2026 Baird Global Industrial Conference

November 11, 2026

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President and Chief Executive Officer

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Senior Vice President and Chief Financial Officer



Safe Harbor

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.

Safe Harbor

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 (net leverage), free cash flow and free cash flow conversion. 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 the appendix of this presentation.

Industrial Safety Technology Company Guided by Our Mission

MISSION

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

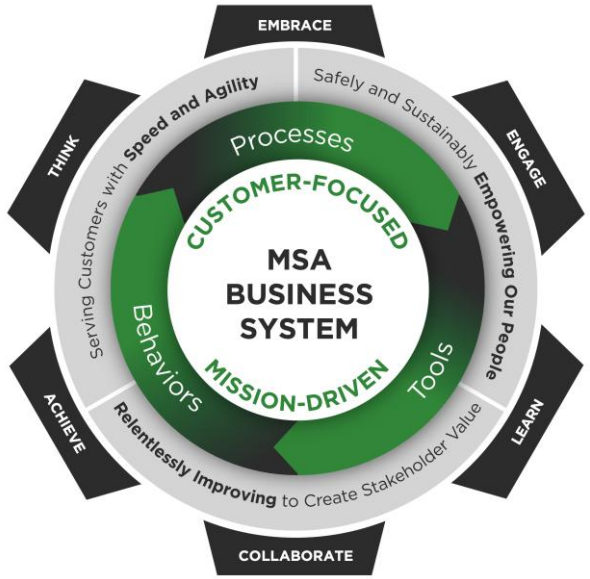
VALUES

Embracing change and encouraging innovation in a culture of safety

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



40+

Million Workers Protected(1)



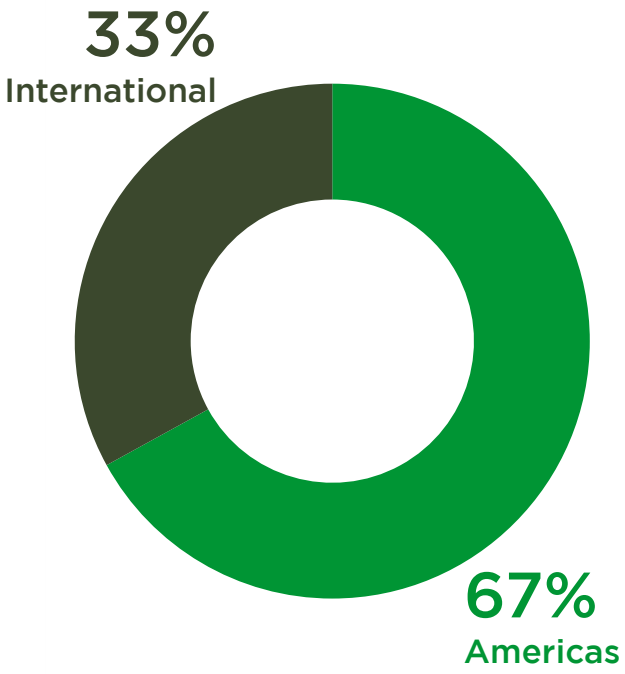
(1) As of December 31, 2025. "Workers Protected" is an estimate based on internal data, third-party and internal market research, product expert opinions, and certain assumptions, and is subject to change. Learn more in our Impact Report.

Diverse Global Business Driven by Customer-Centric Innovation

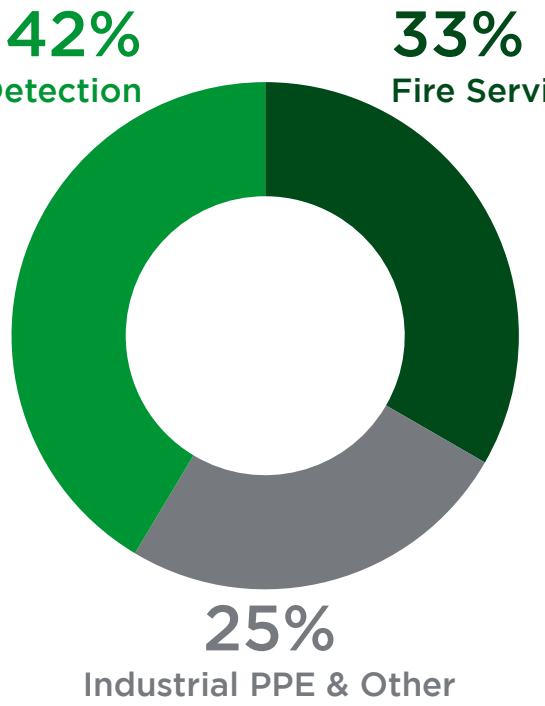
Trailing Twelve-Month Actual

$2.0B	Net Sales(1)
4.4%	R&D Investment(1,2)
48.2%	Adj. Gross Profit Margin(1)
22.8%	Adj. Operating Margin(1)
1.7x	Net Leverage(1,3)
56 Years	Consecutive Dividend Increases

Net Sales by Segment(1)



Net Sales by Product Category(1,4)



3Q 2026 Executive Summary

Executing our Strategic Priorities

Delivered mid-teens total sales growth in 3Q:
Well positioned to deliver on full-year low double-digit sales growth outlook

Safety leadership via technology-led innovation:
Began shipping G1™ City Edition SCBA, and received largest order for MSA+ connected solutions

Enhanced the portfolio through strategic acquisition:
Completed acquisition of Autronica Fire and Security in Detection

Disciplined, growth-oriented capital allocation strategy:
Supported by strong balance sheet and free cash flow generation



ALTAIR io® 6 portable gas detector momentum underscores the growing demand for advanced connected safety technology, reflecting increased customer adoption of MSA+ connected offerings

Strategic Growth Investments and Strong Balance Sheet Support Long-Term Shareholder Value Creation

MSA Safety | A Leading Industrial Safety Technology Company

1. **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. **Leading positions in attractive and resilient safety technology 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**

Q&A


Active Issue
Instrument Info
Chris Stark
ACTIVE
Worker Emergency
Started Now
Live Gas Reading
COMB

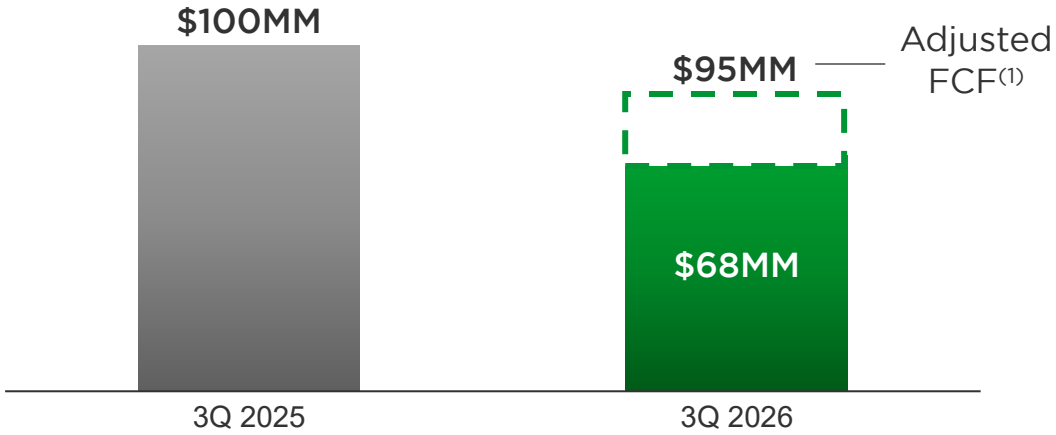


Appendix

3Q 2026 Free Cash Flow and Financial Leverage

Strong Free Cash Flow Conversion; Balance Sheet Remains Positioned to Advance *Accelerate*

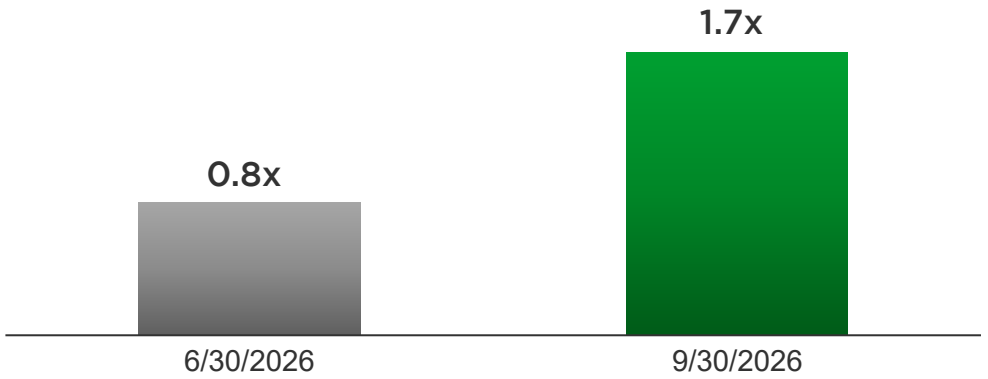
Free Cash Flow



DISCIPLINED CAPITAL ALLOCATION AND CASH FLOW GENERATION

- YoY free cash flow variance primarily reflects costs associated with the Autronica acquisition
- Returned $34MM to shareholders via share repurchases of $13MM and dividends of $21MM
- Year to date adjusted free cash flow conversion of 117%(1)

Net Leverage



ACTIONING STRONG BALANCE SHEET TO CREATE SHAREHOLDER VALUE

- Strong balance sheet and ample liquidity enable significant capital deployment optionality to support *Accelerate* growth strategy
- Closed Autronica acquisition for $563MM, net of cash acquired; net leverage lower than projected, aided by $50MM of post acquisition debt repayment
- Ample liquidity of ~$655MM(2)

MSA The Safety Company

See our Investor Relations website for definitions of non-GAAP measures and non-GAAP reconciliations

(1) Adjusted free cash flow and adjusted free cash flow conversion excludes costs associated with the Autronica acquisition. Adjusted free cash flow conversion is based on adjusted earnings.

(2) Includes cash on hand and committed Revolving Credit Facility capacity.

Contact and Connect



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The Safety Company