MSC INDUSTRIAL SUPPLY CO.

INVESTOR PRESENTATION

FISCAL 2026

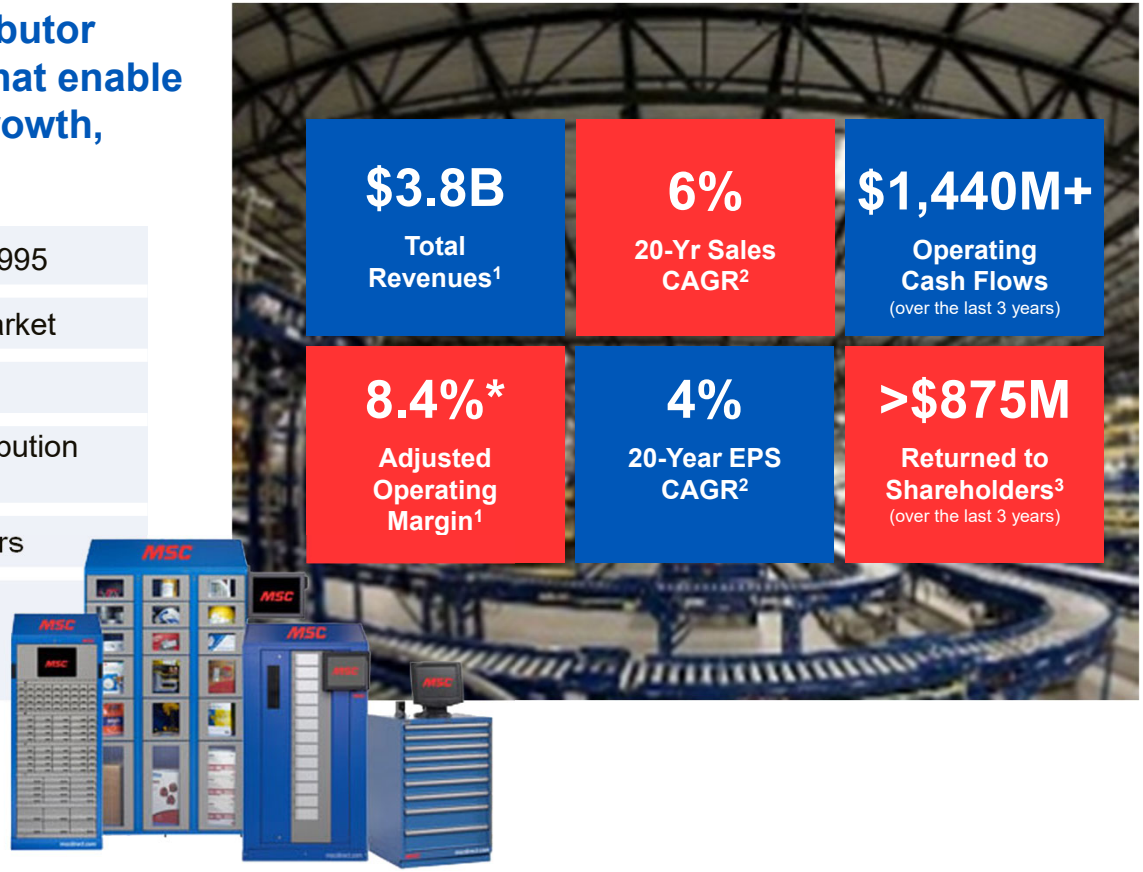
CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

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.

MSC INDUSTRIAL DIRECT: COMPANY OVERVIEW

MSC is a leading value-add industrial distributor offering products, services and solutions that enable its customers to achieve higher levels of growth, productivity, and profitability

- Founded in 1941 and listed on NYSE (MSM) since 1995
- Leader in highly fragmented industrial distribution market
- >7,000 associates
- 37 warehouses, 9 regional inventory centers, 5 distribution centers and 5 manufacturing locations
- Broad offering: 2.5 million SKUs from 3,000+ suppliers
- Value-add solutions: metalworking expertise, supply chain management, e-commerce, productivity improvement and training



[1]Year Ended August 30, 2025
[2]20-Year CAGR calculated through August 30, 2025
[3]Over the last three fiscal years ended August 30, 2025
*See appendix for non-GAAP reconciliations

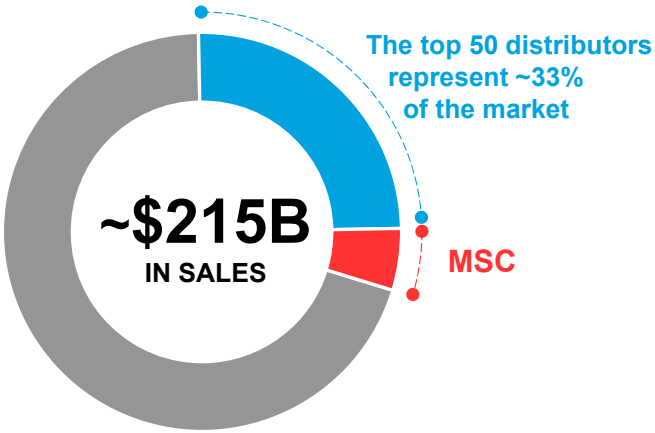
KEY MSC INVESTMENT HIGHLIGHTS

1. Leader in the highly fragmented North American industrial distribution market with significant opportunities for organic and acquisitive growth
2. Value-added solutions approach focuses on addressing customer total cost of ownership with highly technical expertise and broad portfolio of products and services
3. Industry-leading customer satisfaction ratings driven by customer-centric culture and obsession with delivering solutions that enable customer success
4. Growth and returns above original Mission Critical targets driven by successful execution
5. The next chapter of Mission Critical is expected to generate results across the business over the cycle and has begun resulting in core customer growth
6. Eliminated dual class share structure in October 2023; completed repurchase of related share dilution

HIGHLY FRAGMENTED INDUSTRIAL DISTRIBUTION MARKET

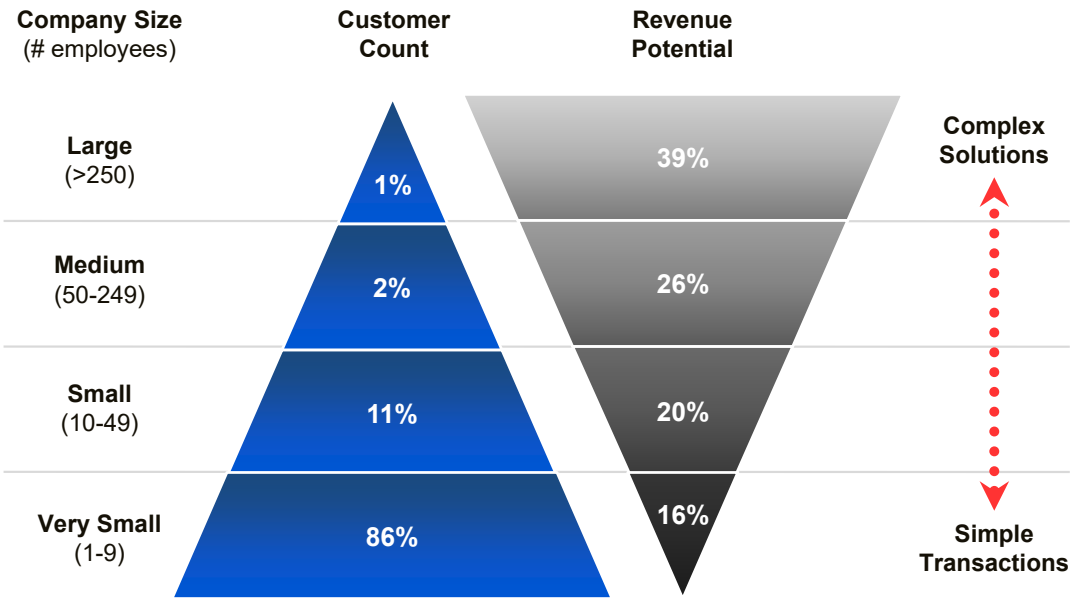
The North American industrial distribution market is very large and highly fragmented both across the addressable market and the customer landscape

Total Addressable Market



- ~$215B of the MRO market in N. America directly addressable by MSC[2]
- Highly fragmented with ~145K distributors in the US[1]

Industrial Distribution Customer Landscape

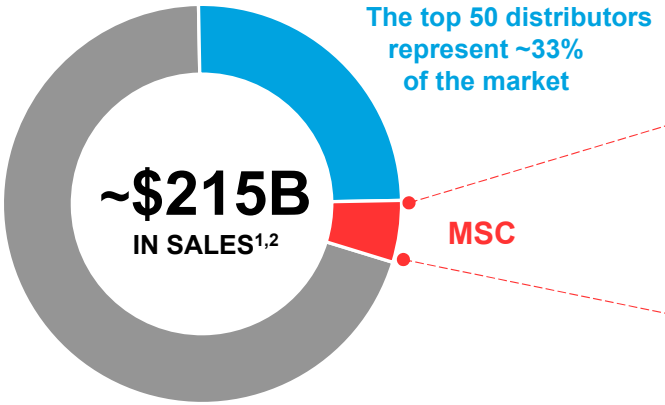


[1]MDM Analytics (figures are approximate)
[2]Calculation performed by MSC (figures are approximate)

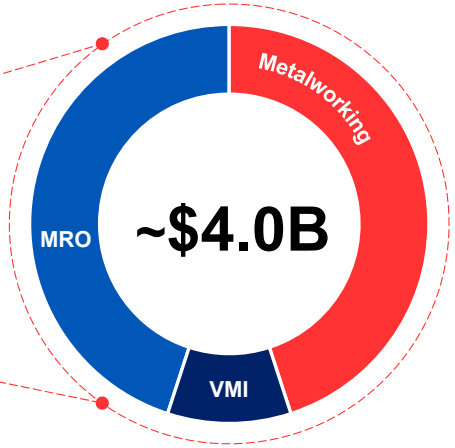
MSC'S POSITION IN THE MARKET

MSC's target manufacturing market makes up about 50% of total addressable marketplace spend, making brand awareness and equity critical to attract and maintain customers

Total Addressable Market



MSC Fiscal Year 2023 Sales



- Within the approximately ~19.5M total potential customers, MSC can serve the ~750k metalworking customers[2]
- These ~750k customers make up a large amount of the overall spend in manufacturing[2]
- ~205K are larger customers, while ~545K are smaller customers[2]

- ~$215B of the MRO market in N. America directly addressable by MSC[1,2]
- Addressable market is comprised of approximately ~19.5M total potential customers[2]

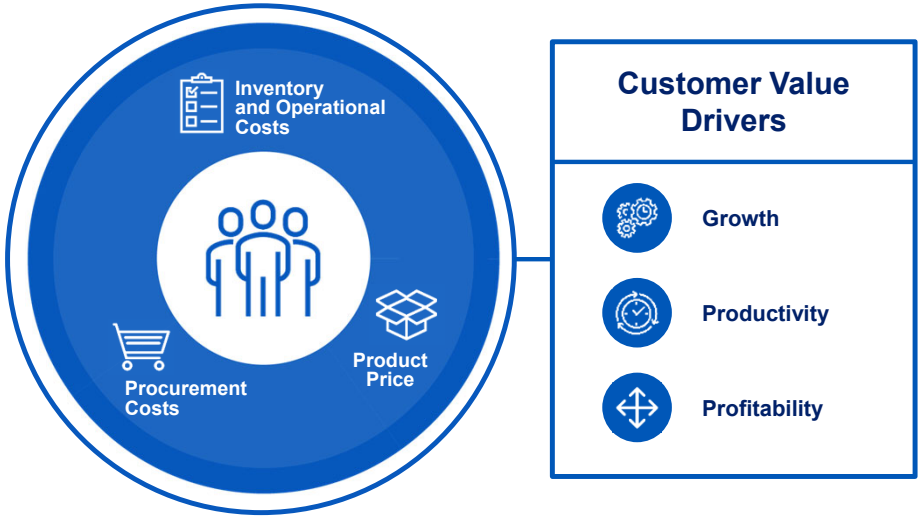
[1]MDM Analytics (figures are approximate)
[2]Calculation performed by MSC (figures are approximate for N. America)

MSC'S DIFFERENTIATOR IN THE MARKET: BUILT TO MAKE YOU BETTER

MSC's value-added solutions approach focuses on addressing customer total cost of ownership with highly technical expertise across a broad portfolio of products and services

Industry Model
(Product Price Driven)

MSC Solutions Approach
(Total Cost of Ownership Focused)



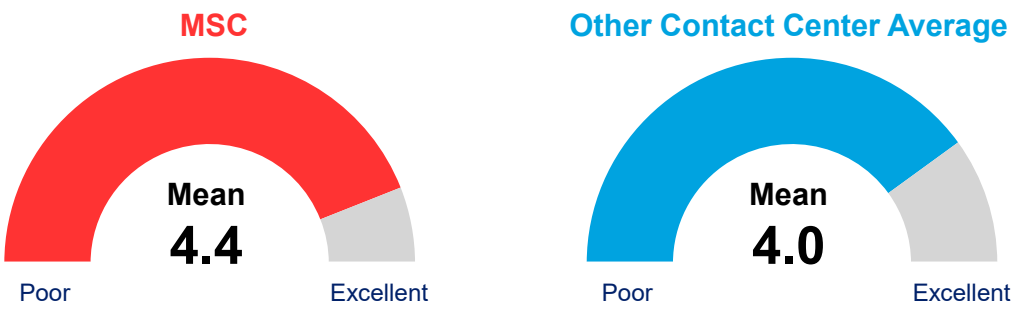
MSC CUSTOMER CARE: ENSURING CUSTOMER SATISFACTION

Obsession with delivering personalized and effortless customer experiences that enable success, measured directly from our customers

Customer Care Delivery

- High-Touch Customer Care
- Technical and Sourcing Experts
- Consistent Customer Service
- Creative Problem Solving
- Focus on Customer Satisfaction
- Build Trust and Loyalty

Customer Care Center Satisfaction Levels



CSAT Scale (1-5)				
1	2	3	4	5
Poor	Fair	Good	Very Good	Excellent

[1]ForeSee– Web Browse Measurement Feb. 28, 2021

MSC SOLUTIONS:
TURNING EXPERTISE AND DATA INTO INFORMATION AND SAVINGS

MSC provides continuous improvement solutions for customers by combining technical expertise and data analytics, driving significant and documented customer cost savings

Technical Solutions	MSC MillMax® (Ap Op™)	New Opportunity Capture (Ap Op™)
Industry	Aerospace & Defense	Medical Devices
Manufacturer	Kennametal	Iscar
Application	Solid Milling	Turning
Objective	Reduce Cycle Time	Improve Tool Life
Cycle Time Reduction	50%	32%
Capacity Gained	625 hours	1,150 hours
Annual Cost Savings	**$78,125**	**$179,998.50**

SKU Consolidation	Continuous Improvement			MSC Solution
Product	22 Oz. Multi-Purpose Cleaner	22 Oz. Premium Degreaser	Consolidate to a single Item and standardize in all locations.	32 Oz. All Purpose Cleaner and Degreaser
Cost (per unit)	$0.277	$1.32		$0.20
Usage (units)	45,936	792		46,728
Total Cost	$12,740.88	$1,048.32		$9,345.60
			Annual Cost Savings	**$4,443.60**

MSC CUSTOMER VALUE:
TRUE STORIES. TRUE RESULTS.

Documentation program delivered

~$500 million

in documented cost savings presented to:

MSC customers in Fiscal 2024

$2.7 million ▼

Annual Cost Savings

Paper Manufacturing
Large paper manufacturer realizes savings through MSC's broad across multiple US locations

> $310k ▲

Profit Improvement

Contract Machine Shop
A simple, 15-minute MSC MillMax® impact test in a milling operation improved profits while reducing cycle time from 98 seconds to 35 seconds

> $370k ▲

Total Profit Improvement

Aerospace Defense Contractor
Reduced cycle time from 7 minutes to 1 minute, creating improved profit and increased capacity of over 1,000 hours annually

$1.5 million ▼

Savings in Milling Process

Firearms Manufacturer
Reduced milling cycle time from 8 minutes to less than 3 minutes, saving time and enabling greater throughput on existing machine base

$2.9 million ▼

Productivity Savings

Global Truck Manufacturer
One of North America's largest producers of heavy-duty trucks, engines and transmissions annual savings across all MSC solutions

ESG HIGHLIGHTS AND LONG-TERM SUSTAINABILITY GOALS

Establishing long-term sustainability goals

15%

Reduction in Scope 1 & 2 GHG emissions by 2030

119,651

Tools re-ground

8,400 lbs

Carbide recycled

Military Recognition

VETS Indexes 3 STAR EMPLOYER 2024

MILITARY FRIENDLY 2024 TOP 10 SPOUSE EMPLOYER

MILITARY FRIENDLY 2024 GOLD EMPLOYER

MILITARY FRIENDLY 2024 SUPPLIER DIVERSITY PROGRAM

MILITARY FRIENDLY 2024 BRAND

Military Partnerships

MILITARY SPOUSE EMPLOYMENT PARTNERSHIP
DEPARTMENT OF DEFENSE

ESGR
EMPLOYER SUPPORT OF THE GUARD AND RESERVE

HIRING OUR HEROES
U.S. CHAMBER OF COMMERCE FOUNDATION

ACP

THE NEXT CHAPTER OF MISSION CRITICAL IS EXPECTED TO GENERATE FAVORABLE RESULTS ACROSS THE BUSINESS OVER THE CYCLE

Extensive Digital Roadmap

Maintaining Momentum

- Win in Metalworking
- Expand Share of Wallet Across Existing Customer Base
- Maximize Impact of Large Account Programs
- Drive Innovative Solutions
- Further Penetrate Attractive End Markets

New Elements to Growth

- Reenergize Core Customers Through…
  - Improved E-commerce Experience
  - Enhance Pricing Model
  - Increased Personalization
- Execute on Cross-Selling Opportunities with a Focus on OEM Fasteners

Optimizing Cost to Serve

- Improve Network Performance and Productivity
- Portfolio Optimization and Product Line Review Execution
- Streamline Order-to-Cash and Procure-to-Pay Value Streams
- Strategic Working Capital Management

Performance Metrics Over the Cycle

At Least **400 bps** of Market Outgrowth

Incremental Margins* of **~20%**

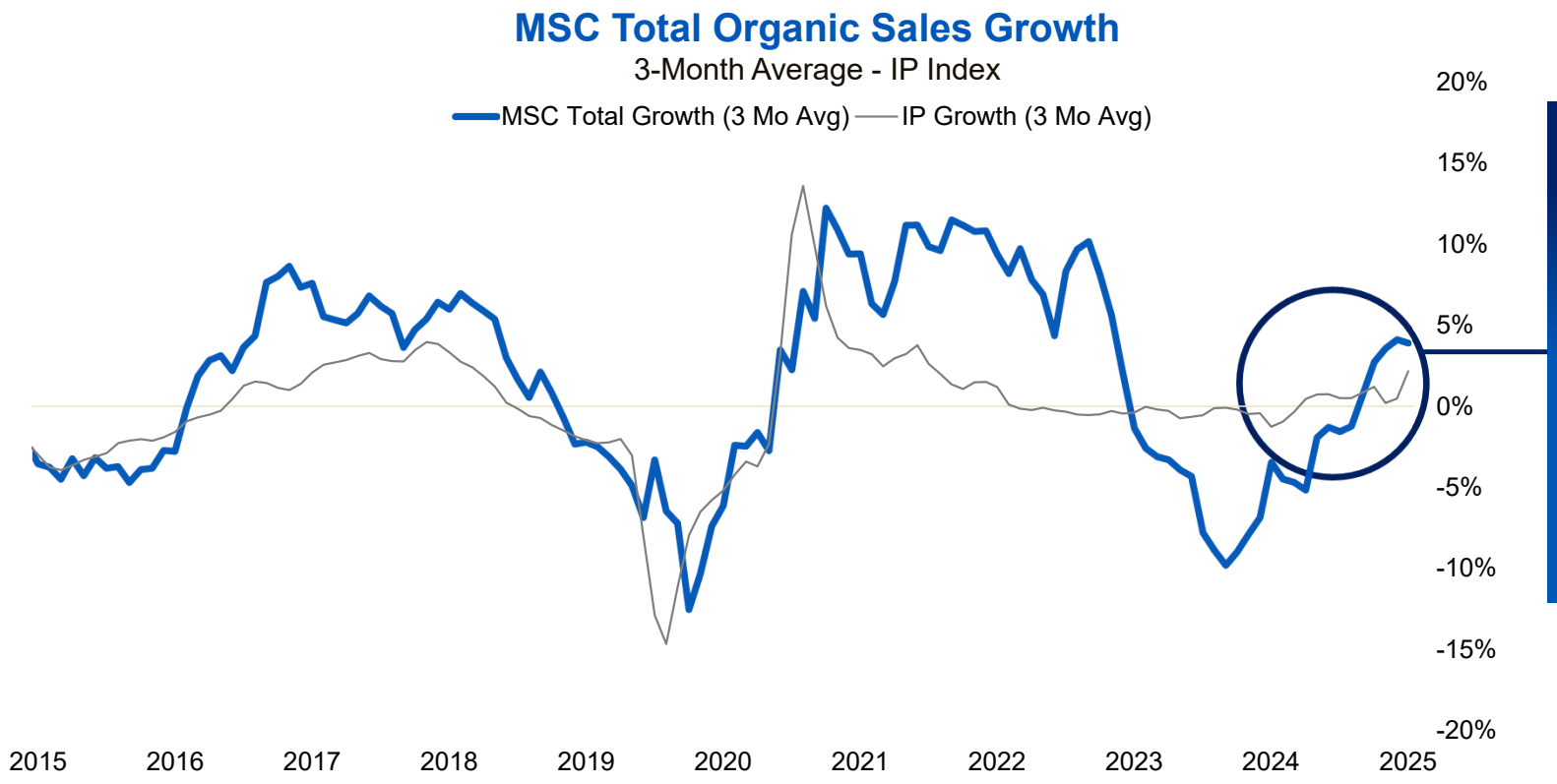
Driving Achievable Long-Term Targets

Adjusted Operating Margin* in the **Mid-Teens**

Greater Than **20%** ROIC*

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

PERFORMANCE AGAINST INDUSTRIAL PRODUCTION IMPROVING AS MOMENTUM BUILDS FROM GROWTH INITIATIVES

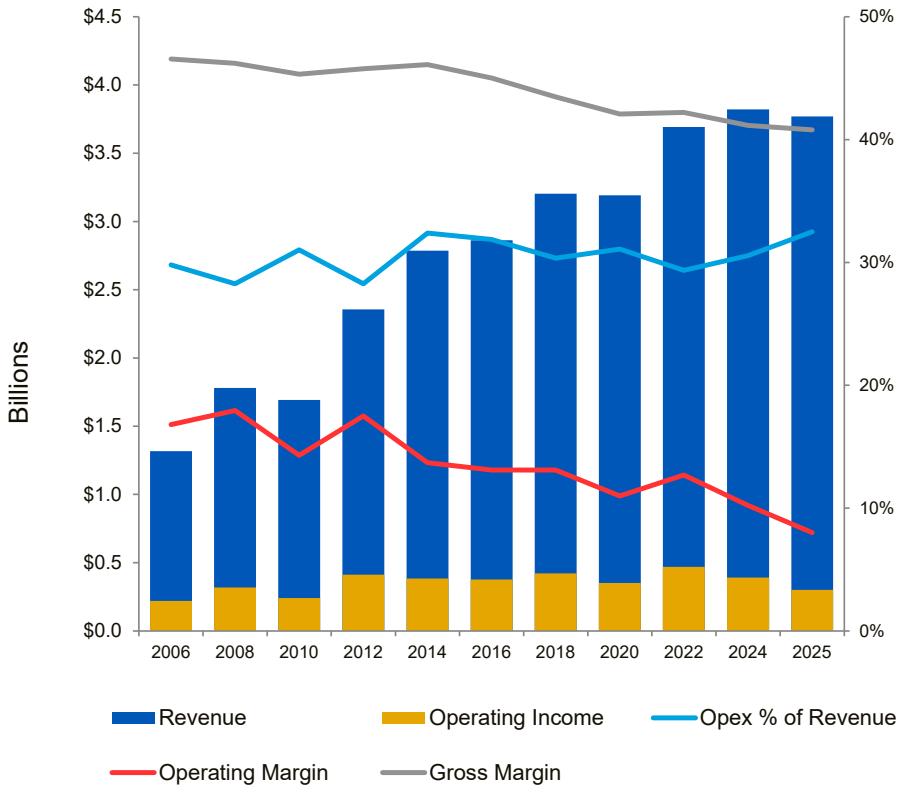


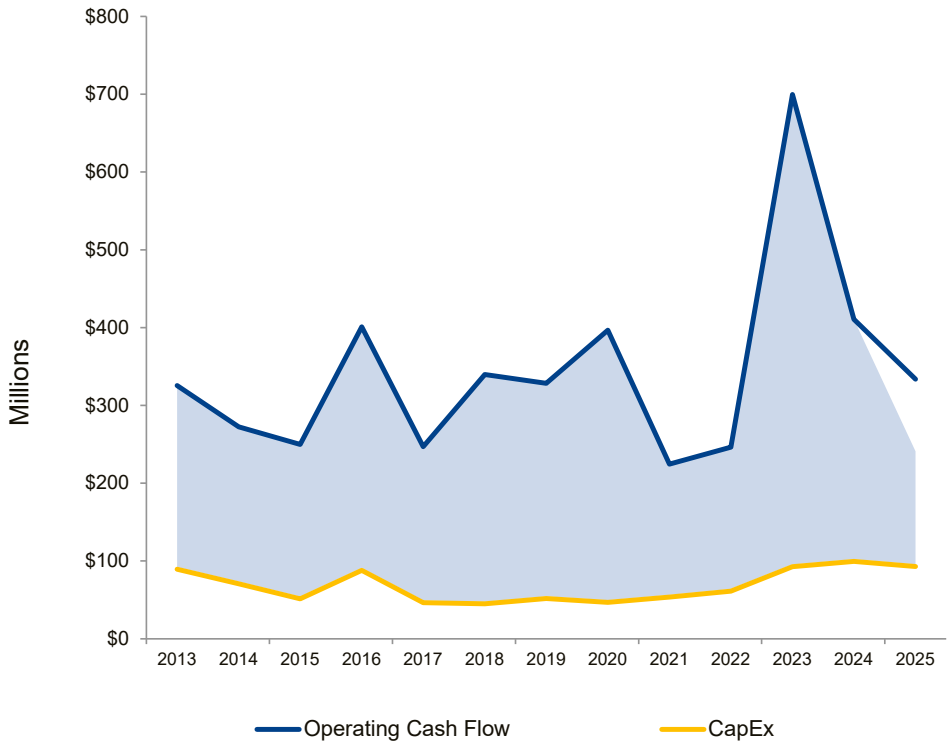
IP Index Performance YoY of MSC's Top 5 Industries

Industry Group	1Q'26
Machinery & Equipment	2.4%
Primary Metals	3.8%
Fabricated Metals	3.3%
Automotive	(2.6)%
Aerospace	29.3%

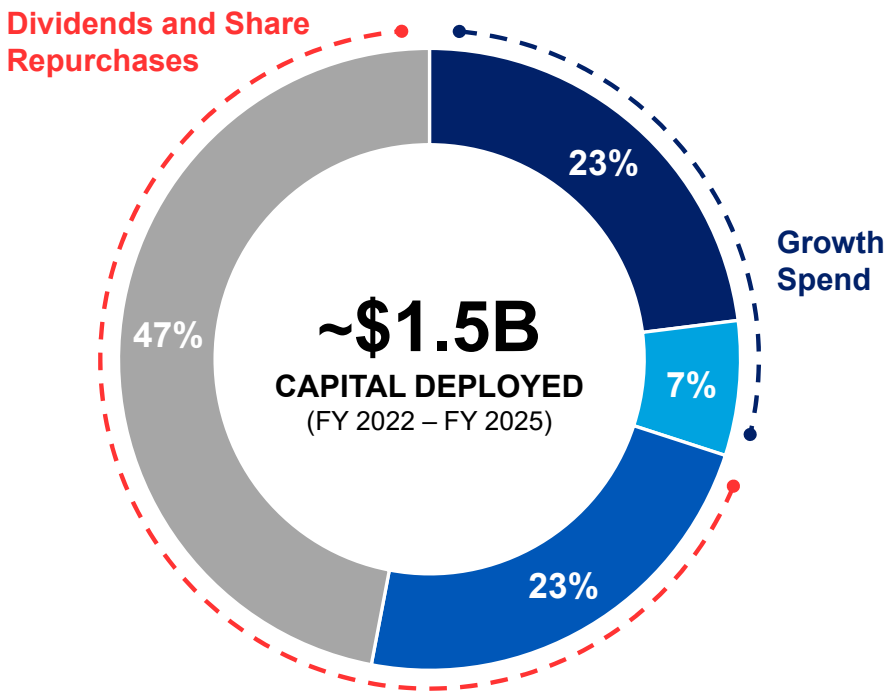
- Data as of December 23, 2025;
- Source: Federal Reserve

TRACK RECORD OF GROWTH AND RESILIENCE





CLEAR CAPITAL ALLOCATION PRIORITIES



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

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

APPENDIX

MSC

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 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, loss on sale of property and share reclassification litigation costs, and tax effects, 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 return on invested capital. 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.

Results Excluding Restructuring and Other Costs, Loss on Sale of Property, Share Reclassification Litigation Costs

In calculating certain non-GAAP financial measures, we exclude items such as restructuring and other costs, loss on sale of property, 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.

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 restructuring and other costs 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.

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.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Fiscal Year Ended August 30, 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	$ 3,769,521	$ —	$ —	$ —	$ 3,769,521
Cost of Goods Sold	2,233,386	—	—	—	2,233,386
Gross Profit	1,536,135	—	—	—	1,536,135
Gross Margin	40.8 %	— %	— %	— %	40.8 %
Operating Expenses	1,223,573	—	1,167	2,094	1,220,312
Operating Expenses as % of Sales	32.5 %	— %	0.0 %	(0.1)%	32.4 %
Restructuring and Other Costs	10,999	10,999	—	—	—
Income from Operations	301,563	(10,999)	(1,167)	(2,094)	315,823
Operating Margin	8.0 %	0.3 %	0.0 %	0.1 %	8.4 %
Total Other Expense	(37,985)	—	—	—	(37,985)
Income before provision for income taxes	263,578	(10,999)	(1,167)	(2,094)	277,838
Provision for income taxes	65,742	(2,781)	(295)	(530)	69,348
Net income	197,836	(8,218)	(872)	(1,564)	208,490
Net loss attributable to noncontrolling interest	(1,492)	—	—	—	(1,492)
Net income attributable to MSC Industrial	$ 199,328	$ (8,218)	$ (872)	$ (1,564)	$ 209,982
Net income per common share:					
Diluted	$ 3.57	$ (0.15)	$ (0.02)	$ (0.03)	$ 3.76

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

THANK YOU

MSC