

# 2018 Quality, Safety, Environment and Energy policy



Employee safety, environmental protection, energy savings and customer and shareholder satisfaction are MSSA's top priorities.

In the course of its 120-year history, MSSA has demonstrated its faculty to adapt and develop on numerous occasions. Today, these qualities are still essential, because the world is a more international place than ever before, and because one change quickly follows another. Moreover, our 100% Chinese competition and the rising numbers of costly regulatory imperatives are forcing us to innovate, develop and control our costs continually. It has become essential to consolidate our position as the world leader for sodium and lithium by delivering faultless customer service, in terms of quality, logistics and business practices.

MSSA's main product is still sodium, but the policy we have pursued in recent years has enabled us to diversify our product portfolio by adding lithium and electronic chlorine, and by developing our service activities. As we continue our product developments, we need to step up downstream integration by developing sodium methylate and by developing an activity that allows us to consume our own chlorine.

We will continue our work to achieve continual improvement and progress. A list of strategic projects has been drawn up, and their success will secure the growth of the company in the years to come. It is also essential to improve our documentation system by continuing and speeding up the updates of our procedures.

Management has set the following major targets for 2018:

1. To improve our safety results, whose most important indicator is the number of accidents at work requiring time off involving MSSA employees and temporary staffers.
2. To address the personal development of our employees by rolling out our training programme, taking the actions in the PEPS project and communicating on a regular basis.
3. To avoid major risks of accidents and to know how to respond to emergencies.
4. To adapt to changing markets, and in particular to the European chlorine market, by diversifying our sales and starting to produce chlorine of a higher quality.
5. To develop new products, such as sodium dispersions, and to accentuate our diversification that is characterised by the volumes of lithium-related, service and extra-pure chlorine activities.
6. To improve and maintain our profits (standardised EBIT) in order to satisfy our shareholder, to pay returns in our profit-sharing system and to fund our strategic investments.
7. To control our environmental impact, in keeping with the actions defined on the basis of our environmental analysis, and to satisfy our stakeholders. We will pay particular attention to the treatment of residue and waste. We will create an indicator of the quantity of residue to be treated and we will set an ambitious reduction target.
8. To improve the cleanness and tidiness of the production plant by adopting the SS method.
9. To conduct operations in our electrolysis workshops that are up to standard and to reduce our energy consumption in keeping with the commitments made in the Energy Performance Plan that was approved in 2017.
10. To deploy and optimise our new M3 ERP.

These goals can only be reached through a thorough analysis of the risks and opportunities. Every process in the company must contribute to the achievement of these objectives, by breaking them down into indicators and action plans. External service providers must be informed of these targets and they must help us to achieve them.

All our employees, the Management Committee, the Head of QSE and the Energy Expert will help me to implement this policy. Through this policy, I commit to providing and deploying all the human and financial means required to keep our promises in terms of quality, safety, the environment and energy.

Pomblière, 29/01/2018.

Séverin MATHIEU  
President