MRC Global®

Stephens Annual Investment Conference

November 15, 2022

Kelly Youngblood
Executive Vice President & CFO

Monica Broughton
Executive Director, Investor Relations

Forward Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act and Section 21E of the Exchange Act. Words such as “will,” “expect,” “look forward,” “guidance,” “targeted”, “goals”, and similar expressions are intended to identify forward-looking statements. Statements about the company’s business, including its strategy, its industry, the company’s future profitability, the company’s guidance on its sales, adjusted EBITDA, adjusted net income, adjusted diluted EPS, adjusted SG&A, gross profit, gross profit percentage, adjusted gross profit, adjusted gross profit percentage, net debt, tax rate, capital expenditures and cash from operations, free cash flow, free cash flow after dividends, growth in the company’s various markets and the company’s expectations, beliefs, plans, strategies, objectives, prospects and assumptions are not guarantees of future performance. These statements are based on management’s expectations that involve a number of business risks and uncertainties, any of which could cause actual results to differ materially from those expressed in or implied by the forward-looking statements. These statements involve known and unknown risks, uncertainties and other factors, most of which are difficult to predict and many of which are beyond our control, including the factors described in the company’s SEC filings that may cause our actual results and performance to be materially different from any future results or performance expressed or implied by these forward-looking statements, including the company’s Current Report on Form 8-K dated November 8, 2022.

For a discussion of key risk factors, please see the risk factors disclosed in the company’s SEC filings, which are available on the SEC’s website at www.sec.gov and on the company’s website, www.mrcglobal.com. Our filings and other important information are also available on the Investor Relations page of our website at www.mrcglobal.com.

Undue reliance should not be placed on the company’s forward-looking statements. Although forward-looking statements reflect the company’s good faith beliefs, reliance should not be placed on forward-looking statements because they involve known and unknown risks, uncertainties and other factors, which may cause the company’s actual results, performance or achievements or future events to differ materially from anticipated future results, performance or achievements or future events expressed or implied by such forward-looking statements. The company undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events, changed circumstances or otherwise, except to the extent required by law.

Non-GAAP Disclaimer

In this presentation, the company is providing certain non-GAAP financial measures. These are not measures of financial performance calculated in accordance with U.S. Generally Accepted Accounting Principles (GAAP) and should not be considered as alternatives. The following GAAP measures have the following non-GAAP measures presented and derived from the respective GAAP measures:

- **net income (adjusted EBITDA)**
- **net income margin (adjusted EBITDA margin)**
- **gross profit (adjusted gross profit)**
- **gross profit percentage (adjusted gross profit percentage)**
- **net income (adjusted net income)**
- **diluted earnings per share (adjusted diluted EPS)**
- **selling, general and administrative expense (adjusted SG&A)**
- **net cash provided by operations (free cash flow and free cash flow after dividends)**
- **long-term debt, net (net debt)**

They should be viewed in addition to, and not as a substitute for, analysis of our results reported in accordance with GAAP. Management believes that these non-GAAP financial measures provide investors a view to measures similar to those used in evaluating our compliance with certain financial covenants under our credit facilities and provide meaningful comparisons between current and prior year period results. They are also used as a metric to determine certain components of performance-based compensation. They are not necessarily indicative of future results of operations that may be obtained by the company.

MRC Global

A Compelling Investment Opportunity

- Leading global distributor of industrial products, services and supply solutions
- Diversified portfolio with long-term growth drivers in each of the markets we support
- Rapidly improving top-line and bottom-line financial performance
- Solid balance sheet with flexibility for future growth
- Sustainability principles embedded in organizational values and product offering

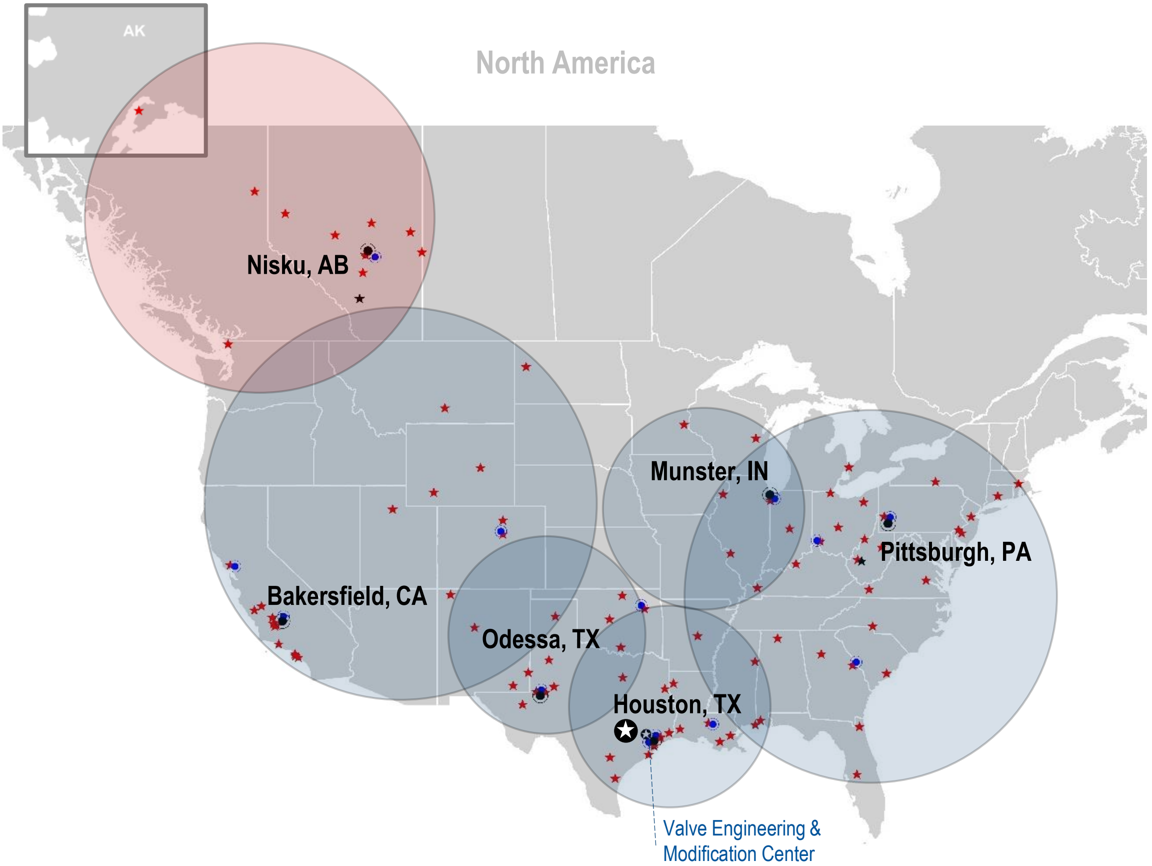
Experts You Can Trust

We are a Leading Global Distributor of Industrial Products, Services & Supply Solutions

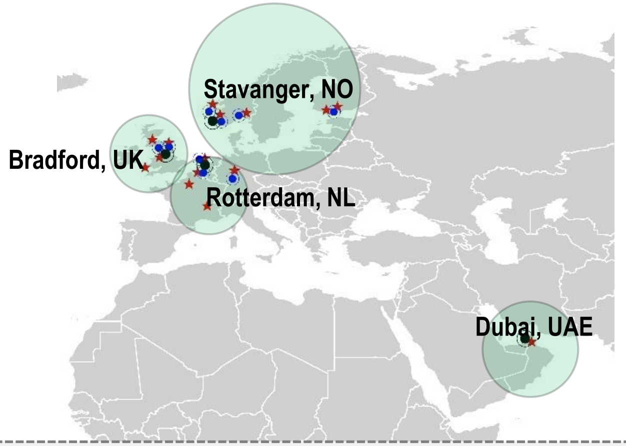
Valued Supply Chain Partner to Customers and Suppliers

TTM Revenue by Region

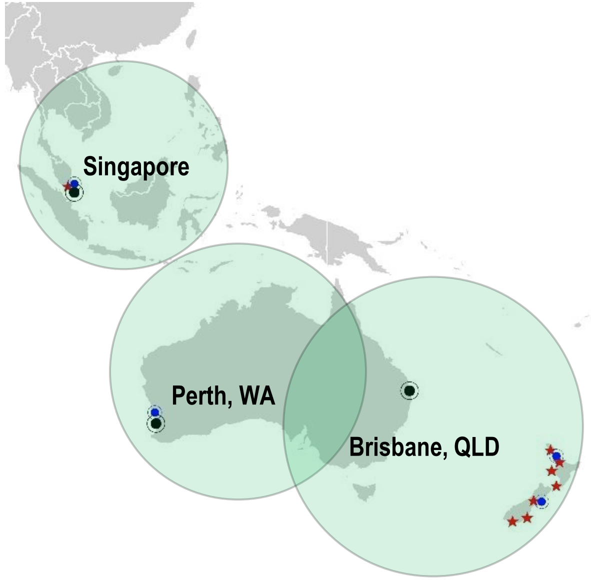
North America



EMEA



APAC



Global Footprint

13 Regional Distribution Centers
26 Valve & Engineering Centers
113 Service Centers
Headquarters
15 → Countries
~2,700 → Employees

Current as of September 30, 2022

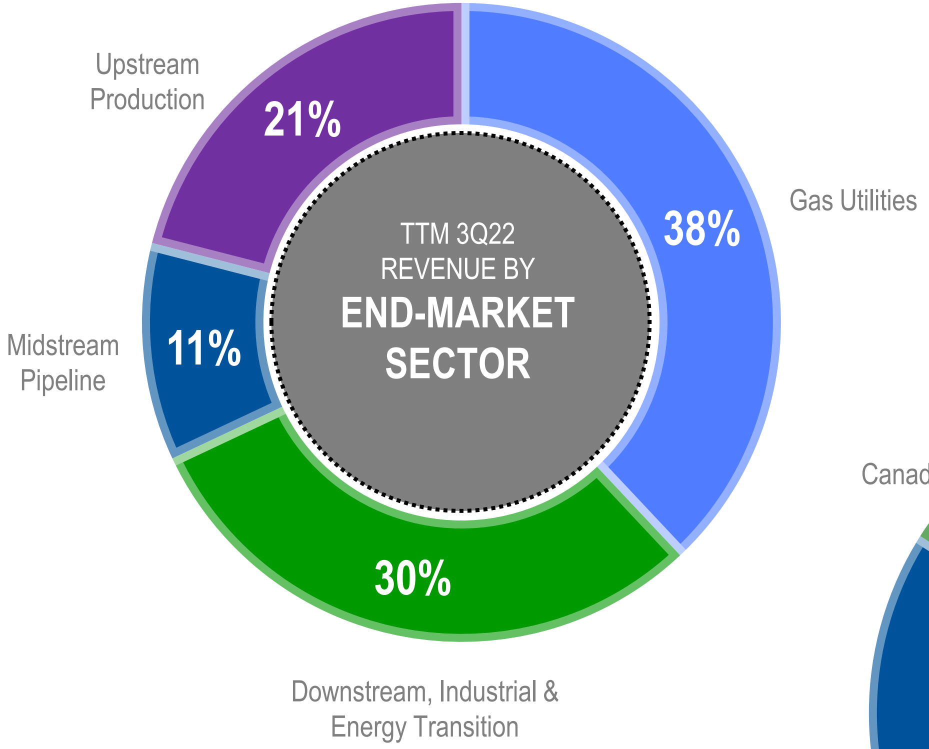
We Provide Expertise in Industrial Products, Services and Supply Solutions

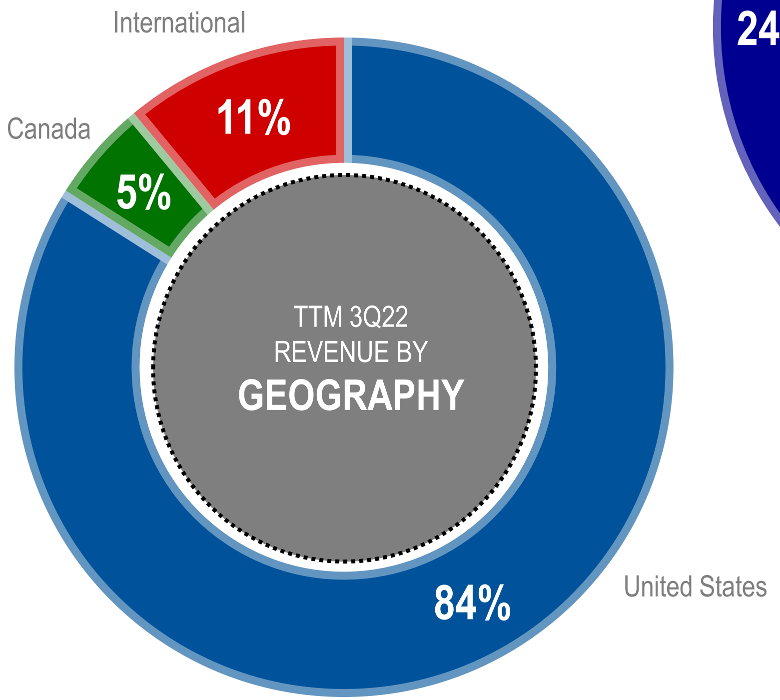
Scalable Capabilities in Projects, Maintenance and Turnarounds across Various End-Market Sectors

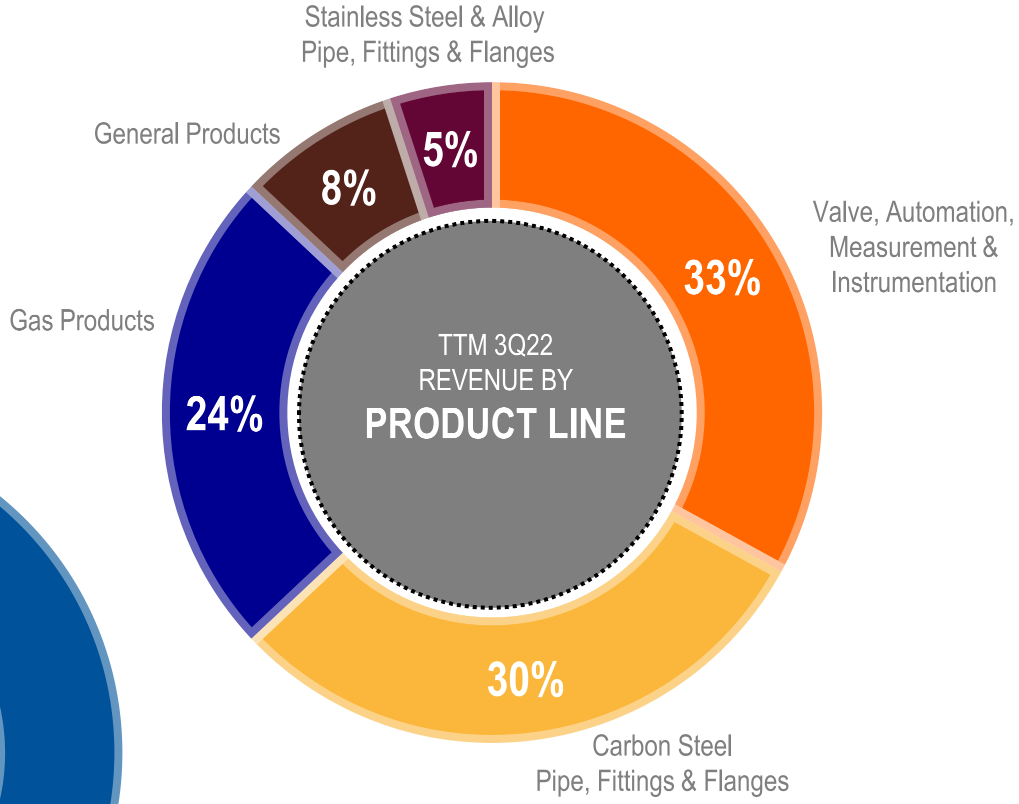
- *Industrial Infrastructure Products:*
    - Flow-control equipment (valves and pipe) including low-emission valves that control pollution
    - Measurement and instrumentation
    - Gas meters and polyethylene pipe
- *Value-added Services:*
    - Value actuation, modification and ValidTorque™
    - Complete engineering documentation (CAD drawings)
    - Testing services (e.g., hydrostatic testing, weld x-rays)
    - Steam system surveys and audits
    - On-site product assistance, training and demonstrations
- *Quality Assurance Program* – Approved Manufacturers List Qualification & Supplier Audits – Minimize quality issues and promote customer loyalty
- *Integrated Supply Solutions* – Complete inventory management services including warehouse and logistics solutions, stock replenishment and product rationalization

We Have a Diversified Portfolio with a Stable Customer Base

Leaders in Energy Transition





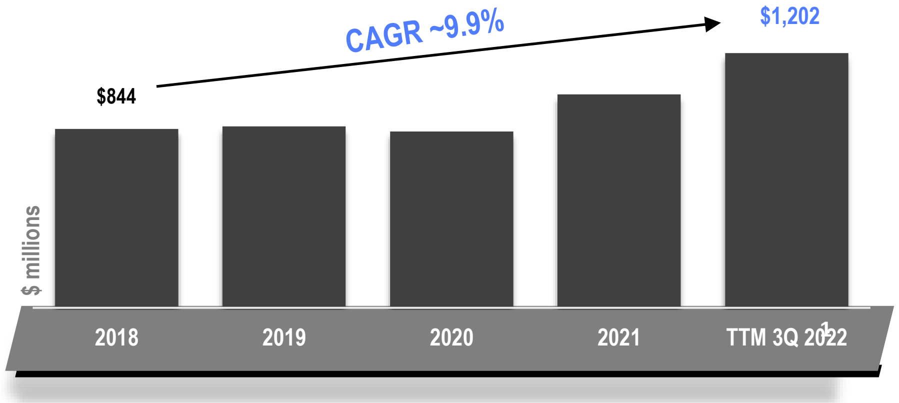


End-Market Diversity & Growth Drivers - Gas Utilities

Largest Sector, Independent of Commodity Prices

Growth Drivers

- Multi-year growth expectations from:
    - Continual safety projects, integrity projects and distribution system modernization
    - Emissions reduction programs replacing valves
    - New installations with a strong presence in high growth regions of the U.S.
- 5-year CAGR ~10% - Increasing customer budgets averages 5-7% per annum
- Market penetration by gaining new customers
- Market expansion with existing customers by capturing spend on additional product offerings and in new geographies



End-Market Diversity & Growth Drivers - Downstream, Industrial & Energy Transition (DIET)

A Diverse Set of Long-Term Opportunities

Growth Drivers

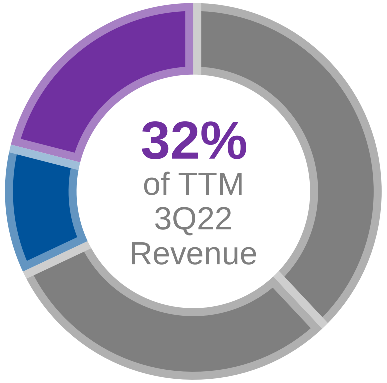
- Global energy transition projects as carbon reduction targets are prioritized and government stimulus is deployed, including:
    - Refinery conversions to biofuel feedstocks
    - Hydrogen processing
    - Carbon capture and storage
    - Hydroelectric power generation
    - Offshore wind power generation
    - Geothermal power generation
- Petrochemical investments led by secular demand for plastics and other chemicals
- Expanded project management expertise supporting market penetration in energy transition and chemicals for both brownfield and greenfield projects
- Build-out of liquified natural gas (LNG) facilities in the U.S. and regasification terminals in Europe
- Increased turnaround and maintenance activity in chemicals and refining

End-Market Diversity & Growth Drivers - Upstream Production and Midstream Pipeline

Traditional Energy Infrastructure

Growth Drivers

- Tightening global supply and demand driving increased well completion activity, production and gathering and processing facilities
- Need for energy security driving:
  - Increasing demand for LNG exports from the U.S. to Europe
  - Increasing European oil and gas production in the North Sea
- Market penetration from enhanced product mix tailored to independent and private producers
- Activity in the U.S. shifting from private operators to IOCs and large independents, to whom we are levered
- Pipeline infrastructure capacity tightening leading to new pipeline projects

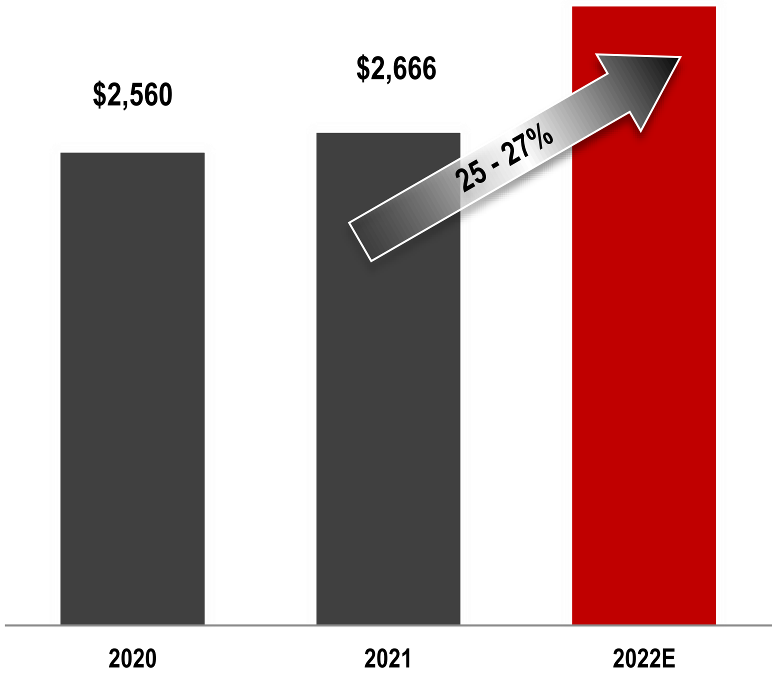


Rapidly Improving Top-Line and Bottom-Line Performance

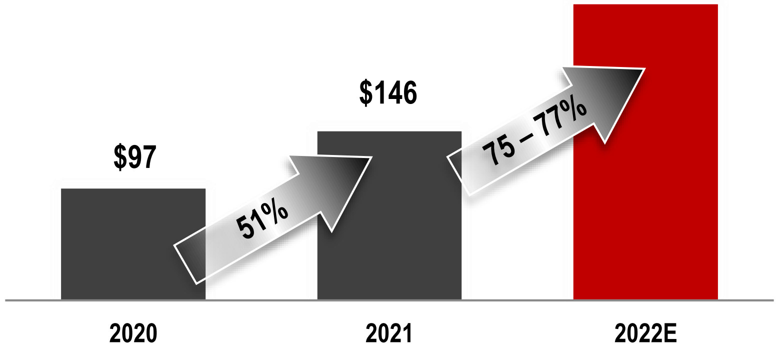
Double-Digit Growth - Structurally More Efficient with High Operating Leverage

($ millions)

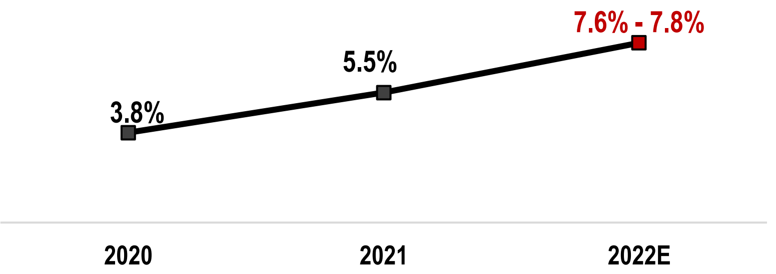
Annual Sales Growth



Annual Adjusted EBITDA Growth



Annual Adjusted EBITDA % Margin



Note: See reconciliation of non-GAAP measures to GAAP measures in the appendix. Reconciling the adjusted EBITDA and EBITDA % margin 2022 targets to annual 2022 outlook regarding the company's net income is not reasonably possible as the impact from inflation or deflation on indices used to calculate LIFO is not possible to reasonably predict.

Solid Balance Sheet with Flexibility for Future Growth

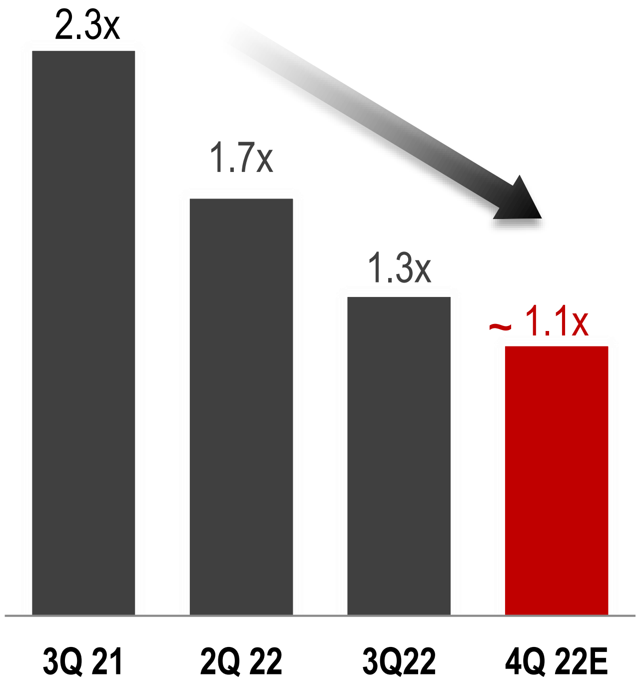
($ millions)

Debt Profile

(as of September 30, 2022)

Cash & Cash Equivalents	**$ 29**
Debt (including current portion):	
Term Loan B due 2024 (net of discount & deferred financing costs)	$ 296
Global ABL Facility due 2026	45
Total Debt	**$ 341**

Leverage Ratio[2]



Net Debt[1]	**3Q 22**	**$ 312M**

Liquidity[3]

3Q 22	**$641**
3Q 21	$492

1. Net debt is total debt less cash. See reconciliation in appendix.
2. Net leverage multiples represent net debt / trailing twelve months adjusted EBITDA.
3. Cash plus excess availability under the Global ABL facility.

An Optimistic View of 2023 - Preliminary Outlook

- Outlook based on conversations with customers, our solid and growing backlog, strong growth drivers and business fundamentals:
  - Revenue up double-digits in 2023 over 2022
  - Adjusted Gross Margin target ~21%
  - EBITDA target to exceed 8%
  - Operating cash flow target of $100 million or more

- Capital allocation priorities:
  - Reinvest in the business for growth
  - Reduce leverage
  - Continual re-evaluation considering opportunities available and market conditions

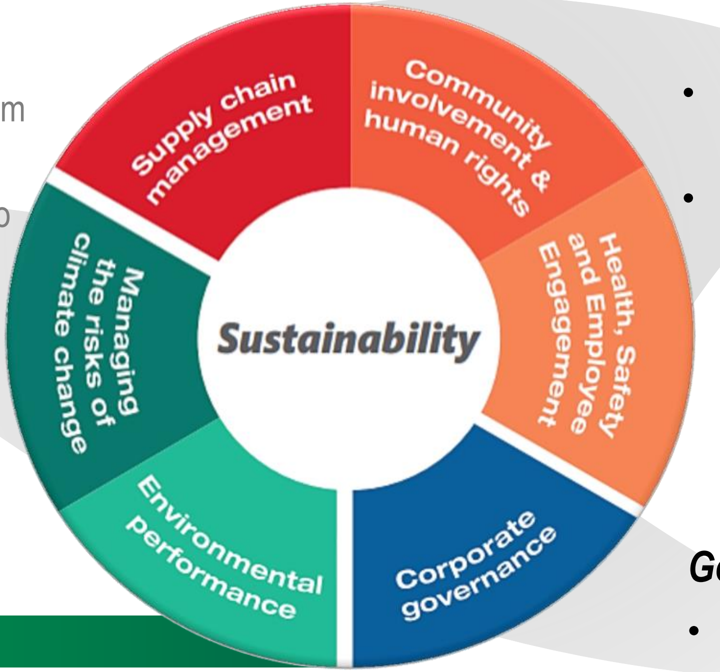
Sustainability Built into Organizational Values and Product Offering

Environmental

- **Pollution control** products support customers' emission reduction targets
- Scope 1 emissions – **reduced 10%** in **2021** over **2020**
- Scope 2 emissions – **44%** of electricity consumption from renewables in **2021**, up from **21%** in **2020**
- All steel pipe, valves and flanges from **recycled steel** to varying degrees

ESG Developments

- Published our **5th ESG report** in June 2022
- First SVP-Sustainability, member of management



Diversity & Inclusion

- **40%** of Board of Directors from Diversity Groups
- **75%** of Board leadership positions from Diversity Groups including the Chairman
- Global company leadership roles, director level & above positions - **24%** female
- U.S. manager & above positions - **21%** racially or ethnically diverse

Social Responsibility

- **Strong safety culture**
- Safety performance better than BLS peer group averages
- Appointed Global Director of Safety

Governance

- Adopted UN Sustainability Goals.
- **Executive compensation tied to safety metric**
- Board of Directors' Governance Committee now known as ESG & Enterprise Risk Committee

ESG ACCOLADES

TOP 15% — **S&P's** ESG assessment: Top 15% in the Trading Companies and Distributors sector

Ecovadis Bronze Medal winner

Newsweek named MRC Global one of America's Most Responsible Companies

TOP 20% — **EUISSCA:** Top 20% in the Distribution/Logistics and Shipping industry

Electric Utility Industry Sustainable Supply Chain Alliance

MRC Global
A Compelling Investment Opportunity

- Leading global distributor of industrial products, services and supply solutions
- Diversified portfolio with long-term growth drivers in each of the markets we support
- Rapidly improving top-line and bottom-line financial performance
- Solid balance sheet with flexibility for future growth
- Sustainability principles embedded in organizational values and product offering

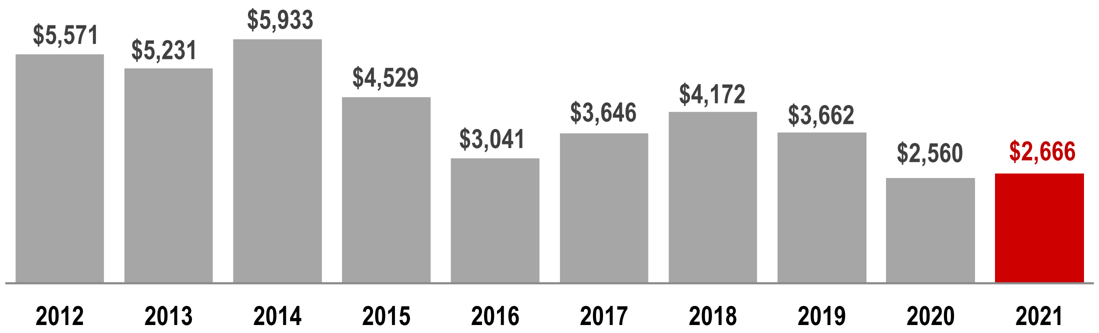
Experts You Can Trust

APPENDIX

Annual Financial Performance

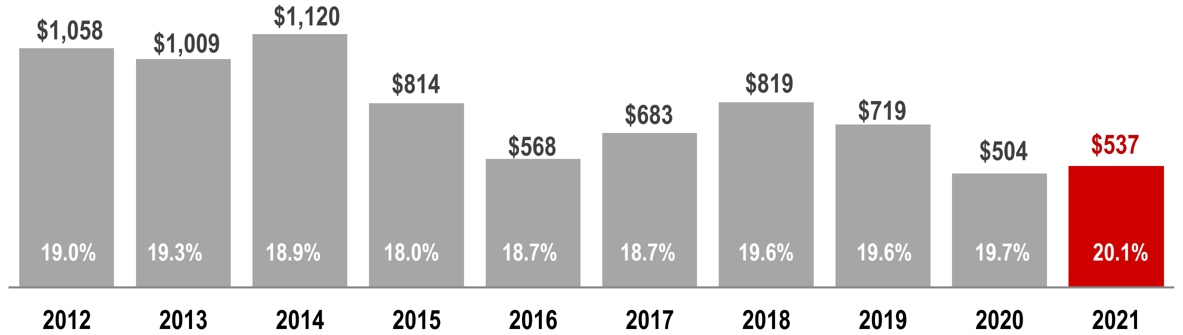
($ millions, except per share data)

SALES



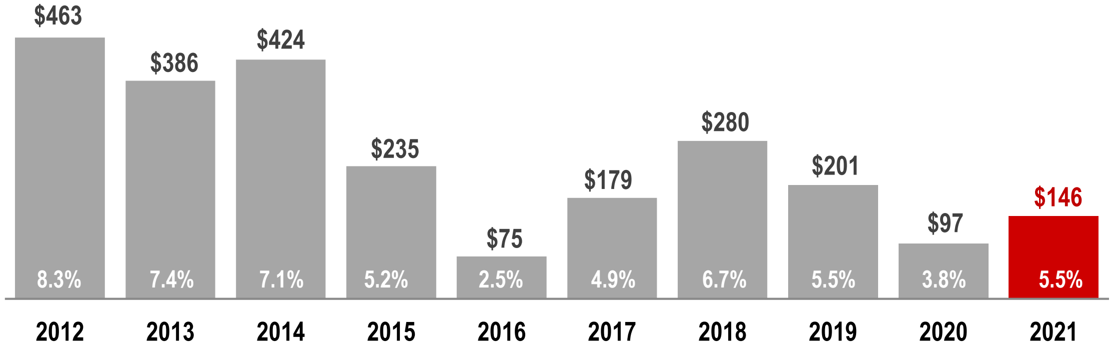
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Y-o-Y Growth		*(6%)*	*13%*	*(24%)*	*(33%)*	*20%*	*14%*	*(12%)*	*(30%)*	*4%*

ADJUSTED GROSS PROFIT & % MARGIN[1]



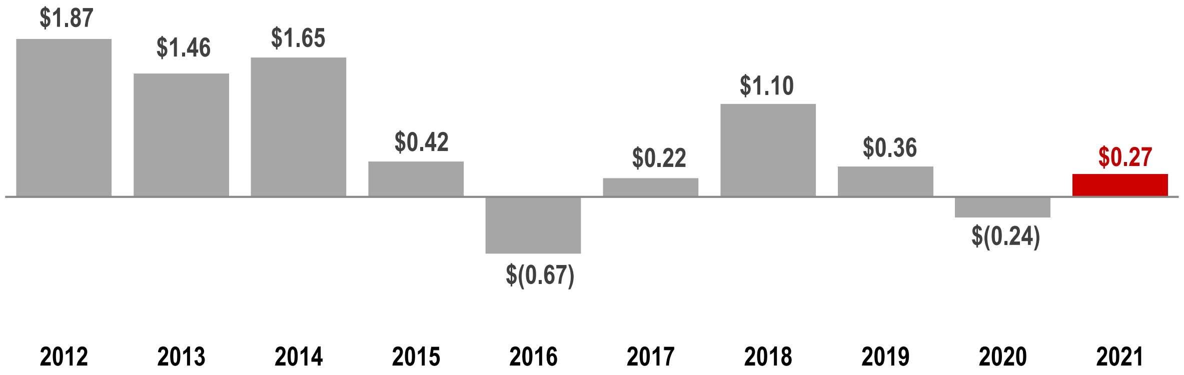
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Y-o-Y Growth		*(5%)*	*11%*	*(27%)*	*(30%)*	*20%*	*20%*	*(12%)*	*(30%)*	*7%*

ADJUSTED EBITDA & % MARGIN[1]



	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Y-o-Y Growth		*(17%)*	*10%*	*(45%)*	*(68%)*	*139%*	*56%*	*(28%)*	*(52%)*	*51%*

ADJUSTED DILUTED EPS[1]



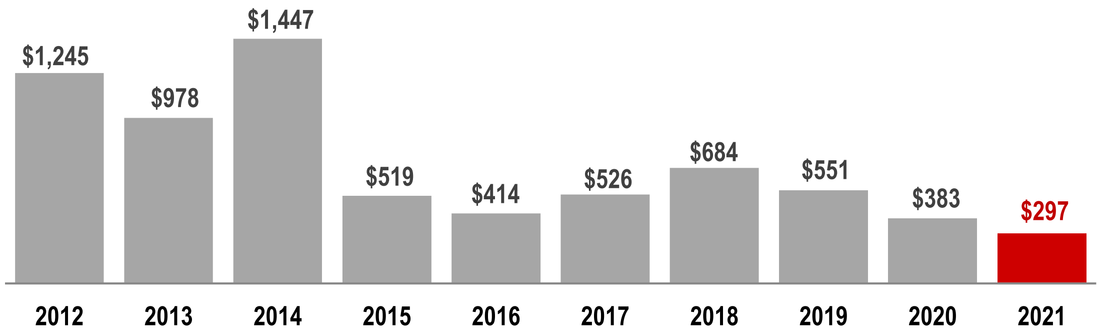
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Y-o-Y Growth		*(22%)*	*13%*	*(75%)*	*NM*	*NM*	*NM*	*(67%)*	*NM*	*NM*

1. See reconciliation of non-GAAP measures to GAAP measures in the appendix

Balance Sheet

($ millions)

TOTAL DEBT



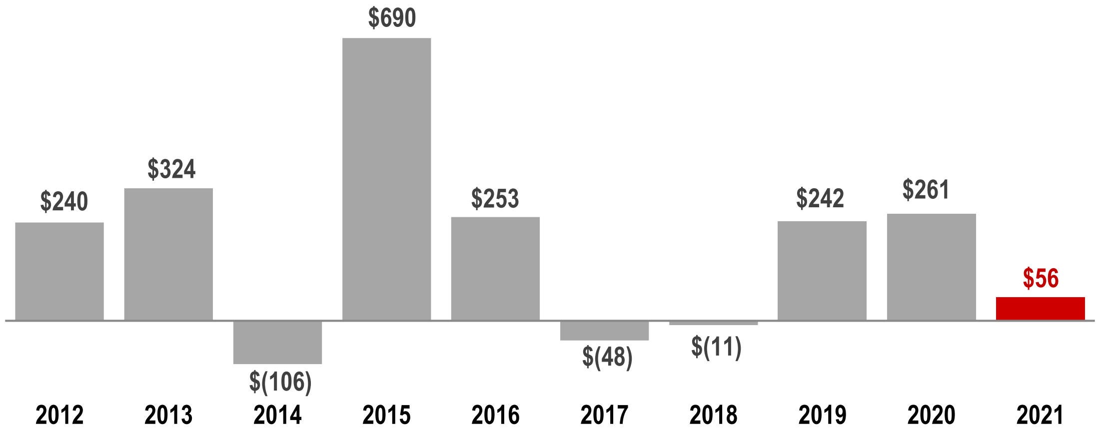
Net Leverage[1]:

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
2.6x	2.5x	3.4x	1.9x	4.0x	2.7x	2.3x	2.6x	2.7x	1.7x

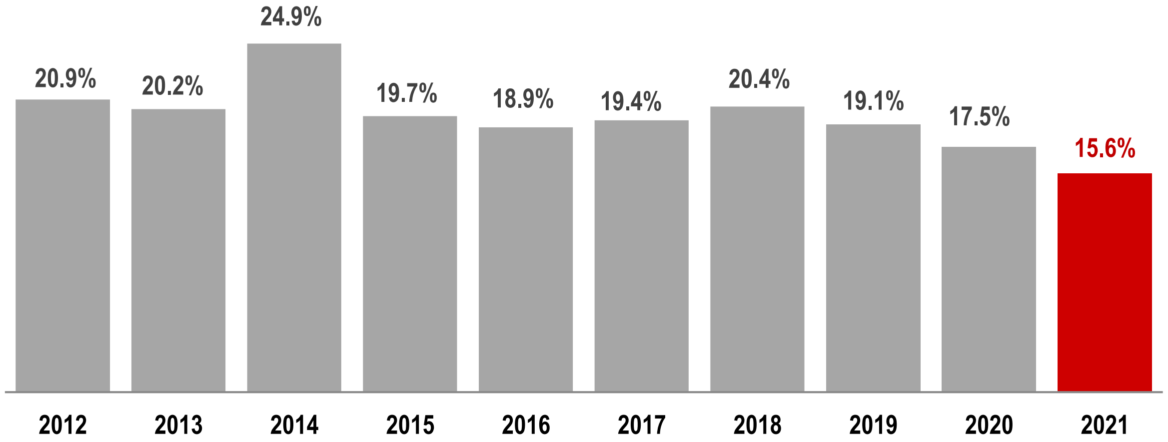
CAPITAL STRUCTURE

December 31, 2021	
Cash and Cash Equivalents	**$ 48**
Total Debt (including current portion):	
Term Loan B due 2024 (net of discount & deferred financing costs)	$ 297
Global ABL Facility due 2026	-
Total Debt	$ 297
Preferred stock	355
Common stockholders' equity	323
Total Capitalization	**$ 975**
Liquidity	**$ 532**

CASH FLOW FROM OPERATIONS



NET WORKING CAPITAL AS % OF SALES[2]



1. Net leverage multiples represent net debt / trailing twelve months adjusted EBITDA. Net debt is total debt less cash.
2. Working capital defined as current assets (excluding cash) – current liabilities. Sales are on trailing twelve months basis.

Adjusted Gross Profit Reconciliation

YEAR ENDED DECEMBER 31

($ millions)	2021 Amount	2021 % of Sales	2020 Amount	2020 % of Sales	2019 Amount	2019 % of Sales	2018 Amount	2018 % of Sales	2017 Amount	2017 % of Sales	2016 Amount	2016 % of Sales	2015 Amount	2015 % of Sales	2014 Amount	2014 % of Sales	2013 Amount	2013 % of Sales	2012 Amount	2012 % of Sales
Sales	**$2,666**		**$2,560**		**$3,662**		**$4,172**		**$3,646**		**$3,041**		**$4,529**		**$5,933**		**$5,231**		**$5,571**	
Gross profit	**$ 417**	**15.6%**	**$ 431**	**16.8%**	**$ 653**	**17.8%**	**$ 689**	**16.5%**	**$ 582**	**16.0%**	**$ 468**	**15.4%**	**$ 786**	**17.4%**	**$ 1,018**	**17.2%**	**$ 955**	**18.3%**	**$ 1,014**	**18.2%**
Depreciation and amortization	19		20		21		23		22		22		21		22		22		19	
Amortization of intangibles	24		26		42		45		45		47		60		68		52		49	
Increase (decrease) in LIFO reserve	77		(19)		(2)		62		28		(14)		(53)		12		(20)		(24)	
Inventory charges and other	-		46		5		-		6		45		-		-		-		-	
Adjusted Gross Profit	**$ 537**	**20.1%**	**$ 504**	**19.7%**	**$ 719**	**19.6%**	**$ 819**	**19.6%**	**$ 683**	**18.7%**	**$ 568**	**18.7%**	**$ 814**	**18.0%**	**$ 1,120**	**18.9%**	**$ 1,009**	**19.3%**	**$ 1,058**	**19.0%**

Note: Adjusted gross profit is a non-GAAP measure. For a discussion of the use of adjusted gross profit, see our Current Report on Form 8-K dated November 8, 2022.

Adjusted EBITDA Reconciliation – Annual Periods

YEAR ENDED DECEMBER 31

($ millions)	2021		2020		2019		2018		2017	
	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales
Sales	**$ 2,666**		**$2,560**		**$3,662**		**$4,172**		**$3,646**	
Net (loss) income	**$ (14)**	**(0.5)%**	**$ (274)**	**(10.7%)**	**$ 39**	**1.1%**	**$ 74**	**1.8%**	**$ 50**	**1.4%**
Income tax (benefit) expense	-		(9)		27		21		(43)	
Interest expense	23		28		40		38		31	
Depreciation and amortization	19		20		21		23		22	
Amortization of intangibles	24		26		42		45		45	
Increase (decrease) in LIFO reserve	77		(19)		(2)		62		28	
Equity-based compensation expense	12		12		16		14		16	
Foreign currency losses (gains)	2		2		(1)		(1)		(2)	
Employee separation	1		-		-		--			
Inventory-related charges	-		46		5		-		6	
Facility closures	1		17		-		-		-	
Goodwill & intangible asset impairment	-		242		-		-		-	
Severance & restructuring charges	1		14		9		4		14	
Gain on sale of leaseback	-		(5)		-		-		-	
Recovery of supplier bad debt & Supplier bad debt	-		(2)		5		-		-	
(Gain) loss on early extinguishment of debt	-		(1)		-		-		-	
Write off of debt issuance costs	-		-		-		1		8	
Litigation matter	-		-		-		-		3	
Change in fair value of derivative instruments	-		-		-		(1)		1	
Adjusted EBITDA	**$ 146**	**5.5%**	**$ 97**	**3.8%**	**$ 201**	**5.5%**	**$ 280**	**6.7%**	**$ 179**	**4.9%**

Note: Adjusted EBITDA is a non-GAAP measure. For a discussion of the use of adjusted EBITDA, see our Current Report on Form 8-K dated November 8, 2022.

Adjusted EBITDA Reconciliation – Annual Periods

YEAR ENDED DECEMBER 31

($ millions)	2016		2015		2014		2013		2012	
	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales	Amount	% of Sales
Sales	**$3,041**		**$4,529**		**$5,933**		**$5,231**		**$5,571**	
Net (loss) income	**$ (83)**	**(2.7%)**	**$ (331)**	**(7.3%)**	**$ 144**	**2.4%**	**$ 152**	**2.9%**	**$ 118**	**2.1%**
Income tax (benefit) expense	(8)		(11)		82		85		64	
Interest expense	35		48		62		61		113	
Depreciation and amortization	22		21		22		22		19	
Amortization of intangibles	47		60		68		52		49	
(Decrease) increase in LIFO reserve	(14)		(53)		12		(20)		(24)	
Equity-based compensation expense	12		10		9		15		8	
Foreign currency losses (gains)	4		3		3		13		(1)	
Goodwill & intangible asset impairment	-		462		-		-		-	
Inventory-related charges	40		-		-		-		-	
Severance & restructuring charges	20		14		8		1		-	
Loss on early extinguishment of debt	-		-		-		-		114	
Write off of debt issuance costs	1		3		-		-		-	
Litigation matter	-		3		-		-		-	
Change in fair value of derivative instruments	(1)		1		1		(5)		(2)	
Loss on disposition of non-core product line	-		5		10		-		-	
Insurance charge	-		-		-		2		-	
Cancellation of executive employment agreement (cash portion)	-		-		3		-		-	
Expenses associated with refinancing	-		-		-		5		2	
Pension settlement	-		-		-		-		4	
Other expense (income)	-		-		-		3		(1)	
Adjusted EBITDA	**$ 75**	**2.5%**	**$ 235**	**5.2%**	**$ 424**	**7.1%**	**$ 386**	**7.4%**	**$ 463**	**8.3%**

Note: Adjusted EBITDA is a non-GAAP measure. For a discussion of the use of adjusted EBITDA, see our Current Report on Form 8-K dated November 8, 2022.

Adjusted Net Income (Loss) Reconciliation – Annual Periods

($ millions)	2021		2020		2019		2018		2017	
	YEAR ENDED DECEMBER 31									
	Amount	Per Share	Amount	Per Share	Amount	Per Share	Amount	Per Share	Amount	Per Share
Net (loss) income attributable to common stockholders	**$ (38)**	**$ (0.46)**	**$ (298)**	**$ (3.63)**	**$ 15**	**$ 0.18**	**$ 50**	**$ 0.54**	**$ 26**	**$ 0.27**
Goodwill and intangible asset impairment, net of tax	-	-	234	2.85	-	-	-	-	-	-
Inventory-related charges, net of tax	-	-	38	0.46	5	0.06	-	-	6	0.06
Severance and restructuring, net of tax	1	0.01	12	0.15	7	0.08	3	0.03	14	0.15
Recovery of supplier bad debt and supplier bad debt, net of tax	-	-	(2)	(0.02)	5	0.06	-	-	-	-
Increase (decrease) in LIFO reserve, net of tax	58	0.71	(15)	(0.18)	(2)	(0.02)	48	0.52	18	0.19
Facility closures, net of tax	1	0.01	15	0.18	-	-	-	-	-	-
Gain on sale leaseback	-	-	(4)	(0.05)	-	-	-	-	-	-
Litigation matter, net of tax	-	-	-	-	-	-	-	-	2	0.02
Write-off of debt issuance costs, net of tax	-	-	-	-	-	-	1	0.01	5	0.05
Income tax adjustment	-	-	-	-	-	-	-	-	(50)	(0.52)
Adjusted net income (loss) attributable to common stockholders	**$ 22**	**$ 0.27**	**$ (20)**	**$ (0.24)**	**$ 30**	**$ 0.36**	**$ 102**	**$ 1.10**	**$ 21**	**$ 0.22**

Note: Adjusted net income is a non-GAAP measure. For a discussion of the use of adjusted net income, see our Current Report on Form 8-K dated November 8, 2022.

Adjusted Net Income (Loss) Reconciliation – Annual Periods

($ millions)	2016		2015		2014		2013		2012	
YEAR ENDED DECEMBER 31	Amount	Per Share	Amount	Per Share	Amount	Per Share	Amount	Per Share	Amount	Per Share
Net (loss) income attributable to common stockholders	**$ (107)**	**$ (1.10)**	**$ (344)**	**$ (3.38)**	**$ 144**	**$ 1.40**	**$ 152**	**$ 1.48**	**$ 118**	**$ 1.22**
Goodwill and intangible asset impairment, net of tax	-	-	402	3.94	-	-	-	-	-	-
Inventory-related charges, net of tax	33	0.34	-	-	-	-	-	-	-	-
Severance and restructuring, net of tax	17	0.17	11	0.11	6	0.06	-	-	-	-
(Decrease) increase in LIFO reserve, net of tax	(9)	(0.09)	(33)	(0.32)	8	0.08	(13)	(0.13)	(15)	(0.15)
Loss on early extinguishment of debt, net of tax	-	-	-	-	-	-	-	-	74	0.76
Litigation matter, net of tax	-	-	2	0.02	-	-	-	-	-	-
Write-off of debt issuance costs, net of tax	1	0.01	2	0.02	-	-	-	-	1	0.01
Executive separation expense, net of tax	-	-	-	-	-	-	1	0.01	-	-
Loss on disposition of non-core product lines, net of tax	-	-	3	0.03	8	0.08	-	-	-	-
Insurance charge, net of tax	-	-	-	-	-	-	1	0.01	-	-
Expenses associated with refinancing, net of tax	-	-	-	-	-	-	3	0.03	-	-
Equity-based compensation acceleration, net of tax	-	-	-	-	-	-	3	0.03	-	-
Income tax adjustment	-	-	-	-	-	-	3	0.03	-	-
Cancellation of executive employment agreement, net of tax	-	-	-	-	3	0.03	-	-	-	-
Pension settlement, net of tax	-	-	-	-	-	-	-	-	3	0.03
Adjusted net (loss) income attributable to common stockholders	**$ (65)**	**$ (0.67)**	**$ 43**	**$ 0.42**	**$ 169**	**$ 1.65**	**$ 150**	**$ 1.46**	**$ 181**	**$ 1.87**

Note: Adjusted net income is a non-GAAP measure. For a discussion of the use of adjusted net income, see our Current Report on Form 8-K dated November 8, 2022.

Net Debt & Leverage Ratio Calculation

($ millions)	September 30, 2022	September 30, 2021
Long-term debt, net	**$ 338**	**$ 323**
Plus: current portion of long-term debt	3	2
Long-term debt	**$ 341**	**$ 325**
Less: cash	29	47
Net debt	**$ 312**	**$ 278**

Net debt	$ 312	$ 278
Trailing twelve months adjusted EBITDA	242	121
Leverage ratio	**1.3**	**2.3**

Note: Net debt and leverage ratio may be non-GAAP measures. For a discussion of the use of net debt, see our Current Report on Form 8-K dated November 8, 2022.