

Bristol, UK

January 26, 2021

Yesterday, MSA announced the acquisition of Bristol Uniforms, a U.K.-based manufacturer of protective apparel for the fire and rescue services sector. Following this announcement, I was both humbled and honored to be selected as the integration leader.

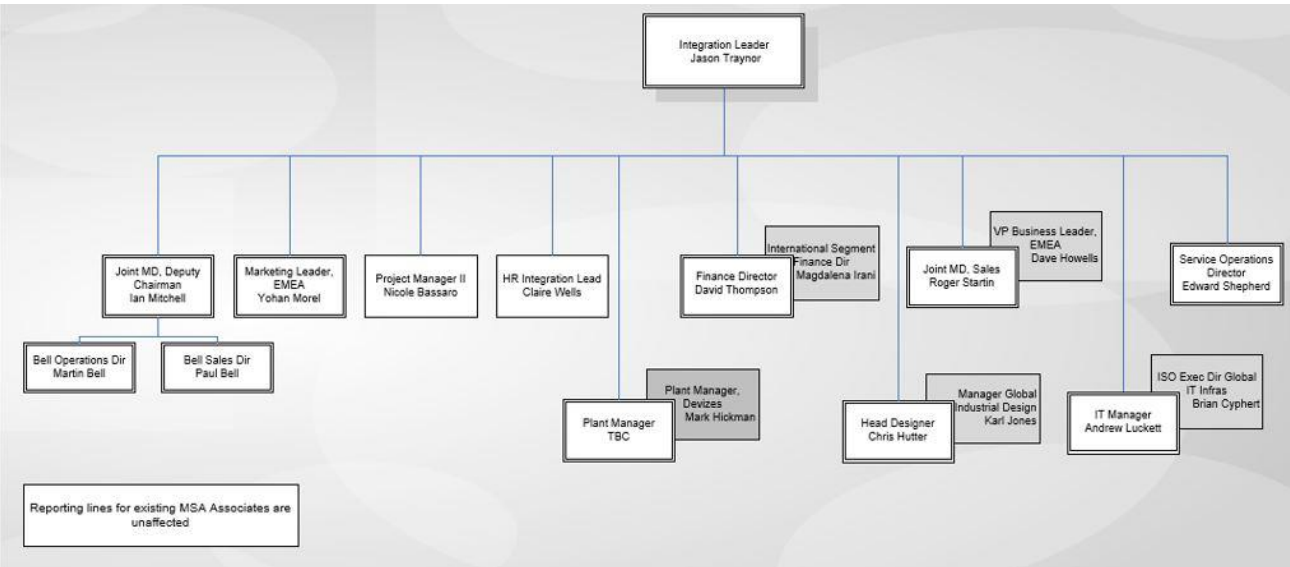
Throughout the integration process, I will be working with a broad cross-functional team of business leaders from both MSA and Bristol. This team will focus on executing a smooth integration that fully captures the value and benefit MSA expects from this acquisition.

Functional leads will be:

- Bell Manufacturing – Ian Mitchell, Joint MD, Deputy Chairman
- Sales - Roger Startin, Joint MD
- Marketing - Yohan Morel, Marketing Leader - EMEA
- Finance - David Thompson, Finance Director
- Human Resources - Claire Wells, HR Integration Lead
- IT - Andrew Lockett, IT Manager
- Design - Chris Hutter, Head Designer
- Service and Operations – Edward Shepherd, Service Operations Director
- The Operations functional leader and Plant Manager will be announced in the coming weeks.

While some members of the Integration Team will be geographically dispersed, the team will also function as the Bristol Site Leadership Team (SLT) to ensure effective cross-functional alignment and decision making, similar to MSA's best-practice SLTs at other major sites.

Nicole Bassaro will be the Integration Project Manager, coordinating integration plans, maintaining the team's dashboard and taking the lead on associated reports.



The team has developed a blueprint to ensure the Bristol integration is executed effectively and with speed and agility. We will also deploy our extensive COVID-19 mitigation protocols to ensure the health and safety of all MSA and Bristol employees and customers in the midst of this transition and the ongoing global pandemic.

I ask that you support the entire integration team as we undertake this project to fully recognize the value of adding Bristol to our fire service portfolio.

Jason Traynor
General Manager, Global Fire Service Products and Integration Leader – Bristol Uniforms