



# Baird 2023 Global Consumer, Technology & Services Conference

June 8, 2023

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President & COO



*The Safety Company*

One Mission. One Passion. One Purpose.

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

# MSA Safety (NYSE: MSA) Snapshot



## 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
  - Customer focus
  - Integrity
  - Speed & Agility
  - Innovation & Change
  - Diversity & Inclusion
  - Teamwork
  - Engagement

### Key Statistics<sup>(1)</sup>

<b>\$1.6B</b> Net Sales	<b>44.7%</b> Gross Margin
<b>19.7%</b> Adj. Operating Margin	<b>4.3%</b> R&D Investment <sup>(2)</sup>
<b>1914</b> Year Founded	<b>~5,000</b> Employees
<b>50+</b> Consecutive Years of Dividend Increases	<b>~\$5.5B</b> Market Cap

### Forefront of Safety Innovation

- 1** Steady end market demand + resilient organic growth + extensive installed base
- 2** Innovation and new customer solutions augmented by disciplined inorganic growth
- 3** Solidifying status as leading safety technology company, specializing in Firefighter Safety, Gas Detection, and Industrial PPE

See appendix for definitions of non-GAAP measures and non-GAAP reconciliations. (1) Key metrics for the trailing 12-month period ended March 31, 2023. (2) % net sales; includes capitalized software development costs.

# Leader in Safety Technologies and Solutions

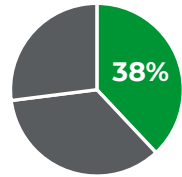


## Strong Position Across Innovative Product Portfolio and Diversified Markets

### Firefighter Safety

#### SCBA & Connected Firefighter

#### Protective Apparel & Helmets

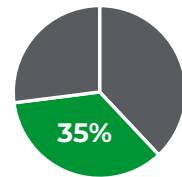


- Connected ecosystem to help protect firefighters
- Leading products across SCBA, protective apparel and helmets
- Driving innovative customer solutions through new products and services, including LUNAR and FireGrid

### Gas Detection

#### Fixed Gas & Flame Detection

#### Portable Gas Detection

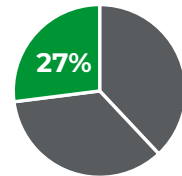


- Connected instrumentation to protect workers and enhance site safety and operational efficiency
- Leading positions in fixed & portable gas detection
- Recently expanded portfolio with Bacharach, a leader in refrigerant emission detection and reduction

### Industrial PPE

#### Industrial Head Protection

#### Fall Protection



- Sophisticated solutions to enhance worker safety and worksite productivity
- Large, global installed base with leading share in industrial head protection and strong position in fall protection

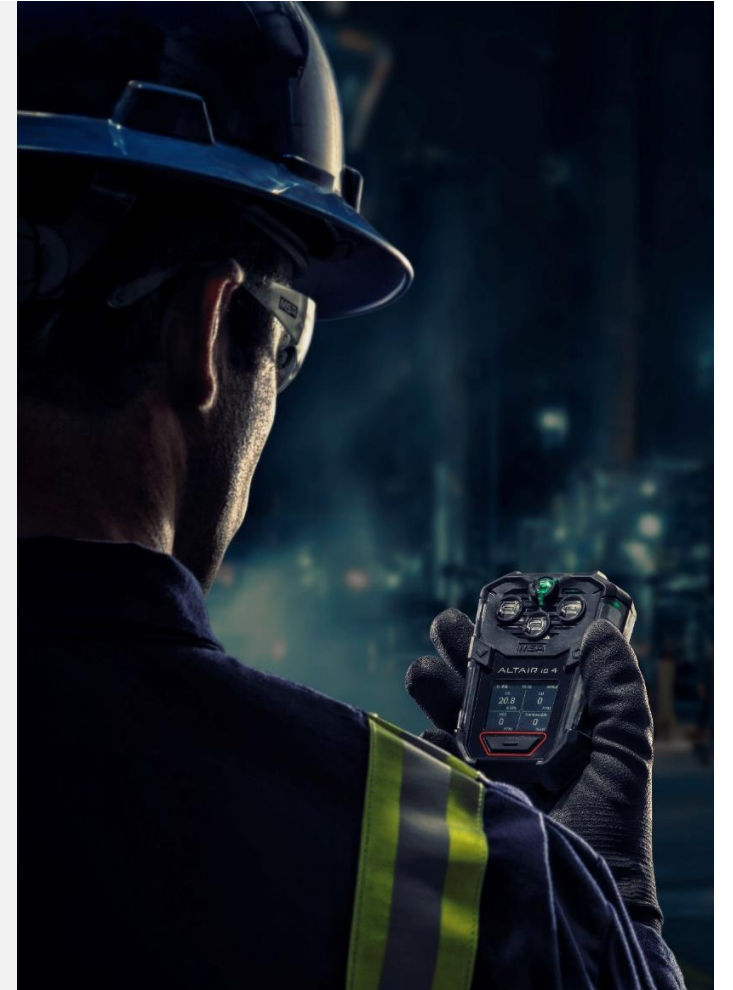
## Strong Start to 2023; Raised Full Year Sales Growth Outlook to HSD | LDD

- **Q1 2023 Highlights**

- Record first quarter results and a healthy demand environment
- 20% sales growth balanced across products and geographies
- Book-to-bill > 1.1x; backlog up mid-teens sequentially
- Gross margin expansion due to volume, productivity and price/cost management
- Adj. operating margin 19.4%, +310 bps year-over-year
- 35% incremental margin
- Strong FCF generation at 97%

- **Near-term Outlook**

- Key end markets healthy and strong demand
- Momentum in Q2 to continue | cautious 2H
- Focus on driving strong incremental margin and cash conversion
- Expect supply chain to continue in certain categories
- Backlog remains elevated





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