



SOLVAY

asking more from chemistry®



MORE FUTURE

September 29, 2016
London

**CAPITAL
MARKETS
DAY 2016**



This presentation may contain forward-looking information. Forward-looking statements describe expectations, plans, strategies, goals, future events or intentions. The achievement of forward-looking statements contained in this presentation is subject to risks and uncertainties relating to a number of factors, including general economic factors, interest rate and foreign currency exchange rate fluctuations, changing market conditions, product competition, the nature of product development, impact of acquisitions and divestitures, restructurings, products withdrawals, regulatory approval processes, all-in scenario of R&D projects and other unusual items.

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SOLVAY

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MORE FUTURE

Jean-Pierre Clamadieu

Chairman of the Executive Committee & CEO

OUR VISION

CREATING A FUTURE WITH *MORE* POTENTIAL



Building
a new model of
sustainable chemistry
to help answer some of
society's challenges

Leading to long-term
value growth
for our stakeholders



ADAPTING TO A NEW WORLD A CHANGING ENVIRONMENT

MACRO-ECONOMICAL TRENDS

- Emerging markets (incl. China) transitioning to new economical model
- Slower-for-longer global growth
- End of commodities super-cycle
- Higher volatility: Raw materials, Currencies, Financial markets



CHEMICAL INDUSTRY TRENDS



Consolidation
accelerating



Reallocating
resources

Mega trends
driving growth

- *Resource constraints & sustainability demand*
- *Evolving demography & consumers behaviors*
- *Innovation acceleration*



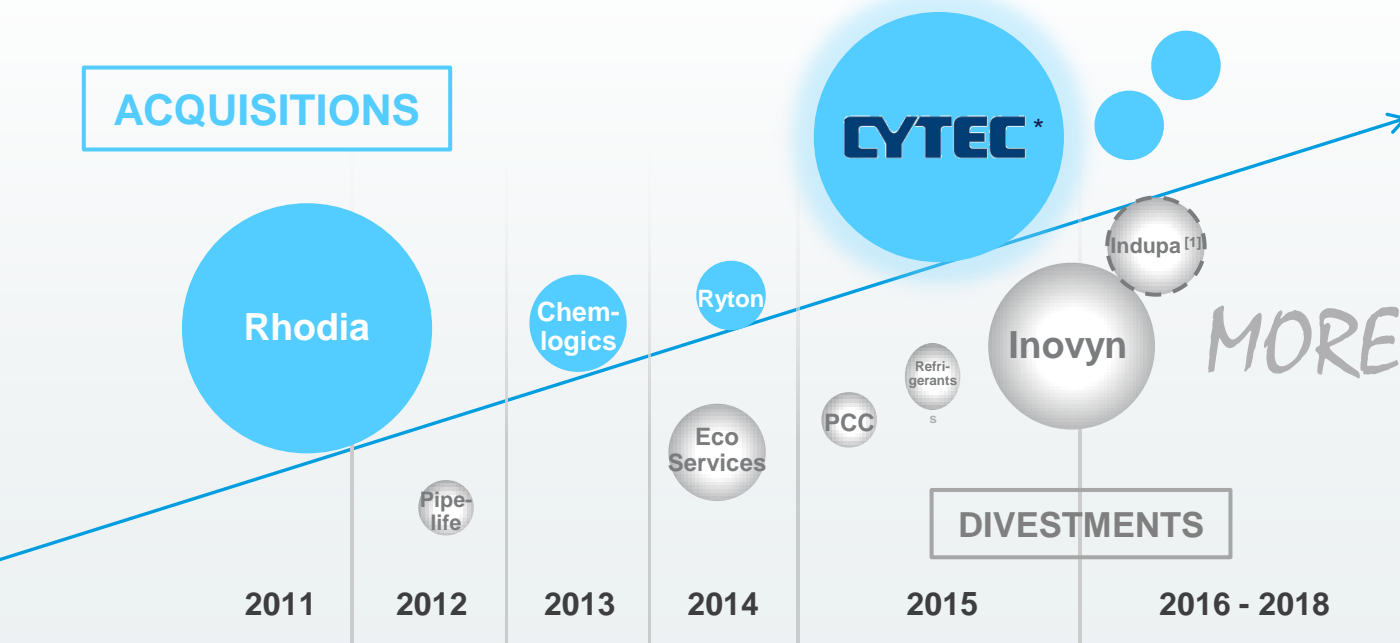
Keys to success: **innovation, agility, effectiveness**

EXECUTING OUR STRATEGY IN-DEPTH TRANSFORMATION



UPGRADING OUR BUSINESS PROFILE ACTIVE PORTFOLIO MANAGEMENT

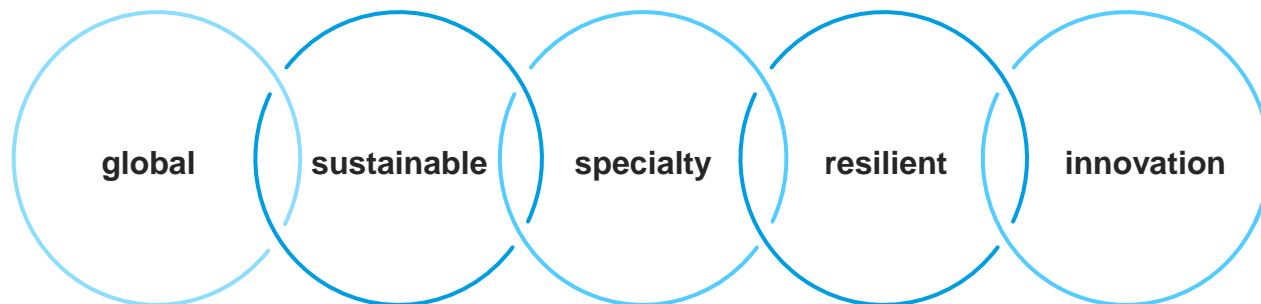
ACQUISITIONS



Enhancing customized solution offerings

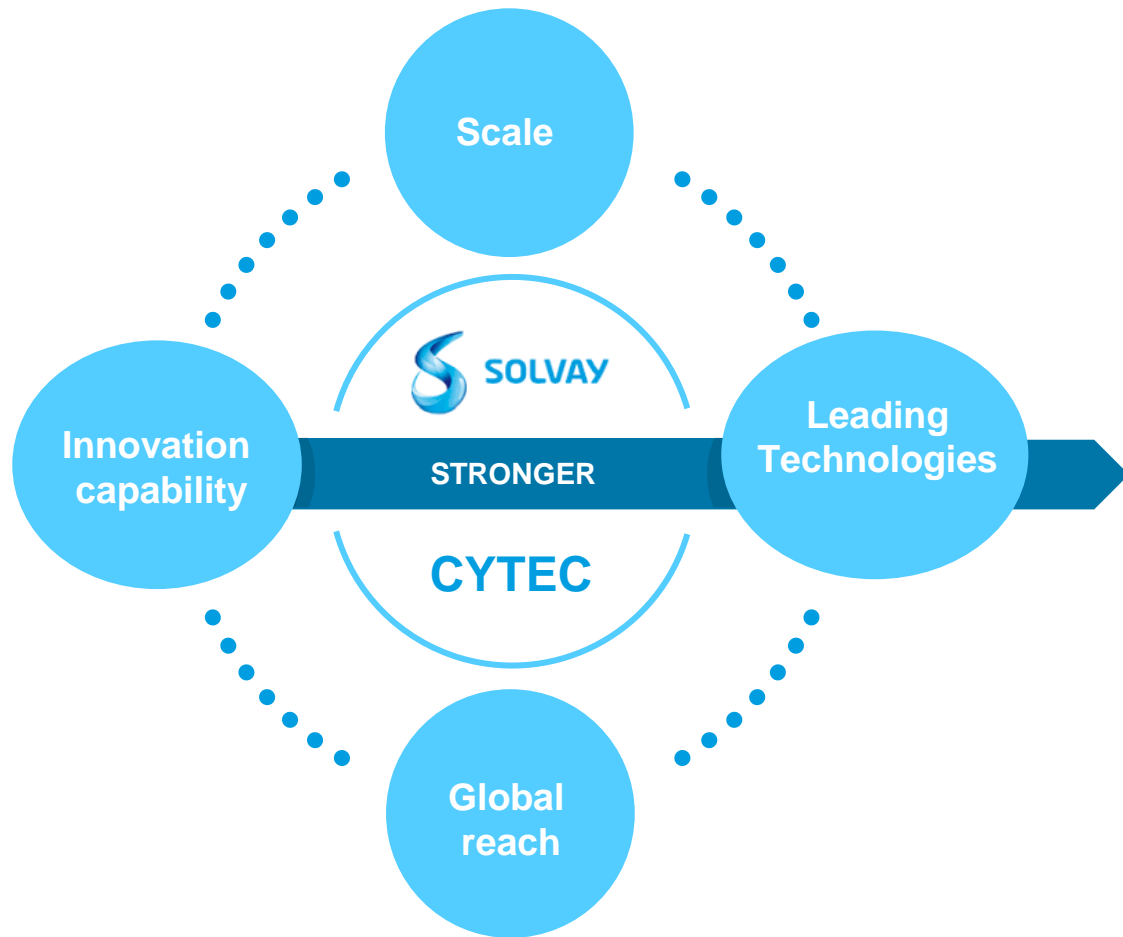
Reducing cyclical & low-growth businesses exposure

MORE



[1] Agreement to divest reached, awaiting regulatory approvals

ENHANCING SOLUTIONS ADDRESSING CUSTOMERS' CHALLENGES



**Customized
Mission Critical
Solutions**

MORE value

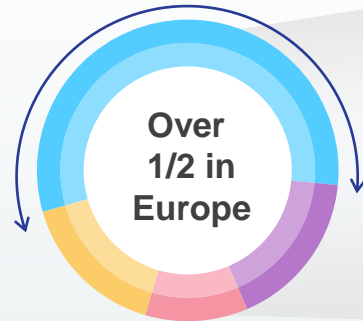


**STRATEGIC
PARTNERSHIPS**

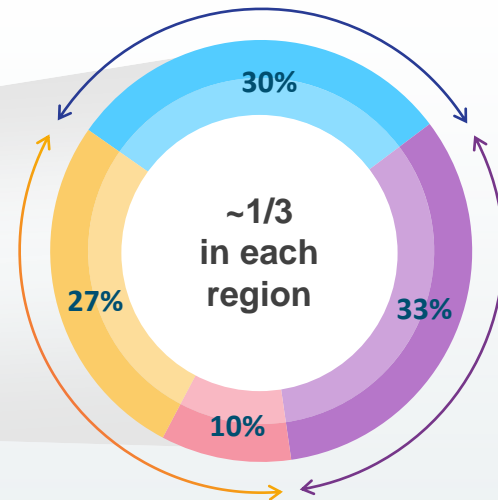
WE ARE *MORE* GLOBAL

GEOGRAPHIES

- Europe
- Asia & RoW
- Latin America
- North America



2010
€ 6 bn
Net sales

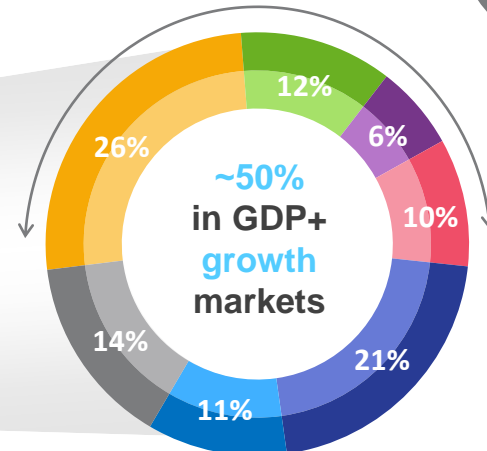


BALANCED

2015 ⁽¹⁾
€12 bn
Net sales

MARKETS

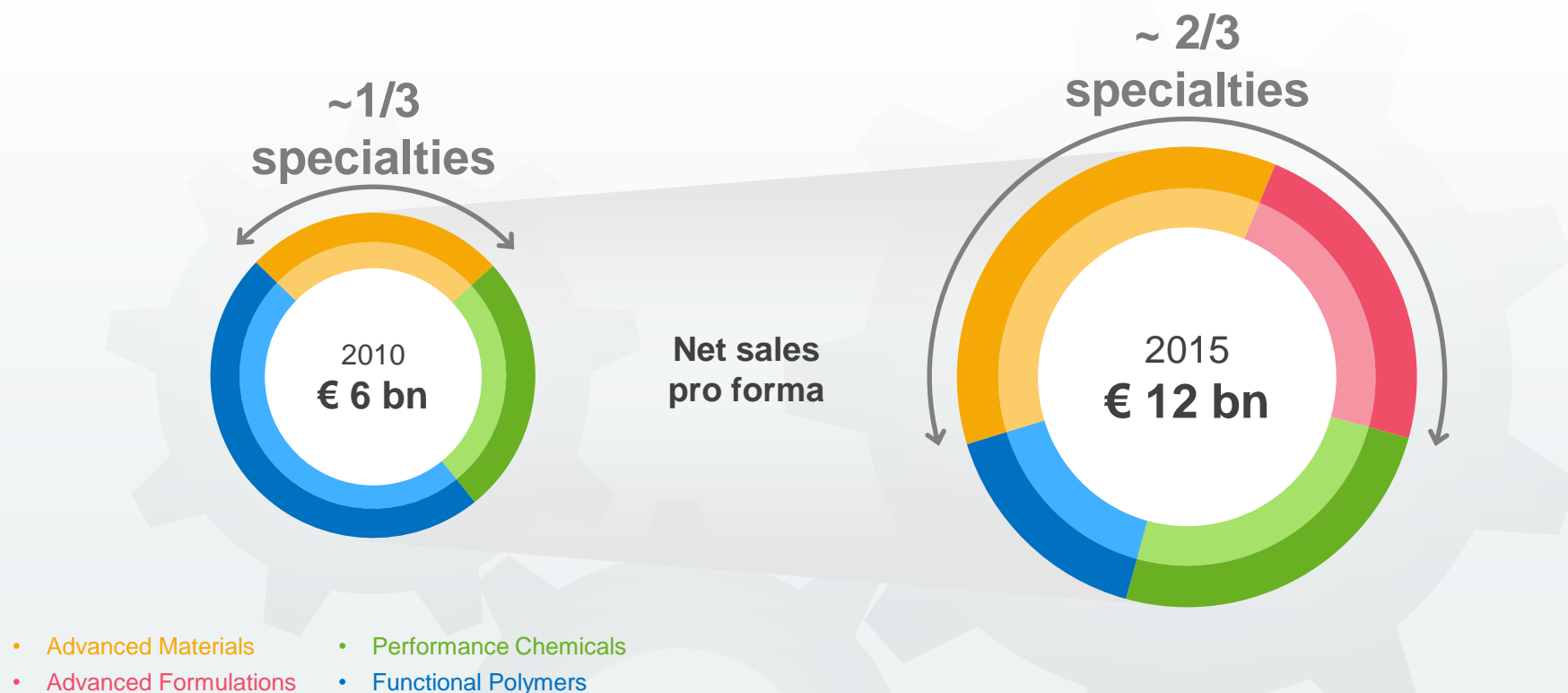
- Automotive & aerospace
- Resources & environment
- Electrical & electronics
- Agro, feed & food
- Consumer goods & healthcare
- Building & construction
- Industrial applications



DIVERSIFIED

(1) Pro forma, as if Cytec consolidated in 2015

MORE SPECIALTY



Diversified chemicals

Innovation-driven
Specialty

MORE & FASTER SYNERGIES WITH CYTEC



Cash accretive already in 2016



A track record of delivery

MORE VALUE THAT STANDS THE TEST OF TIME

3 years
2016 - 2018

PLANET

GHG intensity

kg CO₂ eq. emissions / € EBITDA

-20%

reduction to 5.8

Sustainable Solutions

% Group sales

7%

increase to 40%

PEOPLE

Accident rate

Acc. with medical treatment / m working hours

-10%

reduction to 0.69

Employee engagement

index

Maintain

at 75%

SOCIETY

Societal actions

% employees involved

5%

increase to 25%

3 years
2016 - 2018

PROFIT

EBITDA^[1] growth

**Mid-to-high
single digit**

% yoy

CASH

Free cash flow

> € 2.4 bn
cumulative

Cash conversion

> 60%
each year

RETURNS

CFROI

50-100 bp
increase

At constant forex & scope

[1] underlying EBITDA

MOVING TOWARDS MULTI-SPECIALTY



ADVANCED MATERIALS

Providing solutions for sustainable mobility, lightweighting, CO₂ and energy efficiency



ADVANCED FORMULATIONS

Customized specialty formulations in surface chemistry and liquid behaviour, maximizing yield & efficiency, minimizing eco impact



PERFORMANCE CHEMICALS & FUNCTIONAL POLYMERS

Leading positions in chemical intermediates through scale and technology, developing innovative applications and industrial innovation for optimized costs



MORE Growth, Returns & Resilience

STRONG TEAM LEVERAGING TALENT



**SUSTAINABLE
MOBILITY**



**Roger
Kearns**



**Bill
Wood**



**Augusto
Di Donfrancesco**



**Carmelo
Lo Faro**



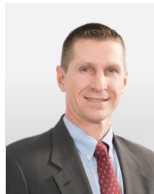
**SUSTAINABLE
FORMULATIONS**



**Vincent
De Cuyper**



**Emmanuel
Butstraen**



**Michael
Radossich**



**MORE VALUE
THAT STANDS
THE TEST OF TIME**



**Karim
Hajjar**



**Pascal
Juéry**



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MORE FUTURE

SPEAKER'S RESUME



Jean-Pierre Clamadieu

Chief Executive Officer,
Chairman of the Executive Committee

Jean-Pierre Clamadieu

joined Solvay in September 2011 as member of the Executive Committee, immediately after Solvay acquired Rhodia. Before that, he was Rhodia's CEO since October 2003 and since March 2008 also Chairman of the Board of Directors. Between 1993 and 2003, Jean-Pierre Clamadieu held several executive positions within Rhodia and its former parent company Rhône-Poulenc, notably President of Rhodia Chemicals Latin America, President of Rhodia Eco Services, Senior Vice-President Corporate Purchasing as well as President of the Pharmaceuticals & Agrochemicals Division.

Jean-Pierre Clamadieu holds seats on the Board of Directors of Faurecia, Axa and ICCA. He also serves as President of the CEFIC, and is a member of the WBCSD Executive Committee.

Before joining the chemical industry, Jean-Pierre Clamadieu, a graduate from Ecole Nationale Supérieure des Mines de Paris, had a nine-year career at the French Civil Service, including as advisor to the Minister of Labor.

CEFIC: European Chemical Industry Council

ICCA: International Chemical Industry Council

WBCSD: World Business Council for Sustainable Development

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