



BRISTOL

January 25, 2021

To All Bristol Uniforms Employees,

On behalf of the 5,000 MSA associates around the world, I am thrilled today to officially welcome you to the MSA Safety family.

MSA Safety has been in business for 107 years and, like Bristol Uniforms, we share a mission focused on protecting people at work. As our two companies come together today, our goal is simple: to leverage the special capabilities of our two organizations to create a dynamic new presence in the U.K. and European fire service markets, focused on protecting firefighters and advancing innovation in firefighter safety technology.

I believe there is great synergy between the MSA and Bristol brands. To provide just one example, your market-leading turnout gear, combined with MSA's market-leading portfolio of fire service protection equipment, including the M1 SCBA and Gallet Helmets, enable us to support firefighters around the world with world-class head-to-toe protection. Today, we are creating an opportunity to expand our collective reach beyond the markets we currently serve, which is exciting news for all of us!

Aside from our business similarities and common mission, MSA and Bristol are also a great cultural fit. Ours is an organization based on integrity, and MSA's seven Core Values align exceptionally well with those of Bristol.

As we begin the process of integrating our two organizations, I encourage you to approach Jason Traynor, Claire Wells or Bob Leenen if you have any questions. Rest assured, we are committed to keeping you informed as we begin this exciting new journey together.

So once again, I want to welcome you to MSA. I also want to thank you for your continued dedication and support as we strive to build a strong future together. I hope you find the information on this site helpful, and I'm confident you will see why our decision to join forces represents the beginning of an exciting new era for both of our organizations.

Welcome aboard!

A handwritten signature in black ink that reads "Nish Vartanian". The signature is written in a cursive, flowing style.

Nish Vartanian
MSA Chairman, President and Chief Executive Officer