

Baird Webcast March 30, 2022

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Safe Harbor



Except for historical information, certain matters discussed in this document may be forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include, without limitation, all projections and anticipated levels of future performance. These forward-looking statements involve risks, uncertainties and other factors that may cause our actual results to differ materially from those discussed herein. Actual results can be affected by any number of factors, many of which are outside of management's control. The factors that could cause such differences include but are not limited to economic conditions, spending patterns of government agencies, competitive pressures, product liability claims, the success of new product introductions, currency exchange rate fluctuations, the impact of acquisitions and related integration activities and the risks of doing business in foreign countries. These risks, uncertainties and other factors are detailed in our filings with the U.S. Securities and Exchange Commission ("SEC") including our most recent Form 10-K. MSA undertakes no duty to publicly update any forward-looking statements contained herein, except as required by law.

In this presentation certain non-GAAP financial measures may be used. Please see our Investor Relations website at investors.msasafety.com for a reconciliation to the appropriate GAAP measure.



At MSA Safety, We Know What's At Stake



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

Advancing worker safety and delivering productivity solutions to our global customer base

Leading Manufacturer of Safety Technologies



Firefighter Safety

- Connected ecosystem to help firefighters stay safe and accounted for
- Leading products across self-contained breathing apparatus (SCBA), helmets and protective apparel
- Driving innovative customer solutions through new products and services, including LUNAR and FireGrid, and Bristol acquisition



Industrial PPE

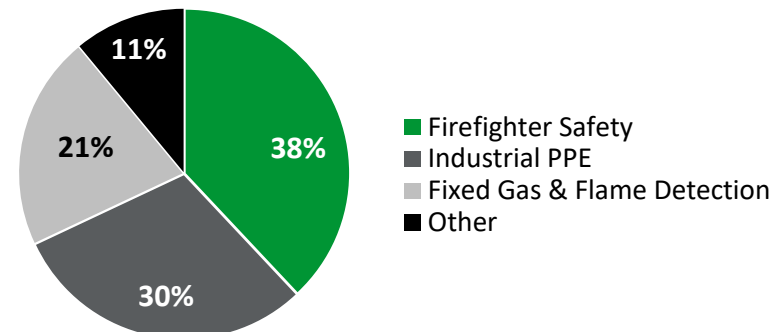
- Leading market positions in portable gas detection, head protection, and fall protection with a large, global installed base
- Introducing sophisticated solutions to enhance worker safety and worksite productivity
- Recently announced ALTAIR io™ 4 gas detector and MSA+ subscription platform



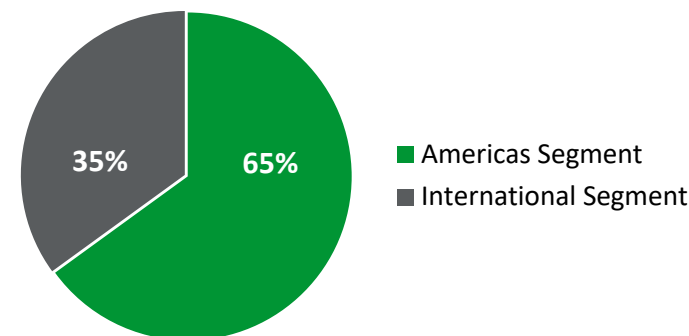
Fixed Gas & Flame Detection

- Instrumentation for enhanced site safety and operational efficiency
- Leadership position in fixed gas and flame detection product suite
- Enhanced portfolio and grew addressable market with acquisition of Bacharach, a leader in refrigerant emission detection and reduction

Net Sales by Product Category



Net Sales by Segment



Note: charts for full year 2021

Our market-leading safety solutions, strong financial profile, and relentless focus on our mission of protecting workers position us well for future growth

Business Update

Recent Trends

- Demand trends across core products remained strong through the quarter
- Healthy customer demand and supply chain constraints resulting in record backlog
- Challenges with electronic component availability and labor at Globe
- Implemented additional price actions to mitigate inflation; price/cost equation may vary from quarter to quarter based on timing
- Minimal sales derived from Ukraine and Russia – we continue to monitor developments in the region

Looking Ahead

- Focus on growth and operational excellence to drive:
 - MSD organic growth through volume and pricing
 - 30% - 40% incremental margins
 - +100% free cash flow conversion



Business trends are healthy; supply chain constraints and inflation driving near-term pressure