



Baird 2023 Global Industrial Conference

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One Mission. One Passion. One Purpose.

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Leading Global Safety Technology Company with Proven Track Record of Value Creation

Driven by Our Mission, Vision, & Values

Our Mission

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

Our Vision

- To be the world's leading provider of safety solutions that protect workers when life is on the line
- We pursue this vision with an unsurpassed commitment to integrity, customer service, and product innovation that creates exceptional value for all MSA stakeholders

Our Values

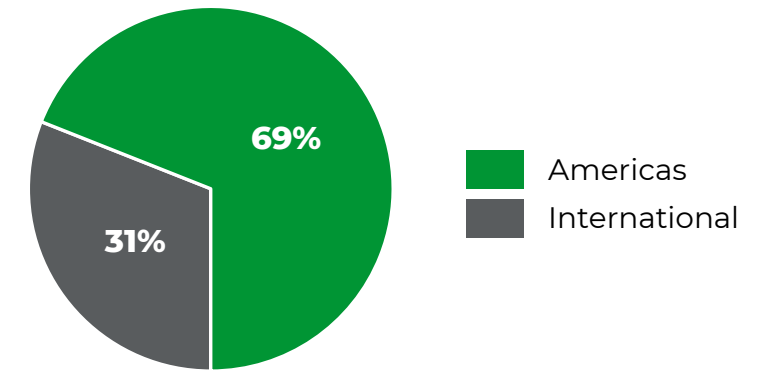
- Embracing change and encouraging innovation in a culture of safety
 - Integrity
 - Customer focus
 - Diversity & Inclusion
 - Engagement
 - Innovation & Change
 - Speed & Agility
 - Teamwork

Key Statistics⁽¹⁾

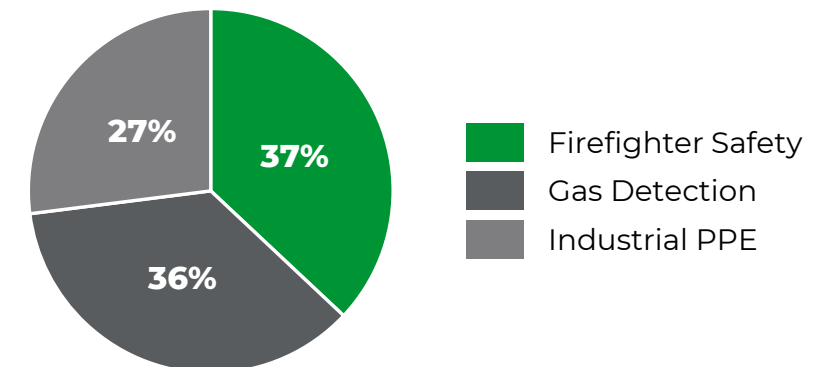


Net Sales⁽¹⁾

By Segment



By Product Category⁽³⁾



Leader in Safety Technologies and Solutions



Leading Positions Across Worker and Critical Infrastructure Applications

Firefighter Safety

SCBA & Connected Firefighter



Protective Apparel & Helmets



- Delivering innovative products and solutions to help protect firefighters
- Key end markets are fire service and first responder

Gas Detection

Fixed Gas & Flame Detection



Portable Gas Detection



- Connected instrumentation to protect workers, enhance site safety, and operational efficiency
- Key end markets are energy, petrochemical, utilities, HVAC, refrigeration, and industrial

Industrial PPE

Industrial Head Protection



Fall Protection



- Sophisticated solutions to enhance worker safety and worksite productivity
- Key end markets are energy, petrochemical, utilities, non-residential construction, and industrial

Strong YTD Performance; Raised Full Year Growth Outlook to Mid-teens

Q3 2023 Highlights

- Strong execution driven by the MSA Business System
- Double-digit sales growth balanced across product categories, geographies and price/volume
- 40% incremental operating margin, at high end of target range
- Robust cash generation
- Order pace healthy
- Continued commercial momentum with key wins across portfolio
- Backlog remains an opportunity
- Strengthened financial position ending quarter with 1.3x net leverage

Proven Value Creation Through Disciplined Execution



Key Messages

Committed to Driving Superior Returns for Shareholders



Mission-driven culture and unwavering commitment to the safety of our customers and our employees



Reliable, diversified base business drives organic growth and margin expansion opportunities across cycles



Reinvestment in innovation and technology, including strategic M&A, enables leading positions in attractive end markets



Strong balance sheet supports growth investments and increased return of capital to shareholders while deleveraging





MSA

The Safety Company

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