

## General

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### Why is MSA acquiring us?

*The acquisition of Bristol Uniforms and Bell Apparel strengthens MSA's position as a global market leader in fire service PPE products, which include breathing apparatus, firefighter helmets, thermal imaging cameras and firefighter turnout gear. In addition to expanding our product portfolio, the Bristol acquisition provides MSA with new avenues to execute a key pillar of its strategy: investing in key geographic growth markets, which include the U.K.*

*The Bristol acquisition builds on the work MSA began in 2017 with its acquisition of U.S.-based Globe Manufacturing, a market leader in U.S. firefighter protective apparel. Collectively, Globe and Bristol provide the opportunity for MSA to build upon and expand its global focus on protecting the firefighter from head to toe.*

*The fire service is a key strategic market for MSA that has performed well through a broad range of economic cycles. The market is perfectly aligned with the MSA mission, and its secular growth drivers make it less sensitive to economic trends and headwinds when compared to other industrial sectors. These drivers include the development and adoption of new consensus standards covering product performance; consistent equipment replacement cycles; and broad community and government support to ensure our first responders have the best safety technology available. Given health and wellness trends in fire service – which are driving a need for multiple sets of turnout gear for individual firefighters, as well as heightened awareness around the importance of routine laundering and care – this acquisition enhances MSA's ability to meet those needs on a more global scale.*

### What will our company name be?

*Effective immediately the companies will be known as MSA Bristol and MSA Bell. From a branding and marketing standpoint, and in alignment with MSA's global branding strategy, MSA will be the overarching, corporate brand; you are now part of the MSA family!*

### Will MSA reduce staff as a result of the acquisition?

*That's a question we simply can't answer at this time. Our goal is to grow this business and make it successful. And to do that, we believe we're going to need to rely on a lot of the expertise that the Bristol and Bell teams brings to the table. Over the next several months we will be evaluating and developing the necessary organizational structure to ensure that goal is met.*

### What will happen to our current leadership?

*The Bristol and Bell management team members will continue to play key leadership roles but we will be looking for the most effective organizational structure as the integration develops. One key appointment is that of Jason Traynor, our Integration Leader, and during this first phase of integration all Bristol and Bell employees will report to Jason.*

## What is the timeframe for the integration and any planned changes?

*Our immediate plans are to focus on a smooth integration – at both organizations – because we must not lose sight of serving our customers in order to meet our goals. Over the weeks and months ahead, however, the integration team comprised of both will be working hard to outline a detailed integration plan and supporting timeline. We'll be sure to share those details with both organizations as soon as they are available.*

## Compensation & Benefits

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### Will my compensation change?

*We have no immediate intention to change your compensation structure. Bristol compensation policies, guidelines, and processes shall remain in place. Over time, we will look to integrate these and other policies to align with MSA's policies.*

### Will my benefits change?

*We have no immediate intentions to change the existing benefits programs at Bristol. If and when the time comes to make a change to your benefits offerings. Over the weeks and months ahead you will come to learn that MSA truly believes our employees are the greatest asset we have, and that we act according to that belief.*

### How will we be measured and rewarded?

*You will continue to be measured and rewarded as you are today. As we look to the future, however, we will be evaluating how to best integrate your current practices and processes with those at MSA. Generally speaking, MSA's philosophy is to align pay with performance and help people be responsible and accountable for results and their personal development.*

### How will legacy MSA Sales people be incentivized for the sales of Bristol products?

*We are working through the details of the incentive program and will share that information by the end of week 2 at the latest.*

### Will I retain my vacation eligibility?

*Bristol employees will continue to be eligible for vacation in accordance with the existing company policies.*

## **Working Practices**

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### **Will MSA move work from the current locations?**

*One of things you'll come to learn about MSA is that we're very open and honest with our communications. We believe the best opportunity to drive cost synergies lies in our ability to leverage opportunities to reduce product costs. That's just one of many questions we need to look at as we begin the integration process. What we do know is that our joint goal is to grow this business and make it as successful as possible. As we work to learn more about the business structure and your processes over the months ahead, we'll be able to provide a more concrete answer for our long term vision at that time.*

### **Will work schedules change due to the acquisition?**

*Work schedules will remain the same. As in the past with Bristol, if business needs change, the ability to meet customer delivery deadlines will be evaluated to determine if work schedule adjustments are necessary. Once again, let's focus on our customers, as they ultimately drive very much of what we do!*

### **Will employees be subject to MSA policies and procedures?**

*At this time, should follow the existing policies within your handbook. Over the weeks and months ahead, however, we will be introducing some high-level policies that are foundational to how we run our business at MSA. Our Global Code of Business Conduct and our Insider Trading policy, along with training programs to help you better understand these policies will be the first to be introduced and you will receive emails regarding this shortly. Please remember that our overriding desire is to smoothly combine our two organizations into one.*

### **What will happen to my department or the project I'm currently working on?**

*Any changes to significant projects or department activities will be determined by the integration team as they work to better understand how best to integrate our two organizations.*

### **Will I be considered for career opportunities within MSA?**

*MSA has a formal internal job posting procedure for those employees seeking other career opportunities within the organization. In general, once you are employed by MSA for a period of 12 months, you are eligible to bid for other career opportunities within the company. MSA firmly believes that our employees are the building blocks of our future, and to that end, we promote and develop talent from within the company whenever possible.*

## About MSA

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### *Where is MSA located, both in the UK and elsewhere?*

*MSA has more than 40 international locations and employs approximately 5,000 people around the world. The company's manufacturing operations are located in the United States, Europe, Asia and Latin America.*

*From an organizational perspective, MSA's business is divided into two distinct geographies: the Americas and International. MSA Americas is comprised of three regions, including Northern North America (which includes the U.S. and Canada), Brazil and Spanish-Speaking Latin America (which includes Mexico, Colombia, Peru, Argentina, and Chile). MSA International is comprised of four regions, including China, the Middle East, Africa and India, Pacific Asia (which includes Australia and South East Asia), and Europe. Because our European region is the largest, it is further divided into five sub- regions: the Northern Europe Region (which includes the UK), the Central Europe Region, the Eastern Europe Region, the Southern Europe Region, and the Russia Caspian Region.*

*Specifically regarding operations in the UK, MSA has an office located just down the road in Devizes. Home to our MSA Latchways' brand of engineered fall protection systems, MSA acquired Latchways in late 2015. As part of the Latchways acquisition, HCL Safety joined the MSA family. HCL are an installer company of Latchways engineered fall protections systems. Based in Poole, our MSA Senscient brand designs and manufactures Gas Detection products; MSA Senscient was acquired in 2016. In addition to this office, the company does have key operations throughout Europe, including Germany, Ireland, France. The company's European headquarters is located in Rapperswil, Switzerland.*

### **Will MSA Bristol and MSA Bell report to MSA International or MSA Americas?**

*Because MSA Bristol is headquartered in Bristol, UK, both will report, both functionally and financially, through MSA International and, more specifically, through MSA's Northern Europe Region.*