

MSA
The Safety Company

INVESTOR PRESENTATION

August 2026

Cautionary Statements Regarding Forward-Looking Statements

This presentation may contain (and verbal statements made by MSA® Safety Incorporated ("MSA Safety") may contain) "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to future events or our future financial performance and involve various assumptions, known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by these forward-looking statements. These risks and other factors include, but are not limited to, statements in this presentation regarding our expectations of future results, performance or financial condition we express or imply in any forward-looking statements. In some cases, you can identify forward-looking statements by words such as "may," "will," "should," "expects," "intends," "plans," "objectives," "anticipates," "believes," "estimates," "predicts," "potential" or other comparable words. Actual results, performance or outcomes may differ materially from those expressed or implied by these forward-looking statements and may not align with historical performance and events due to a number of factors, including those discussed in the sections of our annual report on Form 10-K entitled "Cautionary Statement Regarding Forward-Looking Statements" and "Risk Factors," and those discussed in our Form 10-Q quarterly reports filed after such annual report. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance or achievements, and caution should be exercised against placing undue reliance upon such statements, which are based only on information currently available to us and speak only as of the date hereof. We are under no duty to update publicly any of the forward-looking statements after the date of this presentation, whether as a result of new information, future events or otherwise, except as required by law.

Non-GAAP Financials

To supplement our Consolidated Financial Statements presented in accordance with generally accepted accounting principles (“GAAP”), we use, and this presentation includes, certain non-GAAP financial measures. These financial measures include organic sales change, adjusted operating income, adjusted operating margin, adjusted EBITDA, adjusted EBITDA margin, adjusted earnings, adjusted earnings per diluted share, R&D investment, net debt, debt to adjusted EBITDA, net debt to adjusted EBITDA, free cash flow, free cash flow conversion and return on invested capital. These metrics are consistent with how management evaluates segment results and makes strategic decisions about the business. Additionally, these non-GAAP financial measures provide information useful to investors in understanding our operating performance and trends, and to facilitate comparisons with the performance of our peers. Management also uses these measures internally to assess and better understand our underlying business performance and trends related to core business activities. The non-GAAP financial measures and key performance indicators we use, and computational methods with respect thereto, may differ from the non-GAAP financial measures and key performance indicators, and computational methods, that our peers use to assess their performance and trends.

The presentation of these non-GAAP financial measures does not comply with U.S. GAAP. These non-GAAP financial measures should be viewed as supplemental in nature, and not as a substitute for, or superior to, our reported results prepared in accordance with GAAP. When non-GAAP financial measures are disclosed, the Securities and Exchange Commission's Regulation G requires: (i) the presentation of the most directly comparable financial measure calculated and presented in accordance with GAAP and (ii) a reconciliation of the differences between the non-GAAP financial measure presented and the most directly comparable financial measure calculated and presented in accordance with GAAP. For an explanation of these measures, together with a reconciliation to the most directly comparable GAAP financial measure, see our Investor Relations website at investors.msasafety.com.

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- MSA Businesses
- Industrial Safety Technology
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- Financial Profile and Capital Deployment Strategy



Introduction to MSA Safety

MSA
The Safety Company

MSA Safety | A Leading Industrial Safety Technology Company

1. We are a **Mission-driven company** with an unwavering dedication to helping customers achieve their safety and productivity goals

2. Execution of our ***Accelerate* strategy** drives **profitable, above-market growth** and further positions us as a **leading industrial safety technology** company

3. We have **leading positions in attractive and resilient markets** across the globe with favorable long-term trends and strong distribution networks

4. We leverage the **MSA Business System to deliver continuous improvement** and support our **high-performance culture**

5. Our disciplined capital allocation strategy **fuels growth, drives margin expansion, and returns capital to our shareholders**

Purpose-Led Company Driven by Our Mission of Safety

MISSION

That men and women may work in safety and that they, their families, and their communities may live in health throughout the world

VISION

To be the world's leading provider of safety solutions that protect workers when life is on the line

We pursue this vision with an unsurpassed commitment to integrity, customer service, and product innovation that creates exceptional value for all MSA stakeholders

VALUES

Embracing change and encouraging innovation in a culture of safety



40+

Million Workers Protected(1)



(1) As of December 31, 2025. "Workers Protected" is an estimate based on internal data, third-party and internal market research, product expert opinions, and certain assumptions, and is subject to change. Learn more in our 2025 Impact Report.

History of Leading Safety Innovation Since 1914



Relentlessly innovating in pursuit of worker safety

1900s

1914 – MSA Safety founded in response to Jed Mine explosion in West Virginia



1914 – 1919 – Introduced key products including Edison Flameless Electric Miners' Cap Lamp, Gibbs SCBA, and CO detector

1935 – Launched Explosimeter Model 2A, became standard for combustible gas detection for decades

1962 – Introduced first version of iconic V-Gard® helmet, became world-recognized for comfort, quality, and durability

1969 – Designed filter system and aerosol filter respirators for Apollo 12 spacecraft

1971 – Long-life, lithium-iodine battery developed by MSA subsidiary for use in first heart pacemaker

1987 – Invented Quick-Fill® System allowing firefighters to replenish air supplies during emergencies, became part of NFPA standard for all manufacturers

1996 – Launched TIM System (Total Instrument Manager), world's first computer-controlled, networked, portable instrument calibration and record-keeping system

2000s

2002 – Acquired CGF Gallet, leading European manufacturer of protective helmets for fire services

2008 – Patented M7 Responder Combination SCBA became standard at global U.S. Air Force bases



2010 – Acquired General Monitors, leader in innovative gas monitoring and flame detection instrumentation

Launched revolutionary XCell® sensor line, set a new performance standard

2014 – Launched innovative G1™ SCBA to offer first responders integrated and enhanced solutions

2015 – Acquired Latchways plc, provider of innovative fall protection systems and solutions

2017 – Acquired Globe Manufacturing, leader in turnout gear

2017 – Launched state-of-the-art Fixed Gas Platform X5000 & S5000 Transmitters with MSA XCell® sensors



2018 – Reimagined fall protection with new V-Series® Line



2019 – Launched M1 SCBA, designed with firefighters for international markets

2021 – Launched ALTAIR io™ 4 Connected Wearable and MSA+ business model, which bundles hardware, software, and services for a seamless customer experience

2021 – Acquired Bacharach, leader in HVAC-R gas detection instrumentation

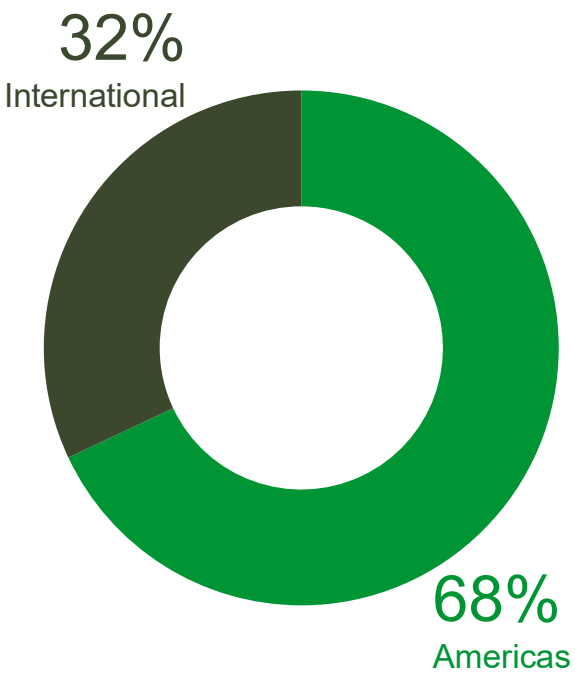
2025 – Acquired M&C TechGroup, expanding capabilities in fixed gas detection; introduced G1 XR 2025 edition SCBA, ALTAIR io 6 Connected Wearable and V-Gard H2® Safety Helmet

2026 – Acquired Autronica Fire and Security, a highly complementary fixed detection business; announced $500M share repurchase program

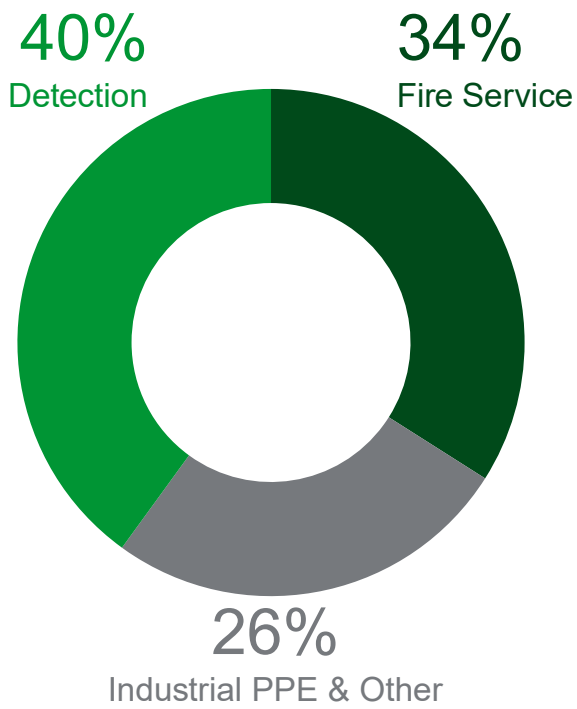
Diverse Global Business Enabled by Customer-centric Innovation

$1.9B	Net Sales(1)
4.3%	R&D Investment(1,2)
47.6%	Gross Profit Margin(1)
23.0%	Adj. Operating Margin(1)
1.8x	Net Leverage(1,4)
56 Years	Consecutive Dividend Increases

Net Sales by Segment(1)



Net Sales by Product Category(1,3)



See our Investor Relations website for definitions of non-GAAP measures and non-GAAP reconciliations. (1) Key metrics for the twelve-months ended June 30, 2026. (2) Percentage of net sales; includes capitalized software development costs. (3) Detection includes Fixed Gas & Flame Detection and Portable Gas Detection. Fire Service includes Self-Contained Breathing Apparatus (SCBA) and Firefighter Helmets & Protective Apparel. Industrial PPE & Other includes Industrial Head Protection, Fall Protection, and Other PPE Sales.
(4) Pro forma for the net leverage impact of the Autronica Fire and Security acquisition closed on July 9, 2026.

Leading Positions in Attractive Industrial Safety and Technology Markets

DETECTION

Connected instrumentation to protect workers, enhance site safety, and increase operational efficiency

Fixed Gas Detection



Portable Gas Detection



Connected Solution
MSA Grid™

FIRE SERVICE

Innovative products and solutions to help protect firefighters

Protective Apparel & Helmets



SCBA & Connected Firefighter



Connected Solution
FireGrid™

INDUSTRIAL PPE AND OTHER

Sophisticated solutions to enhance worker safety

Industrial Head Protection

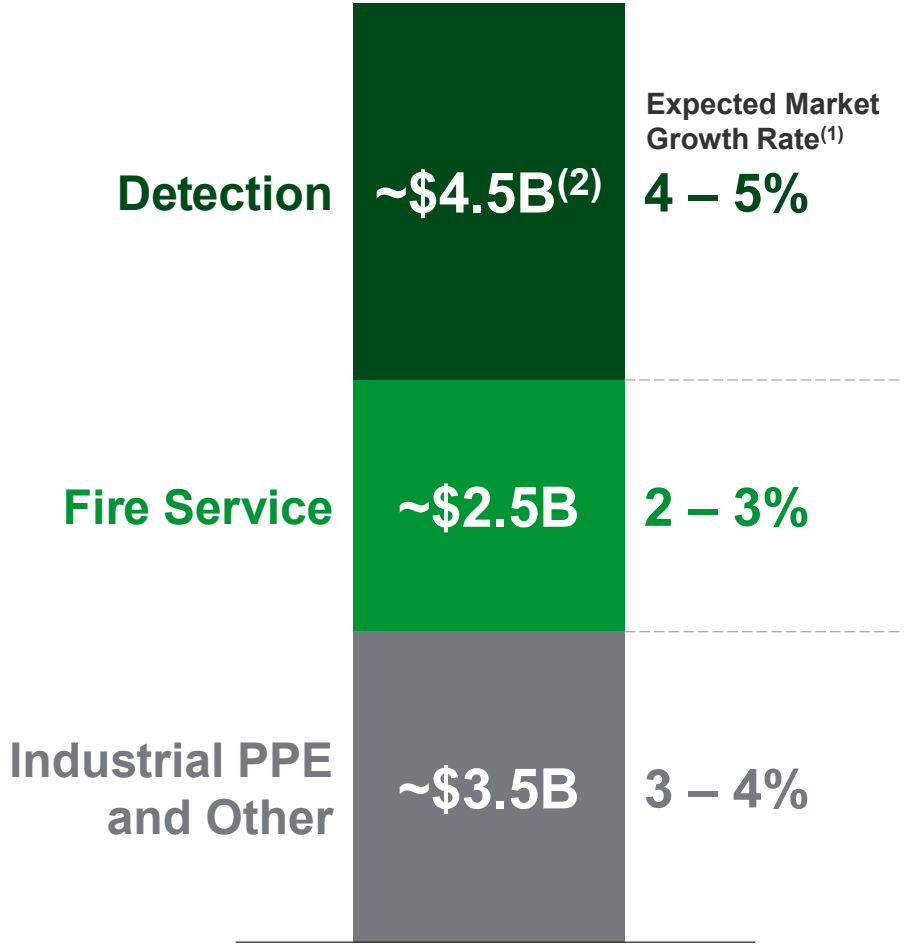


Industrial Fall Protection



Driving Profitable Growth Across Resilient End Markets

$10B+ GLOBAL TOTAL ADDRESSABLE MARKET…



…SUPPORTED BY STRONG LONG-TERM GROWTH TAILWINDS

- Increasing regulatory standards and compliance requirements
- Energy transition and decarbonization
- Global infrastructure spend
- Digital transformation to multi-year subscription contracts

- Enhanced focus and evolving standards for firefighter health and safety
- Adoption of connected solutions for incident command, remote monitoring, and asset management and maintenance
- Resilient funding for firefighter safety

- Increased focus on proactive prevention
- Sustainability and ESG
- Nearshoring and infrastructure spend
- Adoption of connected PPE solutions
- Increasing level of standards and regulations in emerging economies

(1) 5-year period (2023 – 2028). Source: Internal estimates and third-party data. (2) Includes impact of M&C TechGroup acquisition, does not include the impact of the Autronica acquisition.

MSA Safety | *Accelerate* Strategy

CONTINUE TO BE THE LEADER IN PREMIUM SAFETY SOLUTIONS



- Leverage scale, market leadership, and customer-centric innovation to drive above-market profitable growth
- Deliver excellence in customer experience and commercial execution
- Enhance diversification across end markets, geographies, and product portfolio to fortify resilient organic growth

IMPLEMENT TARGETED GROWTH ACCELERATORS



- Continue to evolve from hardware supplier to system solutions provider, improving customer safety outcomes and generating recurring revenue
- Lean into high-growth end markets such as detection and fall protection with distinct safety megatrends around connectivity and productivity solutions
- Enhance portfolio through strategic acquisitions

APPLY MSA BUSINESS SYSTEM TO ENABLE EXCELLENCE



- Drive excellence in pricing, operations, resource allocation, and balance sheet efficiency
- Set foundation for digital automation
- Empower high-performance teams and leaders
- Win as a team with consistent tools, processes, and behaviors

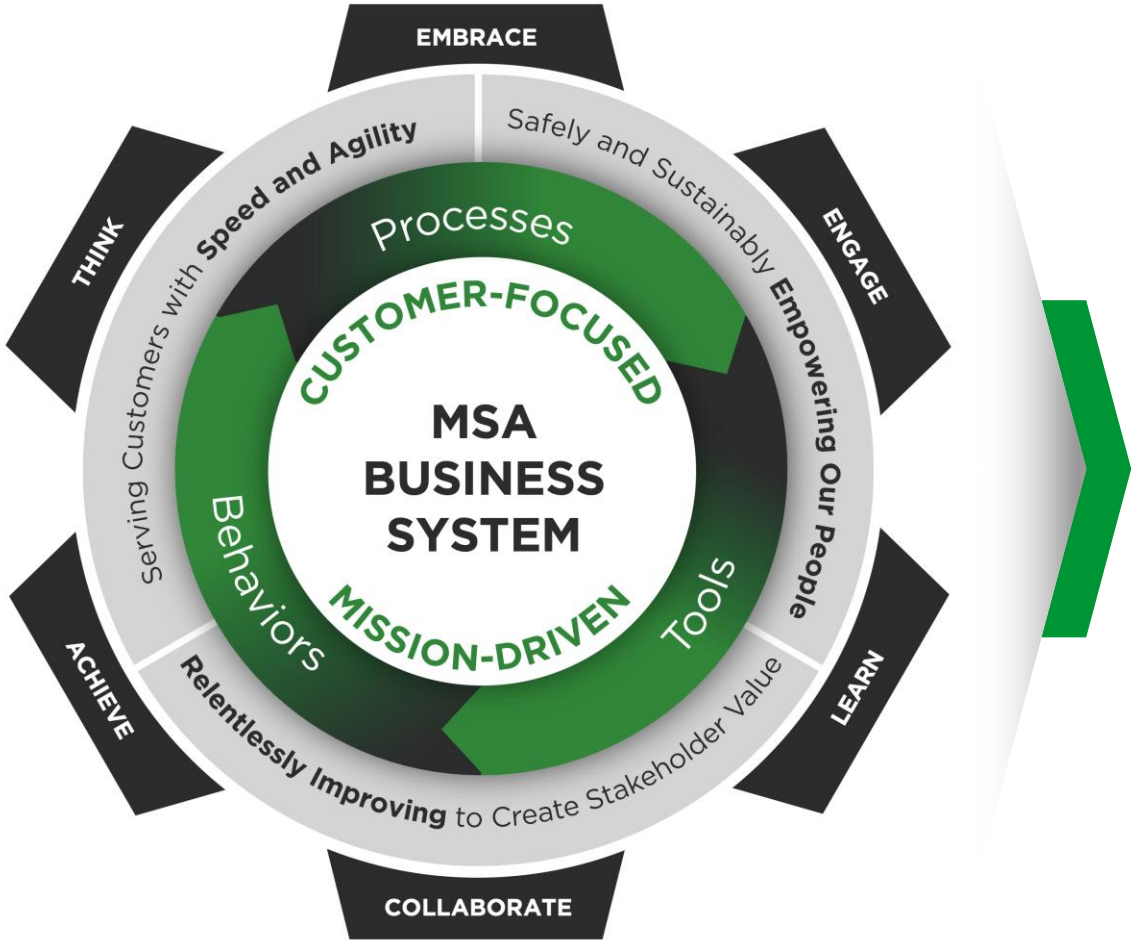
ALLOCATE CAPITAL EFFECTIVELY



- Leverage premier financial profile to deliver sustainable long-term growth
- Maintain disciplined, growth-oriented capital allocation strategy, priorities include:
  - Organic growth
  - M&A
  - 56 Years of increasing dividend
  - Share repurchases

ACCELERATE
Driving future growth

MSA Business System | Driving Continuous Improvement



BEHAVIORS

The way we act and react to changes and challenges

- Relentless focus on improving our performance on new product development, SG&A, project management, and global business service

PROCESSES

How we work with others and apply tools

- Working Capital: SIOP to forecast supply and demand and apply global best practices in transaction processing

TOOLS

Ways to identify and eliminate waste, standardize work, and problem solve

- Manufacturing Execution System (MES): gaining greater visibility and real-time data from our manufacturing plants through technology

FOUNDATION TO ACHIEVE SUPERIOR AND SUSTAINABLE RESULTS

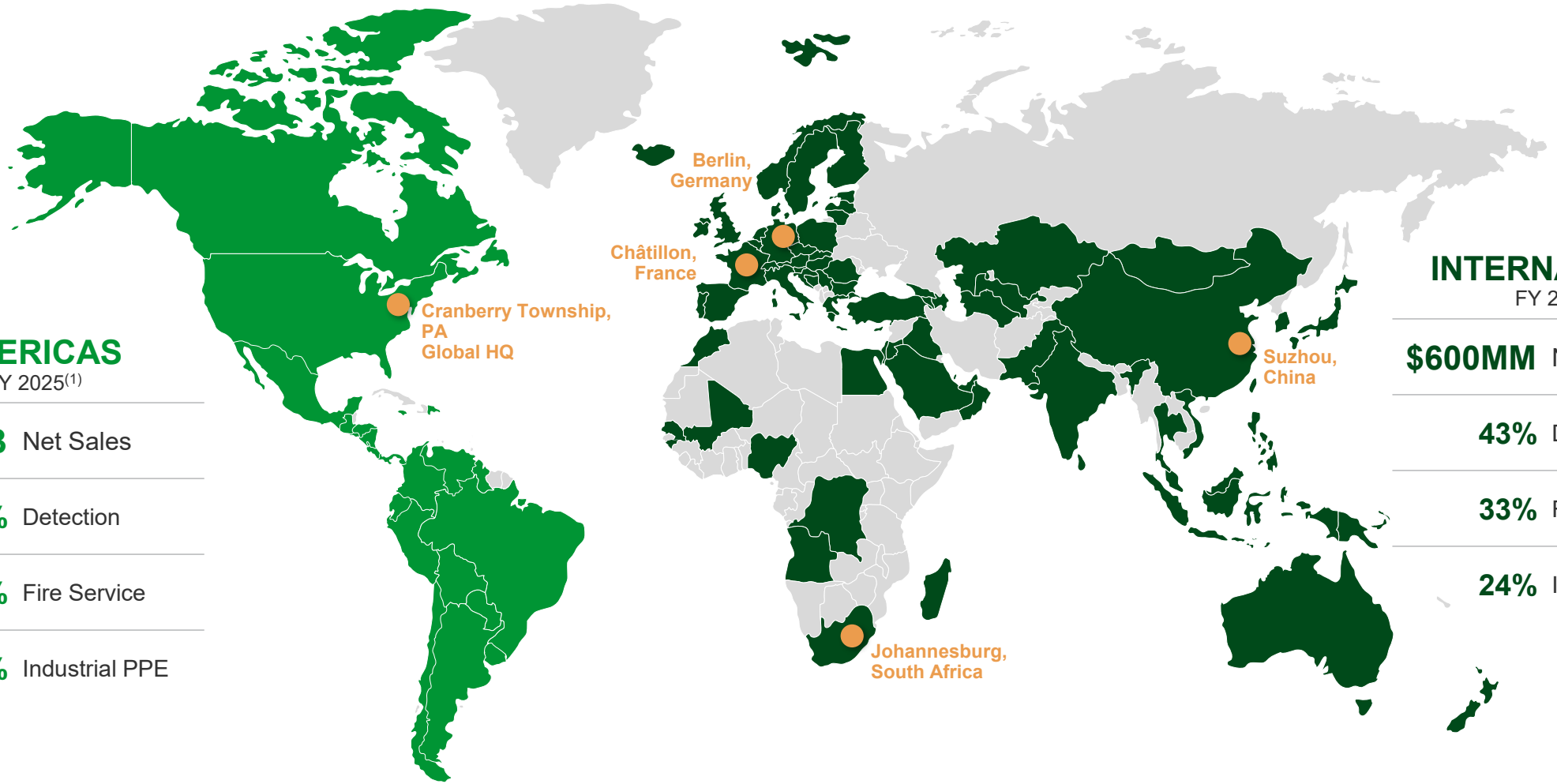
MSA Businesses

SEGMENTS: AMERICAS AND INTERNATIONAL

PRODUCT CATEGORIES: DETECTION, FIRE SERVICE, AND INDUSTRIAL PPE

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Delivering Innovative Safety Solutions Globally Across Two Segments



AMERICAS
FY 2025(1)

$1.3B	Net Sales
40%	Detection
35%	Fire Service
25%	Industrial PPE

INTERNATIONAL
FY 2025(1)

$600MM	Net Sales
43%	Detection
33%	Fire Service
24%	Industrial PPE

● Primary R&D Centers

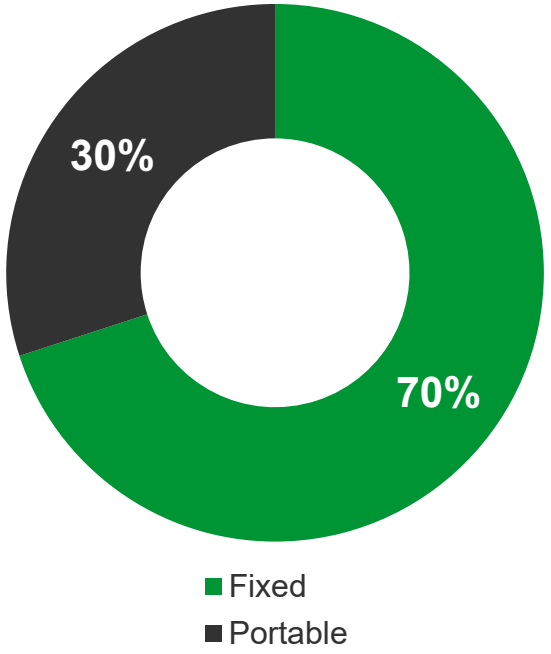
See our Investor Relations website for definitions of non-GAAP measures and non-GAAP reconciliations. (1) Key metrics for the full year ended December 31, 2025.

Detection At-a-Glance

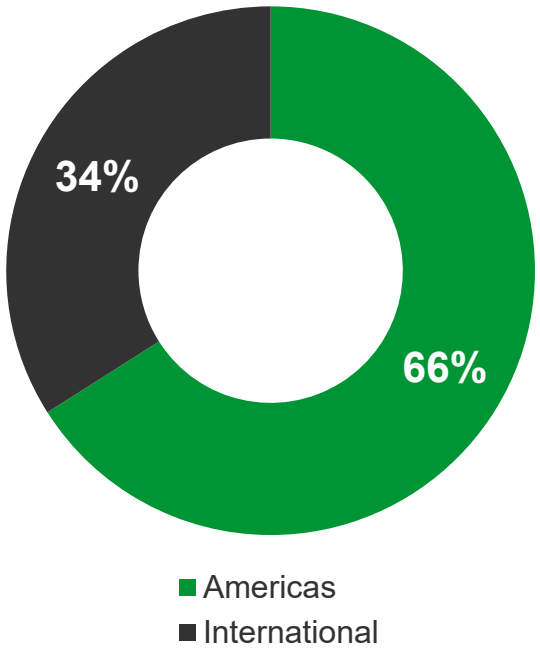
Connected instrumentation to protect workers, enhance site safety, and drive operational efficiency

$763MM	12%	5 – 7%
2025 Net Sales	2020 – 2025 Net Sales CAGR	2023 – 2028 Expected Sales CAGR

PRODUCT CATEGORY BREAKDOWN



GEOGRAPHIC BREAKDOWN



How We Win

CUSTOMER CENTRICITY

- **Strong end user and channel relationships** drive sticky business
- **Intimate application knowledge** through Voice of Customer and human-centered design

INNOVATION

- **Expert R&D team** with deepest breadth of technology expertise in gas detection
- Connected capabilities deliver **complete end-to-end solutions**

INTELLECTUAL PROPERTY

- **Strong patents** in sensor technology for reliability, robustness, and predictive maintenance
- **Innovative process IP** to improve uptime and behavior-based safety

DATA-DRIVEN INSIGHTS

- **Connected solutions** provide insights regarding operating procedure compliance and behavior-based safety
- **Feedback loop** with customer and through R&D

DISTRIBUTION STRENGTH

- **Global reach with local expertise** through extensive distribution network and partners' support and expertise
- **Robust channel partner network** provides ability to access opportunities, enter new markets, and scale rapidly

Case Study | Enabling Customers' Sustainability Goals through Refrigerant Leak Detection

OPPORTUNITY

Improve detection of refrigerant leaks

- Leaks discovered only upon equipment failure
  - Increased energy costs
  - Negative impact on customers' carbon neutrality goals
- Regulatory compliance for refrigerant management required to avoid fines

SOLUTION

Bacharach® Parasense Connected Enterprise Platform provides early, low-level leak detection, notification, and analytics

- Refrigerant Tracking and Compliance Reporting captures data for regulatory requirements
- Energy Management Platform analyzes waste, identifies changes to operational characteristics, and benchmarks performance with automated emails to identify leaks and report energy exceptions



RESULTS

Significant savings in paperwork, reporting, and compliance costs

- Reduced leakage rates by up to 15%
- Immediately detected and repaired leaks to avoid fines, reduce waste, and improve operational efficiency
- Leveraged data analytics for continuous improvement



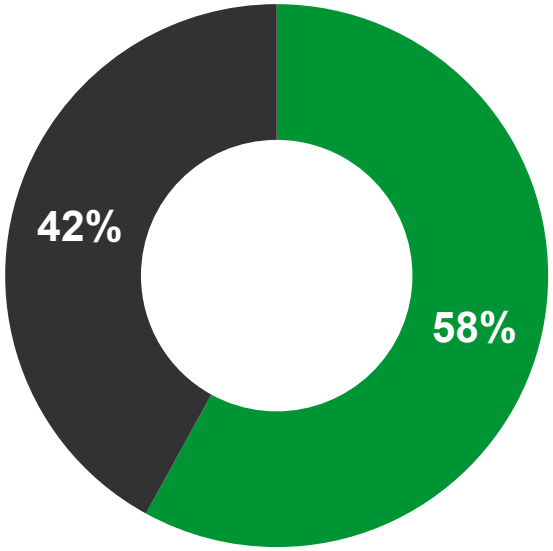
Note: The "giant eagle" and "getGo" logos are registered trademarks of "Phoenix Intangibles Holding Company."

Fire Service At-a-Glance

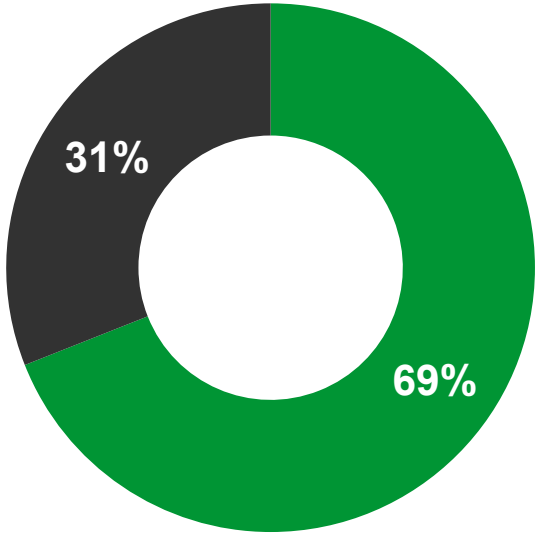
Best-in-class products and solutions to support fire departments and ensure firefighter safety

$647MM	6%	3 – 5%
2025 Net Sales	2020 – 2025 Net Sales CAGR	2023 – 2028 Expected Sales CAGR

PRODUCT CATEGORY BREAKDOWN



GEOGRAPHIC BREAKDOWN



How We Win

GLOBAL LEADERSHIP

- **Experience and reach** across global markets
- **Comprehensive** product portfolio
- Participation in **global standard-setting bodies**

INNOVATION

- Enabling **connected Fire Service ecosystem**
- **Enhancing user experience** to drive valuable insights

BRAND EQUITY

- **Trusted partner** to deliver reliable solutions
- **Strong relationships** with end customers
- **Exclusive** channel partner network

DATA-DRIVEN INSIGHTS

- Driving **safer, more informed** decision making
- Providing **easier access to data** for customers

DISTRIBUTION STRENGTH

- **Dedicated distributors** sell only MSA products
- **Longstanding relationships** with experienced sellers
- **Market-leading positions** in Self-Contained Breathing Apparatus (SCBA) and Fire Helmets

Case Study | Maximizing Customer Value

OPPORTUNITY

Enable fire departments to leverage data

- Fire departments want to leverage fire scene data to make faster, better-informed decisions
- Comfort, ease of use, and cost of ownership are also important considerations

SOLUTION

FireGrid™ Software is real-time incident management platform that enables greater safety awareness

- Delivers seamless hardware and software integration
- Works alongside existing fire department tools
- Provides mission-critical information, including air pressure status and alarm notifications and history

G1™ SCBA platform offers flexibility via hardware options and configurable technology

- Developed through customer-centric approach
  - Inclusive sizing
  - Options for integrated thermal imaging

RESULTS

Large West Coast fire department chose suite of MSA solutions

- Established foothold in West Coast market, leading nearby city to also choose MSA
- Ongoing partnership provides MSA data and feedback to continue improving G1™ SCBA and connected ecosystem



Industrial PPE At-a-Glance

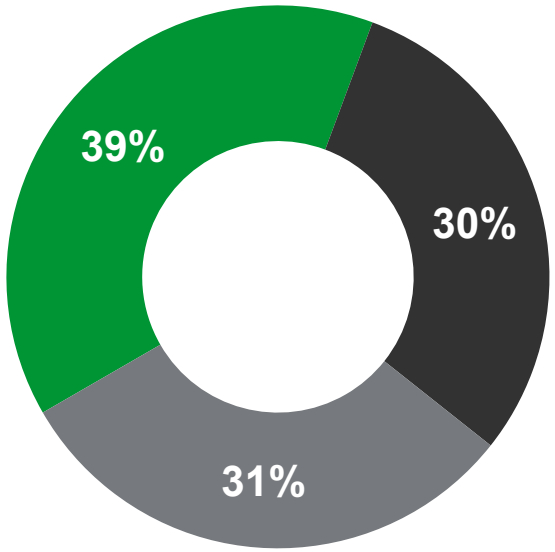
Furthering worker and workplace safety through our portfolio of end-to-end solutions

$464MM
2025 Net Sales

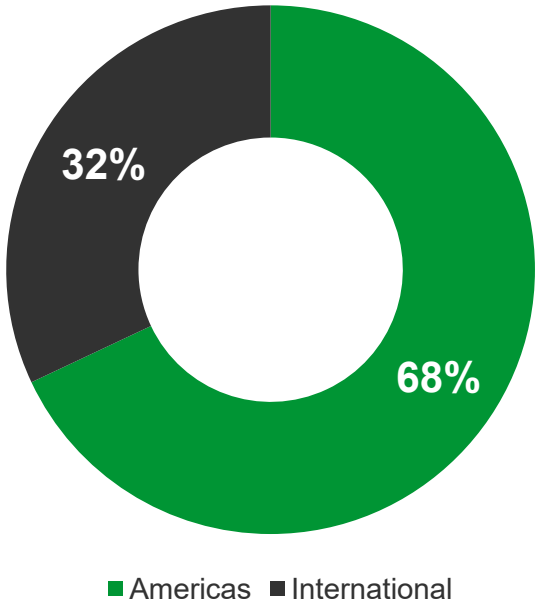
Head & Fall Protection 7%
2020 – 2025 Net Sales CAGR

3 – 5%[2]
2023 – 2028
Expected Sales CAGR

PRODUCT CATEGORY BREAKDOWN



GEOGRAPHIC BREAKDOWN



How We Win

CUSTOMER INTIMACY

- **Team of application experts** with deep understanding of customer requirements
- **Leadership** in industry standards and government regulations

INNOVATION

- **Strong portfolio** of IP and technology
- New applications to address customer preferences provide **runway of opportunity**

DISTRIBUTION STRENGTH

- **Strong partnerships** for national and regional Industrial distribution and channel partners
- **Leading market position** for “need-it-now” products, including head protection
- Superior breadth of **product selection**
- **Best-in-class** delivery and network
- **Unique partnerships** with application-based safety, such as fall protection systems

(1) Air-Purifying Respirator, Eye & Hearing Protection, Protective Ballistic Helmets. (2) Includes Head Protection, Fall Protection, and Other.

Case Study | Improving Cost of Ownership and Productivity

OPPORTUNITY

Perform aircraft maintenance more efficiently

- Traditionally conducted by installing expensive, custom, and time-consuming scaffolding or staging around the airplane



SOLUTION

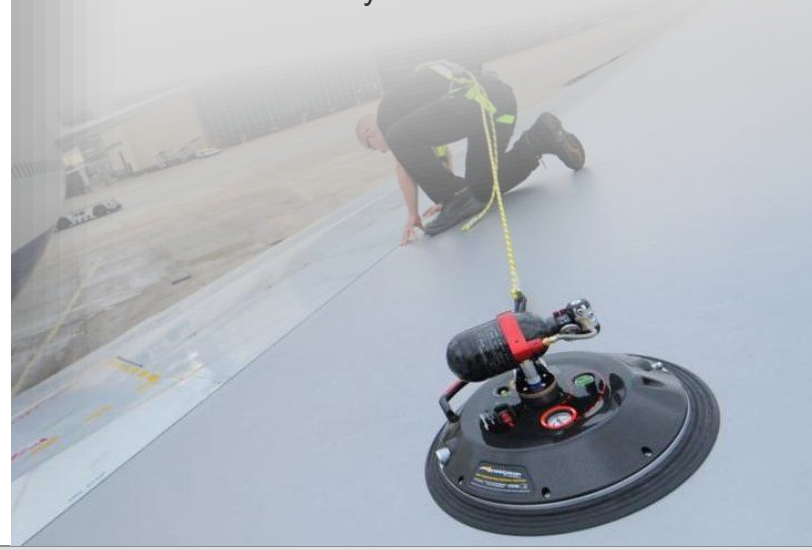
WinGrip® Vacuum Anchor is mobile system that attaches to aircraft wing

- Only vacuum without electronics that is reliable, lightweight, and quick to install
- Optionality with single point anchor or multiple connected points, depending on number of workers
- Maintains functionality in rain, large temperature ranges, and various altitudes

RESULTS

Installation time significantly reduced vs. traditional staging systems

- Strong ROI for customers who typically service annually as product can be used for 10+ years
- Specified in maintenance manuals for major OEMs and military aircraft



Industrial Safety Technology

NEW PRODUCT DEVELOPMENT

CONNECTED SOLUTIONS

MSA
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Unique Approach to Innovation and New Product Development Enables Defensible Market Positions

1
Define a **North Star**

2
Build product strategies to **produce iterations every 2 – 3 years**

3
Ensure every iteration **generates profitable growth**

4
Integrate customer feedback to adhere to future needs

5
Solve known industry problems to **enable safer working conditions**



~1,100
patents

37%
Product Vitality(1)

250K+
MSA products connected(2) to our cloud

GENERATE PROFITABLE GROWTH WHILE MOVING CLOSER TO SOLVING CUSTOMERS' LONG-TERM SAFETY CHALLENGES

(1) Percent of sales from products developed and launched in past 5 years. (2) Includes both real-time connectivity and asset management.

Case Study | North Star Innovation Process

OPPORTUNITY

Fixed gas and flame detectors protect facilities from multiple hazards

- Ideal product always runs to protect facility, requires minimal maintenance, and only alarms in presence of specific hazard

THE NORTH STAR

Minimize downtime, maintenance, and cost of ownership

SOLUTION

North Star Innovations

- **2016** | XCell® sensors: increased product life, stability, and immunity to interferents
- **2017** | TruCal® Technology: auto-adjusts sensor reading, alerts when sensor needs calibration or has reached end-of-life, and extends maintenance cycles
- **2019** | Diffusion supervision: proactively alerts users to gas inlet physical blockages
- **2023** | SENTRY io™ Controller: automated system configuration and powerful diagnostic tools that enable predictive maintenance
- **2024** | FL5000 flame detector: Artificial Neural Network evolved false alarm immunity via computer learning

RESULTS

Reduced customers' cost of ownership

- Up to 50% reduction in commissioning, calibration, and maintenance costs
  - Certified Testing Labs validating extended maintenance intervals
  - Improved diagnostics and self-testing increases uptime
  - Wireless connectivity lowers commissioning and maintenance time



Leveraging Connectivity Across Our Diverse Markets and Applications



CONNECTED **WORKERS**

Smart wearables for worker safety and productivity



CONNECTED **FIREFIGHTERS**

Connected ecosystem to help firefighters stay safe and accounted for



CONNECTED **WORKSITES**

Operational efficiency and enhanced site safety



CONNECTED **WORKFLOWS**

Asset management automation and proactive management

SIMPLIFYING SAFETY COMPLIANCE AND ENHANCING CUSTOMER PRODUCTIVITY THROUGH TECHNOLOGY

Connected Safety Programs Drive Proactive Safety Culture



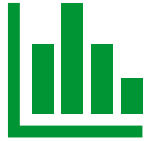
WORKFORCE DEMOGRAPHICS

Different generations and cultures with different communication styles and expectations



WORKFORCE TRANSITION

Seasonality and turnover requires training and safety culture development



DATA AVAILABILITY

Availability and interest in leveraging data coming from many different sources



REGULATIONS AND COMPLIANCE

Ensuring compliance for every piece of PPE and every aspect of the safety program

CONNECTIVITY REDUCES COMPLEXITY WITH TANGIBLE CUSTOMER BENEFITS

- ✓ Seamless safety compliance
- ✓ Active safety monitoring
- ✓ Safety journal management
- ✓ Personal wellness and productivity
- ✓ Prevention of harmful incidents
- ✓ Improved worker safety
- ✓ Reduced human error
- ✓ 24/7 monitoring of assets
- ✓ Better decision making
- ✓ Increased productivity

Customer Focus Driving Our Differentiated Connected Portable Offering

CUSTOMER JOURNEY IN PORTABLE GAS DETECTION

MSA continues to lead in this space driven by our customer intimacy; strong customer adoption the result of real-time visibility, streamlined compliance and operating efficiency benefits



ALTAIR 4&5 Gas Detector



ALTAIR 4X & 5X Gas Detector
Integrated patented MSA sensor technology with leading performance



Galaxy® GX2
Automated testing and data collection station tied cloud offering



ALTAIR io 4 & io 6 Connected Gas Detector & MSA+ Grid Cloud Software
Fully direct to cloud connected ecosystem

Data Driven Solutions and Insights

Technology Leadership (Sensors)

Durability

2005

Today and Beyond

Case Study | ALTAIR io™4

OPPORTUNITY

Improving fleet maintenance and compliance

- **Natural gas processing facility** using competitor devices had ongoing maintenance and durability issues, which contributed to growing service costs
- Device deployment and compliance were ongoing challenge
- Concern over worker accountability

SOLUTION

ALTAIR io™4

- ALTAIR is **trusted, well-known brand** in portable gas detection
- **Compliance is easier to track** with out-of-box connectivity; reports are easily accessible in the Grid
- Alarms within lone worker applications now **known in real-time**, increasing confidence among workers
- **Costs are manageable** via MSA's subscription offering

"The team is more confidently equipped, and they trust what they use. Gas safety has become more effective and efficient with the ALTAIR io™4. Budget wise, with the MSA+ subscription program, we now have the best-connected gas detectors with high service level and with zero cash up-front."

- Plant supervisor

RESULTS

- Maintenance costs **reduced ~75%**
- **Near 100% SOP accuracy** as workers gained confidence in devices
- **Streamlined compliance management** and tracking of assets, especially for lost devices
- **Improved safety** of on-site workers



Firefighter Customer Focus Driving Our Differential Solutions

Market adoption of fully connected solutions is at an infancy; however, dynamics are similar to our industrial customer base and MSA is leveraging best practices in this space



FireHawk™ M7 SCBA



G1™ SCBA*
Leading NFPA certified SCBA Platform built for future upgrades



M1™ SCBA
Leading EN certified SCBA leveraging G1 electronics

FireGrid™ Platform
Cloud platform for incident management, reporting, and equipment management

Data Driven Solutions and Insights

Technology Leadership
(SCBA Platform for the Future)

Durability

2005

Today and Beyond

* G1™ SCBA has been upgraded with new technologies such as integrated Thermal Imaging Camera and cloud connectivity options during the NFPA standard cycle; G1 XR 2025 Edition received NFPA approval in November 2025

Connected Firefighter

Our customers want their teams and work to be safe and productive. They need help with…



EQUIPMENT MANAGEMENT

Customers want the confidence and peace of mind that come from easy and consistent PPE preparedness

INCIDENT MANAGEMENT

Customers want actionable awareness that enables sound decision-making and communication during critical operations

USER INTERFACE CONSOLIDATION

Customers want empowered teams that can use combined data from different suppliers to make better decisions

BUILDING ON SUCCESS AND ADOPTION FROM INFLUENTIAL FIRE DEPARTMENTS BY GROWING OUR ECOSYSTEM AND FURTHER LEVERAGING TREND OF DIGITIZATION IN FIRE SERVICE

Innovation in Industrial PPE

NORTH STAR

Help reduce OSHA's #1 cited hazard: slips, trips, and falls



STYLE AND COMFORT

Modern product style and genuine comfort leads to compliance

- V-SERIES® harness line addresses productivity through superior comfort
- V-TEC® PFL meets demand for lightweight design to address fatigue



EASE OF USE

Intuitive PPE can be used faster, easier, and more consistently

- Developed V-SHOCK® product line to be easily understandable with iconography, clearance charts, and color-coding system

COMPLIANCE

Making inspections simple and consistent

- V-TEC® SRLs use clear case housings to simplify inspections
- V-SERIES® harnesses use consistent design queues to simplify training and inspections



AVAILABILITY

When customers need PPE, they need it quickly

- Increasing inventory availability for "need-it-now" customer base
- Significantly improving delivery time with footprint optimization projects

NORTH STAR

Be the leader in industrial Head Protection through innovation



REDUCE HEAT STRESS

OSHA's leading weather-related cause of death

- V-Gard C1® uses patent-pending ReflectIR Thermal Barrier to keep the inside of the hard hat up to 20°F cooler



CLIMBING HELMETS

Trends around requests for Type 1 and Type 2 lateral protection

- The V-Gard H1™ and V-Gard H2™ safety helmets provide ideal balance of comfort and protection
- Stylish low-profile hard hats meet lateral (side impact) requirements of ANSI Type 1 or Type 2



ROTATIONAL IMPACT

Technology partnerships to advance safety and reduce risk of brain injury

- V-Gard H2™ available using MIPS® rotational technology
- Low friction layer helps redirect rotational impact forces away from head

AVAILABILITY

Custom logo and delivery unrivaled

- MSA produces the V-Gard® in all major regions
- Customer logo process has industry-leading turnaround time of five days

Note: MIPS is a registered trademark of MIPS AB.

Impact

MSA
The Safety Company

Protecting the World's Workers and Workplaces with Innovative Products and Solutions

Our Products & Solutions

- **Leader** in industrial safety technology
- **Integrating sustainability** into product solutions and design
- **Supporting worker safety** and sustainability with what we make and how we make it
- Our best-in-class products and solutions make work safer and more productive



Our People

- **Inclusive and safe** workplace driven by singular mission of safety; one year without a lost time incident (LTI) globally
  - Total Recordable Incident Rate (TRIR) of 0.25 and Total Lost Time Incident Rate (TLTIR) of 0.00 in 2025 – our best ever levels
  - MSA Mosaic, an associate-led group dedicated to ensuring safety in all forms by fostering an inclusive environment where ***every*** associate can share their unique ideas and perspectives
- Continuous improvement harnessed through MSA Business System



Our Planet

- Committed to carbon reduction and lowering greenhouse gas emissions
  - **42% reduction** in Scope 1 and 2 greenhouse gas emissions by 2030
- Helping customers reach their own carbon reduction targets through unique products and solutions

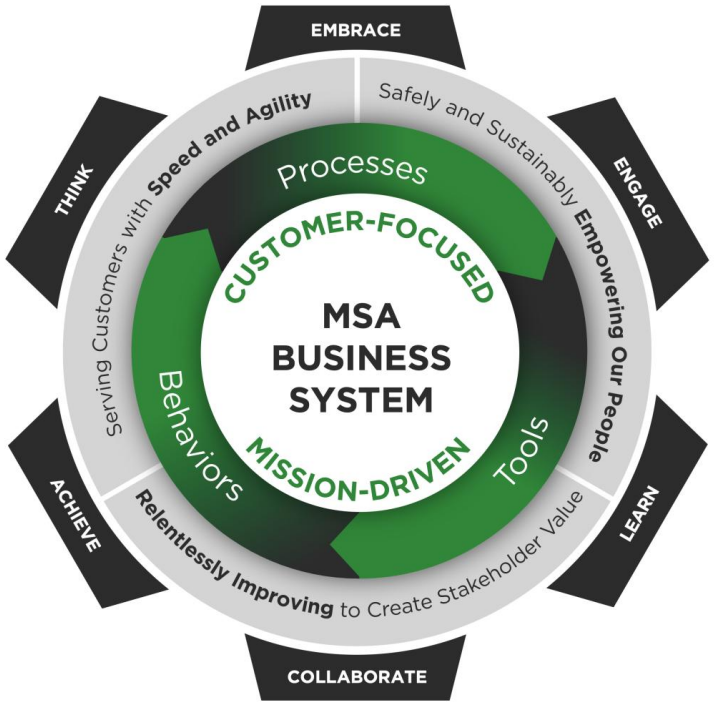


LEARN MORE IN OUR 2025 IMPACT REPORT

2025 Safety Performance

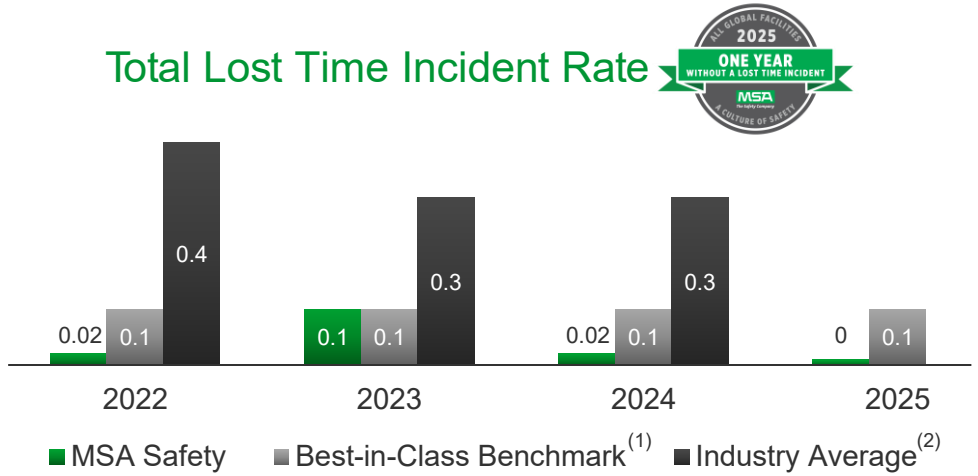
MSA Business System and Continuous Improvement Culture Drove World-Class Safety Performance

Behavior-Driven Safety Journey Yielding Results

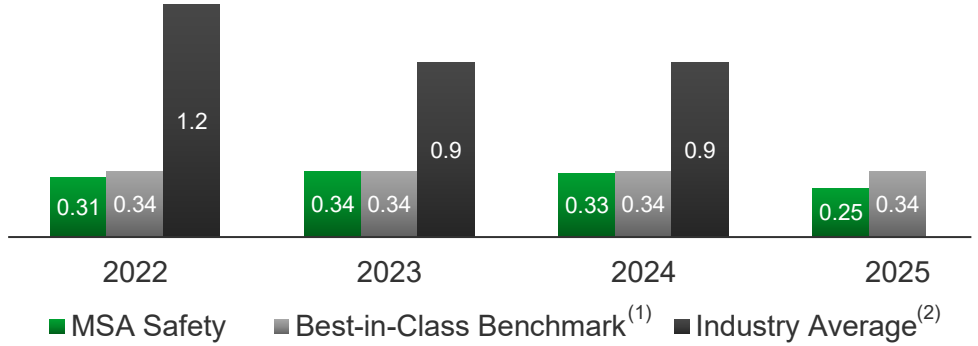


Excellent Safety Performance in 2025

Total Lost Time Incident Rate



Total Recordable Incident Rate



(1) Source: U.S. Bureau of Labor Statistics and corporate disclosures.
(2) Source: U.S. Bureau of Labor Statistics, data reported on one-year lag.
Industry classification: Navigational, Measuring, Electromedical, and Control Instruments Manufacturing.

Enabling Customers' Compliance and Sustainability by Innovating Next-Generation Solutions

DETECTION





Bacharach
Industry-leading precision monitoring for low-level leak detection, helps companies reduce carbon footprint and operating cost



X5000 and S5000 Fixed Monitoring
New design and technology extends calibration intervals and offers longer sensor life in traditional and clean energy markets

FIRE SERVICE





Helmets and Protective Apparel
Inclusive sizing and fit, enhanced comfort, and improved cleanability helps all firefighters safely work at peak performance



FireGrid™ Software
Cloud-based incident and asset management applications that improve situational awareness for data-driven decision-making

INDUSTRIAL PPE





V-Flex® Safety Harness
Ergonomically designed harnesses to improve worker mobility and comfort with unique connected fall protection capabilities



V-Gard H2™ Hard Hat
Next-gen Type 2 hard hat expands impact coverage without sacrificing comfort

Financial Profile and Capital Deployment Strategy

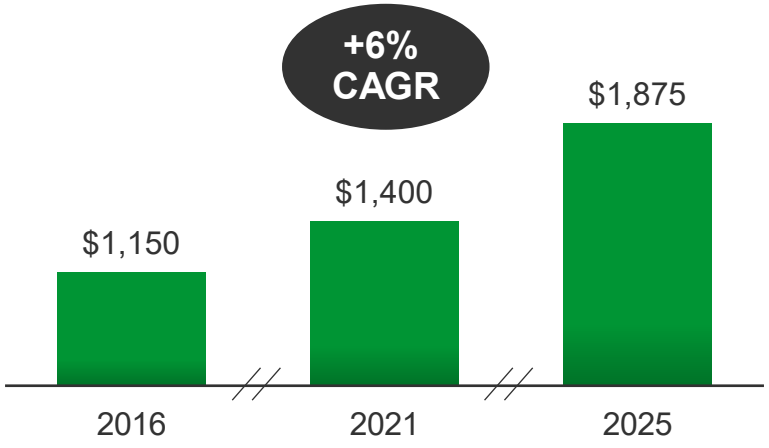
HISTORICAL PERFORMANCE

2028 TARGETS

MSA
The Safety Company

Strong Historical Financial Performance

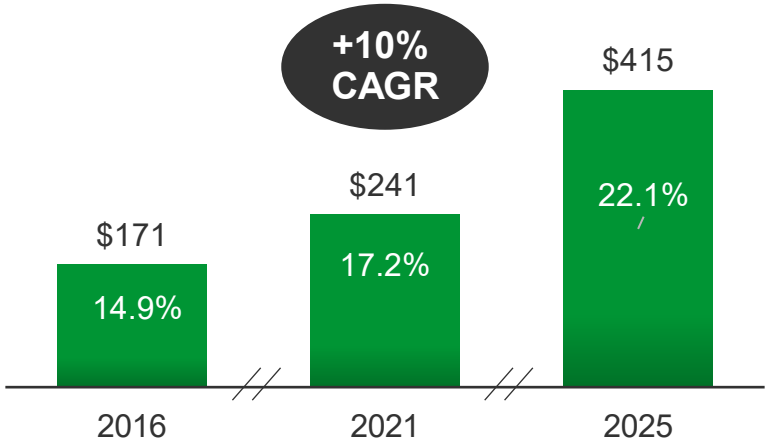
Net Sales ($MM)



Mid-Single Digit Sales Growth

- Mission-focused product innovation
- Well-balanced growth across portfolio with defined focus areas
- Well-positioned business portfolio serving diverse markets, limiting cyclicity
- Strategic bolt-on acquisitions

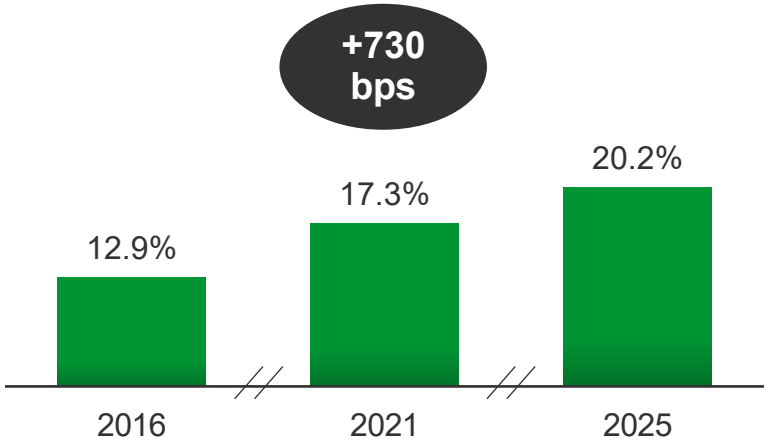
Adj. Operating Income ($MM) **& Margin** (%)



Total Margin Growth of 720 bps

- Volume leverage drives profitable growth
- MSA Business System evolution from operations to full organization
- Optimization across operations, businesses, and functions
- Clear strategic alignment enabled mix and complexity reduction

Adj. ROIC (%)



Attractive Return on Capital

- Sustained, profitable growth has fueled margin expansion
- Balanced working capital progress
- Continued balance sheet strength and disciplined acquisition execution

See our Investor Relations website for definitions of non-GAAP measures and non-GAAP reconciliations. “CAGR” stands for compound annual growth rate.

2Q 2026 Financial Performance

Delivered Profitable Growth and Strong Free Cash Flow

Key Metrics(1)	2Q 2026
Net Sales	$503MM *+6%*
Adjusted Operating Income	$121MM *+19%*
Adjusted Operating Margin	24.1% *+270 bps*
Adjusted EPS	$2.40 *+24%*
Free Cash Flow	$83MM *+118%*



ACCELERATE
Driving future growth

See appendix for definitions of non-GAAP measures and non-GAAP reconciliations.

(1) Comparisons are year-over-year, percentage change may not calculate exactly due to rounding.



Thank You to Our Associates!

2Q 2026 Key Takeaways

Executing *Accelerate* Strategy to Create Stakeholder Value

1. Delivered profitable sales growth, robust margin expansion, double-digit adjusted EPS growth and strong free cash flow generation

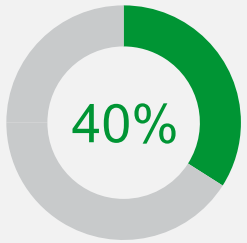
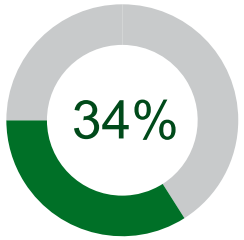
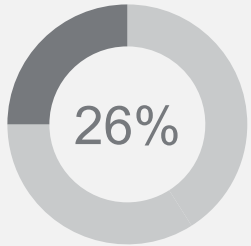
2. Strong financial profile provides balanced capital deployment optionality, including growth investments and returns to shareholders

3. Executing *Accelerate* strategy to deliver profitable growth in 2026 and beyond;
maintaining MSD organic sales growth outlook

4. Announced Autronica acquisition, a strategically aligned detection business providing profitable growth; pro forma detection sales ~45% of total

2026 Outlook

Low-Double-Digit Total Revenue Growth Supported by Mid-Single-Digit Organic Growth, a Mid-Single-Digit Contribution from Acquisitions and a Low-Single-Digit Tailwind from FX

	% NET SALES[1]	DIVERSE END MARKETS
DETECTION • Fixed gas & flame detection • Fire protection & alarm systems • Refrigerant detection & identification • Portable gas detection • Gas analysis & process safety		• Energy & chemical • Utilities • HVAC-R • Food retail • Water & wastewater • Industrial
FIRE SERVICE • SCBA • Helmets • Protective apparel		• Government fire service • Municipal fire service • First responder
INDUSTRIAL PPE AND OTHER • Industrial head protection • Fall protection • APR & other PPE		• Energy & utilities • Construction • Manufacturing • Industrial • Healthcare & pharma

ADDITIONAL FULL-YEAR MODELING CONSIDERATIONS

- **M&A Contribution:**[2] +MSD / **Foreign Exchange:**[3] FX translation 1%-2% revenue tailwind
- **Interest Expense:** ~$40-$43MM / **Tax Rate:** 24%-25%
- **Pension and Other Non-Operating Income:** Increase of ~$4-$5MM over 2025 levels

OPERATING ENVIRONMENT UPDATE

TAILWINDS

+ Positive contribution from strategic pricing actions
+ Strong order momentum and second half demand pipeline in U.S. fire service
+ North American industrial momentum evident by demand for Type II head protection and fall protection
+ Favorable underlying demand for fixed and portable detection, including MSA+ connected ecosystem solutions
+ Increasing global safety standards creating demand for sophisticated safety products and solutions; diverse end markets provide resiliency

HEADWINDS

– Continued macroeconomic, tariff and geopolitical policy uncertainty
  - Middle East conflict impacting near-term order delivery, timing, and supply chain logistics in detection; lower European economic growth
– DHS[4] shutdown in the first quarter causing increased fire service order timing variability in 2026
– Non-recurrence of large detection orders in Latin America

(1) Percent of net sales for the twelve-months ended June 30, 2026.
(2) Includes M&C TechGroup acquisition through April and Autronica Fire and Security acquisition from July 9th through year end 2026.
(3) Based on June rates.
(4) Department of Homeland Security

Autronica: Transaction Summary

Accelerates Detection Growth; Adds Scaled Fire and Gas Systems Capabilities

Valuation

- Transaction valued at ~$555 million
- ~17x 2025 adjusted EBITDA multiple, ~13x with run-rate synergies

Financial Impact

- 2025 sales of ~$160 million, ~20% adjusted EBITDA margin
- Expected synergies of ~6% Autronica sales
- Expected to be accretive to MSA's adjusted earnings in the first full year of ownership

Financing

- Transaction funded with a combination of cash on hand and borrowings on MSA's existing credit facility
- Pro forma net leverage of ~1.8x

Status

- Closed on July 9, 2026

MSA The Safety Company + AUTRONICA

Strategic Rationale

- ✓ Advances MSA's ***Accelerate*** strategy by broadening our detection platform through a high-quality, strategic acquisition
- ✓ Expands MSA into a $3 billion+ addressable market with attractive growth and regulatory dynamics
- ✓ Enables earlier project engagement and solution-led selling, positioning MSA deeper in front-end design and specification decisions
- ✓ Highly complementary to MSA's portfolio and footprint, with a strong financial profile, aligned mission-critical technologies, and large installed base

Autronica: A Leader in Fire & Gas Detection & Alarm Systems

Highly Complementary Portfolio Fit, Strategically Aligned with MSA's Mission, Vision and Values

Business Overview

- Established fire and gas safety solutions provider founded in 1957, headquartered in Trondheim, Norway, with ~500 employees globally
- Designs, manufactures, and supplies fire detection, gas detection, and alarm systems for safety-critical environments
- Long operating history with a large, mission-critical installed base supported by ongoing service and aftermarket relationships
- Serves commercial and industrial critical infrastructure, energy, and maritime end markets

Life Safety

High reliability, low false-alarm rates and strong performance in high-risk environments, aligned with zero-loss-of-life mission

Technology Leadership

Advanced capabilities include multi-criteria, algorithmic sensing, integrated control architecture, software-enabled visualization platforms

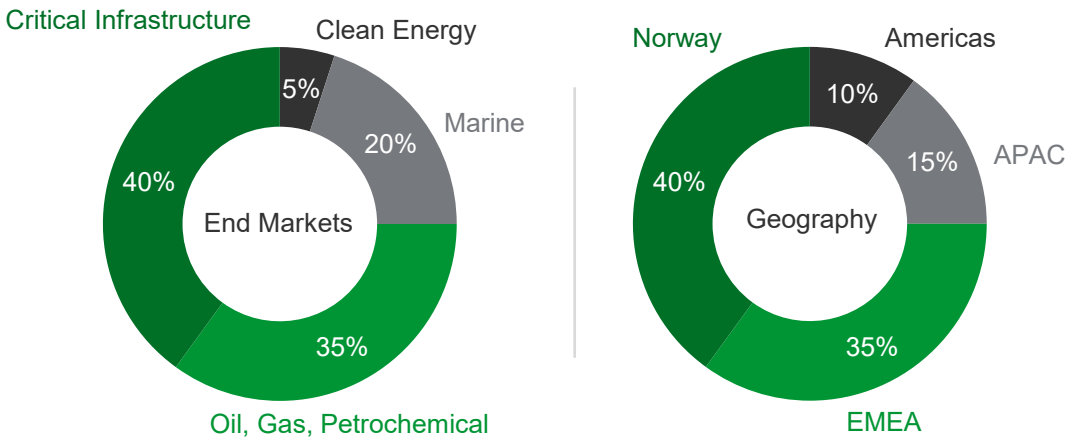
Premium Safety Segment

Strong reputation for high technical reliability, broad certifications and mission-critical applications

Key Products

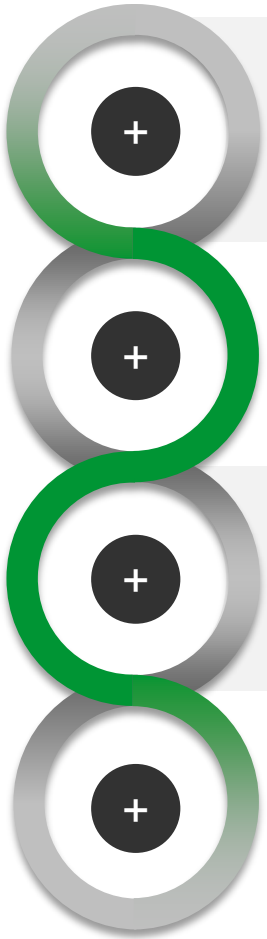
	AutroGuard	• Multi-certified fire detector for global customers and markets
	AutroFlame	• Flame detector with best-in-class performance / cost ratio
	AutroSafe	• Global multi-certified control panel for critical infrastructure, energy & power, marine and clean energy
	AutroPrime	• Global certified fire protection system for critical infrastructure and marine

2025 Sales Breakdown[1]



(1) Represents approximate end market and geographic sales exposure. EMEA represents sales in the Middle East, Africa, and Europe (excluding Norway).

MSA Safety Long-Term 2028 Financial Targets

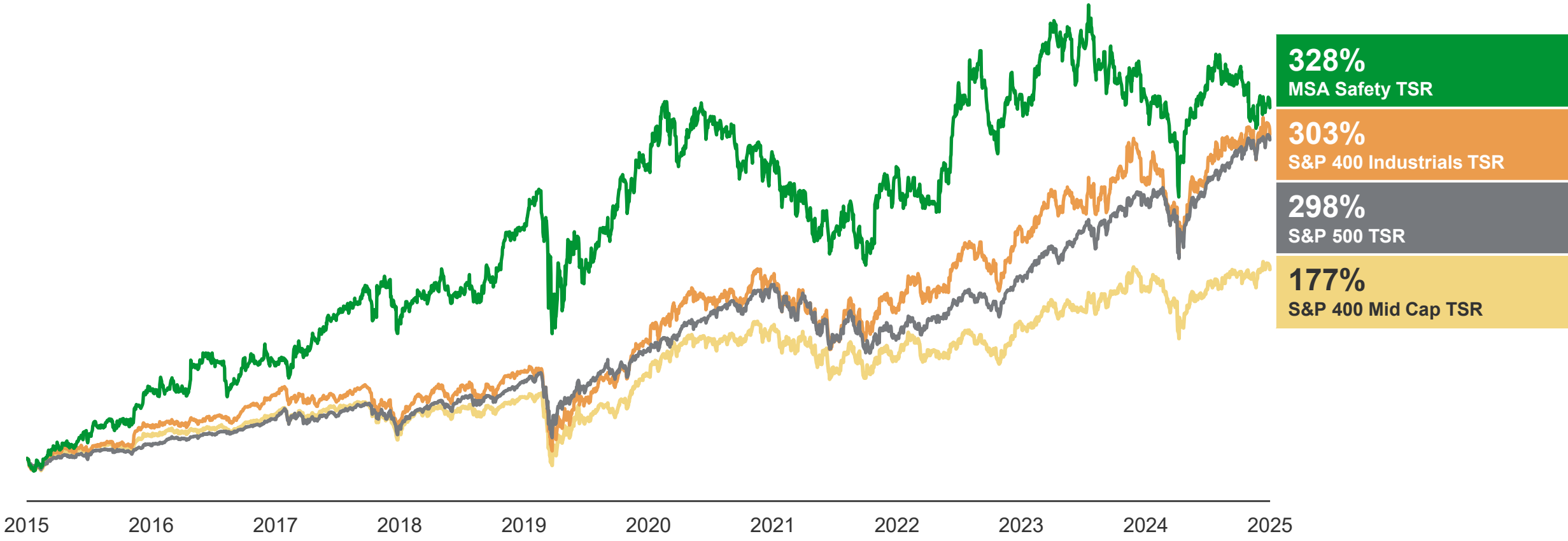


Resilient Organic Revenue Growth	**$2.1B – $2.3B**	• 3 – 5% organic revenue growth • Market growth, customer-centric innovation, and commercial excellence • Positive long-term safety trends
Operating Margin[1] Expansion	**23.5% – 25.0%**	• Target 30 – 50 bps annually • MSA Business System evolution across global business • Continued focus on operating efficiency
Continued EPS[1] Compounding	**$10.00 – $11.00**	• Strategy evolution delivers new base of expansion • 30 – 40% incremental operating margins
Capital Deployment Optionality	**$1.5B+[2]**	• Consistent organic growth investment • Accretive acquisitions from FCF generation and available debt capacity • Sustained dividend + share repurchases • Continue performance of 20%+ Adjusted ROIC

OUR STRATEGY AND MISSION-DRIVEN REINVESTMENT FUEL PROVEN SHAREHOLDER VALUE CREATION

(1) Targets refer to adjusted metric, see our Investor Relations website for definitions of non-GAAP measures.
(2) Reflects expected cumulative free cash flow after dividends and share repurchase and available debt capacity.

Delivering Exceptional Returns to Our Shareholders



PROVEN ABILITY TO OUTPERFORM THROUGH CYCLES

Source: FactSet; December 31, 2015 – December 31, 2025.

Contact and Connect



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