



SOLVAY

asking more from chemistry®

Annual General Meeting

Jean-Pierre Clamadieu
Chief Executive Officer
May 13, 2014

Our strengths in the world of Chemistry



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Global chemical demand growth driven by Asia and megatrends...



Source: BCG

...in a contrasted macro-economic environment



United States



Europe



China

Gas price
in 2013 in US\$/million
BTU

3.7

11.1*

9.7

GDP CAGR
2013 - 2017

2.9%

1.4%

7.1%

INVESTMENTS

RATIONALIZATION

INVESTMENTS

Chemical industry
output over 2012 - 2020

+40%

+2%

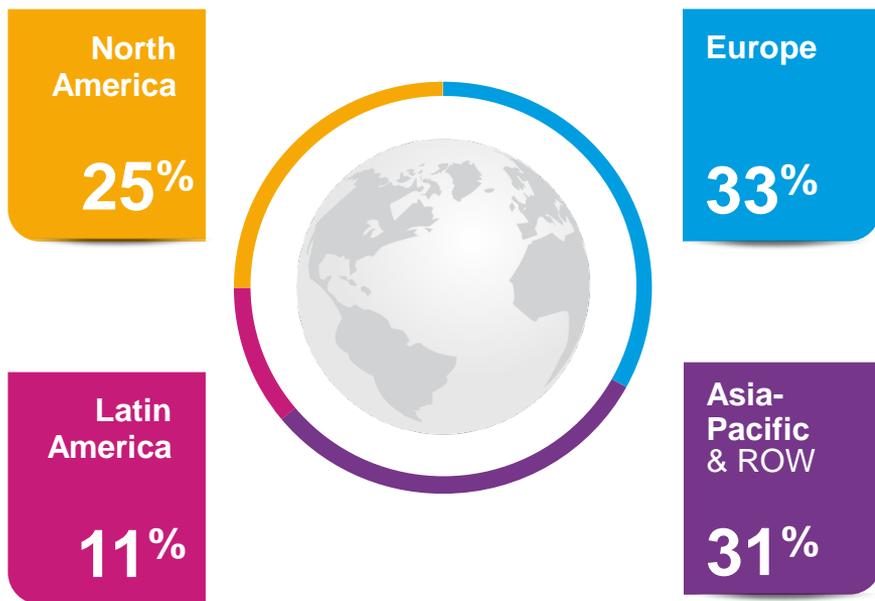
+48%

* Germany

Source: ACC April 2014, IMF April 2014

Solvay very well positioned on growing markets

Balanced geographic exposure*



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

Diversified end-markets*



90% of our sales from businesses where **Solvay ranks among the top 3 players**

Advanced Formulations



Advanced Materials



Performance Chemicals



Functional Polymers



A responsible value creating transformation



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Building a new model of sustainable chemistry



€9,938 m

net sales*



29,400

employees**



117

sites



56

countries



15

R&I centers

Building a strong leader contributing to the reshaping of the global chemical industry.

Asserting ourselves as a model of sustainable chemistry attracting and developing talented people who conceive, design and produce solutions that address society's major challenges.

2013 data

* Before restatement resulting from the application of IFRS 11 adopted by the Group since January 1st, 2014

** Number of employees in full-time equivalent and including employees working for discontinued activities

Boosting our performance levers

1 | Organic
growth

2 | Innovation

3 | Operational
excellence

Levers

Creating responsible value

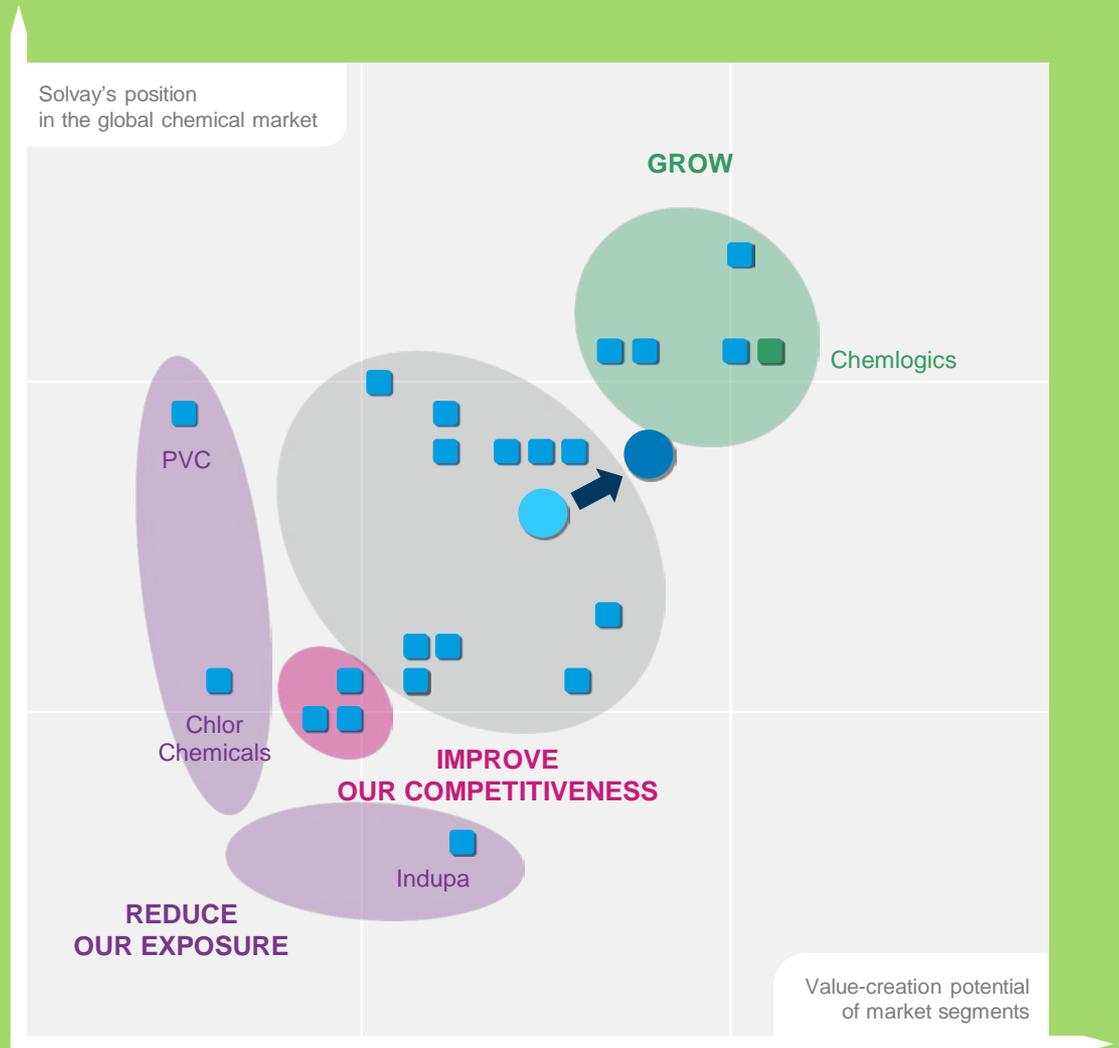
**Ambition
for 2016**

€ 2.3 - 2.5 bn
REBITDA

+100 bp vs. 2013
CFROI

Improve our
**environmental
footprint**

Enhancing our business profile



■ Solvay businesses

● → ● Evolution of the Group's average position

Growing by **developing** our production capacities

2014

Expected
commissioning

Novecare

> Specialty Surfactants plant in Germany

Aroma Performance

> Vanillin plant in China

Specialty Polymers

> Fluoro-polymers JV with 3F

Silica

> HDS plant in Poland
85 ktonnes/year

Rusvinyl*

> PVC plant in Russia (in JV with Sibur)
330 ktonnes/year



Novecare

> Large-scale alkoxylation plant in Texas, USA
> Large-scale alkoxylation plant in Singapore

Specialty Polymers

> Fluoro-polymers plant in China

Peroxide

> HPPO plant in Saudi Arabia
300 ktonnes/year

Soda Ash & Derivatives

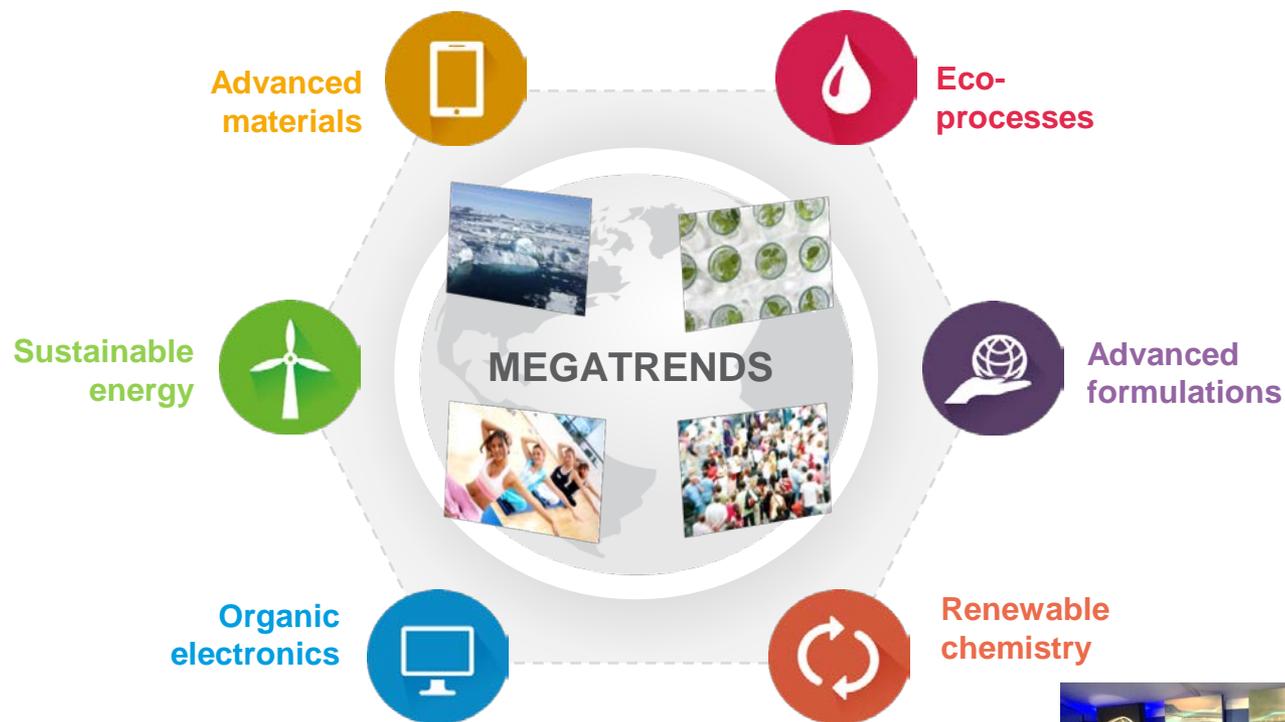
> Bicarbonate plant in Thailand
100 ktonnes/year



* Reported as equity investment

Innovating to create more sustainable solutions

6 major Innovation fields allowing Solvay to meet the challenges of the next 20 years



2013 figures - R&I : Research & Innovation

15
R&I centers

1,960
R&I staff

€ 280 m
R&I efforts

252
patents filed
in 2013

22%
New sales
ratio



Striving for excellence across all areas

Positive impacts of excellence programs on REBITDA between 2013 and 2016

Commercial
excellence

+ €120 m

Innovation

+ €250 m

Operational
excellence

+ €300 m

Overall

+ €670 m

by 2016

Making commitments for a more sustainable chemistry

SOLVAY way



Planet



Customers



Investors



Suppliers



Communities



Employees

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

-10%

Energy consumption
Greenhouse gas emissions
Groundwater consumption
Emissions to the air

-20%

Emissions to water

100%

Sustainable water
management

- **Manage risk**
- Develop **rich & balanced** social dialogue

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM


FTSE4Good

 NYSE
EURONEXT
vigeo
WORLD 120

A company culture focused on performance



A strong management team with a **proven track record**

Executive Committee



Leadership Council



Our financial and non-financial results



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FY 2013 results: **delivery** in a challenging economic environment

Net Sales*

€9.9 bn

(5) % vs. 2012

REBITDA*

€1,663 m

(12) % vs. 2012

Net Income

€378 m

Adjusted, Group share

Free Cash Flow

€524 m

Net Debt

€1,102 m

At December 31, 2013

* Before restatement resulting from the application of IFRS 11 adopted by the Group since January 1st, 2014

Social and environmental results

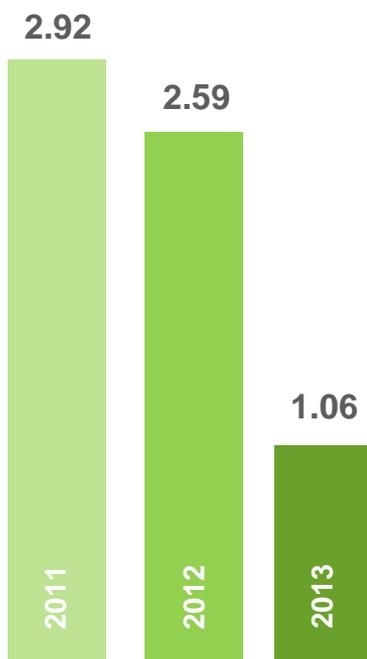


Accidents involving persons at Group' sites⁽¹⁾

Accidents per million working hours.

MTAR : Medical Treatment Accident Rate

Number of work accidents leading to medical treatment other than first aid



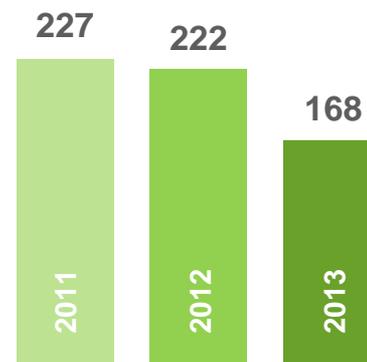
Greenhouse gas emissions⁽²⁾

MtCO₂ equivalent



Energy consumption⁽²⁾

Petajoules⁽³⁾



- (1) These data include the Chlorovinyls activities, which it is planned to contribute to a joint venture with Ineos
 (2) Historical financial perimeter. 2013 data don't include the Chlorovinyls activities

- (3) Unit of measurement of energy equal to 1015 joules
 See 2013 Sustainable Development Report for further information:
<http://www.solvay.com/en/media/publications/index.html>

Q1 2014 results:
encouraging start to the year

Net Sales

€2.6 bn

+1%
yoy

REBITDA

€467 m

+11%
yoy

Net Income

€107 m
Adjusted, Group share

+24%
yoy

Free Cash Flow

€(97) m

Confident in our ability to build
**a new model
of sustainable chemistry**



Stronger

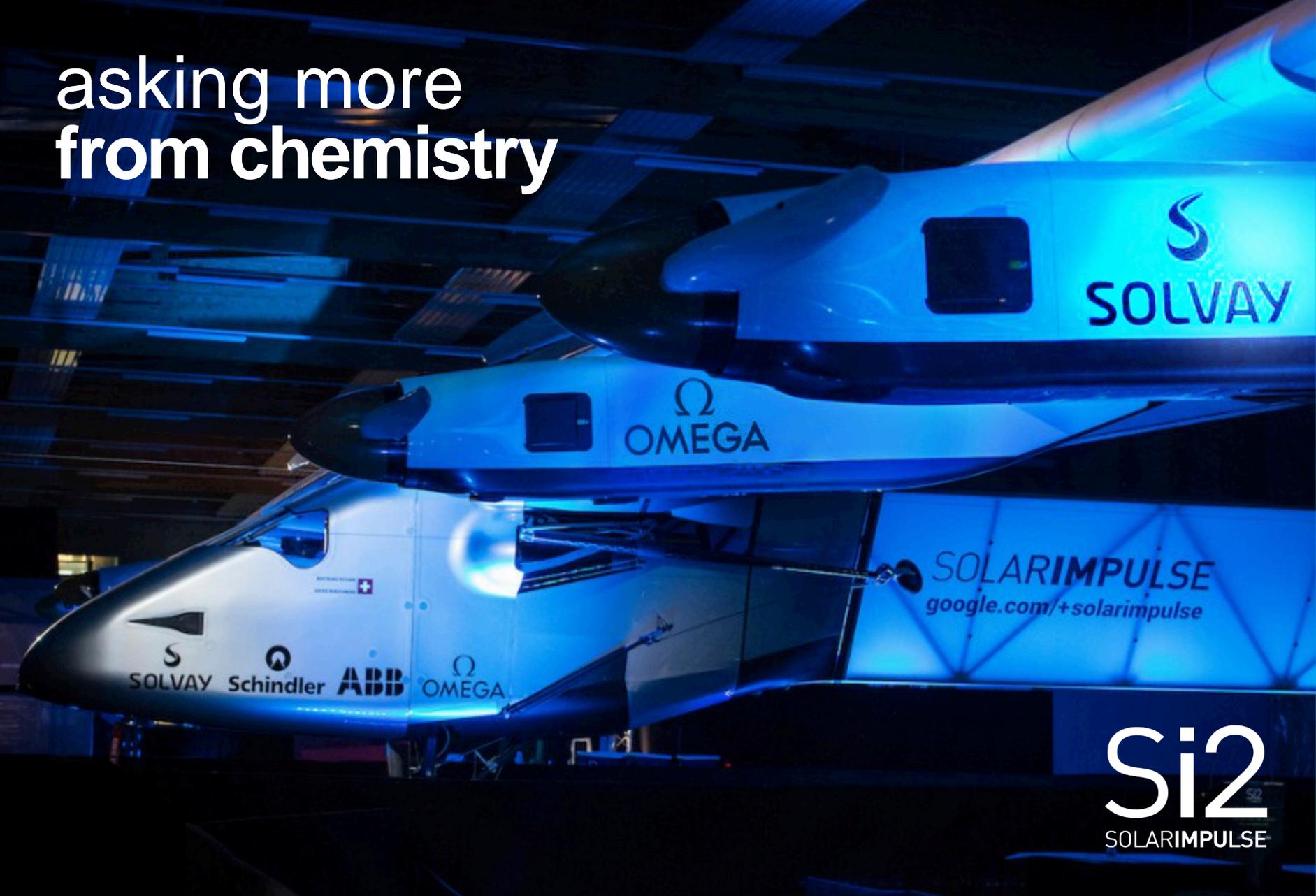


Poised
for growth



On track towards
2016 targets

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Si2
SOLARIMPULSE

Annexes



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Glossary

Adjusted performance indicators exclusively exclude non-cash Purchase Price Allocation (PPA) accounting impacts related to the Rhodia acquisition

Adjusted net income (Solvay share)

Net income (Solvay share) excluding non-cash Purchase Price Allocation (PPA) accounting impacts related to the Rhodia acquisition

BTU

British Thermal Unit : unit of measurement of energy

CFROI

(Cash Flow Return on Investment)

$$= \frac{\text{REBITDA} - \text{Rec. CAPEX} - \text{Tax}}{\text{Gross Assets} + \text{Working Capital}}$$

Free cash flow

Cash flow from operating activities (including dividends from associates and joint ventures) + Cash flow from investing activities (excluding acquisitions and sales of subsidiaries and other investments)

Net Sales

Sales of goods and value added services corresponding to Solvay's know-how and core business. Net sales exclude other revenues primarily comprising commodity and utility trading transactions and other revenue deemed as incidental by the Group

REBITDA

REBITDA is defined as operating result before depreciation and amortization, non-recurring items, temporary step-up of inventories related to the Rhodia and Chemlogics acquisitions and pre-operational gain/(losses) of Rusvinyl resulting from financial expenses (not capitalized)

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