



**SOLVAY**

asking more from chemistry®

# Building a new model of sustainable chemistry

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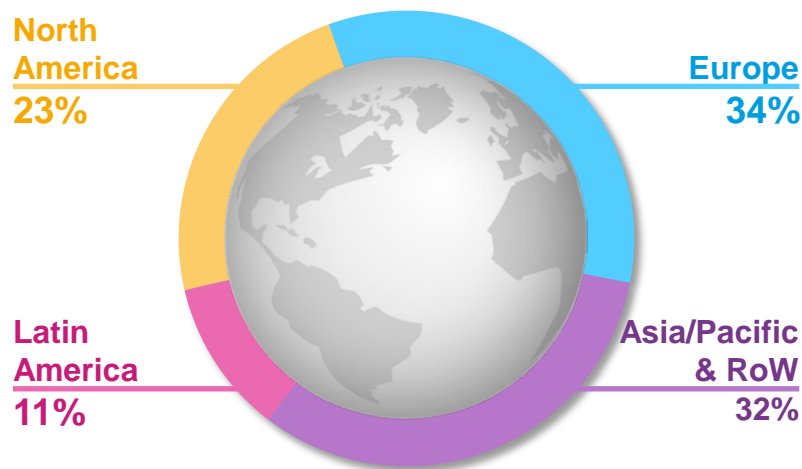
NEXT GEN meeting March 21, 2015

# Building a new model of sustainable chemistry

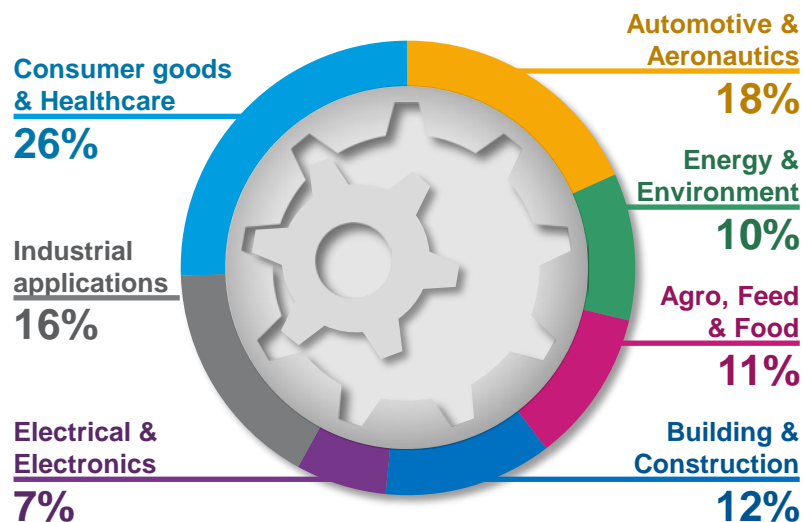


# Well-balanced geographical spread & end-user markets

## Balanced geographical exposure\*



## Exposure to higher growth end-markets\*



\* Figures represent % of 2014 net sales

# Governance focused on value creation

## ComEx

### GBUs

#### Advanced Formulations

Novecare

Aroma Performance

Coatis

#### Advanced Materials

Specialty Polymers

Silica

Rare Earth Systems

Special Chemicals

#### Performance Chemicals

Soda Ash & Derivatives

Peroxides

Acetow

Emerging Biochemicals

#### Functional Polymers

P&I

Engineering Plastics

Fibras

RusVinyl

Energy Services

### Functions

Communication

Public Affairs

Sustainable development

Human Resources

Finance

Strategy

Research & Innovation

Intellectual Property

Purchasing & Supply Chain

Industrial

Marketing & Sales

Multi-business unit

## Solvay Business Services

# Focused on being a model of sustainability with commitments

SOLVAY way



Planet



Customers



Investors



Suppliers



Communities



Employees

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



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



## Providing sustainable solutions

# Leveraging our performance to generate sustainable value

## Performance levers

1 | Growth

2 | Innovation

3 | Excellence

## 2016 ambitions

Increase  
**REBITDA**  
to 2.3-2.5\* bn€  
⇒ 10%+ CAGR

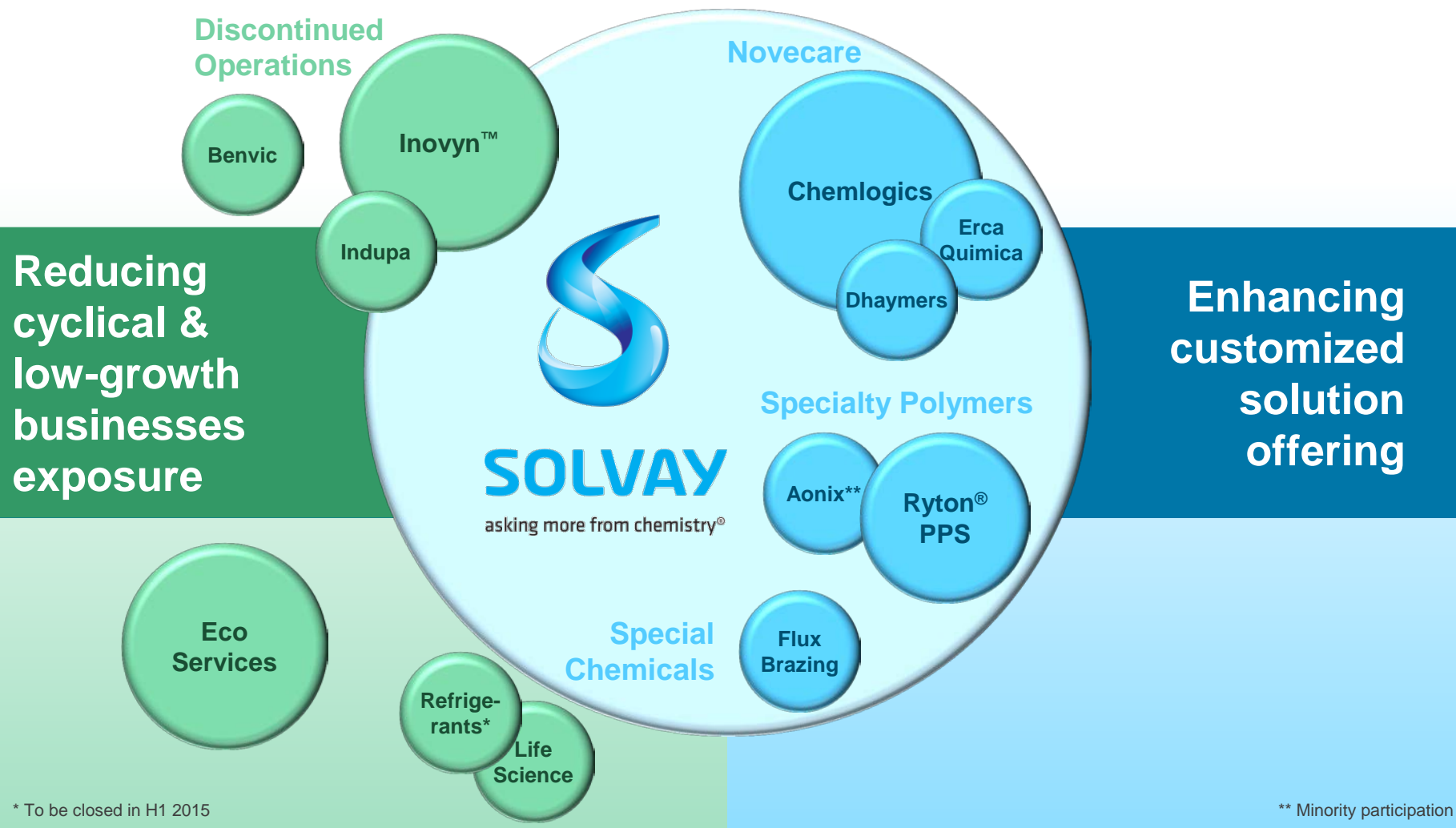
Improve  
**CFROI**  
by >100 bp

Enhance  
**Environmental  
footprint**

\* At YE 2013 perimeter



# Portfolio reshaping: Redeployment for value



\* To be closed in H1 2015

\*\* Minority participation

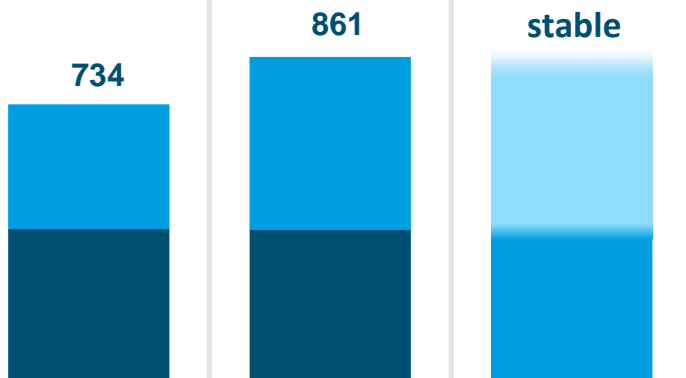
# Selective investments for future value creation

## Capex

Continuing operations  
in € m

Growth capex

Maintenance capex



stable

## Main growth capex projects

### Novecare

Specialty surfactant plant in Germany

Alkoxylation plant in USA

Alkoxylation plant in Singapore

### Aroma Performance

Vanillin plant in China

### Specialty Polymers

Fluoropolymers plant in China

PEEK exp. India

PEEK plant in USA

### Silica

Silica plant in Poland

### Soda Ash & Derivatives

Bicarbonate plant in Thailand

Soda ash expansion in USA

### Peroxides

HPPO plant in Saudi Arabia

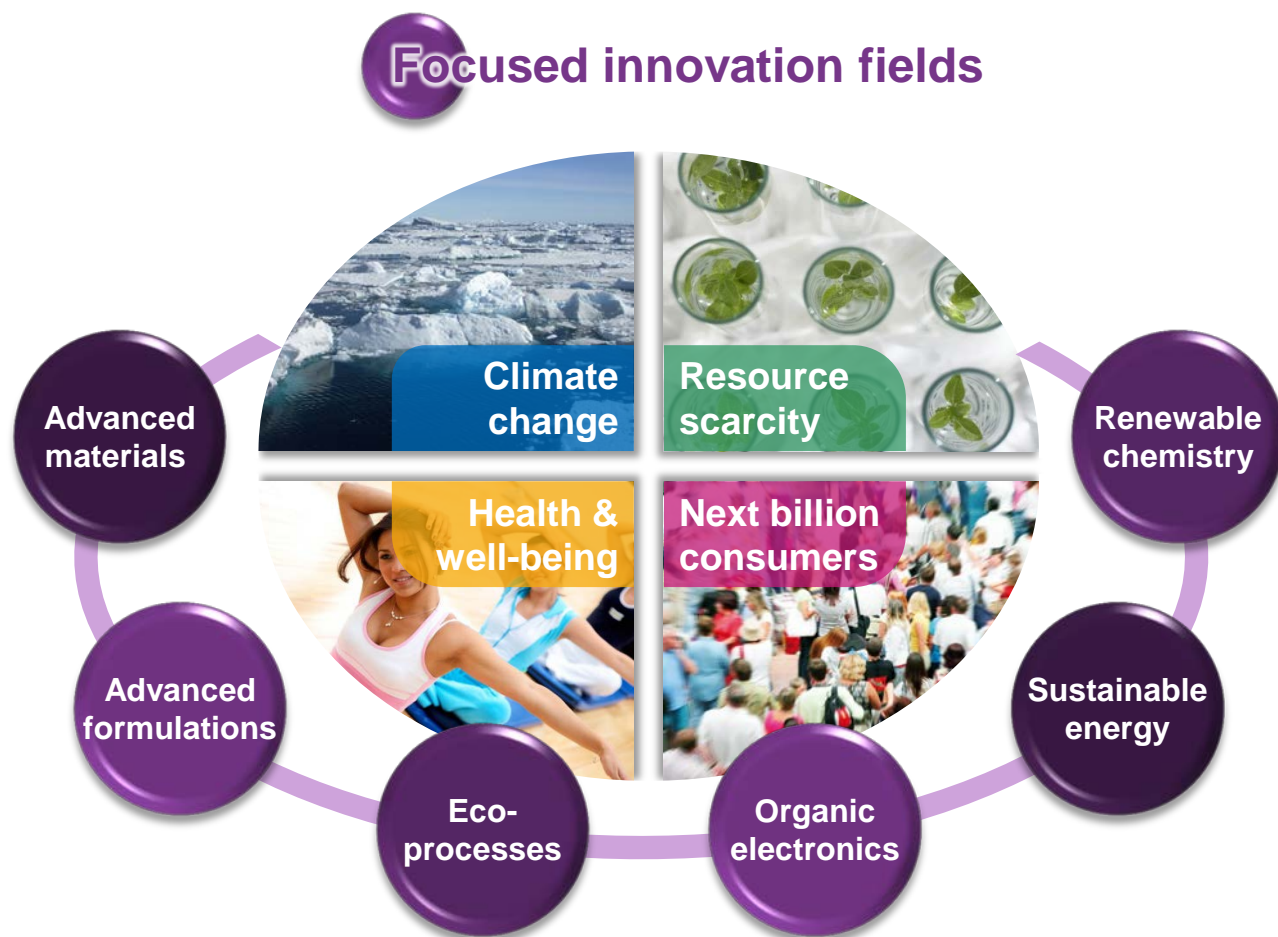
## In 2015

- 9 new facilities to start up
- > 50% growth capex
- ~70% of growth capex in Growth Engines





# Strong innovation portfolio aligned with global megatrends



2014

**15**

Major R&I sites worldwide

**1,950**

R&I staff

**€287 m**

R&I efforts

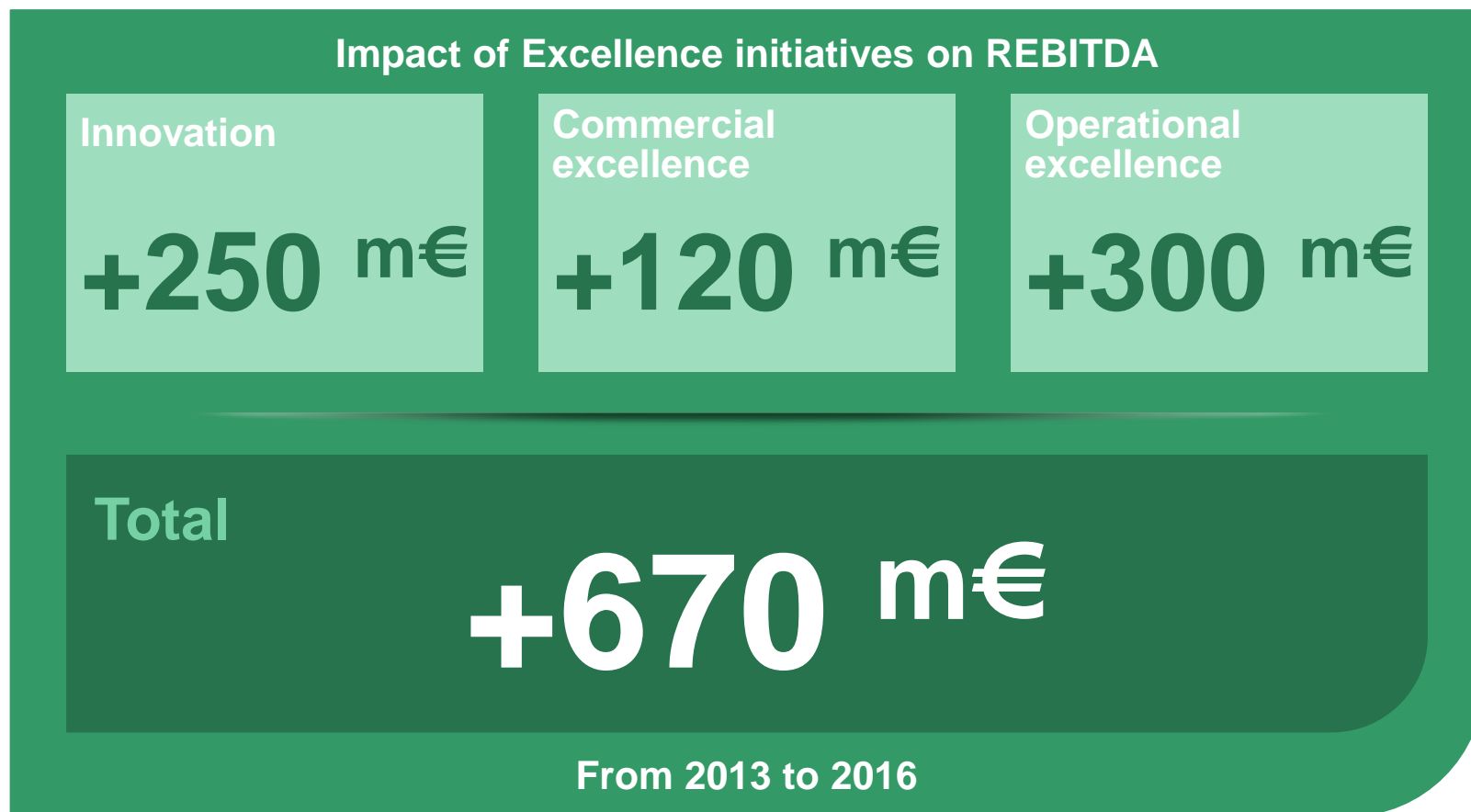
**21%**

New sales ratio

**259**

Patents filed

# Striving for excellence in all domains



**~300 m€ delivered by end 2014**

# Sustained delivery in 2014

Net sales

**10.2 bn€**

YoY

**+5%**

REBITDA

**1.8 bn€**

YoY

**+11%**

Net income

**156 m€**

Adjusted, Group share  
vs. 378 m€ in 2013

Free Cash Flow

**656 m€**

vs. 487 m€ in 2013

Dividend

**3.40 €<sup>gross</sup>/<sub>share</sub>**

2.55 € net

YoY

**+6%**

# Progressing towards a new model of sustainable chemistry



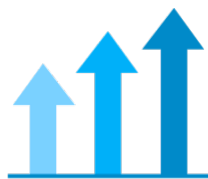
**Portfolio  
upgraded**

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**Excellence  
delivery**

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**Poised  
for growth**

On track



**2016**

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