



Fiscal 2025 Fourth Quarter and Full-Year Results

MARCH 24, 2026

CAUTIONARY STATEMENTS

Cautionary Note Regarding Forward-Looking Statements

This presentation and accompanying discussion may include "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include, without limitation, all statements other than statements of historical or current facts contained in this presentation including statements relating to our intentions, beliefs, assumptions or current expectations concerning, among other things, our future results of operations and financial position, business strategy and plans and objectives of management for future operations, including, among others, statements regarding expected growth, future capital expenditures, capital allocation and debt service obligations, and the anticipated impact on our business. Some of the forward-looking statements can be identified by the use of forward-looking terms such as "believes," "expects," "may," "will," "shall," "should," "would," "could," "seeks," "aims," "projects," "is optimistic," "intends," "plans," "estimates," "anticipates" or the negative versions of these words or other comparable terms. Forward-looking statements are subject to known and unknown risks and uncertainties, many of which may be outside our control. We caution you that forward-looking statements are not guarantees of future performance or outcomes and that actual performance and outcomes, including, without limitation, our actual results of operations, financial condition and liquidity, and the development of the market in which we operate, may differ materially from those made in or suggested by the forward-looking statements contained in this presentation. In addition, even if our results of operations, financial condition, cash flows and the development of the market in which we operate, are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in subsequent periods. A number of important factors, including, without limitation, the risks and uncertainties discussed under the captions "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended February 1, 2026 ("Annual Report on Form 10-K") and other factors discussed in our filings with the United States Securities and Exchange Commission, could cause actual results and outcomes to differ materially from those reflected in the forward-looking statements. Furthermore, new risks and uncertainties emerge from time to time, and it is not possible for us to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this presentation. Factors that could cause actual results and outcomes to differ from those reflected in forward-looking statements include, without limitation: declines, volatility and cyclicality in the U.S. residential and non-residential construction markets; slowdowns in municipal infrastructure spending and delays in appropriations of federal funds; our ability to competitively bid for contracts; price fluctuations in our product costs (including effects of tariffs); our ability to manage our inventory effectively, including during periods of supply chain disruptions; risks involved with acquisitions and other strategic transactions, including our ability to identify, acquire, close or integrate acquisition targets successfully; the fragmented and highly competitive markets in which we compete and consolidation within our industry; the development of alternatives to distributors of our products in the supply chain; our ability to hire, engage and retain key personnel, including sales representatives, qualified branch, district and regional managers and senior management; our ability to identify, develop and maintain relationships with a sufficient number of qualified suppliers and the potential that our exclusive or limited supplier distribution rights are terminated; changes in supplier rebates or other terms of our supplier agreements; the availability of freight; the ability of our customers to make payments on credit sales; our ability to identify and introduce new products and product lines effectively; the spread of, and response to, public health crises and the inability to predict the ultimate impact on us; costs and potential liabilities or obligations imposed by environmental, health and safety laws and requirements; regulatory change and the costs of compliance with regulation; changes in stakeholder expectations in respect of environmental, social and governance and sustainability practices; exposure to product liability, construction defect and warranty claims and other litigation and legal proceedings; potential harm to our brand or reputation; difficulties with or interruptions of our fabrication services; safety and labor risks associated with the distribution of our products; interruptions in the proper functioning of our and our third-party service providers' information technology systems, including from cybersecurity threats; impairment in the carrying value of goodwill, intangible assets or other long-lived assets; our ability to continue our customer relationships with short-term contracts; risks associated with operating internationally, including exporting and importing of certain products; our indebtedness and the potential that we may incur additional indebtedness that might restrict our operating flexibility; the limitations and restrictions in the agreements governing our indebtedness, the Amended and Restated Limited Partnership Agreement of Core & Main Holdings, LP as amended, and the Tax Receivable Agreements (each as defined in our Annual Report on Form 10-K); increases in interest rates on our variable rate indebtedness; changes in our credit ratings and outlook; our ability to generate the significant amount of cash needed to service our indebtedness; our organizational structure, including our payment obligations under the Tax Receivable Agreements, which may be significant; our ability to sustain an active, liquid trading market for our Class A common stock; and risks related to other factors described under "Risk Factors" in our Annual Report on Form 10-K. These factors are not exhaustive, and new factors may emerge or changes to the foregoing factors may occur that could impact our business. Except to the extent required by law, we undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, which speak only as of the date of this presentation.

Use of Non-GAAP Financial Measures

In addition to providing results that are determined in accordance with accounting principles generally accepted in the United States of America ("GAAP"), we present EBITDA, Adjusted EBITDA, Adjusted EBITDA margin, Net Debt, Adjusted Diluted Earnings Per Share ("Adjusted Diluted EPS"), Free Cash Flow and Free Cash Flow Yield, all of which are non-GAAP financial measures. These measures are not considered measures of financial performance or liquidity under GAAP and the items excluded therefrom are significant components in understanding and assessing our financial performance or liquidity. These measures should not be considered in isolation or as alternatives to GAAP measures such as net income, net income attributable to Core & Main, Inc. or diluted earnings per share, as applicable, cash provided by or used in operating, investing or financing activities or other financial statement data presented in our financial statements as an indicator of our financial performance or liquidity.

We use EBITDA, Adjusted EBITDA, Adjusted EBITDA margin, Net Debt, Adjusted Diluted EPS, Free Cash Flow and Free Cash Flow Yield to assess the operating results and effectiveness and efficiency of our business. We present these non-GAAP financial measures because we believe investors consider them to be important supplemental measures of performance, and we believe that these measures are frequently used by securities analysts, investors and other interested parties in the evaluation of companies in our industry. Non-GAAP financial measures as reported by us may not be comparable to similarly titled metrics reported by other companies and may not be calculated in the same manner. These measures have limitations as analytical tools, and you should not consider them in isolation or as substitutes for analysis of our results as reported under GAAP. Reconciliations of such non-GAAP measures to the most directly comparable GAAP measure and calculations of the non-GAAP measures are set forth in the appendix of this presentation.

No reconciliation of the estimated range for Adjusted EBITDA and Adjusted EBITDA margin for fiscal 2026 is included herein because we are unable to quantify certain amounts that would be required to be included in net income attributable to Core & Main, Inc. without unreasonable efforts due to the high variability and difficulty to predict certain items excluded from Adjusted EBITDA. Consequently, we believe such reconciliation would imply a degree of precision that would be misleading to investors. In particular, the effects of acquisition expenses cannot be reasonably predicted in light of the inherent difficulty in quantifying such items on a forward-looking basis. We expect the variability of these excluded items may have an unpredictable, and potentially significant, impact on our future GAAP financial results.

Presentation of Financial Information

The accompanying financial information presents the results of operations, financial position and cash flows of Core & Main, Inc. ("Core & Main" or the "Company") and its subsidiaries, which includes the consolidated financial information of Core & Main Holdings, LP, a Delaware limited partnership ("Holdings"), and its consolidated subsidiary, Core & Main LP, as the legal entity that conducts the operations of the Company. Core & Main is the primary beneficiary and general partner of Holdings and has decision making authority that significantly affects the economic performance of the entity. As a result, Core & Main consolidates the consolidated financial statements of Holdings. All intercompany balances and transactions have been eliminated in consolidation. The Company records non-controlling interests related to Partnership Interests (as defined in our Annual Report on Form 10-K) held by the Continuing Limited Partners (as defined in our Annual Report on Form 10-K) in Holdings.

The Company's fiscal year is a 52 or 53-week period ending on the Sunday nearest to January 31st. Quarters within the fiscal year include 13-week periods, unless a fiscal year includes a 53rd week, in which case the fourth quarter of the fiscal year will be a 14-week period. The three months ended February 1, 2026 included 13 weeks, while the three months ended February 2, 2025 included 14 weeks. The fiscal year period ended February 1, 2026 ("fiscal 2025") included 52 weeks, while the fiscal year period ended February 2, 2025 ("fiscal 2024") included 53 weeks. The next fiscal year ending January 31, 2027 ("fiscal 2026") will include 52 weeks.

TODAY'S PRESENTERS



Mark Witkowski
Chief Executive Officer



Brad Cowles
President



Robyn Bradbury
Chief Financial Officer



Glenn Floyd
Director, Investor Relations



Business Update

MARK WITKOWSKI

CORE & MAIN SNAPSHOT

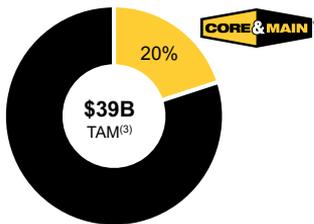
Key Stats ⁽¹⁾

\$10.4B Market Cap
 \$7.6B Net Sales
 \$462M Net Income
 \$931M Adjusted EBITDA⁽²⁾

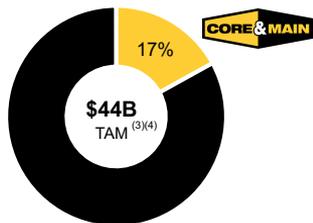
Market Reach ⁽¹⁾

370+ Branches
 ~5,600 Associates
 60K+ Customers
 5,000+ Suppliers
 225K+ Products

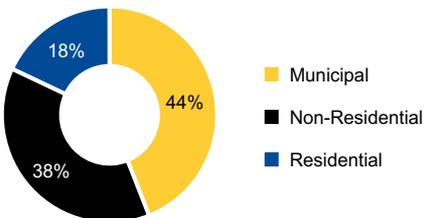
U.S. Market Share ⁽¹⁾



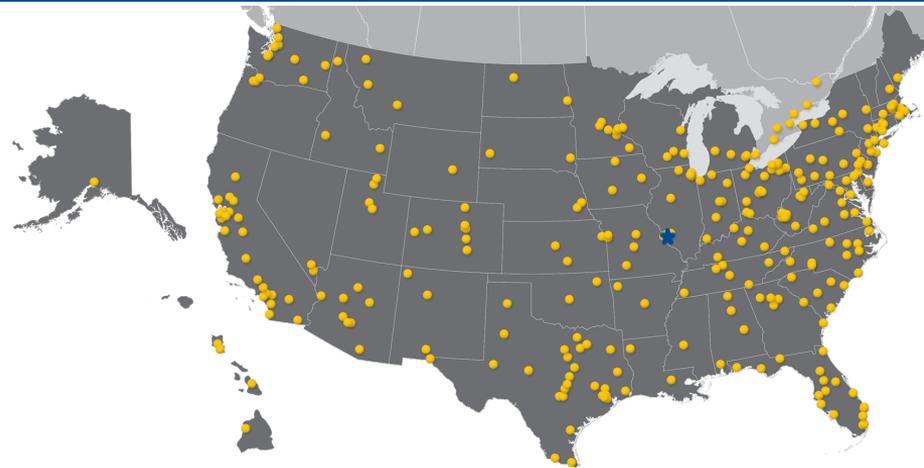
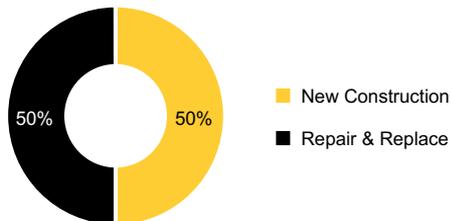
Total Market Share ⁽¹⁾



Market Mix ⁽¹⁾



New Construction vs. Repair & Replace ⁽¹⁾



Leader in Advancing Reliable Infrastructure with Local Service, Nationwide

(1) As of the fiscal year ended February 1, 2026. (2) Adjusted EBITDA is a non-GAAP financial measure. Refer to the appendix for a reconciliation to the nearest GAAP measure. (3) Based on independent third-party research and management estimates. (4) Total addressable market is inclusive of the United States and Canada.

COMPELLING VALUE PROPOSITION



We deliver **essential infrastructure products and solutions** to communities for **water, wastewater, storm drainage, and fire protection** needs. We **succeed by investing in our people** to know their industries, products and customers, connecting **local experts within our national network** to deliver anytime, anywhere.

FY25 ACCOMPLISHMENTS

Consistent Execution in a Dynamic Operating Environment



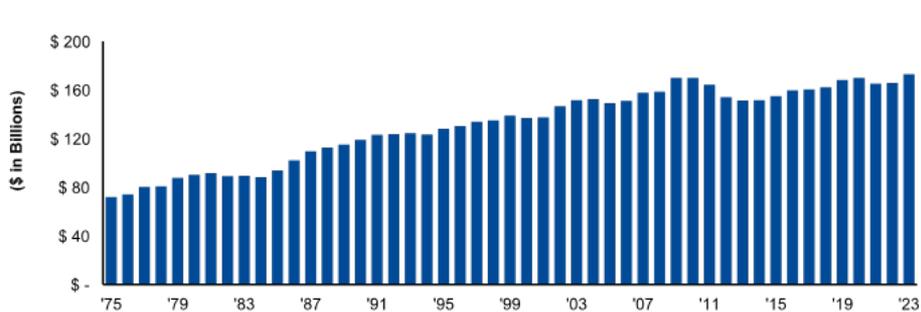
- **Achieved FY25 net sales of \$7.65B, Adjusted EBITDA⁽¹⁾ of \$931M and Adjusted Diluted EPS⁽¹⁾ of \$2.97**
- **Broadened our product portfolio** to address aging water infrastructure
- **Expanded footprint with targeted growth investments**
 - Opened ten new greenfields in attractive markets during and shortly after FY25
 - Completed two complementary acquisitions: Canada Waterworks and Pioneer Supply
- **Structurally improved gross margins** through initiative execution
 - FY25 gross margins improved 30 bps YoY to 26.9%
 - Private label now ~5% of sales (+100 bps YoY), supported by additional distribution capacity and SKUs
- **Executed \$30M of annualized cost actions** without compromising customer service
 - Continued investment in growth-focused roles and technology to drive efficiency
- **Generated strong operating cash flow of \$650M** supporting organic growth, M&A and shareholder returns
 - Deployed \$155M in FY25 to repurchase 3.2M shares
 - Deployed \$39M to repurchase 0.8M shares subsequent to year-end

(1) Adjusted EBITDA and Adjusted Diluted EPS are non-GAAP financial measures. Refer to the appendix of the presentation for a reconciliation to the nearest GAAP measure.

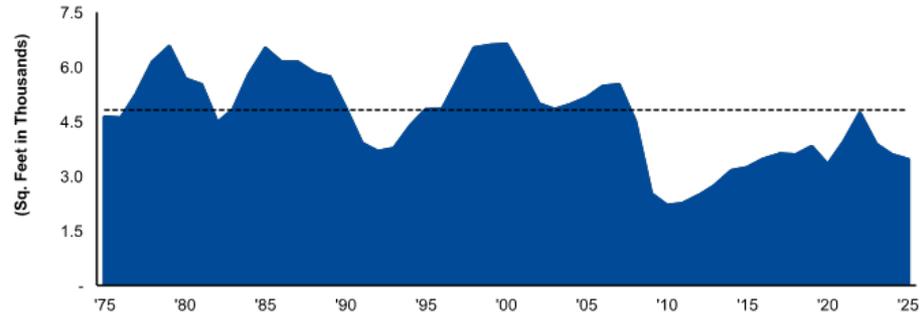
SECULAR END MARKET TRENDS

Our End Markets Are Poised for Long-Term Growth

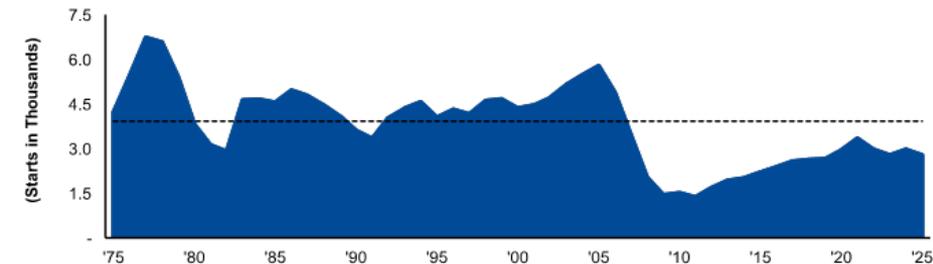
U.S. Municipal Water Infrastructure Spending⁽¹⁾



Non-Residential Starts⁽²⁾



Single Family Housing Starts⁽³⁾



Considerations

- Municipal end market benefits from a large base of aging infrastructure that drives consistent repair and replacement demand, complemented by incremental federal and state funding that expands the long-term growth opportunity.
- Non-residential end market supported by U.S. re-industrialization, with manufacturing and mega project trends driving multi-year construction activity.
- Decades of underbuilding relative to household formation have created a structural housing undersupply and a long runway for new residential lot development; recent housing trends only exacerbate the issue.

(1) Source: Congressional Budget Office. (2025, February). Public spending on transportation and water infrastructure, 1956 to 2023 (Publication No. 60874). (2) Source: Dodge Data & Analytics. Represents non-residential building starts (measured in square feet) per million of U.S. population. (3) Source: U.S. Census Bureau. Represents single-family housing starts per million of U.S. population.

SALES INITIATIVES DRIVING MARKET SHARE GAINS

Meters



Treatment Plant Solutions



Fusible HDPE



Geosynthetics



Strategic Accounts



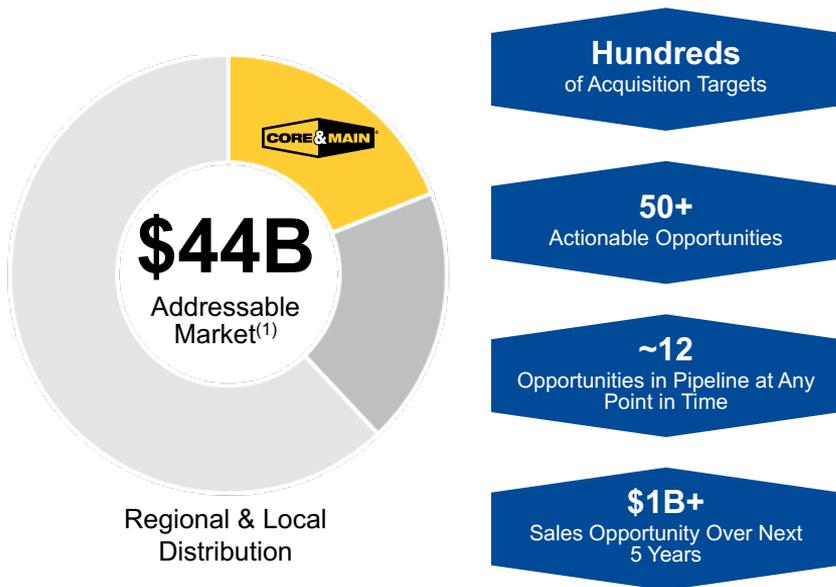
Geographic Expansion



Industry-Leading Capabilities Drive Consistent Above Market Growth

DRIVING SUSTAINABLE GROWTH THROUGH M&A

Deep & Actionable Acquisition Pipeline...



...Backed by a Proven Integration Playbook

- **Clear strategic and financial criteria** focused on geographic and product line expansion
- **Proprietary acquisition sourcing model** supported by deep industry relationships and detailed market mapping exercises
- **Disciplined valuation framework** targeting return-accretive transactions with executable synergies
- **Flexible integration approach** that preserves local operating model while unlocking scale benefits across sourcing and operations
- Seller benefits include **broader product breadth, industry-specific technology, national scale and resources, shared administrative support, and best-in-class training and career development opportunities**

Significant Growth Opportunity in a Highly Fragmented Market

⁽¹⁾ Based on independent third-party research and management estimates.

MULTIPLE LEVERS TO DRIVE MARGIN EXPANSION

Private Label

Internal master distributor platform enabling direct-sourcing of private and white-label products

- Products enhanced to meet local specification requirements

- Equal or better products at similar market prices

Sourcing & Pricing Optimization

National buying expertise & proactive product management to enhance profitability

- Utilize purchase history, market conditions and strong supplier relationships to optimize supplier terms

- Drive new product growth through our branch network

- National scale and industry expertise drive value-based pricing, supported by data insights and local decision-making

Technology & Innovation

Focused investment in core business processes

- Deploying new technology solutions that can deliver measurable impacts

- Significant long-term opportunity to improve efficiency and scale our growth



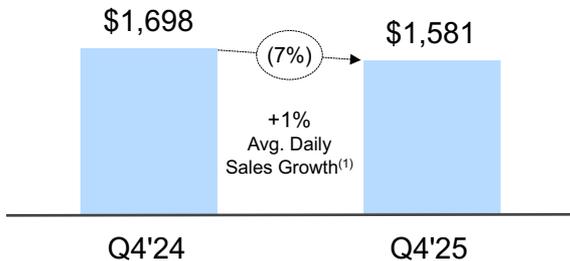
Financial Results

ROBYN BRADBURY

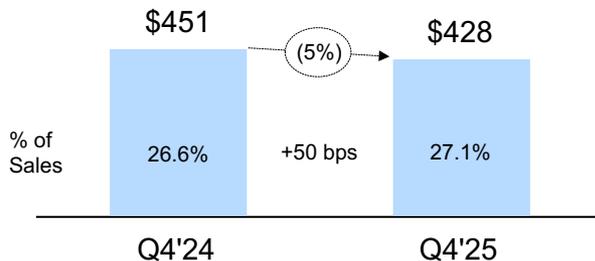
Q4 2025 FINANCIAL RESULTS

(\$ in Millions, Except Per Share Amounts)

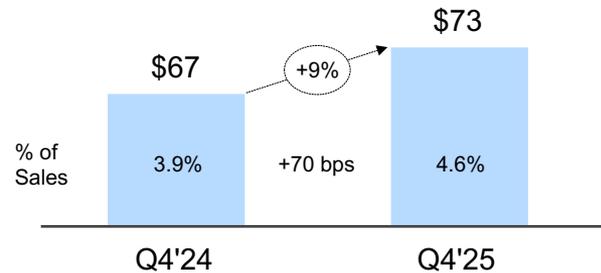
Net Sales



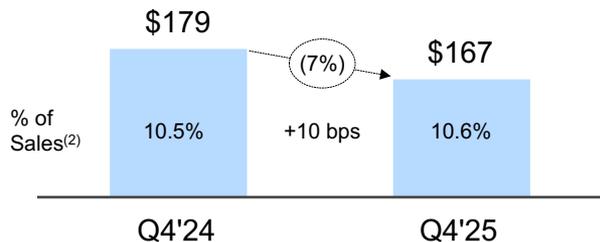
Gross Profit



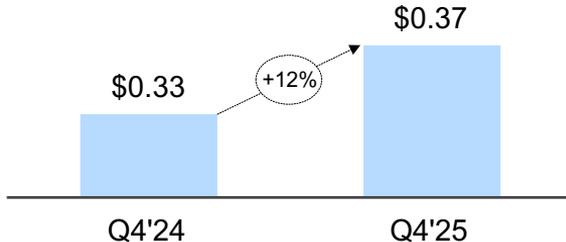
Net Income



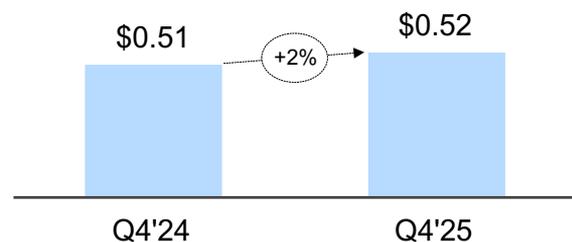
Adjusted EBITDA⁽²⁾



Diluted EPS



Adjusted Diluted EPS⁽²⁾

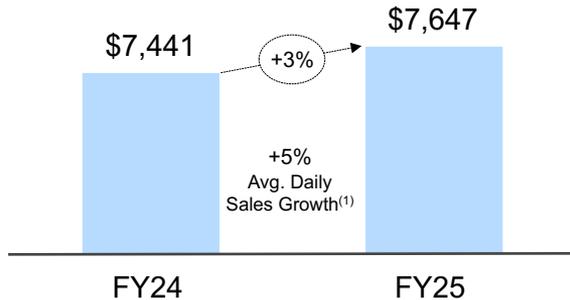


(1) Average daily net sales represents total net sales divided by the number of available billing days in each period. The three months ended February 1, 2026 included 60 days, while the three months ended February 2, 2025 included 65 days. (2) Adjusted EBITDA, Adjusted EBITDA margin and Adjusted Diluted EPS are non-GAAP financial measures. Refer to the appendix of the presentation for a reconciliation to the nearest GAAP measure.

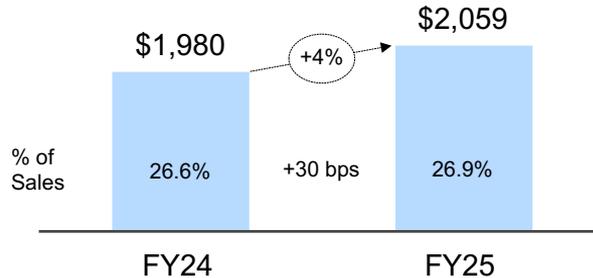
FY25 FINANCIAL RESULTS

(\$ in Millions, Except Per Share Amounts)

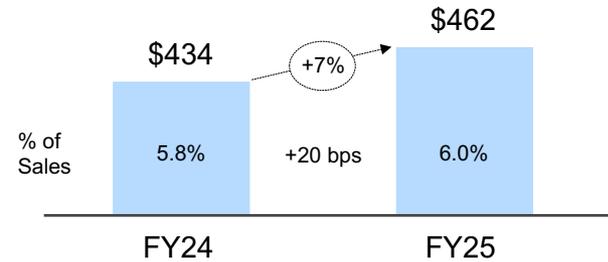
Net Sales



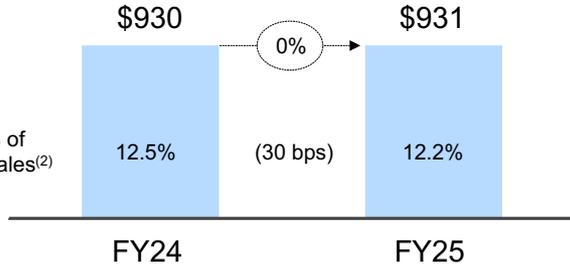
Gross Profit



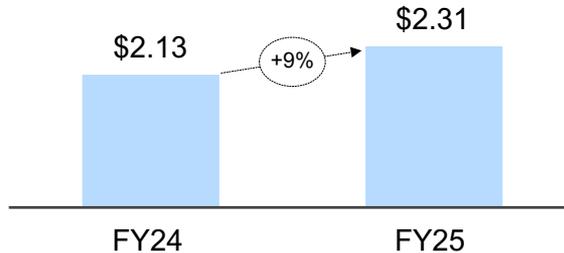
Net Income



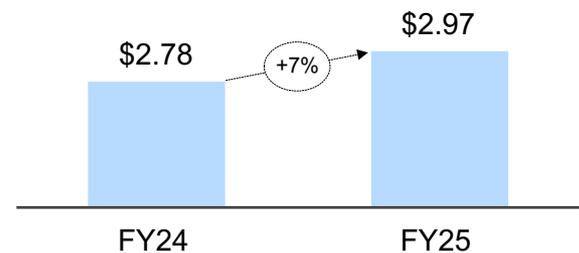
Adjusted EBITDA⁽²⁾



Diluted EPS



Adjusted Diluted EPS⁽²⁾

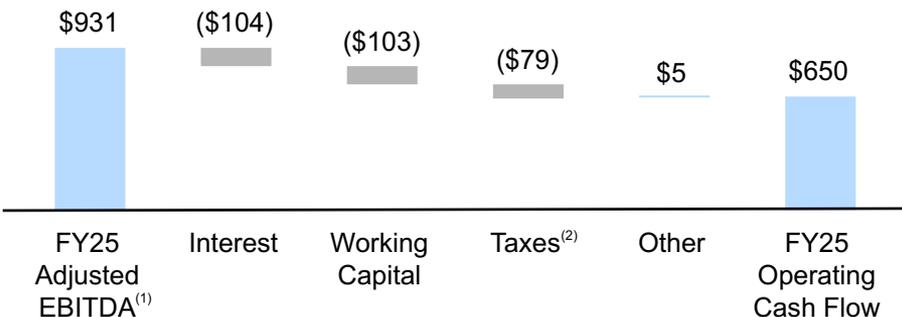


(1) Average daily net sales represents total net sales divided by the number of available billing days in each period. Fiscal 2025 included 252 days, while fiscal 2024 included 257 days. (2) Adjusted EBITDA, Adjusted EBITDA margin and Adjusted Diluted EPS are non-GAAP financial measures. Refer to the appendix of the presentation for a reconciliation to the nearest GAAP measure.

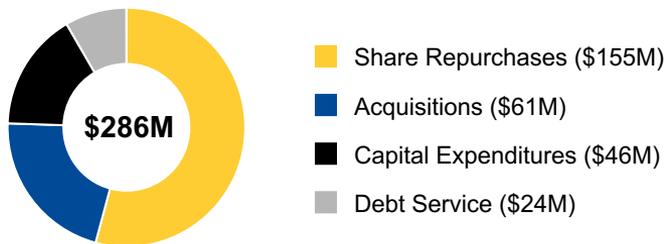
FY25 CASH FLOW & BALANCE SHEET

(\$ in Millions)

Operating Cash Flow



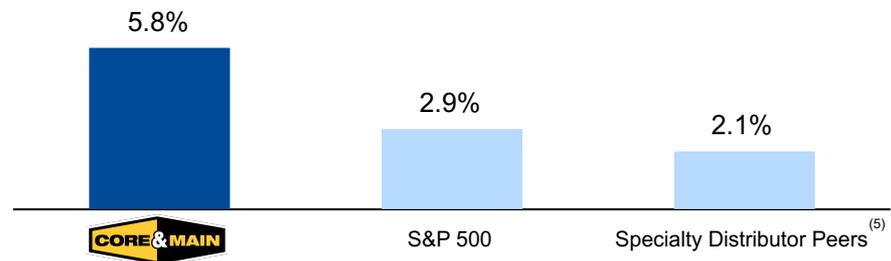
Capital Allocation



Capital Structure

Facility	Maturity	Interest Rate	As of 2/1/26
Senior ABL Credit Facility	2/9/29	S + 125 ⁽³⁾	—
Senior Term Loan due 2028	7/27/28	S + 200	1,233
Senior Term Loan due 2031	2/9/31	S + 200	933
Total Debt			2,166
Less: Cash & Cash Equivalents			(220)
Net Debt⁽¹⁾			\$ 1,946

Free Cash Flow Yield⁽¹⁾⁽⁴⁾



(1) Adjusted EBITDA, Net Debt and Free Cash Flow Yield are non-GAAP financial measures. Refer to the appendix of the presentation for a reconciliation to the nearest GAAP measure. (2) Represents operating cash taxes paid to the IRS and other state & local taxing authorities. Does not include the portion of our tax obligation distributed to non-controlling interest holders as a financing cash outflow. (3) Carries interest at term secured overnight financing rate ("Term SOFR") plus a margin ranging from 125 to 175 basis points, depending on borrowing capacity. (4) Defined as last twelve months free cash flow (net cash provided by operating activities minus capital expenditures) divided by market capitalization as of February 1, 2026. (5) Includes Ferguson, SiteOne Landscape Supply, Pool Corporation and Watson.

FISCAL 2026 OUTLOOK

Disciplined Outlook with Margin Progress and Strong Cash Flow Generation

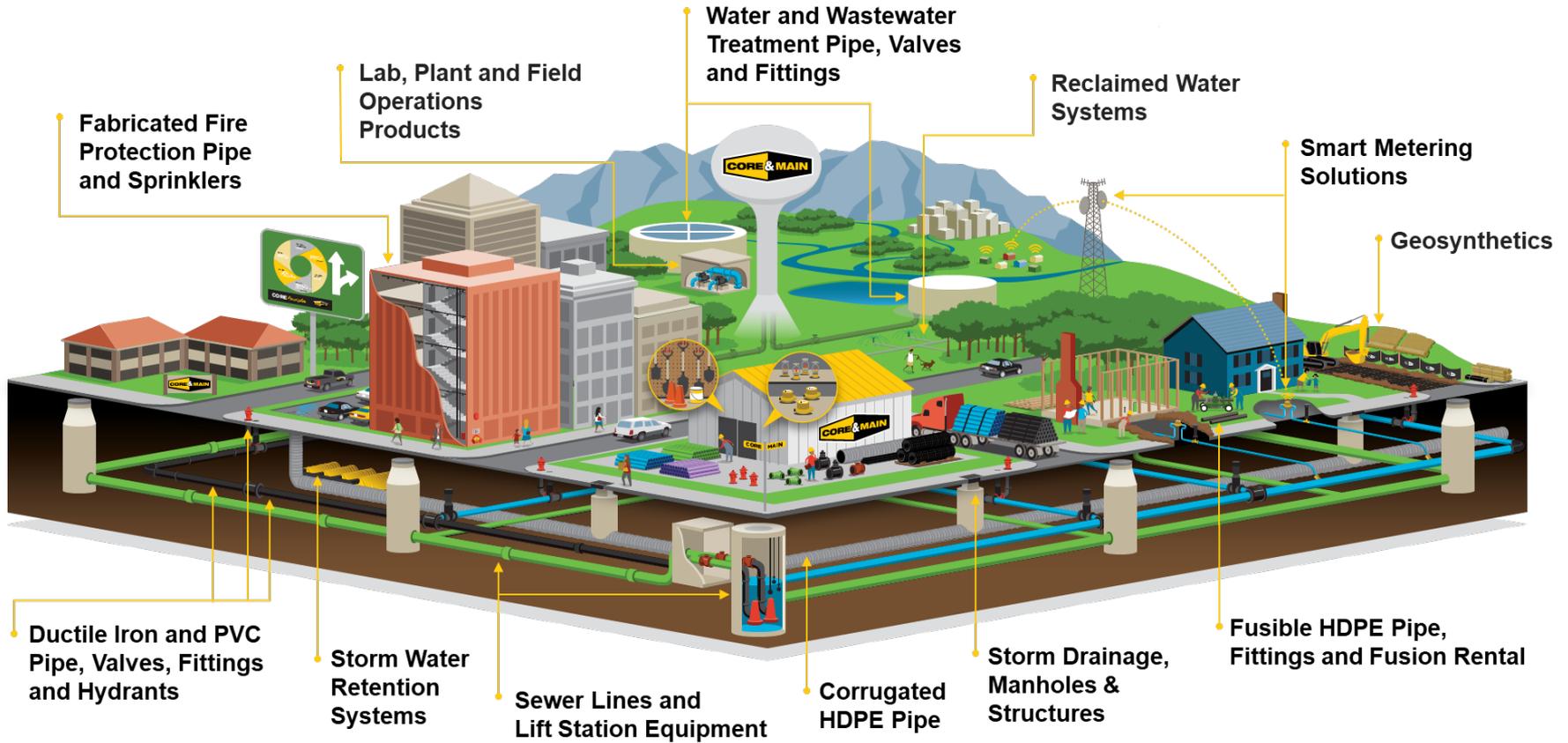
(\$ in Millions)	FY25	FY26 Outlook
Net Sales	\$7,647	\$7,800 - \$7,900
Adjusted EBITDA ⁽¹⁾	\$931	\$950 - \$980
Adjusted EBITDA Margin ⁽¹⁾	12.2%	12.2% - 12.4%
Operating Cash Flow Conversion ⁽²⁾	70%	60% - 70%

(1) Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures. Refer to "Use of Non-GAAP Financial Measures" for a discussion regarding the lack of a reconciliation of these estimated ranges. (2) Defined as net cash provided by (used in) operating activities divided by Adjusted EBITDA for the period presented.



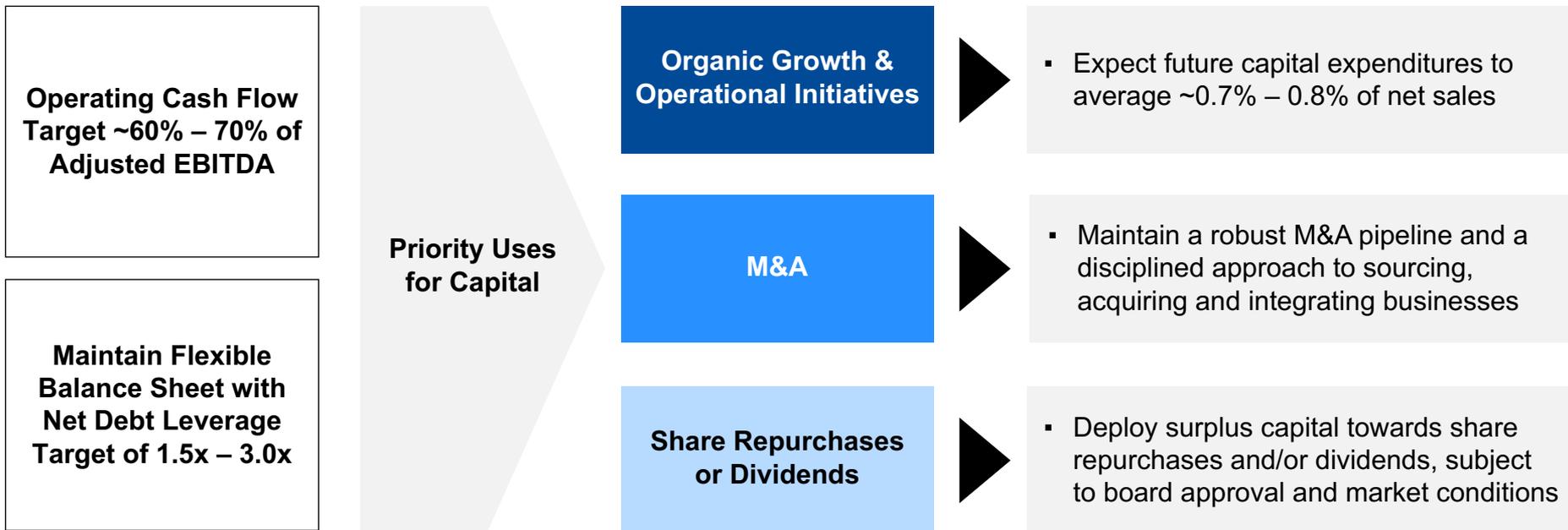
Appendix

PRODUCT & SERVICE OFFERING

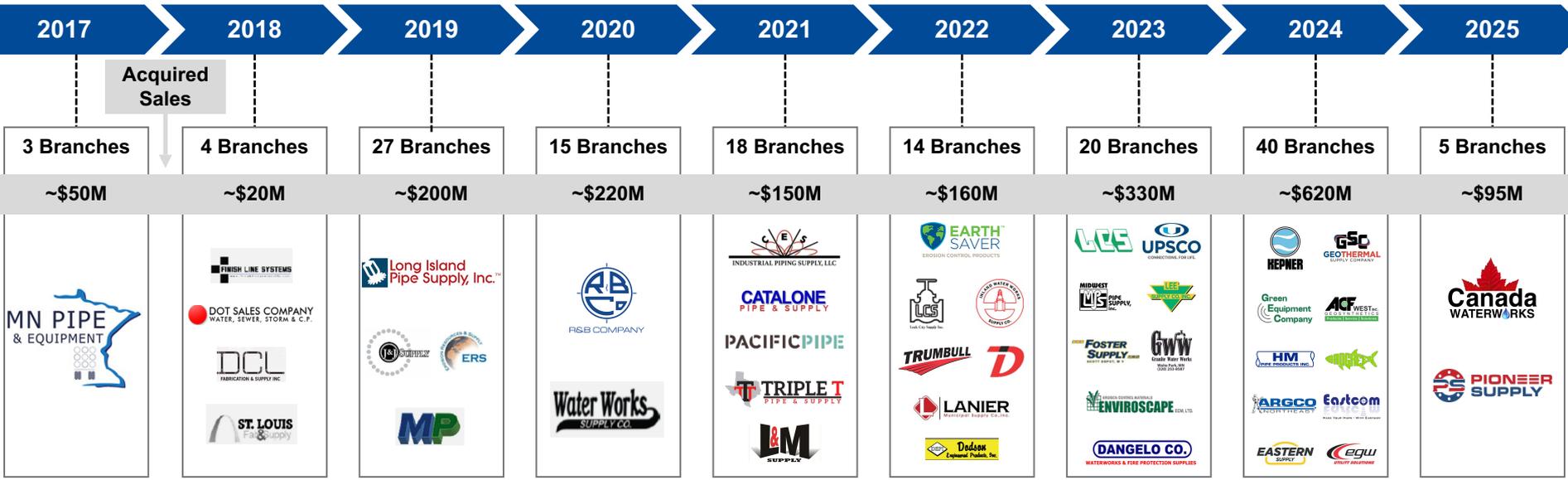


CAPITAL ALLOCATION FRAMEWORK

Significant Cash Generation with a Focus on Fueling Growth & Shareholder Returns



CONSISTENT TRACK RECORD OF M&A



~145 Branches and ~\$1.8B of Sales Acquired Since 2017

RECONCILIATION OF NON-GAAP MEASURES

(\$ in Millions)

Adjusted EBITDA & Adjusted EBITDA Margin

	Three Months Ended		Fiscal Years Ended	
	February 1, 2026	February 2, 2025	February 1, 2026	February 2, 2025
Net income attributable to Core & Main, Inc.	\$ 70	\$ 64	\$ 441	\$ 411
Plus: net income attributable to non-controlling interests	3	3	21	23
Net income	73	67	462	434
Depreciation and amortization ⁽¹⁾	46	49	186	186
Provision for income taxes	21	21	145	143
Interest expense	29	36	120	142
EBITDA	\$ 169	\$ 173	\$ 913	\$ 905
Equity-based compensation	3	3	17	14
Acquisition and other expenses ⁽²⁾	—	3	6	11
Other income	(5)	—	(5)	—
Adjusted EBITDA	\$ 167	\$ 179	\$ 931	\$ 930
Adjusted EBITDA Margin:				
Net Sales	\$ 1,581	\$ 1,698	\$ 7,647	\$ 7,441
Adjusted EBITDA / Net Sales	10.6%	10.5%	12.2%	12.5%
Net Income Margin:				
Net Sales	\$ 1,581	\$ 1,698	\$ 7,647	\$ 7,441
Net Income / Net Sales	4.6%	3.9%	6.0%	5.8%

(1) Includes depreciation of certain assets which are reflected in "cost of sales" in our Statement of Operations. (2) Represents expenses associated with acquisition and other activities, including transaction costs, post-acquisition employee retention bonuses, severance payments and expense recognition of purchase accounting fair value adjustments (excluding amortization).

RECONCILIATION OF NON-GAAP MEASURES

Adjusted Diluted EPS

	Three Months Ended		Fiscal Years Ended		
	February 1, 2026	February 2, 2025	February 1, 2026	February 2, 2025	January 28, 2024
Diluted earnings per share	\$ 0.37	\$ 0.33	\$ 2.31	\$ 2.13	\$ 2.15
Amortization of intangible assets	0.19	0.20	0.75	0.75	0.54
Equity-based compensation	0.02	0.02	0.09	0.07	0.04
Acquisition and other expenses ⁽¹⁾	—	0.02	0.03	0.05	0.03
Offering expenses ⁽²⁾	—	—	—	—	0.02
Other income	(0.03)	—	(0.03)	—	—
Income tax impact of adjustments ⁽³⁾	(0.02)	(0.06)	(0.18)	(0.22)	(0.16)
Adjusted Diluted Earnings Per Share	\$ 0.52	\$ 0.51	\$ 2.97	\$ 2.78	\$ 2.62

⁽¹⁾ Represents expenses associated with acquisition and other activities, including transaction costs, post-acquisition employee retention bonuses, severance payments and expense recognition of purchase accounting fair value adjustments (excluding amortization). ⁽²⁾ Represents costs related to our initial public offering and subsequent secondary offerings reflected in selling, general and administrative expenses in our Statement of Operations. ⁽³⁾ Represents the tax impact on non-GAAP adjustments for amortization of intangibles, equity-based compensation, acquisition and other expenses, and offering expenses.

RECONCILIATION OF NON-GAAP MEASURES

(\$ in Millions, Except Share and Per Share Amounts)

Free Cash Flow & Free Cash Flow Yield

	Fiscal Year Ended		Three Months Ended		
	February 1, 2026	February 1, 2026	November 2, 2025	August 3, 2025	May 4, 2025
Operating Cash Flow	\$ 650	\$ 268	\$ 271	\$ 34	\$ 77
Less: Capital Expenditures	(46)	(15)	(8)	(10)	(13)
Free Cash Flow	\$ 604	\$ 253	\$ 263	\$ 24	\$ 64
Class A Shares ⁽¹⁾	188,770,435				
Class B Shares ⁽¹⁾	6,611,263				
Total Shares Outstanding	195,381,698				
Share Price ⁽¹⁾	\$ 53.36				
Market Capitalization	10,426				
Free Cash Flow Yield	5.8%				

(1) As of February 1, 2026.

RECONCILIATION OF NON-GAAP MEASURES

(\$ in Millions)

Net Debt

	As of	
	February 1, 2026	February 2, 2025
Senior ABL Credit Facility due February 2029	\$ —	\$ 93
Senior Term Loan due July 2028	1,233	1,248
Senior Term Loan due February 2031	933	942
Total Debt	\$ 2,166	\$ 2,283
Less: Cash & Cash Equivalents	(220)	(8)
Net Debt	\$ 1,946	\$ 2,275