



SOLVAY
asking more from chemistry®

**MORE
FUTURE**

Roger Kearns
Executive Committee
member

March 25, 2017
VFB 2017

WE ARE A WORLD LEADER IN THE CHEMICAL INDUSTRY



27,000
employees¹



58
countries¹



140
industrial
sites¹



21
major
R&I centers¹



0.77
occupational accidents at
Group sites per million
hours worked²



€10.9
billion of
net sales¹



€2,284
million of
EBITDA¹



5.85 Kg
Greenhouse gas
intensity
CO₂ eq. per € EBITDA

1. 2016 underlying results (audited figures)

2. MTAR: Medical Treatment Accident Rate

EXECUTING OUR STRATEGY IN-DEPTH TRANSFORMATION



OUR VISION

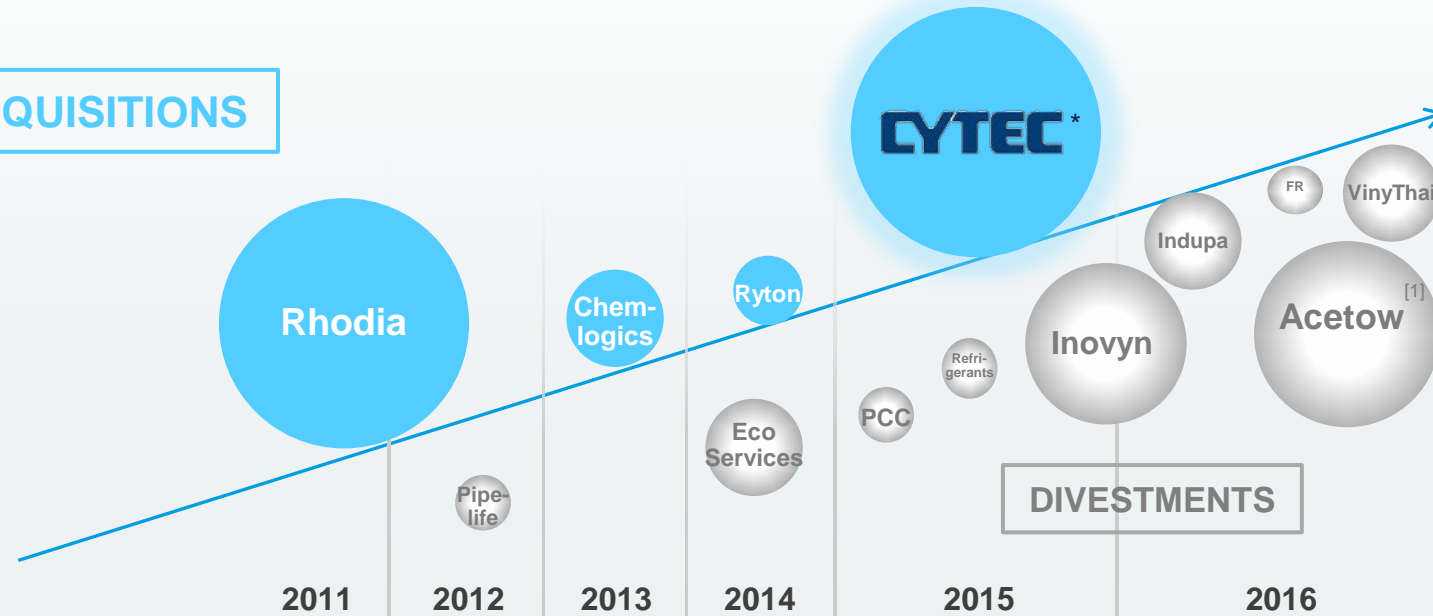
CREATING A FUTURE
WITH *MORE* POTENTIAL

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



UPGRADING OUR PORTFOLIO

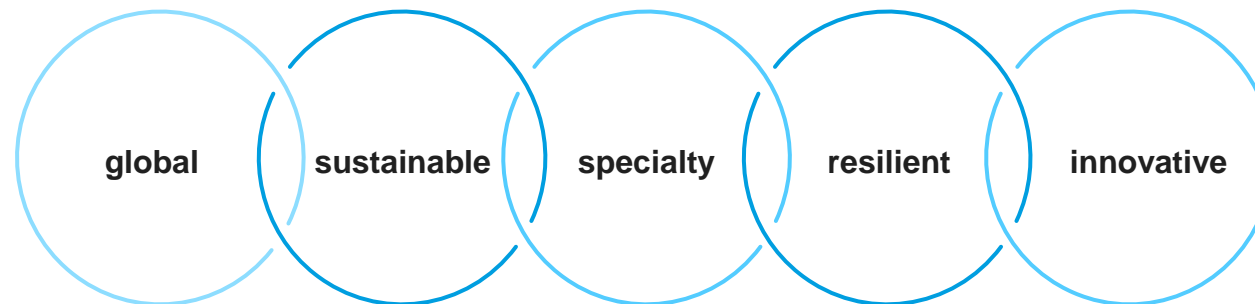
ACQUISITIONS



Enhancing
customized
solution
offerings

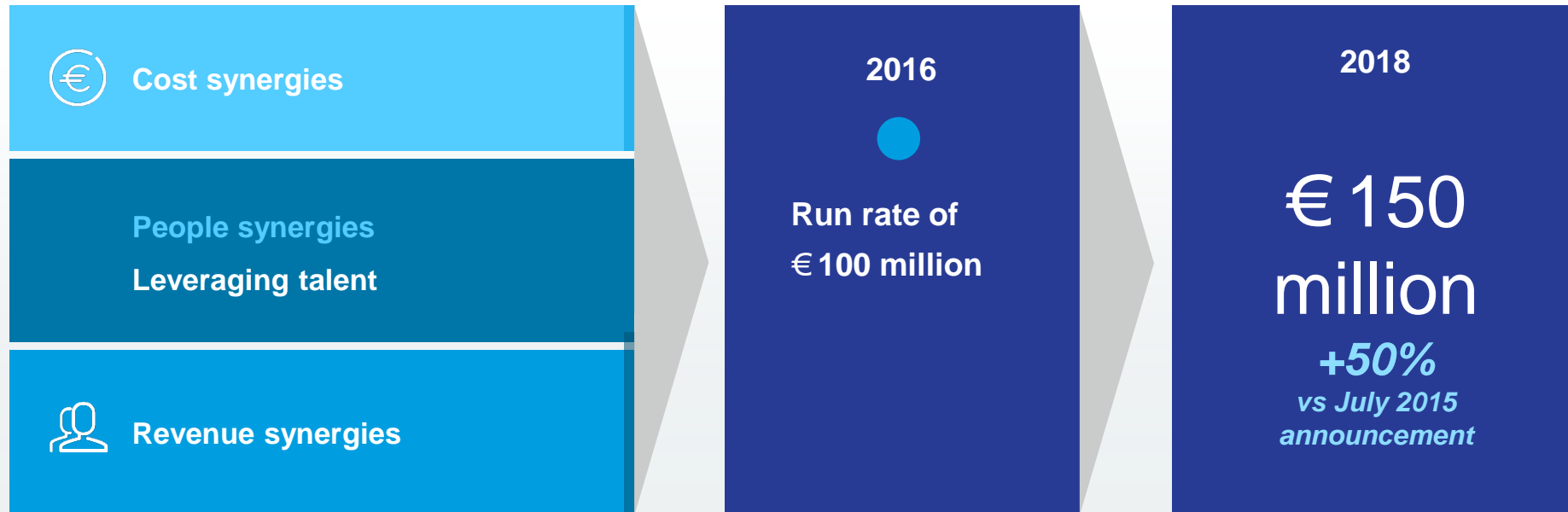
Reducing
cyclical &
low-growth
businesses
exposure

MORE
→



[1] Agreement to divest reached,
awaiting regulatory approvals

ACCELERATED CYTEC SYNERGIES



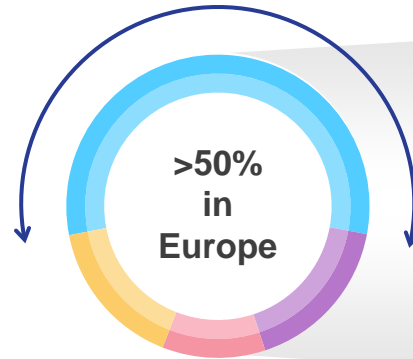
Cash accretive already in 2016

A NEW GLOBAL PROFILE

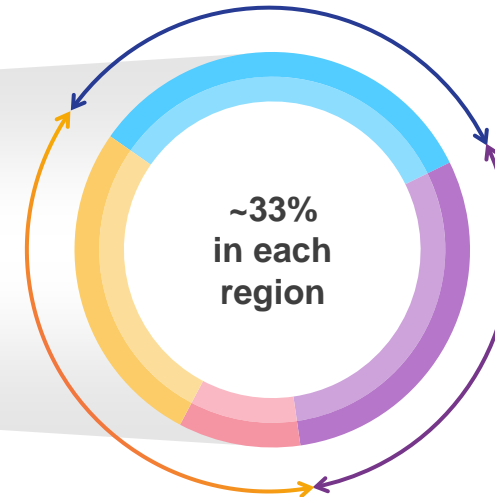
GEOGRAPHIES

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

2010 net sales
€6.5 bn



2016 net sales
€10.9 bn








MARKETS

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



MOVING TOWARDS MULTI-SPECIALTY

					
		ADVANCED MATERIALS	ADVANCED FORMULATIONS	PERFORMANCE CHEMICALS	FUNCTIONAL POLYMERS
		<p>High performance materials, providing solutions for sustainable mobility: light-weighting, CO₂ and energy efficiency</p> <p>Customized specialty formulations in surface chemistry, optimizing efficiency, minimizing environmental impact</p> <p>Leading positions in chemical intermediates, through scale and technology</p> <p>Leading regional positions in functional polymers, with focus on excellence</p>			
2016	GROUP				
Net sales	€10,884 m	€4,313 m	€2,668 m	€2,460 m	€1,436 m
EBITDA	€2,284 m	€1,110 m	€484 m	€695 m	€222 m
margin	21%	26%	18%	28%	15%
CFROI	6.3%	9.4%	6.1%	8.9%	5.1%



→ 90% of our sales are in top 3 worldwide activities

SUSTAINABILITY COMMITMENTS EMBEDDED IN OUR STRATEGY

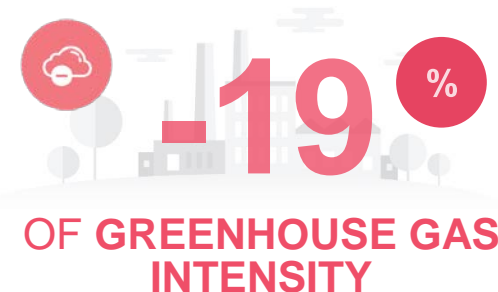
Performance 2016



Objective 2025:
to reach 40%



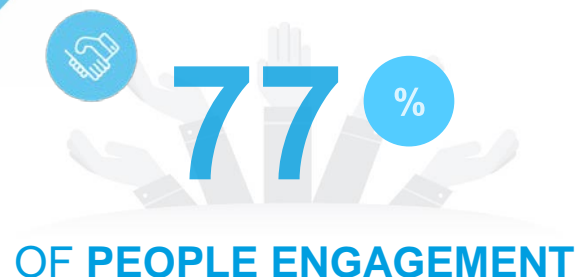
Objective 2025:
number of accidents reduced by -50%



Objective 2025:
to decrease by 40%



Objective 2025:
to reach 50%



Objective 2025:
to reach 80%

WE INNOVATE FOR MORE SUSTAINABLE DEVELOPMENT CHEMISTRY



2016

21
R&I centers

2,340
R&I employees

€350 m
R&I efforts

240
Patents applications

€80 m
Invested in funds and starts-ups

> 100
Collaborative innovation projects

DEVELOPING INNOVATIVE SOLUTIONS TO CREATE VALUE TO OUR CUSTOMERS

AUTOMOTIVE AND AERONAUTICS



Cleaner mobility

- Lightweighting
- Electrification
- Powertrain efficiency
- Green technology

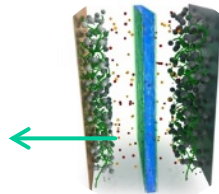


Solvalite TM 730

Launch of the new innovative thermoset prepreg resin system specifically developed for high volume automotive applications

Solef® PVDF

Li-Ion battery
materials



CONSUMER GOODS & HEALTHCARE



Improving the quality of life

- Consumer goods
- Healthcare



SOLVAY
DENTAL 360™



An innovative material to replace metal in removable partial denture frames, to enabling a digital workflow that accelerates the work of dental laboratories and dentists

DEVELOPING INNOVATIVE SOLUTIONS TO CREATE VALUE TO OUR CUSTOMERS

ELECTRICAL & ELECTRONICS



Connectivity and energy efficiency

- Design and connectivity
- Safety
- Sustainable solutions
- Process efficiency



High purity H₂O₂
Electronics require high
purity for high technical
components

AGRO, FEED AND FOOD



Sustainable living, environmental protection

- Agriculture
- Feed
- Food



BICAR® Z
sodium bicarbonate
helps fight acidosis
and thus contributes
to animal health

PERPETUATING THE FOUNDER'S COMMITMENT

A STRONG SUPPORTER OF SCIENCE



1911

First prestigious meetings of top scientists through the Council of Physics



2013

First « Chemistry for the Future Solvay Prize » for Professor Peter G. Schultz, from Research Institute Scripps, and director of Institute for Biomedical Research in California




2015

Professor Ben Feringa awarded in 2015 for his groundbreaking work on molecular motors



CHEMISTRY
FOR THE FUTURE
Solvay Prize



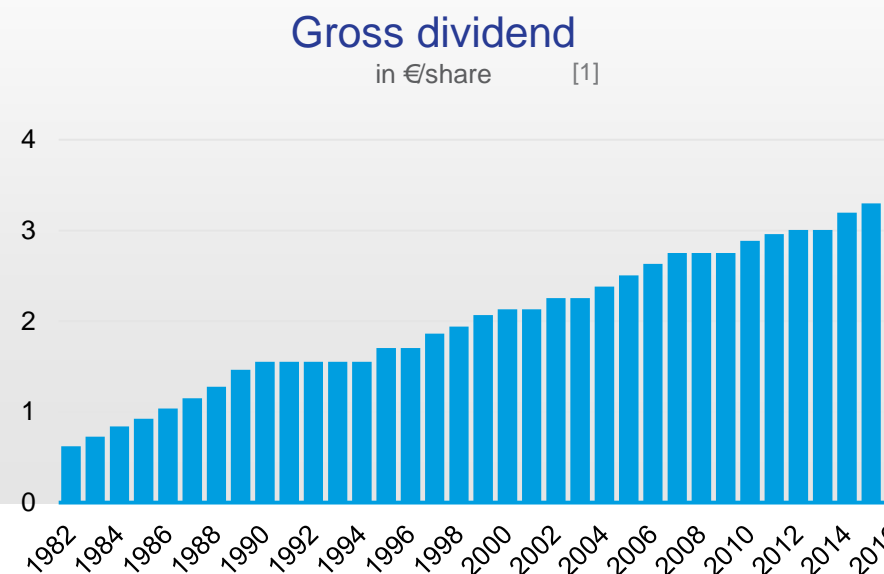
New Solvay Prize
in 2017

REWARDING SHAREHOLDERS

SOLVAY GROSS DIVIDEND 2017

Interim dividend	€ 1.32 / share	Paid on January 18, 2017
Final dividend ^[1]	€ 2.13 / share	To be paid on May 16, 2017
Total ^[1]	€ 3.45 per share	Up 4.5%

DELIVERY ON COMMITMENTS over 30 years



[1] Recommended 2016 dividend, pending General Shareholders meeting



Committed to stable / growing dividend

OUTLOOK

FULL YEAR 2017



**EBITDA
to grow by
mid-single digits**

**Free cash flow
from continuing operations
more than €800 million**

SOLVAY & SOLAR IMPULSE



12
years' fruitful partnership

over 50%
of Solar Impulse structure
designed by Solvay

6,000
Solvay-made components
onboard the aircraft

15
different products

50
development projects

MORE DARING CLEANER FUTURE

www.solvay.com

