



Employee safety, compliance with environmental protection and energy efficiency regulations, and customer and shareholder satisfaction are MSSA's top priorities.

Over its 120-year history, and again in the recent major crisis, MSSA has proved its ability to adapt and develop on many occasions. These qualities are more essential than ever before, because the context is now international and the pace of change rising. 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, with an even sharper focus of our developments on chlorine sales, we need to step up downstream integration by developing sodium methylate and by building an activity that allows us to consume our own chlorine.

We will pursue our efforts to achieve continuous improvement and progress in order to boost our performance. All our strategic projects will guarantee the company's development in the years to come. It is also essential to improve our documentation system by continuing and speeding up the updates of our procedures.

The main objectives of the company are as follows:

- 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 **facilitate 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 **prevent the risks of serious accidents, to control our environmental impact** in line with the actions defined following our environmental analysis and to satisfy our stakeholders.
- 4.** To **adapt to the changes in the European chlorine market** by diversifying our sales and producing higher quality chlorine.
- 5.** To **develop new products**, such as sodium dispersions, to accentuate our diversification (lithium, services and high purity chlorine) and to boost the sales volumes of sodium oxides.
- 6.** To **increase and maintain our profits** (standardised EBIT) in order to satisfy our shareholder, to pay returns via our profit-sharing system and to fund our strategic investments.
- 7.** To **continue the processing of our waste and residues** by re-applying our ambitious reduction targets.
- 8.** To **continue to improve the cleanness and tidiness** of the production plant, notably by adopting the 5S method.
- 9.** To **return to an almost standard operation for our electrolysis rooms** and to continue to improve our energy performance by taking energy into consideration in all our product and service design and purchasing activities.
- 10.** To pursue the **optimisation of our new ERP— M3**.

These goals can only be reached through a thorough analysis of our risks and opportunities. Every process in the company contributes 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 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 resources required to keep our promises in terms of quality, safety, the environment and energy.

Pomblière, 2 June 2020
Séverin Mathieu
Chairman

