



MSA Safety

Baird Conference Call - March 2021

Ken Krause, SVP, CFO & Treasurer

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 United States 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.

This document includes certain non-GAAP financial measures. The presentation of these financial measures does not comply with U.S. generally accepted accounting principles ("GAAP"). For an explanation of these measures, together with a reconciliation to the most directly comparable GAAP financial measure, see the appendix.



MSA
The Safety Company

MSA Safety Overview (NYSE: MSA)



Our Mission

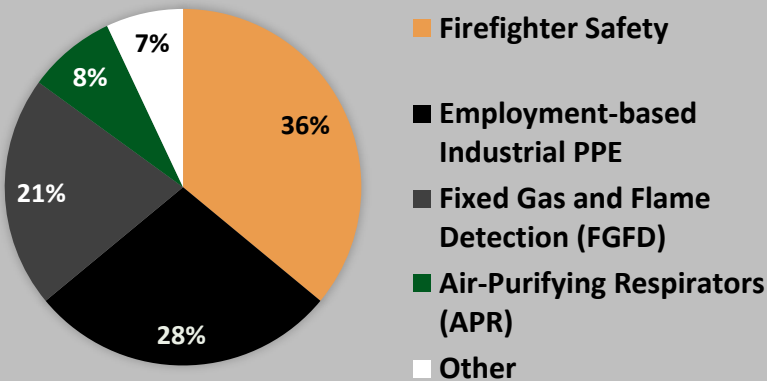
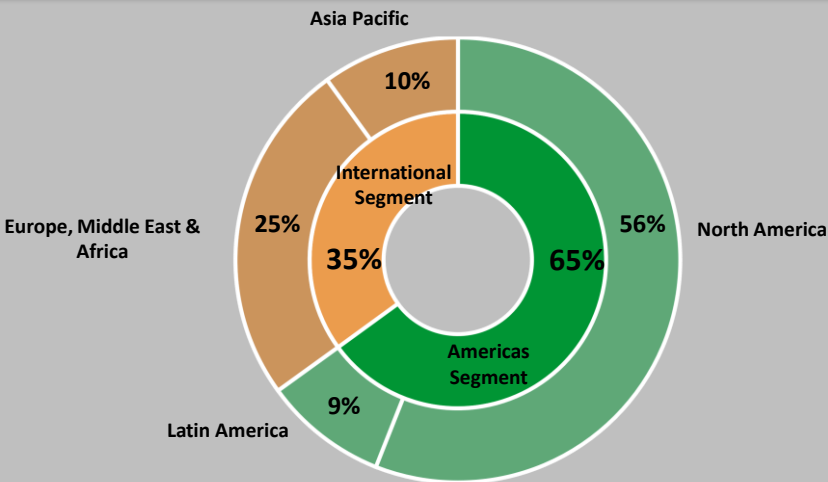
That men and women may work in safety and that they, their families, and their communities may live in health throughout the world.

Revenue \$1.35B

Employees ~5,000

Market Cap ~\$6B

Revenue by Geography and Product Category
(Twelve Months Ended December 31, 2020)



Shareholder Returns

Price performance for the 5 years ended March 17, 2021



MSA Safety is a leading global safety equipment provider with a proven track record of value creation

Exposure to Key Global Trends

Global development and increased **enforcement of safety standards**

Safety has an Attractive ROI for Customers

\$1 invested in injury prevention returns between \$2-6 ¹

High Cost of Non-Compliance

OSHA fine in 2021 for repeat violations increased 6% from 2018 ²

Global ESG Movement

ESG investing and public demand for social responsibility is driving a heightened focus on worker safety and well-being

Firefighter health and wellness

Industry is moving toward a second set of turnout gear and physiological monitoring ³

Falls from Height are the Leading OSHA Violation...And Costly

9% of all disability claims are related to falls from height, costing employers more than \$5B per year ²

Public Health

COVID-19 pandemic driving demand for respirator masks and other PPE across numerous industries

1. Safety and Health Magazine
2. EHS Today
3. Fire Apparatus Magazine
4. Verdantix
5. OHS Online
6. Visual Capitalist

Growth of the Connected Worker Device Market

The global connected worker device market is projected to reach \$1B by 2030 (9% CAGR). ⁴

Future of Industrial Worksites

Estimated that more than 80% of industrial worksites are currently using or interested in implementing Industrial IoT devices. Applications include safety, quality, and other key processes. ⁵

Productivity Solutions

Connected worker implementation has been shown to reduce operational spend by 8% while improving safety outcomes. ⁶



Global trends position MSA to grow faster than GDP through various economic cycles

Leading Positions in Attractive Markets

Market
position

Firefighter
Safety



1

Self-Contained Breathing Apparatus and Connected Platforms



1

Firefighter Helmets and Protective Apparel



1

Fixed Gas and Flame Detection Systems (FGFD)



2

Portable Gas Detection



1

Industrial Head Protection



3

Fall Protection

~\$9B

MSA's Total Addressable Market*

Product Characteristics

- Mission critical applications, not discretionary
- Highly engineered and differentiated
- Compete on technology features, comfort, delivery, brand equity and total cost of ownership

MSA Business Model

- Market leadership – premium brand positioning enabled by engineering excellence
- Strong balance sheet and balanced capital allocation priorities
- Defensible market positions with significant IP in a highly regulated market

Diversified Markets

- Highly diversified end market exposure: firefighter safety, energy, construction, utilities, general industrial, military, and mining
- Niche markets – room to grow within current markets and expand addressable market through innovation and M&A

*Source: Frost & Sullivan Research and Internal Estimates

Leading market positions across a diversified portfolio; consistently at the forefront of safety innovation

Disciplined Execution

Growth Investments Support Market Share Gains Across a Diversified Portfolio



R&D Investments Yield Market Leading Technology

smc sierra
monitor

GLOBE



Strengthening market positions
through strategic acquisitions

+4%

5 Year Revenue CAGR

Profitability Growing at Multiple of Revenue

45%

5 Year Cumulative Incremental Adjusted
Operating Margin

2020 Adjusted Operating Margin: 18.0%

- Strategic pricing and new products
- Productivity initiatives and cost reduction programs yielding strong returns
- Accretive acquisitions

+13%

5 Year Adjusted Earnings CAGR

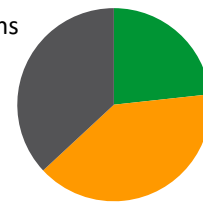
Strong Balance Sheet: Committed to Balanced Capital Deployment

\$1B

5 Year Operating
Cash Flow

Historical Capital Deployment

Acquisitions



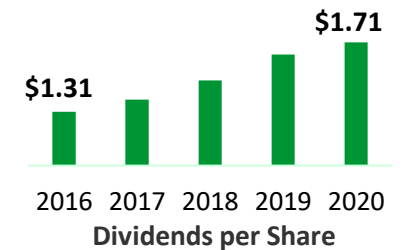
Capex

Dividends

0.5x

Net Debt to Adjusted EBITDA
At 12/31/2020

50+
Consecutive
Years of
Dividend
Increases



Adjusted operating margin and adjusted earnings are non-GAAP measures. See reconciliations in appendix.

All 5 Year metrics refer to the year ended 12/31/2020

R&D investments, accretive acquisitions, cost reductions, and balanced capital deployment driving above-market shareholder returns

2021 Business Update

Q1

- As indicated on February earnings call, we expect a difficult year-over-year comparison in Q1 2021 in FGFD, air-purifying respirators, and industrial PPE.
- COVID lockdowns have impacted demand in the International segment
- Production/labor constraints across several MSA facilities due to pre-cautionary COVID contact tracing; protecting the health of our workforce continues to be our #1 priority through the pandemic
- Q1 is expected to be one of MSA's most difficult quarters of the pandemic from a revenue and profitability perspective.



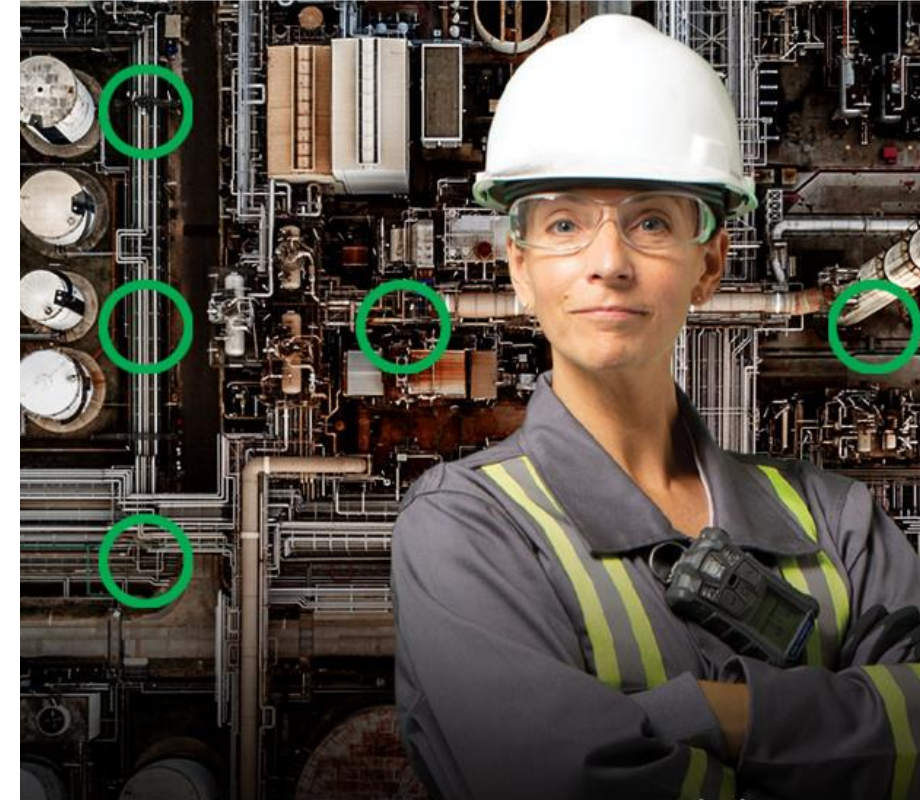
Looking Ahead

- March order book points to early signs of economic recovery; Industrial PPE order pace improving
- Fire service demand and backlog remain healthy, expected to provide support over next several quarters
- Planning for a stronger second half compared to first half of 2021, supported by improving economic outlook and vaccine deployment
- Raw material inflation and supply chain constraints – continue to watch closely and evaluate mitigation programs
- Expect to deliver approximately \$15M of cost savings across the income statement in 2021, and annual savings of \$20M thereafter. These savings will partially offset the impact of variable compensation resets and other discretionary costs coming back into the P&L in 2021.

Expect a challenging Q1 due to macro factors; MSA's long term growth algorithm is unchanged

Key Messages

- **Workplace safety is more relevant today than ever. Continue to invest in new product development to strengthen our leading market positions and expand our addressable market.**
- **Acquired leading U.K. firefighter PPE manufacturer Bristol Uniforms in January 2021; balance sheet remains well positioned to invest in our business.**
- **Robust pipeline of productivity programs in place for 2021 and beyond**
- **Expect difficult year-over-year revenue comparison in Q1 2021; shaping up to be one of MSA's most challenging quarters of the pandemic**
- **MSA's long term growth algorithm for revenue, profitability and cash flow is unchanged**





Appendix

Reconciliation of Non-GAAP Financial Measures



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Adjusted Operating Income/ Adjusted Operating Margin

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Incremental Margin
Sales to external customers	\$ 865,718	\$ 922,552	\$ 1,112,814	\$ 1,110,043	\$ 1,112,058	\$ 1,133,885	\$ 1,130,783	\$ 1,149,530	\$ 1,196,809	\$ 1,358,104	\$ 1,401,981	\$ 1,348,223	5 Year
Operating income	63,798	56,302	109,733	129,811	130,985	134,281	122,741	160,702	39,577	173,479	186,230	166,851	
Operating margin %	7.4 %	6.1 %	9.9 %	11.7 %	11.8 %	11.8 %	10.9 %	14.0 %	3.3 %	12.8 %	13.3 %	12.4 %	
Restructuring charges	11,378	14,121	8,559	2,787	5,344	8,515	12,258	5,694	17,632	13,247	13,846	27,381	
Currency exchange (gains) losses, net	(1,078)	(377)	3,051	3,192	5,452	1,509	2,204	766	5,127	2,330	19,814	8,578	
Product liability expense	—	—	—	—	—	—	—	—	126,432	45,327	26,619	39,036	
Strategic transaction costs	—	6,500	—	—	—	—	7,462	2,531	4,225	421	4,400	717	
COVID-19 related costs	—	—	—	—	—	—	—	—	—	—	—	757	
Adjusted operating income	<u>\$ 74,098</u>	<u>\$ 76,546</u>	<u>\$ 121,343</u>	<u>\$ 135,790</u>	<u>\$ 141,781</u>	<u>\$ 144,305</u>	<u>\$ 144,665</u>	<u>\$ 169,693</u>	<u>\$ 192,993</u>	<u>\$ 234,804</u>	<u>\$ 250,909</u>	<u>\$ 243,320</u>	
Adjusted operating margin %	8.6 %	8.3 %	10.9 %	12.2 %	12.7 %	12.7 %	12.8 %	14.8 %	16.1 %	17.3 %	17.9 %	18.0 %	45 %

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. As such, management believes that adjusted operating income (loss), adjusted operating margin, adjusted EBITDA and adjusted EBITDA margin are useful metrics for investors. Adjusted operating income (loss) is defined as operating income excluding restructuring charges, currency exchange gains / losses, product liability expense, strategic transaction costs and COVID-19 related costs, and adjusted operating margin is defined as adjusted operating income (loss) divided by segment sales to external customers. Adjusted EBITDA is defined as adjusted operating income (loss) plus depreciation and amortization and adjusted EBITDA margin is defined as adjusted EBITDA divided by segment sales to external customers. Adjusted operating income (loss), adjusted operating margin, adjusted EBITDA and adjusted EBITDA margin are not recognized terms under GAAP and therefore do not purport to be alternatives to operating income or operating margin as a measure of operating performance. The Company's definition of adjusted operating income (loss), adjusted operating margin, adjusted EBITDA and adjusted EBITDA margin may not be comparable to similarly titled measures of other companies. As such, management believes that it is appropriate to consider operating income determined on a GAAP basis in addition to these non-GAAP measures.

Reconciliation of Non-GAAP Financial Measures



Adjusted Earnings

	2015	2016	2017	2018	2019	2020	CAGR
Net income attributable to MSA Safety Inc.	\$ 69,590	\$ 92,691	\$ 26,027	\$ 124,150	\$ 136,440	\$ 120,101	12 %
Tax charges associated with U.S. Tax Reform	—	—	19,817	2,518	—	—	
Non-deductible non-cash charge related to the recognition of currency translation adjustments	—	—	—	—	15,359	—	
Non-deductible transaction costs	2,879	—	—	—	—	—	
Tax charges (benefits) associated with restructuring activities	7,605	6,473	(2,504)	1,794	584	1,119	
Tax benefit associated with ASU 2016-09	—	—	(8,323)	(2,531)	(2,278)	(1,965)	
Subtotal	80,074	99,164	35,017	125,931	150,105	119,255	
Product liability expense	982	341	126,432	45,327	26,619	39,036	
Restructuring charges	12,258	5,694	17,632	13,247	13,846	27,381	
Strategic transaction costs	4,583	2,531	4,225	421	4,400	717	
Currency exchange losses, net	2,204	766	5,127	2,330	4,455	8,578	
Loss on extinguishment of debt	—	—	—	1,494	—	—	
Asset related losses and other	1,636	32	678	484	371	993	
Income tax expense on adjustments	(6,792)	(3,161)	(47,810)	(13,800)	(11,826)	(19,330)	
Adjusted earnings	\$ 94,945	\$ 105,367	\$ 141,301	\$ 175,434	\$ 187,970	\$ 176,630	13 %

Management believes that adjusted earnings and adjusted earnings per diluted share are useful measures for investors, as management uses these measures to internally assess the company's performance and ongoing operating trends. There can be no assurances that additional special items will not occur in future periods, nor that MSA's definition of adjusted earnings is consistent with that of other companies. As such, management believes that it is appropriate to consider both net income determined on a GAAP basis as well as adjusted earnings.

Reconciliation of Non-GAAP Financial Measures



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Debt to adjusted EBITDA / Net debt to adjusted EBITDA

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Adjusted EBITDA	\$ 105,403	\$ 154,458	\$ 167,107	\$ 173,415	\$ 175,522	\$ 179,520	\$ 203,550	\$ 229,941	\$ 271,691	\$ 287,720	\$ 282,994
Total end-of-period debt	377,257	342,309	279,156	267,334	251,667	466,626	390,502	474,512	361,374	348,394	307,157
Debt to adjusted EBITDA	<u>3.6</u>	<u>2.2</u>	<u>1.7</u>	<u>1.5</u>	<u>1.4</u>	<u>2.6</u>	<u>1.9</u>	<u>2.1</u>	<u>1.3</u>	<u>1.2</u>	<u>1.1</u>
Total cash and cash equivalents	59,760	59,938	82,718	96,265	105,998	105,925	113,759	134,244	140,095	152,195	160,672
Net debt	\$ 317,497	\$ 282,371	\$ 196,438	\$ 171,069	\$ 145,669	\$ 360,701	\$ 276,743	\$ 340,268	\$ 221,279	\$ 196,199	\$ 146,485
Net debt to adjusted EBITDA	<u>3.0</u>	<u>1.8</u>	<u>1.2</u>	<u>1.0</u>	<u>0.8</u>	<u>2.0</u>	<u>1.4</u>	<u>1.5</u>	<u>0.8</u>	<u>0.7</u>	<u>0.5</u>

Management believes that Debt to Adjusted EBITDA and Net Debt to Adjusted EBITDA are useful measures for investors, as management uses these measures to internally assess the company's liquidity and balance sheet strength. There can be no assurances that that MSA's definition of Debt to Adjusted EBITDA and Net Debt to Adjusted EBITDA is consistent with that of other companies.