (0.03)	\$ (0.03)	\$ 0.82

*Individual amounts may not agree to the total due to rounding.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Twenty-Six Weeks Ended February 28, 2026
(In thousands, except percentages and per share data)

	GAAP Financial Measure	Items Affecting Comparability			Non-GAAP Financial Measure
	Total MSC Industrial	Restructuring and Other Costs	Share Reclassification Litigation Costs	Property, Plant and Equipment Asset Impairment	Adjusted Total MSC Industrial
Net Sales	\$ 1,883,458	\$ —	\$ —	\$ —	\$ 1,883,458
Cost of Goods Sold	1,113,193	—	—	—	1,113,193
Gross Profit	770,265	—	—	—	770,265
Gross Margin	40.9 %	— %	— %	— %	40.9 %
Operating Expenses	621,910	—	51	1,890	619,969
Operating Expenses as % of Sales	33.0 %	— %	0.0 %	(0.1)%	32.9 %
Restructuring and Other Costs	7,324	7,324	—	—	—
Income from Operations	141,031	(7,324)	(51)	(1,890)	150,296
Operating Margin	7.5 %	0.4 %	0.0 %	0.1 %	8.0 %
Incremental Margin	10.3 %	5.6 %	0.1 %	3.0 %	19.0 %
Total Other Expense	(17,499)	—	—	—	(17,499)
Income before provision for income taxes	123,532	(7,324)	(51)	(1,890)	132,797
Provision for income taxes	30,266	(1,794)	(12)	(463)	32,535
Net income	93,266	(5,530)	(39)	(1,427)	100,262
Net loss attributable to noncontrolling interest	(1,022)	—	—	—	(1,022)
Net income attributable to MSC Industrial	\$ 94,288	\$ (5,530)	\$ (39)	\$ (1,427)	\$ 101,284
Net income per common share:					
Diluted	\$ 1.69	\$ (0.10)	\$ —	\$ (0.03)	\$ 1.81

*Individual amounts may not agree to the total due to rounding.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
 Reconciliation of GAAP and Non-GAAP Financial Information
 Thirteen Weeks Ended March 1, 2025
 (In thousands, except percentages and per share data)

	GAAP Financial Measure	Items Affecting Comparability	Non-GAAP Financial Measure
	Total MSC Industrial	Restructuring and Other Costs	Adjusted Total MSC Industrial
Net Sales	\$ 891,717	\$ —	\$ 891,717
Cost of Goods Sold	526,487	—	526,487
Gross Profit	365,230	—	365,230
Gross Margin	41.0 %	— %	41.0 %
Operating Expenses	301,578	—	301,578
Operating Expenses as % of Sales	33.8 %	— %	33.8 %
Restructuring and Other Costs	1,406	1,406	—
Income from Operations	62,246	(1,406)	63,652
Operating Margin	7.0 %	0.2 %	7.1 %
Total Other Expense	(10,533)	—	(10,533)
Income before provision for income taxes	51,713	(1,406)	53,119
Provision for income taxes	12,566	(337)	12,903
Net income	39,147	(1,069)	40,216
Net loss attributable to noncontrolling interest	(167)	—	(167)
Net income attributable to MSC Industrial	\$ 39,314	\$ (1,069)	\$ 40,383
Net income per common share:			
Diluted	\$ 0.70	\$ (0.02)	\$ 0.72

*Individual amounts may not agree to the total due to rounding.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
 Reconciliation of GAAP and Non-GAAP Financial Information
 Twenty-Six Weeks Ended March 1, 2025
 (In thousands, except percentages and per share data)

	GAAP Financial Measure	Items Affecting Comparability	Non-GAAP Financial Measure
	Total MSC Industrial	Restructuring and Other Costs	Adjusted Total MSC Industrial
Net Sales	\$ 1,820,201	\$ —	\$ 1,820,201
Cost of Goods Sold	1,076,784	—	1,076,784
Gross Profit	743,417	—	743,417
Gross Margin	40.8 %	— %	40.8 %
Operating Expenses	605,141	—	605,141
Operating Expenses as % of Sales	33.2 %	— %	33.2 %
Restructuring and Other Costs	3,750	3,750	—
Income from Operations	134,526	(3,750)	138,276
Operating Margin	7.4 %	0.2 %	7.6 %
Total Other Expense	(22,211)	—	(22,211)
Income before provision for income taxes	112,315	(3,750)	116,065
Provision for income taxes	27,474	(892)	28,366
Net income	84,841	(2,858)	87,699
Net loss attributable to noncontrolling interest	(1,096)	—	(1,096)
Net income attributable to MSC Industrial	\$ 85,937	\$ (2,858)	\$ 88,795
Net income per common share:			
Diluted	\$ 1.54	\$ (0.05)	\$ 1.59

*Individual amounts may not agree to the total due to rounding.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Twelve Months Ended February 28, 2026 and August 30, 2025
(In thousands, except percentages)

	Twelve Months Ended February 28, 2026	Twelve Months Ended August 30, 2025
(a) Net income attributable to MSC Industrial (twelve-month trailing)	\$ 207,679	\$ 199,328
NOPAT		
Income from Operations (twelve-month trailing)	308,068	301,563
Effective tax rate	24.9 %	24.9 %
(b) Non-GAAP NOPAT	231,237	226,346
(c) Adjusted Non-GAAP NOPAT	246,080 ¹	237,049 ²
Invested Capital		
Total MSC Industrial shareholders' equity	\$ 1,383,571	\$ 1,388,210
Current portion of debt including obligations under finance leases	317,233	316,868
Long-term debt including obligations under finance leases	194,517	168,831
Total Debt	511,750	485,699
Cash and cash equivalents	\$ 46,192	\$ 56,228
Net debt	465,558	429,471
Invested capital	1,849,129	1,817,681
(d) Average invested capital (thirteen-month trailing average)	1,832,031	1,836,838
(e) Adjusted average invested capital (thirteen-month trailing average)	1,842,732 ¹	1,847,327 ²
(a)/(d) Net income to Average invested capital	11.3 %	10.9 %
(b)/(d) Non-GAAP ROIC	12.6 %	12.3 %
(c)/(e) Adjusted Non-GAAP ROIC	13.4 %	12.8 %

⁽¹⁾ Adjusted Non-GAAP NOPAT and invested capital excludes \$14.6 million of restructuring and other costs, \$1.2 million of loss on sale of property, \$1.9 million property, plant and equipment asset impairment and \$2.1 million of share reclassification litigation costs, net of an associated tax benefit of \$5.0 million.

⁽²⁾ Adjusted Non-GAAP NOPAT and invested capital excludes \$11.0 million of restructuring and other costs, \$1.2 million of loss on sale of property and \$2.1 million of share reclassification litigation costs, net of an associated tax benefit of \$3.6 million.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
 Reconciliation of GAAP and Non-GAAP Financial Information
 Twelve Months Ended February 28, 2026 and March 1, 2025
 (In thousands)

	Twelve Months Ended February 28, 2026	Twelve Months Ended March 1, 2025
Net Debt		
Current portion of debt including obligations under finance leases	\$ 317,233	\$ 234,056
Long-term debt including obligations under finance leases	194,517	304,931
Total debt	511,750	538,987
Cash and cash equivalents	46,192	41,276
(a) Net Debt	\$ 465,558	\$ 497,711
Net Income	\$ 206,261	\$ 210,105
Total other expense	33,273	48,359
Income tax expense	68,534	73,686
Depreciation and amortization	94,137	84,007
(b) EBITDA	\$ 402,205	\$ 416,157
(a)/(b) Net Debt to EBITDA	1.16	1.20

THANK YOU

MSC

