



**Ronald Herring**

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As Senior Vice President and President of MSA International, Mr. Herring, 55, oversees MSA's business in Europe, the Russia/Caspian Sea Region, the Middle East, India, China, Southeast Asia, Australia, and Africa. In this capacity, Mr. Herring is responsible for all business initiatives and strategy execution in the geographies that drive approximately half of MSA's global revenue.

Since joining MSA in 1983, Mr. Herring has served in a variety of roles including senior sales representative for MSA's New York and New Jersey territories; product line manager for airline respirators; director of marketing; general manager of the company's former safety products division; vice president of global product leadership; and most recently, as President of MSA Europe.

During his tenure as President of MSA Europe, Mr. Herring guided the implementation of a multi-year, multi-phase transformation initiative that significantly changed MSA's business model in Europe. This initiative was focused on improving efficiencies, cost structure and customer satisfaction through process harmonization and master data consolidation, warehouse consolidation and the implementation of one common IT system. He also worked to strengthen the European organization's functional focus by establishing a principal operating company to better align strategic decision making and drive performance from one central location and reinforce process standardization to ensure sustainability in serving customers and generating a sustainable profitable advantage. As Vice President of Global Product Leadership, Mr. Herring drove the standardization of multiple MSA processes, including the establishment of a phase-gate New Product Development process, the creation of Global Branding Standards and a New Product Portfolio selection processes. In 2007, MSA was awarded the Product Development Management Association's Innovator of the Year Award in recognition of these accomplishments.

Mr. Herring earned his MBA from Rider University in Lawrence Township, New Jersey in 1988 and his bachelor's degree from Montclair State University in Montclair, New Jersey in 1983.

Mr. Herring currently serves on the Board of Directors for the Safety Equipment Institute (SEI), the National Eagle Scout Association of Pittsburgh and the Pittsburgh Symphonic Orchestra. He is also a member of the International Safety Equipment Association (ISEA).

Mr. Herring and his wife Nancy were expatriates living in Berlin, Germany and Rapperswil, Switzerland from 2010 through 2015. They repatriated to the United States in November of 2015, and currently reside in Mars, PA. They have three grown children. Mr. Herring is an avid golfer, and also enjoys tennis, skiing, snowboarding, mountain biking, backpacking and trap shooting. He is also an Eagle Scout