

Crisis Management

Introduction

February 2026



Why Crisis Management is important.

Crisis situations can strike at any time — often without warning — and have the potential to impact employee safety, the environment, operations, reputation, and financial stability.

Effective crisis management enables our organization to:

- Protect people, assets, and the environment.
- Maintain trust with customers, regulators, employees, and the public.
- Respond quickly and consistently, even under pressure.
- Minimize disruption and damage.
- Preserve the company's reputation and long-term resilience.

Solenis has a Crisis Management Plan setting the Company Standard to ensure our Crisis Teams are prepared and trained, to act decisively, communicate clearly, and recover faster — no matter the scenario.

Visit [Insite](#) section for Crisis Management for more information.

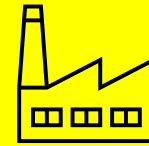
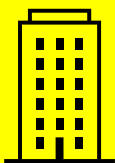
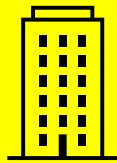
How is Solenis prepared



Global Crisis Team (GCT)

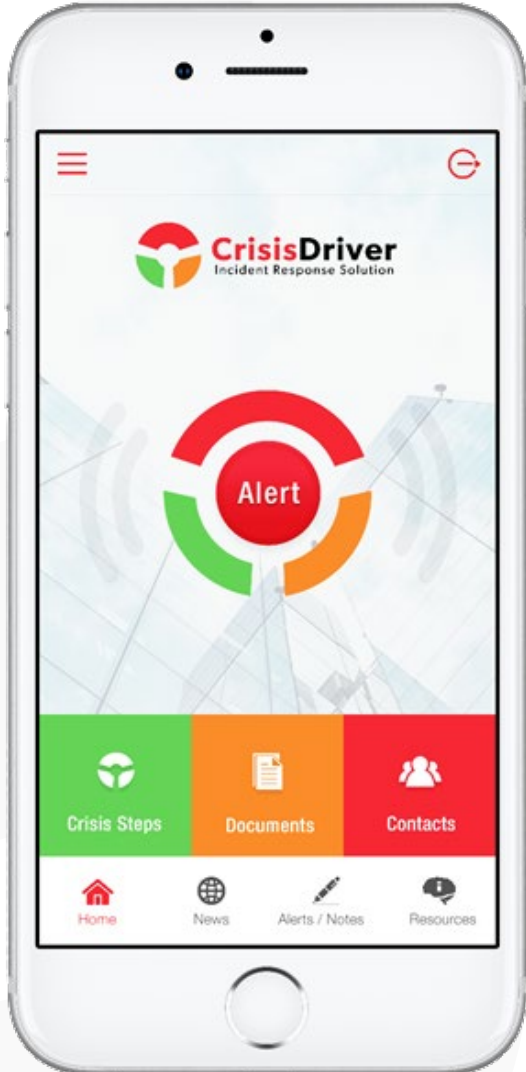


Regional Crisis Teams (RCT)



Local Crisis Teams (LCT)

How is Solenis prepared



- **Crisis Driver** is a smartphone app tool used for managing crisis incidents.
- Instant notifications are sent to a predefined list of employees when a crisis occurs using text, email and voice notifications.
- Alerts and communications are logged within the app to ensure everyone on the crisis team is kept up-to-date on the latest communication and action steps.
- Provides quick access to important site internal and external contacts and documents.
- News/media monitoring helps us know what others are saying about us.

Local Crisis Teams (LCT)

- Local Crisis Teams of each location, coordinate **on-scene tactical response** to incidents, ranging from building evacuation and completing personnel accountability to liaising with local first responders and government officials, performing fire-fighting or other emergency response actions.
- These teams, **lead by an Incident Commander**, are typically in place (enforced by local regulations) at our manufacturing locations, R&D facilities, and large office locations.
- **Only the designated and trained Spokeperson is authorized to deal with the media and make public statements, in cooperation with Communication Support.**



Regional Crisis Teams (RCT)

- The RCT acts to **support the LCT** from the affected site(s) and will serve as the **direct interface and link to the GCT** during a crisis.
- There also may be situations where a specific site is not affected, but a non-physical crisis requires the RCT to activate (Virtual Location).
- **RCT Core Team:** Formed by designated staff serving as Chair, Communications, Legal Liaison, EHS/PR Liaison, and the Regional Crisis Administrator (with their respective backups).
- **RCT Support Team:** With designated representatives from Engineering, HR, Operations Liaison, Logistics, Quality, Pools Operations, Commercial Leads, IT support and Treasury/Risk.
- **The RCT Chair will lead the meetings and manage the activities of the entire team.**

Global Crisis Teams (GCT)

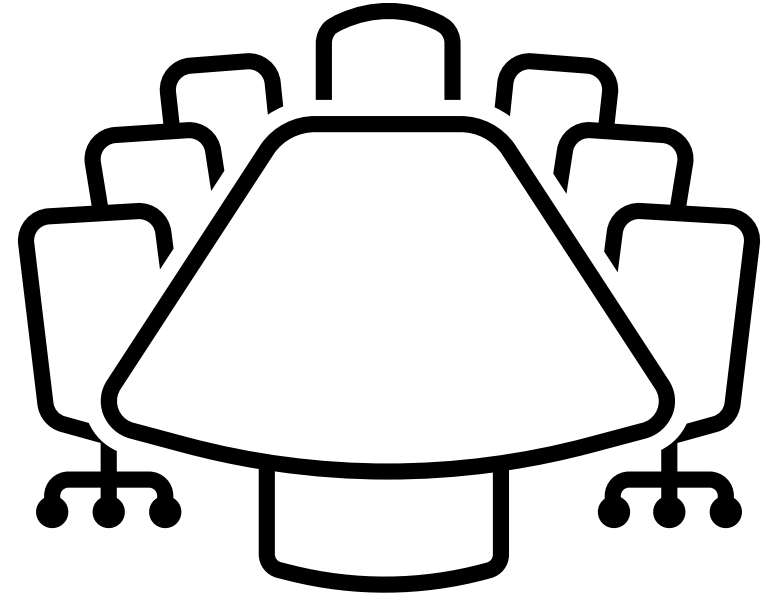


- The GCT provides senior-level management and oversight and is responsible for defining the **overarching corporate strategy** in response to an actual or potential crisis.
- The GCT provides high-level guidance to all teams that may be involved in response to an event, defines strategy to **manage corporate consequences and addresses stakeholder impacts**.
- **GCT Core Team & Support Team:** Same structure than RCT.
- The GCT Chair will lead the meetings and manage the activities of the entire Crisis teams.

Individual Roles and Responsibilities – Core Team*

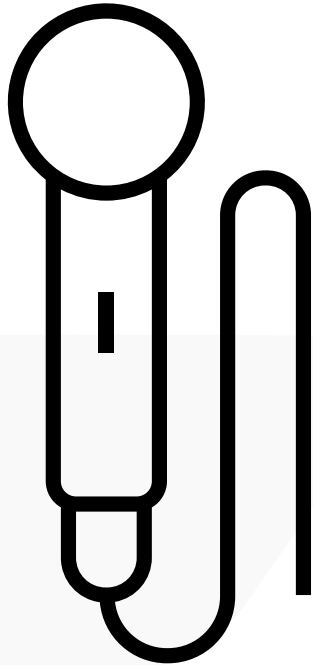
CHAIR

- Leads the entire crisis management effort.
- Makes final decisions in collaboration with the team.
- Keeps alignment with the global team and company leadership.
- Ensures timely escalation and communication flow.



** Note for all roles: For a complete overview of the key responsibilities for each role by Crisis Scenario, Section 5 of the Crisis Plan must be reviewed.*

Individual Roles and Responsibilities – Core Team



COMMUNICATIONS

- Coordinates all internal and external messaging.
- Works with the site and crisis teams to prepare statements.
- Monitors media and social media coverage.
- Ensures consistent and clear communication to protect company image.

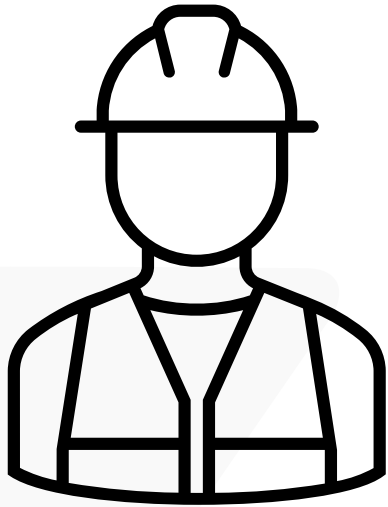
Individual Roles and Responsibilities – Core Team

LEGAL LIASON

- Advises the team on legal risks and responsibilities.
- Reviews public statements or external messages if needed.
- Ensures compliance with local laws and company policies.



Individual Roles and Responsibilities – Core Team



EHS&S

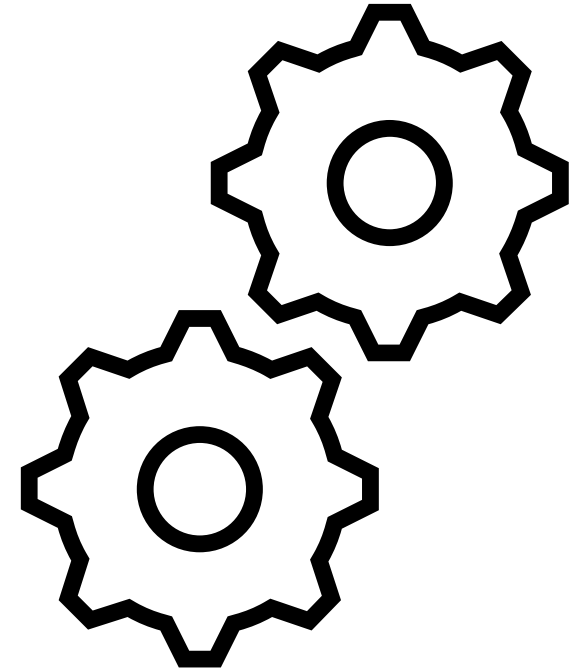
(Environment, Health, Safety and Security)

- Provides technical guidance on safety, health, security and environmental impacts.
- Reviews location updates and risk information.
- Advises on protective actions for people and the environment.
- Interact with external emergency response and rescue teams.

Individual Roles and Responsibilities – Core Team

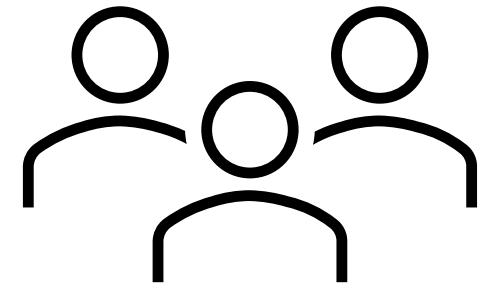
CRISIS ADMINISTRATOR

- Support crisis logistics and coordination of crisis meetings.
- Maintain contact lists, checklists, and document templates.
- Help track open actions and support follow-up activities.
- Takes accurate records and notes during crisis calls/meetings.
- Supports creation of situation reports and logs.

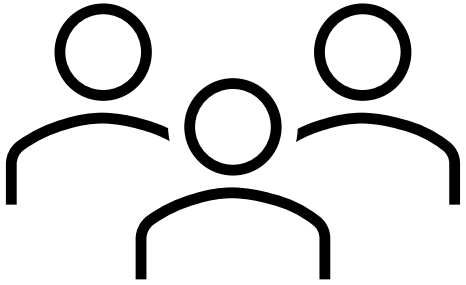


Individual Roles and Responsibilities – Support Team

- **Engineering:**
 - Provide technical expertise.
 - Support the development of action plans for repair, containment, or safe shutdown procedures.
- **Human Resources (HR):**
 - Advises on employee support, well-being, and HR risks.
 - Helps manage communications to employees and unions if needed.
- **Operations Liaison:**
 - Connects the crisis team with site and regional operations.
 - Shares updates on production, supply, and potential disruptions.



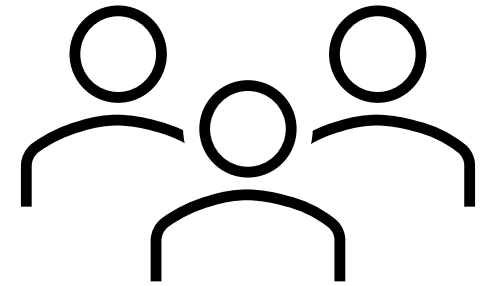
Individual Roles and Responsibilities – Support Team



- **Logistics:**
 - Supports supply chain continuity and material movement.
 - Identifies alternative routes, storage, or transport options.
- **Quality:**
 - Provides input on product quality, recalls, or compliance concerns.
 - Supports technical responses and customer assurance.
- **Pools Operations:**
 - Offers specific knowledge on the Pools business unit (products, customers, risks).
 - Assesses impact and provides tailored guidance during related incidents.

Individual Roles and Responsibilities – Support Team

- **Commercial Leads:**
 - Brings insights on customer priorities and market impact.
 - Coordinates with customers as needed for business continuity.
- **IT Support:**
 - Manages impacts related to systems, cybersecurity, or data loss.
 - Supports technical recovery if digital systems are compromised.
- **Treasury/Risk:**
 - Assesses financial exposure and risk implications.
 - Supports coordination with insurers or financial authorities.



Incident Reporting



- The primary tool to activate the corresponding crisis teams is the CrisisDriver App.
- **Timely reporting** in all cases is essential.
- Identifying issues and adverse events (physical or non-physical) that could **severely impact Solenis** is critical to the crisis management effort.
- If any incident is reported directly to selected individuals or any Crisis Team members in the course of normal business, the appropriate response team/s must be alerted via the CrisisDriver App.

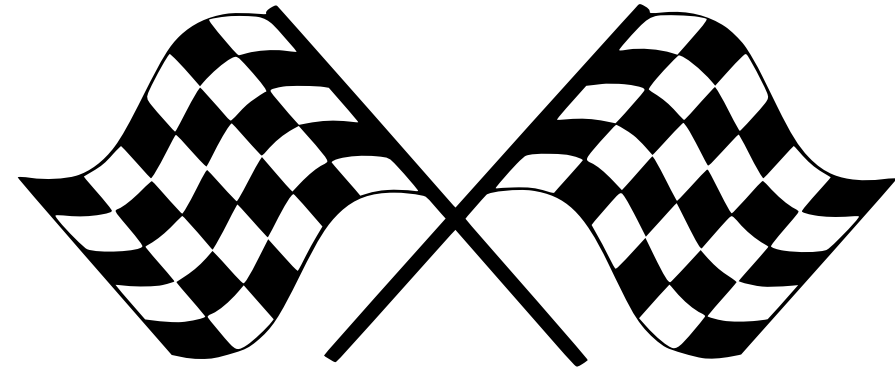
Incident Reporting

- Any incident expecting or involving media coverage, regardless of incident level, requires to utilize Crisis Driver App to activate the needed Crisis Team.

Alert	Who	Type
Low	Local team	<ul style="list-style-type: none">• Text message• Solenis email
Medium	Local + Regional	<ul style="list-style-type: none">• Text message• Solenis email
High	Local + Regional + Global	<ul style="list-style-type: none">• Text message• Solenis email• Voice message

- Crisis Team members must respond to alerts as quickly as possible to manage the situation and provide support in the fastest and most effective way. Crisis Team members are **expected to be available 24/7.**

Deactivation



- The Chair has the authority to deactivate the crisis when appropriate.
- Before the teams deactivate, a **post incident review** should be scheduled, which will happen maximum **15 days after the crisis is deactivated**.
- Each review is an opportunity to identify best practices, review lessons learned, initiate any corrective actions, and discuss plans or procedural improvements.
- The Chair, supported by the Crisis Administrator, is responsible for overseeing this process.
- The form Appendix 3 “Post-Crisis Review” must be used for that purpose and post-incidents reviews will be archived by the Global Crisis Administrator.
- If a crisis is considered as confidential, the Chair will classify it as such and access to any data related to it, as well as the Post-Crisis Evaluation, will be restricted only to authorized people.

Crisis Plan Maintenance – Reviews and updates

- The Global Crisis Administrator has the primary responsibility for reviewing and revising this plan as the program evolves and matures.
- The process to maintain this plan is described below:
 - **Quarterly** – the Administrators should review the GCT and RCT rosters and make any updates to personnel, phone numbers, etc.
 - **Annually** –The Crisis Administrators and the EHS and Communication Leads from the GCT will review this plan and work with the RCTs to evaluate any recommended changes and complete any necessary revisions.
 - **Post-exercise/Actual Event** – the GCT and RCT leads may require an update the plan ‘out of cycle’ if critical updates are identified as a result of lessons learned from actual incidents or exercises.
 - **Distribution** – the Communications Support should post the updated plan (or updated portions) to InSite, however, this Plan is considered as Confidential and for Internal Use Only.

Crisis Plan Maintenance – Training

- **Crisis Management and CrisisDriver App Training** – all new members should attend this training to fully understand the Solenis Crisis Management Plan and the functionality of the app. Refresher trainings may be delivered under the criteria of the Crisis Administrators or the request of the crisis teams Leads.
- **Face-to-Face (F2F) Media Training** – Personnel in designated crisis leadership roles will be required to take a 2-day Media Training course (offered annually) every five years. Individuals that move into a designated role should take this F2F Media Training course as soon as the next course is offered.

Crisis Plan Maintenance – Exercising/Drills

- **LCT should participate in one exercise each quarter** – whether a discussion-based tabletop or some other exercise but including a notification drill in all exercises. The LCT will use the low or medium level alert, depending on if they want to include the Regional team into their exercise.
- **RCTs and GCT** should conduct annual exercises of the Plan. Basic types of exercise activities identified below:
 - **Tabletop Exercises** (to validate plan concepts).
 - **Functional Exercises** (perform a select set of response actions).
 - **Full Scale Exercises** (most realistic and comprehensive validation of crisis management and response capabilities).

