MSA
The Safety Company

Third Quarter 2025
Earnings Presentation

October 29, 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.

Third Quarter 2025 Business Update

Delivered 6% Adjusted EPS Accretion on 3% Organic Sales Growth

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

Third Quarter Business Update

- Strong performance in detection and industrial PPE enabled sales and adjusted EPS growth:
  - Net sales of $468MM (+8% reported, +3% organic YoY); Adjusted EPS $1.94, +6% YoY
  - Healthy order books in detection and industrial PPE, fire service down due to near-term market dynamics and U.S. Air Force comp
  - M&C TechGroup accretive to adjusted EPS and integration on track
- Introduced innovative new products in detection and industrial PPE
- Assistance to Firefighter Grants (AFG) released at September month end
- 2025 NFPA[(1)] standard remains on track for approval by early 2026

Reported Net Sales	Adjusted Operating Income	Adjusted Operating Margin	Adjusted EPS	Free Cash Flow & Conversion
$468MM +8%	**$104MM** +6%	**22.1%** -50 bps	**$1.94** +6%	**$100MM** 144%

See appendix for definitions of non-GAAP measures and non-GAAP reconciliations.
(1) National Fire Protection Association.

Third Quarter 2025 Strategic Actions

Pillars of ACCELERATE Guiding Strategic Execution

CONTINUED SAFETY LEADERSHIP AND GROWTH FOCUS

Expanded connected worker ecosystem and market-leading head protection portfolio; continued momentum in fall protection

- New product innovations in detection and industrial PPE
- Double digit growth in fall protection aided by strategic investments

OPERATIONAL AND COMMERCIAL EXCELLENCE

Ongoing tariff mitigation, including pricing and productivity measures; continued broad-based momentum in detection

- Ongoing tariff management; target to be price/cost neutral in first half 2026
- Excellent commercial execution in MSA+ connected portables

CAPITAL ALLOCATION

Strong balance sheet and ample liquidity continue to provide growth-oriented strategic optionality, M&A pipeline remains active

- M&A pipeline remains healthy
- Year-to-date 2025 share repurchases offset full year dilution; $130M remains under current authorization

INNOVATION SPOTLIGHT

ALTAIR io™ 6 Portable Gas Detector

V-Gard H2® Full Brim Safety Helmet

ACCELERATE
Driving future growth

Americas Fire Service Market Update

AFG and NFPA Dynamics Create Near-Term Volatility, Long-Term Market Fundamentals Intact

ASSISTANCE TO FIREFIGHTER GRANTS (AFG)

- Annual U.S. Government funding supports a portion of the North American fire service market, fully funded program since 2001
  - 2025 Awards released historically late at September month end, typical award announcement timing is April-September; U.S. Government shutdown added further complexity
- These near-term timing factors impacted third quarter orders; MSA has a plan and team in place to facilitate customer orders and deliveries as conditions ease

2025 NFPA STANDARD CHANGE

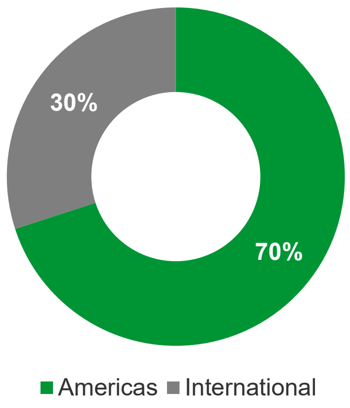
- NFPA standard changes occur approximately every five years, the last taking place in 2019; 2025 NFPA edition product approvals expected to be received in late 2025 or early 2026
- 2025 Standard impact on growth expected to be more in line with incremental 2019 standard change rather than revolutionary 2014 introduction of G1TM SCBA platform
- Flagship G1 SCBA remains premium product in the NFPA market, introduced G1 XR edition as bridge product between standards

POSITIVE LONG-TERM MARKET OUTLOOK

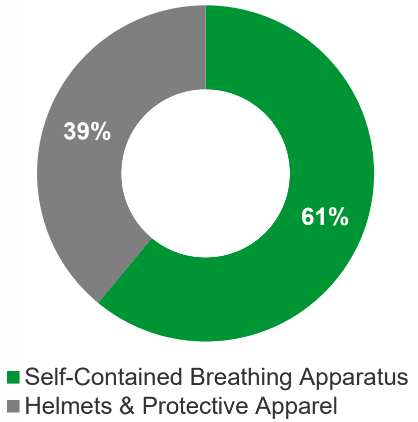
- AFG and NFPA dynamics have created short-term volatility around order timing, while pipeline remains strong and fundamentals secure
- Long-term market fundamentals remain intact, expected growth tailwind in the latter part of the decade, driven by SCBA replacement cycle
- Well-positioned to deliver next-generation connected SCBA technology
- Bipartisan support for firefighter funding expected to continue

MSA Fire Service Sales Breakdown[1]

Segment



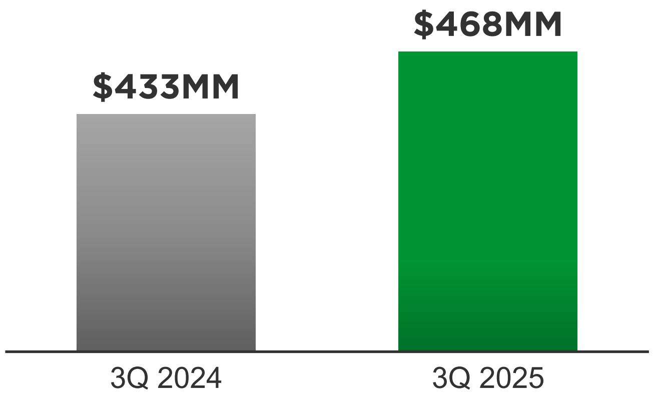
Product



(1) Net sales for the trailing twelve-months ended September 30, 2025.

Third Quarter 2025 Financial Summary
Broad-based Growth Across Segments and Product Categories

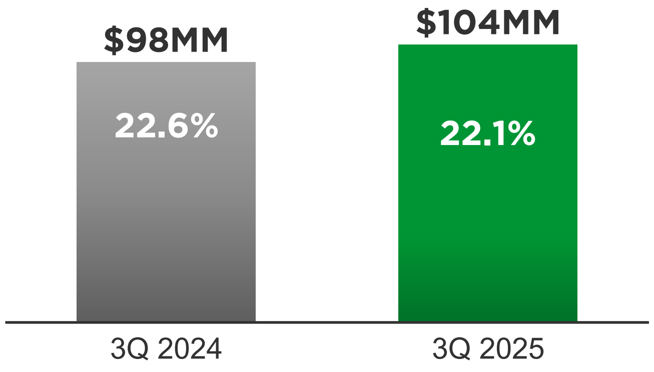
Net Sales



+8% REPORTED NET SALES GROWTH

- Sales +3% organic, +4% acquisitions, +1% FX
  - Americas: +5% reported (+3% organic)
  - International: +16% reported (+5% organic)
- Positive contributions from price and M&C TechGroup acquisition, partially offset by lower fire service volume
- HSD organic growth in industrial PPE and MSD growth in detection was partially offset by LSD contraction in fire service

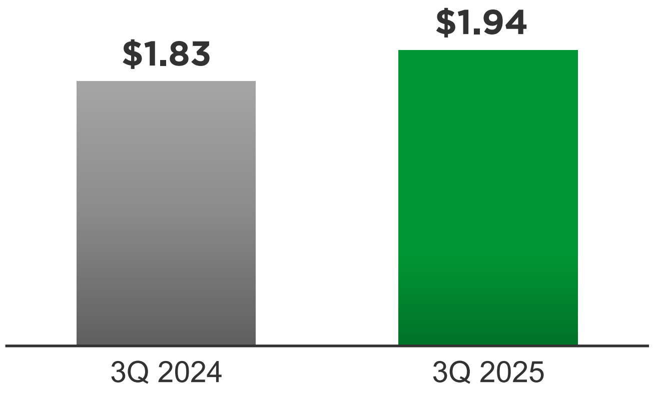
Adjusted Operating Income and Margin



22.1% ADJUSTED OPERATING MARGIN

- Reflects impacts from inflation, tariffs and transactional FX partially offset by price, effective SG&A management and variable compensation adjustments
  - Americas: 28.3%
  - International: 16.0%
- Adjusted EBITDA margin of 25.4%, down 40 bps YoY

Adjusted EPS



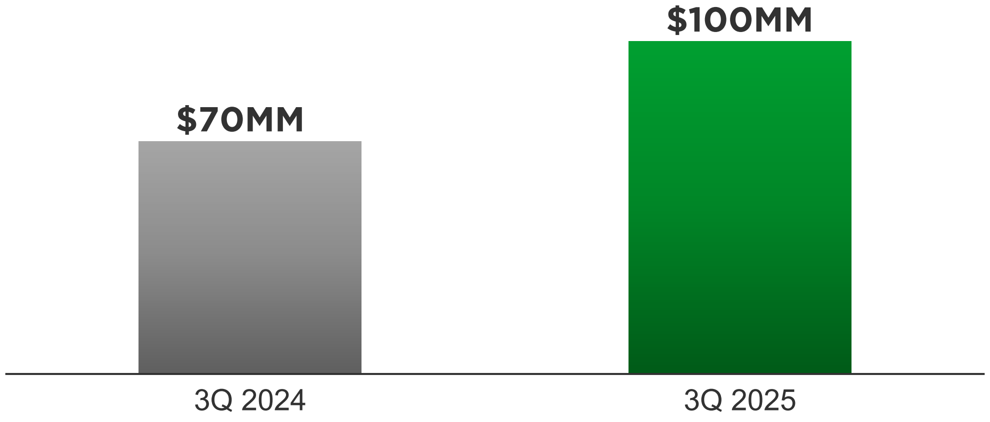
+6% ADJUSTED EPS GROWTH

- Higher operating income driven by net sales growth with contribution from M&C TechGroup
- Lower interest expense due to lower weighted average interest rate, partially offset by higher debt from M&C TechGroup acquisition

Third Quarter 2025 Free Cash Flow and Financial Leverage

Robust Free Cash Generation; Strong Balance Sheet Provides Capacity for Strategic Deployment

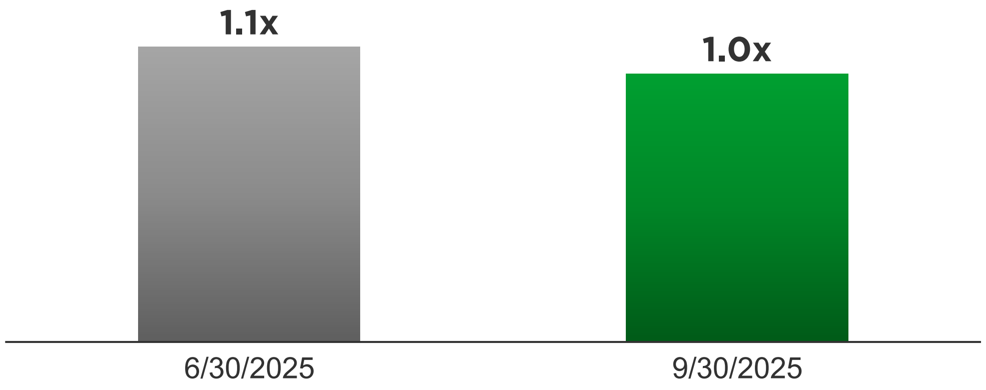
Free Cash Flow



CASH FLOW GENERATION AND CAPITAL ALLOCATION

- Free cash flow conversion rate of 144%, 99% YTD
- Dividends to shareholders totaled $21MM
- Capital expenditures totaled $12MM
- Year-to-date repurchases of $40MM offset full year dilution, expect to execute additional repurchases in the fourth quarter

Net Leverage



ROBUST BALANCE SHEET WITH 1.0X NET LEVERAGE AND AMPLE LIQUIDITY

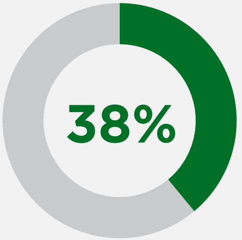
- Ample liquidity of ~$1.1B
- Debt repayments totaled $50MM, $459MM of net debt
- Target net leverage range: 1.5x-2.5x

2025 Outlook

Maintaining Low-Single Digit Organic Sales Growth Outlook, Led by Detection and Fall Protection
Ongoing Macroeconomic and Policy Uncertainty Risk; Fire Service Timing Headwinds

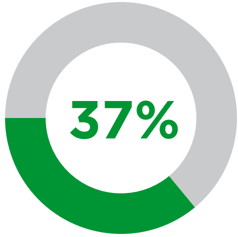
% NET SALES(1) | **DIVERSE END MARKETS**

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



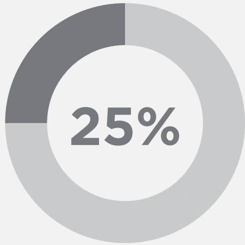
- Energy & utilities
- HVAC-R
- Water & wastewater
- Food retail
- Industrial
- Automotive

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 FULL-YEAR 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 provides resiliency
+ Favorable growth environment for fixed and portable detection, including MSA+ solutions categories
+ Continued momentum in fall protection
+ Leveraging MSA Business System
+ Growing global demand for safety products and solutions

CHALLENGES
– Later AFG award timing and U.S. Government shutdown
– 2025 NFPA standard change approval timing
– Non-recurrence of U.S. Air Force order
– Heightened macroeconomic, tariff and geopolitical policy uncertainty
– Mixed industrial end market demand globally
– Transactional foreign exchange volatility

(1) Percent of net sales for the trailing twelve-months ended September 30, 2025.
(2) Based on September rates.
(3) Acquisition of M&C TechGroup.

A Leader in Industrial Safety Technology

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

Thank You to Our Associates!

1. **Solid operating performance in 3Q** with strong results in high growth categories and continued **execution of ACCELERATE strategy**

2. **Mission-driven culture and unwavering commitment** to the safety of our customers and our employees

3. **Reliable, diversified base business** drives organic growth and margin expansion opportunities across economic cycles

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

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

ACCELERATE
Driving future growth

Q&A

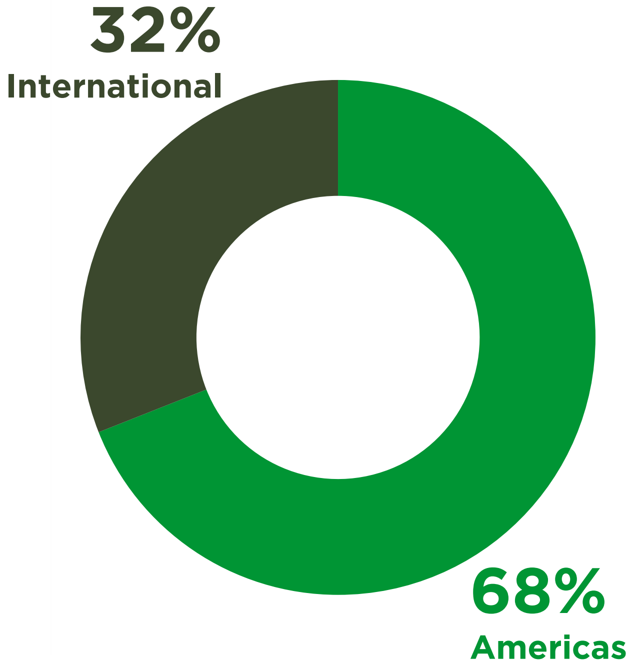

1:27
Active Issue
WOOD GLEN
Instrument Info
Maps
Chris Stark
io4-001E01D001780012
ACTIVE
Worker Emergency
Started Now
Live Gas Reading
H_2S
0
PPM
CO
0
PPM
O_2
20.8
% VOL
COMB
0
% LEL

Appendix

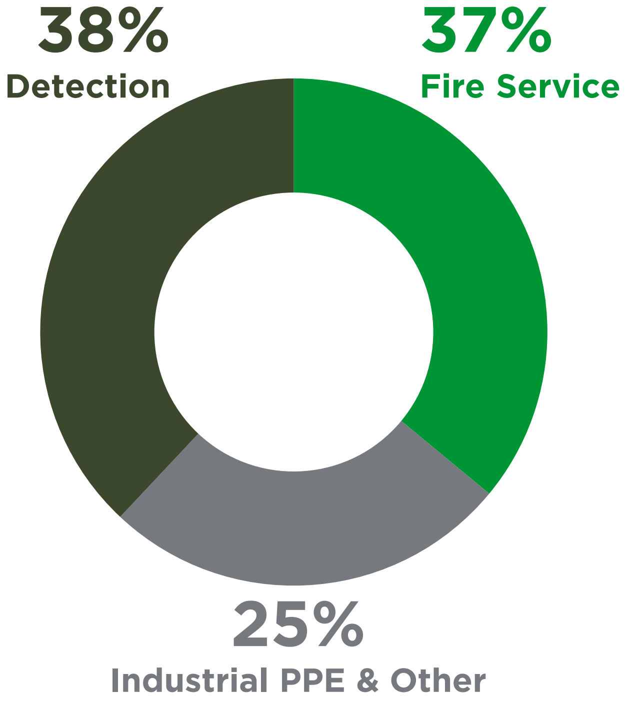
MSA Safety (NYSE: MSA) Snapshot

$1.9B	Net Sales[1]
4.3%	R&D Investment[1,2]
37%	Product Vitality[3]
46.5%	Gross Profit Margin[1]
22.2%	Adj. Operating Margin[1]
1.0x	Net Leverage[1]
55 Years	Consecutive Dividend Increases

Net Sales by Segment[1]



Net Sales by Product Category[1,4]



See appendix for definitions of non-GAAP measures and non-GAAP reconciliations. (1) Key metrics for the trailing twelve-months ended September 30, 2025. (2) Percentage of net sales; includes capitalized software development costs. (3) Percent of sales from products developed and launched in past 5 years. (4) Detection includes Fixed Gas & Flame Detection and Portable Gas Detection. Fire Service includes Self-Contained Breathing Apparatus (SCBA) and Firefighter Helmets & Protective Apparel. Industrial PPE & Other includes Industrial Head Protection, Fall Protection, and Other PPE Sales.

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 such as detection and fall protection with 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

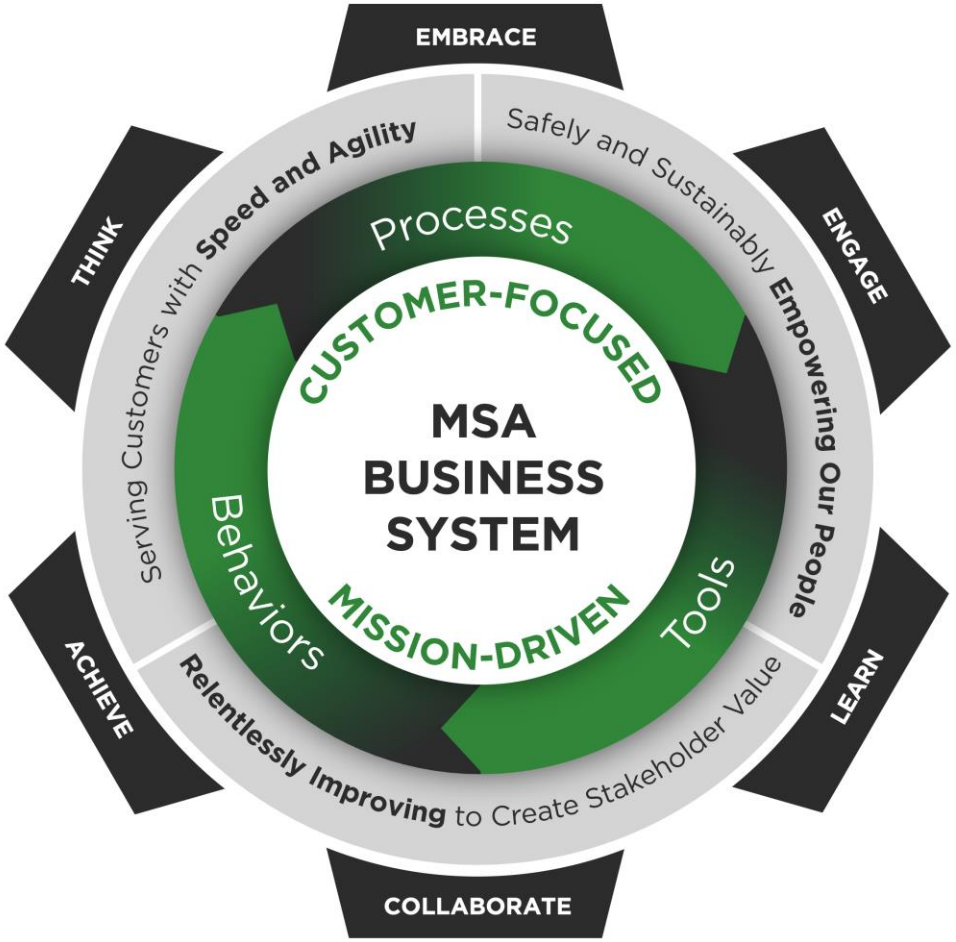
ALLOCATE CAPITAL EFFECTIVELY

- Leverage premier financial profile to deliver sustainable long-term growth
- Maintain disciplined, growth-oriented capital allocation strategy, priorities include:
  - Organic growth
  - M&A
  - 55 Years of increasing dividend
  - Share repurchases

ACCELERATE

Driving future growth

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**	• 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%**	• 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**	• Strategy evolution delivers new base of expansion • 30 – 40% incremental operating margins
Capital Deployment Optionality	**$1.5B+[2]**	• 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

MSA The Safety Company

(1) Targets refer to adjusted metric, see appendix for definitions of non-GAAP measures. (2) Reflects expected cumulative free cash flow after dividends and share repurchase and available debt capacity. (3) Adjusted ROCE is defined as adjusted earnings plus after-tax interest expense, divided by average capital employed.

Reconciliation of Non-GAAP Financial Measures

Reconciliation of Non-GAAP Financial Measures

Organic Sales Change (Unaudited)

Consolidated

	Three Months Ended September 30, 2025				Nine Months Ended September 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	17%	(1%)	9%	8%	15%	(5%)	2%	4%
Currency translation effects	(1%)	(2%)	(2%)	(1%)	— %	— %	1%	— %
Less: Acquisitions	(10%)	— %	— %	(4%)	(5%)	— %	— %	(2%)
Organic sales change	6%	(3%)	7%	3%	10%	(5%)	3%	2%

Americas

	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%)	3%	5%	14%	(8%)	— %	2%
Currency translation effects	— %	— %	— %	— %	1%	1%	2%	1%
Less: Acquisitions	(5%)	— %	— %	(2%)	(4%)	— %	— %	(1%)
Organic sales change	7%	(2%)	3%	3%	11%	(7%)	2%	2%

International

	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	27%	1%	22%	16%	19%	2%	6%	10%
Currency translation effects	(4%)	(4%)	(5%)	(4%)	(2%)	(2%)	(2%)	(2%)
Less: Acquisitions	(18%)	— %	— %	(7%)	(11%)	— %	— %	(5%)
Organic sales change	5%	(3%)	17%	5%	6%	— %	4%	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 September 30,		Nine Months Ended September 30,		Trailing Twelve Months Ended September 30,	Twelve Months Ended December 31,
	2025	2024	2025	2024	2025	2024
(In thousands)						
Adjusted EBITDA	$ 118,934	$ 111,605	$ 336,912	$ 334,789	$ 471,554	$ 469,431
Less:						
Depreciation and amortization	15,193	13,690	44,237	40,675	58,721	55,159
Adjusted operating income	103,741	97,915	292,675	294,114	412,833	414,272
Less:						
Currency exchange losses (gains), net	3,875	2,985	13,237	4,715	12,160	3,638
Restructuring charges	58	1,184	2,470	5,744	3,123	6,397
Acquisition-related amortization	3,595	2,269	9,033	6,888	11,319	9,174
Transaction costs[(a)]	1,903	-	10,002	234	10,654	886
Net cost for product-related legal matter	-	-	-	5,000	-	5,000
GAAP operating income	$ 94,310	$ 91,477	$ 257,933	$ 271,533	$ 375,577	$ 389,177
Less:						
Interest expense	8,416	9,153	23,368	29,556	30,701	36,889
Other income, net	(6,562)	(5,833)	(18,585)	(16,215)	(25,088)	(22,718)
Income before income taxes	92,456	88,157	253,150	258,192	369,964	375,006
Provision for income taxes	22,843	21,509	61,159	61,171	90,027	90,039
Net income	$ 69,613	$ 66,648	$ 191,991	$ 197,021	$ 279,937	$ 284,967
Net Sales	$ 468,445	$ 432,679			$ 1,863,597	
Adjusted Operating Income	103,741	97,915			412,833	
Adjusted Operating Margin %	22.1%	22.6%			22.2%	

(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 September 30,			Nine Months Ended September 30,		
	2025	2024	% Change	2025	2024	% Change
Net income	$ 69,613	$ 66,648	4%	$ 191,991	$ 197,021	(3%)
Currency exchange losses (gains), net	3,875	2,985		13,237	4,715	
Restructuring charges	58	1,184		2,470	5,744	
Acquisition-related amortization	3,595	2,269		9,033	6,888	
Transaction costs [a]	1,903	-		10,002	234	
Asset related losses	97	207		989	959	
Pension settlement	-	-		721	1,308	
Net cost for product related legal matter	-	-		-	5,000	
Income tax expense on adjustments	(2,949)	(995)		(9,885)	(6,412)	
Adjusted earnings	$ 76,192	$ 72,298	5%	$ 218,558	$ 215,457	1%
Adjusted earnings per diluted share	$ 1.94	$ 1.83	6%	$ 5.55	$ 5.45	2%

(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 September 30, 2025	Three Months Ended September 30, 2024	Nine Months Ended September 30, 2025	Nine Months Ended September 30, 2024
Cash flow from operating activities	$ 112,462	$ 84,332	$ 241,513	$ 188,520
Capital expenditures	(11,986)	(14,254)	(52,104)	(39,814)
Free cash flow	$ 100,476	$ 70,078	$ 189,409	$ 148,706
Net Income	69,613	66,648	191,991	197,021
Free cash flow conversion	144%	105%	99%	75%

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 September 30, 2025
Operating income	$ 375,577
Depreciation and amortization	58,721
Currency exchange losses, net	12,160
Restructuring charges	3,123
Acquisition-related amortization	11,319
Transaction costs[a]	10,654
Adjusted EBITDA	$ 471,554
Total end-of-period debt	628,583
Debt to adjusted EBITDA	1.3
Total end-of-period debt	$ 628,583
Total end-of-period cash and cash equivalents	169,998
Net debt	$ 458,585
Net debt to adjusted EBITDA	1.0

(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 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)	Nine Months Ended September 30,		Trailing Twelve Months Ended September 30,	Twelve Months Ended December 31,
	2025	2024	2025	2024
Research and development expense	$ 49,186	$ 49,695	$ 66,017	$ 66,526
Capitalized software development costs	10,400	10,000	$ 13,400	13,000
Total R&D investment	$ 59,586	$ 59,695	$ 79,417	$ 79,526
Net sales	$ 1,363,900	$ 1,308,443	$ 1,863,597	$ 1,808,140
R&D investment (% net sales)	4.4%	4.6%	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.

MSA

The Safety Company