

# FISCAL THIRD QUARTER 2026 EARNINGS

JULY 1, 2026

**MSC**



# CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

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 THIRD QUARTER 2026 HIGHLIGHTS

1

**Average daily sales** (“ADS”) up 7.8% and above our quarterly outlook range driven by favorability in both price and volume growth

2

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

3

**Reported and adjusted\* operating margin** up 170 bps and 160 bps YoY, respectively, and above the range of our outlook driven by gross margin and sales performing better than expected combined with benefits from cost actions

4

**Achieved incremental operating margin\*\* of 32%** on both a reported and adjusted basis in fiscal 3Q'26, inline with our expectation of stronger performance in second half of the fiscal year

5

**Reported EPS \$1.44 and adjusted\* EPS of \$1.43** up 41% and 32% YoY, respectively

6

**Approximately \$160 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 share reclassification litigation costs, restructuring and other costs, property, plant and equipment asset impairment, and loss on sale of property (prior year), 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.

# FISCAL 3Q RESULTS DEMONSTRATE IMPROVED LEVELS OF EXECUTION

## Fiscal 3Q'26 Highlights

AVERAGE DAILY SALES

↑ 7.8% YoY

ADJUSTED OPERATING MARGIN\*

↑ 160 bps YoY

INCREMENTAL OPERATING MARGIN\*\*

32%

REPORTED & ADJUSTED EPS\*

↑ 41% & 32% YoY



## SALES COVERAGE

Sales Per Rep Per Day  
Up High-Teens YoY



## WEB & CORE CUSTOMERS

Core Customer ADS  
Up HSD YoY  
Web ADS  
Up LDD YoY



## SOLUTIONS MOMENTUM

Vending & In-Plant ADS  
Up Mid-Teens YoY



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

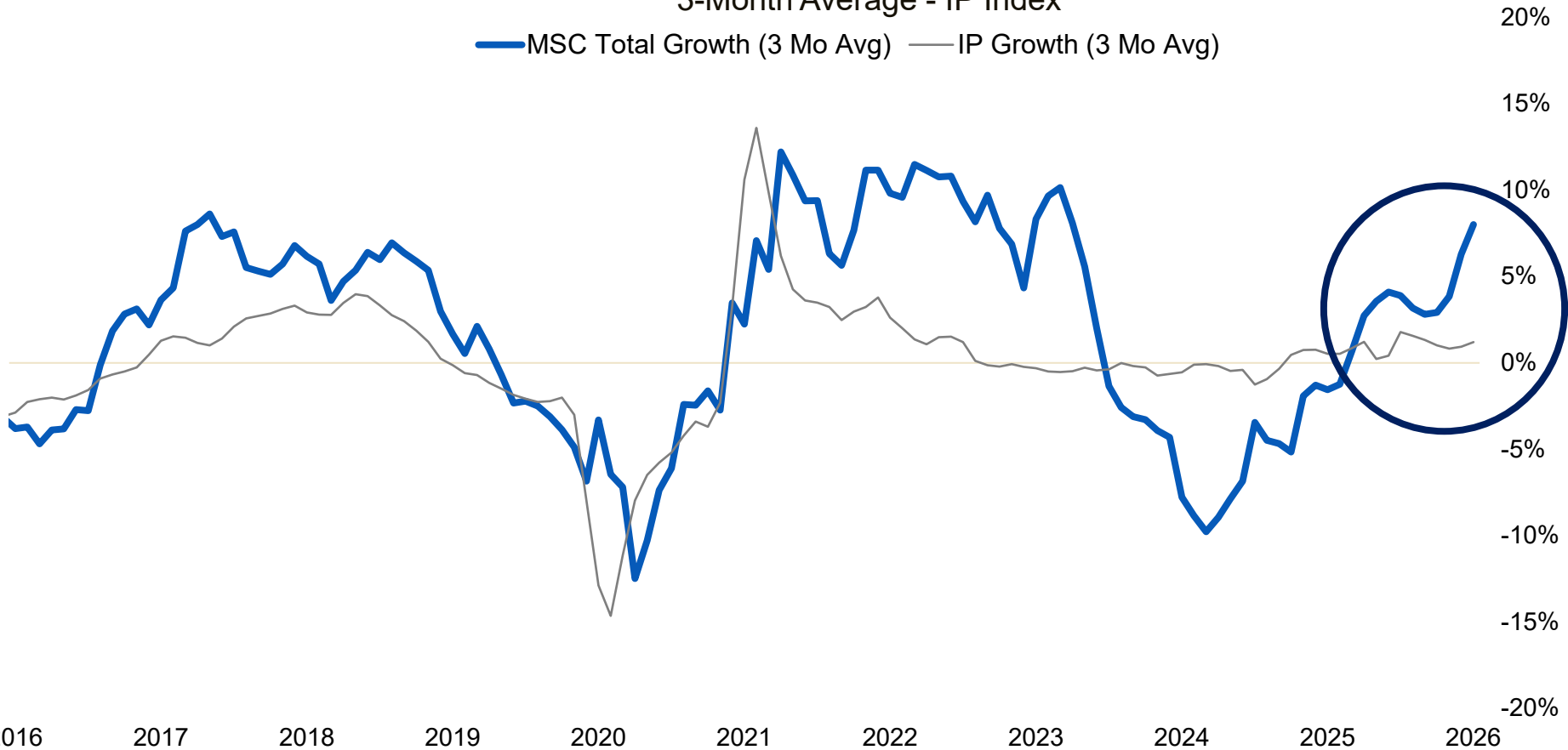
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# PERFORMANCE IMPROVING AGAINST IP AS VOLUMES BEGIN TO INFLECT POSITIVELY

## 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

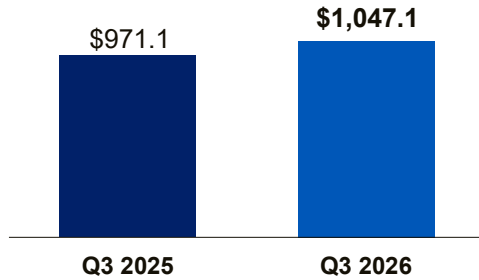
Industry Group	3Q'26
Fabricated Metals	2.0%
Machinery & Equipment	3.9%
Aerospace	8.5%
Automotive	(0.8)%
Primary Metals	2.8%



- Data as of June 15, 2026;
- Source: Federal Reserve

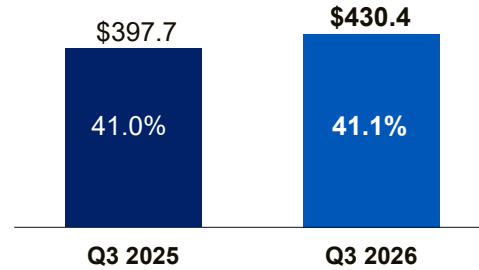
# FISCAL THIRD QUARTER 2026 REPORTED AND ADJUSTED RESULTS

## Net Sales (millions)



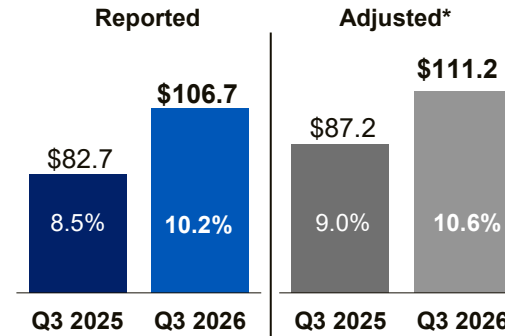
- ADS increase of 7.8% primarily driven by price of approximately 720 bps, 50 bps from volume and 10 bps from FX
- Core and Other Customers up 8%, Public Sector up 8%, and National Accounts up 7%
- Sales to customers with an In-Plant program up 16%, representing 21% of sales
- Sales through vending machines up 15%, representing 20% of sales

## Gross Profit (millions and % of sales)



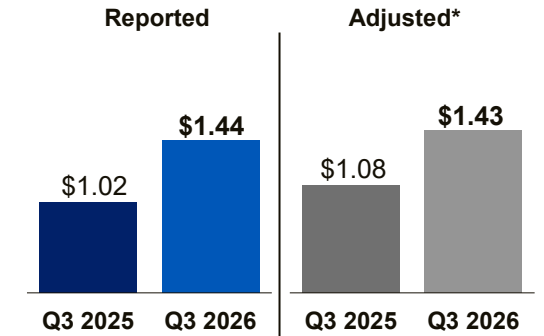
- Gross margin up 10 bps YoY
- YoY improvement primarily driven by favorable price/cost

## Operating Profit (millions and % of sales)



- Reported operating profit in Q3'26 includes \$4.5 million from share reclassification litigation costs
- Reported operating profit in Q3'25 includes \$2.7 million in restructuring and other costs, \$1.2 million loss on sale of property, and \$0.6 million in share reclassification litigation costs
- Operating margin improvement driven by higher sales and gross margin combined with operating expense savings related to our headcount actions over the last twelve months

## Earnings (per diluted share)

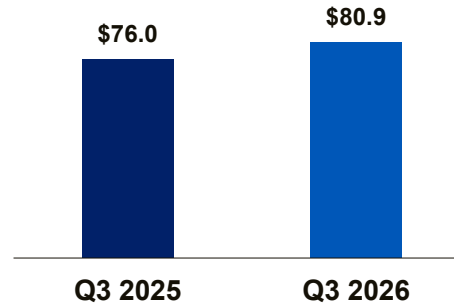


- Q3'26 reported EPS includes a \$0.07 benefit from recognition of the Employee Retention Credit partially offset by \$0.06 of share reclassification litigation costs
- Q3'25 reported EPS includes \$0.04 in restructuring and other costs, \$0.02 from loss on sale of property, and \$0.01 in share reclassification litigation costs
- Minimal impact to adjusted EPS\* from interest and other expenses

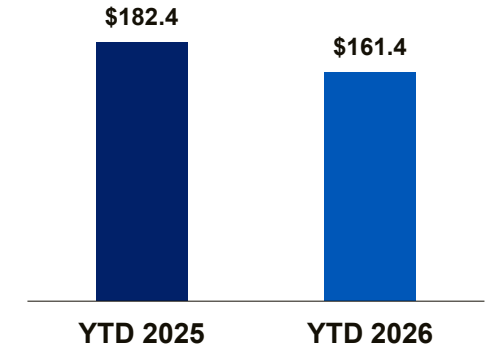
# FISCAL THIRD QUARTER 2026 BALANCE SHEET AND CASH FLOW

## Free Cash Flow\* (millions)

### Quarterly



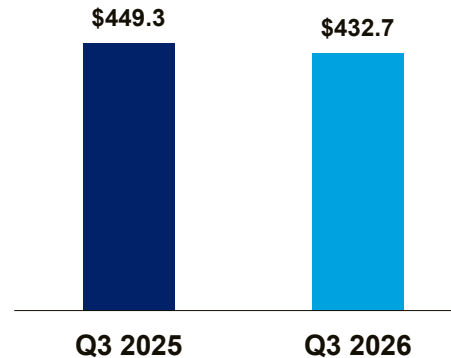
### Year to Date



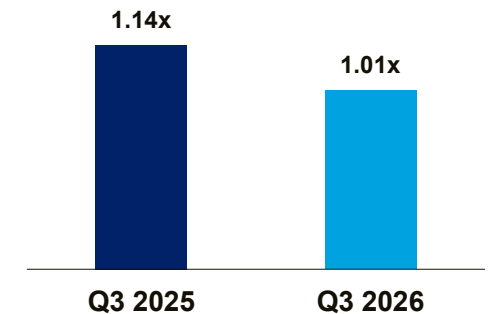
- Strong operating cash flow conversion\*\* of ~129% in the fiscal third quarter despite a step up in accounts receivable from higher sales and slightly higher inventories
- Free cash flow conversion\* of 103% in fiscal 3Q'26 and 94% fiscal YTD

## Net Debt and Financial Leverage (millions, except ratio)

### Net Debt



### Net Debt to EBITDA\*



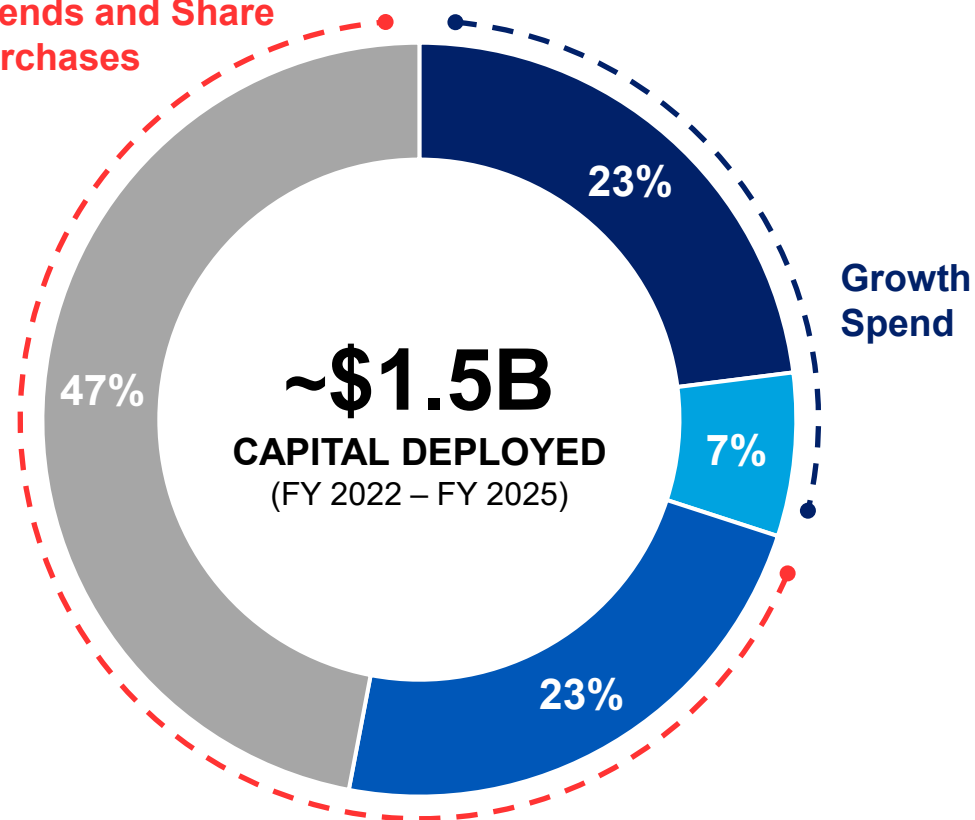
- Net debt down approximately \$17 million as a result of lower debt levels and higher cash on hand
- Maintaining a healthy balance sheet with net debt to EBITDA currently at 1.01x\*
- Target net debt to EBITDA ratio between 1.0x and 2.0x\*

\* 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

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

**Disciplined focus on Return on Invested Capital\* and value creation**

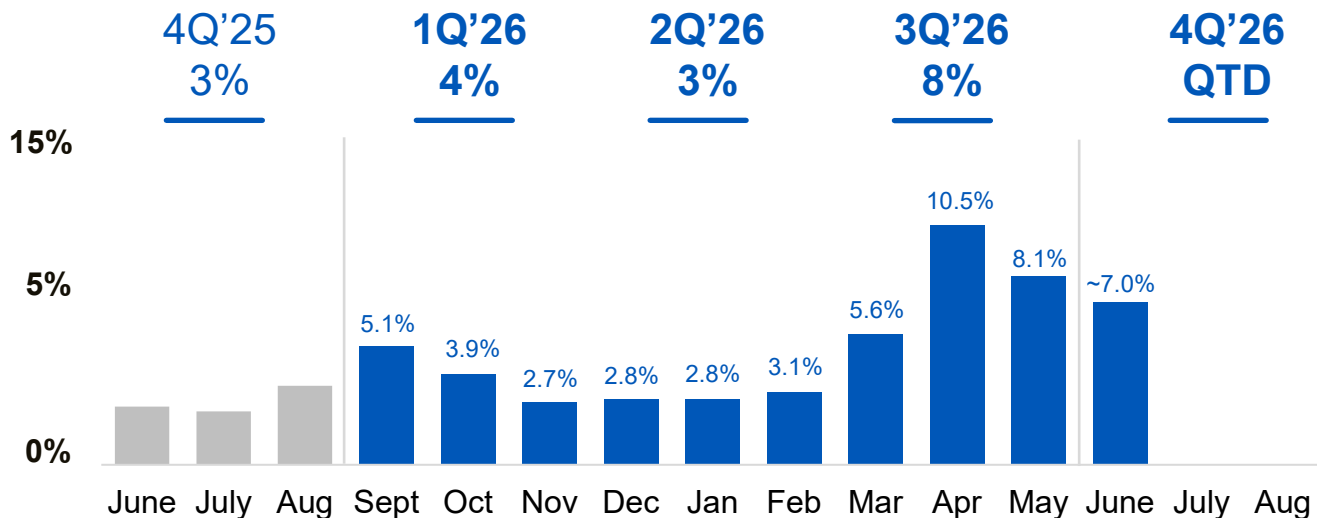
# FISCAL 4Q EXPECTATIONS REFLECT CONTINUED TOPLINE MOMENTUM AND MARGIN IMPROVEMENT

## 4Q'26 OUTLOOK

**6.5% to 8.5% YoY**  
AVERAGE DAILY SALES (ADS)

**10.0% to 10.8%**  
ADJUSTED OPERATING MARGIN\*

### ADS YoY TRENDS



### ASSUMPTIONS

#### Average Daily Sales

- Benefits from price expected to moderate in fiscal 4Q as we begin to comp against more meaningful actions taken in the prior year
- Midpoint of the range assumes ADS in July and August improving ~8% YoY; implying volume improvement

#### Profitability & Adjusted Operating Margin

- Gross margin expected to follow historical 3Q to 4Q decline of 40 to 50 bps
- Outlook implies 4Q adjusted\* incremental operating margin\*\* in the mid 20's range and inclusive of benefits in the prior year from headcount actions

## FY'26 MODELING ASSUMPTIONS

**~\$100M**  
Depreciation and Amortization

**~\$30M**  
Interest and Other Expense  
(Includes \$5.1M of ERC tax benefit)

**~\$90M**  
Capital Expenditures\*\*\*

**~95%**  
Free Cash Flow Conversion\*

**24.5%-25.5%**  
Tax Rate



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

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\*\*\* Includes expenditures associated with cloud computing arrangements

# 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 share reclassification litigation costs, employee retention credit ("ERC") tax benefit, restructuring and other costs, property, plant and equipment asset impairment and loss on sale of property (prior year), 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 alternatives 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.

Financial data may also include certain forward-looking information that is not presented in accordance with GAAP. The Company believes that a quantitative reconciliation of such forward-looking information to the most directly comparable financial measures 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, capital expenditures 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.

## *Incremental Operating Margin and Adjusted Incremental Operating Margin*

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 such items listed above 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.

## *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.

# RECONCILIATIONS

## Non-GAAP Financial Measures

### ***Results Excluding Share Reclassification Litigation Costs, ERC Tax Benefit, Restructuring and Other Costs, Property, Plant and Equipment Asset Impairment and Loss on Sale of Property (prior year), and tax effects.***

In calculating certain non-GAAP financial measures, we exclude items such as share reclassification litigation costs, ERC tax benefit, restructuring and other costs, property, plant and equipment asset impairment and loss on sale of property (prior year), 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 May 30, 2026 and May 31, 2025  
 (In thousands)

	Fiscal Quarters Ended		Fiscal Years Ended	
	May 30, 2026	May 31, 2025	May 30, 2026	May 31, 2025
(a) Net cash provided by operating activities	101,726	97,127	225,535	253,461
(b) Expenditures for property, plant and equipment	(20,805)	(21,152)	(64,130)	(71,109)
(a-b) = (c) Free cash flow	80,921	75,975	161,405	182,352
(d) Net income	78,705	56,861	171,971	141,702
(a)/(d) Operating cash flow conversion	129 %	171 %	131 %	179 %
(c)/(d) Free cash flow conversion	103 %	134 %	94 %	129 %

# RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.  
 Reconciliation of GAAP and Non-GAAP Financial Information  
 Thirteen Weeks Ended May 30, 2026  
 (In thousands, except percentages and per share data)

	GAAP Financial Measure	Items Affecting Comparability		Non-GAAP Financial Measure
	Total MSC Industrial	Share Reclassification Litigation Costs	ERC Tax Benefit	Adjusted Total MSC Industrial
Net Sales	\$ 1,047,083	\$ —	\$ —	\$ 1,047,083
Cost of Goods Sold	616,678	—	—	616,678
Gross Profit	430,405	—	—	430,405
Gross Margin	41.1 %	— %	— %	41.1 %
Operating Expenses	323,660	4,489	—	319,171
Operating Expenses as % of Sales	30.9 %	(0.4)%	— %	30.5 %
Restructuring and Other Costs	—	—	—	—
Income from Operations	106,745	(4,489)	—	111,234
Operating Margin	10.2 %	0.4 %	— %	10.6 %
Total Other Expense	(2,501)	—	5,129	(7,630)
Income before provision for income taxes	104,244	(4,489)	5,129	103,604
Provision for income taxes	25,539	(1,100)	1,256	25,383
Net income	78,705	(3,389)	3,873	78,221
Net loss attributable to noncontrolling interest	(1,657)	—	—	(1,657)
Net income attributable to MSC Industrial	\$ 80,362	\$ (3,389)	\$ 3,873	\$ 79,878
Net income per common share:				
Diluted	\$ 1.44	\$ (0.06)	\$ 0.07	\$ 1.43

\*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  
Thirty-Nine Weeks Ended May 30, 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	ERC Tax Benefit	Property, Plant and Equipment Asset Impairment	Adjusted Total MSC Industrial
Net Sales	\$ 2,930,541	\$ —	\$ —	\$ —	\$ —	\$ 2,930,541
Cost of Goods Sold	1,729,871	—	—	—	—	1,729,871
Gross Profit	1,200,670	—	—	—	—	1,200,670
Gross Margin	41.0 %	— %	— %	— %	— %	41.0 %
Operating Expenses	945,570	—	4,540	—	1,890	939,140
Operating Expenses as % of Sales	32.3 %	— %	(0.2)%	— %	(0.1)%	32.0 %
Restructuring and Other Costs	7,324	7,324	—	—	—	—
Income from Operations	247,776	(7,324)	(4,540)	—	(1,890)	261,530
Operating Margin	8.5 %	0.2 %	0.2 %	— %	0.1 %	8.9 %
Total Other Expense	(20,000)	—	—	5,129	—	(25,129)
Income before provision for income taxes	227,776	(7,324)	(4,540)	5,129	(1,890)	236,401
Provision for income taxes	55,805	(1,794)	(1,113)	1,257	(463)	57,918
Net income	171,971	(5,530)	(3,427)	3,872	(1,427)	178,483
Net loss attributable to noncontrolling interest	(2,679)	—	—	—	—	(2,679)
Net income attributable to MSC Industrial	\$ 174,650	\$ (5,530)	\$ (3,427)	\$ 3,872	\$ (1,427)	\$ 181,162
Net income per common share:						
Diluted	\$ 3.12	\$ (0.10)	\$ (0.06)	\$ 0.07	\$ (0.03)	\$ 3.24

\*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 May 31, 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	Loss on Sale of Property	Share Reclassification Litigation Costs	Adjusted Total MSC Industrial
Net Sales	\$ 971,145	\$ —	\$ —	\$ —	\$ 971,145
Cost of Goods Sold	573,406	—	—	—	573,406
Gross Profit	397,739	—	—	—	397,739
Gross Margin	41.0 %	— %	— %	— %	41.0 %
Operating Expenses	312,324	—	1,167	644	310,513
Operating Expenses as % of Sales	32.2 %	— %	(0.1)%	(0.1)%	32.0 %
Restructuring and Other Costs	2,680	2,680	—	—	—
Income from Operations	82,735	(2,680)	(1,167)	(644)	87,226
Operating Margin	8.5 %	0.3 %	0.1 %	0.1 %	9.0 %
Total Other Expense	(7,621)	—	—	—	(7,621)
Income before provision for income taxes	75,114	(2,680)	(1,167)	(644)	79,605
Provision for income taxes	18,253	(651)	(284)	(156)	19,344
Net income	56,861	(2,029)	(883)	(488)	60,261
Net income attributable to noncontrolling interest	16	—	—	—	16
Net income attributable to MSC Industrial	\$ 56,845	\$ (2,029)	\$ (883)	\$ (488)	\$ 60,245
Net income per common share:					
Diluted	\$ 1.02	\$ (0.04)	\$ (0.02)	\$ (0.01)	\$ 1.08

\*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  
Thirty-Nine Weeks Ended May 31, 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	Loss on Sale of Property	Share Reclassification Litigation Costs	Adjusted Total MSC Industrial
Net Sales	\$ 2,791,346	\$ —	\$ —	\$ —	\$ 2,791,346
Cost of Goods Sold	1,650,190	—	—	—	1,650,190
Gross Profit	1,141,156	—	—	—	1,141,156
Gross Margin	40.9 %	— %	— %	— %	40.9 %
Operating Expenses	917,465	—	1,167	644	915,654
Operating Expenses as % of Sales	32.9 %	— %	0.0 %	0.0 %	32.8 %
Restructuring and Other Costs	6,430	6,430	—	—	—
Income from Operations	217,261	(6,430)	(1,167)	(644)	225,502
Operating Margin	7.8 %	0.2 %	0.0 %	0.0 %	8.1 %
Total Other Expense	(29,832)	—	—	—	(29,832)
Income before provision for income taxes	187,429	(6,430)	(1,167)	(644)	195,670
Provision for income taxes	45,727	(1,574)	(285)	(157)	47,743
Net income	141,702	(4,856)	(882)	(487)	147,927
Net loss attributable to noncontrolling interest	(1,080)	—	—	—	(1,080)
Net income attributable to MSC Industrial	\$ 142,782	\$ (4,856)	\$ (882)	\$ (487)	\$ 149,007
Net income per common share:					
Diluted	\$ 2.55	\$ (0.09)	\$ (0.02)	\$ (0.01)	\$ 2.67

\*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 May 30, 2026 and May 31, 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	Share Reclassification Litigation Costs	Loss on Sale of Property	Adjusted Total MSC Industrial
Net Sales - thirteen weeks ended May 30, 2026	\$ 1,047,083	—	—	—	\$ 1,047,083
Net Sales - thirteen weeks ended May 31, 2025	971,145	—	—	—	971,145
Income from Operations - thirteen weeks ended May 30, 2026	106,745	—	(4,489)	—	111,234
Income from Operations - thirteen weeks ended May 31, 2025	82,735	(2,680)	(644)	(1,167)	87,226
Incremental Operating Margin - thirteen weeks ended May 30, 2026	31.6 %	(3.5)%	5.1 %	(1.5)%	31.6 %

\*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  
 Thirty-Nine Weeks Ended May 30, 2026 and May 31, 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	Share Reclassification Litigation Costs	Property, Plant and Equipment Asset	Loss on Sale of Property	Adjusted Total MSC Industrial
Net Sales - thirty-nine weeks ended May 30, 2026	\$ 2,930,541	—	—	—	—	\$ 2,930,541
Net Sales - thirty-nine weeks ended May 31, 2025	2,791,346	—	—	—	—	2,791,346
Income from Operations - thirty-nine weeks ended May 30, 2026	247,776	(7,324)	(4,540)	(1,890)	—	261,530
Income from Operations - thirty-nine weeks ended May 31, 2025	217,261	(6,430)	(644)	—	(1,167)	225,502
Incremental Operating Margin - thirty-nine weeks ended May 30, 2026	21.9 %	0.6 %	2.8 %	1.4 %	(0.8)%	25.9 %

\*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 May 30, 2026 and August 30, 2025  
(In thousands, except percentages)

	Twelve Months Ended May 30, 2026	Twelve Months Ended August 30, 2025
(a) Net income attributable to MSC Industrial (twelve-month trailing)	\$ 231,196	\$ 199,328
<b>NOPAT</b>		
Income from Operations (twelve-month trailing)	332,078	301,563
Effective tax rate	24.9 %	24.9 %
(b) Non-GAAP NOPAT	249,234	226,346
(c) Adjusted Non-GAAP NOPAT	264,062 <sup>1</sup>	237,049 <sup>2</sup>
<b>Invested Capital</b>		
Total MSC Industrial shareholders' equity	\$ 1,419,421	\$ 1,388,210
Current portion of debt including obligations under finance leases	417,219	316,868
Long-term debt including obligations under finance leases	89,555	168,831
Total Debt	506,774	485,699
Cash and cash equivalents	\$ 74,094	\$ 56,228
Net debt	432,680	429,471
Invested capital	1,852,101	1,817,681
(d) Average invested capital (thirteen-month trailing average)	1,836,863	1,836,838
(e) Adjusted average invested capital (thirteen-month trailing average)	1,849,108 <sup>1</sup>	1,847,327 <sup>2</sup>
(a)/(d) Net income to Average invested capital	12.6 %	10.9 %
(b)/(d) Non-GAAP ROIC	13.6 %	12.3 %
(c)/(e) Adjusted Non-GAAP ROIC	14.3 %	12.8 %

<sup>(1)</sup> Adjusted Non-GAAP NOPAT and invested capital excludes \$11.9 million of restructuring and other costs, \$6.0 million of share reclassification litigation costs and \$1.9 million property, plant and equipment asset impairment, net of an associated tax benefit of \$5.0 million.

<sup>(2)</sup> 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 May 30, 2026 and May 31, 2025  
 (In thousands)

	Twelve Months Ended May 30, 2026	Twelve Months Ended May 31, 2025
<b>Net Debt</b>		
Current portion of debt including obligations under finance leases	\$ 417,219	\$ 236,060
Long-term debt including obligations under finance leases	89,555	284,973
Total debt	506,774	521,033
Cash and cash equivalents	74,094	71,692
<b>(a) Net Debt</b>	<b>\$ 432,680</b>	<b>\$ 449,341</b>
<b>Net Income</b>	<b>\$ 228,105</b>	<b>\$ 195,654</b>
Total other expense	28,153	44,550
Income tax expense	75,820	67,915
Depreciation and amortization	96,730	86,512
<b>(b) EBITDA</b>	<b>\$ 428,808</b>	<b>\$ 394,631</b>
<b>(a)/(b) Net Debt to EBITDA</b>	<b>1.01</b>	<b>1.14</b>

**THANK YOU**

**MSC**

