FISCAL THIRD QUARTER 2024 EARNINGS

JULY 2, 2024

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 we expect, believe or anticipate 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, profitability and return on invested capital, 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 and energy prices, the impact of prolonged periods of low, high or rapid inflation, and fluctuations in interest rates; competition, including the adoption by competitors of aggressive pricing strategies or sales methods; industry consolidation and other changes in the industrial distribution sector; our ability to realize the expected benefits from our investment and strategic plans; our ability to realize the expected cost savings and benefits from our restructuring activities and structural cost reductions; the retention of key management personnel; the credit risk of our customers; the risk of customer cancellation or rescheduling of orders; difficulties in calibrating customer demand for our products, which could cause an inability to sell excess products ordered from manufacturers resulting in inventory write-downs or could conversely cause inventory shortages of such products; work stoppages, labor shortages or other disruptions, including those due to extreme weather conditions, at transportation centers, shipping ports, our headquarters or our customer fulfillment centers; disruptions or breaches of our information technology systems or violations of data privacy laws; our ability to attract, train and retain qualified sales and customer service personnel and metalworking and specialty sales specialists; the risk of loss of key suppliers or contractors or key brands or supply chain disruptions; changes to governmental trade or sanctions policies, including the impact from significant import restrictions or tariffs or moratoriums on economic activity with certain countries or regions; risks related to opening or expanding our customer fulfillment centers; our ability to estimate the cost of healthcare claims incurred under our self-insurance plan; litigation risk due to the nature of our business; risks associated with the integration of acquired businesses or other strategic transactions; financial restrictions on outstanding borrowings; our ability to maintain our credit facilities or incur additional borrowings on terms we deem attractive; the failure to comply with applicable environmental, health and safety laws and regulations and other laws and regulations applicable to our business; the outcome of government or regulatory proceedings; goodwill and other indefinite-lived intangible assets recorded as a result of our acquisitions could become impaired; our common stock price may be volatile due to factors outside of our control; the significant influence that our principal shareholders will continue to have over our decisions; and our ability to realize the desired benefits from the share reclassification. 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.

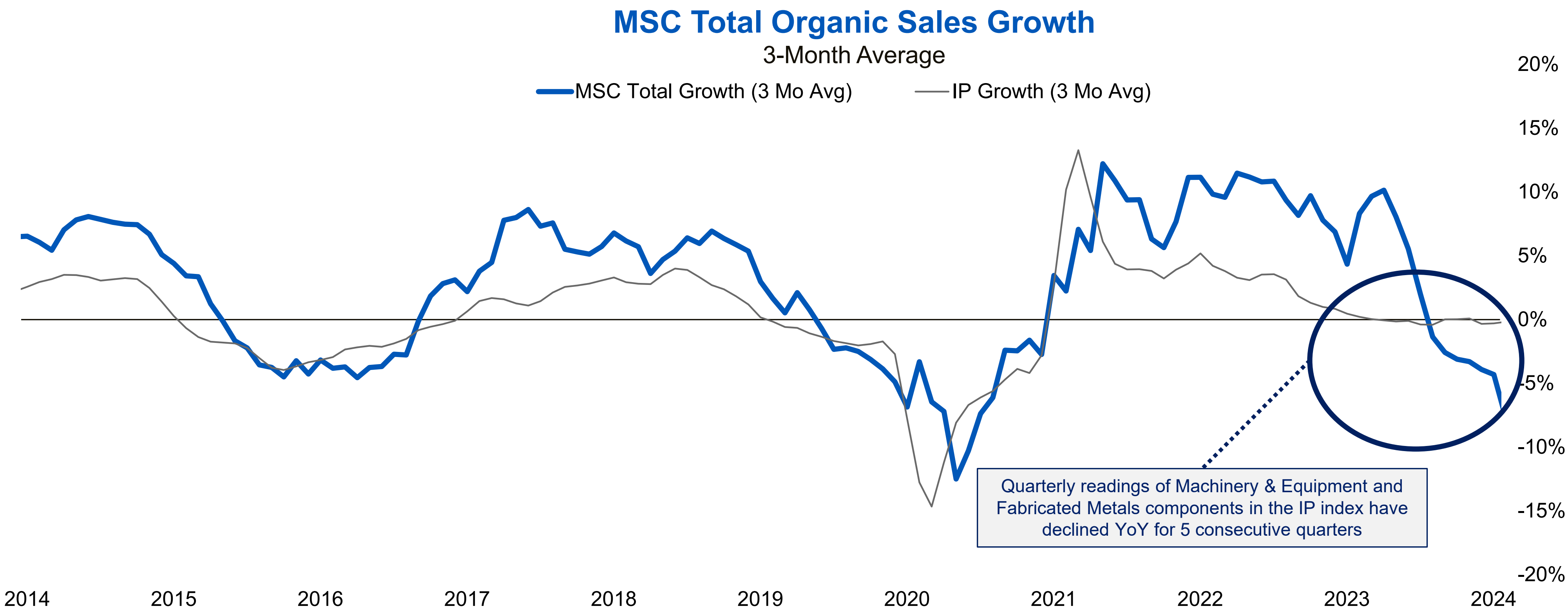
FISCAL THIRD QUARTER 2024 HIGHLIGHTS

1. **Average daily sales** down 7.1% YoY (compared to the Industrial Production Index down 0.2%) driven by an approximately 300 bps headwind from non-recurring public sector orders and ongoing softness in heavy manufacturing verticals
2. **Gross margin** of 40.9% was up 20 bps YoY, though down 60 bps sequentially driven by issues from web price realignment initiative and mix headwinds
3. **Operating expenses** as a percentage of sales up approximately 180 bps YoY and 200 bps on an adjusted* basis due to lower volumes YoY combined with higher costs related to labor inflation and technology investments
4. **Operating margin** down 190 bps on a reported basis, which includes restructuring expense, and 170 bps on an adjusted* basis, due to lower sales combined with higher operating expenses
5. **Strong Cash Flow from Operating Activities** down slightly YoY as a result of lower net income but higher on a conversion basis
6. **GAAP and adjusted EPS*** down YoY in 3Q

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

MSC

TAKING ACTION TO RETURN GROWTH WELL ABOVE INDUSTRIAL PRODUCTION



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* Data as of June 18, 2024
* Source: Federal Reserve

CORRECTIVE ACTIONS ARE CURRENTLY UNDERWAY AND MAKING PROGRESS

Web Pricing Realignment

Took action in mid to late May to correct issues that arose during the full rollout of our web price realignment initiative

- Seeing **gross margin improvement in fiscal June** compared to the trough in 3Q that occurred in April and early May
- **Now performing as planned** with no evidence of additional issues surfacing
- Maintaining a high level of awareness and will **continue monitoring performance closely**

Website Enhancements

Continuing to make progress on the launch of web enhancements that will begin in Q4

- Added third party expertise to **validate architecture** and **move production along more swiftly**
- **Enhancements will begin rolling out in 4Q** and extend into early fiscal 2025
- **Targeting website completion** and **launch of marketing campaign** in 2Q fiscal 2025

ACQUISITIONS TO ENHANCE POSITION IN REGIONS AND PRODUCTS SUPPORTED BY BALANCE SHEET STRENGTH

PREMIER TOOL GRINDING
an MSC Company

ApTex
an MSC Company

Strategic M&A Criteria

Premier Tool Grinding, Inc.

Under-Served Regions	Adjacent Products	Technology & Innovation	High-Growth End Markets
✓	✓	✓	

- ✓ **Strengthens regional presence** in the Southwest
- ✓ **Expands product breadth** in specialty tooling and **geographical reach** of regrinding services
- ✓ Fully **automated shop** with state-of-the-art equipment and a talented team

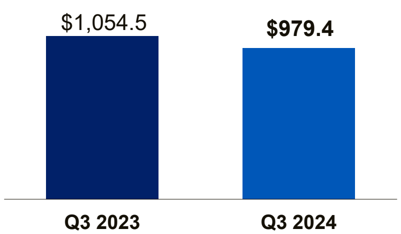
ApTex, Inc.

Under-Served Regions	Adjacent Products	Technology & Innovation	High-Growth End Markets
✓	✓		

- ✓ Highly technical team of sales engineers **enhances portfolio of solutions and services** in the surrounding **Wisconsin area**
- ✓ ApTex's strong focus in cutting tools, abrasives, and metalworking fluids combined with MSC's strong MRO and safety offering **provides cross-selling potential**

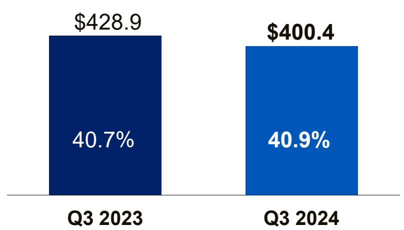
FISCAL THIRD QUARTER 2024 REPORTED AND ADJUSTED RESULTS

Net Sales
(millions)



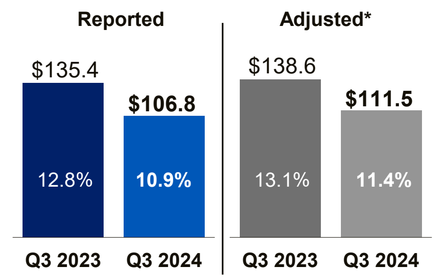
- Sales decline (ADS) of 7.1% largely driven by lower volumes and a headwind of approximately 300 bps related to non-repeating Public Sector orders in the prior year
- National Accounts down 1%, Core and Other Customers down 7%, and Public Sector down 25%
- In-Plant sales up 4%, representing 16% of total sales
- Sales through vending machines were up 2%, representing 17% of total sales

Gross Profit
(millions and % of sales)



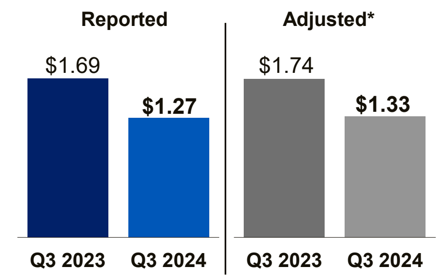
- Gross margin up 20 bps YoY driven by non-repeating lower margin Public Sector orders in the prior year and countermeasures
- Partially offset by negative price/cost due to headwinds related to the full rollout of our web price realignment initiative

Operating Profit
(millions and % of sales)



- Reported operating profit in Q3 2024 includes $4.7 million in restructuring and other costs
- Reported operating profit in Q3 2023 includes $1.8 million in restructuring and other costs and $1.4 million in share reclassification costs
- Operating margin performance mainly driven by lower sales volumes YoY as well as higher costs related to investments, payroll and payroll-related costs, and depreciation partially offset by modestly higher gross margin

Earnings
(per diluted share)



- Q3 2024 reported EPS includes $0.06 impact from restructuring and other costs
- Q3 2023 reported EPS includes $0.04 of combined impacts from restructuring and other costs and share reclassification costs
- Higher interest and other expenses, represent an EPS headwind of $0.03 YoY

* Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations.
Individual amounts may not agree to the total due to rounding.

FISCAL THIRD QUARTER 2024 BALANCE SHEET AND CASH FLOW

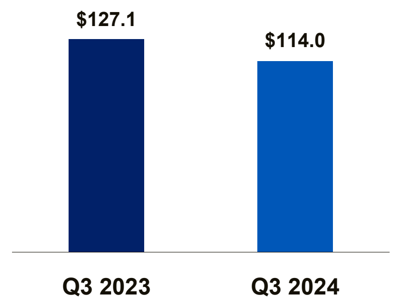
- Strong operating cash flow during the quarter primarily driven by working capital improvement resulting in operating cash flow conversion of 201%**
- Free cash flow* was lower during the current quarter as compared to the prior year due primarily to lower current year net income partially offset by working capital improvement

- Net debt increased $74.3 million as a result of share repurchases in FY’24 to offset share reclassification dilution and strategic investments
- Maintaining a healthy balance sheet with net debt to EBITDA currently at 0.97x*,***
- Slightly below net debt to EBITDA ratio target range of 1.0x to 2.0x*,***

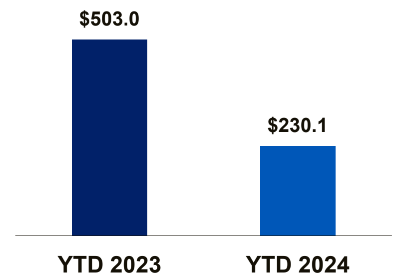
Free Cash Flow*

(millions)

Quarterly



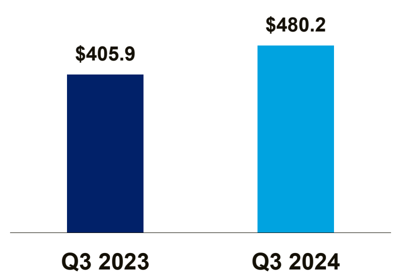
Year to Date



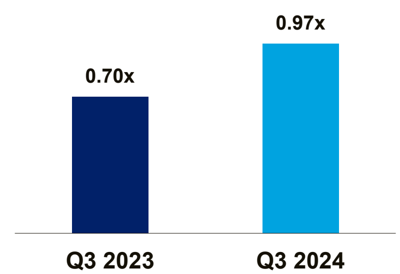
Net Debt and Financial Leverage

(millions, except ratio)

Net Debt



Net Debt to EBITDA*,***

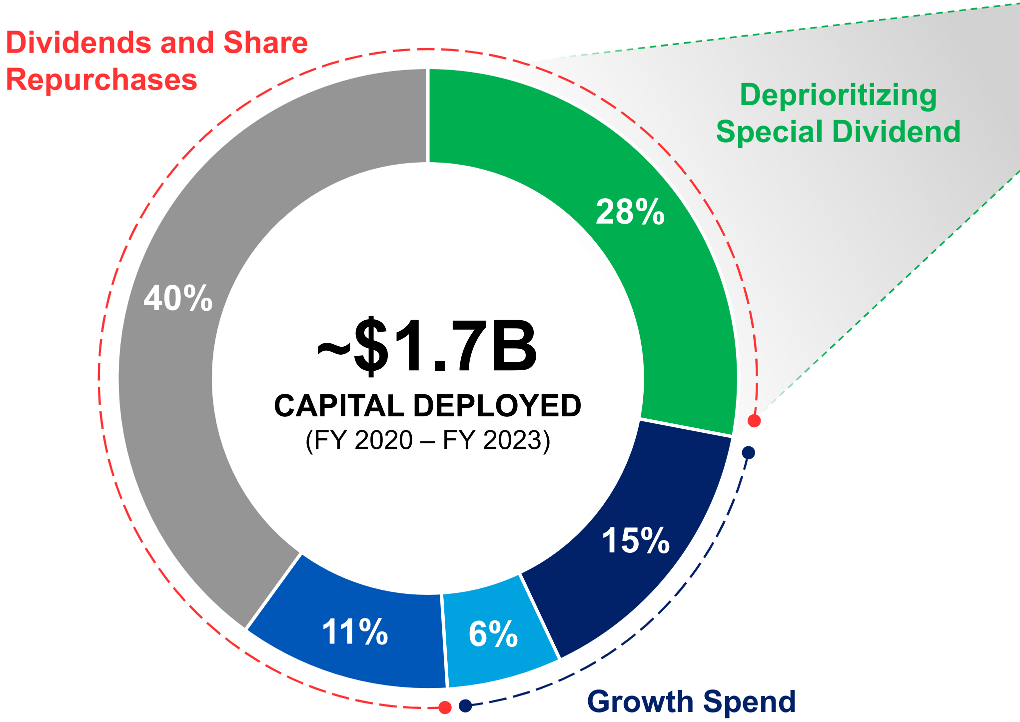


* Represents a non-GAAP financial measure. See appendix for non-GAAP reconciliations

** 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

*** The Company defines net debt to EBITDA as Interest-bearing debt less cash and cash equivalents (net debt) divided by net income plus other expense, depreciation and amortization, and income tax expense (EBITDA) for the preceding 12 months. 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.

CLEAR CAPITAL ALLOCATION PRIORITIES

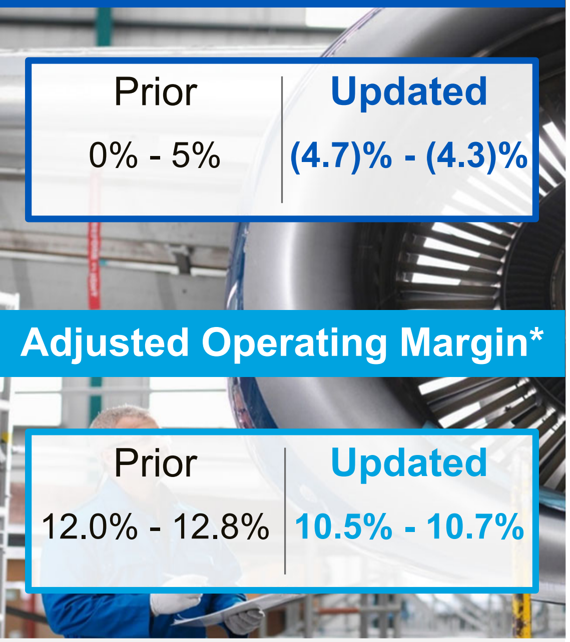


Long-Term Priorities

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 expected to continue with a focus on underserved regions, adjacent product categories, technologies, and high-growth end markets
Share Repurchases	Targeting to offset annual stock-based comp dilution after fully offsetting dilution from reclassification
Ordinary Dividend	Targeting modest annual increases in the ordinary dividend

Disciplined Focus on ROIC and Value Creation

MAINTAINING FISCAL 2024 FULL YEAR OUTLOOK



ADS Growth (YoY)

Prior	Updated
0% - 5%	**(4.7)% - (4.3)%**

Adjusted Operating Margin*

Prior	Updated
12.0% - 12.8%	**10.5% - 10.7%**

Prior outlook as of March 28, 2024 was targeting low-end of ranges

Fiscal Fourth Quarter Assumptions

- **YoY headwind of approximately 300 bps** in the quarter related to non-recurring public sector orders in prior year
- Expect **ADS to be approximately flat sequentially at the mid-point** of our outlook
- Assume **macro conditions remain at soft 3Q levels** with modest improvement in our upside scenario

Fiscal Fourth Quarter Assumptions

- **Expect adjusted operating expenses* to step up sequentially** due to non-repeating benefits from variable compensation, healthcare costs, higher depreciation, and recent acquisitions
- **Anticipate gross margin to perform at or better** than the historical average sequential decline
- **Gross margin YoY mix benefit of approximately 100 bps** related to non-repeating Public Sector orders in the prior year

Additional Guidance

- Depreciation and amortization expense of **~$80M**
- Interest and Other expense of **~$45M**
- Capex **$120M-$130M*****
- Operating cash flow conversion **> 125%****
- Tax rate **24.0%-24.5%**

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*** Includes expenditures associated with cloud computing arrangements

SUMMARY

1 **Average daily sales** down 7.1% YoY (compared to the Industrial Production Index down 0.2%) driven by an approximately 300 bps headwind from non-recurring public sector orders and ongoing softness in heavy manufacturing verticals

2 **Gross margin** of 40.9% was up 20 bps YoY, though down 60 bps sequentially driven by issues from web price realignment initiative and mix headwinds

3 **Operating expenses** as a percentage of sales up approximately 180 bps YoY and 200 bps on an adjusted* basis due to lower volumes YoY combined with higher costs related to labor inflation and technology investments

4 **Operating margin** down 190 bps on a reported basis, which includes restructuring expense, and 170 bps on an adjusted* basis, due to lower sales combined with higher operating expenses

5 **Strong Cash Flow from Operating Activities** down slightly YoY as a result of lower net income but higher on a conversion basis

6 **GAAP and adjusted EPS*** down YoY in 3Q

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APPENDIX

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*

MSC

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

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 profit, free cash flow, EBITDA, return on invested capital, non-GAAP operating expenses, non-GAAP income from operations, non-GAAP operating margin, non-GAAP provision for income taxes and non-GAAP diluted earnings per share, that exclude acquisition-related costs, share reclassification costs, restructuring and other costs and tax effects.

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 measures and should only be used to evaluate MSC's results of operations in conjunction with the corresponding GAAP financial measures.

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 measure calculated and presented in accordance with GAAP cannot be made available without unreasonable efforts because a reconciliation of these non-GAAP financial measures would require the Company to predict the timing and likelihood of potential future events such as restructurings, M&A activity and other infrequent or unusual gains and losses. Neither the timing or likelihood of these events, nor their probable significance, can be quantified with a reasonable degree of accuracy. Accordingly, a reconciliation of such forward-looking information to the most directly comparable GAAP financial measure is not provided.

Free Cash Flow

FCF 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. A reconciliation of cash provided by operating activities to FCF for the thirteen- and thirty-nine-week periods ended June 1, 2024 and June 3, 2023, respectively, is shown below.

RECONCILIATIONS

Non-GAAP Financial Measures

Results Excluding Restructuring and Other Costs, Acquisition-Related Costs, and Share Reclassification Costs

In calculating non-GAAP financial measures, we exclude restructuring and other costs, acquisition-related costs, share reclassification 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 comparison 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. 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
Thirteen and Thirty-Nine Weeks Ended June 1, 2024 and June 3, 2023
(In thousands)

GAAP Measure		Items Affecting Comparability		Non-GAAP Measure	
Net cash provided by operating activities		Expenditures for property, plant and equipment		Free cash flow	
Thirteen Weeks Ended		Thirteen Weeks Ended		Thirteen Weeks Ended	
June 1, 2024	June 3, 2023	June 1, 2024	June 3, 2023	June 1, 2024	June 3, 2023
$143,522	$150,637	$(29,571)	$(23,542)	$113,951	$127,095

GAAP Measure		Items Affecting Comparability		Non-GAAP Measure	
Net cash provided by operating activities		Expenditures for property, plant and equipment		Free cash flow	
Thirty-Nine Weeks Ended		Thirty-Nine Weeks Ended		Thirty-Nine Weeks Ended	
June 1, 2024	June 3, 2023	June 1, 2024	June 3, 2023	June 1, 2024	June 3, 2023
$303,433	$567,077	$(73,354)	$(64,113)	$230,079	$502,964

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Thirteen Weeks Ended June 1, 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	Adjusted Total MSC Industrial
Net Sales	$ 979,350	$ —	$ 979,350
Cost of Goods Sold	578,903	—	578,903
Gross Profit	400,447	—	400,447
Gross Margin	40.9 %	— %	40.9 %
Operating Expenses	288,991	—	288,991
Operating Exp as % of Sales	29.5 %	— %	29.5 %
Restructuring and Other Costs	4,690	4,690	—
Income from Operations	106,766	(4,690)	111,456
Operating Margin	10.9 %	0.5 %	11.4 %
Total Other Expense	(11,430)	—	(11,430)
Income before provision for income taxes	95,336	(4,690)	100,026
Provision for income taxes	24,024	(1,183)	25,207
Net income	71,312	(3,507)	74,819
Net loss attributable to noncontrolling interest	(393)	—	(393)
Net income attributable to MSC Industrial	$ 71,705	$ (3,507)	$ 75,212
Net income per common share:			
Diluted	$ 1.27	$ (0.06)	$ 1.33

*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 June 1, 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	$ 2,868,667	$ —	$ —	$ —	$ 2,868,667
Cost of Goods Sold	1,686,492	—	—	—	1,686,492
Gross Profit	1,182,175	—	—	—	1,182,175
Gross Margin	41.2 %	— %	— %	— %	41.2 %
Operating Expenses	870,859	—	465	1,187	869,207
Operating Exp as % of Sales	30.4 %	— %	0.0 %	0.0 %	30.3 %
Restructuring and Other Costs	11,787	11,787	—	—	—
Income from Operations	299,529	(11,787)	(465)	(1,187)	312,968
Operating Margin	10.4 %	0.4 %	0.0 %	0.0 %	10.9 %
Total Other Expense	(32,920)	—	—	—	(32,920)
Income before provision for income taxes	266,609	(11,787)	(465)	(1,187)	280,048
Provision for income taxes	64,604	(2,767)	(113)	(288)	67,772
Net income	202,005	(9,020)	(352)	(899)	212,276
Net loss attributable to noncontrolling interest	(897)	—	—	—	(897)
Net income attributable to MSC Industrial	$ 202,902	$ (9,020)	$ (352)	$ (899)	$ 213,173
Net income per common share:					
Diluted	$ 3.59	$ (0.16)	$ (0.01)	$ (0.02)	$ 3.77

*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 June 3, 2023
(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 Costs	Adjusted Total MSC Industrial
Net Sales	$ 1,054,464	$ —	$ —	$ 1,054,464
Cost of Goods Sold	625,527	—	—	625,527
Gross Profit	428,937	—	—	428,937
Gross Margin	40.7 %	— %	— %	40.7 %
Operating Expenses	291,706	—	1,373	290,333
Operating Exp as % of Sales	27.7 %	— %	(0.1)%	27.5 %
Restructuring and Other Costs	1,845	1,845	—	—
Income from Operations	135,386	(1,845)	(1,373)	138,604
Operating Margin	12.8 %	0.2 %	0.1 %	13.1 %
Total Other Expense	(8,981)	—	—	(8,981)
Income before provision for income taxes	126,405	(1,845)	(1,373)	129,623
Provision for income taxes	31,266	(505)	(376)	32,147
Net income	95,139	(1,340)	(997)	97,476
Net income attributable to noncontrolling interest	(41)	—	—	(41)
Net income attributable to MSC Industrial	$ 95,180	$ (1,340)	$ (997)	$ 97,517
Net income per common share:				
Diluted	$ 1.69	$ (0.02)	$ (0.02)	$ 1.74

*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 June 3, 2023
(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	$ 2,973,841	$ —	$ —	$ —	$ 2,973,841
Cost of Goods Sold	1,750,410	—	—	—	1,750,410
Gross Profit	1,223,431	—	—	—	1,223,431
Gross Margin	41.1 %	— %	— %	— %	41.1 %
Operating Expenses	852,031	—	398	2,249	849,384
Operating Exp as % of Sales	28.7 %	— %	0.0 %	0.1 %	28.6 %
Restructuring and Other Costs	5,722	5,722	—	—	—
Income from Operations	365,678	(5,722)	(398)	(2,249)	374,047
Operating Margin	12.3 %	0.2 %	0.0 %	0.1 %	12.6 %
Total Other Expense	(25,244)	—	—	—	(25,244)
Income before provision for income taxes	340,434	(5,722)	(398)	(2,249)	348,803
Provision for income taxes	84,768	(1,424)	(100)	(560)	86,852
Net income	255,666	(4,298)	(298)	(1,689)	261,951
Net income attributable to noncontrolling interest	32	—	—	—	32
Net income attributable to MSC Industrial	$ 255,634	$ (4,298)	$ (298)	$ (1,689)	$ 261,919
Net income per common share:					
Diluted	$ 4.56	$ (0.08)	$ (0.01)	$ (0.03)	$ 4.67

*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
Twelve Months Ended June 1, 2024 and September 2, 2023
(In thousands, except percentages)

	Twelve Months Ended June 1, 2024	Twelve Months Ended September 2, 2023
(a) Net income attributable to MSC Industrial (twelve-month trailing)	$ 290,501	$ 343,233
NOPAT		
Income from Operations (twelve-month trailing)	417,584	483,733
Effective tax rate	24.3 %	24.8 %
(b) Non-GAAP NOPAT	316,134	363,850
(c) Adjusted Non-GAAP NOPAT	335,944 [1]	379,531 [2]
Invested Capital		
Total MSC Industrial shareholders' equity	$ 1,401,616	$ 1,479,164
Current portion of debt including obligations under finance leases	206,335	229,935
Long-term debt including obligations under finance leases	299,812	224,391
Total Debt	506,147	454,326
Cash and cash equivalents	$ 25,928	$ 50,052
Net debt	480,219	404,274
Invested capital	1,881,835	1,883,438
(d) Average invested capital (thirteen-month trailing average)	1,884,549	1,951,818
(e) Adjusted average invested capital (thirteen-month trailing average)	1,886,716 [1]	1,953,516 [2]
(a)/(d) Net income to Average invested capital	15.4 %	17.6 %
(b)/(d) Non-GAAP ROIC	16.8 %	18.6 %
(c)/(e) Adjusted Non-GAAP ROIC	17.8 %	19.4 %

[(1)] Adjusted Non-GAAP NOPAT and invested capital excludes $14.0 million of restructuring and other costs, $11.3 million of share reclassification costs and $0.5 million of acquisition-related charges, net of an associated tax benefit of $6.3 million.

[(2)] Adjusted Non-GAAP NOPAT and invested capital excludes $7.9 million of restructuring and other costs, $0.4 million of acquisition-related charges and $12.4 million of share reclassification costs, net of an associated tax benefit of $5.3 million.

RECONCILIATIONS

MSC INDUSTRIAL DIRECT CO., INC.
Reconciliation of GAAP and Non-GAAP Financial Information
Twelve Months Ended June 1, 2024 and June 3, 2023
(In thousands)

	Twelve Months Ended June 1, 2024	Twelve Months Ended June 3, 2023
Net Debt		
Current portion of debt including obligations under finance leases	$ 206,335	$ 290,281
Long-term debt including obligations under finance leases	299,812	174,017
Total Debt	506,147	464,298
Cash and cash equivalents	25,928	58,428
(a) Net Debt	$ 480,219	$ 405,870
Net Income	$ 289,446	$ 360,020
Total Other Expense	35,253	31,496
Income tax expense	92,885	118,139
Depreciation and amortization	78,937	73,682
(b) EBITDA	$ 496,521	$ 583,337
(a)/(b) Net Debt to EBITDA	0.97	0.70

THANK YOU

MSC