

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549
FORM 10-Q**

QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
For the quarter ended March 31, 2024
or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

Commission File No. 1-15579



MSA SAFETY INCORPORATED

(Exact name of registrant as specified in its charter)

Pennsylvania
(State or other jurisdiction of
incorporation or organization)

46-4914539
(IRS Employer
Identification No.)

1000 Cranberry Woods Drive
Cranberry Township, Pennsylvania
(Address of principal executive offices)

16066-5207
(Zip Code)

Registrant's telephone number, including area code: (724) 776-8600

Former name or former address, if changed since last report: N/A

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files). Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large Accelerated Filer

Accelerated filer

Non-accelerated filer

Smaller reporting company

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

Securities registered pursuant to Section 12(b) of the Act:

Title of each class
Common Stock, no par value

Trading Symbol(s)
MSA

Name of each exchange on which is registered
New York Stock Exchange

As of April 26, 2024, 39,382,242 shares of common stock, of the registrant were outstanding.

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PART I. FINANCIAL INFORMATION**Item 1. Financial Statements**

MSA SAFETY INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

Unaudited

| (In thousands, except per share values) | Three Months Ended March 31, | |
|--|------------------------------|--------------|
| | 2024 | 2023 |
| Net sales | \$ 413,302 | \$ 398,262 |
| Cost of products sold | 217,771 | 216,864 |
| Gross profit | 195,531 | 181,398 |
| Selling, general and administrative | 94,150 | 91,091 |
| Research and development | 15,919 | 15,232 |
| Restructuring charges (Note 3) | 3,017 | 1,747 |
| Currency exchange losses, net | 2,333 | 4,175 |
| Loss on divestiture of MSA LLC (Note 17) | — | 129,211 |
| Product liability expense (Note 17) | — | 3 |
| Operating income (loss) | 80,112 | (60,061) |
| Interest expense | 10,740 | 11,476 |
| Other income, net | (6,235) | (3,800) |
| Total other expense, net | 4,505 | 7,676 |
| Income (loss) before income taxes | 75,607 | (67,737) |
| Provision for income taxes (Note 10) | 17,468 | 82,436 |
| Net income (loss) | \$ 58,139 | \$ (150,173) |
| Earnings (loss) per share attributable to common shareholders (Note 9): | | |
| Basic | \$ 1.48 | \$ (3.83) |
| Diluted | \$ 1.47 | \$ (3.83) |
| Dividends per common share | \$ 0.47 | \$ 0.46 |

The accompanying notes are an integral part of the unaudited condensed consolidated financial statements.

MSA SAFETY INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (LOSS)

Unaudited

| (In thousands) | Three Months Ended March 31, | |
|---|-------------------------------------|--------------|
| | 2024 | 2023 |
| Net income (loss) | \$ 58,139 | \$ (150,173) |
| Other comprehensive gains (losses), net of tax: | | |
| Foreign currency translation adjustments (Note 6) | (10,673) | 11,194 |
| Pension and post-retirement plan actuarial gains, net of tax (Note 6) | 374 | 439 |
| Unrealized gain on available-for-sale securities (Note 6) | — | 2 |
| Total other comprehensive (loss) gain, net of tax | (10,299) | 11,635 |
| Comprehensive income (loss) | \$ 47,840 | \$ (138,538) |

The accompanying notes are an integral part of the unaudited condensed consolidated financial statements.

MSA SAFETY INCORPORATED
CONDENSED CONSOLIDATED BALANCE SHEETS

Unaudited

| (In thousands) | March 31, 2024 | December 31, 2023 |
|--|---------------------|---------------------|
| Assets | | |
| Cash and cash equivalents | \$ 148,329 | \$ 146,442 |
| Trade receivables, less allowance for credit loss of \$7,597 and \$7,065 | 279,084 | 294,678 |
| Inventories (Note 4) | 305,556 | 292,604 |
| Prepaid income taxes | 13,497 | 12,912 |
| Prepaid expenses and other current assets | 46,479 | 39,634 |
| Total current assets | <u>792,945</u> | <u>786,270</u> |
| Property, plant and equipment, net (Note 5) | 210,955 | 211,877 |
| Operating lease right-of-use assets, net | 54,458 | 53,298 |
| Prepaid pension cost (Note 14) | 175,891 | 172,161 |
| Deferred tax assets (Note 10) | 34,443 | 33,065 |
| Goodwill (Note 13) | 625,049 | 627,534 |
| Intangible assets, net (Note 13) | 260,925 | 266,134 |
| Other noncurrent assets | 19,664 | 19,811 |
| Total assets | <u>\$ 2,174,330</u> | <u>\$ 2,170,150</u> |
| Liabilities | | |
| Notes payable and current portion of long-term debt (Note 12) | \$ 26,462 | \$ 26,522 |
| Accounts payable | 117,125 | 111,872 |
| Employees' compensation | 38,360 | 73,386 |
| Income taxes payable (Note 10) | 34,231 | 19,972 |
| Other current liabilities | 100,348 | 101,066 |
| Total current liabilities | <u>316,526</u> | <u>332,818</u> |
| Long-term debt, net (Note 12) | 569,692 | 575,170 |
| Pensions and other employee benefits (Note 14) | 142,016 | 143,967 |
| Noncurrent operating lease liabilities | 45,126 | 44,495 |
| Deferred tax liabilities (Note 10) | 102,228 | 102,419 |
| Other noncurrent liabilities | 3,988 | 4,479 |
| Total liabilities | <u>\$ 1,179,576</u> | <u>\$ 1,203,348</u> |
| Equity | | |
| Preferred stock, 4.5% cumulative, \$50 par value (Note 7) | \$ 3,569 | \$ 3,569 |
| Common stock, no par value (Note 7) | 315,241 | 312,324 |
| Treasury shares, at cost (Note 7) | (367,599) | (363,284) |
| Accumulated other comprehensive loss (Note 6) | (139,548) | (129,249) |
| Retained earnings | 1,183,091 | 1,143,442 |
| Total shareholders' equity | <u>994,754</u> | <u>966,802</u> |
| Total liabilities and shareholders' equity | <u>\$ 2,174,330</u> | <u>\$ 2,170,150</u> |

The accompanying notes are an integral part of the unaudited condensed consolidated financial statements.

MSA SAFETY INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

Unaudited

| (In thousands) | Three Months Ended March 31, | |
|--|------------------------------|-------------------|
| | 2024 | 2023 |
| Operating Activities | | |
| Net income (loss) | \$ 58,139 | \$ (150,173) |
| Depreciation and amortization | 15,559 | 14,572 |
| Tax-effected loss on divestiture of MSA LLC (Note 17) | — | 199,578 |
| Stock-based compensation (Note 11) | 4,187 | 6,270 |
| Pension income (Note 14) | (2,208) | (2,020) |
| Deferred income tax benefit (Note 10) | (2,190) | (237) |
| Loss on asset dispositions, net | 51 | 739 |
| Pension contributions (Note 14) | (1,316) | (2,046) |
| Currency exchange losses, net | 2,333 | 4,175 |
| Product liability expense (Note 17) | — | 3 |
| Product liability payments (Note 17) | — | (5,250) |
| Contribution on divestiture of MSA LLC (Note 17) | — | (341,186) |
| Changes in: | | |
| Trade receivables | 12,132 | 21,662 |
| Inventories (Note 4) | (14,946) | (7,404) |
| Accounts payable | 6,175 | (7,320) |
| Other current assets and liabilities | (26,328) | (18,041) |
| Other noncurrent assets and liabilities | (702) | 769 |
| Cash Flow From (Used in) Operating Activities | 50,886 | (285,909) |
| Investing Activities | | |
| Capital expenditures | (11,219) | (8,402) |
| Property disposals and other investing | — | 35 |
| Cash Flow Used in Investing Activities | (11,219) | (8,367) |
| Financing Activities | | |
| Proceeds from long-term debt (Note 12) | 326,000 | 801,000 |
| Payments on long-term debt (Note 12) | (331,010) | (505,588) |
| Debt issuance costs | — | (913) |
| Cash dividends paid | (18,490) | (18,045) |
| Company stock purchases (Note 7) | (5,838) | (3,687) |
| Exercise of stock options (Note 7) | 253 | 4 |
| Cash Flow (Used in) From Financing Activities | (29,085) | 272,771 |
| Effect of exchange rate changes on cash, cash equivalents and restricted cash | (8,676) | (2,287) |
| Increase (decrease) in cash, cash equivalents and restricted cash | 1,906 | (23,792) |
| Beginning cash, cash equivalents and restricted cash | 148,408 | 164,428 |
| Ending cash, cash equivalents and restricted cash | \$ 150,314 | \$ 140,636 |
| Supplemental cash flow information: | | |
| Cash and cash equivalents | \$ 148,329 | \$ 138,906 |
| Restricted cash included in prepaid expenses and other current assets | 1,985 | 1,730 |
| Total cash, cash equivalents and restricted cash | \$ 150,314 | \$ 140,636 |

The accompanying notes are an integral part of the unaudited condensed consolidated financial statements.

MSA SAFETY INCORPORATED
CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN RETAINED EARNINGS
AND ACCUMULATED OTHER COMPREHENSIVE LOSS

Unaudited

| (In thousands, except per share values) | Retained Earnings | Accumulated Other Comprehensive (Loss) |
|---|----------------------|---|
| Balances December 31, 2022 | \$ 1,158,347 | \$ (158,717) |
| Net loss | (150,173) | — |
| Foreign currency translation adjustments | — | 11,194 |
| Pension and post-retirement plan adjustments, net of tax expense of \$278 | — | 439 |
| Unrecognized net gains on available-for-sale securities (Note 16) | — | 2 |
| Common dividends (\$0.46 per share) | (18,035) | — |
| Preferred dividends (\$0.5625 per share) | (10) | — |
| Balances March 31, 2023 | \$ 990,129 | \$ (147,082) |
| Balances December 31, 2023 | \$ 1,143,442 | \$ (129,249) |
| Net income | 58,139 | — |
| Foreign currency translation adjustments | — | (10,673) |
| Pension and post-retirement plan adjustments, net of tax benefit of \$14 | — | 374 |
| Common dividends (\$0.47 per share) | (18,480) | — |
| Preferred dividends (\$0.5625 per share) | (10) | — |
| Balances March 31, 2024 | \$ 1,183,091 | \$ (139,548) |

The accompanying notes are an integral part of the unaudited condensed consolidated financial statements.

MSA SAFETY INCORPORATED
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

Unaudited

Note 1—Basis of Presentation

The condensed consolidated financial statements of MSA Safety Incorporated and its subsidiaries ("MSA" or "the Company") are unaudited. These unaudited condensed consolidated financial statements include all adjustments, consisting of normal recurring adjustments, considered necessary by management to fairly state the Company's results. Intercompany accounts and transactions have been eliminated. The results reported in these unaudited condensed consolidated financial statements are not necessarily indicative of the results that may be expected for the entire year. The December 31, 2023, Balance Sheet data was derived from the audited Consolidated Balance Sheets, but does not include all disclosures required by accounting principles generally accepted in the United States of America ("U.S. GAAP"). This Form 10-Q report should be read in conjunction with MSA's Form 10-K for the year ended December 31, 2023, which includes all disclosures required by U.S. GAAP.

Note 2—Cash and Cash Equivalents

Several of the Company's subsidiaries participate in a notional cash pooling arrangement to manage global liquidity requirements. As part of a master netting arrangement, the participants combine their cash balances in pooling accounts at the same financial institution with the ability to offset bank overdrafts of one participant against positive cash account balances held by another participant. Under the terms of the master netting arrangement, the financial institution has the right, ability and intent to offset a positive balance in one account against an overdrawn amount in another account. Amounts in each of the accounts are unencumbered and unrestricted with respect to use. As such, the net cash balance related to this pooling arrangement is included in Cash and cash equivalents in the unaudited Condensed Consolidated Balance Sheets.

The Company's net cash pool position consisted of the following:

| (In thousands) | March 31, 2024 |
|----------------------------|----------------|
| Gross cash pool position | \$ 95,488 |
| Less: cash pool borrowings | (94,644) |
| Net cash pool position | \$ 844 |

Note 3—Restructuring Charges

During the three months ended March 31, 2024, we recorded restructuring charges of \$3.0 million. Americas segment restructuring charges of \$0.3 million during the three months ended March 31, 2024, were related to manufacturing footprint optimization activities. International segment restructuring charges of \$1.9 million during the three months ended March 31, 2024, were related to management restructuring and ongoing initiatives to drive profitable growth and improve productivity. Corporate segment restructuring charges of \$0.8 million during the three months ended March 31, 2024, were related to footprint optimization activities and management restructuring.

During the three months ended March 31, 2023, we recorded restructuring charges of \$1.7 million. Americas segment restructuring charges of \$1.4 million during the three months ended March 31, 2023, were related to manufacturing footprint optimization activities. Corporate segment restructuring charges of \$0.6 million during the three months ended March 31, 2023, were primarily related to various optimization activities.

Restructuring reserves are included in Other current liabilities in the accompanying unaudited Condensed Consolidated Balance Sheets. Activity and reserve balances for restructuring by segment were as follows:

| (In millions) | Americas | International | Corporate | Total |
|--|----------|---------------|-----------|---------|
| Reserve balances at December 31, 2022 | \$ 1.7 | \$ 12.8 | \$ 0.5 | \$ 15.0 |
| Restructuring charges | 3.1 | 4.7 | 2.1 | 9.9 |
| Currency translation | (0.1) | 0.1 | — | — |
| Cash payments / utilization | (3.9) | (8.6) | (2.6) | (15.1) |
| Reserve balances at December 31, 2023 | \$ 0.8 | \$ 9.0 | \$ — | \$ 9.8 |
| Restructuring charges | 0.3 | 1.9 | 0.8 | 3.0 |
| Currency translation | — | (0.2) | — | (0.2) |
| Cash payments | (0.6) | (2.9) | (0.3) | (3.8) |
| Reserve balances at March 31, 2024 | \$ 0.5 | \$ 7.8 | \$ 0.5 | \$ 8.8 |

Note 4—Inventories

The following table sets forth the components of inventory:

| (In thousands) | March 31, 2024 | December 31, 2023 |
|----------------------------|----------------|-------------------|
| Finished products | \$ 89,899 | \$ 88,687 |
| Work in process | 19,136 | 15,378 |
| Raw materials and supplies | 196,521 | 188,539 |
| Total inventories | \$ 305,556 | \$ 292,604 |

Note 5—Property, Plant and Equipment

The following table sets forth the components of property, plant and equipment, net:

| (In thousands) | March 31, 2024 | December 31, 2023 |
|------------------------------------|----------------|-------------------|
| Land | \$ 4,303 | \$ 4,332 |
| Buildings | 140,918 | 141,027 |
| Machinery and equipment | 488,301 | 498,148 |
| Construction in progress | 24,851 | 24,404 |
| Total | 658,373 | 667,911 |
| Less: accumulated depreciation | (447,418) | (456,034) |
| Property, plant and equipment, net | \$ 210,955 | \$ 211,877 |

Note 6—Reclassifications Out of Accumulated Other Comprehensive Loss

Changes in accumulated other comprehensive loss were as follows:

| (In thousands) | Three Months Ended March 31, | |
|---|------------------------------|--------------|
| | 2024 | 2023 |
| Pension and other post-retirement benefits ^(a) | | |
| Balance at beginning of period | \$ (42,652) | \$ (50,335) |
| Amounts reclassified from accumulated other comprehensive loss into net income (loss): | | |
| Amortization of prior service credit (Note 14) | (9) | (24) |
| Recognized net actuarial losses (Note 14) | 397 | 185 |
| Tax (benefit) expense | (14) | 278 |
| Total amount reclassified from accumulated other comprehensive loss, net of tax, into net income (loss) | 374 | 439 |
| Balance at end of period | \$ (42,278) | \$ (49,896) |
| Available-for-sale securities | | |
| Balance at beginning of period | \$ — | \$ (2) |
| Unrealized net gains on available-for-sale securities (Note 16) | — | 2 |
| Balance at end of period | \$ — | \$ — |
| Foreign currency translation | | |
| Balance at beginning of period | \$ (86,597) | \$ (108,380) |
| Foreign currency translation adjustments | (10,673) | 11,194 |
| Balance at end of period | \$ (97,270) | \$ (97,186) |

^(a) Reclassifications out of accumulated other comprehensive loss and into net income (loss) are included in the computation of net periodic pension and other post-retirement benefit costs (refer to Note 14—Pensions and Other Post-retirement Benefits).

Note 7—Capital Stock

Preferred Stock - The Company has authorized 100,000 shares of \$50 par value 4.5% cumulative preferred nonvoting stock which is callable at \$52.50. There were 71,340 shares issued and 52,998 shares held in treasury at both March 31, 2024 and December 31, 2023. The Treasury shares at cost line in the unaudited Condensed Consolidated Balance Sheets includes \$1.8 million related to preferred stock. There were no shares of preferred stock purchased and subsequently held in treasury during the three months ended March 31, 2024 or 2023. The Company has also authorized 1,000,000 shares of \$10 par value second cumulative preferred voting stock. No shares have been issued as of March 31, 2024, or December 31, 2023.

Common Stock - The Company has authorized 180,000,000 shares of no par value common stock. There were 62,081,391 shares issued as of March 31, 2024 and December 31, 2023. No new shares were issued during the three months ended March 31, 2024 or 2023. There were 39,381,219 and 39,317,212 shares outstanding at March 31, 2024 and December 31, 2023, respectively.

Treasury Shares - The Company's stock repurchase program authorizes up to \$100.0 million to repurchase MSA common stock in the open market and in private transactions. The stock repurchase program has no expiration date. The maximum number of shares that may be repurchased is calculated based on the dollars remaining under the program and the respective month-end closing share price. During the three months ended March 31, 2024, and 2023, no shares were repurchased under this program. There were 22,700,172 and 22,764,179 treasury shares at March 31, 2024 and December 31, 2023, respectively.

The Company issues treasury shares for all stock-based benefit plans. Shares are issued from treasury at the average treasury share cost on the date of the transaction. There were 95,428 and 26,774 Treasury shares issued for these purposes during the three months ended March 31, 2024 and 2023, respectively.

Common stock activity is summarized as follows:

| (In thousands) | Three Months Ended March 31, 2024 | | Three Months Ended March 31, 2023 | |
|---|-----------------------------------|------------------------------|-----------------------------------|------------------------------|
| | Common Stock | Treasury Cost ^(a) | Common Stock | Treasury Cost ^(a) |
| Balance at beginning of period | \$ 312,324 | \$ (361,684) | \$ 281,980 | \$ (359,838) |
| Stock compensation expense | 4,187 | — | 6,270 | — |
| Restricted and performance stock awards | (1,436) | 1,436 | (1,244) | 1,244 |
| Stock options exercised | 166 | 87 | 3 | 1 |
| Treasury shares purchased for stock compensation programs | — | (5,838) | — | (3,687) |
| Balance at end of period | \$ 315,241 | \$ (365,999) | \$ 287,009 | \$ (362,280) |

^(a)Excludes treasury cost related to preferred stock.

Note 8—Segment Information

The Company is organized into four geographical operating segments that are based on management responsibilities: Northern North America; Latin America; Europe, Middle East & Africa; and Asia Pacific. The operating segments have been aggregated (based on economic similarities, the nature of their products, end-user markets and methods of distribution) into three reportable segments: Americas, International, and Corporate.

The Americas segment is comprised of our operations in Northern North American and Latin American geographies. The International segment is comprised of our operations in all geographies outside of the Americas. Certain global expenses are allocated to each segment in a manner consistent with where the benefits from the expenses are derived.

The Company's sales are allocated to each segment based primarily on the country destination of the end-customer.

Adjusted operating income (loss), adjusted operating margin, adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) and adjusted EBITDA margin are the measures used by the chief operating decision maker to evaluate segment performance and allocate resources. Adjusted operating income (loss) is defined as operating income (loss) excluding restructuring charges, currency exchange (gains) losses, product liability expense, loss on divestiture of Mine Safety Appliances Company, LLC ("MSA LLC"), transaction costs and acquisition-related amortization. Adjusted operating margin is defined as adjusted operating income (loss) divided by segment net sales to external customers. Adjusted EBITDA is defined as adjusted operating income (loss) plus depreciation and amortization. Adjusted EBITDA margin is defined as adjusted EBITDA divided by segment net sales to external customers.

The accounting principles applied at the operating segment level in determining operating income (loss) are generally the same as those applied at the unaudited condensed consolidated financial statement level. Sales and transfers between operating segments are accounted for at market-based transaction prices and are eliminated in consolidation.

Reportable segment information is presented in the following table:

| (In thousands, except percentages) | Americas | International | Corporate | Consolidated Totals |
|---|------------|---------------|-----------|------------------------|
| Three Months Ended March 31, 2024 | | | | |
| Net sales to external customers | \$ 295,539 | \$ 117,763 | \$ — | \$ 413,302 |
| Operating income | | | | 80,112 |
| Restructuring charges (Note 3) | | | | 3,017 |
| Currency exchange losses, net | | | | 2,333 |
| Amortization of acquisition-related intangible assets | | | | 2,314 |
| Transaction costs ^(a) | | | | 233 |
| Adjusted operating income (loss) | 86,218 | 13,486 | (11,695) | 88,009 |
| Adjusted operating margin % | 29.2 % | 11.5 % | | |
| Depreciation and amortization | | | | 13,245 |
| Adjusted EBITDA | 95,693 | 17,045 | (11,484) | 101,254 |
| Adjusted EBITDA margin % | 32.4 % | 14.5 % | | |
| Three Months Ended March 31, 2023 | | | | |
| Net sales to external customers | \$ 280,267 | \$ 117,995 | \$ — | \$ 398,262 |
| Operating loss | | | | (60,061) |
| Restructuring charges (Note 3) | | | | 1,747 |
| Currency exchange losses, net | | | | 4,175 |
| Loss on divestiture of MSA LLC (Note 17) | | | | 129,211 |
| Product liability expense (Note 17) | | | | 3 |
| Amortization of acquisition-related intangible assets | | | | 2,305 |
| Adjusted operating income (loss) | 71,694 | 15,779 | (10,093) | 77,380 |
| Adjusted operating margin % | 25.6 % | 13.4 % | | |
| Depreciation and amortization | | | | 12,267 |
| Adjusted EBITDA | 80,494 | 19,058 | (9,905) | 89,647 |
| Adjusted EBITDA margin % | 28.7 % | 16.2 % | | |

^(a) Transaction costs include advisory, legal, accounting, valuation, and other professional or consulting fees incurred during acquisitions and divestitures. These costs are included in Selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Operations.

Total sales by product group was as follows:

| Three Months Ended March 31, 2024 (In thousands, except percentages) | Consolidated | | Americas | | International | |
|---|--------------|---------|------------|---------|---------------|---------|
| | Dollars | Percent | Dollars | Percent | Dollars | Percent |
| Firefighter Safety ^(a) | \$ 163,694 | 40% | \$ 122,252 | 41% | \$ 41,442 | 35% |
| Detection ^(b) | 139,216 | 34% | 96,295 | 33% | 42,921 | 36% |
| Industrial PPE and Other ^(c) | 110,392 | 26% | 76,992 | 26% | 33,400 | 29% |
| Total | \$ 413,302 | 100% | \$ 295,539 | 100% | \$ 117,763 | 100% |

| Three Months Ended March 31, 2023 (In thousands, except percentages) | Consolidated | | Americas | | International | |
|---|--------------|---------|------------|---------|---------------|---------|
| | Dollars | Percent | Dollars | Percent | Dollars | Percent |
| Firefighter Safety ^(a) | \$ 139,388 | 35% | \$ 102,056 | 36% | \$ 37,332 | 32% |
| Detection ^(b) | 146,601 | 37% | 99,311 | 35% | 47,290 | 40% |
| Industrial PPE and Other ^(c) | 112,273 | 28% | 78,900 | 29% | 33,373 | 28% |
| Total | \$ 398,262 | 100% | \$ 280,267 | 100% | \$ 117,995 | 100% |

^(a) Firefighter Safety includes Breathing Apparatus and Firefighter Helmets and Protective Apparel.

^(b) Detection includes Fixed Gas and Flame Detection and Portable Gas detection.

^(c) Industrial PPE and Other includes Industrial Head Protection, Fall Protection and Non-Core.

Note 9—Earnings (Loss) per Share

Basic earnings (loss) per share is computed by dividing net income, after the deduction of preferred stock dividends and undistributed earnings allocated to participating securities, by the weighted average number of common shares outstanding during the period. Diluted earnings (loss) per share assumes the issuance of common stock for all potentially dilutive share equivalents outstanding not classified as participating securities. Participating securities are defined as unvested stock-based compensation awards that contain nonforfeitable rights to dividends.

| (In thousands, except per share values) | Three Months Ended March 31, | |
|--|------------------------------|--------------|
| | 2024 | 2023 |
| Net income (loss) | \$ 58,139 | \$ (150,173) |
| Preferred stock dividends | (10) | (10) |
| Net income (loss) attributable to common equity | 58,129 | (150,183) |
| Dividends and undistributed earnings allocated to participating securities | (7) | — |
| Net income (loss) attributable to common shareholders | 58,122 | (150,183) |
| Basic weighted-average shares outstanding | 39,360 | 39,224 |
| Stock-based compensation awards ^(a) | 196 | — |
| Diluted weighted-average shares outstanding | 39,556 | 39,224 |
| Antidilutive shares | — | 180 |
| Earnings (loss) per share: | | |
| Basic | \$ 1.48 | \$ (3.83) |
| Diluted | \$ 1.47 | \$ (3.83) |

^(a) During periods in which the Company incurs a net loss, stock-based compensation awards are excluded from the computation of diluted earnings per share because their effect would be anti-dilutive. As such, during periods in which the Company incurs a net loss, diluted weighted-average shares outstanding are equivalent to basic weighted-average shares outstanding.

Note 10—Income Taxes

The Company's effective tax rate for the three months ended March 31, 2024, was 23.1%, which differs from the United States of America ("U.S.") federal statutory rate of 21% primarily due to state income taxes and nondeductible compensation. The Company's effective tax rate for the three months ended March 31, 2023, was (121.7)%, which differs from the U.S. federal statutory rate of 21% primarily due to the divestiture of MSA LLC and the non-deductible loss recorded on the derecognition of the product liability reserves and related assets. Refer to Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q for further information on this transaction.

At March 31, 2024, the Company had a gross liability for unrecognized tax benefits of \$7.2 million. The Company has recognized tax benefits associated with these liabilities of \$0.5 million at March 31, 2024. The gross liability includes amounts associated with foreign tax exposure in prior periods.

The Company recognizes interest and penalties related to unrecognized tax benefits in interest expense and operating expenses, respectively. The Company's liability for accrued interest related to uncertain tax positions was \$0.2 million at March 31, 2024.

We are subject to regular review and audit by both foreign and domestic tax authorities. While we believe our tax positions will be sustained, the final outcome of tax audits and related litigation may differ materially from the tax amounts recorded in our unaudited condensed consolidated financial statements.

Note 11—Stock Plans

The 2023 Management Equity Incentive Plan provides for various forms of stock-based compensation for eligible employees through May 2033 including stock options, restricted stock awards, restricted stock units and performance stock units. The 2017 Non-Employee Directors' Equity Incentive Plan provides for grants of stock options, restricted stock awards and restricted stock units to non-employee directors through May 2027.

Stock compensation expense, included in Selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Operations, is as follows:

| (In thousands) | Three Months Ended March 31, | |
|--|------------------------------|----------|
| | 2024 | 2023 |
| Stock compensation expense | \$ 4,187 | \$ 6,270 |
| Income tax benefit | 1,026 | 1,536 |
| Stock compensation expense, net of tax | \$ 3,161 | \$ 4,734 |

We have not capitalized any stock-based compensation expense.

A summary of stock option activity for the three months ended March 31, 2024, is as follows:

| | Shares | Weighted Average Exercise Price |
|---|---------|---------------------------------|
| Outstanding at January 1, 2024 | 26,536 | \$ 45.95 |
| Exercised | (5,465) | 46.32 |
| Outstanding and exercisable at March 31, 2024 | 21,071 | \$ 45.85 |

Restricted stock awards and restricted stock units are valued at the market value of the stock on the grant date. A summary of restricted stock activity for the three months ended March 31, 2024, is as follows:

| | Shares | Weighted Average Grant Date Fair Value |
|-----------------------------|----------|--|
| Unvested at January 1, 2024 | 173,851 | \$ 142.73 |
| Granted | 71,472 | 177.30 |
| Vested | (21,864) | 169.67 |
| Forfeited | (2,454) | 143.89 |
| Unvested at March 31, 2024 | 221,005 | \$ 151.23 |

Performance stock units that have a market condition modifier are valued at an estimated fair value using a Monte Carlo model. The final number of shares to be issued for performance stock units granted in the first quarter of 2024 may range from 0% to 200% of the target award based on achieving the specified performance targets over the performance period plus an additional modifier based on total shareholder return ("TSR") over the performance period. The following weighted average assumptions were used in estimating the fair value of the performance stock units granted in the first quarter of 2024.

| | |
|-------------------------|----------|
| Fair value per unit | \$181.31 |
| Risk-free interest rate | 4.34% |
| Expected dividend yield | 1.19% |
| Expected volatility | 25.9% |
| MSA stock beta | 0.728 |

The risk-free interest rate is based on the U.S. Treasury Constant Maturity rates as of the grant date converted into an implied spot rate yield curve. Expected dividend yield is based on the most recent annualized dividend divided by the one year average closing share price. Expected volatility is based on the three year historical volatility preceding the grant date using daily stock prices. Expected life is based on historical stock option exercise data.

A summary of performance stock unit activity for the three months ended March 31, 2024, is as follows:

| | Shares | Weighted Average Grant Date Fair Value |
|--|----------|--|
| Unvested at January 1, 2024 | 189,221 | \$ 146.17 |
| Granted | 40,231 | 177.30 |
| Performance adjustments ^(a) | 18,714 | 197.16 |
| Vested | (69,504) | 175.53 |
| Forfeited | (2,202) | 141.61 |
| Unvested at March 31, 2024 | 176,460 | \$ 147.17 |

^(a)Performance adjustments relate primarily to the final number of shares issued for the 2021 performance unit awards which vested in the first quarter of 2024 at 174% of the target award based on both cumulative performance against EBITDA margin and revenue growth targets and MSA's TSR during the three-year performance period.

Note 12—Long-Term Debt

| (In thousands) | March 31, 2024 | December 31, 2023 |
|---|-------------------|-------------------|
| 2016 Senior Notes payable through 2031, 3.40%, net of debt issuance costs | \$ 53,887 | \$ 62,081 |
| 2021 Senior Notes payable through 2036, 2.69%, net of debt issuance costs | 99,738 | 99,733 |
| 2021 Senior Notes payable through 2036, 2.69%, net of debt issuance costs | 99,738 | 99,733 |
| 2023 Term Loan credit agreement maturing in 2026, net of debt issuance costs | 224,421 | 230,604 |
| 2023 Senior Notes payable through 2028, 5.25%, net of debt issuance costs | 49,943 | 49,939 |
| Senior revolving credit facility maturing in 2026, net of debt issuance costs | 68,427 | 59,602 |
| Total | 596,154 | 601,692 |
| Amounts due within one year | 26,462 | 26,522 |
| Long-term debt, net of debt issuance costs | \$ 569,692 | \$ 575,170 |

On May 24, 2021, the Company entered into a Fourth Amended and Restated Credit Agreement (the “Revolving Credit Facility” or “Facility”) that extended its term through May 24, 2026 and increased the capacity to \$900.0 million. The agreement was amended in August 2021 and June 2023 to transition from Sterling LIBOR reference rates and U.S. LIBOR reference rates. Under the amended agreement, the Company may elect either a Base rate of interest (“BASE”) or an interest rate based on Secured Overnight Financing Rate (“SOFR”). The BASE is a daily fluctuating per annum rate equal to the highest of (i) 0.00%, (ii) the Overnight Bank Funding Rate, plus 0.5%, (iii) the Prime Rate (iv) the Daily Simple SOFR rate, plus 1.00%. The Company pays a credit spread of 0 to 175 basis points based on the Company’s net EBITDA leverage ratio and elected rate (BASE or SOFR). The Company has a weighted average revolver interest rate of 6.22% as of March 31, 2024. At March 31, 2024, \$829.5 million of the existing \$900.0 million Revolving Credit Facility was unused, including letters of credit issued under the Facility. The Facility also provides an accordion feature that allows the Company to access an additional \$400.0 million of capacity pending approval by MSA’s board of directors and from the bank group.

On July 1, 2021, the Company entered into a Third Amended and Restated Multi-Currency Note Purchase and Private Shelf Agreement (the “Prudential Note Agreement”) with PGIM, Inc. (“Prudential”). The Prudential Note Agreement provided for (i) the issuance of \$100.0 million of 2.69% Series C Senior Notes due July 1, 2036 and (ii) the establishment of an uncommitted note issuance facility whereby the Company may request, subject to Prudential’s acceptance in its sole discretion, the issuance of up to \$335.0 million aggregate principal amount of senior unsecured notes. As of March 31, 2024, the Company has outstanding £42.7 million (approximately \$54.0 million at March 31, 2024) of 3.4% Series B Senior Notes due January 22, 2031. Remaining maturities of this note are £6.1 million (approximately \$7.7 million at March 31, 2024) due annually through January 2031.

On July 1, 2021, the Company entered into a Second Amended and Restated Master Note Facility (the “NYL Note Facility”) with NYL Investors. The NYL Note Facility provided for (i) the issuance of \$100.0 million of 2.69% Series A Senior Notes due July 1, 2036, and (ii) the establishment of an uncommitted note issuance facility whereby the Company may request, subject to NYL Investors’ acceptance in its sole discretion, the issuance of up to \$200.0 million aggregate principal amount of senior unsecured notes.

On June 29, 2023, the Company issued \$50 million of 5.25% Series B Senior Notes due July 1, 2028, pursuant to the NYL Note Facility (the “Notes”). The Notes bear interest at 5.25% per annum, payable semi-annually, and mature on July 1, 2028. The Notes provide for a principal payment of \$25 million on July 1, 2027, with the remaining \$25 million due on July 1, 2028. The Notes may be redeemed at the Company’s option prior to their maturity at a make-whole redemption price calculated as provided in the NYL Note Facility. The proceeds of the Notes were used on June 29, 2023, to pay down an equivalent amount of borrowings under the Company’s Revolving Credit Facility with PNC Bank, National Association, as Administrative Agent.

On January 5, 2023, the Company entered into a new \$250 million term loan facility to fund the divestiture of MSA LLC, a wholly owned subsidiary. Under the agreement, the Company may elect either BASE or an interest rate based on SOFR. The Company pays a credit spread of 0 to 200 basis points based on the Company’s net EBITDA leverage ratio and elected rate. The Company had a Term Loan interest rate of 6.42% as of March 31, 2024.

The Revolving Credit Facility, Prudential Note Agreement and NYL Note Facility require the Company to comply with specified financial covenants, including a requirement to maintain a minimum fixed charges coverage ratio of not less than 1.50 to 1.00 and a consolidated leverage ratio not to exceed 3.50 to 1.00; except during an acquisition period, defined as four consecutive fiscal quarters beginning with the quarter of acquisition, in which case the consolidated net leverage ratio shall not exceed 4.00 to 1.00; in each case calculated on the basis of the trailing four fiscal quarters. In addition, the agreements contain negative covenants limiting the ability of the Company and its subsidiaries to incur additional indebtedness or issue guarantees, create or incur liens, make loans and investments, make acquisitions, transfer or sell assets, enter into transactions with affiliated parties, make changes in its organizational documents that are materially adverse to lenders or modify the nature of the Company's or its subsidiaries' business. All credit facilities exclude MSA LLC prior to the divestiture of this subsidiary on January 5, 2023, as discussed further in Note 17.

As of March 31, 2024, the Company was in full compliance with the restrictive covenants under its various credit agreements.

The Company had outstanding bank guarantees and standby letters of credit with banks as of March 31, 2024, totaling \$9.3 million, of which \$1.1 million relate to the Revolving Credit Facility. The letters of credit serve to cover customer requirements in connection with certain sales orders and insurance companies. The Company is also required to provide cash collateral in connection with certain arrangements. At March 31, 2024, the Company has \$2.0 million of restricted cash in support of these arrangements.

Note 13—Goodwill and Intangible Assets, Net

Changes in goodwill during the three months ended March 31, 2024, were as follows:

| (In thousands) | Goodwill |
|----------------------------|------------|
| Balance at January 1, 2024 | \$ 627,534 |
| Currency translation | (2,485) |
| Balance at March 31, 2024 | \$ 625,049 |

At March 31, 2024, goodwill of \$447.6 million and \$177.4 million related to the Americas and International reportable segments, respectively.

Changes in intangible assets, net, during the three months ended March 31, 2024, were as follows:

| (In thousands) | Intangible Assets |
|--------------------------------|-------------------|
| Net balance at January 1, 2024 | \$ 266,134 |
| Amortization expense | (4,436) |
| Currency translation | (773) |
| Net balance at March 31, 2024 | \$ 260,925 |

At March 31, 2024, intangible assets, net, includes a trade name related to Globe Manufacturing Company, LLC ("Globe") with an indefinite life totaling \$60.0 million.

Note 14—Pensions and Other Post-retirement Benefits

Components of Net periodic benefit (income) cost consisted of the following:

| (In thousands) | Pension Benefits | | Other Benefits | |
|---|------------------|------------|----------------|--------|
| | 2024 | 2023 | 2024 | 2023 |
| Three Months Ended March 31, | | | | |
| Service cost | \$ 2,315 | \$ 1,884 | \$ 44 | \$ 53 |
| Interest cost | 5,970 | 5,918 | 248 | 273 |
| Expected return on plan assets | (10,812) | (9,906) | — | — |
| Amortization of prior service cost (credit) | 37 | 37 | (46) | (61) |
| Recognized net actuarial losses | 282 | 47 | 115 | 138 |
| Net periodic benefit (income) cost ^(a) | \$ (2,208) | \$ (2,020) | \$ 361 | \$ 403 |

^(a) Components of Net periodic benefit (income) cost other than service cost are included in the line item Other income, net, and service costs are included in the line items Cost of products sold and Selling, general and administrative in the unaudited Condensed Consolidated Statements of Operations.

We made contributions of \$1.3 million and \$2.0 million to our pension plans during the three months ended March 31, 2024, and 2023, respectively. We expect to make net contributions of \$5.3 million to our pension plans in 2024, which are primarily associated with statutorily required plans in the International reporting segment.

Note 15—Derivative Financial Instruments

As part of our currency exchange rate risk management strategy, we enter into certain derivative foreign currency forward contracts that do not meet the U.S. GAAP criteria for hedge accounting but have the impact of partially offsetting certain of our foreign currency exposures. We account for these forward contracts at fair value and report the related gains or losses in currency exchange losses, net, in the unaudited Condensed Consolidated Statements of Operations. The notional amount of open forward contracts was \$115.0 million and \$110.9 million at March 31, 2024, and December 31, 2023, respectively.

The following table presents the unaudited Condensed Consolidated Balance Sheets location and fair value of assets and liabilities associated with derivative financial instruments:

| (In thousands) | March 31, 2024 | December 31, 2023 |
|---|----------------|-------------------|
| Derivatives not designated as hedging instruments: | | |
| Foreign exchange contracts: prepaid expenses and other current assets | \$ 148 | \$ 2,210 |
| Foreign exchange contracts: accrued restructuring and other current liabilities | 660 | 242 |

The following table presents the unaudited Condensed Consolidated Statements of Operations and unaudited Condensed Consolidated Statements of Cash Flows location and the loss (gain) impact of derivative financial instruments:

| (In thousands) | Three Months Ended March 31, | |
|---|------------------------------|----------|
| | 2024 | 2023 |
| Derivatives not designated as hedging instruments: | | |
| Foreign exchange contracts: currency exchange losses, net | \$ 1,758 | \$ (502) |

Note 16—Fair Value Measurements

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value hierarchy consists of three broad levels, which gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1) and the lowest priority to unobservable inputs (Level 3). The three levels of the fair value hierarchy are:

- Level 1—Observable inputs that reflect unadjusted quoted prices for identical assets or liabilities in active markets.
- Level 2—Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3—Unobservable inputs for the asset or liability.

The valuation methodologies we used to measure financial assets and liabilities are also used to value the derivative financial instruments described in Note 15—Derivative Financial Instruments. We estimate the fair value of the derivative financial instruments, consisting of foreign currency forward contracts, based upon valuation models with inputs that generally can be verified by observable market conditions and do not involve significant management judgment. Accordingly, the fair values of the derivative financial instruments are classified within Level 2 of the fair value hierarchy. With the exception of our fixed rate long-term debt, we believe that the reported carrying amounts of our financial assets and liabilities approximate their fair values.

The reported carrying amount of our fixed rate long-term debt was \$304.0 million and \$312.2 million at March 31, 2024, and December 31, 2023, respectively. The fair value of this debt was \$265.2 million and \$278.7 million at March 31, 2024, and December 31, 2023, respectively. The fair value of this debt was determined using Level 2 inputs by evaluating similarly rated companies with publicly traded bonds where available or current borrowing rates available for financings with similar terms and maturities.

Note 17—Commitments and Contingencies**Product liability**

The Company and its subsidiaries face an inherent business risk of exposure to legal claims arising from the alleged failure of our products to prevent the types of personal injury or death against which they are designed to protect. Product liability claims are categorized as either single incident or cumulative trauma.

Single incident product liability claims. Single incident product liability claims involve incidents of short duration that are typically known when they occur and involve observable injuries, which provide an objective basis for quantifying damages. Management has established reserves for the single incident product liability claims of the Company's various subsidiaries, including asserted single incident product liability claims and incurred but not reported ("IBNR") single incident claims. To determine the reserves, Management makes reasonable estimates of losses for single incident claims based on the number and characteristics of asserted claims, historical experience, sales volumes, expected settlement costs, and other relevant information. The reserve for single incident product liability claims was \$1.4 million at March 31, 2024 and \$1.3 million at December 31, 2023. Single incident product liability expense was \$0.1 million for both the three months ended March 31, 2024, and 2023. Single incident product liability exposures are evaluated on an annual basis, or more frequently if changing circumstances warrant. Adjustments are made to the reserve as appropriate. The reserve has not been discounted to present value and does not include future amounts which will be spent to defend the claims.

Cumulative trauma product liability claims. Cumulative trauma product liability claims involve alleged exposures to harmful substances (e.g., silica, asbestos and coal dust) that occurred years ago and may have developed over long periods of time into diseases such as silicosis, asbestosis, mesothelioma, or coal worker's pneumoconiosis. Prior to the divestiture described below, one of the Company's former subsidiaries, MSA LLC, was named as a defendant in various lawsuits related to such claims. These lawsuits mainly involve respiratory protection products allegedly manufactured and sold by MSA LLC or its predecessors.

On January 5, 2023, the Company entered into a membership interest purchase agreement (the “Purchase Agreement”) with Sag Main Holdings, LLC (the “Buyer”). The Buyer was a joint venture between R&Q Insurance Holdings Ltd. (“R&Q”) and Obra Capital, Inc. (“Obra”). Under the Purchase Agreement, on January 5, 2023, the Company transferred to the Buyer all of the issued and outstanding limited liability company interests of MSA LLC (the “Sale”). In connection with the closing, the Company contributed \$341.2 million in cash and cash equivalents, while R&Q and Obra contributed an additional \$35.0 million.

MSA LLC was the obligor for the claims to which the Company's legacy cumulative trauma product liability reserves relate and policyholder of the related insurance assets. The rights and obligations related to these items remained with MSA LLC upon the sale to the Buyer. In addition, pursuant to the Purchase Agreement, the Buyer and MSA LLC have agreed to indemnify the Company and its affiliates for legacy cumulative trauma product liabilities and other product liabilities, and a subsidiary of the Company has agreed to indemnify MSA LLC for all other historical liabilities of MSA LLC. This indemnification is not subject to any cap or time limitation. In connection with the sale, the Company and its Board of Directors received a solvency opinion from an independent advisory firm that MSA LLC was solvent and adequately capitalized after giving effect to the transaction.

Following the completion of the transaction, the Company no longer has any obligation with respect to pending and future cumulative trauma product liability claims relating to these matters. As such, all legacy cumulative trauma product liability reserves, related insurance assets, and associated deferred tax assets of the divested subsidiary were derecognized from our balance sheet and the Company incurred a tax-effected loss on the divestiture of MSA LLC of \$199.6 million, including transaction related costs of \$5.6 million. The Buyer has assumed management of the divested subsidiary, including the management of its claims and associated assets.

Below is a summary of the impact of the divestiture of MSA LLC on our unaudited Condensed Consolidated Statements of Operations for the three months ended March 31, 2023 (no additional impact for the three months ended March 31, 2024):

| (In millions) | Three Months Ended March 31, 2023 |
|---|--------------------------------------|
| Cash and cash equivalents | \$ (341.2) |
| Current insurance receivables | (17.3) |
| Notes receivable, insurance companies | (5.9) |
| Noncurrent insurance receivables | (110.3) |
| Notes receivable, insurance companies, noncurrent | (38.7) |
| Current product liability | 65.1 |
| Noncurrent product liability | 324.7 |
| Loss on divestiture of MSA LLC before transaction costs | (123.6) |
| Transaction costs | (5.6) |
| Loss on divestiture of MSA LLC | (129.2) |
| Income tax expense ^(a) | (70.4) |
| Tax-effected loss on divestiture of MSA LLC | \$ (199.6) |

^(a) Related to the write-off of deferred tax asset related to product liability reserve

Other Litigation

Globe, a subsidiary of the Company, is defending claims in which plaintiffs assert that certain products allegedly containing per- and polyfluoroalkyl substances (“PFAS”) have caused harm, including injury or health issues. PFAS are a large class of substances that are widely used in everyday products. Specifically, Globe builds firefighter turnout gear from technical fabrics sourced from a small pool of specialty textile manufacturers. These protective fabrics have been tested and certified to meet current National Fire Protection Association safety standards, and some of them as supplied to Globe contain or historically have contained PFAS to achieve performance characteristics such as water, oil, or chemical resistance.

Globe believes it has valid defenses to these claims. These matters are at a very early stage with numerous factual and legal issues to be resolved. Defense costs relating to these lawsuits are recognized in the unaudited Condensed Consolidated Statements of Operations as incurred. Globe is also pursuing insurance coverage and indemnification related to the lawsuits. As of April 22, 2024, Globe was named as a defendant in 600 lawsuits comprised of approximately 12,189 claims, plus one action filed on behalf of a putative class of Florida firefighters and certain of their dependents. Certain of these lawsuits include MSA Safety Inc. or other Globe affiliates as defendants.

MSA LLC is also a defendant in a number of PFAS lawsuits and the Buyer assumed responsibility for these and any similar future claims specific to MSA LLC in connection with the divestiture on January 5, 2023.

Product Warranty

The Company provides warranties on certain product sales. Product warranty reserves are established in the same period that revenue from the sale of the related products is recognized, or in the period that a specific issue arises as to the functionality of the Company's product. The determination of such reserves requires the Company to make estimates of product return rates and expected costs to repair or to replace the products under warranty.

The amounts of the reserves are based on established terms and the Company's best estimate of the amounts necessary to settle future and existing claims on products sold as of the balance sheet date. If actual return rates and/or repair and replacement costs differ significantly from estimates, adjustments to recognize additional cost of sales may be required in future periods.

The following table reconciles changes in the Company's accrued warranty reserve:

| (In thousands) | Three Months Ended March 31, 2024 | | Year Ended December 31, 2023 | |
|--|--------------------------------------|---------|---------------------------------|---------|
| Beginning warranty reserve | \$ | 14,288 | \$ | 15,230 |
| Warranty payments | | (2,374) | | (9,794) |
| Warranty claims | | 2,141 | | 8,899 |
| Provision for product warranties and other adjustments | | (70) | | (47) |
| Ending warranty reserve | \$ | 13,985 | \$ | 14,288 |

Warranty expense was \$2.1 million and \$2.4 million for the three months ended March 31, 2024, and 2023, respectively, and is included in Costs of products sold on the unaudited Condensed Consolidated Statements of Operations.

Outstanding Performance Obligations

The Company derives a portion of its revenue from various leasing arrangements where the Company is the lessor, primarily fire service contracts entered into by Bristol. Such arrangements provide for monthly payments covering equipment provided, maintenance and interest. These arrangements meet the criteria to be accounted for as sales-type leases under Accounting Standards Codification ("ASC") 842 and contain both lease and non-lease components.

Revenue from equipment provided is considered a lease component and recognized with point in time revenue recognition upon lease commencement. Maintenance revenue, which is considered a non-lease component, and interest is recognized monthly over the lease term. As of March 31, 2024, the Company had remaining maintenance performance obligations of approximately \$31.2 million which are expected to be recognized to revenue in less than 4 years.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

The following discussion and analysis should be read in conjunction with the historical financial statements and other financial information included elsewhere in this quarterly report on Form 10-Q. This discussion may contain forward-looking statements that involve risks and uncertainties. The forward-looking statements are not historical facts, but rather are based on current expectations, estimates, assumptions and projections about our industry, business and future financial results. Our actual results could differ materially from the results contemplated by these forward-looking statements due to a number of factors, including those discussed in the sections of our annual report entitled "Forward-Looking Statements" and "Risk Factors," and those discussed in our Form 10-Q quarterly reports filed after such annual report (such as in Part II, Item 1A, "Risk Factors.")

BUSINESS OVERVIEW

MSA Safety Incorporated is the global leader in advanced safety products, technology and solutions. Driven by its singular mission of safety, the Company has been at the forefront of safety innovation since 1914, protecting workers and facility infrastructure around the world across a broad range of diverse end markets while creating sustainable value for shareholders. The Company's comprehensive product line, which is governed by rigorous safety standards across highly regulated industries, is used to protect workers and facility infrastructures around the world in a broad range of markets, including fire service, energy, utility, construction and industrial manufacturing applications as well as heating, ventilation, air conditioning and refrigeration ("HVAC-R"). The Company's product portfolio includes firefighter safety gear where core products include self-contained breathing apparatus ("SCBA"), protective apparel and helmets; detection where core products include fixed gas and flame detection ("FGFD") systems and portable gas detection instruments; and industrial personal protective equipment ("PPE") where core products include industrial head protection and fall protection devices.

A detailed listing of our significant product offerings in the aforementioned product groups above is included in MSA's Annual Report on Form 10-K for the year ended December 31, 2023.

We tailor our product offerings and distribution strategy to satisfy distinct customer preferences that vary across geographic regions. To best serve these customer preferences, we have organized our business into four geographical operating segments that are aggregated into three reportable segments: Americas, International and Corporate.

Americas. Our largest manufacturing and research and development facilities are located in the United States. We serve our markets across the Americas with manufacturing facilities in the U.S., Mexico and Brazil. Operations in the other countries within the Americas segment focus primarily on sales and distribution in their respective home country markets.

International. Our International segment includes companies in Europe, the Middle East and Africa ("EMEA") and the Asia Pacific region. In our largest International subsidiaries (in Germany, France, U.K., Ireland and China), we develop, manufacture and sell a wide variety of products. In China, the products manufactured are sold primarily in China as well as in regional markets. Operations in other International segment countries focus primarily on sales and distribution in their respective home country markets. Although some of these companies may perform limited production, most of their sales are of products manufactured in our plants in Germany, France, the U.S., U.K., Ireland, Morocco and China or are purchased from third-party vendors.

Corporate. The Corporate segment primarily consists of general and administrative expenses incurred in our corporate headquarters, costs associated with corporate development initiatives, legal expense, interest expense, foreign exchange gains or losses and other centrally-managed costs. Corporate general and administrative costs comprise the majority of the expense in the Corporate segment.

RESULTS OF OPERATIONS

Three Months Ended March 31, 2024, Compared to Three Months Ended March 31, 2023

Net Sales. Net sales for the three months ended March 31, 2024, were \$413.3 million, an increase of \$15.0 million, or 3.8%, compared to \$398.3 million in the same period last year. Please refer to the Net Sales table for a reconciliation of the quarter over quarter sales change.

| Net Sales (In millions) | Three Months Ended March 31, | | Dollar Increase | Percent Increase |
|----------------------------|------------------------------|----------------|--------------------|---------------------|
| | 2024 | 2023 | | |
| Consolidated | \$413.3 | \$398.3 | \$15.0 | 3.8% |
| Americas | 295.5 | 280.3 | 15.2 | 5.4% |
| International | 117.8 | 118.0 | (0.2) | (0.2)% |

| Net Sales (Percent Change) | Three Months Ended March 31, 2024 versus March 31, 2023 | | |
|-----------------------------------|--|---------------|--------------|
| | Americas | International | Consolidated |
| GAAP reported sales change | 5.4% | (0.2)% | 3.8% |
| Currency translation effects | (0.6)% | (0.9)% | (0.7)% |
| Constant currency sales change | 4.8% | (1.1)% | 3.1% |

Note: Constant currency sales change is a non-GAAP financial measure provided by the Company to give a better understanding of the Company's underlying business performance. Constant currency sales change is calculated by deducting the percentage impact from currency translation effects from the overall percentage change in net sales.

Net sales for the Americas segment were \$295.5 million in the first quarter of 2024, an increase of \$15.2 million, or 5.4%, compared to \$280.3 million in the first quarter of 2023. Constant currency sales in the Americas segment increased 4.8%. This growth was driven by an increase in firefighter safety products, partially offset by declines in detection and industrial PPE.

Net sales for the International segment were \$117.8 million in the first quarter of 2024, a decrease of \$0.2 million, or 0.2%, compared to \$118.0 million for the first quarter of 2023. Constant currency sales in the International segment decreased 1.1% during the quarter. Growth in our EMEA region was offset by a decline in our APAC region, particularly in Industrial PPE.

The operating environment remains dynamic, and we continue to navigate these challenges to continue delivering solutions to our customers. Backlog continued to be slightly elevated, specifically in Detection and Industrial PPE, due to certain supply chain challenges. While the supply chain continues to be volatile, we're working closely with our suppliers and now expect backlog to normalize by the end of the year. Orders were healthy in the quarter and through April. Looking forward, we continue to expect to generate mid-single digit sales growth in 2024.

Refer to Note 8—Segment Information to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q, for information regarding sales by product group.

Gross profit. Gross profit for the first quarter of 2024 was \$195.5 million, an increase of \$14.1 million or 7.8%, compared to \$181.4 million for the first quarter of 2023. The ratio of gross profit to net sales was 47.3% in the first quarter of 2024 compared to 45.5% in the same quarter last year. Improved productivity and price/cost management are the leading drivers of the increase year over year.

Selling, general and administrative expenses. Selling, general and administrative ("SG&A") expenses were \$94.2 million during the first quarter of 2024, an increase of \$3.1 million or 3.4%, compared to \$91.1 million for the same period a year ago. Overall, SG&A expenses were 22.8% of net sales during the first quarter of 2024, compared to 22.9% of net sales during the same period in 2023. Constant currency SG&A increased by approximately \$2.7 million or 3.0%. The increase in SG&A was driven by the higher level of sales and inflation partially offset by lower variable compensation.

Please refer to the SG&A expenses table for a reconciliation of the quarter over quarter expense change.

| Selling, general, and administrative expenses (Percent Change) | Three Months Ended March 31, 2024 versus March 31, 2023 |
|---|--|
| | Consolidated |
| GAAP reported change | 3.4% |
| Currency translation effects | (0.4)% |
| Constant currency change | 3.0% |

Research and development expense. Research and development expense was \$15.9 million during the first quarter of 2024, an increase of \$0.7 million, compared to \$15.2 million during the first quarter of 2023. Research and development expense was 3.9% of net sales in the first quarter of 2024 and 3.8% in the first quarter of 2023.

During the first quarter of 2024 and 2023, we capitalized \$3.4 million and \$3.0 million of software development costs, respectively. Depreciation expense for capitalized software development cost of \$2.7 million and \$2.3 million during the first quarter of 2024 and 2023, respectively, was recorded in costs of products sold on the unaudited Condensed Consolidated Statements of Operations.

MSA remains committed to dedicating significant resources to research and development activities, including the development of technology-based safety solutions. As we continue to invest a significant portion of our new product development into technology-based safety solutions, we anticipate that the historical relationship of research and development expense to net sales will continue to evolve; however, we do not anticipate reductions in the relative level of total spend on research and development activities on an annual basis. Total spend on both software development and research and development activities was \$19.3 million and \$18.2 million during the first quarter of March 31, 2024, and 2023, respectively.

Restructuring charges. Restructuring charges of \$3.0 million during the first quarter of 2024 were primarily related to management restructuring and initiatives to adjust our cost structure and optimize our manufacturing footprint. Restructuring charges of \$1.7 million during the first quarter of 2023 were related to manufacturing footprint optimization activities. We remain focused on executing programs to further optimize our cost structure.

Currency exchange. Currency exchange losses were \$2.3 million in the first quarter of 2024 compared to \$4.2 million in the first quarter of 2023. Currency exchange activity for both periods related primarily to foreign currency exposure on unsettled inter-company balances and recognized exchange loss for our Argentina affiliate operating in a hyper-inflationary environment. Refer to Note 15—Derivative Financial Instruments to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q, for information regarding our currency exchange rate risk management strategy.

Product liability expense. Product liability expense for the first quarter of both 2024 and 2023 was minimal due to our divestiture of MSA LLC in January 2023, as discussed further in Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q.

Loss on divestiture of MSA LLC. The \$129.2 million pre-tax loss on divestiture of MSA LLC for the first quarter of 2023 relates to the derecognition of all legacy cumulative trauma product liability reserves and related insurance assets of the divested subsidiary during the first quarter of 2023. The loss also includes a \$341.2 million contribution of cash and cash equivalents, as well as transaction related costs of \$5.6 million. Refer to Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q for further information.

GAAP operating income. Consolidated operating income for the first quarter of 2024 was \$80.1 million compared to loss of \$60.1 million in the same period last year. The increase in operating income was primarily driven by the loss on divestiture of MSA LLC in the prior year as well as higher sales and gross margin in the Americas segment partially offset by increased SG&A.

Adjusted operating income. Americas adjusted operating income for the first quarter of 2024 was \$86.2 million, an increase of \$14.5 million or 20.3% compared to \$71.7 million in the prior year first quarter. The increase in adjusted operating income is attributable to higher sales and gross profit, partially offset by higher SG&A expenses to support business growth.

International adjusted operating income for the first quarter of 2024 was \$13.5 million, a decrease of \$2.3 million, or 14.5%, compared to \$15.8 million in the prior year first quarter. The decrease in adjusted operating income is primarily attributable to lower gross profit due to unfavorable geographical mix and higher inflationary pressures.

Corporate segment adjusted operating loss for the first quarter of 2024 was \$11.7 million, an increase of \$1.6 million in comparison to an adjusted operating loss of \$10.1 million in the first quarter of 2023, driven by inflation and increased professional service fees associated with various strategic initiatives.

The following tables represent a reconciliation from GAAP operating income to adjusted operating income (loss) and adjusted EBITDA. Adjusted operating margin % is calculated as adjusted operating income (loss) divided by net sales and adjusted EBITDA margin % is calculated as adjusted EBITDA divided by net sales.

| Adjusted operating income (loss) (In thousands) | Three Months Ended March 31, 2024 | | | |
|---|-----------------------------------|---------------|-----------|--------------|
| | Americas | International | Corporate | Consolidated |
| Net sales to external customers | \$ 295,539 | \$ 117,763 | \$ — | \$ 413,302 |
| Operating income | | | | 80,112 |
| Restructuring charges (Note 3) | | | | 3,017 |
| Currency exchange losses, net | | | | 2,333 |
| Amortization of acquisition-related intangible assets | | | | 2,314 |
| Transaction costs ^(a) | | | | 233 |
| Adjusted operating income (loss) | 86,218 | 13,486 | (11,695) | 88,009 |
| Adjusted operating margin % | 29.2 % | 11.5 % | | |
| Depreciation and amortization | | | | 13,245 |
| Adjusted EBITDA | 95,693 | 17,045 | (11,484) | 101,254 |
| Adjusted EBITDA margin % | 32.4 % | 14.5 % | | |

(a) Transaction costs include advisory, legal, accounting, valuation, and other professional or consulting fees incurred during acquisitions and divestitures. These costs are included in selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Operations.

| Adjusted operating income (loss) (In thousands) | Three Months Ended March 31, 2023 | | | |
|---|-----------------------------------|---------------|-----------|--------------|
| | Americas | International | Corporate | Consolidated |
| Net sales to external customers | \$ 280,267 | \$ 117,995 | \$ — | \$ 398,262 |
| Operating loss | | | | (60,061) |
| Restructuring charges (Note 3) | | | | 1,747 |
| Currency exchange losses, net | | | | 4,175 |
| Loss on divestiture of MSA LLC (Note 17) | | | | 129,211 |
| Product liability expense (Note 17) | | | | 3 |
| Amortization of acquisition-related intangible assets | | | | 2,305 |
| Adjusted operating income (loss) | 71,694 | 15,779 | (10,093) | 77,380 |
| Adjusted operating margin % | 25.6 % | 13.4 % | | |
| Depreciation and amortization | | | | 12,267 |
| Adjusted EBITDA | 80,494 | 19,058 | (9,905) | 89,647 |
| Adjusted EBITDA margin % | 28.7 % | 16.2 % | | |

Note: Adjusted operating income (loss) and adjusted EBITDA are non-GAAP financial measures. Adjusted operating income (loss) is reconciled above to the nearest GAAP financial measure, Operating income (loss), and excludes restructuring, currency exchange, product liability expense, loss on divestiture of MSA LLC, transaction costs and acquisition-related amortization. Adjusted EBITDA is reconciled above to the nearest GAAP financial measure, Operating income (loss) and excludes depreciation and amortization expense. Adjusted operating margin % and Adjusted EBITDA % are operating ratios derived from non-GAAP financial measures.

Total other expense, net. Total other expense, net, for the first quarter of 2024 was \$4.5 million, compared to \$7.7 million for the same period in 2023, driven primarily by decreased interest expense related to reduced debt balances related to prior year borrowings associated with the MSA LLC divestiture as well as increased pension income driven by a higher expected rate of return.

Income taxes. The reported effective tax rate for the first quarter of 2024 was 23.1% compared to (121.7)% for the first quarter of 2023. This significant variance from the prior year is primarily due to the divestiture of MSA LLC and the non deductible loss recorded on the derecognition of the product liability reserves and related assets. Refer to Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q for further information on the MSA LLC divestiture.

We are subject to regular review and audit by both foreign and domestic tax authorities. While we believe our tax positions will be sustained, the final outcome of tax audits and related litigation may differ materially from the tax amounts recorded in our unaudited condensed consolidated financial statements.

Net income. Net income was \$58.1 million for the first quarter of 2024, or \$1.47 per diluted share compared to net loss of \$150.2 million, or \$(3.83) per diluted share, for the same period last year.

LIQUIDITY AND CAPITAL RESOURCES

Our main source of liquidity is operating cash flows, supplemented by borrowings. Our principal liquidity requirements are for working capital, capital expenditures, principal and interest payments on debt, declared dividend payments and acquisitions. At March 31, 2024, approximately 51% of our long-term debt is at fixed interest rates with repayment schedules through 2036. The remainder of our long-term debt is at variable rates on an unsecured revolving credit facility and a term loan, both due in 2026. At March 31, 2024, approximately 85% of our borrowings are denominated in U.S. dollars, which limits our exposure to currency exchange rate fluctuations.

At March 31, 2024, the Company had cash and cash equivalents totaling \$148.3 million and access to sufficient capital, providing ample liquidity and flexibility to continue to maintain our balanced capital allocation strategy that prioritizes growth investments, funding our dividends and servicing debt obligations. Cash, cash equivalents and restricted cash increased \$1.9 million during the three months ended March 31, 2024 compared to cash decreasing \$23.8 million during the same period in 2023. We believe MSA's healthy balance sheet and access to significant capital at March 31, 2024, positions us well to navigate through challenging business conditions, supply chain constraints or other unexpected events.

Operating activities. Operating activities provided cash of \$50.9 million during the three months ended March 31, 2024, compared to using cash of \$285.9 million during the same period in 2023. The improved cash flow from operating activities as compared to the same period in 2023 was primarily related to the prior year contribution of \$341.2 in the divestiture of MSA LLC. Refer to Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q for further information. Cash flow provided by operating activities decreased slightly excluding the cash flow impact of the MSA LLC divestiture as higher cash usage for bonus and incentive payouts related to prior year performance was mostly offset by improved operating results.

Investing activities. Investing activities used cash of \$11.2 million during the three months ended March 31, 2024, compared to using \$8.4 million during the same period in 2023. The increase in cash used in investing activities as compared to the same period in 2023 was related to increased capital expenditures to support our manufacturing footprint optimization activities. We remain committed to evaluating additional acquisition opportunities that will allow us to continue to grow in key end markets and geographies.

Financing activities. Financing activities used cash of \$29.1 million during the three months ended March 31, 2024, compared to providing cash of \$272.8 million during the same period in 2023. During the three months ended March 31, 2024, we had net payments on long-term debt of \$5.0 million as compared to net proceeds from long-term debt of \$295.4 million during the same period in 2023 to fund the MSA LLC divestiture. Since the MSA LLC divestiture in January 2023, we have paid down \$294.1 million of our outstanding borrowings. We paid cash dividends of \$18.5 million during the three months ended March 31, 2024, compared to \$18.0 million in the same period in 2023. We used cash of \$5.8 million during the three months ended March 31, 2024 to repurchase shares related to our employee stock compensation transactions compared to \$3.7 million in the same period in 2023.

CUMULATIVE TRANSLATION ADJUSTMENTS

The position of the U.S. dollar relative to international currencies, primarily the euro, at March 31, 2024, resulted in a translation loss of \$10.7 million being recorded to the cumulative translation adjustments shareholders' equity account during the three months ended March 31, 2024, compared to a \$11.2 million translation gain being recorded to the cumulative translation adjustments shareholders' equity account during the same period in 2023.

COMMITMENTS AND CONTINGENCIES

We made contributions of \$1.3 million to our pension plans during the three months ended March 31, 2024. We expect to make total contributions of approximately \$5.3 million to our pension plans in 2024 primarily associated with statutorily required plans in the International segment.

The Company had outstanding bank guarantees and standby letters of credit with banks as of March 31, 2024, totaling \$9.3 million, of which \$1.1 million relate to the senior revolving credit facility. These letters of credit serve to cover customer requirements in connection with certain sales orders and insurance companies. The Company is also required to provide cash collateral in connection with certain arrangements. At March 31, 2024, the Company has \$2.0 million of restricted cash in support of these arrangements.

We have purchase commitments for materials, supplies, services, and property, plant and equipment as part of our ordinary conduct of business.

Please refer to Note 17—Commitments and Contingencies to the unaudited condensed consolidated financial statements in Part I Item 1 of this Form 10-Q for further discussion on the Company's single incident and cumulative trauma product liabilities.

CRITICAL ACCOUNTING POLICIES AND ESTIMATES

We prepare our unaudited condensed consolidated financial statements in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"). The preparation of these unaudited condensed consolidated financial statements requires us to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses, and the related disclosures. We evaluate these estimates and judgments on an on-going basis based on historical experience and various assumptions that we believe to be reasonable under the circumstances. However, different amounts could be reported if we had used different assumptions and in light of different facts and circumstances. Actual amounts could differ from the estimates and judgments reflected in our unaudited condensed consolidated financial statements.

The more critical judgments and estimates used in the preparation of our unaudited condensed consolidated financial statements are discussed in Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations in our Annual Report on Form 10-K for the year ended December 31, 2023.

RECENTLY ADOPTED AND RECENTLY ISSUED ACCOUNTING STANDARDS

None.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

Market risk represents the risk of adverse changes in the value of a financial instrument caused by changes in currency exchange rates, interest rates and equity prices. We are exposed to market risks related to currency exchange rates and interest rates.

Currency exchange rate sensitivity. We are subject to the effects of fluctuations in currency exchange rates on various transactions and on the translation of the reported financial position and operating results of our non-U.S. companies from local currencies to U.S. dollars. A hypothetical 10% strengthening or weakening of the U.S. dollar would decrease or increase our reported sales and net income by approximately \$15.7 million or 3.8% and \$2.1 million or 3.6%, respectively, for the three months ended March 31, 2024.

When appropriate, we may attempt to limit our transactional exposure to changes in currency exchange rates through forward contracts or other actions intended to reduce existing exposures by creating offsetting currency exposures. At March 31, 2024, we had open foreign currency forward contracts with a U.S. dollar notional value of \$115.0 million. A hypothetical 10% strengthening or weakening of the U.S. dollar would result in a \$11.5 million increase or decrease in the fair value of these contracts at March 31, 2024.

Interest rates. We are exposed to changes in interest rates primarily as a result of borrowing and investing activities used to maintain liquidity and fund business operations.

At March 31, 2024, we had \$304.0 million of fixed rate debt which matures at various dates through 2036. The incremental increase in the fair value of fixed rate long-term debt resulting from a hypothetical 10% decrease in interest rates would be approximately \$9.0 million. However, our sensitivity to interest rate declines and the corresponding increase in the fair value of our debt portfolio would unfavorably affect earnings and cash flows only to the extent that we elected to repurchase or retire all or a portion of our fixed rate debt portfolio at prices above carrying values.

At March 31, 2024, we had \$294.5 million of variable rate borrowings. A 100 basis point increase or decrease in interest rates would have a \$3.0 million impact on future annual earnings under our current capital structure.

Item 4. Controls and Procedures

- (a) *Evaluation of disclosure controls and procedures.* Based on their evaluation as of the end of the period covered by this Form 10-Q, the Company's principal executive officer and principal financial officer have concluded that the Company's disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934 (the "Exchange Act")) are effective to ensure that information required to be disclosed by the Company in reports that it files or submits under the Exchange Act is (i) recorded, processed, summarized and reported within the time periods specified in Securities and Exchange Commission rules and forms and (ii) accumulated and communicated to our management, including the principal executive officer and principal financial officer, as appropriate to allow timely decisions regarding required disclosure.
- (b) *Changes in internal control.* There were no changes in the Company's internal control over financial reporting that occurred during the most recent fiscal quarter that have materially affected, or are reasonably likely to materially affect, the Company's internal control over financial reporting.

PART II. OTHER INFORMATION**Item 2. Unregistered Sales of Equity Securities and Use of Proceeds**

(c) Issuer Purchases of Equity Securities

| Period | Total Number of Shares Purchased | Average Price Paid Per Share | Total Number of Shares Purchased As Part of Publicly Announced Plans or Programs | Maximum Number of Shares That May Yet Be Purchased Under the Plans or Programs |
|---------------|----------------------------------|------------------------------|--|--|
| January 2024 | 64 | \$ 165.03 | — | 165,300 |
| February 2024 | 358 | 178.68 | — | 148,137 |
| March 2024 | 30,999 | 185.92 | — | 140,914 |

The share repurchase program authorizes up to \$100.0 million in repurchases of MSA common stock in the open market and in private transactions. The share repurchase program has no expiration date. The maximum number of shares that may be purchased is calculated based on the dollars remaining under the program and the respective month-end closing share price. There were no shares repurchased during the quarter ended March 31, 2024, under this program. We do not have any other share repurchase programs.

The above shares purchased during the quarter are related to stock-based compensation transactions.

Item 5. Other Information

During the three months ended March 31, 2024, no director or officer of the Company, nor the Company itself, adopted or terminated a “Rule 10b5-1 trading arrangement” or “non-Rule 10b5-1 trading arrangement,” as each term is defined in Item 408(a) of Regulation S-K.

Item 6. Exhibits

(a) Exhibits

10.1* [Termination Agreement, dated as of February 28, 2024, by and between Bob W. Leenen and MSA Europe GmbH](#)

31.1 [Certification of Chief Executive Officer pursuant to Rule 13a-14\(a\)](#)

31.2 [Certification of Chief Financial Officer pursuant to Rule 13a-14\(a\)](#)

32 [Certification of Chief Executive Officer and Chief Financial Officer pursuant to 18 U.S.C. \(S\)1350](#)

101.INS XBRL Instance Document

101.SCH XBRL Taxonomy Extension Schema Document

101.CAL XBRL Taxonomy Extension Calculation Linkbase Document

101.DEF XBRL Taxonomy Extension Definition Linkbase Document

101.LAB XBRL Taxonomy Extension Label Linkbase Document

101.PRE XBRL Taxonomy Extension Presentation Linkbase Document

104 Cover Page Interactive Data File (formatted as Inline XBRL and contained in Exhibit 101)

*The exhibit marked by an asterisk is a management contract or compensatory plan or arrangement.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

MSA SAFETY INCORPORATED

April 30, 2024

/s/ Lee B. McChesney

Lee B. McChesney
Senior Vice President and Chief Financial Officer

/s/ Jonathan D. Buck

Jonathan D. Buck
Chief Accounting Officer and Controller (Principal Accounting Officer)

**TERMINATION AGREEMENT
(Agreement)**

between

MSA Europe GmbH
Schlüsselstrasse 12
8645 Jona

Company

and

Bob Willem Leenen
Buelstrasse 4b
6052 Hergiswil
Nidwalden, Switzerland

Switzerland Employee

Company and Employee individually Party and together Parties

regarding

Termination of Employment Agreement

Recitals

- A. Since 1 October 2012, the Employee has been employed by Company or its affiliates pursuant to employment agreements, the latest having been signed on 22 September / 20 October 2017 (together with all annexes and amendments thereto, if any, the "Employment Agreement").
- B. The Company terminated the Employment Agreement with termination notice of 9 February 2024, effective on 31 August 2024.
- C. By way of this Termination Agreement (**Agreement**), the Parties intend to terminate the Employment Agreement by mutual consent and to finally settle any and all mutual claims out of or in connection with the Employment Agreement and its termination.

NOW, THEREFORE, the Parties hereby agree as follows:

1. Mutual Termination of Employment

- 1.1 The Parties agree by mutual consent that the Employment Agreement is terminated, effective on 31 August 2024 (**Termination Date**).
- 1.2 The Parties acknowledge and agree that article 336c of the Swiss Code of Obligations does not apply to this mutual termination and that any extension of the duration of the employment relationship is excluded.

2. Garden Leave

- 2.1 The Employee is released from his duty to work as from 9 February 2024 until the Termination Date (**Garden Leave**).
- 2.2 During Garden Leave, the Employee does not to report to work, however, will remain subject to all the Company's employment policies and regulations. The Company does not expect that the Employee's services will be needed during Garden Leave. However, the Employee herewith agrees to provide any transitional services reasonably required, upon request of the Company. During Garden Leave the Employee will continue to receive their base salary as well as other employment benefits including car allowance, lunch checks, health care contributions and financial planning reimbursement. The Employee must not enter into any new employment relationship or other gainful activity during Garden Leave.

3. Salary Payment and Benefits

- 3.1 The Employee acknowledges that payment of the remuneration for the performance of the employment according to the terms and conditions of the Employment Agreement will cease on the Termination Date.

4. Bonus and Equity

4.1 The Employee will be eligible to participate in 2023 International Management Incentive Program, which will be calculated and paid out in accordance with normal Company policies and practices. For the avoidance of doubt this means that any equity that would have vested through the normal course will continue to do so until the Termination Date, this includes equity scheduled to vest in March 2024. The Employee will not be eligible for any other bonuses or incentives.

5. Voluntary Compensation

5.1 In exchange for the Employee's agreement to the general release and waiver of claims in this Agreement and without recognition of any legal obligation by the Company, the Employee shall receive an additional payment in the amount of CHF 418,626 gross (**Compensation**), which is equivalent to nine (9) months of Base Salary.

5.2 As additional consideration for the Employee's agreement to the general release and waiver of claims in this Agreement and without recognition of any legal obligation by the Company, the Employee shall receive the following additional payments:

- CHF 322,206, which is the cash equivalent of 2/3 of the 2022 Performance Stock Unit Grant that was forfeited in connection with the termination of the Employee's Employment Agreement; and
- CHF 199,250, which is the cash equivalent of 1/3 of the 2023 Performance Stock Unit Grant that was forfeited in connection with the termination of the Employee's Employment Agreement.

5.3 The Compensation detailed above will be payable (net) within 30 days of receipt of the waiver set out in **Annex 1**, attached hereto, duly executed as per Section 5.3 hereinafter.

5.4 The Employee will confirm his agreement to the terms of this Agreement by separate waiver as set out in **Annex 1**. Such a waiver must not be signed earlier than on *the 32nd day as from the Termination Date*.

6. Deductions and Contributions

6.1 The Company shall make all applicable deductions, *i.e.*, deductions for social security (including pension funds and insurances) and tax withholdings, if any, from the payments under Sections 3, 4 and 5 of this Termination Agreement before payout, subject to the applicable laws and the Company's regulations.

7. Expenses

- 7.1 The Employee confirms that any potential or actual claims for reimbursement of expenses incurred in the course of the employment relationship with the Company, if any, are considered compensated in full by the considerations provided for in this Agreement.

8. Vacation Days

- 8.1 The Employee will be paid CHF 36,496 gross in lieu of any vacation days accrued but untaken until the Termination Date. Payment is made (net) within 30 days of the Termination Date. Extra Hours and Overtime

9. Extra Hours and Overtime

- 9.1 With regard to claims related to extra hours (*Überstunden*) and/or overtime (*Überzeit*), if any, the Employee confirms not to be aware of any such claims, and confirms that, to the extent such claims would exist, they are considered compensated in full as of the Termination Date by the considerations provided for in this Agreement.

10. Confidentiality

- 10.1 The Employee recognizes that (i) during his employment, Employee has acquired information which has included, in whole or in part, information concerning the Company and/or its affiliates' products, processes, methods, engineering, technology, purchasing, marketing, selling and services not generally known in the industry, including information relating to research, development, sales, sales volume, sales methods, sales proposals, billing methods, business plans, business strategies, financial results, customers and prospective customers, identity of customers and prospective customers, identity of key purchasing personnel in the employ of customers and prospective customers, amount or kind of customers' purchases, sources of supply, computer and network programs and applications, system documentation, special hardware, product hardware, related software development, manuals, formulae, processes, methods, machines, compositions, ideas, improvements, inventions or other information whether or not expressly classified and identified in policies or documents as confidential or proprietary information (collectively referred to herein as the "Confidential Information"); (ii) the Confidential Information is the property of the Company and its affiliates; (iii) the use, misappropriation or disclosure of the Confidential Information would constitute a breach of trust and could cause irreparable injury to the Company and its affiliates; and (iv) it is essential to the protection of good will and to the maintenance of the Company's and its affiliates' competitive position that the Confidential Information be kept secret and that the Employee not disclose the Confidential Information to others or use the Confidential Information to the Employee's own advantage or the advantage of others. The Employee agrees that the obligations with regard to Confidential Information shall apply to any confidential information acquired from others with whom MSA has a business relationship.

10.2 The Employee shall continue to keep all Confidential Information of which he has obtained knowledge during exercise of his duties for the Company or which have been designated as confidential by the Company strictly confidential as well as business and trade secrets of the Company or its affiliates, of which he has obtained knowledge during exercise of his duties for the Company or which have been designated as confidential by the Company, strictly confidential after the Termination Date. Business and trade secrets may include information outside of the scope of Confidential Information which involves particular procedures, data, know-how, marketing plans, business planning, unpublished balance sheets, budgets, licenses, pricing, costs and customer and supplier lists.

11. Return of Company Property

11.1 The Employee undertakes to promptly return all company objects, papers, documents and files (regardless of the medium on which they are stored) and all copies thereof to the Company. The Employee further undertakes to promptly provide the Company with a list of all passwords, access codes and the like used in connection with the Employee's work for the Company. As used in this paragraph, "promptly" shall mean no later than 21 February 2024.

11.2 The Employee undertakes to return all items belonging to the Company and/or its affiliates such as, but not limited to, keys (badge or any other means of access), laptop, and any other computer hardware or electronic equipment, with the limited exception of his mobile phone which is it agreed the Employee will retain, in a satisfactory condition by 21 February 2024.

11.3 If company property comes into the Employee's possession after the Termination Date, the Employee undertakes to return it to the Company immediately.

11.4 The Employee undertakes to delete any data or information concerning matters of the Company or any of its affiliates from private electronic data carriers and confirm such deletion by 21 February 2024.

11.5 The Employee is prohibited from storing and further using, either in paper form or electronically, documents and information belonging to the Company and/or its affiliates.

12. Electronic Data and Email Account

12.1 The Employee accepts that all data remaining on his email account beyond that date are to be considered as business data, which are fully accessible to the Company and can be deleted by the Company at its discretion.

13. Non-Competition and Non-Solicitation

13.1 The post-contractual non-competition clause and the non-solicitation clause as per Section 21 (subsections 21.a., 21.b., 21.c., and 21.d.) of the Employment Agreement ("Competition Ban") are not affected by this Agreement and remain in full force for a period of 12 months following the Termination Date.

14. Non-Disparagement

14.1 The Employee agrees that he will not make a statement or induce anyone else to make a statement (whether written or oral) about the employment, the termination, the subject matter of this Agreement, Company's activities and businesses, which is likely to injure the Company's commercial reputation.

15. Non-Disclosure

15.1 Subject to any legal or judicial obligations of disclosure, the Parties undertake to keep the conclusion of this Termination Agreement, its contents and its modalities, strictly confidential.

16. Cooperation

16.1 Until the Termination Date and also thereafter, the Employee undertakes to cooperate with the Company or any of its affiliates in connection with any administrative or transition items, if his cooperation is required or can be reasonably requested from the Company or any of its affiliates. There is no compensation due for any such cooperation.

17. Social Insurance

17.1 The Employee takes note and acknowledges that the Company's accident insurance ends 31 calendar days following the Termination Date. However, he has the option to extend this coverage for a period of up to 6 months by entering into an agreement with the insurance provider, at his own expense. In this context, the Employee shall inform himself in good time and before the Termination Date about this possibility in order to comply with the applicable deadlines.

17.2 The Employee undertakes to inform his private health insurance provider that the Company's accident insurance will end.

17.3 The Employee understands that the insurance coverage under the collective daily sickness benefits insurance will end at the Termination Date. In principle, the Employee has the right to transfer to an individual insurance at his own expense after the Termination Date. The right to transfer is governed exclusively by the provisions of the applicable regulations of the daily sickness benefits insurance (Generall Assurances Generales, Policy # 22739229-2004, Policy ID: 1207001302). The Employee must contact the daily sickness benefits insurance company in good time and before Termination Date regarding transfer modalities and deadlines.

17.4 The Employee takes note that he will leave the Company's pension fund at the time of the Termination Date. The Company's pension fund will calculate the Employee's vested benefits and transfer them to a pension account designated by the Employee.

18. Work Certificate

18.1 The Employee will receive a reference letter within 10 days of the Termination Date using the wording set out in Annex 2.

19. Discharge, Waiver and General Release of Claims

- 19.1 The Employee confirms that, upon performance of the Company's obligations under this Agreement, the Employee shall have no claim whatsoever of any legal nature against the Company, and that all of the Employee's claims arising out of or in connection with the Employee's employment with the Company are fully and finally settled.
- 19.2 Further, the Employee waives any actual or potential claims whatsoever of any legal nature against the Company's past, present and future officers, directors, shareholders, owners, parent companies, subsidiaries, divisions, business units, affiliates, joint venturers, predecessors, successors in interest (and their successors), transferees, affiliated and/or related entities, partners, limited partners, and assigns, or divisions or assigns thereof, and, for each of the aforementioned entities, their past, present and future officers, directors, shareholders, owners, parent companies, subsidiaries, divisions, business units, affiliates, joint venturers, predecessors, successors in interest (and their successors), transferees, affiliated and/or related entities, partners, limited partners, and assigns, or divisions or assigns thereof, as well as any current or former representatives, partners, trustees, agents, employees, attorneys, customers, insurers, reinsurers, indemnitors, or employee benefits or welfare program or plan (including the administrators, trustees, fiduciaries, and insurers of such program or plan) of the entities referenced above (collectively referred to herein as Releasees).
- 19.3 The Parties herewith confirm that this Termination Agreement represents the interests of both Parties, achieved through mutual concessions, and that it creates a fair and balanced situation for both Parties.
- 19.4 The Employee also confirms that he has not been under any pressure to sign this Agreement, that he has been given the opportunity to read it, review its content and obtain answers to his related questions and that he is executing this Termination Agreement voluntarily and of his own will with full knowledge of its significance.

20. Costs

- 20.1 Each Party shall bear its own costs incurred in connection with the conclusion of this Agreement.

21. Miscellaneous

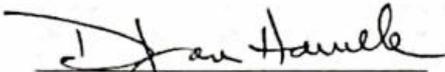
- 21.1 This Agreement shall be governed by and construed in accordance with the substantive laws of Switzerland, excluding the principles of conflicts of laws thereof.
- 21.2 The ordinary courts of the canton of St. Gallen are competent to hear any dispute arising out of or in connection with this Agreement.
- 21.3 Any changes and/or amendments to this Agreement including this provision require written form to be valid.

21.4 This Termination Agreement represents the whole and only agreement between the Parties in relation to the termination of the employment relationship and other matters referred to in this Agreement. It supersedes any previous agreement or representation (whether written or oral) between the Parties in relation to such matters.

21.5 If any provisions of this Agreement are or become invalid, this shall not affect the remaining provisions. The Parties undertake to replace any such invalid provision with a valid provision which comes as close as possible to the intended purpose of the original provision.

Place/Date: 27/02/2024

On behalf of the Company



David James Howells

Place/Date: HENGESWIC, 20-2-24

Employee



Bob Willem Leenen

CERTIFICATION OF CHIEF EXECUTIVE OFFICER PURSUANT TO RULE 13a-14(a)

I, Nishan J. Vartanian, certify that:

1. I have reviewed this quarterly report on Form 10-Q of MSA Safety Incorporated;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

April 30, 2024

/s/ Nishan J. Vartanian
Nishan J. Vartanian
Chief Executive Officer

CERTIFICATION OF CHIEF FINANCIAL OFFICER PURSUANT TO RULE 13a-14(a)

I, Lee B. McChesney certify that:

1. I have reviewed this quarterly report on Form 10-Q of MSA Safety Incorporated;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
 - (a) Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - (b) Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - (c) Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - (d) Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - (a) All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - (b) Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

April 30, 2024

/s/ Lee B. McChesney

Lee B. McChesney

Senior Vice President and Chief Financial Officer

CERTIFICATION

Pursuant to 18 U.S.C. (S) 1350, the undersigned officers of MSA Safety Incorporated (the "Company"), hereby certify, to the best of their knowledge, that the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2024, (the "Report") fully complies with the requirements of Section 13 (a) or 15 (d), as applicable, of the Securities Exchange Act of 1934 and that the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

April 30, 2024

/s/ Nishan J. Vartanian

Nishan J. Vartanian

Chief Executive Officer

/s/ Lee B. McChesney

Lee B. McChesney

Senior Vice President and Chief Financial Officer