



**SOLVAY**

asking more from chemistry®

**MORE FUTURE**

September 29, 2016  
London

**CAPITAL  
MARKETS  
DAY 2016**



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# MORE FUTURE



**SOLVAY**

asking more from chemistry®

**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*

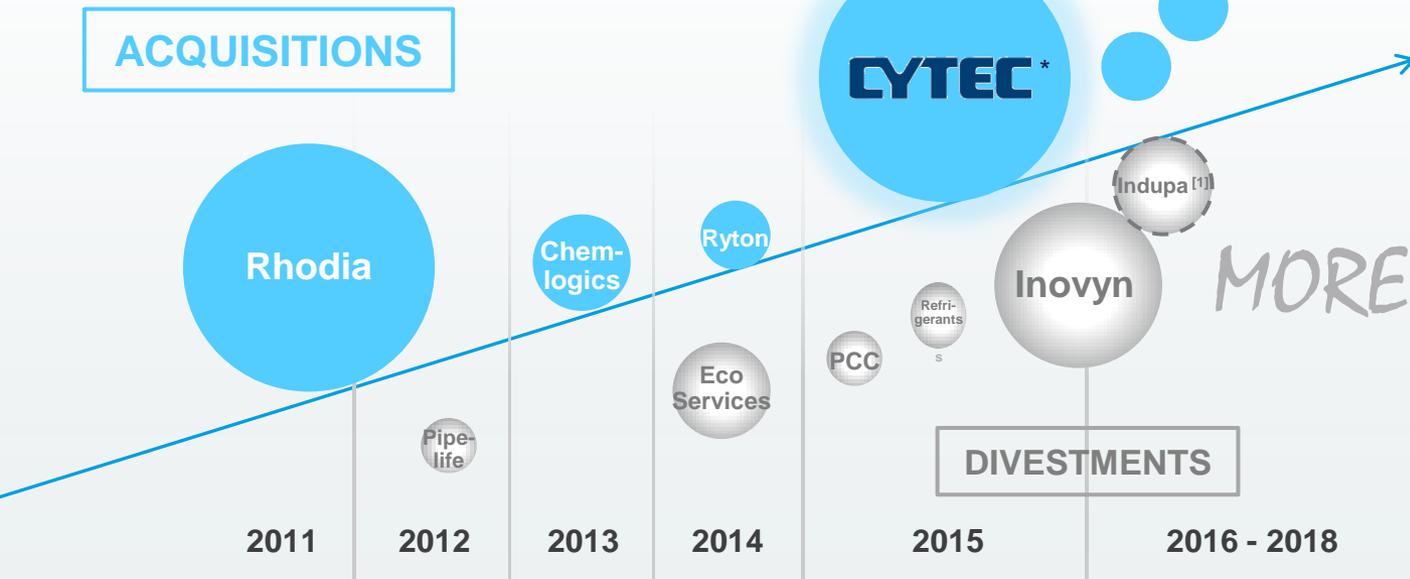


Keys to success: **innovation, agility, effectiveness**

# EXECUTING OUR STRATEGY IN-DEPTH TRANSFORMATION



# UPGRADING OUR BUSINESS PROFILE ACTIVE PORTFOLIO MANAGEMENT



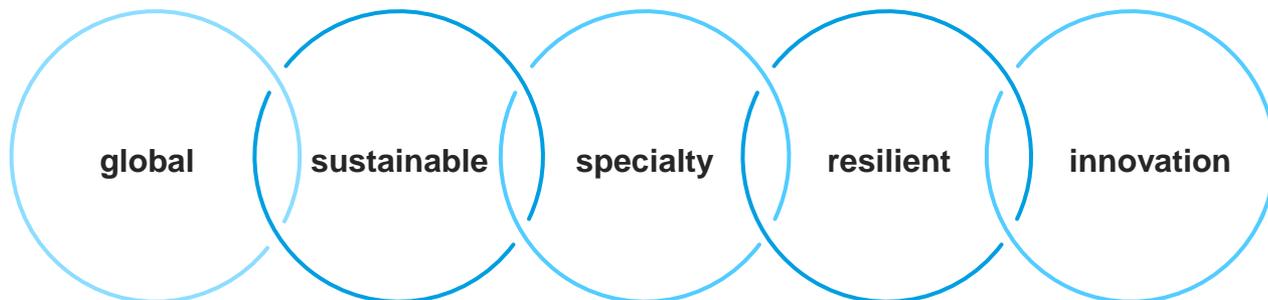
+

Enhancing customized solution offerings

∨

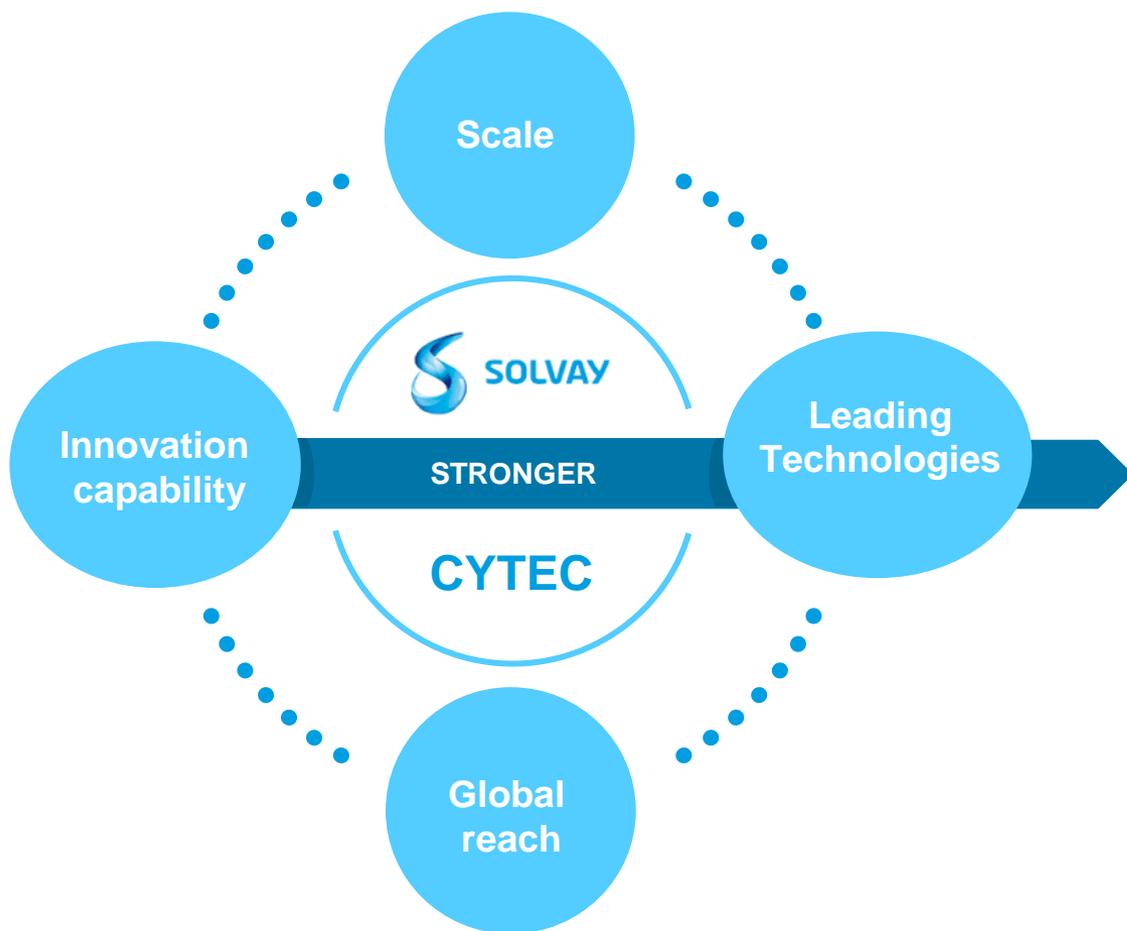
Reducing cyclical & low-growth businesses exposure

*MORE*



[1] Agreement to divest reached, awaiting regulatory approvals

# ENHANCING SOLUTIONS ADDRESSING CUSTOMERS' CHALLENGES



Customized  
Mission Critical  
Solutions

**MORE value**



**STRATEGIC  
PARTNERSHIPS**

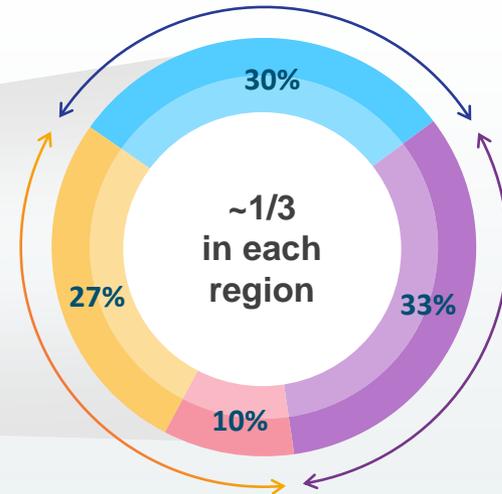
# WE ARE MORE GLOBAL

## GEOGRAPHIES

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



2010  
€ 6 bn  
Net sales

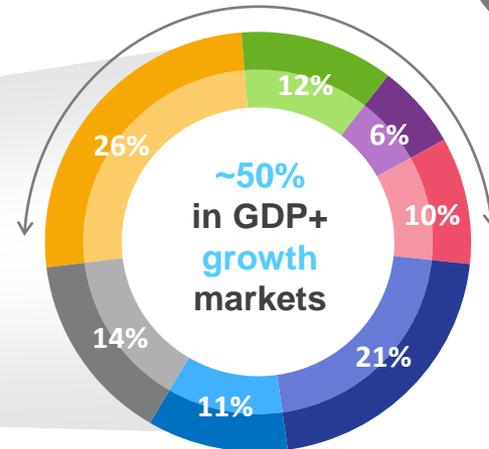


BALANCED

2015 <sup>(1)</sup>  
€12 bn  
Net sales

## MARKETS

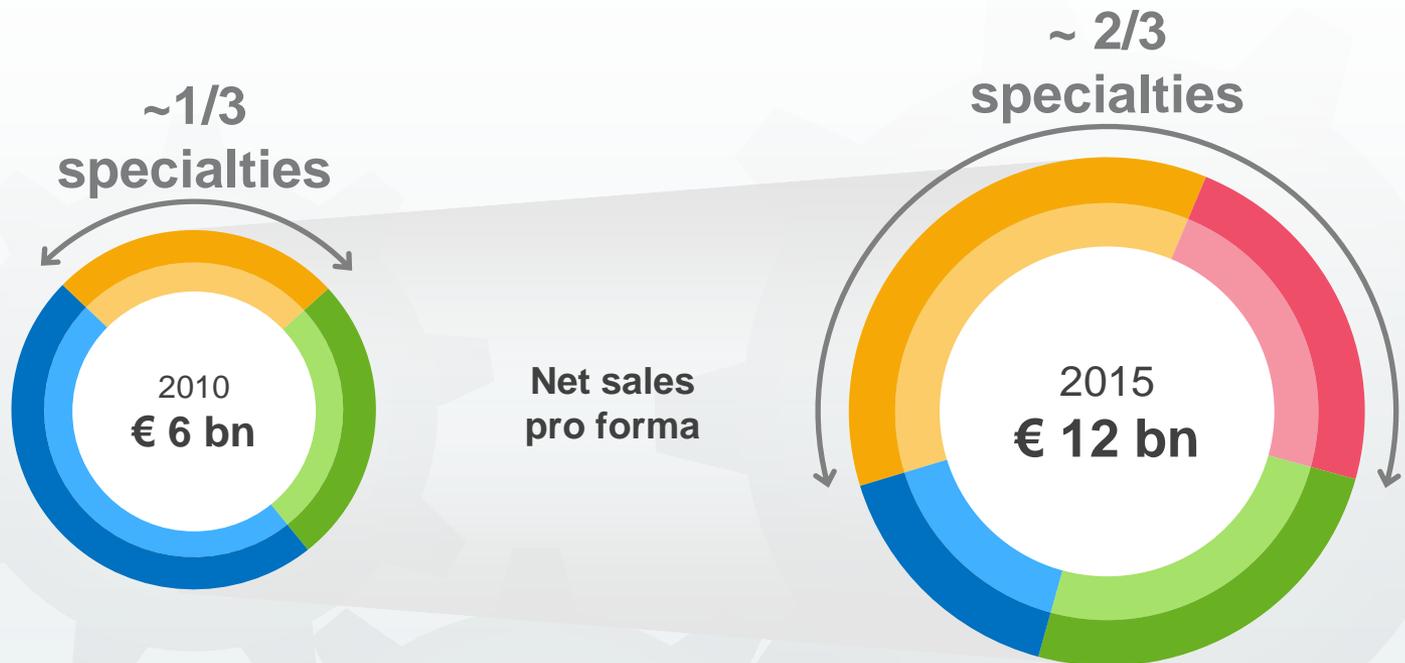
- Automotive & aerospace
- Resources & environment
- Electrical & electronics
- Agro, feed & food
- Consumer goods & healthcare
- Building & construction
- Industrial applications



DIVERSIFIED

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

# MORE SPECIALTY



- Advanced Materials
- Performance Chemicals
- Advanced Formulations
- Functional Polymers

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

3 years  
2016 - 2018

PLANET

GHG intensity

kg CO<sub>2</sub> 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%

PROFIT

EBITDA <sup>[1]</sup> 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, CO<sub>2</sub> 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



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





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# MORE FUTURE

**SPEAKER'S RESUME**



## Jean-Pierre Clamadiou

Chief Executive Officer,  
Chairman of the Executive Committee

### Jean-Pierre Clamadiou

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 Clamadiou 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 Clamadiou 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 Clamadiou, 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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