MSA SAFETY INCORPORATED

Corporate Governance Guidelines

October 30, 2026

These Corporate Governance Guidelines ("Guidelines") have been adopted by the Board of Directors ("Board") of MSA Safety Incorporated ("Company") to assist the Board in the execution of its responsibilities. Rather than placing a set of fixed obligations upon the Board, these Guidelines are intended to serve as a flexible set of best practices as the Board carries out its affairs. These Guidelines may be subject to modification at the Board's discretion, as deemed necessary to fulfill the best interests of the Company.

I. The Role of the Board of Directors and its Responsibilities

(a) The business of the Company is managed under the direction of the Board, selected by the Company's shareholders. The Board delegates to the Chief Executive Officer ("CEO"), and through the CEO to other executive management, the day-to-day responsibility and authority for managing the affairs of the Company. In turn, the Board evaluates the CEO and monitors key company officers on behalf of the Company's shareholders.

(b) The fundamental responsibility of the Board is to exercise its business judgment to act in what it reasonably believes to be the best interests of the Company and its shareholders.

(c) The Board is responsible for the selection and annual performance evaluation of the CEO.

(d) The Board approves and oversees the strategic direction and important business and financial initiatives of the Company and monitors their progress and completion.

(e) The Board, directly and through its Audit Committee, provides oversight with respect to a variety of matters including (1) the integrity of the Company's financial statements, (2) the qualifications and independence of the Company's independent auditors, (3) the integrity of the Company's systems of internal accounting and financial controls, (4) the integrity and performance of the Company's annual independent audit of financial statements; (5) the Company's compliance with applicable legal and regulatory requirements; (6) the Company's capital structure and capital deployment strategies, including liquidity management; (7) the establishment of annual financial targets; and (8) the Company's processes related to the disclosure of non-financial ESG metrics.

(f) The Board, directly and through its Compensation and Talent Management Committee, provides oversight with respect to a variety of matters including (1) CEO compensation and performance, (2) compensation policies for executive officers and

other key executive management, (3) the effectiveness and risk oversight of employee benefit plan offerings; (4) the preparation of the Company's annual executive officers' Compensation Discussion and Analysis; and (5) the Company's key talent management strategies and programs, including management succession planning.

(g) The Board, directly and through its Nominating and Corporate Governance Committee, provides oversight with respect to a variety of matters including (1) identifying appropriate criteria and candidates for Board membership, (2) reviewing and approving director compensation; (3) overseeing processes for evaluating the performance of the Board, its committees and individual directors; and
(4) overseeing other significant governance programs, including those related to environmental and social matters.

(h) The Board, directly and through its Law Committee, provides oversight with respect to a variety of matters, including significant legal and litigation matters.

(i) In carrying out its responsibilities, the Board relies upon the aptitude and integrity of executive management as well as outside auditors and other advisors which it consults. The Board strives to promote a corporate culture based on integrity and considers the interests of MSA customers, suppliers, employees, and the communities in which MSA operates.

II. Board Composition and Election

(a) The size and make-up of the Board is based upon the Company's needs. While the Board believes that eight to ten directors currently is the most effective and appropriate number, it reserves the right to consider changes in size at any such time that doing so would in its opinion serve the best interests of the Company.

(b) A majority of directors must be "Independent" in accordance with applicable laws, the regulations of the U.S. Securities and Exchange Commission, and the listing standards of the New York Stock Exchange, as determined by the Board. Providing independent judgment is fundamental to the Board's oversight function. The Board annually determines and identifies its independent directors in accordance with the criteria set forth in its Independence Standards for Directors, which can be found on the MSA website.

(c) The Board will select the Chairman of the Board and the CEO and determine from time to time whether the positions of Chairman and CEO are to be combined and filled by one person or separated and filled by two persons. The authority, duties and responsibilities of the Chairman will be determined by the Board and include, at a minimum the following:

(1) Preside at all meetings of the Board.

(2) Chair the annual meeting of shareholders.

(3) Collaborate with the CEO to establish the annual Board calendar.

(4) Collaborate with the CEO on the development of Board meeting agendas and ensure appropriate follow through on Board requested actions from meeting to meeting.

(5) Carry out other responsibilities as may be requested from the Board from time to time.

(d) When the Chairman is an independent director, the authority, duties and responsibilities of the Chairman will also include the following:

(1) Serve as the principal liaison between the independent directors and the CEO, including regular communication with directors to obtain their views and advice, to work to improve Board performance, to facilitate communications among directors, and to communicate to the CEO and Chairman the concerns of the independent directors.

(2) Call for and convene meetings of the independent directors as necessary.

(3) Preside at all executive sessions of the Board's independent directors and help to set a balanced tone for director feedback.

(4) Preside at Board meetings at which the Chairman is not present.

(5) Collaborate with the Chairman and CEO to prepare and approve schedules and agendas for Board meetings, ensuring that input is received from directors and management.

(6) Retain outside advisors to be engaged by the Board on board-wide matters.

(7) Together with the Chair of the Compensation and Talent Management Committee, contribute to the annual performance evaluation summary of the CEO and participate in its communication to the CEO.

(e) When the Chairman of the Board is not an independent director, the Board will annually appoint an independent Lead Director. The Lead Director is expected to bring an independent perspective to the performance of their responsibilities. The authority, duties and responsibilities of the Lead Director will be determined by the Board and include at a minimum those listed in paragraph II(d) above.

(f) The Board periodically considers its composition and acknowledges the importance of board refreshment. The responsibility for recommending to the Board, nominees for membership on the Board, rests with the Nominating and Corporate Governance Committee. The fundamental criterion for selecting a prospective director is 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.

(g) Directors experiencing or planning a significant change in principal occupation or qualifications shall immediately offer a letter of resignation to the Board. The Board will evaluate the Director's continued suitability for service on the Board and will accept the Director's resignation, if warranted.

(h) Ethical conduct is of absolute importance in carrying out the affairs of MSA, and the Board expects all directors, officers, and employees, to always act with integrity and comply with the MSA Global Code of Business Conduct. The Board will resolve potential conflicts of interest involving a director and will not permit a waiver of the MSA Global Code of Business Conduct for a director or executive officer, except with the express consent of the Board. In the event of such a waiver, prompt disclosure will be made via our website or other appropriate means.

(i) The Board maintains the following guidelines with respect to other board service:

(1) Directors may serve on no more than two other boards of listed companies, and the CEO may serve on no more than one other board of a listed company.

(2) A director who is considering an invitation to join the board of any other for-profit company, including but not limited to a listed company, shall notify the Chairman of the Nominating and Corporate Governance Committee in advance, who will then consult with the Chairman, CEO, Lead Director, and Chief Legal Officer to evaluate whether any potential conflicts of interest may exist. The Chairman of the Nominating and Corporate Governance Committee shall expeditiously communicate such determination to the affected director.

(j) Directors elected by the Board between annual meetings of shareholders will stand for election at the next annual meeting of shareholders.

(k) The Company follows a plurality voting standard for the uncontested election of directors, subject to the following guidelines:

(1) If a nominee for director in an "uncontested election of directors", at a meeting for the election of directors at which a quorum is present, does not receive the vote of at least "the majority of the votes cast," the director will be required to promptly tender an offer of resignation to the Board. For the purposes of this provision of the Guidelines, an "uncontested election of directors" is an election other than one in which

the number of director nominees exceeds the number of directorships subject to election or proxies are being solicited by a person other than the Company, and "the majority of the votes cast" means that the number of shares voted "for" a director's election exceeds 50% of the total number of votes cast with respect to that director's election. "Votes cast with respect to that director's election" shall include votes "for" such director's election and votes to "withhold authority," for such director's election, but shall exclude any abstentions and failures to vote (e.g., brokers non-votes) with respect to that director's election.

(2) The Nominating and Corporate Governance Committee will make a recommendation to the Board as to whether to accept or reject any tendered resignation. The Board must act on the tendered resignation, taking into account the Nominating and Corporate Governance Committee's recommendation, within 90 days from the date of the certification of the election results. The Board shall promptly publicly disclose its decision regarding the tendered resignation by furnishing a Form 8-K or other report to the U.S. Securities and Exchange Commission, including its rationale for accepting or rejecting the resignation offer. In making its recommendation the Nominating and Corporate Governance Committee, and in making its decision the Board, may each consider any factors or other information that it considers appropriate and relevant, including but not limited to (i) the stated reasons, if any, why shareholders withheld their votes, (ii) possible alternatives for curing the underlying cause of the withheld votes, (iii) the director's qualifications,
(iv) the director's past and expected future contributions to the Company, and (v) the overall composition of the Board.

(3) The director who tenders a resignation will not participate in the recommendation of the Nominating and Corporate Governance Committee or the decision of the Board with respect to the resignation. If a majority of the Nominating and Corporate Governance Committee members do not receive the vote of at least the majority of the votes cast in an uncontested director election in which such members are standing for election, then the independent directors of the Board shall appoint a committee of independent directors to consider the tendered resignations and recommend to the Board whether to accept the resignations.

(4) The Board may accept a director's resignation or reject the resignation. If the Board accepts a director's resignation the Board, in its sole discretion, may fill any resulting vacancy pursuant to the provisions of Section 2.01(d) of the Bylaws or may decrease the size of the Board pursuant to the provisions of Section 2.01(a) of the Bylaws. If a director's resignation is not accepted by the Board, such director will continue to serve until the later of (i) the next annual meeting, or (ii) until their successor is duly elected, or until their earlier resignation or removal.

(l) The Board maintains a director retirement policy, which is reviewed periodically. Pursuant to the policy, each incumbent director shall retire from the Board at the annual meeting of shareholders in the year of their seventy-fifth (75^{th}) birthday.

III. Board Operations

(a) The Board holds at least five regular meetings per calendar year. Additional meetings may be scheduled and held throughout the year as necessary for the Board to fulfill its obligations. For each board meeting, the CEO and Secretary propose an agenda which is then confirmed by the Chairman (and the Lead Director, when the Chairman is not independent) after soliciting comments from the other directors. All directors are ordinarily expected to attend the annual shareholders' meeting.

(b) Prior to each meeting, directors are provided with materials such as the meeting agenda, background information, supporting data, summaries, and other information necessary to enable them to effectively prepare for each meeting. From time to time, the Board may meet on matters for which there will be no advanced distribution of written material. The Board may also periodically receive written materials of interest between meetings.

(c) It is the Company's practice for independent directors to meet in executive session at each Board meeting, if deemed necessary, and at least one such session is held per calendar year.

(d) Directors have full access to the executive management of the Company. The Board may also retain or consult with independent counsel, consultants, or other experts without first notifying, consulting with, or obtaining the approval of the executive management of the Company.

(e) It is a policy of the Board that executive management speaks for the Company. To that end, directors refer inquiries from reporters, journalists, other members of the media, or similar constituencies to the executive management of the Company.

IV. Board Organization and Committees

(a) The Board has the following standing committees: Audit Committee, Compensation and Talent Management Committee, Nominating and Corporate Governance Committee and Law Committee. All directors serving on the Audit, Compensation and Talent Management, and Nominating and Corporate Governance committees are "independent", as determined by the Board, taking into consideration applicable laws, the regulations of the Securities and Exchange Commission, and the listing standards of the New York Stock Exchange. The Board may form other committees from time to time, as deemed necessary to fulfill the best interests of the Company.

(b) The purpose, scope, and authority of each committee are defined by the Company's by-laws and the applicable committee charters adopted by the Board.

(c) Each committee is led by a chairperson, who is appointed by the Board annually. All committee members are also appointed by the Board. Committee chairpersonships and memberships are based upon factors deemed appropriate by the Board, such as the member's business and professional experience, qualifications and

public service.

(d) The Board intends to rotate committee chairpersons once every five years. While rotation of Board committee members is also considered periodically, the Board does not believe in such rotation as a policy, since continuity and experience are important considerations for ensuring the achievement of committee goals.

(e) The chairperson of each committee, in consultation with the committee members and appropriate executive management, determines the frequency of meetings and the development of meeting agendas. Each chairperson will convene, as necessary and appropriate, executive sessions comprised of the independent directors on the committee.

V. Director Compensation

(a) It is the goal of the Board to obtain and retain highly talented and qualified directors. To serve that end, director compensation is reviewed regularly by the Nominating and Corporate Governance Committee. In determining appropriate compensation, the Committee will periodically retain the services of professional consultants that will compare director compensation at companies of similar size, scope and markets to that of the Company. All changes to the compensation of directors must be approved by the Board.

(b) It is the practice of the Board that a substantial portion of each director's compensation be paid in the form of Company stock by awarding restricted shares.

(c) Non-management directors are expected to conform with the share ownership guidelines for directors, currently a stock value equivalent to five (5) times the annual base retainer. This share ownership guideline is expected to be attained within five (5) years of election to the Board.

VI. Board, Committee and Director Evaluation

(a) The Board and its committees annually assess their own performance based on the results of performance evaluations, the results of which are reviewed with the Board. Management, and in some cases the committees' outside advisors, participate in the assessments.

(b) The Board maintains an individual director and lead director peer assessment process to provide feedback to each director and the lead director, enabling them to continually enhance their performance, and to inform the Board as to each director's fitness of re-nomination.

VII. Management Evaluation and Succession Planning

(a) The Compensation and Talent Management Committee annually evaluates the performance of the CEO based upon specific criteria established for that year, including performance of the business, accomplishment of long-term strategic

objectives, the development of management and completion of annual goals. This evaluation is then reported to the independent directors of the Board. The independent directors of the Board approve the CEO's annual performance evaluation, taking into consideration the Compensation and Talent Management Committee's evaluation.

(b) The Board is responsible for the oversight of executive management development and succession planning. To that end, and among other steps, the Board periodically monitors and reviews the development of potential internal candidates, to ensure a plan of succession is in place in the event of a planned or unplanned departure of the current CEO or other executive officer.

VIII. Director Orientation and Training

(a) Company management provides orientation to its new directors. Among other things, orientation consists of written materials and briefings as well as in-person sessions regarding the Company's corporate and management structure, business unit operations, significant financial and accounting issues, Global Code of Business Conduct, and risk management matters.

(b) The Nominating and Corporate Governance Committee oversees and encourages continuing education for all directors and recommends applicable educational opportunities as appropriate.

IX. Communication of Concerns

(a) Any interested party may report concerns to the Board or the Audit Committee by contacting the Office of the Senior Vice President, Secretary and Chief Legal Officer at 1000 Cranberry Woods Drive, Cranberry Township, Pennsylvania 16066 (724/741-8224) or the MSA Ethics Guideline toll free reporting resource at 1-800-205-5119 or http://www.msasafety.com/ethicsguideline. All concerns will be addressed promptly.

X. Availability and Review

(a) These Guidelines are publicly available on the MSA web site by visiting http://www.msasafety.com. Copies may also be obtained upon request to the contacts noted in section IX(a) above.

(b) The Nominating and Corporate Governance Committee periodically reviews these Guidelines and recommends any changes to the Board.