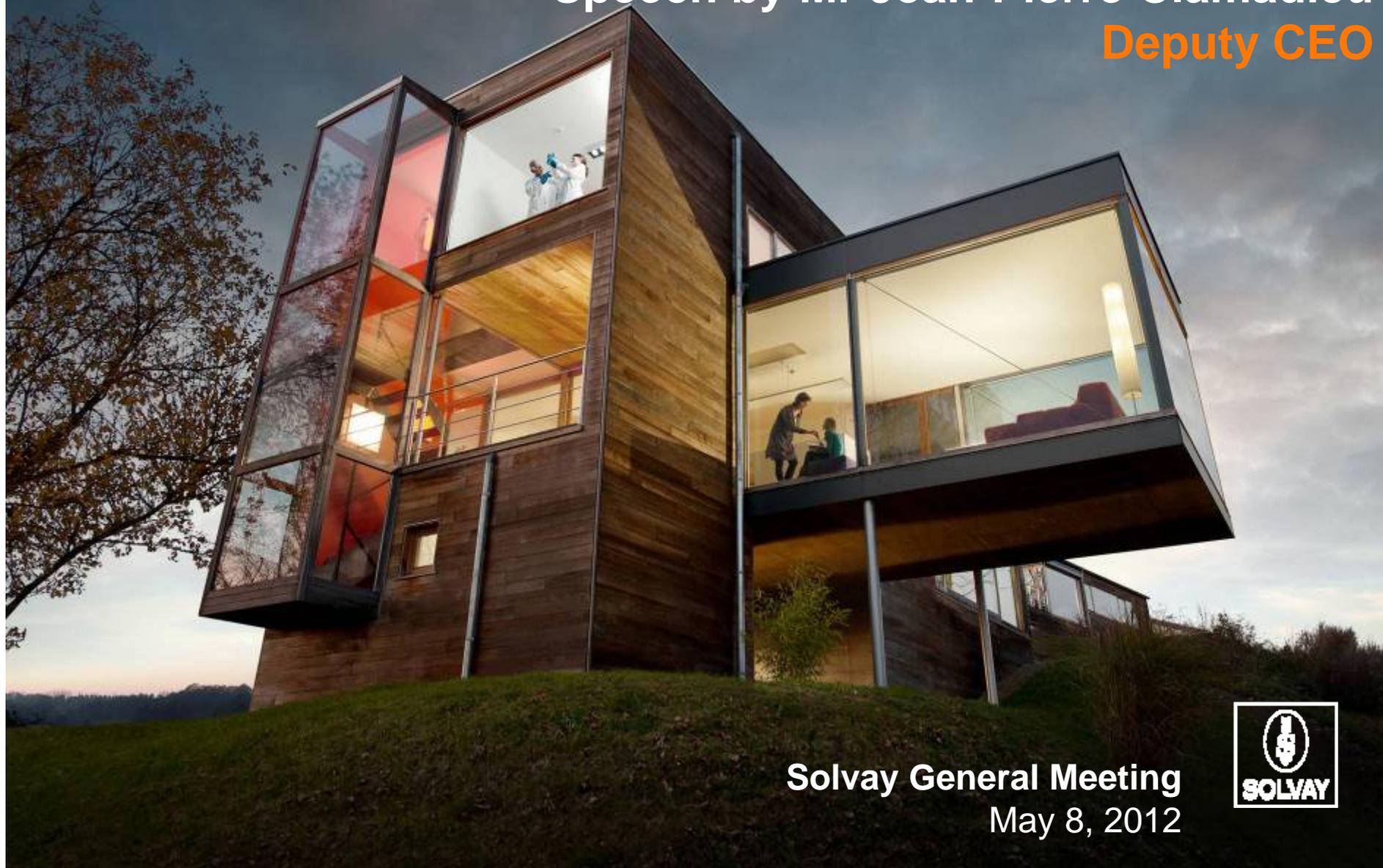


**Further. Closer.
Together.**

**Speech by Mr Jean-Pierre Clamadieu
Deputy CEO**



**Solvay General Meeting
May 8, 2012**





Build the new Solvay



Build a **strong leader** participating
in the reshaping of the global chemical industry

Be a model of **sustainable chemistry**

Attract and grow our **employees**

Imagine, conceive and produce the **solutions**
for the **huge challenges** of our society

Create value for all our stakeholders



A thorough transformation of the Group



After a smoothly started integration...

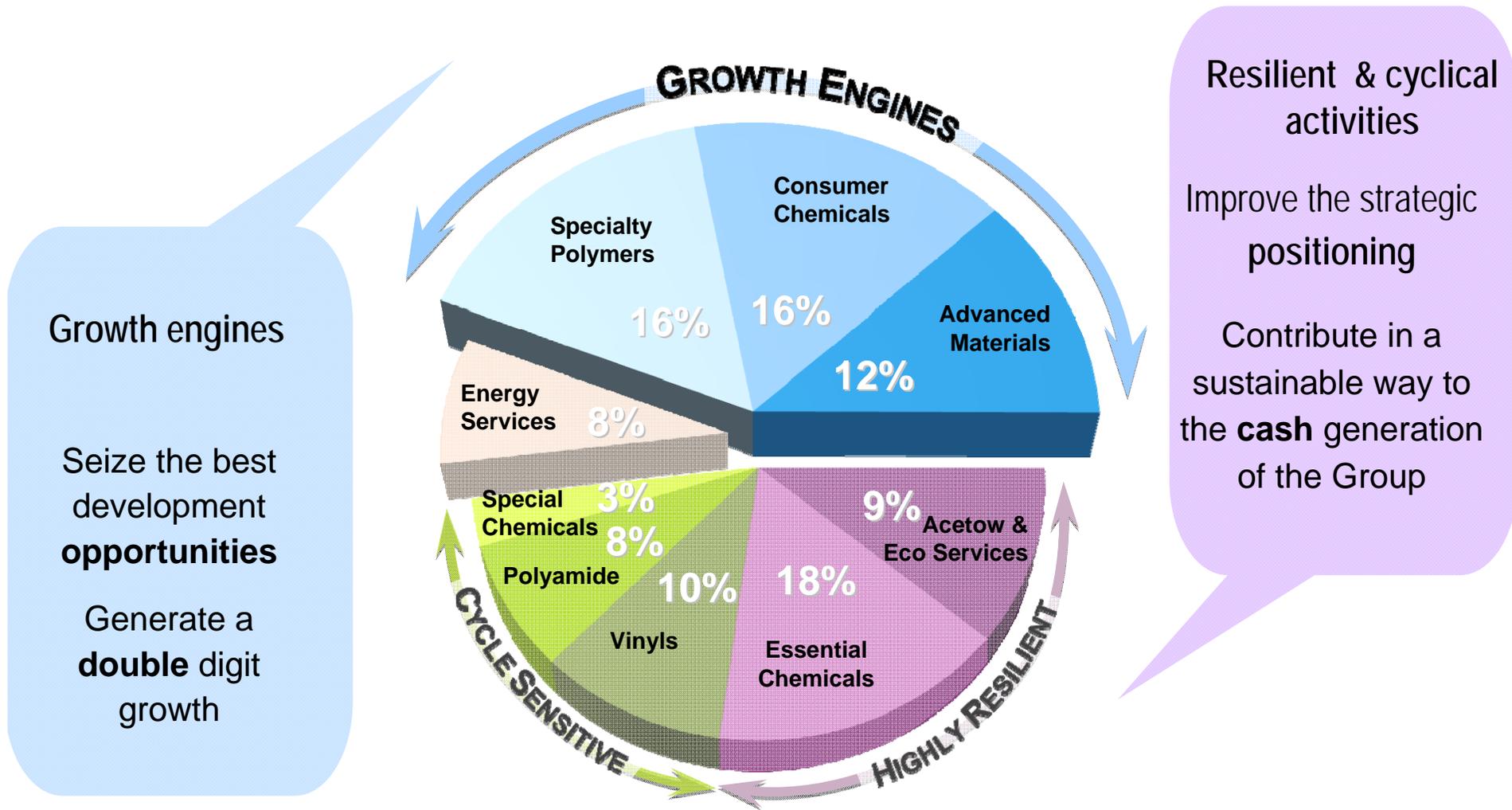
- Savings program started for procurements (250 M€ at the end of 2014)
- Organization of corporate functions well underway
- Organization of technical functions (R&D, industrial, HSE...) ongoing
- In autumn, decision on administration and IT-systems
- To the end of year, evolution of the business organization

... we put the emphasis now on the **construction** of the **new Solvay**





A thorough analysis to better apprehend, manage and develop our portfolio





Value creation at the heart of our ambition



The key elements of our profitable growth strategy

New capacities in high-growth regions

Innovation in line with megatrends

Bold-on acquisitions to reinforce our positions

A culture of excellence in all fields

A sound financial structure

Return on employed capital above cost of capital

REBITDA
€3bn
in 2016

Strong Free Cash Flow generation

Building the new Solvay: A value creative journey

Strong fundamentals

Clear strategic vision

Strong and highly motivated teams

A culture of excellence

Execution track record



“To the extent that any statements made in this presentation contain information that is not historical, these statements are essentially forward-looking. The achievement of forward-looking statements contained in this presentation is subject to risks and uncertainties because of a number of factors, including general economic factors, interest rate and foreign currency exchange rate fluctuations; changing market conditions, product competition, the nature of product development, impact of acquisitions and divestitures, restructurings, products withdrawals; regulatory approval processes, all-in scenario of R&D projects and other unusual items. Consequently, actual results may differ materially from those expressed or implied by such forward-looking statements. Forward-looking statements can be identified by the use of words such as "expects," "plans," "will," "believes," "may," "could" "estimates," "intends", "goals", "targets", "objectives", "potential", and other words of similar meaning. Should known or unknown risks or uncertainties materialize, or should our assumptions prove inaccurate, actual results could vary materially from those anticipated. The Company undertakes no obligation to publicly update any forward-looking statements”



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