Process Safety

Annual report 2025



EPC GROUPE

Enabling mineral sustainability



MEMU (Mobile Explosives Manufacturing Units in front of the Development and Testing Polygon) – EPC 2i

Table of contents

INTRODUCTION 4

A. TEAM PRESENTATION 6
A.1 Organization within the Groupe SHE Department 6
A.2 Scope of Activities 8

B. CULTURE AND TRAINING 12
B.1 IMPACT Program 12
B.2 Managers Module 14
B.3 Operational Staff Module 16
B.4 IMPACT Level 2 Self-Assessment 18

C. RISK ANALYSIS AND PREVENTION 20
C.1 HAZID and HAZOP Studies 20
C.2 Safety Distances and Quantitative Risk Assessment 24

D. COMMUNICATION AND AWARENESS 25
D.1 IMPACT Flash 25
D.2 Audits and Inspections 27

E. EXPERT SUPPORT AND CRISIS MANAGEMENT 29
E.1 Expert Support Missions 29

CONCLUSION 31



"At the beginning of 2025, we made the strategic decision to create the Process Safety Department, with a clear ambition: to sustainably strengthen our risk management approach and embed a strong safety culture at every level of our organization.

This first year was not simply a set-up phase, but the starting point of a collective journey driven by commitment, learning, and action in the field.

The objective of this approach is to make anticipation a key element in improving our safety standards and enhancing the performance of our operations. To achieve this, we rely on a collective ownership approach, enabling field teams and their managers to develop their knowledge and understanding of our industrial processes."

Thierry ROUSSE
EPC Groupe Safety Health Environment Director



"Process Safety is a key pillar of our industrial performance. It ensures the control of our operations, the protection of our teams, and the long-term sustainability of our facilities.

This first annual report reflects our commitment to structuring this approach, building on field experience and embedding Process Safety as a lasting part of EPC Groupe's culture.

This first annual report is part of this journey, serving as a milestone that highlights the progress achieved so far and reaffirms our commitment to transparency and continuous improvement."

Laurent CASAGRANDE
EPC Groupe Industrial Director
EPC 2i General manager

Forword

Introduction

The purpose of this first annual report is to present the activities carried out by the team during this launch year, the first achievements and milestones reached, as well as the actions planned for the future. It reflects our collective commitment to establishing a rigorous and sustainable Process Safety approach, tailored to the specific challenges of our facilities and the criticality of our operations.

This report covers the main Process Safety topics, including training through the IMPACT program, awareness of major incidents and accidents, performance indicator monitoring, Process Safety information and documentation, risk assessments, as well as audits and reviews.



"Safety is much more than a core value for EPC Groupe: it is embedded in our DNA."

Olivier OBST
CEO of EPC Groupe

Team presentation



From left to right: Ridha FALEH, Stéphan RUHLMANN, and Baptiste MARIOJOULS during a working session dedicated to Process Safety.

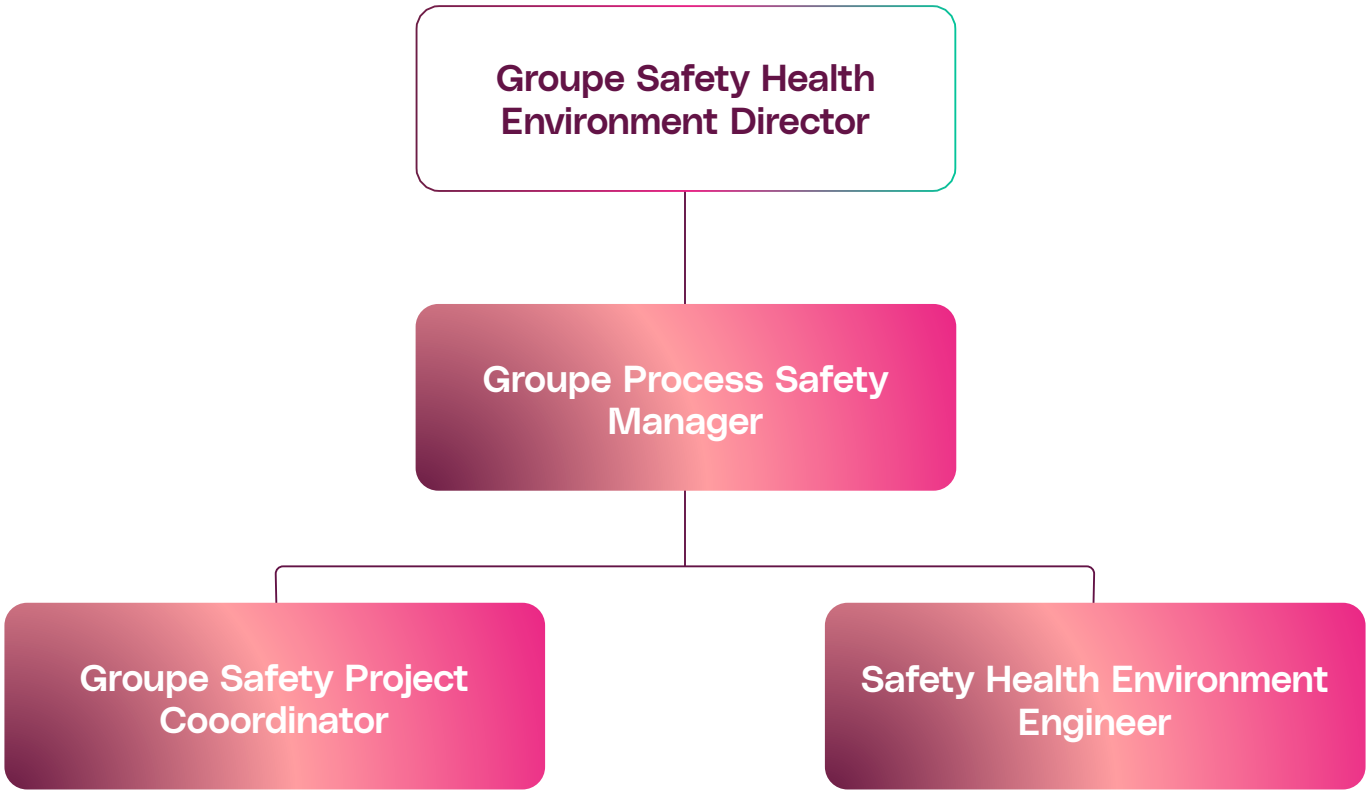
A.1 Organization within the Groupe Safety, Health and Environment Department

Composed of three employees, this team reports to Thierry ROUSSE, Groupe Health, Safety and Environment Director. Its mission is to provide dedicated **expertise in the prevention of major events**, complementing the existing safety management systems.

The Process Safety team operates across the **Groupe**, working closely with **EPC 2i** and all **subsidiaries**.

Its activities are focused on the prevention of major accidents through a role of **expertise**, **support**, and **coordination**, covering the entire lifecycle of industrial activities.

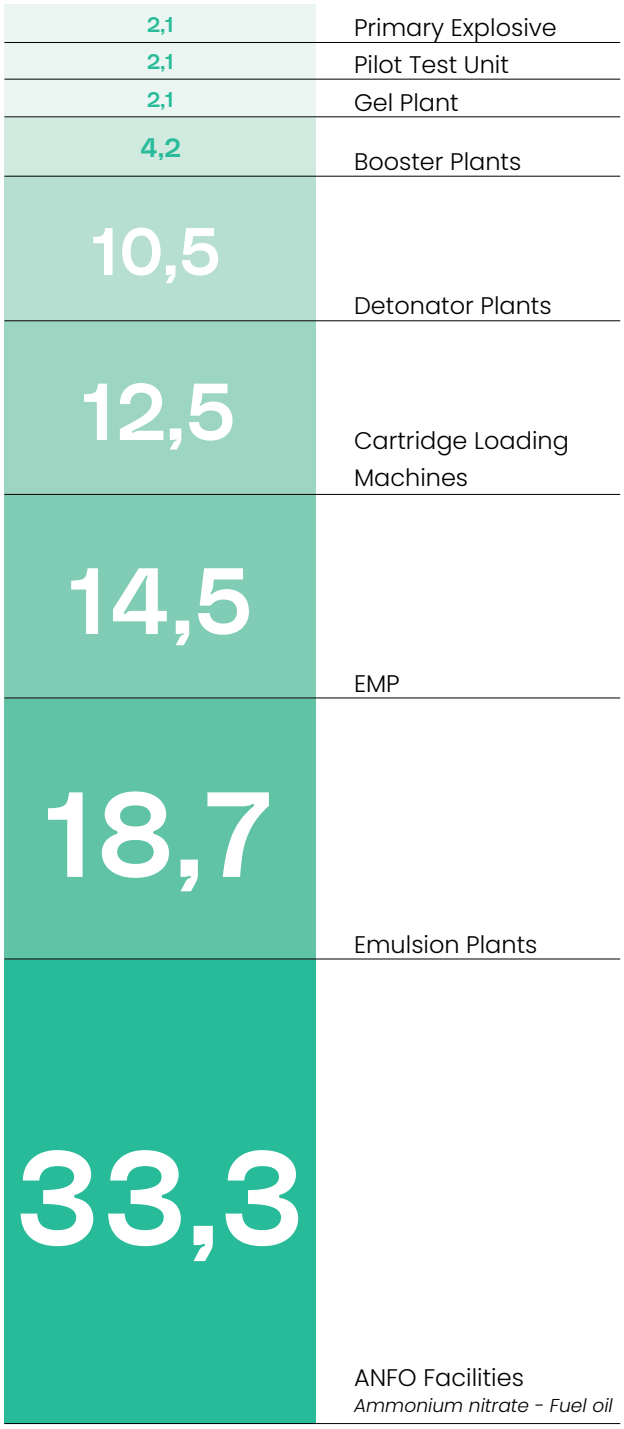
PROCESS SAFETY DEPARTMENT ORGANIZATION CHART

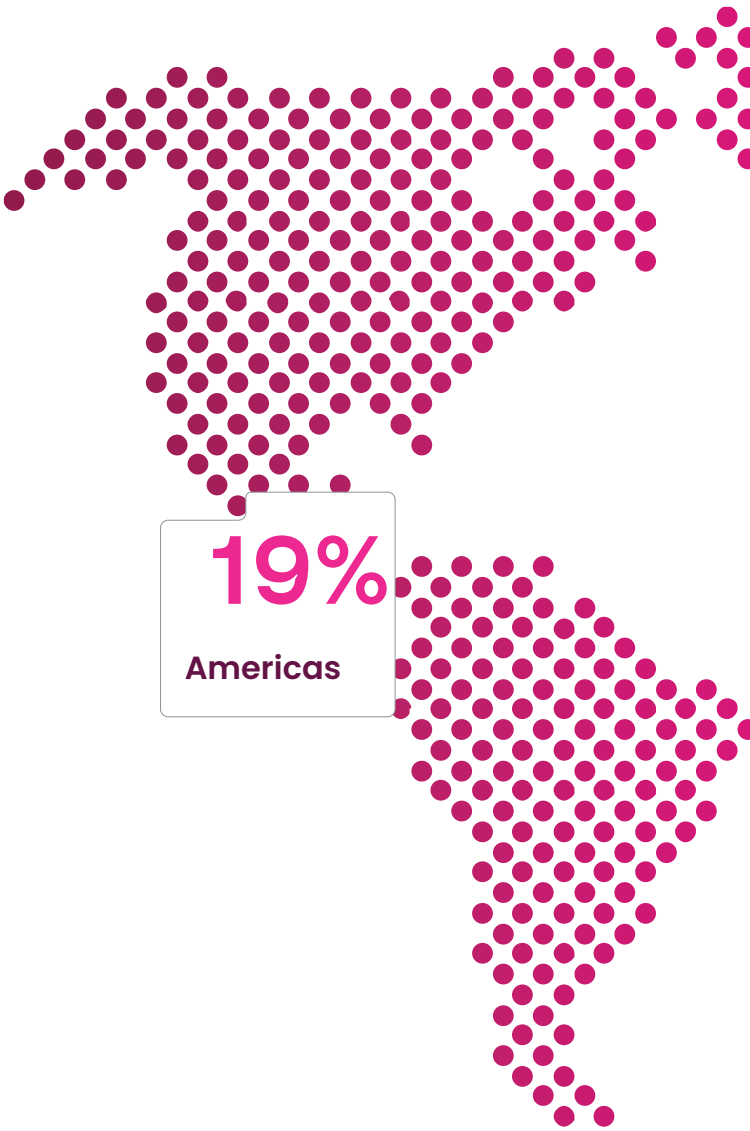


A.2 Scope of Activities

Process Safety focuses on the prevention and control of incidents that could lead to catastrophic consequences, such as fires, explosions, or toxic releases, particularly in industries handling hazardous substances.

DISTRIBUTION OF THE INDUSTRIAL FACILITIES BY TYPE (AS A PERCENTAGE)

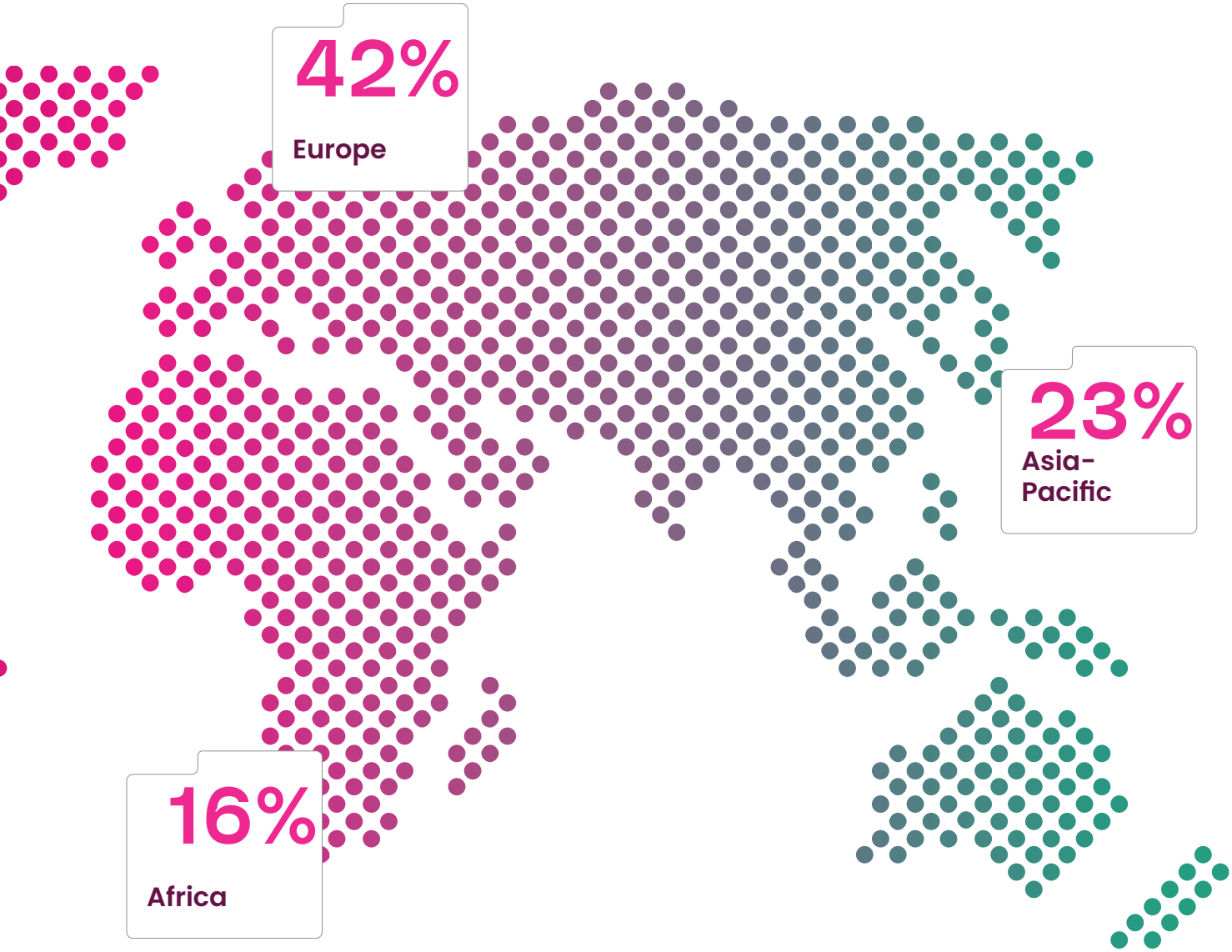




Process Safety focuses on the prevention and control of incidents that could lead to catastrophic consequences, such as fires, explosions, or toxic releases, particularly in industries handling hazardous substances.

The main objectives of Process Safety are to **reduce the risk of a major accidental event** and to **implement the necessary mitigation measures** and emergency preparedness mechanisms.

GEOGRAPHICAL BREAKDOWN OF THE INDUSTRIAL FACILITIES



In other words, Process Safety covers the **production, storage, transportation**, and handling of hazardous substances that could cause large-scale damage and injuries.

The distinction between Process Safety and Occupational Safety is a key factor in ensuring effective industrial risk management. It helps to better understand the associated responsibilities, avoid common misunderstandings, and strengthen a shared understanding of the challenges related to major event prevention.

By providing a clearer framework, this distinction enables the adoption of **consistent practices** and helps focus efforts on the actions that have the greatest impact on **preventing major events**.

ROLE AND ACTIVITIES OF THE PROCESS SAFETY DEPARTMENT WITHIN THE GROUPE

Process Safety Team

STAKEHOLDERS
3 levels

MISSIONS
Prevention · Audit · Design

Groupe

CORPORATE LEVEL

- Prevention of major accidents
- Monitoring of performance indicators
- Ensuring compliance with Groupe standards

Subsidiaries

OPERATIONAL LEVEL

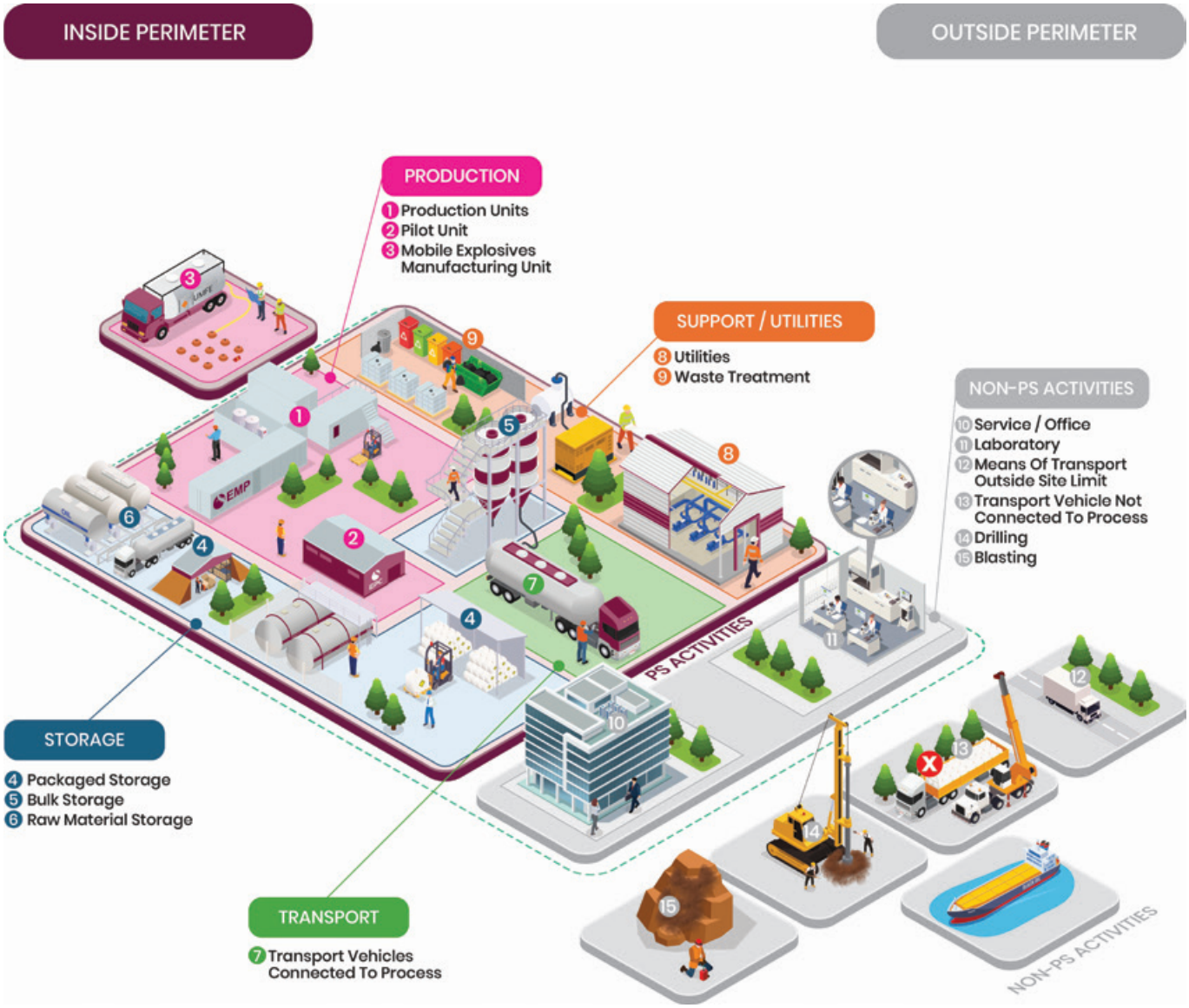
- Ensuring the completion of the required Risk Assessments for all new industrial projects
- Providing technical support in response to requests from subsidiaries
- Conducting Process Safety Audits and RSPDI reviews

EPC 2i

PROJECT LEVEL

- Providing support for the design and improvement of equipment

PROCESS SAFETY ACROSS OUR ACTIVITIES



Your IMPACT is Critical

Process Safety Activities

Non Process Safety Activities

Site limit

Culture and Training

B.1 IMPACT Program

Following the deployment of Level 1, "Convince", through an awareness module on major accident prevention available in 7 languages, which enabled more than 2,700 Groupe employees to be reached over a one-year period, from January 2024 to January 2025, the Process Safety team focused on Level 2, "Apply".

This second training level, focused on the **application of safety rules to operate safely and prevent major accidents**, is being deployed through a hybrid approach. It includes dedicated learning paths tailored, on the one hand, to managers and leaders, and on the other hand, to production operators, maintenance technicians, and depot personnel. All training paths will be available through the "EPC Digital Academy" e-learning platform.

In a second phase, the Process Safety team will carry out field assessments to evaluate the understanding and ownership of the acquired knowledge and support subsidiaries in developing a roadmap to address gaps identified against the "Basic" level of Process Safety management.

The work is carried out in close collaboration with the Program Steering Committee, which is involved at key stages of the program, particularly for the validation of the module structure, their educational content, and especially during platform testing prior to the official deployment.

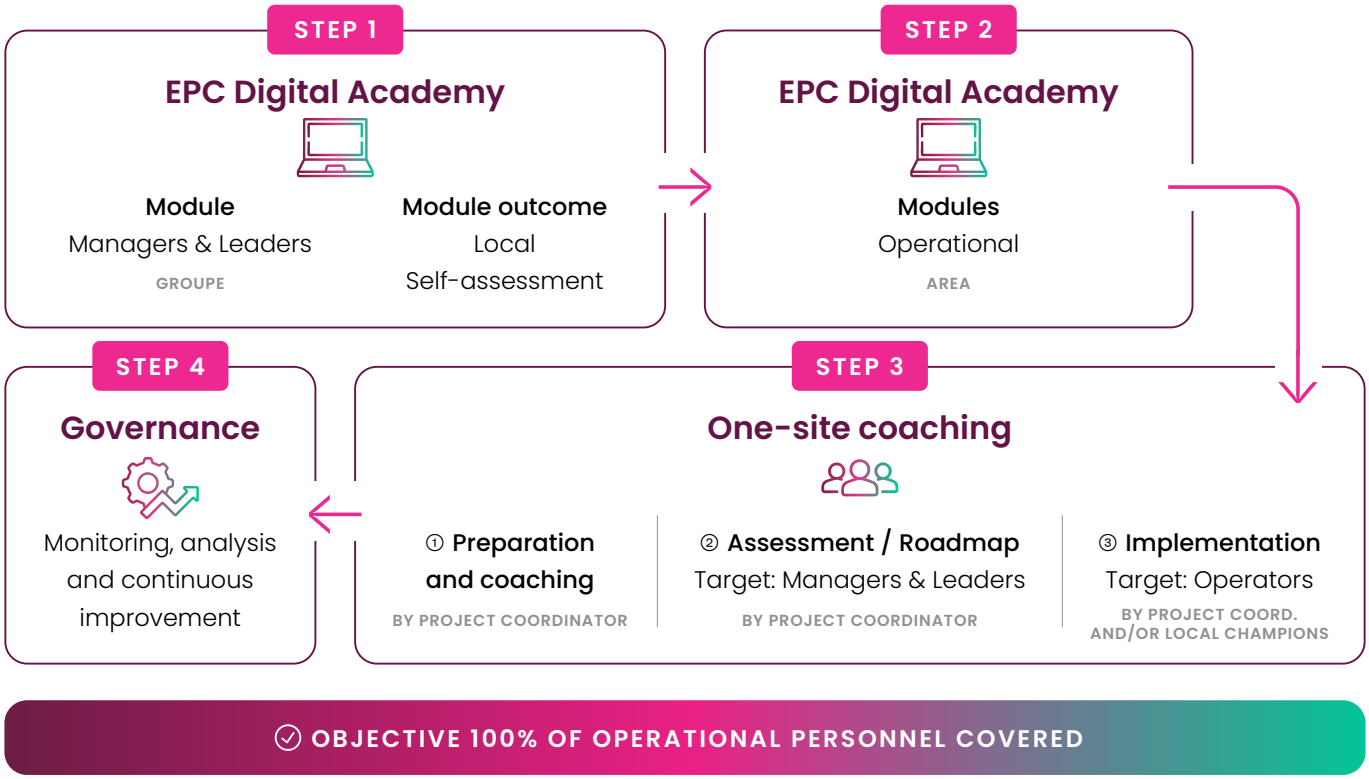


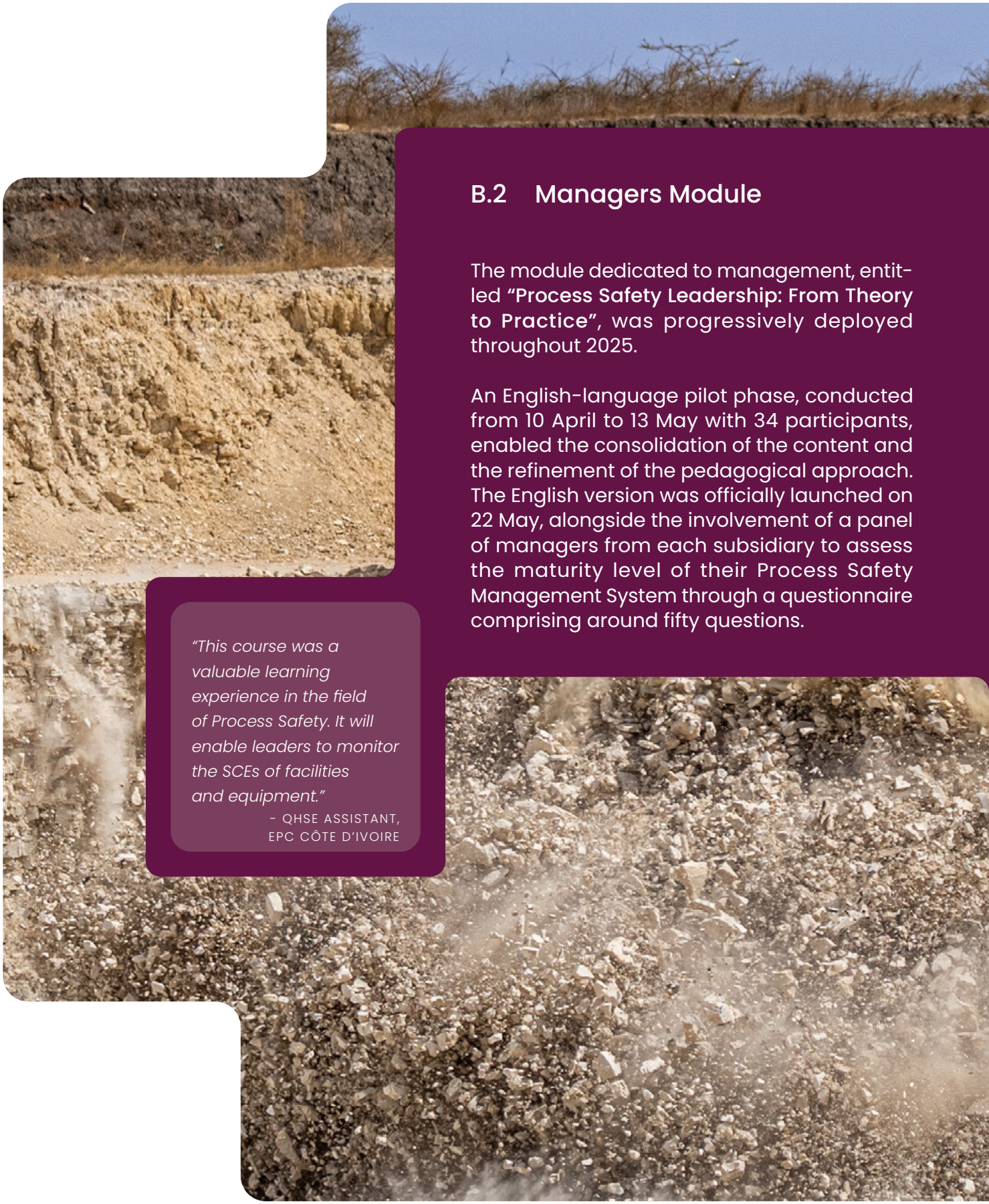
THOUGHT PROVOKING

Technical expertise enables us to build our facilities, but safety culture is what keeps them safe and resilient.

Training **370 leaders and managers** this year is not simply a compliance exercise. It is the creation of a human shield against major accidents. Every manager trained through the **IMPACT Level 2** program is now a safeguard capable of identifying weak signals before they develop into catastrophic events.

IMPACT LEVEL 2 DEPLOYMENT PROCESS





B.2 Managers Module

The module dedicated to management, entitled **"Process Safety Leadership: From Theory to Practice"**, was progressively deployed throughout 2025.

An English-language pilot phase, conducted from 10 April to 13 May with 34 participants, enabled the consolidation of the content and the refinement of the pedagogical approach. The English version was officially launched on 22 May, alongside the involvement of a panel of managers from each subsidiary to assess the maturity level of their Process Safety Management System through a questionnaire comprising around fifty questions.

"This course was a valuable learning experience in the field of Process Safety. It will enable leaders to monitor the SCEs of facilities and equipment."

- QHSE ASSISTANT, EPC CÔTE D'IVOIRE

At the beginning of August, the module was restructured into five sections to enhance the user experience and facilitate its adoption. The French version was subsequently deployed from 14 August across French-speaking subsidiaries in the Americas, Europe and Africa regions.

In total, 370 learners were assigned to the module, of whom 28% completed the learning pathway including the self-assessment phase. The completion rate reached 68% by the end of 2025.

370 assigned learners

28% self-assessed

68% completion rate

Participant feedback highlighted a module that was both informative, well-structured and directly applicable. It contributes to strengthening the understanding of Process Safety challenges, promoting a proactive approach and improving the monitoring of facilities. Learners also emphasized its role in developing a sustainable Safety Culture and its value as a foundation for more robust safety management systems across the Groupe.

"This was a very interesting and valuable training course that will help promote a Process Safety culture across our activities. Thank you to everyone involved!"

- WAREHOUSE MANAGER, EPC-UK

Blasting operation - EPC Mineex (Senegal)

B.3 Operational Staff Module

Regarding the learning pathway dedicated to operational teams, it is intended for both personnel working at sites producing Ammonium Nitrate-based explosive products and those involved in the manufacturing of initiation systems (detonators and boosters), while also including personnel working at storage facilities.

Throughout 2025, efforts focused on the complete design of the training content. This included drafting the scripts for the various chapters, collecting illustrative materials and developing the storyboard, carried out in collaboration with an agency specialized in digital content creation.



Process Safety Audit – EPC Côte d'Ivoire

Next steps

The next steps will focus on finalizing the story-boards for the chapters and video episodes, as well as collecting internal illustrations to **design visual content** tailored to the environment of future trainees. Following review and adjust-ments, the module will be integrated into the learning platform for a testing phase, prior to its official launch (initially in the French version).

In parallel, the Process Safety team will engage with the regions and subsidiaries to present the **role-specific learning pathways** and collect learner lists, in order to assign each individual the appropriate pathway(s). Once these pathways have been completed, the team will visit the sites to assess the understanding and implementation of the fundamental principles. This mission will enable the establishment of a **roadmap** aimed at addressing the identified gaps.

ANSOL unloading – EPC France

B.4 IMPACT Level 2 Self-Assessment

As part of the deployment of the Process Safety approach across the Groupe, ten key elements of a Process Safety Management System have been defined. Based on this framework, **108 learners** enrolled in the IMPACT Level 2 learning pathway dedicated to **Managers and Leaders** were invited to complete a **self-assessment grid** for their respective subsidiaries.

This self-assessment tool, structured around the 10 elements of the Process Safety Management System, includes more than **50 questions** designed to evaluate existing practices, organisational arrangements in place and the level of risk control within the entities. The objective of this exercise is to identify, at an early stage, the **maturity level of subsidiaries** across the various Process Safety pillars and highlight **strategic priorities for improvement**.

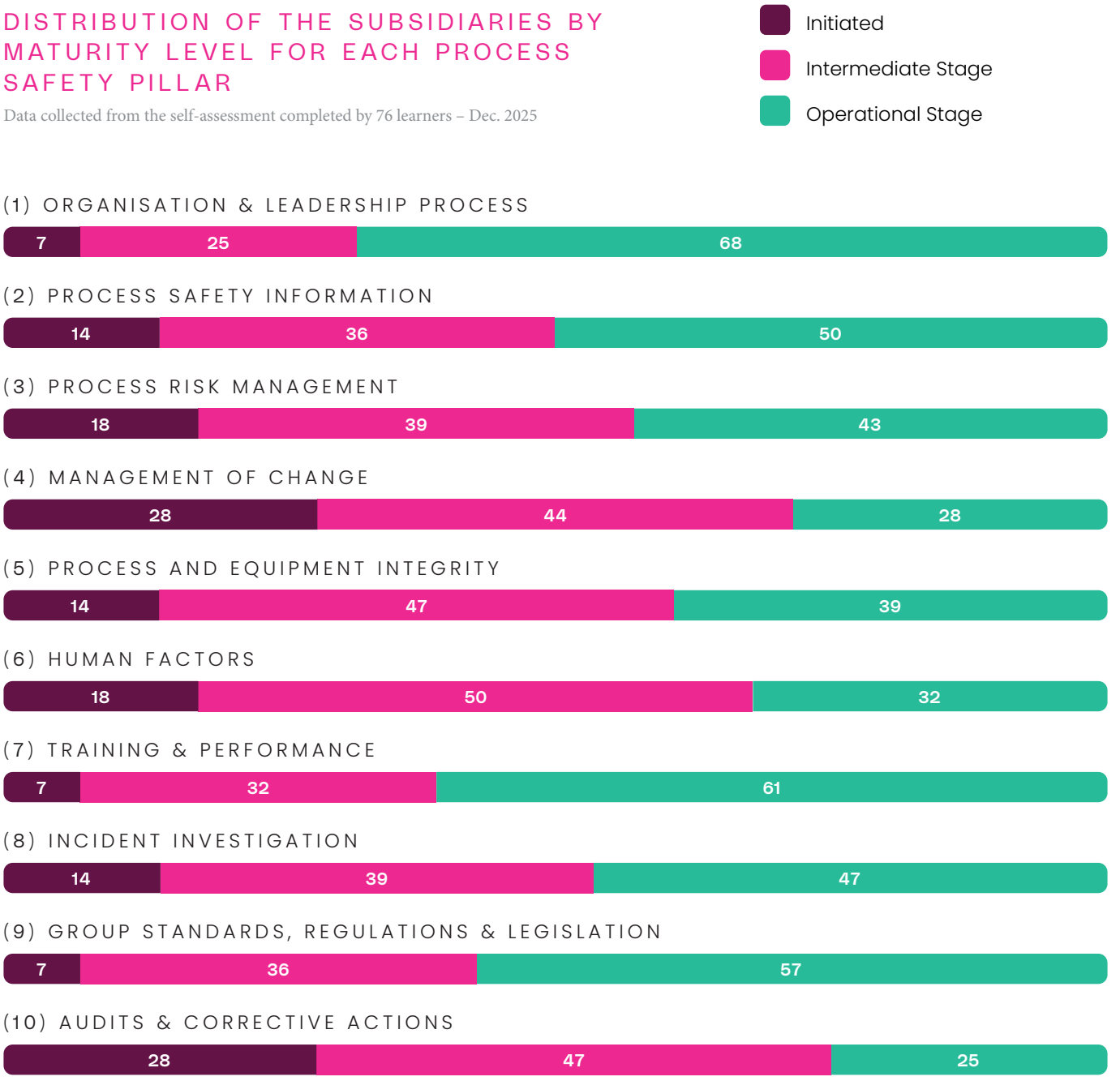
By the end of December 2025, 76 learners had completed the assessment, representing more than 70% of the initial panel. This constitutes a satisfactory participation rate and provides a first representative overview of the Groupe's current situation.



Blast loading - EPC Mineex

DISTRIBUTION OF THE SUBSIDIARIES BY MATURITY LEVEL FOR EACH PROCESS SAFETY PILLAR

Data collected from the self-assessment completed by 76 learners – Dec. 2025



Overall, this first self-assessment campaign provides a **reference baseline for managing the Process Safety approach** at Groupe level. It enables the identification of **subsidiary support priorities**, the alignment of training initiatives and the progressive development of a harmonized Process Safety Management System.

The next steps will consist of collecting and consolidating all self-assessments completed by the trainees. A data analysis phase will then be initiated, with the objective of using these results to **prepare the field support activities for IMPACT Level 2**.

Risk analysis and prevention



C.1 HAZID and HAZOP Studies

THOUGHT PROVOKING

The illusion of safety is more dangerous than the risk itself.

This year, leading 12 major HAZID/HAZOP studies has further strengthened our risk assessment approach, particularly through the systematic assessment of initial risk before taking safety barriers into account. This approach enables us to better characterise hazards, strengthen the identification and assessment of safety barriers, and improve the robustness of our analyses. The 39 days dedicated to these studies are an investment in our peace of mind.



Blast loading - EPC Côte d'Ivoire

This reorganization has **strengthened control of the risk analysis process** through the implementation of a different methodology, including the assessment of initial risk. A dedicated dashboard has been deployed to ensure structured and real-time monitoring of the progress of the various studies, from the planning phase through to the validation of recommendations.

For each of these studies, the Groupe SHE Department relied on a specialized service provider acting as the facilitator, ensuring the quality of discussions, methodological rigor and the proper execution of the risk analysis sessions. In parallel, a dedicated **dashboard** was implemented to monitor the progress of all safety studies carried out. It also incorporates studies conducted over the past four years, providing a **comprehensive overview**,

12 **studies were carried out in 2025: 7 HAZID studies and 5 HAZOP studies**

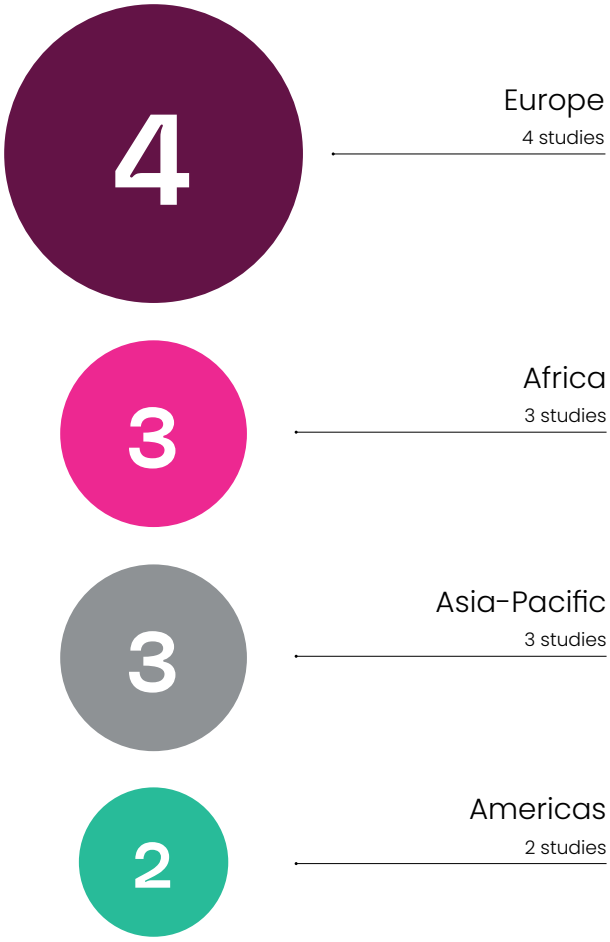
enabling better prioritization and ensuring **consistent monitoring over time**.

39 days of safety studies

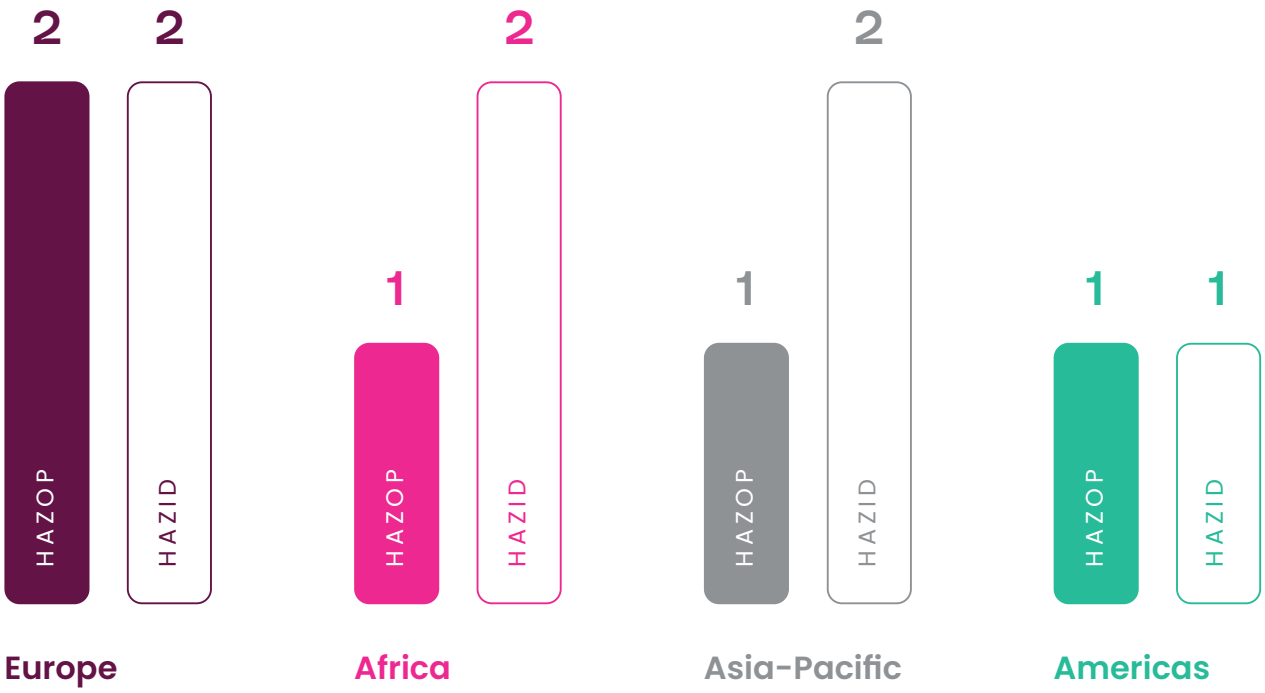
In order to anticipate the safety studies required for industrial projects, the Process Safety Department has been participating since Q4 2025 in the monthly progress review meetings organized by the EPC 2i Performance team.

As part of an approach focused on strengthening practices and continuous improvement, 2026 is expected to mark a further step in structuring risk analysis practices at Groupe level.

NUMBER OF STUDIES CARRIED OUT BY AREA



TYPOLOGY OF STUDIES CONDUCTED BY AREA



Next steps



In parallel, the Process Safety Department is committed to finalizing and issuing a methodological standard designed to **harmonize the execution of HAZID and HAZOP studies** across all subsidiaries. This document will define a clear and robust framework to align practices and improve the comparability of results, while supporting the collective maturity development of risk analysis approaches.

The acquisition of **dedicated software** and the training of users to enable centralized management of safety studies is also being considered. This tool will provide **standardized study templates** through pre-configured libraries, improve efficiency during study preparation and execution, and enhance the control and monitoring of action follow-up.

Laboratory - EPC 2i

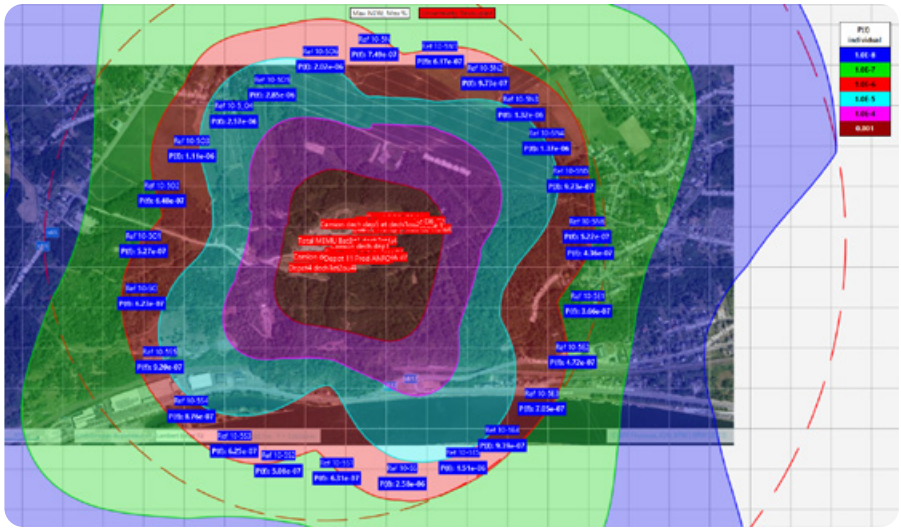
C.2 Safety Distances and Quantitative Risk Assessment

Furthermore, the Process Safety team provided technical advisory support to several subsidiaries, assisting them in determining safety distances and defining hazard zones. This technical support enabled the **accurate mapping of risk areas** surrounding their storage facilities and explosive-related installations.

The quantitative risk assessment (QRA) methodology used is based on a progressive approach combining deterministic and probabilistic analyses. Initially, a deterministic assessment is performed in accordance with AASTP-1 (NATO standard). This consists of verifying compliance with quantity-distance (QD) safety requirements between hazard sources (explosives storage facility or production workshop) and exposed elements (offices, personnel). If these distances are respected, the facility layout is considered compliant and the risk is controlled through prescriptive rules.

However, in the event of non-compliance, a probabilistic approach in accordance with AASTP-4 is implemented. This begins with the identification of hazards (detonation, blast effects, projections), followed by a quantitative analysis of the likelihood of occurrence and exposure (event frequency, exposure duration). This is complemented by a consequence assessment (effects on people and infrastructure). The risk is then quantified and compared against acceptance criteria. If required, risk reduction measures (for example, structural reinforcement) are proposed until an **acceptable risk level is achieved, allowing the activity to proceed**.

The software tool licensed and used by the Process Safety team is called **IMESAFR**. One of the team members was trained in its use at the end of 2024. The tool enables the calculation of both individual and societal risk, considering one or more exposed and exposing locations. It incorporates families of facilities and explosive products defined in AASTP-1. The results display interface allows the quantified risk to be visualized on **a map showing both hazard sources and exposed locations**. It should, however, be noted that although an approach based on regulatory individual and societal risk thresholds may be appropriate in certain contexts, its adoption is not consistent worldwide. Indeed, some countries and regulatory authorities do not necessarily recognise either this methodology or the software as a reference for risk assessment and risk acceptability.



Risk level modelling with IMESAFR.

Communication and awareness

D.1 IMPACT Flash

The year 2025 was marked by a significant strengthening of Process Safety awareness initiatives, with particular emphasis placed on communicating key messages aimed at promoting a better understanding of major risks and supporting the development of a prevention culture across the Groupe.

A key element in this approach was the launch of the **"IMPACT Flash" newsletter**, developed as a continuation of the IMPACT training program. Designed for all employees, it aims to maintain a consistent level of awareness around major accident prevention challenges. The newsletter provides a platform for sharing important updates, communicating accessible technical knowledge, showcasing good practices observed across different entities and, more broadly, strengthening employee engagement in Process Safety.

IMPACT Flash #1

The distribution of IMPACT Flash is carried out through regional SHE representatives, who are responsible for sharing it with subsidiaries to ensure complete and consistent coverage across the Groupe. To maximize accessibility, the newsletter is systematically published in two languages: French and English.

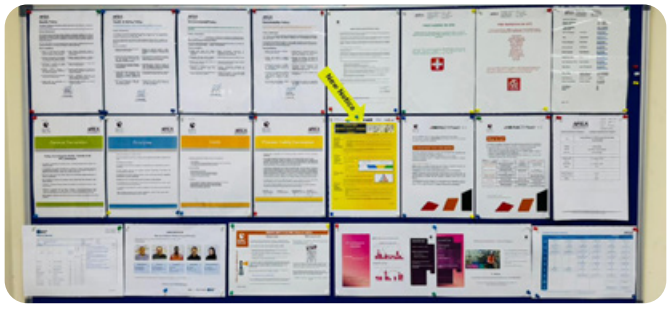
In 2025, two editions were released. The first edition focused on ignition sources, presented through the FISH approach (Friction, Impact, Static, Heat), in order to highlight the most common mechanisms that can lead to initiating events. The second edition focused on the importance of equipment maintenance, highlighting the prevention of defects and failures that could potentially lead to major accidents.



Display of the newsletter within EPC Gabon

In addition to these communication initiatives, the Process Safety Department has established a dedicated email address.

This channel enables employees to submit their questions, request technical support or share feedback and lessons learned, thereby strengthening engagement with the department and facilitating support for subsidiaries in addressing their operational challenges.



Display of the newsletter within AREX subsidiary (United Arab Emirates)

Next steps

In 2026, Process Safety communication initiatives will be further strengthened to support the development of a **common safety culture across the Groupe**.

This will notably include the regular publication of the **newsletter**, aimed at sharing lessons learned, good practices and key updates related to Process Safety. The preparation and publication of the **Annual Process Safety Report** will also contribute to structuring this approach by providing a consolidated overview of progress achieved and future priorities.

In addition, a dedicated Process Safety **workshop** will be organized during the SHE Summit in Eskilstuna (Sweden), promoting discussions between experts and the sharing of field experience. Finally, active participation in the **Groupe's annual convention** will help increase the visibility of Process Safety challenges among the various stakeholders and continue efforts to ensure alignment across the organization.

Workforce briefing - EPC Mineex (Senegal)

D.2 Audits and Inspections

Throughout 2025, the Process Safety team conducted an audit program aimed at **assessing the level of control of industrial risks** across the Groupe's various subsidiaries, while supporting the implementation of Process Safety standards and best practices.

As part of this program, several assignments were carried out in Europe and Africa. In March 2025, an audit was conducted at EPC France, with the support of Thierry Rousse, **enabling existing practices to be consolidated** and improvement opportunities to be identified. In August 2025, an assessment was carried out in Spain at the Villatobas storage facility, in order to **verify the compliance** of installations and operational practices.

A visit to the Africa region was also organized. This mission enabled audits to be carried out at the subsidiaries NORMAT SERVICES (Benin), EPC Cameroun and EPC Gabon, with the objective of assessing the maturity level of the existing systems and **strengthening the implementation of Groupe requirements** across a variety of operational contexts.

In October 2025, an audit was carried out in Morocco at EPC Maroc subsidiary, followed in November 2025 by an assignment in Italy, covering the Tivoli storage facility as well as mining activities. These targeted interventions contributed to ensuring **overall consistency in the application of standards** and promoting the continuous improvement of practices.

All these audits form part of a structured monitoring and improvement approach, enabling gaps to be identified, corrective actions to be prioritized and the **Process Safety culture to be sustainably strengthened** across the Groupe.

THOUGHT PROVOKING

Trust does not replace control; it requires it.

Our field audits have highlighted the gap that can sometimes exist between our standards and operational reality. The role of the Process Safety team is not to sanction, but to challenge existing practices by **comparing theoretical requirements with real-life operational conditions**. Each deviation identified during these assignments represents a vulnerability addressed within our overall risk management system.

Next steps

In 2026, the audit and inspection activities of the Process Safety Department will be strengthened to better incorporate requirements related to the control of major industrial risks. Future audits and inspections will place greater emphasis on Process Safety, enabling a more accurate assessment of existing systems, the identification of gaps and the promotion of good practices.

This approach will contribute to **harmonizing practices** and **supporting continuous improvement across the Groupe**.



Gold mine – MCS (Saudi Arabia)

Expert Support and Crisis Management

E.1 Expert Support Missions

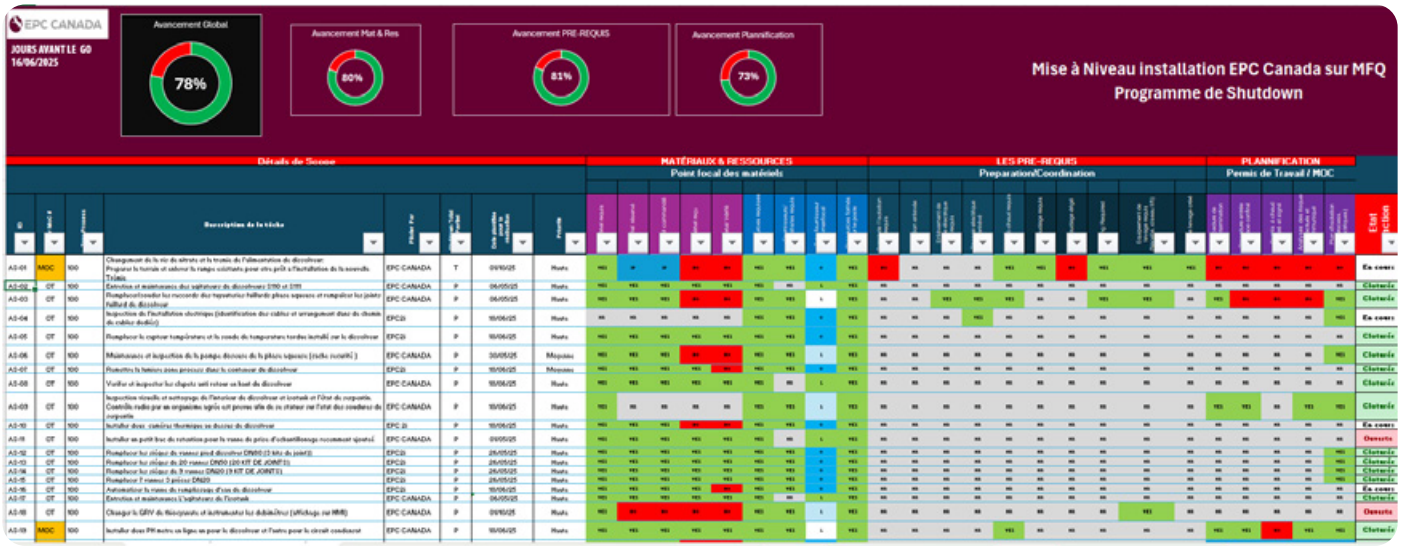
Throughout 2025, the Process Safety Department played a key role in strengthening the link between operational teams and safety requirements through **structured initiatives across all regions**.

In **Canada**, the coordination and management of a major technical review program represented a significant milestone. This project, involving multiple stakeholders and a substantial number of technical actions, enabled the implementation of robust monitoring of preparation, planning and execution activities.

Beyond the operational outcomes, this initiative primarily strengthened collaboration between field teams and Process Safety teams, establishing a relationship based on trust, support, risk anticipation and shared decision-making.



SPUR (Smart Process for Underground Repumping) Configuration – EPC 2i



Shutdown Dashboard – EPC Canada

In the same way, an assignment carried out at the MCS subsidiary (Saudi Arabia) enabled a Pre-Startup Safety Review (PSSR) to be performed at the Mansourah and Massarah (M&M) site, using a redesigned format with a stronger focus on technical aspects and Process Safety, and aligned with international standards.

This approach highlighted the need to further structure our internal practices, particularly by harmonizing assessment methodologies and integrating more demanding criteria for risk control.

These experiences helped identify concrete areas for improvement and led to the initiation of **discussions on establishing a Groupe standard** for conducting PSSRs, thereby contributing to raising the overall level of Process Safety maturity.

Conclusion

Process Safety is a key pillar of the Groupe's sustainable performance.



MEMU on a quarry - EPC Belgique

The progress achieved this year reflects a collective momentum driven by the commitment of teams and the gradual strengthening of practices.

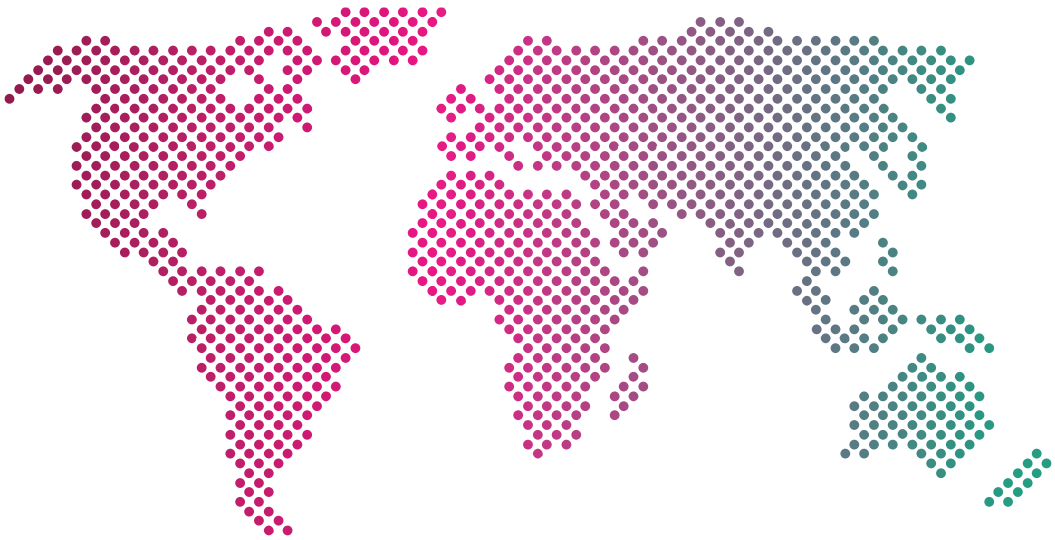
The outlook defined for the coming years demonstrates a clear commitment to continuing this approach by consolidating the fundamentals, developing tools, and strengthening the Safety Culture at all levels of the organization.

This ambition is based on a shared commitment: to prevent major events and ensure increasingly safer operations.

Controlling our risks today to sustainably secure our activities tomorrow.

Photo credits :
EPC Groupe
Delphine Prevot
Laetitia Rivière
Patrick Sordoillet
Alexis Toureau
LP Consulting

EPC GROUPE



www.epc-groupe.com

PROCESS SAFETY 2025