FISCAL FOURTH QUARTER 2025 EARNINGS

OCTOBER 23, 2025

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; our ability to remediate a material weakness in our internal control over financial reporting and to maintain effective internal control over financial reporting and our disclosure controls and procedures in the future; 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 FOURTH QUARTER AND FULL YEAR 2025 HIGHLIGHTS

1. **Average daily sales** returned to growth in 4Q'25 with improvement of 2.7% YoY driven by benefits from growth initiatives and price but down 1.3% in FY'25, primarily due to softness in the first half of the fiscal year

2. **Return to growth in Core and Other Customers** with average daily sales up 4.1% YoY in 4Q'25 driven by improving volumes and price

3. **Gross margin slightly below expectations but improving** with 4Q'25 gross margin declining 60 bps as higher cost inventories worked through P&L faster than anticipated

4. **Reported and adjusted* operating margin** down 90 bps and 70 bps YoY, respectively in 4Q'25 due to higher operating expenses primarily due to increases in personnel and depreciation related costs, but above expectations

5. **Free cash flow conversion* slightly ahead of target** with free cash flow* of $241 million achieved in FY'25, representing 122% of net income

6. **Repurchased approximately 496,000 shares in FY'25** and returned approximately $229 million to shareholders during the fiscal year in the form of dividends and share repurchases

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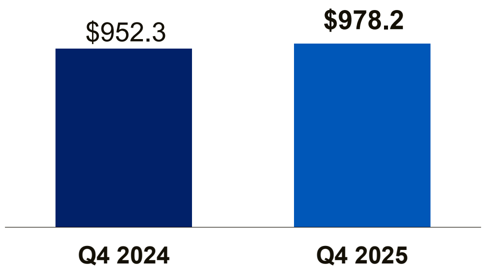
* Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations

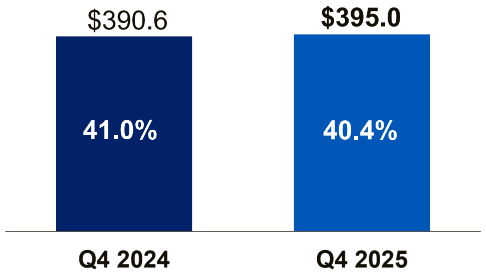
FISCAL FOURTH QUARTER 2025 REPORTED AND ADJUSTED RESULTS

Net Sales
(millions)



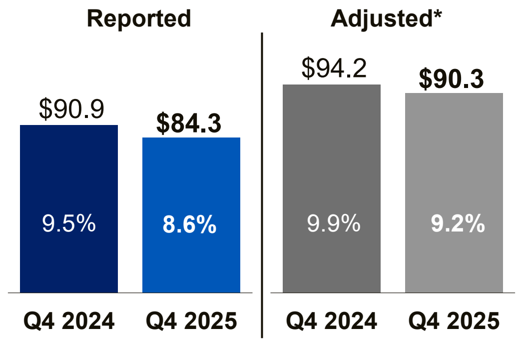
- Average daily sales (“ADS”) growth of 2.7% primarily driven by benefits from price of 170 bps and improving volumes
- Public Sector up 9%, Core and Other Customers up 4%, and National Accounts down 1%
- Sales to customers with an In-Plant program up 11%, representing 20% of total sales
- Sales through vending machines up 10%, representing 19% of total sales

Gross Profit
(millions and % of sales)



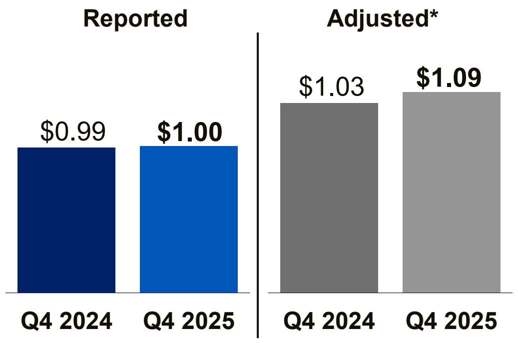
- Gross margin down 60 bps YoY
- Relative to our outlook, gross margins were ~50 bps below the mid point with ~20 bps of the miss being attributed to mix and some other factors
- The remaining ~30 bps of the miss was driven by price/cost as the combination of the rapid surge in supplier price increases, compressed supplier notification periods, and greater mix of direct ship orders resulted in higher than anticipated cost realization

Operating Profit
(millions and % of sales)



- Reported operating profit in Q4’25 includes $4.6 million in restructuring and other costs and $1.5 million in share reclassification litigation costs
- Reported operating profit in Q4’24 includes $2.7 million in restructuring and other costs and $0.6 million of acquisition related costs
- Operating margin impacted by lower gross margin and higher operating expenses that were primarily driven by personnel and depreciation and amortization related costs

Earnings
(per diluted share)



- Q4’25 reported EPS includes $0.06 of restructuring and other costs and $0.02 of share reclassification litigation costs
- Q4’24 reported EPS includes $0.03 of restructuring and other costs and $0.01 of acquisition related costs
- Lower interest and other expense, which includes FX revaluation contributed $0.08 to adjusted EPS*

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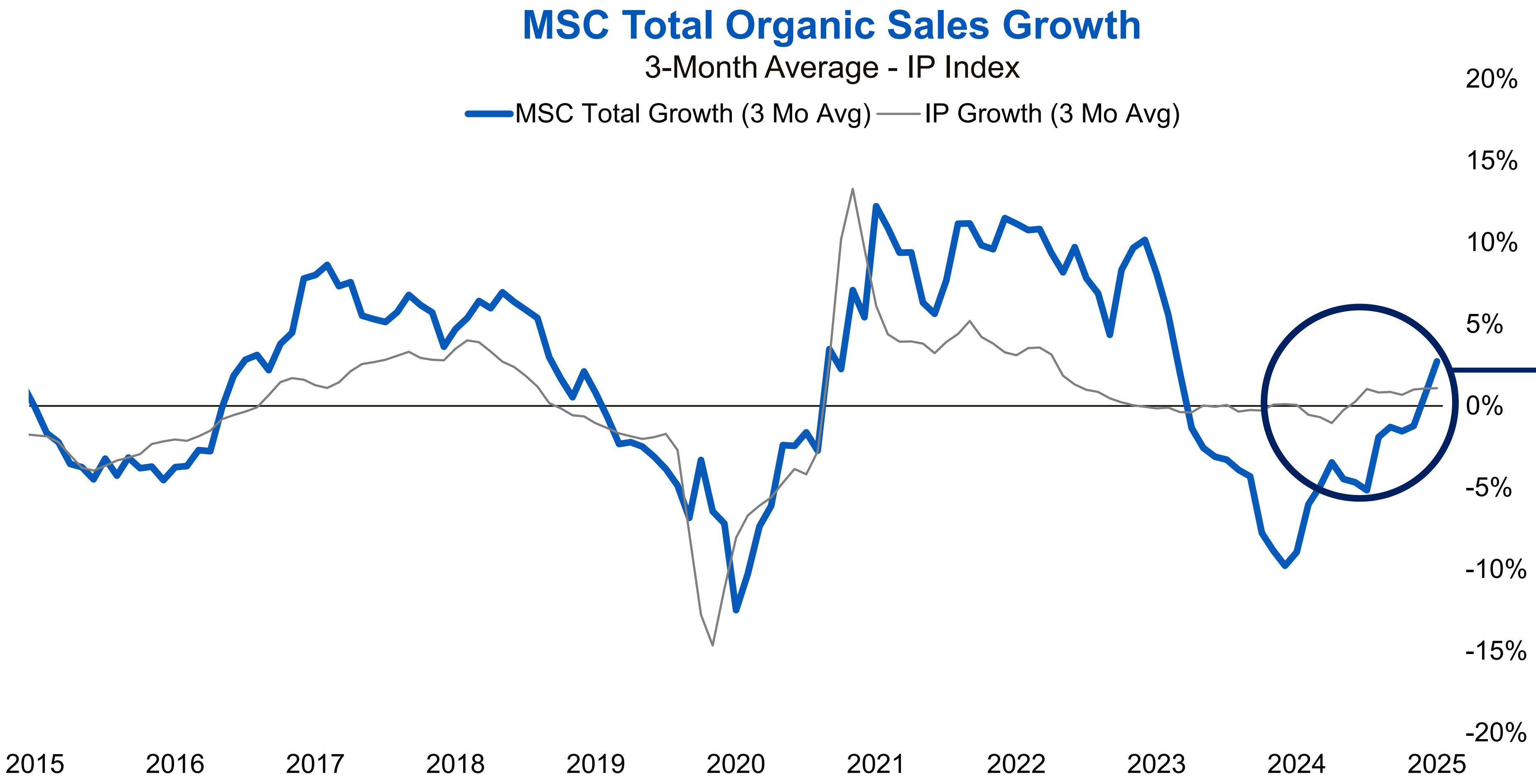
Individual amounts may not agree to the total due to rounding.

PERFORMANCE AGAINST INDUSTRIAL PRODUCTION IMPROVING AS MOMENTUM BUILDS FROM GROWTH INITIATIVES



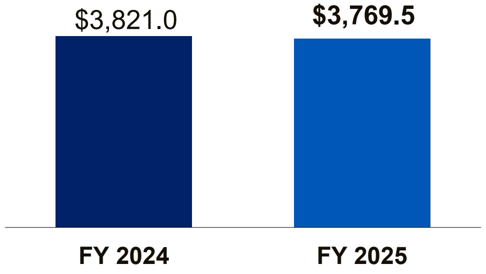
IP Index Performance YoY of MSC's Top 5 Industries

Industry Group	4Q'25
Machinery & Equipment	2.3%
Primary Metals	3.9%
Fabricated Metals	(0.2)%
Automotive	1.7%
Aerospace	9.1%

- Data as of September 16, 2025;
- Source: Federal Reserve

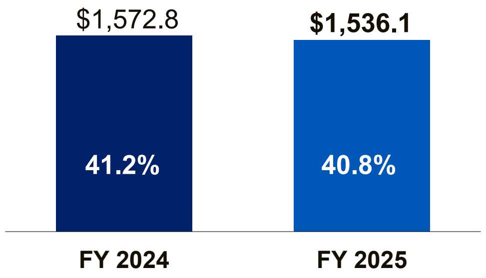
FISCAL YEAR 2025 REPORTED AND ADJUSTED RESULTS

Net Sales
(millions)



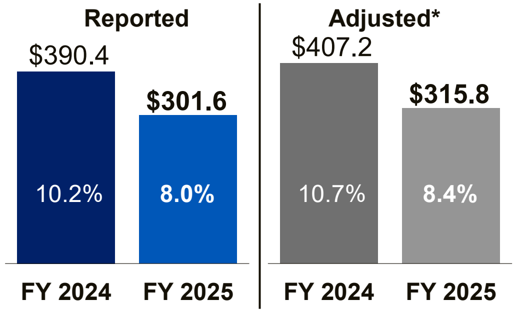
- ADS decline of 1.3% driven by lower volumes and a 20 bps headwind from FX, partially offset by price of 60 bps and carryover benefits of acquisitions in the prior year of 50 bps
- Public Sector ADS up 8% while Core and Other Customers and National Accounts each experienced a decline of 2%
- Sales to customers with an In-Plant program up 10%, representing 19% of total sales
- Sales through vending machines up 6%, representing 19% of total sales

Gross Profit
(millions and % of sales)



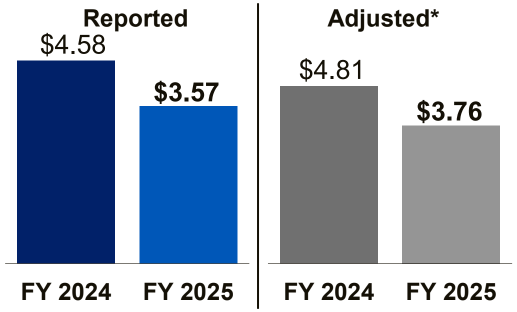
- Gross margin down 40 bps primarily driven by negative price/cost and mix
- Acquisitions represented a ~10 bps headwind YoY

Operating Profit
(millions and % of sales)



- Reported operating profit in FY'25 includes $11.0 million of restructuring and other costs, $1.2 million in loss on sale of property, and $2.1 million on share reclassification litigation costs
- Reported operating profit in FY'24 includes $14.5 million of restructuring and other costs, $1.1 million of acquisition related costs, and $1.2 million of share reclassification costs
- Operating margin down due to higher operating expenses YoY on lower levels of sales combined with carryover sales of lower margin acquisitions that occurred in the prior year

Earnings
(per diluted share)



- FY'25 reported EPS includes $0.15 of restructuring and other costs, $0.02 in loss on sale of property, and $0.03 of share reclassification litigation costs
- FY'24 reported EPS includes $0.19 of restructuring and other costs, $0.03 of acquisition and share reclassification costs
- Declines reflect lower volumes YoY on higher levels of operating expenses
- Lower interest and other expenses, which includes FX revaluation, represent an adjusted EPS benefit of $0.12

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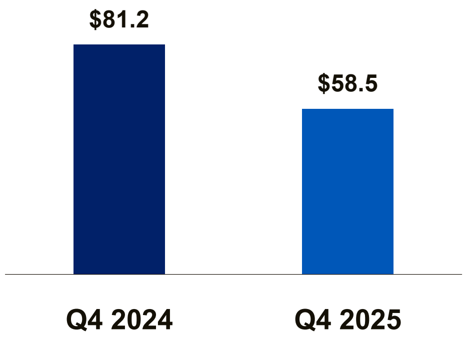
FISCAL FOURTH QUARTER 2025 BALANCE SHEET AND CASH FLOW

- Strong operating cash flow conversion** of 143% in the fiscal fourth quarter despite a step up in accounts receivable associated with higher sales
- Free cash flow conversion* of 104% in fiscal 4Q'25 resulting in 122% for the fiscal year to come in slightly above 120% target and similar to prior year levels

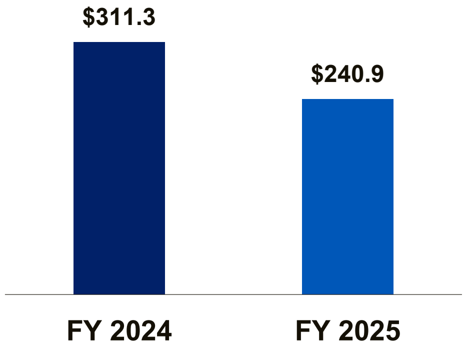
- Net debt down approximately $50 million as a result of lower debt levels and higher cash on hand
- Maintaining a healthy balance sheet with net debt to EBITDA currently at 1.10x*
- Target net debt to EBITDA ratio between 1.0x and 2.0x*

Free Cash Flow* (millions)

Quarterly

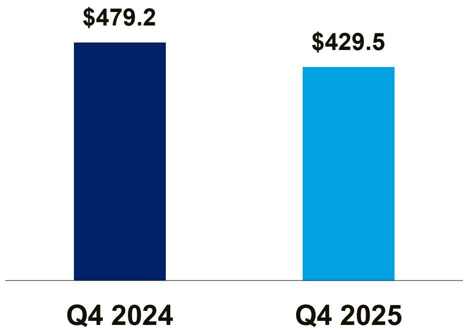


Year to Date

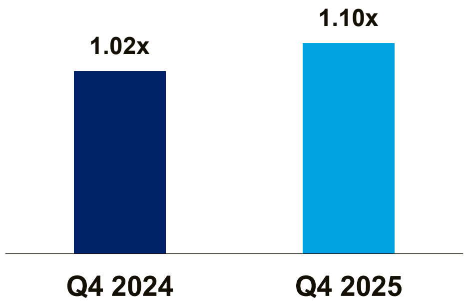


Net Debt and Financial Leverage (millions, except ratio)

Net Debt



Net Debt to EBITDA*



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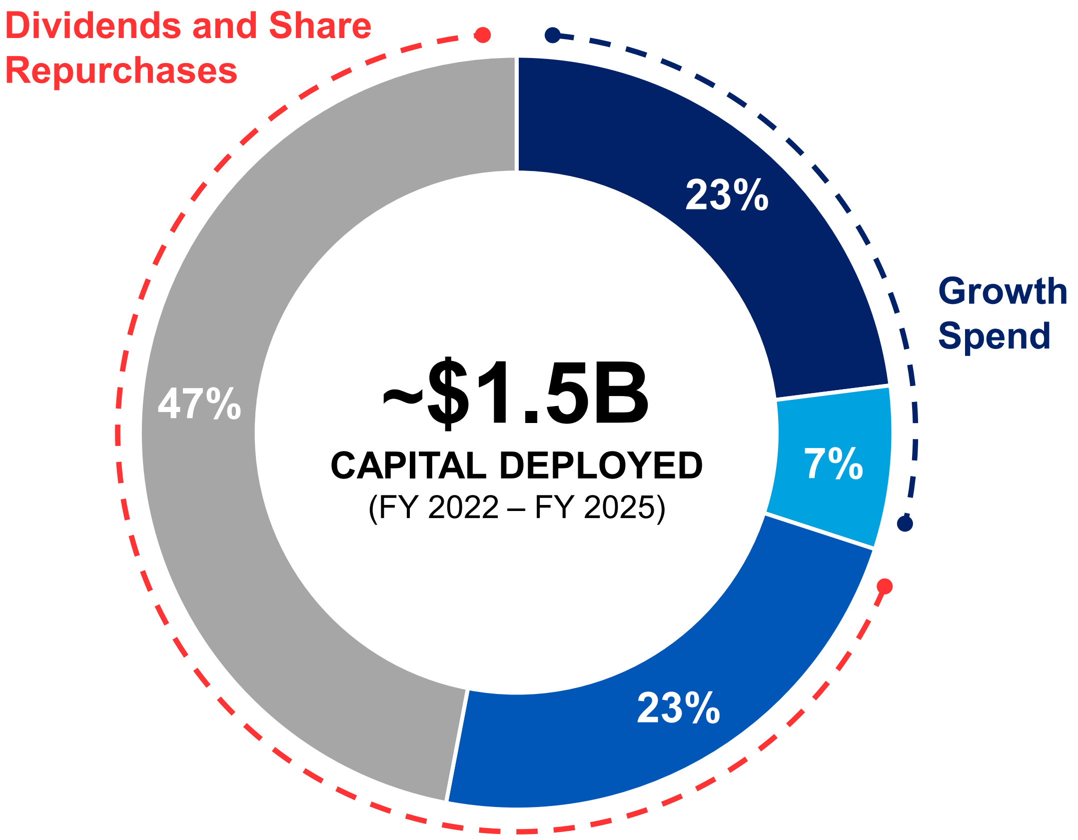
** The Company defines Operating Cash Flow Conversion as Net cash provided by operating activities as a percentage of Net Income. The Company's management uses Operating Cash Flow Conversion to evaluate the Company's operating performance, in particular how efficiently the Company turns its sales and 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



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

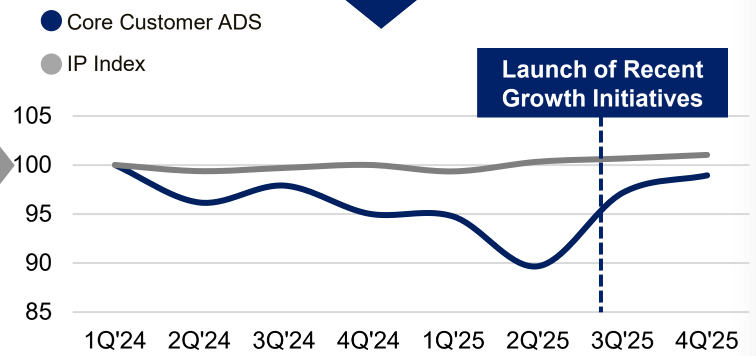
Disciplined focus on Return on Invested Capital* and value creation

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

EARLY MOMENTUM IN GROWTH INITIATIVES DESPITE MACRO UNCERTAINTY

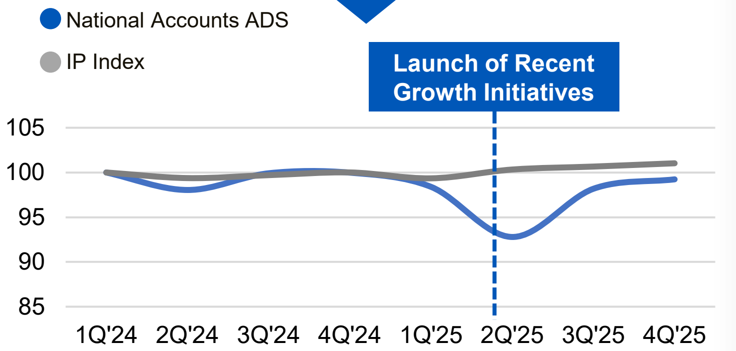
ADS & IP QOQ TRENDS INDEXED TO 100

Core and Other Customers



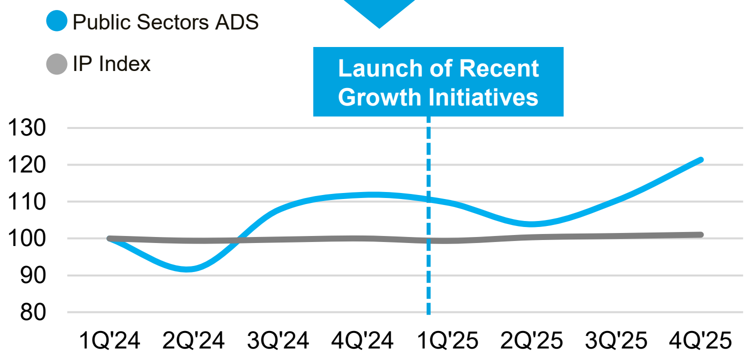
- Launched web enhancements and marketing campaign exiting fiscal 2Q'25
- Territory redesign completed in early 3Q'25
- Continuing to experience improving Core Customer ADS Trends with return to YoY growth in 4Q'25

National Accounts



- Initiatives aimed at maximizing seller potential and effectives, including territory redesign launched at 2Q'25 end
- Recent momentum and continued growth in solutions strongly positions National Accounts for above market growth in FY'26

Public Sector



- Completed initiatives designed to maximize seller coverage and effectiveness at calendar year-end
- Experienced building momentum throughout the year, resulting in HSD growth in FY'25 with plenty runway for further share gains

Source: Federal Reserve
HSD = High Single Digits

EARLY MOMENTUM IN GROWTH INITIATIVES RESULTING IN IMPROVING KPI'S

SOLUTIONS

Vending

Installed vending machine count **up 10% YoY and LSD QoQ**

In-Plant

In-Plant program count **up 20% YoY and LSD QoQ**

SELLER EFFECTIVENES

Customer Touches

Customer location touches logged by field sales up **double digits YoY**

Sales Per Rep Per Day

Up MSD both YoY and QoQ

WEB AND MARKETING

Web

ADS **up LSD YoY** and **QoQ**

Marketing

Experiencing **increased return on advertising spend** on increased spend

MSC

LSD = Low Single Digits
MSD = Mid Single Digits

STRENGTHENING SALES EXCELLENCE AND CUSTOMER EXPERIENCE TO FURTHER DIFFERENTIATE IN THE MARKETPLACE

Jahida Nadi

SVP of Sales

- Dynamic global executive **with a 20 plus year track record of delivering above market growth**
- Most recently served as the EVP and GM at Hilti where **she consistently exceeded business objectives with over 30% bottom-line growth in consecutive years**

Kim Shacklett

SVP Customer Experience

- Industry leader with **over 30 years of metalworking and customer care experience**
- Joined MSC in 2006 and has played a **leadership role in driving MSC's vending strategy and applying technology to help customers better manage their inventories**

Driving customer acquisition through disciplined sales execution while strengthening customer retention by delivering unmatched customer service and support…

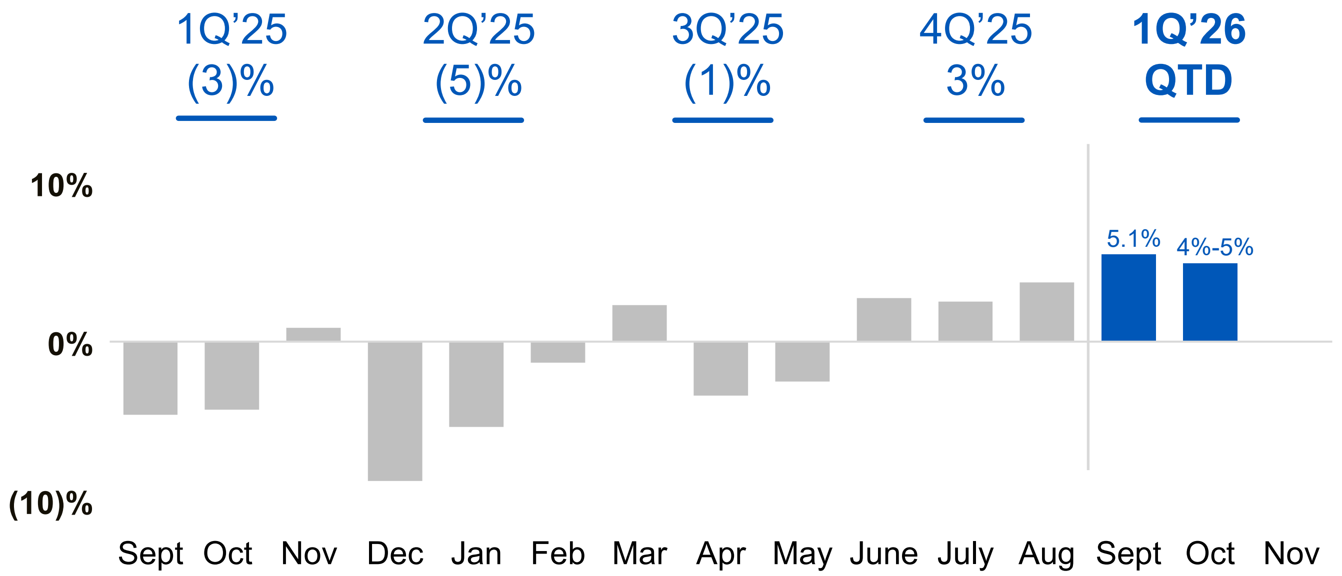
FIRST QUARTER EXPECTATIONS REFLECT CONTINUED GROWTH AND THE BEGINNING STAGES OF MARGIN EXPANSION

1Q'26 OUTLOOK

Up 3.5% to 4.5% YoY
AVERAGE DAILY SALES (ADS)

8.0% to 8.6%
ADJUSTED OPERATING MARGIN*

ADS YoY TRENDS



ASSUMPTIONS

- ADS improvement reflects building momentum in growth initiatives combined with benefits from price
- Low end of the range assumes the government shutdown lasts through the remainder of 1Q'26 to reflect timing uncertainty
- Gross margin expected to improve from 4Q'25 levels and to be 40.7% +/- 20 bps
- Incremental depreciation and amortization, incentive compensation, marketing investments, and merit increases resulting in adjusted operating expenses* to step-up approximately $7M to $10M from 4Q'25 levels

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

FY’26 GUIDED METRICS AND HISTORICAL AVERAGE DAILY SALES SEQUENTIAL PERFORMANCE WITH CONSIDERATIONS

FY’26 MODELING ASSUMPTIONS

$95-$100M	~$35M	$100-$110M***	~90%	24.5%-25.5%
Depreciation and Amortization	Interest and Other Expense	Capital Expenditures	Free Cash Flow Conversion*	Tax Rate

1Q’26 ADS Mid Point

$15.6M

AVERAGE DAILY SALES CADENCE

	1Q to 2Q	2Q to 3Q	3Q to 4Q
Historical QoQ Average**	**(2)%**	**+6%**	**Roughly Flat**
Considerations	• Potential for customer shutdowns being longer than normal in December and early January with holidays falling during the middle of the week • QoQ trends over the past two years have declined ~4.5% on average	• Limited visibility into macro conditions in the first half of calendar 2026 driven by tariff uncertainty but cautiously optimistic • Momentum in growth initiatives expected to build throughout the fiscal year • Potential for further pricing actions if inflationary pressures persist	
Business Days	*2Q: 63*	*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

1 **Average daily sales** returned to growth in 4Q'25 with improvement of 2.7% YoY driven by benefits from growth initiatives and price but down 1.3% in FY'25, primarily due to softness in the first half of the fiscal year

2 **Return to growth in Core and Other Customers** with average daily sales up 4.1% YoY in 4Q'25 driven by improving volumes and price

3 **Gross margin slightly below expectations but improving** with 4Q'25 gross margin declining 60 bps as higher cost inventories worked through P&L faster than anticipated

4 **Reported and adjusted* operating margin** down 90 bps and 70 bps YoY, respectively in 4Q'25 due to higher operating expenses primarily due to increases in personnel and depreciation related costs, but above expectations

5 **Free cash flow conversion* slightly ahead of target** with free cash flow* of $241 million achieved in FY'25, representing 122% of net income

6 **Repurchased approximately 496,000 shares in FY'25** and returned approximately $229 million to shareholders during the fiscal year in the form of dividends and share repurchases

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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 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, share reclassification litigation costs, share reclassification costs (prior year) and acquisition-related costs (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.

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 Restructuring and Other Costs, Loss on Sale of Property, Share Reclassification Litigation Costs, Share Reclassification Costs (prior year) and Acquisition-Related Costs (prior year)

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, share reclassification costs (prior year) and acquisition-related costs (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 August 30, 2025 and August 31, 2024

(dollars in thousands, except percentages)

	Fiscal Quarters Ended		Fiscal Years Ended	
	August 30, 2025	August 31, 2024	August 30, 2025	August 31, 2024
(a) Net cash provided by operating activities	$ 80,256	$ 107,263	$ 333,717	$ 410,696
(b) Expenditures for property, plant and equipment	$ (21,731)	$ (26,052)	$ (92,840)	$ (99,406)
(a-b) = (c) Free cash flow	$ 58,525	$ 81,211	$ 240,877	$ 311,290
(d) Net income	$ 56,134	$ 53,952	$ 197,836	$ 255,957
(a)/(d) Operating cash flow conversion	143 %	199 %	169 %	160 %
(c)/(d) Free cash flow conversion	104 %	151 %	122 %	122 %

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Fiscal Quarter 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	Share Reclassification Litigation Costs	Adjusted Total MSC Industrial
Net Sales	$ 978,175	$ —	$ —	$ 978,175
Cost of Goods Sold	583,196	—	—	583,196
Gross Profit	394,979	—	—	394,979
Gross Margin	40.4 %	— %	— %	40.4 %
Operating Expenses	306,108	—	1,450	304,658
Operating Expenses as % of Sales	31.3 %	— %	(0.1)%	31.1 %
Restructuring and Other Costs	4,569	4,569	—	—
Income from Operations	84,302	(4,569)	(1,450)	90,321
Operating Margin	8.6 %	0.5 %	0.1 %	9.2 %
Total Other Expense	(8,153)	—	—	(8,153)
Income before provision for income taxes	76,149	(4,569)	(1,450)	82,168
Provision for income taxes	20,015	(1,254)	(399)	21,668
Net income	56,134	(3,315)	(1,051)	60,500
Net loss attributable to noncontrolling interest	(412)	—	—	(412)
Net income attributable to MSC Industrial	$ 56,546	$ (3,315)	$ (1,051)	$ 60,912
Net income per common share:				
Diluted	$ 1.01	$ (0.06)	$ (0.02)	$ 1.09

*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

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.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Fiscal Quarter Ended August 31, 2024
(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	Acquisition-related Costs	Adjusted Total MSC Industrial
Net Sales	$ 952,284	$ —	$ —	$ 952,284
Cost of Goods Sold	561,676	—	—	561,676
Gross Profit	390,608	—	—	390,608
Gross Margin	41.0 %	— %	— %	41.0 %
Operating Expenses	297,011	—	614	296,397
Operating Expenses as % of Sales	31.2 %	— %	(0.1)%	31.1 %
Restructuring and Other Costs	2,739	2,739	—	—
Income from Operations	90,858	(2,739)	(614)	94,211
Operating Margin	9.5 %	0.3 %	0.1 %	9.9 %
Total Other Expense	(14,718)	—	—	(14,718)
Income before provision for income taxes	76,140	(2,739)	(614)	79,493
Provision for income taxes	22,188	(797)	(179)	23,164
Net income	53,952	(1,942)	(435)	56,329
Net loss attributable to noncontrolling interest	(1,740)	—	—	(1,740)
Net income attributable to MSC Industrial	$ 55,692	$ (1,942)	$ (435)	$ 58,069
Net income per common share:				
Diluted	$ 0.99	$ (0.03)	$ (0.01)	$ 1.03

*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
Fiscal Year Ended August 31, 2024
(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	Acquisition-related Costs	Share Reclassification Costs	Adjusted Total MSC Industrial
Net Sales	$ 3,820,951	$ —	$ —	$ —	$ 3,820,951
Cost of Goods Sold	2,248,168	—	—	—	2,248,168
Gross Profit	1,572,783	—	—	—	1,572,783
Gross Margin	41.2 %	— %	— %	— %	41.2 %
Operating Expenses	1,167,870	—	1,079	1,187	1,165,604
Operating Expenses as % of Sales	30.6 %	— %	0.0 %	0.0 %	30.5 %
Restructuring and Other Costs	14,526	14,526	—	—	—
Income from Operations	390,387	(14,526)	(1,079)	(1,187)	407,179
Operating Margin	10.2 %	0.4 %	0.0 %	0.0 %	10.7 %
Total Other Expense	(47,638)	—	—	—	(47,638)
Income before provision for income taxes	342,749	(14,526)	(1,079)	(1,187)	359,541
Provision for income taxes	86,792	(3,577)	(266)	(293)	90,928
Net income	255,957	(10,949)	(813)	(894)	268,613
Net income attributable to noncontrolling interest	(2,637)	—	—	—	(2,637)
Net income attributable to MSC Industrial	$ 258,594	$ (10,949)	$ (813)	$ (894)	$ 271,250
Net income per common share:					
Diluted	$ 4.58	$ (0.19)	$ (0.01)	$ (0.02)	$ 4.81

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

MSC

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Fiscal Years Ended August 30, 2025 and August 31, 2024
(In thousands, except percentages)

	Fiscal Year Ended August 30, 2025		Fiscal Year Ended August 31, 2024	
(a) Net income attributable to MSC Industrial (twelve-month trailing)	$ 199,328		$ 258,594	
NOPAT				
Income from Operations (twelve-month trailing)	301,563		390,387	
Effective tax rate	24.9 %		25.3 %	
(b) Non-GAAP NOPAT	226,346		291,532	
(c) Adjusted Non-GAAP NOPAT	237,049	[1]	304,072	[2]
Invested Capital				
Total MSC Industrial shareholders' equity	$ 1,388,210		$ 1,391,797	
Current portion of debt including obligations under finance leases	316,868		229,911	
Long-term debt including obligations under finance leases	168,831		278,853	
Total Debt	485,699		508,764	
Cash and cash equivalents	56,228		29,588	
Net debt	429,471		479,176	
Invested capital	$ 1,817,681		$ 1,871	
(d) Average invested capital (thirteen-month trailing average)	$ 1,836,838		$ 1,883,503	
(e) Adjusted average invested capital (thirteen-month trailing average)	$ 1,847,327	[1]	$ 1,900,259	[2]
(a)/(d) Net income to Average invested capital	10.9 %		13.7 %	
(b)/(d) Non-GAAP ROIC	12.3 %		15.5 %	
(c)/(e) Adjusted Non-GAAP ROIC	12.8 %		16.0 %	

[1] 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.

[1] Adjusted Non-GAAP NOPAT and invested capital excludes $14.5 million of restructuring and other costs, $1.1 million of acquisition-related charges and $1.2 million of share reclassification costs, net of an associated tax benefit of $4.1 million.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Fiscal Years Ended August 30, 2025 and August 31, 2024
(In thousands)

	Fiscal Year Ended August 30, 2025	Fiscal Year Ended August 31, 2024
Net Debt		
Current portion of debt including obligations under finance leases	$ 316,868	$ 229,911
Long-term debt including obligations under finance leases	168,831	278,853
Total debt	485,699	508,764
Cash and cash equivalents	56,228	29,588
(a) Net debt	$ 429,471	$ 479,176
Net Income	$ 197,836	$ 255,957
Total other expense	37,985	47,638
Income tax expense	65,742	86,792
Depreciation and amortization	88,388	80,522
(b) EBITDA	$ 389,951	$ 470,909
(a)/(b) Net Debt to EBITDA	1.10	1.02

THANK YOU