



Second Quarter 2025 Earnings Presentation

August 5, 2025



Cautionary Statements Regarding Forward-looking Statements

This presentation may contain (and verbal statements made by MSA[®] Safety Incorporated (“MSA Safety”) may contain) “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements relate to future events or our future financial performance and involve various assumptions, known and unknown risks, uncertainties and other factors that may cause our actual results, levels of activity, performance or achievements to be materially different from any future results, levels of activity, performance or achievements expressed or implied by these forward-looking statements. These risks and other factors include, but are not limited to, statements in this presentation regarding our expectations of future results, performance or financial condition we express or imply in any forward-looking statements. In some cases, you can identify forward-looking statements by words such as “may,” “will,” “should,” “expects,” “intends,” “plans,” “objectives,” “anticipates,” “believes,” “estimates,” “predicts,” “potential” or other comparable words. Actual results, performance or outcomes may differ materially from those expressed or implied by these forward-looking statements and may not align with historical performance and events due to a number of factors, including those discussed in the sections of our annual report on Form 10-K entitled “Cautionary Statement Regarding Forward-Looking Statements” and “Risk Factors,” and those discussed in our Form 10-Q quarterly reports filed after such annual report. Although we believe that the expectations reflected in the forward-looking statements are reasonable, we cannot guarantee future results, levels of activity, performance or achievements, and caution should be exercised against placing undue reliance upon such statements, which are based only on information currently available to us and speak only as of the date hereof. We are under no duty to update publicly any of the forward-looking statements after the date of this presentation, whether as a result of new information, future events or otherwise, except as required by law.

Non-GAAP Financials

To supplement our Consolidated Financial Statements presented in accordance with generally accepted accounting principles (“GAAP”), we use, and this presentation includes, certain non-GAAP financial measures. These financial measures include organic sales change, adjusted operating income, adjusted operating margin, adjusted EBITDA, adjusted EBITDA margin, adjusted earnings, adjusted earnings per diluted share, R&D investment, net debt, debt to adjusted EBITDA, net debt to adjusted EBITDA (net leverage), free cash flow and free cash flow conversion. These metrics are consistent with how management evaluates segment results and makes strategic decisions about the business. Additionally, these non-GAAP financial measures provide information useful to investors in understanding our operating performance and trends, and to facilitate comparisons with the performance of our peers. Management also uses these measures internally to assess and better understand our underlying business performance and trends related to core business activities. The non-GAAP financial measures and key performance indicators we use, and computational methods with respect thereto, may differ from the non-GAAP financial measures and key performance indicators, and computational methods, that our peers use to assess their performance and trends.

The presentation of these non-GAAP financial measures does not comply with U.S. GAAP. These non-GAAP financial measures should be viewed as supplemental in nature, and not as a substitute for, or superior to, our reported results prepared in accordance with GAAP. When non-GAAP financial measures are disclosed, the Securities and Exchange Commission’s Regulation G requires: (i) the presentation of the most directly comparable financial measure calculated and presented in accordance with GAAP and (ii) a reconciliation of the differences between the non-GAAP financial measure presented and the most directly comparable financial measure calculated and presented in accordance with GAAP. For an explanation of these measures, together with a reconciliation to the most directly comparable GAAP financial measure, see the appendix of this presentation.

Second Quarter 2025 Business Update

Solid Execution Despite Headwinds; Strong Performance in Detection and Fall Protection

Driven by Our Purpose

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

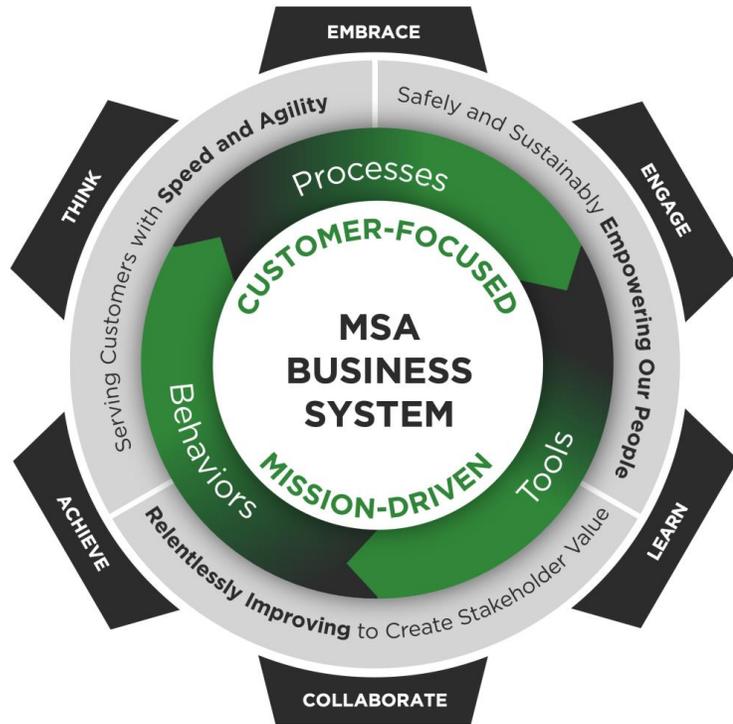
Second Quarter Business Update

- Generated solid results against backdrop of persistently dynamic operating environment:
 - Net sales of \$474MM (+3% reported, flat organic YoY); Adj. EPS \$1.93, -4% YoY
 - Expected gross margin contraction
 - Stable order book, strength in detection and fall protection
 - Backlog levels remain normalized, strong conversion in the quarter
- Completed acquisition of M&C TechGroup, leader in gas analysis and process safety
- 2025 NFPA⁽¹⁾ standard approval timing is fluid
- Published 2024 Impact Report in August



Second Quarter 2025 Strategic Actions

Strategic Advancement Underpinned by the Principles of the MSA Business System



CONTINUED SAFETY LEADERSHIP AND GROWTH FOCUS

Maintained momentum in high growth product categories; reaffirmed impact metric

- Strong growth in detection led by MSA+ and momentum in fall protection, consistent with investments in Accelerate strategy growth categories
- 40 Million+ Workers Protected impact metric demonstrates global scale, premium brand recognition, and leadership position in industrial safety technology

OPERATIONAL AND COMMERCIAL EXCELLENCE

Ongoing tariff mitigation, including pricing and productivity measures; delivered Orange County SCBA order ahead of original timeline

- Implemented selective price increases throughout the second quarter to mitigate the impact of tariffs; continue to evaluate further pricing and productivity actions
- Excellent commercial and operational execution enabled strong backlog conversion, including detection and fire service orders

CAPITAL ALLOCATION

Leveraged strong balance sheet to complete acquisition of fixed gas detection asset, increase capital returns to shareholders and make a strategic investment in footprint

- Expanded fixed detection TAM by ~\$500MM with the acquisition of M&C TechGroup; transaction expected to be accretive to 2025 adjusted earnings
- Augmented capital returns to shareholders via increased dividend and share repurchases
- Strategic investment supportive of enhancing R&D and manufacturing capabilities

ACCELERATE
Driving future growth

Year-to-Date Capital Allocation

Aligned with ACCELERATE Strategy, Growth Oriented While Returning Cash to Shareholders

Organic Growth

Innovation and NPD

- **4.4% Investment⁽¹⁾** in R&D as a percentage of net sales supports innovation and new product development
- Enables **market-leading innovation and fuels strong product vitality**

Capital Expenditures

- CapEx Investment of **\$40MM**
- Includes **\$20MM strategic footprint investment** supportive of long-term growth

M&A

M&C TechGroup⁽²⁾

- **Completed acquisition** of M&C TechGroup for **\$188MM**, net of cash acquired
- Provide **gas analysis solutions** to detect, measure and monitor parameters in industrial processes

Pipeline

- Pipeline remains **active**, preference for strategic bolt-ons in **higher growth product categories**
- Building greater capacity, capability, and process discipline to **enable consistent M&A flywheel**

Capital Returns

Dividend

- Dividend payments of **\$41MM**
- Announced **55th consecutive** annual dividend **increase**; **\$0.53** per share quarterly dividend

Share Repurchases

- **\$40MM** of share repurchases, includes **\$30MM** in the second quarter
- Total share repurchases under current authorization of **\$70MM**, outstanding balance of **\$130MM**

~\$350MM⁽³⁾

Total Capital Deployed

1.1x

Net Leverage

~\$1.1B⁽⁴⁾

Available Liquidity

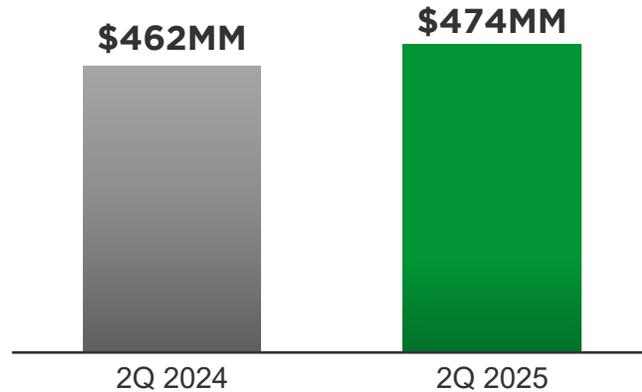
1.5-2.5x

Target Net Leverage

Second Quarter 2025 Financial Summary

Generated Solid Operating Results Amid Evolving Landscape

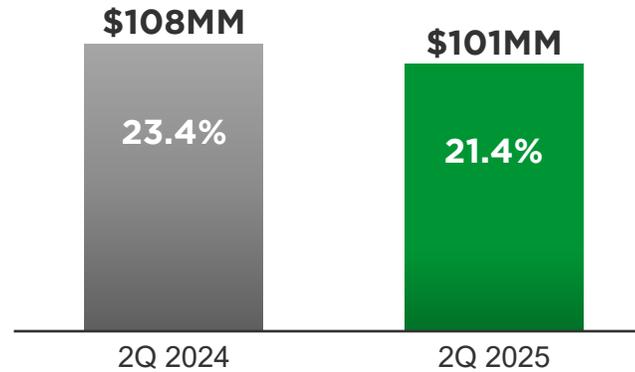
Net Sales



+3% REPORTED NET SALES GROWTH

- Sales flat organic, +2% acquisitions, +1% FX
 - Americas: +2% reported (+2% organic)
 - International: +4% reported (-4% organic)
- Positive contributions from price and M&C TechGroup acquisition, partially offset by lower volume
- M&C TechGroup contributed \$11M to reported sales
- MSD organic growth in detection was offset by MSD contraction in fire service and LSD contraction in industrial PPE

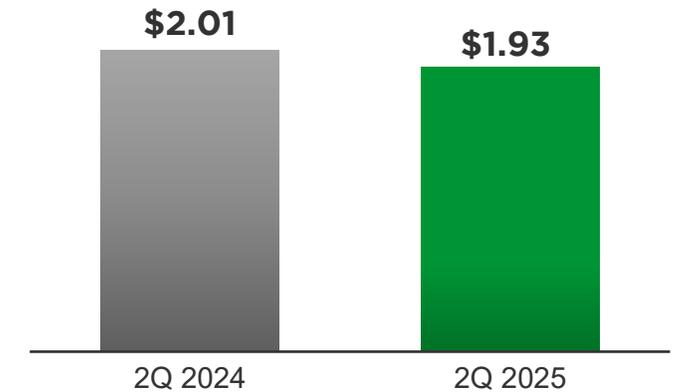
Adjusted Operating Income and Margin



21.4% ADJUSTED OPERATING MARGIN

- Adjusted operating margin performance reflects impacts from transactional FX and inflation headwinds, and to a lesser degree volume and tariffs, partially offset by positive price and improved productivity
 - Americas: 29.1%
 - International: 13.1%
- Adjusted EBITDA margin of 24.6%, down 180 bps YoY

Adjusted EPS



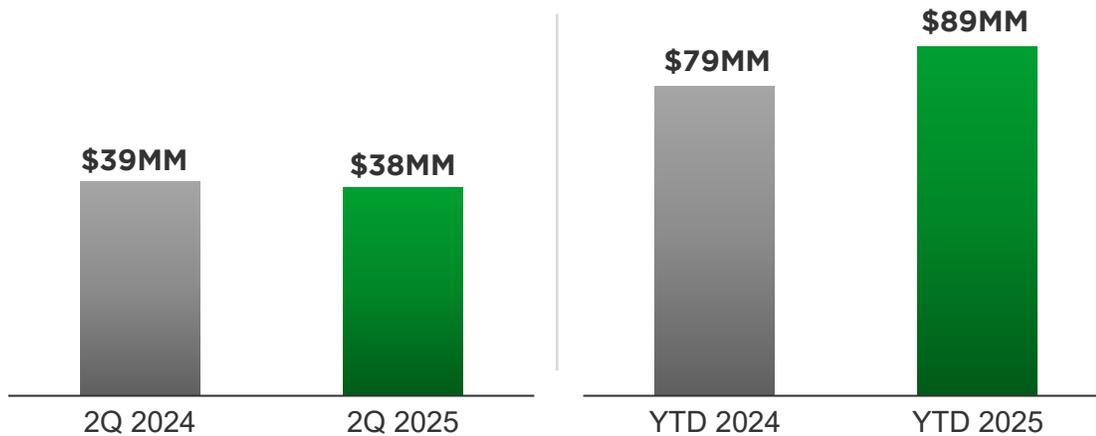
4% ADJUSTED EPS CONTRACTION

- Lower operating profit due to gross profit contraction
- Lower interest expense due to lower weighted average interest rate, partially offset by higher debt from M&C TechGroup acquisition
- YoY share count relatively flat; repurchases offset dilution from employee stock awards

Second Quarter 2025 Free Cash Flow and Financial Leverage

Net Leverage Increase Due to M&C Transaction; Maintain Capital Deployment Optionality

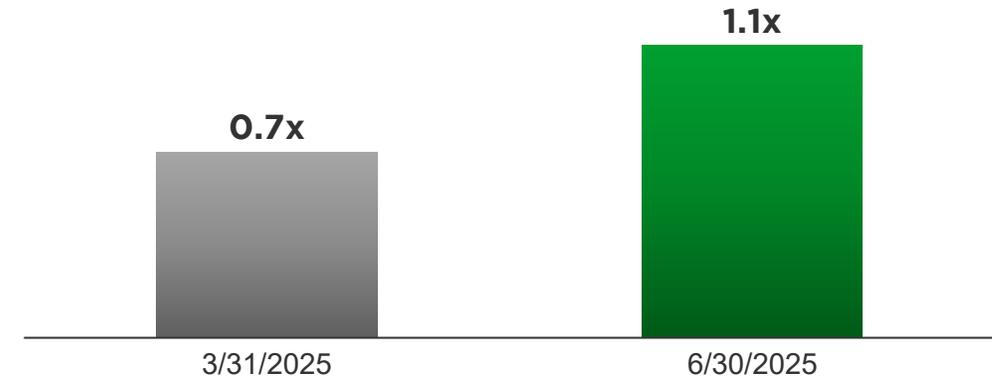
Free Cash Flow



CASH FLOW GENERATION AND CAPITAL ALLOCATION

- Free cash flow conversion rate of 60%, 73% YTD
- Acquisitions totaled \$188MM
- Share repurchases totaled \$30MM
- Capital expenditures totaled \$29MM
- Dividends to shareholders totaled \$21MM

Net Leverage



ROBUST BALANCE SHEET WITH 1.1X NET LEVERAGE AND AMPLE LIQUIDITY

- Cash balance of \$147MM
- Available liquidity of ~\$1.1B
- \$532MM of net debt, a sequential increase of \$201MM principally due to the acquisition of M&C TechGroup

2025 Outlook

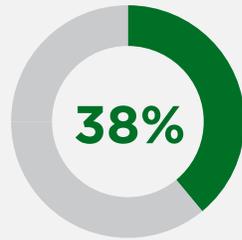
Maintaining Low-Single Digit Organic Sales Growth Outlook, Led by Detection Growth Ongoing Macroeconomic and Policy Uncertainty Risk

% NET SALES⁽¹⁾

DIVERSE END MARKETS

DETECTION

- Fixed gas & flame detection
- Refrigerant detection & identification
- Portable gas detection
- Gas analysis & process safety



- Energy & utilities
- HVAC-R
- Water & wastewater
- Food retail
- Industrial
- Automotive

FIRE SERVICE

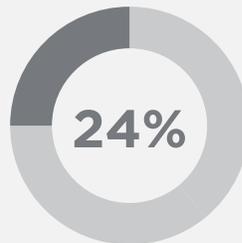
- SCBA
- Helmets
- Protective apparel



- Government fire service
- Municipal fire service
- First responder

INDUSTRIAL PPE AND OTHER

- Industrial head protection
- Fall protection
- APR & other PPE



- Energy & utilities
- Construction
- Manufacturing
- Industrial
- Healthcare & pharma

ADDITIONAL MODELING CONSIDERATIONS

- **Foreign Exchange:** FX translation 0%-1% revenue tailwind⁽²⁾ / **M&A Contribution⁽³⁾:** +2%
- **Interest Expense:** ~\$29-\$32MM / **Tax Rate:** 24%-25%
- **Pension and Other Non-Operating Income:** Increase of ~\$4-\$5MM over 2024 levels

OPERATING ENVIRONMENT UPDATE

POSITIVES

- + Diverse end market demand; stable order trends
- + Favorable growth environment for fixed and portable detection, and MSA+ solutions categories
- + Momentum in fall protection
- + Leveraging MSA Business System to support strong operating performance
- + Growing global demand for safety products and solutions

CHALLENGES

- Non-recurrence of U.S. Air Force order
- 2025 NFPA standard change and dynamic approval timing for next generation SCBA
- Mixed industrial end market demand globally
- Transactional foreign exchange headwinds
- Heightened macroeconomic, tariff and geopolitical policy uncertainty

A Leader in Industrial Safety Technology

Executing Our ACCELERATE Strategy to Deliver Long-Term Profitable Growth and Value Creation

Thank You to Our Associates!



Solid operating performance in 2Q with strong results in high growth categories and continued **execution of ACCELERATE strategy**



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 economic cycles



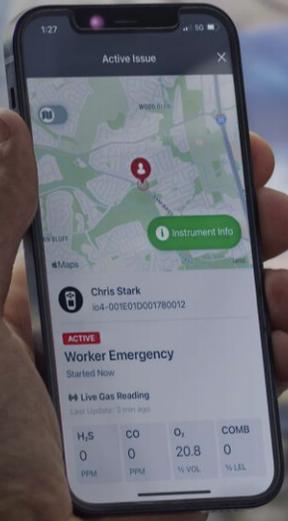
Reinvestment in innovation and technology, including strategic M&A, enables **leading positions in attractive end markets**



Strong balance sheet supports growth investments and return of capital to shareholders while navigating dynamic environment

ACCELERATE
Driving future growth

Q&A



Live Gas Reading

H ₂ S	CO	O ₂	COMB
0	0	20.8	0
PPM	PPM	% VOL	% LEL

Appendix



MSA Safety (NYSE: MSA) Snapshot

\$1.8B Net Sales¹

4.3% R&D Investment^{1,2}

37% Product Vitality³

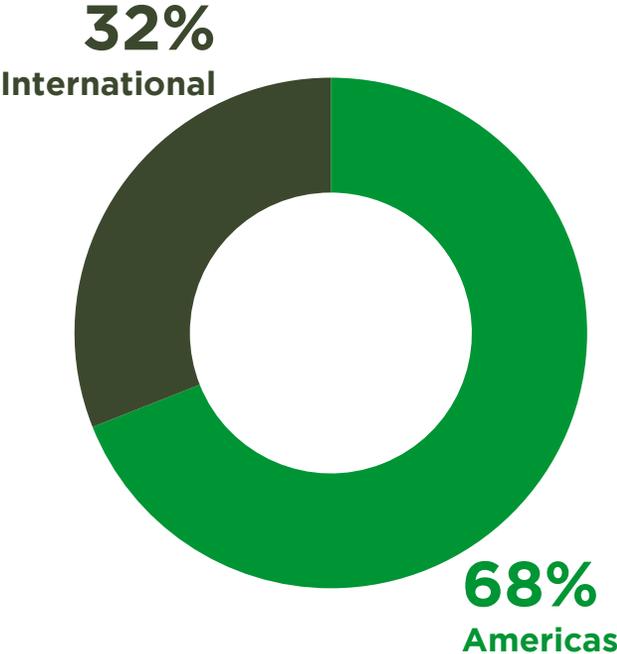
46.8% Gross Profit Margin¹

22.3% Adj. Operating Margin¹

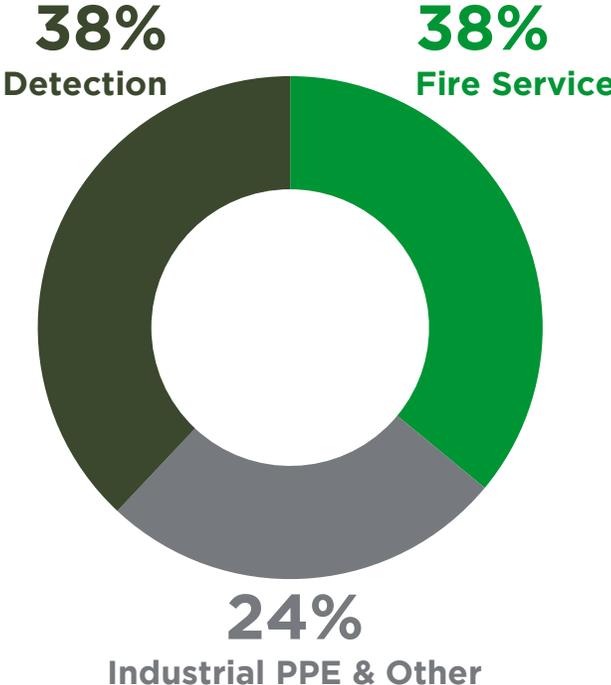
1.1x Net Leverage¹

55 Years Consecutive Dividend Increases

Net Sales by Segment¹



Net Sales by Product Category^{1,4}



M&C TechGroup Acquisition

Expands Fixed Detection Portfolio; Adds Capabilities in Gas Analysis and Process Safety Markets



About M&C

- German-based company founded in 1985 with ~220 employees, annual revenue of ~\$55MM
- Innovation-led with a portfolio of highly-engineered detection instrumentation used in process industries
- Provide gas analysis solutions to detect, measure and monitor various parameters in industrial processes

Strategic Rationale

- Aligned with ACCELERATE strategy's focus on growing detection business and disciplined M&A financial criteria
- ~\$500MM TAM expansion in an attractive growth vector, diversified applications across broad range of end markets
- Highly complementary to MSA's fixed gas detection products, geographies, distribution and customers, providing ample synergy opportunities

Transaction Overview

- Transaction valued at 188MM, net of cash acquired, and financed through a combination of cash and revolving credit facility
- Implied mid-teens EBITDA multiple
- Increase to adjusted net leverage ratio of approximately one half turn of adjusted EBITDA
- Deal expected to be accretive to 2025 adjusted earnings

Key Products



Gas Sampling

Gas Transport



Gas Conditioning

Gas Analysis

Process Control

Application



Diverse End Markets



Power Generation

Chemicals

Petro-Chemicals



Auto

Food & Beverage

Steel

Cement

**MSA'S FIXED GAS DETECTION PRODUCTS MONITOR BROADER INDUSTRIAL ENVIRONMENT FOR HARMFUL GASES
M&C'S PRODUCTS DETECT, MEASURE AND MONITOR VARIOUS PARAMETERS WITHIN INDUSTRIAL PROCESS EQUIPMENT**



2024 Impact Report

Creating Business Growth and Positive Societal Impact Through Our Singular Mission of Safety

2024 Impact Report Highlights

Our Products and Solutions	Our People	Our Planet
<ul style="list-style-type: none">Support worker safety and sustainability with what we make and how we make itServe end markets supported by sustainability trendsIntegrate sustainability and inclusivity principles into new product development process	<ul style="list-style-type: none">Energize our inclusive workforce around mission of safetyLeverage continuous improvement mindset supported by MSA Business SystemAttract and retain top talent, enabling industry-leading product innovation	<ul style="list-style-type: none">Committed to being a good steward of our environmentProgressed Scope 1 and 2 emissions targets, on track to meet 2030 goalIdentifying sustainability and cost synergies through waste and carbon reduction efforts
Strong customer value proposition	Mission-driven culture dedicated to keeping workers safe	Efficient organization aligned to global sustainability trends

40+

Million Workers Protected⁽¹⁾



REAFFIRMED 40+ MILLION WORKERS PROTECTED METRIC THROUGH 2024

2024 Impact Report⁽²⁾

MSA Safety | ACCELERATE Strategy

CONTINUE TO BE THE LEADER IN PREMIUM SAFETY SOLUTIONS



- Leverage scale, market leadership, and customer-centric innovation to drive above-market profitable growth
- Deliver excellence in customer experience and commercial execution
- Enhance diversification across end markets, geographies, and product portfolio to fortify resilient organic growth

IMPLEMENT TARGETED GROWTH ACCELERATORS



- Continue to evolve from hardware supplier to system solutions provider, improving customer safety outcomes and generating recurring revenue
- Lean into high-growth end markets and distinct safety megatrends around connectivity and productivity solutions
- Enhance portfolio through strategic acquisitions

APPLY MSA BUSINESS SYSTEM TO ENABLE EXCELLENCE



- Drive excellence in pricing, operations, resource allocation, and balance sheet efficiency
- Set foundation for digital automation
- Empower high-performance teams and leaders
- Win as a team with consistent tools, processes, and behaviors

ALLOCATE CAPITAL EFFECTIVELY



- Leverage premier financial profile to deliver sustainable long-term growth
- Maintain disciplined approach with growth bias
- Return value to shareholders through an increasing dividend, share repurchases to offset dilution, and opportunistic reinvestment

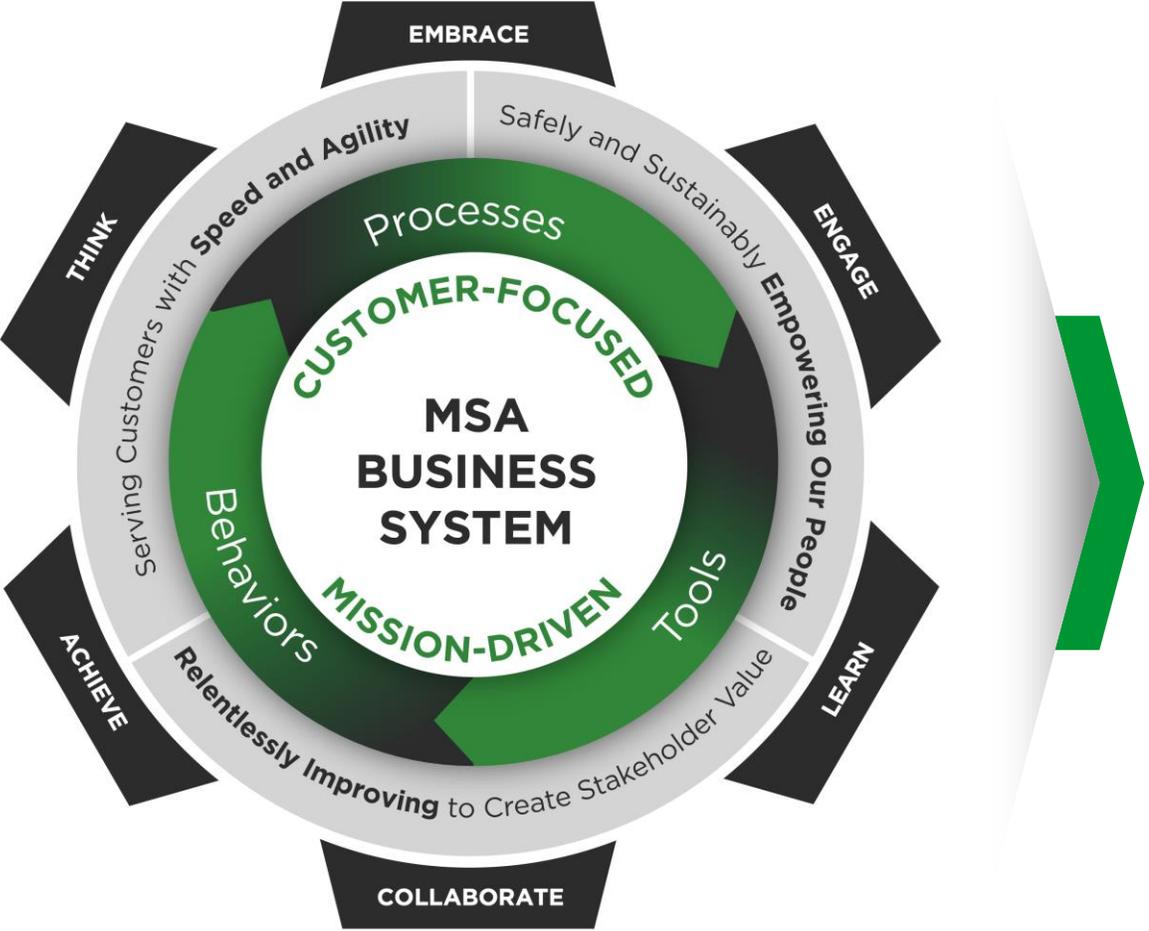
ACCELERATE
Driving future growth

MSA Safety | Product Categories and Markets

	DETECTION		FIRE SERVICE		INDUSTRIAL PPE AND OTHER	
PRODUCT CATEGORY	Fixed Gas & Flame Detection 	Portable Gas Detection 	SCBA & Connected Firefighter 	Protective Apparel & Helmets 	Industrial Head Protection 	Fall Protection 
GLOBAL TAM ⁽¹⁾	~\$4.5B ⁽²⁾		~\$2.5B		~\$3.5B ⁵	
MARKET CAGR ^(1,3)	4% - 5%		2% - 3%		3% - 4% ⁵	
MSA % OF NET SALES ⁽⁴⁾	38%		38%		24%	
EXPECTED MSA CAGR ⁽³⁾	5% - 7%		3% - 5%		2% - 4%	
SECULAR TRENDS	Focus on Regulatory & Compliance	Energy Transition & Decarbonization	Evolving Safety Standards	Resilient Funding for Fire Service	Increased Focus on Proactive Prevention	Sustainability & ESG
	Global Infrastructure Spend	Digital Transformation	Adoption of Connected Solutions	Increasing Turnout Gear Demand	Nearshoring & Infrastructure Spend	Higher Standards in Emerging Economies

TARGETING 3% - 5% LONG-TERM ORGANIC REVENUE GROWTH⁽³⁾ + CAPITAL DEPLOYMENT OPTIONALITY

MSA Safety | Business System (MBS)



BEHAVIORS

The way we act and react to changes and challenges

- Relentless focus on improving our performance on new product development, SG&A, project management, and global business service

PROCESSES

How we work with others and apply tools

- Working Capital: SIOP⁽¹⁾ to forecast supply and demand and apply global best practices in transaction processing

TOOLS

Ways to identify and eliminate waste, standardize work, and problem solve

- Manufacturing Execution System (MES): gaining greater visibility and real-time data from our manufacturing plants through technology

FOUNDATION TO ACHIEVE SUPERIOR AND SUSTAINABLE RESULTS

1. Sales, Inventory, and Operations Planning.

MSA Safety | 2028 Financial Targets

MISSION-DRIVEN REINVESTMENT

	Resilient Organic Revenue Growth	\$2.1B - \$2.3B	<ul style="list-style-type: none">• 3 - 5% organic revenue growth• Market growth, customer-centric innovation, and commercial excellence• Macro secular safety trends
	Operating Margin⁽¹⁾ Expansion	23.5% - 25.0%	<ul style="list-style-type: none">• Target 30 - 50 bps annually• MSA Business System evolution across global business• Continued focus on operating efficiency
	Continued EPS⁽¹⁾ Compounding	\$10.00 - \$11.00	<ul style="list-style-type: none">• Strategy evolution delivers new base of expansion• 30 - 40% incremental operating margins
	Capital Deployment Optionality	\$1.5B+⁽²⁾	<ul style="list-style-type: none">• Consistent organic growth investment• Sustained dividend + share repurchases• Accretive acquisitions from free cash flow generation and available debt capacity• Continue performance of 20%+ Adjusted ROCE⁽³⁾

OUR STRATEGY FUELS PROVEN SHAREHOLDER VALUE CREATION

Reconciliation of Non-GAAP Financial Measures



Reconciliation of Non-GAAP Financial Measures

Organic Sales Change (Unaudited)

Consolidated

	Three Months Ended June 30, 2025				Six Months Ended June 30, 2025			
	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales
GAAP reported sales change	13%	(5%)	(2%)	3%	14%	(7%)	(1%)	2%
Currency translation effects	— %	(1%)	1%	(1%)	1%	— %	2%	1%
Less: Acquisitions	(7%)	— %	— %	(2%)	(4%)	— %	— %	(1%)
Organic sales change	6%	(6%)	(1%)	— %	11%	(7%)	1%	2%

Americas

	Three Months Ended June 30, 2025				Six Months Ended June 30, 2025			
	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales
GAAP reported sales change	14%	(6%)	(3%)	2%	14%	(10%)	(1%)	1%
Currency translation effects	1%	— %	2%	1%	1%	— %	3%	1%
Less: Acquisitions	(3%)	— %	— %	(1%)	(1%)	— %	— %	(1%)
Organic sales change	12%	(6%)	(1%)	2%	14%	(10%)	2%	1%

International

	Three Months Ended June 30, 2025				Six Months Ended June 30, 2025			
	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales	Detection ^(a)	Fire Service ^(b)	Industrial PPE and Other ^(c)	Net Sales
GAAP reported sales change	12%	(2%)	1%	4%	15%	2%	(1%)	6%
Currency translation effects	(4%)	(4%)	(3%)	(3%)	(1%)	(1%)	(1%)	(1%)
Less: Acquisitions	(11%)	— %	— %	(5%)	(7%)	— %	— %	(2%)
Organic sales change	(3%)	(6%)	(2%)	(4%)	7%	1%	(2%)	3%

(a) Detection includes Fixed Gas and Flame Detection and Portable Gas Detection.

(b) Fire Service includes Breathing Apparatus and Firefighter Helmets and Protective Apparel.

(c) Industrial PPE and Other includes Industrial Head Protection, Fall Protection and Non-Core.

Management believes that organic sales change is a useful metric for investors, as foreign currency translation, acquisitions and divestitures can have a material impact on sales change trends. Organic sales change highlights ongoing business performance excluding the impact of fluctuating foreign currencies, acquisitions and divestitures. There can be no assurances that MSA's definition of organic sales change is consistent with that of other companies. As such, management believes that it is appropriate to consider sales change determined on a GAAP basis in addition to this non-GAAP financial measure.

Reconciliation of Non-GAAP Financial Measures

Adjusted Operating Income and Adjusted EBITDA (Unaudited)

	Three months ended June 30,		Six months ended June 30,		Trailing Twelve Months Ended June,	Twelve Months Ended December 31,
	2025	2024	2025	2024	2025	2024
(In thousands)						
Adjusted EBITDA	\$ 116,513	\$ 121,931	\$ 217,979	\$ 223,185	\$ 464,225	\$ 469,431
Less:						
Depreciation and amortization	15,079	13,741	29,043	26,985	57,217	55,159
Adjusted operating income	\$ 101,434	\$ 108,190	\$ 188,936	\$ 196,200	\$ 407,008	\$ 414,272
Less:						
Restructuring charges	488	1,543	2,412	4,560	4,249	6,397
Currency exchange losses (gains), net	5,286	(603)	9,363	1,730	11,271	3,638
Acquisition-related amortization	3,153	2,306	5,439	4,620	9,993	9,174
Transaction costs ^(a)	6,645	-	8,099	234	8,751	886
Net cost for product-related legal matter	-	5,000	-	5,000	-	5,000
GAAP operating income	\$ 85,862	\$ 99,944	\$ 163,623	\$ 180,056	\$ 372,744	\$ 389,177
Less:						
Interest expense	8,116	9,664	14,951	20,403	31,437	36,889
Other income, net	(5,000)	(4,148)	(12,022)	(10,382)	(24,358)	(22,718)
Income before income taxes	\$ 82,746	\$ 94,428	\$ 160,694	\$ 170,035	\$ 365,665	\$ 375,006
Provision for income taxes	19,973	22,194	38,316	39,662	88,693	90,039
Net income	\$ 62,773	\$ 72,234	\$ 122,378	\$ 130,373	\$ 276,972	\$ 284,967
Net Sales	\$ 474,116	\$ 462,463			\$ 1,827,831	
Adjusted Operating Income	101,434	108,190			407,008	
Adjusted Operating Margin %	21.4%	23.4%			22.3%	

(a) Transaction costs include advisory, legal, accounting, valuation, and other professional or consulting fees incurred during acquisitions and divestitures. These costs are included in selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Income.

Adjusted operating income and adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) are the measures used by management to evaluate segment performance and allocate resources. As such, management believes these measures are useful metrics for investors. Adjusted operating income is defined as operating income excluding restructuring charges, currency exchange gains / losses, amortization of acquisition-related intangible assets, and transaction costs and Adjusted EBITDA is defined as adjusted operating income plus depreciation and amortization. Adjusted operating income and adjusted EBITDA 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, 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 and net income determined on a GAAP basis in addition to these non-GAAP measures.

Reconciliation of Non-GAAP Financial Measures

Adjusted Earnings and Adjusted Earnings per Diluted Share (Unaudited)

(In thousands, except per share amounts)

	Three Months Ended June 30,			Six Months Ended June 30,		
	2025	2024	% Change	2025	2024	% Change
Net income	\$ 62,773	\$ 72,234	(13%)	\$ 122,378	\$ 130,373	(6%)
Currency exchange losses (gains), net	5,286	(603)		9,363	1,730	
Restructuring charges	488	1,543		2,412	4,560	
Transaction costs ^(a)	6,645	—		8,099	234	
Acquisition-related amortization	3,153	2,306		5,439	4,620	
Asset related losses	884	701		892	752	
Pension settlement	721	1,308		721	1,308	
Net cost for product related legal matter	—	5,000		—	5,000	
Income tax expense on adjustments	(4,021)	(2,827)		(6,937)	(5,417)	
Adjusted earnings	\$ 75,929	\$ 79,662	(5%)	\$ 142,367	\$ 143,160	(1%)
Adjusted earnings per diluted share	\$ 1.93	\$ 2.01	(4%)	\$ 3.61	\$ 3.62	(0%)

(a) Transaction costs include advisory, legal, accounting, valuation, and other professional or consulting fees incurred during acquisitions and divestitures. These costs are included in selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Income.

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

Free Cash Flow (Unaudited)

(In thousands, except percentage amounts)

	Three Months Ended June 30,		Six Months Ended June 30,	
	2025	2024	2025	2024
Cash flow from operating activities	\$ 67,218	\$ 53,302	\$ 129,051	\$ 104,188
Capital expenditures	(29,334)	(14,341)	(40,118)	(25,560)
Free cash flow	<u>\$ 37,884</u>	<u>\$ 38,961</u>	<u>\$ 88,933</u>	<u>\$ 78,628</u>
Net Income	62,773	72,234	122,378	130,373
Free cash flow conversion	60%	54%	73%	60%

Management believes that free cash flow is a meaningful measure for investors. Management reviews cash from operations after deducting capital expenditures because these expenditures are necessary to promote growth of MSA's business and are likely to produce cash from operations in future periods. It is important to note that free cash flow does not reflect the residual cash balance of the company for discretionary spending since other items, including debt and dividend payments, are deducted from free cash flow before arriving at the company's ending cash balance. Management defines free cash flow conversion as free cash flow divided by net income. There can be no assurances that MSA's definition of free cash flow is consistent with that of other companies. As such, management believes that it is appropriate to consider cash from operating activities determined on a GAAP basis as well as free cash flow.

Reconciliation of Non-GAAP Financial Measures

Debt to Adjusted EBITDA and Net Debt to Adjusted EBITDA (Unaudited)

(In thousands)	Twelve Months Ended June 30, 2025
Operating income	\$ 372,744
Depreciation and amortization	57,217
Restructuring charges	4,249
Currency exchange losses, net	11,271
Acquisition-related amortization	9,994
Transaction costs ^(a)	8,751
Adjusted EBITDA	<u>\$ 464,226</u>
Total end-of-period debt	679,348
Debt to adjusted EBITDA	<u>1.5</u>
Total end-of-period debt	\$ 679,348
Total end-of-period cash and cash equivalents	146,988
Net debt	<u>\$ 532,360</u>
Net debt to adjusted EBITDA	<u>1.1</u>

(a) Transaction costs include advisory, legal, accounting, valuation, and other professional or consulting fees incurred during acquisitions and divestitures. These costs are included in Selling, general and administrative expense in the unaudited Condensed Consolidated Statements of Operations.

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.

Reconciliation of Non-GAAP Financial Measures

R&D Investment (Unaudited)

(In thousands)

	Six Months Ended June 30,		Trailing Twelve Months	Twelve Months
	2025	2024	Ended June 30	Ended December 31,
			2025	2024
Research and development expense	\$ 32,655	\$ 32,988	\$ 66,193	\$ 66,526
Capitalized software development costs	6,700	6,800	\$ 12,900	13,000
Total R&D investment	\$ 39,355	\$ 39,788	\$ 79,093	\$ 79,526
Net sales	\$ 895,456	\$ 875,765	\$ 1,827,831	\$ 1,808,140
R&D investment (% net sales)	4.4%	4.5%	4.3%	4.4%

Management believes that total R&D investment is a meaningful measure for investors. Management includes capitalized software development costs when evaluating total research and development expenditures as it believes it better represents its overall spend. Management defines R&D investment as research and development expense plus capitalized software development cost. As such, management believes that it is appropriate to consider research and development expense determined on a GAAP basis as well as total R&D investment.



The Safety Company