MSA Safety Incorporated

Nominating and Corporate Governance Committee Charter

October 30, 2026

Purpose and Scope

The purpose of the Nominating and Corporate Governance Committee of the Board of Directors (the "Committee") of MSA Safety Incorporated (the "Company") is as follows:

(a) To review and make recommendations annually to the Board regarding the Board's composition and structure, and recommend to the Board criteria and qualifications for Board membership;

(b) To recommend director nominees for election to the Board;

(c) To oversee processes for evaluating the performance of the Board, the Committee and individual directors;

(d) To review and approve Director compensation levels and practices, and recommend to the Board, from time to time, changes in such compensation and equity ownership levels;

(e) To oversee and encourage continuing education for directors; and

(f) To establish a leadership role in corporate governance by implementing and monitoring policies and procedures concerning corporate governance, including environmental and social programs, to fulfill the Board's fiduciary duties to the Company and its shareholders.

Composition and Meetings

(a) The Committee shall be comprised of a minimum of three members of the Board as appointed annually by the Board and shall be, in the business judgment of the Board, independent and qualified under standards established by applicable law and the rules of the Company's listing exchange and shall serve until their successors shall be duly elected and qualified or until their earlier resignation or removal.

(b) Each member of the Committee shall be free from any relationship that, in the opinion of the Board, would interfere with the exercise of their independent judgment as a member of the Committee.

(c) The chairperson of the Committee shall be elected by the Board.

(d) The Committee is expected to meet at least three times each year, with authority to convene additional meetings, as necessary. All Committee members are expected to attend each meeting, in person or via teleconference.

(e) The Committee may invite members of management, auditors, or others to attend meetings and provide pertinent information, as necessary. Meeting agendas will be prepared and provided in advance to members, along with appropriate briefing materials.

(f) The Committee shall report its actions to the Board and keep written minutes of its meetings that shall be recorded and filed with the books and records of the Company. Minutes of each meeting will be prepared by the Secretary of the Board or their designee.

Quorum

A majority of the total number of Committee members shall constitute a quorum for the transaction of business at any meeting. All matters shall be decided by the affirmative vote of a majority of members attending in person or via teleconference.

Authority and Responsibilities

Nominations and Performance

(1) The Committee shall from time to time review the structure, composition and size of the Board and its committees and recommend changes to the Board as necessary.

(2) As needed, the Committee shall identify individuals qualified to become members of the Board, consistent with the criteria as approved by the Board, who have been brought to the attention of the Board by a shareholder, a non-management director, the chief executive officer, any other officer, a third-party search firm or other appropriate sources.

(3) The fundamental criterion for selecting a prospective director of the Company shall be the ability to contribute to the well-being of the Company and its shareholders. Good judgment, integrity and a commitment to the mission of the Company are essential. Among other factors, directors are also selected on the basis of their independence under the Board's independence standards, a commitment to the mission and values of the Company, applicable business experience, current chief executive

officer or other "C-Suite" experience, merger and acquisition experience, additional public company board experience, and diversity of background, experience and perspective. The Committee may revise and/or prioritize its director recruitment criteria depending on the current needs of the Board and the Company.

(4) The Committee shall oversee processes for evaluating the performance of the Board, the Committee, the Chairman, the Lead Director (when appointed), and individual directors. The Committee shall report its findings to the Board.

(5) The Committee shall review director compensation levels and practices, and recommend to the Board, from time to time, changes in such compensation and equity ownership levels.

(6) The Committee shall oversee and encourage continuing education for directors and recommend applicable educational opportunities as appropriate.

Governance

(1) The Committee shall monitor corporate governance practices within the Company to promote honest and ethical conduct, and compliance with applicable governmental laws, rules and regulations.

(2) The Committee shall regularly review issues and developments related to corporate governance practices generally and, as it deems appropriate, recommend changes to the Company's corporate governance practices to the Board.

(3) The Committee shall from time to time review and assess the adequacy of the Company's Articles of Incorporation and By-Laws and the charters of any committee of the Board in view of evolving principles of corporate governance and recommend to the Board any necessary modifications to those documents.

(4) The Committee shall periodically review the Company's Corporate Governance Guidelines and make recommendations to the Board as necessary.

(5) The Committee shall periodically review the Board's Independence Standards for Directors and make recommendations to the Board as necessary.

(6) The Committee shall oversee the Board's process for conducting executive sessions of independent directors.

(7) The Committee shall periodically review the Board's processes associated with oversight of the Company's environmental, social and governance programs.

(8) The Committee shall annually review its own performance in relationship to this Charter.

General

(1) The Committee shall have the authority to retain and/or terminate any search firm to be used to identify director candidates and shall have authority to approve the search firm's fees and other retention terms.

(2) The Committee shall have the authority to retain and/or terminate any law firm or other consultant to assist the Committee in fulfilling its responsibilities hereunder.

(3) The Committee shall perform any other activities consistent with this Charter, the Company's By-laws and governing laws as the Committee or the Board deem appropriate.

(4) The Committee shall review and assess the adequacy of this Charter and recommend any proposed changes to the Board for approval.