



SOLVAY

asking more from chemistry®

Asking More

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VFB

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WE ARE A WORLD LEADER IN THE CHEMICAL INDUSTRY



**Building
a new model
of sustainable
chemistry that
addresses the
environmental and
societal factors
impacting our world**

Pro forma 2015 figures including Cytac (unaudited)

OUR DYNAMIC BUSINESS MODEL IS DELIVERING GROWTH

ADVANCED
MATERIALS



ADVANCED
FORMULATIONS



PERFORMANCE
CHEMICALS



FUNCTIONAL
POLYMERS



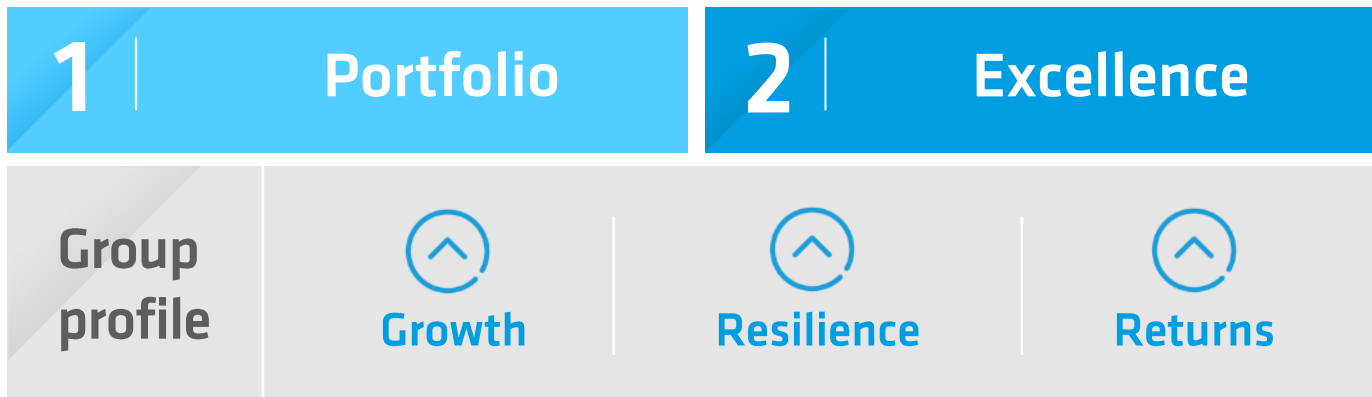
→ 90% OF OUR SALES ARE IN TOP 3 WORLDWIDE ACTIVITIES

WE CREATE A FUTURE WITH MORE POTENTIAL

Strategic vision

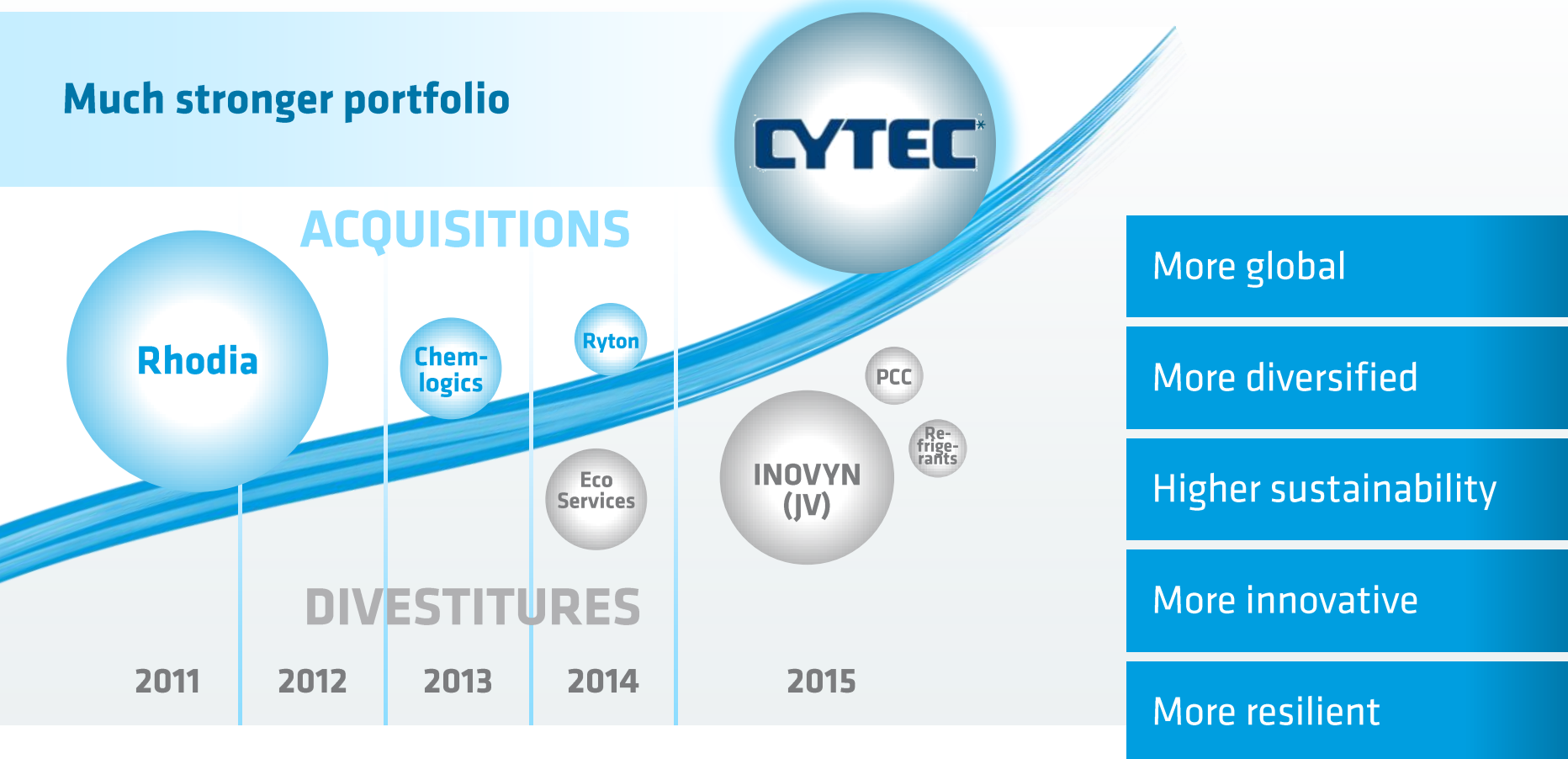
Participate in reshaping the global chemical industry
Develop a model of chemistry that addresses society's challenges
Drive sustainable value creation and profitable growth

Transformation levers



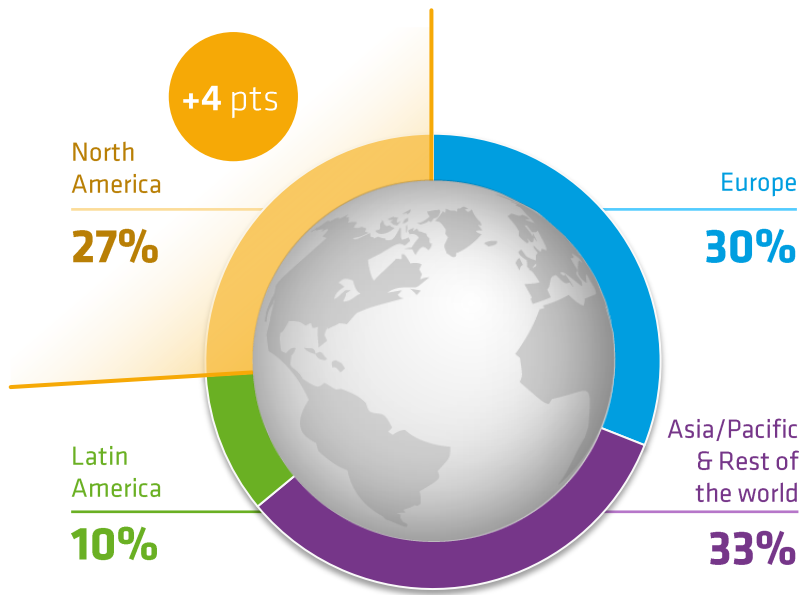
WE ACCELERATE OUR TRANSFORMATION

Much stronger portfolio



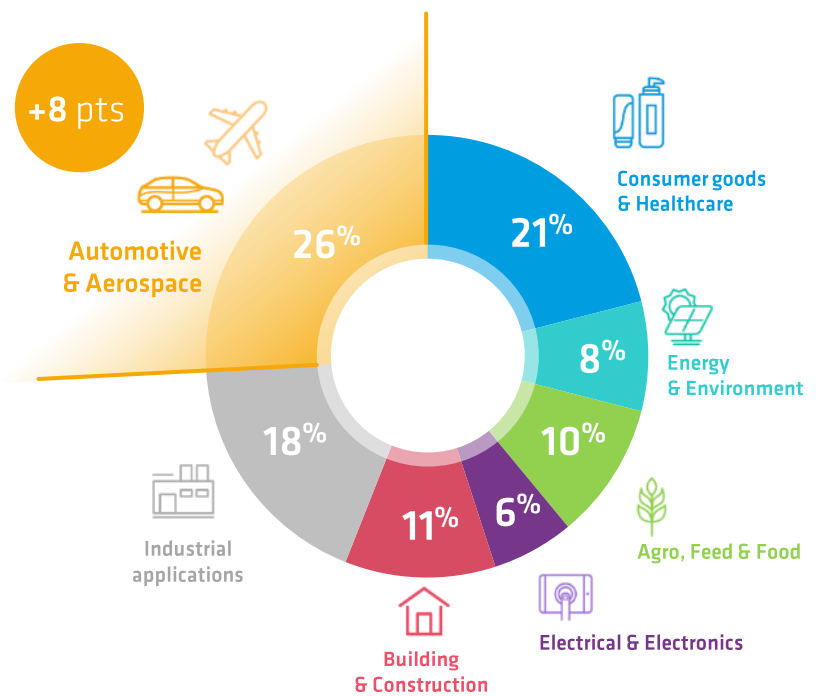
OUR ENHANCED BUSINESS PROFILE WITH CYTEC

BALANCED REGIONAL PROFILE

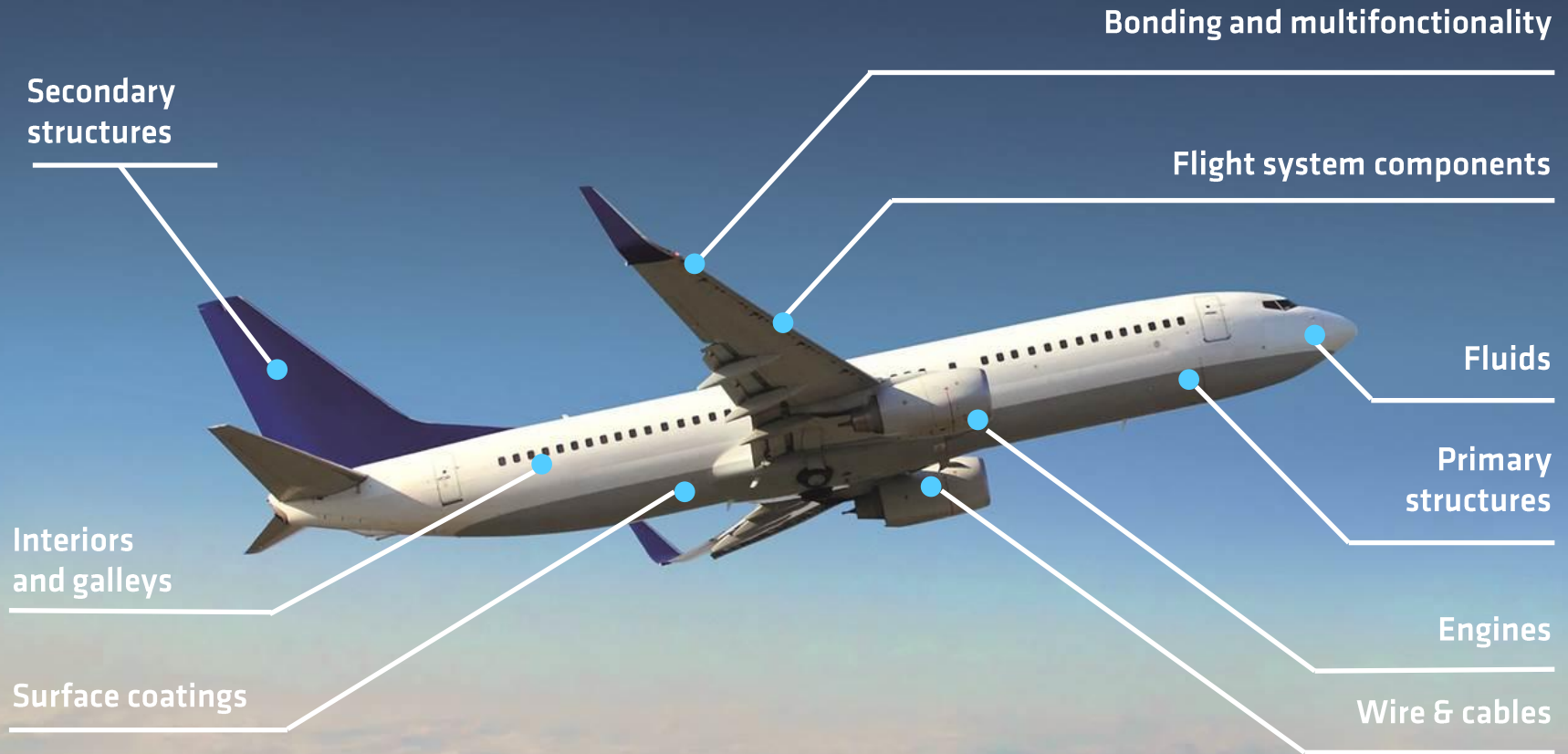


% of net sales

DIVERSIFIED & HIGHER GROWTH END-MARKETS



OUR LIGHTWEIGHTING OFFERING DRIVING SUSTAINABLE MOBILITY



→ Product examples



**Boeing 767
engine
nacelle
access door**



**Torlon®
PAI**

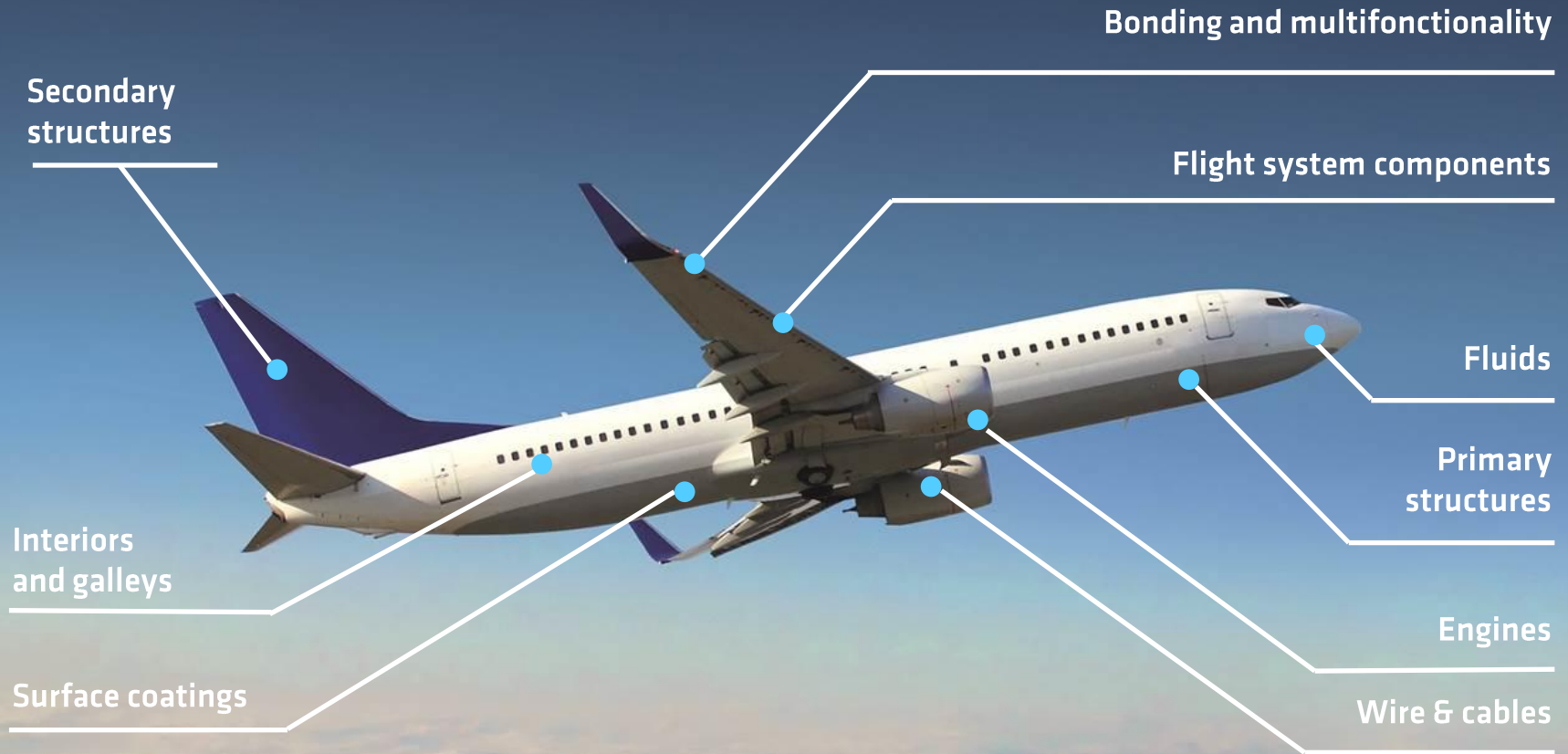


**Photovoltaic
cells**



**Aircraft
interiors
TegraCore™
PPSU**

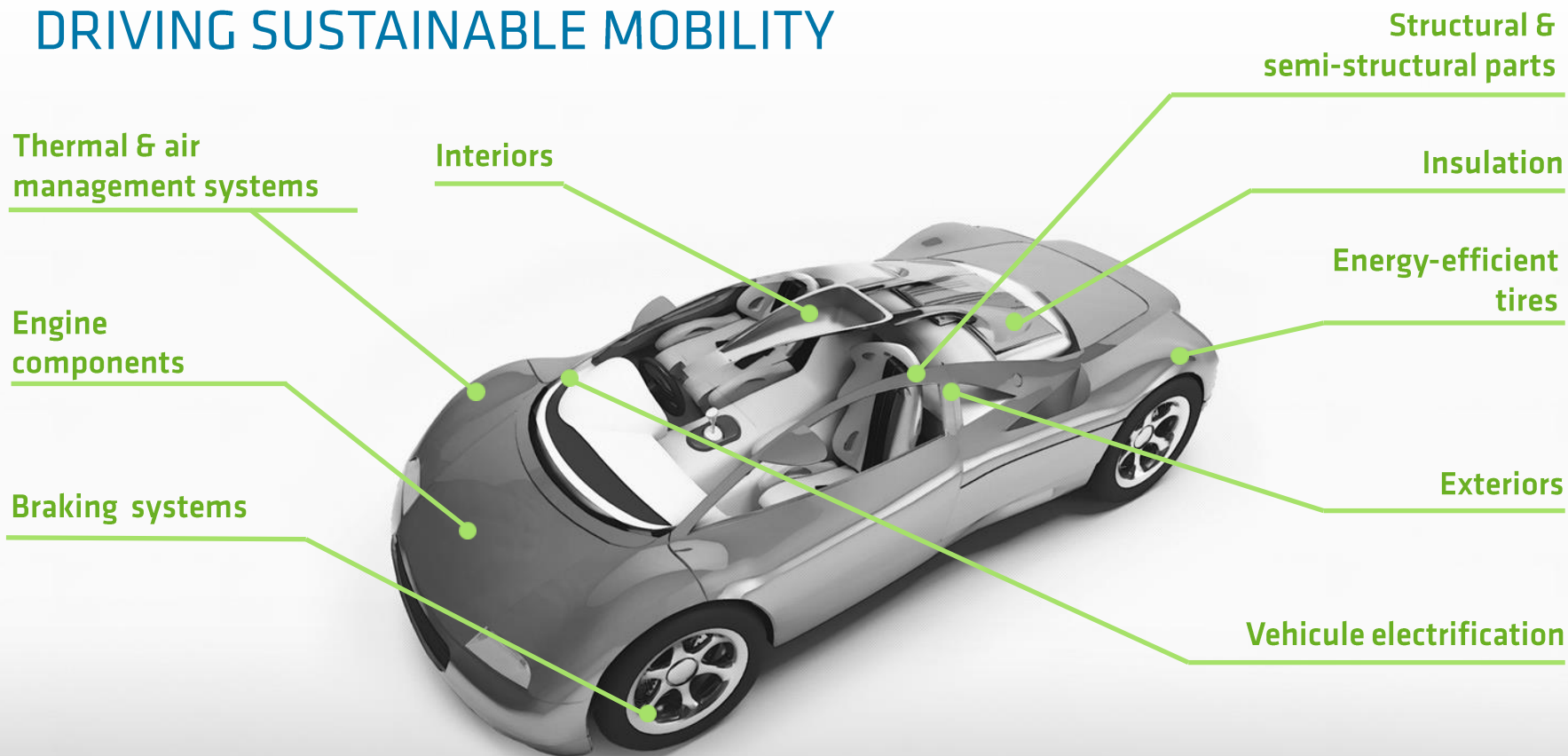
OUR LIGHTWEIGHTING OFFERING DRIVING SUSTAINABLE MOBILITY



BOMBARDIER



OUR LIGHTWEIGHTING OFFERING DRIVING SUSTAINABLE MOBILITY



→ Product examples



**AMODEL®
PPA**



Engine management
**System
TECHNYL®**



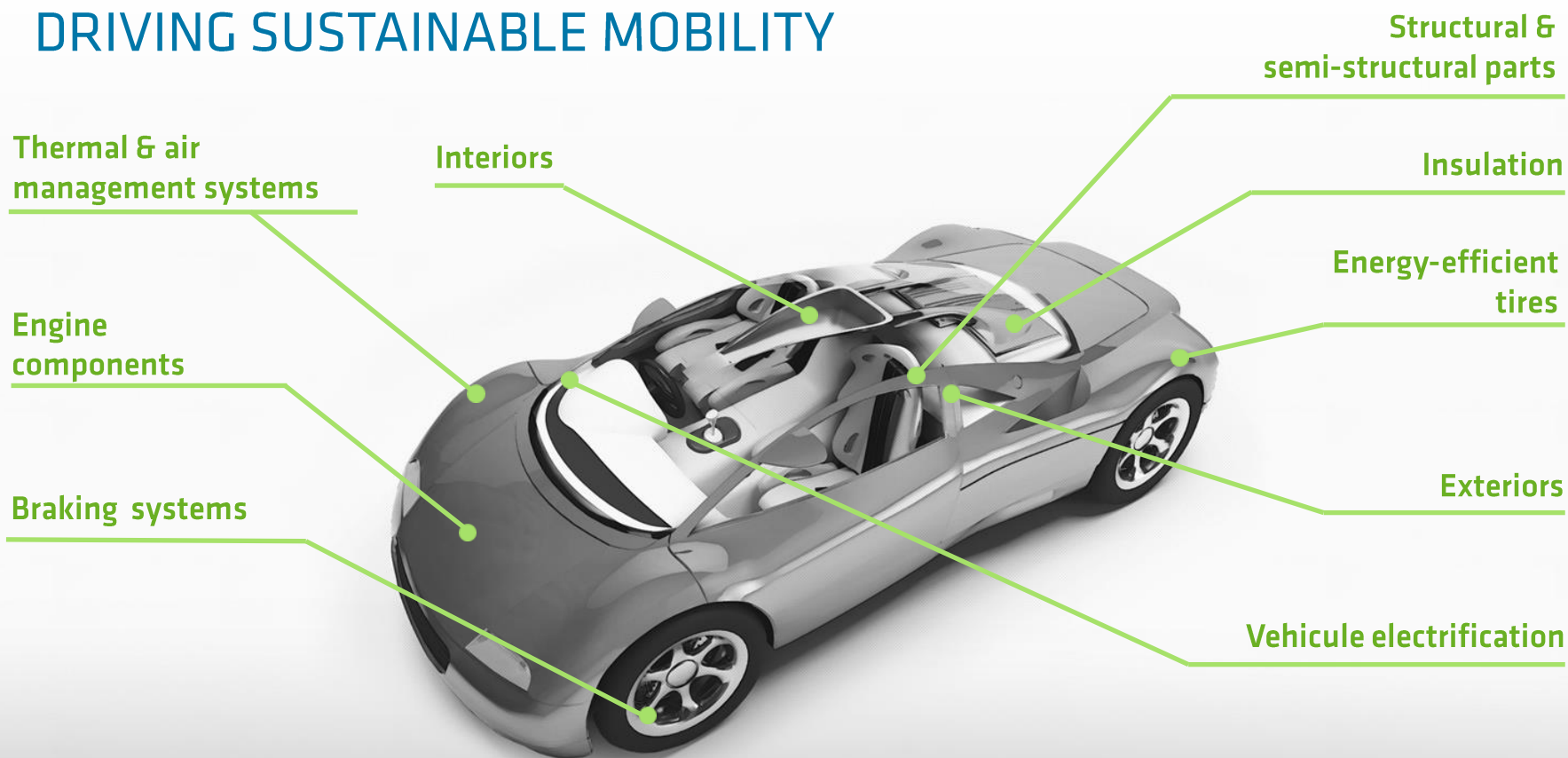
Exterior doorlock
**TECHNYL-
STAR AFX®**



Exterior Mirror support
TECHNYL®



OUR LIGHTWEIGHTING OFFERING DRIVING SUSTAINABLE MOBILITY



OUR CULTURE OF EXCELLENCE

3-years excellence targets....

Operational

€ 400 m

Innovation

€ 270 m

Commercial

€ 130 m

> € 600 m

delivered in 2 years

ON TRACK TO DELIVER € 800 M BY 2016

Expected impact on 2016 REBITDA (vs 2013 base), excluding Cytec

WE INNOVATE FOR MORE SUSTAINABLE DEVELOPMENT CHEMISTRY



2015

21
R&I centers

2,350
R&I employees

€ 324 m
R&I costs

264
patents applications

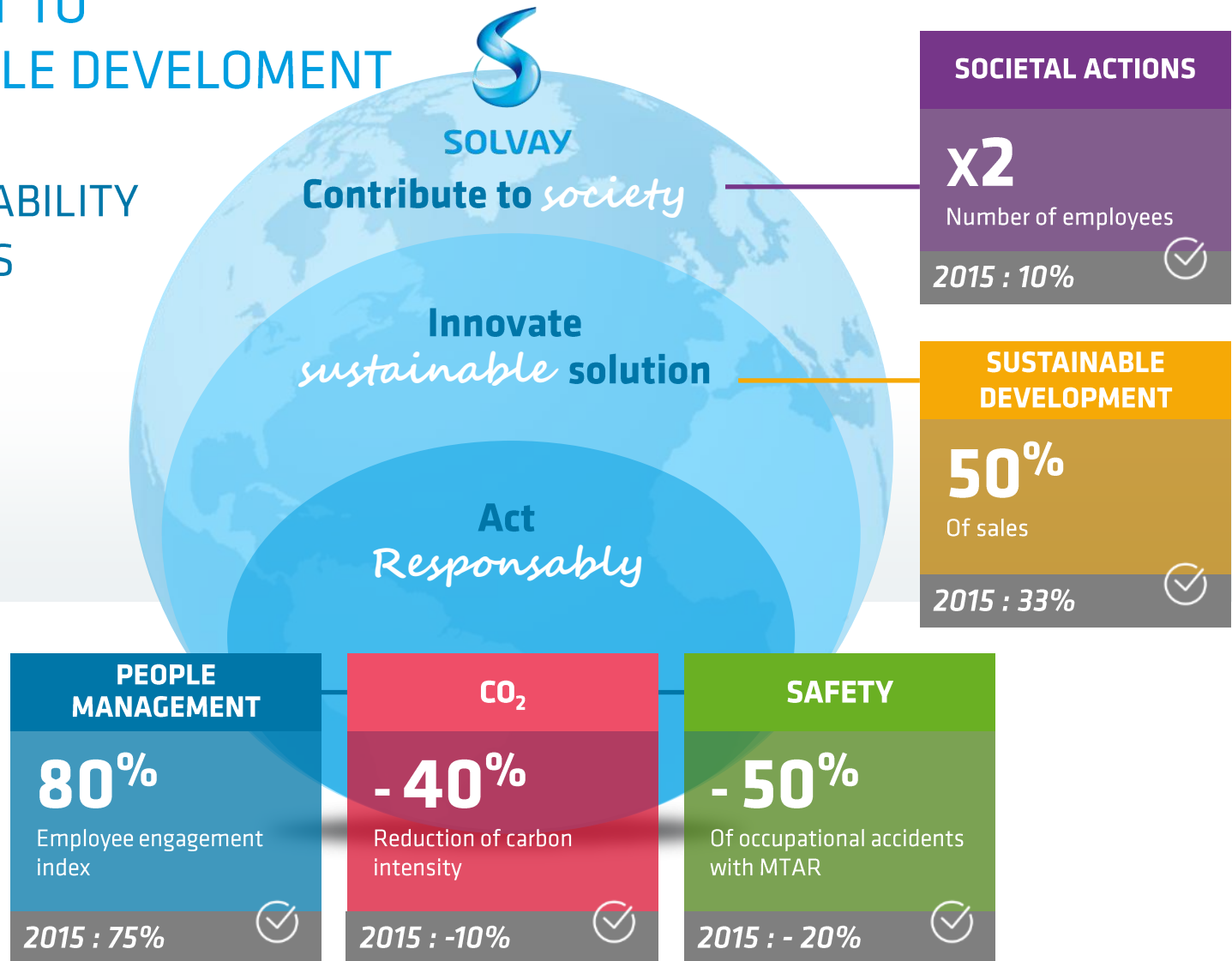
● Main innovation axis

Pro forma 2015 figures including Cytec (unaudited)

WE COMMIT TO SUSTAINABLE DEVELOPMENT

2025 SUSTAINABILITY COMMITMENTS

2014 reference year



OUR TRANSFORMATION ACCELERATION & DELIVERY



OUR RESULTS

2015

- Step-change in portfolio upgrade
- Strong excellence delivery
- Solid earnings growth
- Enhanced sustainability commitments



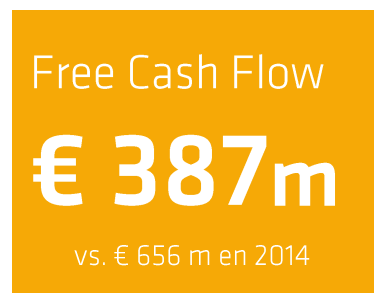
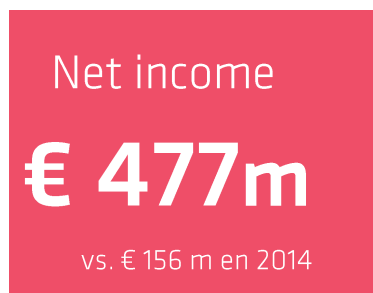
Dividend up



SOLID PERFORMANCE IN 2015



SOLVAY (stand-alone figures)



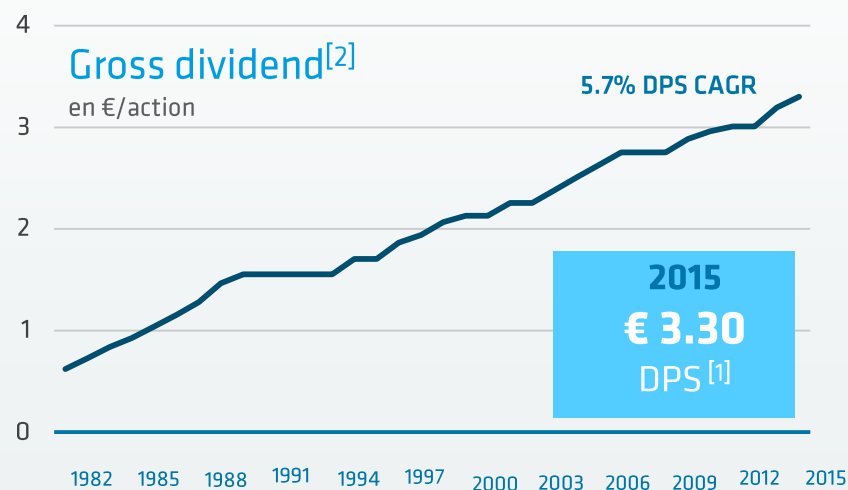
* 2015 dividend has been adjusted for the bonus factor of 0.9398 to reflect the value of the rights distributed during the capital increase

WE REWARD OUR SHAREHOLDERS

Solvay gross dividend 2015

Interim dividend	€ 1.36 / share	Paid on the January 22, 2016
Final dividend ^[1]	€ 1.94 / share	To be paid on May 17, 2016
Total ^[1]	€ 3.30 / share	+ 3.3% ^[2]

Delivery on commitments



~ 40% average pay-out

[1] Recommended dividend pending General Shareholders meeting
[2] Adjusted with 0.9398 factor following December 2015 rights issue

WE ARE MOBILIZED TO SUCCEED

Priorities 2016



Cytec integration,
synergies acceleration



Volume growth



Excellence
initiatives



Intensified focus
on cash generation



Continuing
portfolio upgrade

Perspectives 2016



REBITDA
to grow high single digit

Growth to be back-ended

Free cash flow
To exceed € 650 m

SI2

THE LAST ROUND IN SOLAR IMPULSE'S WORLD TOUR



www.solvay.com



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