



SOLVAY

asking more from chemistry®

Building a new model of sustainable chemistry

Meeting with Investors at VFB-Happening 2014

Karim Hajjar
CFO



SOLVAY

asking more from chemistry®

- Solvay at a glance
- Acceleration of Solvay's transformation
- Delivery in a challenging economic context
- Strong fundamentals to create value

Forenote

All references to 2012 Income Statement data are restated for:

- the Group's new business organization effective as from January 1, 2013;
- the application of IAS 19 revised;
- the Group's European Chlorovinyls activities planned to be contributed to the JV with Ineos.

The European Chlorovinyls business activities are reflected as "Assets Held For Sale" on the balance sheet (in one single line) and as discontinued operations in the Income Statement as required by IFRS.

As from December 31, 2013, Benvic (the PVC compounding business) is reflected in the Balance Sheet as "Assets Held for Sale", but as continued operations in the Income Statement.

Chemlogics is consolidated in the financial statements from November 1, 2013.

Solvay is presenting Adjusted Income Statement performance indicators that exclude non-cash Purchase Price Allocation (PPA) accounting impacts related to the Rhodia acquisition.

Furthermore, all figures are historical figures before restatement for IFRS 11 applied by Solvay as from Jan 1st 2014.

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SOLVAY

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Solvay, a major global chemical player

€9.9 bn

Net sales

€1.7 bn

REBITDA

16.7%

REBITDA margin

€378 m

Adjusted Net Income,
Group share

Based on strengths



Well-balanced geographical spread and end-user markets



Leading player in 90% of our businesses



Strong R&I portfolio

117

Industrial sites

15

Major R&I centers

29,400

Employees (EFTEs)

56

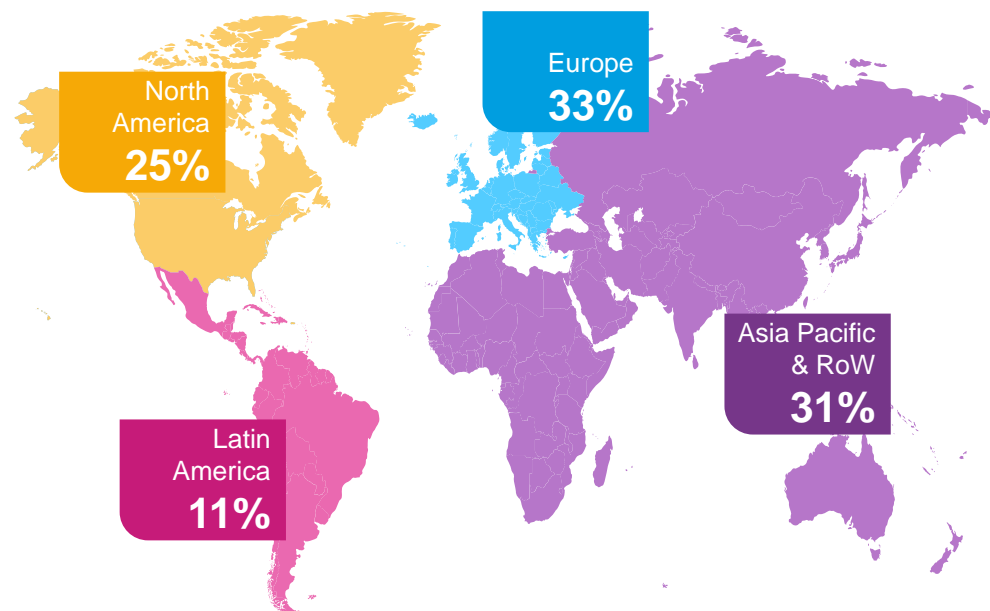
Country presence

All figures excluding discontinued operations, except for employees

Building a new model of sustainable chemistry

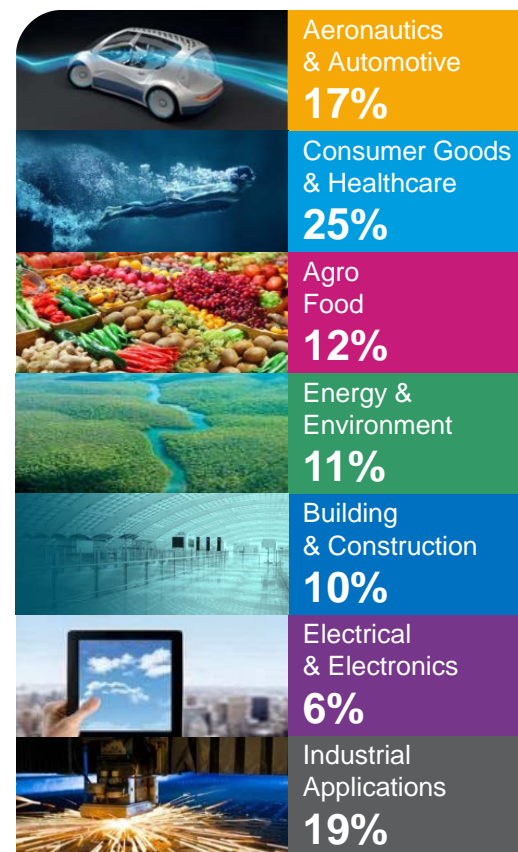
Well-balanced geographical spread and end-user markets

Balanced geographical exposure*



* Figures represent % of 2013 net sales (pro-forma Chemlogics)

Exposure to high growth end-markets*



Building a new model of sustainable chemistry

SOLVAY way



Planet



Customers



Investors



Suppliers



Communities



Employees

Our commitments

- Reach excellence in safety & health
- Deploy unmatched sustainable portfolio management
- Reduce our impact on environment by 2020



- Develop rich & balanced social dialogue

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Converting vision into value

Our vision

- Build a **strong global leader** in the chemical industry
- Be a model of **sustainable chemistry**
- Become a **high growth, less capital intensive & high return** Group

Our 2016 ambition

REBITDA to reach €2.3 - 2.5 bn

→ **REBITDA margin to reach 18%**

CFROI* to increase by >100 bp vs 2013

→ **2/3rd of businesses in value-creation zone**

Being a model of sustainability

→ **Reducing our impact on environment**

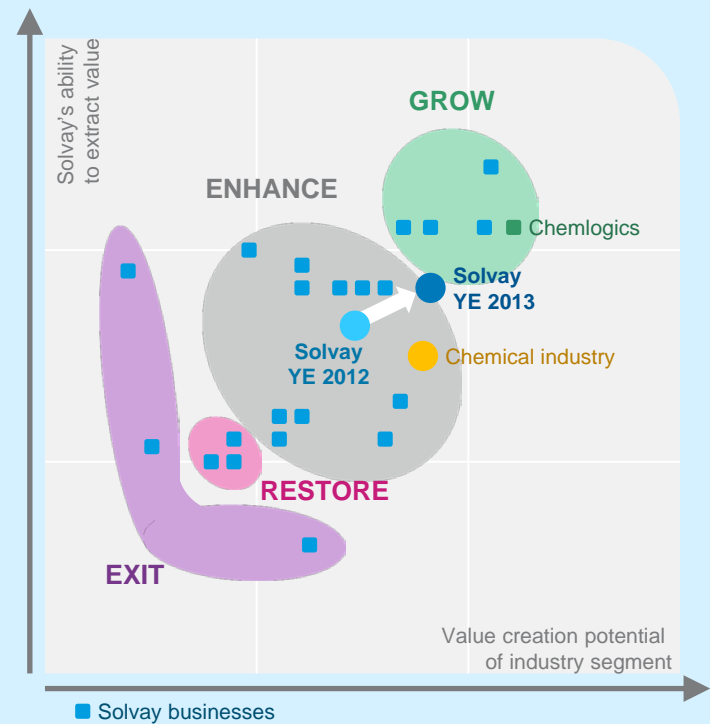
* CFROI = $\frac{\text{REBITDA} - \text{Rec. Capex} - \text{Tax}}{\text{Gross assets} + \text{Working Capital}}$

A clearly defined strategy

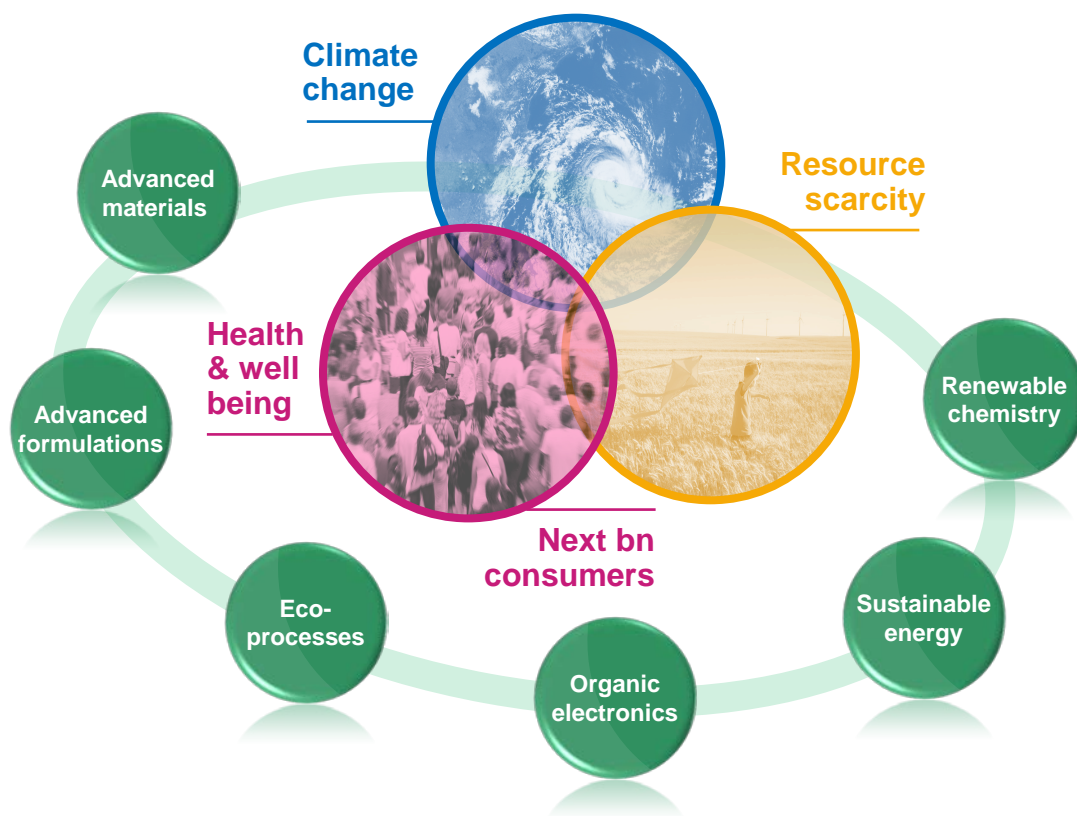
Our strategy

- Reinforcing business profile through strategic portfolio changes
- Striving for excellence across businesses
- Innovating to create sustainable solutions
- Transforming company culture with a focus on performance

Business profile enhanced



Strong innovation portfolio aligned with global megatrends



2013

15

Major sites worldwide

1,950

R&I staff

€280 m

R&I efforts

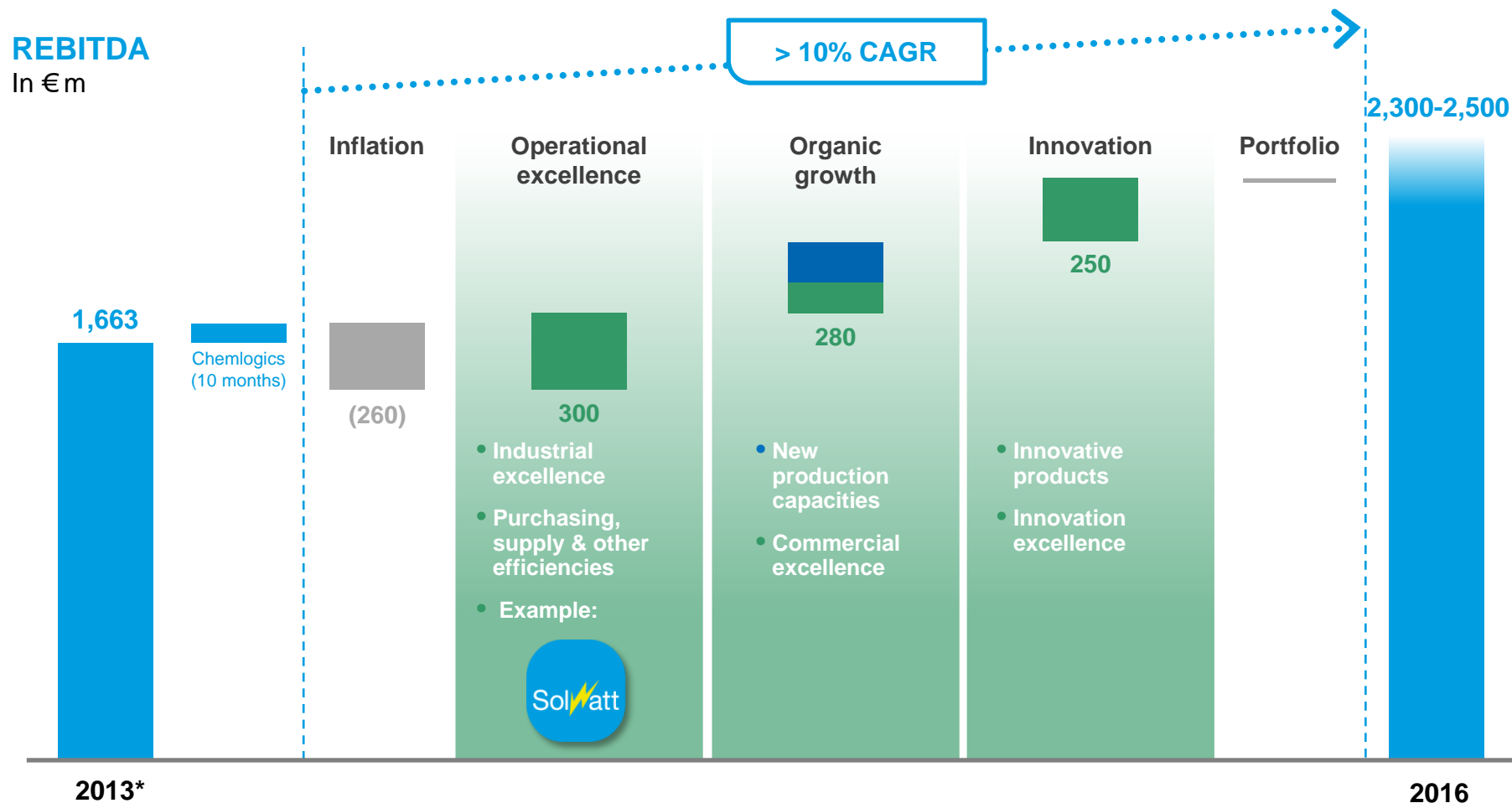
22%

New sales ratio

251

Patents filed

REBITDA growth supported by strong operational levers



* Chemlogics consolidated for 2 months

A strong team with a proven track record

Executive Committee as of Jan 1st, 2014



Jean-Pierre
Clamadieu
CEO



Karim
Hajjar
CFO



Vincent
De Cuyper



Pascal Juery



Roger Kearns



Jacques
van Rijckevorsel

Advanced Formulations



E. Butstraen
Novecare



V. Kamel
Coatis



D. Rage
Aroma Performance

Advanced Materials



A. Di Donfrancesco
Specialty Polymers



T. Benner
Silica



H. Du
Rare Earth Systems



B. Wilkes
Special Chemicals

Performance Chemicals



C. Clemente
Soda Ash



G. Crauser
Peroxides



O. Ferrary
Acetow



J. Harton
Eco Services



B. Van der Wielen
Emerging Biochemicals

Functional Polymers



M. Laudénbach
Polyamide &
Intermediates



F. Hincker
Engineering Plastics



F. Ferraroli
Fibras

Solvay Energy Services



P. Rosier
Solvay
Energy Services

A performance culture to move from good to great

Internal campaign



Customer-centric, empowered, entrepreneurial, result-oriented

Employer branding campaign



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FY 2013 results: demonstrating our resilience in a difficult environment

Net Sales

€9.9 bn

(5)% yoy

- Forex headwinds
- Raw materials deflation
- Volume decrease primarily related to CER phase-out

REBITDA

€1,663 m

(12)% yoy

Stable allowing for exceptionals & Chemlogics

- CER phase-out and guar effect exceptionals
- Pricing power preserved
- Excellence programs delivering

Net Income

€378 m

Adjusted, Group Share

- Significant non-recurring costs €(239) m (e.g. restructuring for integration and excellence)

FCF

€524 m

Net Debt

€1,102 M

- Strong Free Cash Flow
- Stable Net Debt
- Hybrid bonds of €1.2 bn classified in Equity

Stable dividend proposed at

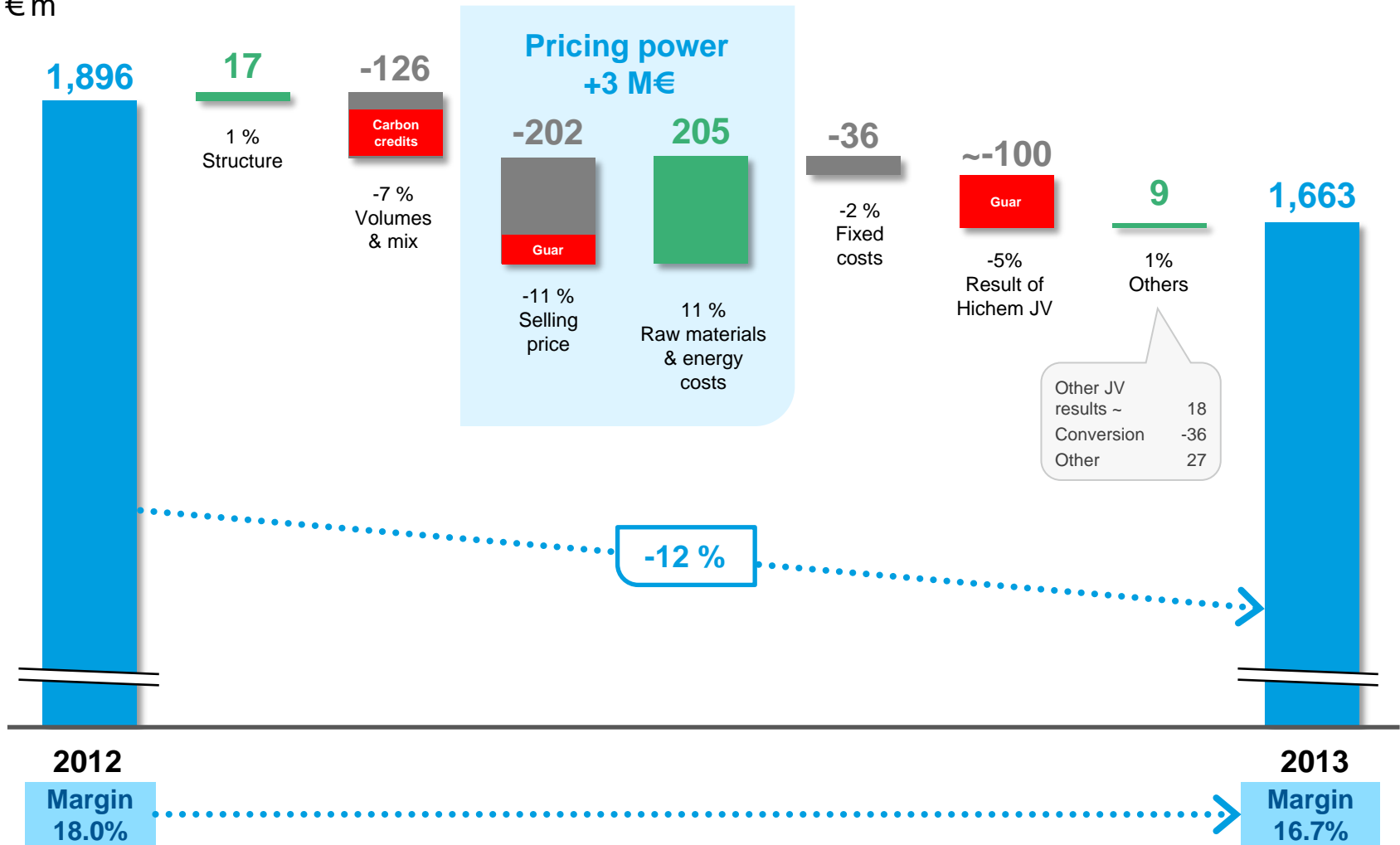
€3.20

gross / share

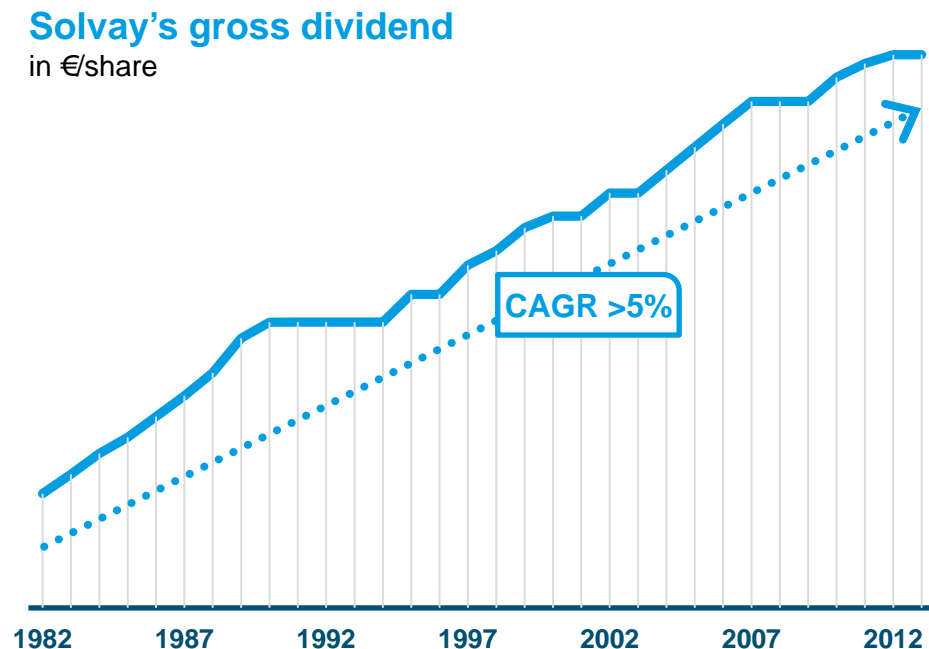


Stable underlying REBITDA allowing for exceptionals (carbon credits and guar)

In € m



Stable total dividend proposed



2013

€3.20 / share
(gross) dividend proposed

- €1.33 interim dividend paid in January 2014
- €1.87 balance to be paid in May 2014

Over more than 30 years
40% average pay out

Committed to stable / growing dividend

Solvay share price performance compared to indexes since January 2012

Until April 22, 2014



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Executing a clear value creation strategy



Progress on
many fronts



Poised
for growth



On track towards
2016 targets

**Towards a higher growth,
improved cash generation
& enhanced returns Chemical Group**



**Targeting Sustainable
Value Growth**





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