

Because every life has a purpose...



Baird Industrial Conference

November 9, 2015



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MSA Safety Incorporated*

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 from time to time in our filings with the United States Securities and Exchange Commission ("SEC"). You are strongly urged to review all such filings for a more detailed discussion of such risks and uncertainties. MSA's SEC filings are readily obtainable at no charge at www.sec.gov and on our investor relations website at <http://investors.MSAafety.com>. MSA undertakes no duty to publicly update any forward looking statements contained herein, except as required by law.

MSA Safety

A global safety equipment provider



Ticker

MSA (NYSE)

Headquarters

Cranberry Township, PA

Employees

Approximately 5,000

Market Cap

~\$1.6 billion

52-Week Range

\$38.32 - \$58.99

Indices

Russell 2000, S&P MidCap 400

Longevity

Management team with deep knowledge of products and markets; long history of protecting the health and safety of workers and facility infrastructures across the globe

Recent Recognition

Named by Ethisphere Institute as a 2015 World's Most Ethical Company



Industry leader selling differentiated safety products across diverse markets and geographies

Key Focus Areas and Results



Executing the corporate strategy throughout all reporting segments

Advance the Core of MSA

- ✓ 5 year CAGR* of 10% in core product revenue, 10% YTD growth through 9/30/15
- ✓ Strong returns on new product development investments – G1 SCBA and F1XF fire helmet
- ✓ SCBA replacement cycle and share gain - new G1 model driving significant growth

Optimize our Presence in Emerging Markets

- ✓ 5 year CAGR of 16% in emerging market revenue
- ✓ New and developing safety standards drive increased demand for MSA products
- ✓ Long term growth engine, despite short-term headwinds in certain regions like Brazil and China

Achieve Operational Excellence

- ✓ 5 year Gross Profit improvement of 760 basis points
- ✓ New products, strategic pricing and lower manufacturing costs

Effective Capital Deployment

- ✓ Capital allocation strategy includes investing to drive growth in our business, funding an increasing dividend payment, servicing debt obligations and repurchasing common stock to offset dilution
- ✓ Acquisition of UK-based Latchways funded with offshore cash and incremental borrowings with an after tax cost of less than 2%
- ✓ Restructuring programs successful in driving higher margins and business transformation

North America

Europe

International

**CAGRs and growth rates are stated in local currency.*

Creating shareholder value with a focus on our corporate strategy.

Long Term and Recent Revenue Performance

Source of growth has shifted in 2015, with strong results in the fire service offsetting headwinds in energy markets



	2009 – 2014 CAGR*	2015 YTD Growth* (through 9/30)
Breathing Apparatus	1%	50%
Fire and Rescue Helmets	2%	18%
Industrial Head Protection	15%	(8)%
Portable Gas Detection	13%	(7)%
Fixed Gas and Flame Detection	22%	2%
Fall Protection	9%	2%
Total Core Products	10%	10%
Non-Core Products	(4)%	(2)%
Total Sales	6%	8%

**CAGRs and growth rates are stated in local currency.*

Diverse product portfolio covers an array of end markets and geographies – driving double-digit core product growth during a challenging business cycle.

Year to date, exceeding 2015 target of mid-single digit local currency sales growth.

The MSA G1 SCBA



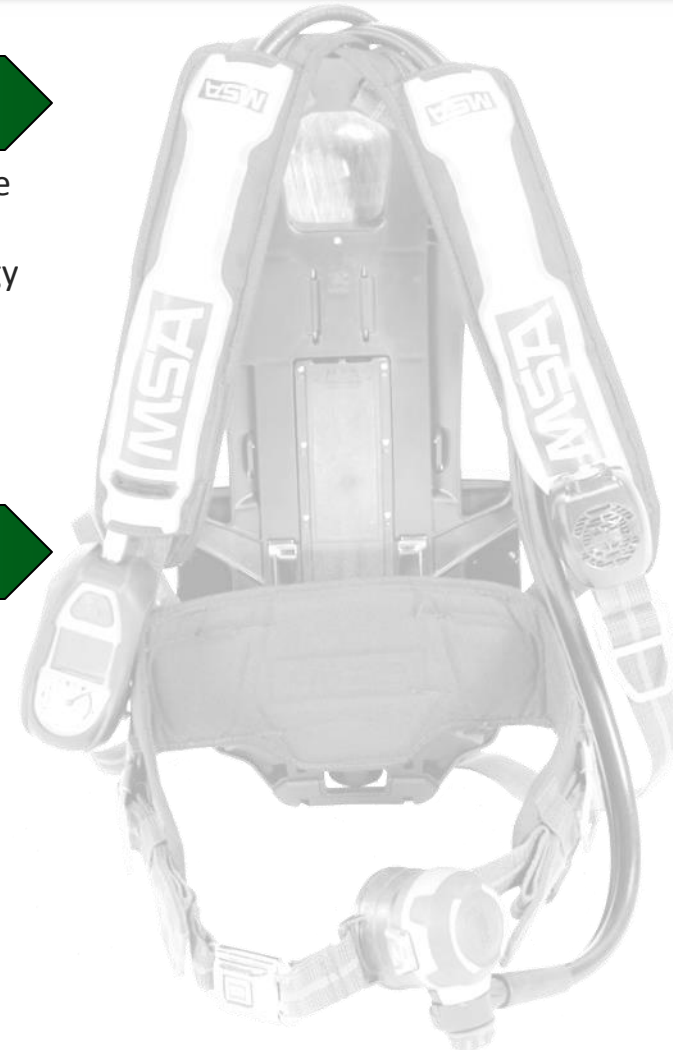
Introduced revolutionary new SCBA platform to coincide with NFPA standard revision and replacement cycle

Market Opportunity

- ✓ In the post-9/11 era, \$3 billion of firefighter funding was granted – estimate that 30-50% of these funds were used to purchase SCBA
- ✓ While there are fewer firefighters in the market today, enhanced technology and electronics have increased the average selling price of SCBA
- ✓ **Estimate current replacement cycle opportunity is \$1.2 - \$1.5 billion over the next several years**

Recent Trends

- ✓ Reduced backlog to \$68 million at the end of Q3 compared to 77 million at the end of Q2 on incoming orders that were up 20% on a sequential quarter basis
- ✓ Running 3 shifts at Murrysville, PA facility – hit our stride in manufacturing
- ✓ Taking share and converting competitive accounts at a rate of 50-60% on all orders taken to date
- ✓ **North American breathing apparatus sales have increased by 105% year to date through 9/30, and the pipeline remains strong**



Organic R&D investments yielding strong returns – capitalizing on unique opportunities in the fire service market.

Fall Protection Growth Strategy



Utilizing low-cost financing to fund inorganic growth in attractive markets

- ✓ Fall protection is one of the largest and fastest growing areas of the safety market – between \$1.5 - \$2.0B and expected to grow in the mid to high single digits over the next several years
- ✓ Closed on the acquisition of UK-based Latchways in October 2015 for approx. \$190 million
- ✓ Taking advantage of low interest rate environment; after tax financing cost of less than 2%
- ✓ **Estimate earnings accretion of \$0.05 - \$0.10 per diluted share on a GAAP basis in 2016**, the first full year of ownership
- ✓ Return on invested capital expected to exceed MSA's cost of capital by year three

The graphic shows the MSA logo on the left and the Latchways logo on the right, connected by a green and yellow chain link. The MSA logo is 'MSA The Safety Company' and the Latchways logo is 'LATCHWAYS FALL PROTECTION'.

Two Great Companies. One Great Connection.

Geographies

- ✓ Extends MSA's geographic footprint with strong market share in Europe and the UK

Products

- ✓ Leader in permanent engineered fall protection systems

Markets

- ✓ Broadens MSA's opportunities and provides access to new end markets such as telecommunications, utilities and aircraft maintenance

Latchways acquisition doubles MSA's market share in fall protection and provides a solid foundation for growth.

Europe 2.0 Program

Key activities to complete by early 2016



Beginning State

- Individual affiliate locations operating on different ERP systems with decentralized management teams



Current State

- Launched Swiss POC in January 2015
- Nearly 85% of European revenue on SAP and flowing through the POC model
- Functionally managed, pan-European organization
- Warehouse rationalization progressing – reduced from 10 at start of project to 5 currently

Steps to Complete / Financial Targets

- Implementing SAP at 4 more affiliates in January 2016
- Warehouse closures scheduled in January 2016 – when complete, we'll operate out of a single third party logistics provider in Berlin
- NET margins in Europe in the low to mid-teen range
- 200 – 300 basis points improvement in consolidated ETR over the next 1-2 years

2009

2013

2014

Segment Operating Margin

2.7%

10.6%

11.0%

Transforming our European business into an improved model that drives value for MSA; significant upside for profitability and effective tax rate improvements.

Restructuring Investments



Executing a cost reduction program to mitigate impact of challenging business conditions

Challenging Conditions in Key End Markets and Emerging Markets

- Weak conditions in oil and gas markets – approx. 10-15% of consolidated revenue is exposed to lower employment levels in the industry and 5-10% is susceptible to lower capital spending; expect continued weakness in this area in the short term
- Mixed conditions in key emerging markets are tempering growth rates:
 - Brazilian recession continues from 2014 and we've recently seen a slowdown in China, together these areas reflect 8% of consolidated revenue
 - Middle East and Mexico, together reflecting 7% of consolidated revenue, still healthy and expected to be a source of strength moving forward

Weaker Foreign Currencies

- Expect full year FX translation headwind to be 7-8% on revenue and 4-5% on net income

Execute Restructuring Program

- Executing a restructuring program to manage through headwinds – began in Q3, planning for \$4-\$6 million of restructuring investment in Q4 2015
→ **Expect \$10 million of cost savings in 2016**
- Looking at further steps we can take to reduce headcount and rationalize geographic footprint

Reducing cost structure to mitigate challenges associated with a slower growth environment.

Why Own MSA?



- **Executing well in a challenging macro environment**
 - ✓ Core product sales +10% year to date
 - ✓ Total sales +8% year to date
 - ✓ Operating margin +80 basis points year to date
 - ✓ Executing a restructuring program to drive \$10 million of cost savings in 2016
- **Strong positions in attractive markets**
 - ✓ Leading market positions across nearly every core product
 - ✓ Taking share in fire service with the G1 model – converting competitive accounts at a rate of 50-60%
 - ✓ Executing inorganic growth strategy in fall protection
 - ✓ R&D investments have driven strong market positions in industrial head protection, fire helmets and portable gas detection
- **Balanced capital allocation strategy**
 - ✓ Average free cash flow conversion of 70-80% over 10 years, 2015 results pressured due to surge in G1 sales – expect improvements moving forward
 - ✓ Increasing dividend for over 50 years – 3% yield
 - ✓ Using strong balance sheet to invest in growth – R&D, Latchways, restructuring programs

Strong performance in a challenging environment – financially and strategically positioned well to continue creating value by executing our corporate strategy.

*Because every life has a **purpose...***



Q&A

APPENDIX

MSA Core Product Lines

Selling differentiated core products into diverse markets and geographies



Fixed Gas and Flame Detection



Portable Gas Detection



Industrial Head Protection



Fall Protection



Breathing Apparatus



Fire and Rescue Helmets

Leading market positions across many of our core product groups

Core Product Overview



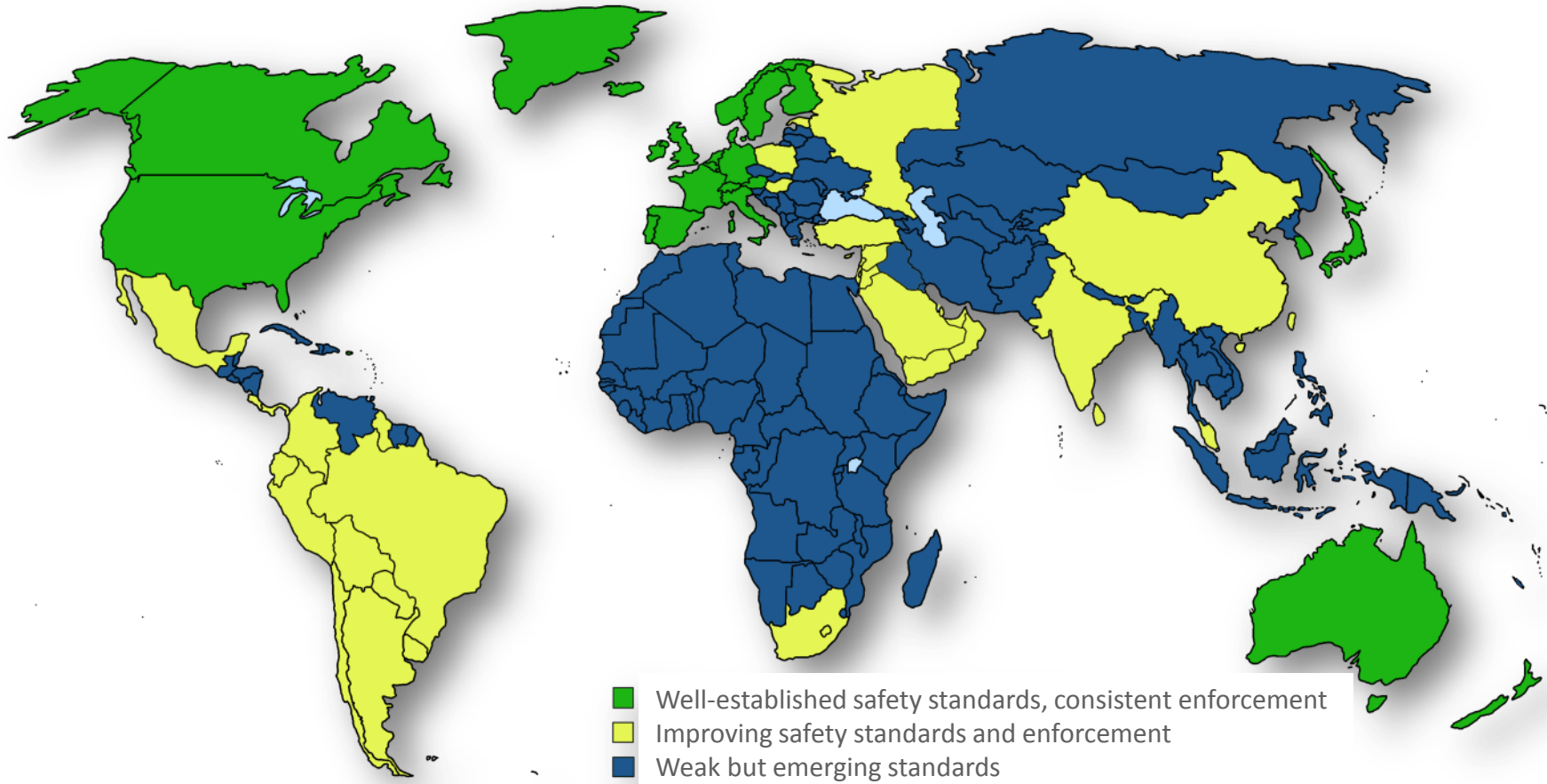
	Fixed Gas and Flame Detection	Breathing Apparatus	Portable Gas Detection	Industrial Head Protection	Fire and Rescue Helmets	Fall Protection
Percent of total 2015 YTD revenue	22%	25%	13%	12%	5%	4%
5 Year Sales CAGR (2009-2014)	22% 8% organic (<i>Excl GM</i>)	1%	13%	15%	2%	9%
Market position	#1/#2 globally	#1 globally	#2 globally	#1 globally	#1 globally	Not a leading position – opportunity area
	<ul style="list-style-type: none"> Robust recurring revenue stream on installed base Lower total cost of ownership and high performance; diverse technologies Strong opportunity in key emerging markets such as the Middle East 	<ul style="list-style-type: none"> Replacement cycle of Post 9-11 units provides opportunity for growth in US Fire Service; MSA well positioned Revolutionary G1 SCBA launched in 2014, catalyst for share gain and revenue growth 	<ul style="list-style-type: none"> Sensor technology is key differentiator Launched product with world's first stand-alone bump test capability New products reflect 60% of sales on ALTAIR platform success 	<ul style="list-style-type: none"> Best performing, most comfortable hard hat with strong brand loyalty Fas-Trac III suspension system driving market leading position Customization and complementary accessories to leverage strong brand 	<ul style="list-style-type: none"> Unparalleled brand loyalty driving leading market position Iconic Cairns brand in North America continues to perform well, and new F1XF helmet is driving higher sales outside of North America 	<ul style="list-style-type: none"> Largest and fastest growing segment of safety market – represents key opportunity area for MSA Shifted manufacturing to Mexico and China – strong improvement in gross margins Acquisition of Latchways will expand geographic footprint and market coverage

The Global Safety Market

Opportunities across a number of geographies



MSA competes in a \$12 billion global safety market comprised of core and non-core products...



Well-positioned to continue capitalizing on improving safety standards and enforcement trends across the globe