

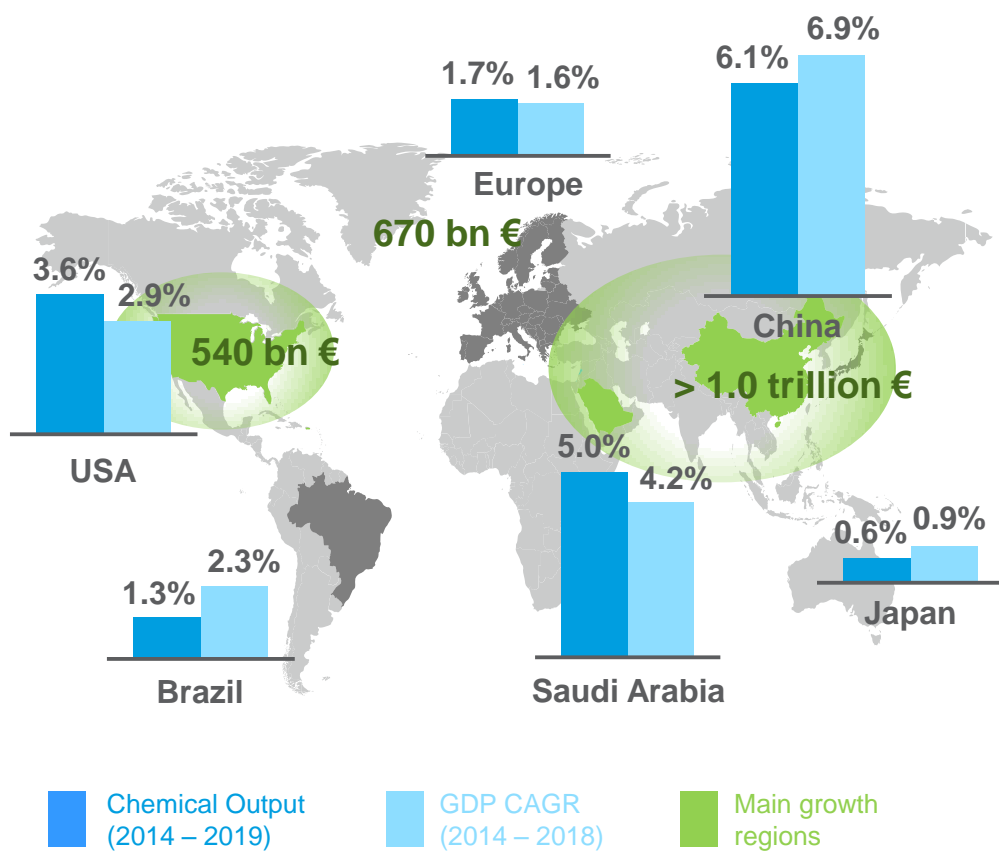
SOLVAY

asking more from chemistry®

Dedicated to building a model of sustainable chemistry

Jean-Pierre Clamadieu,
Chairman of the Executive Committee & CEO

Multi-speed global economy



Sources: IHS (Dec. 2014); IMF (GDP ; dd.: Oct. 2014) - Oxford Economics (Chemical output)
 CEFIC : 2013 Chemical output by regions

NORTH AMERICA A “Chemical Renaissance”

BRAZIL Economic crisis

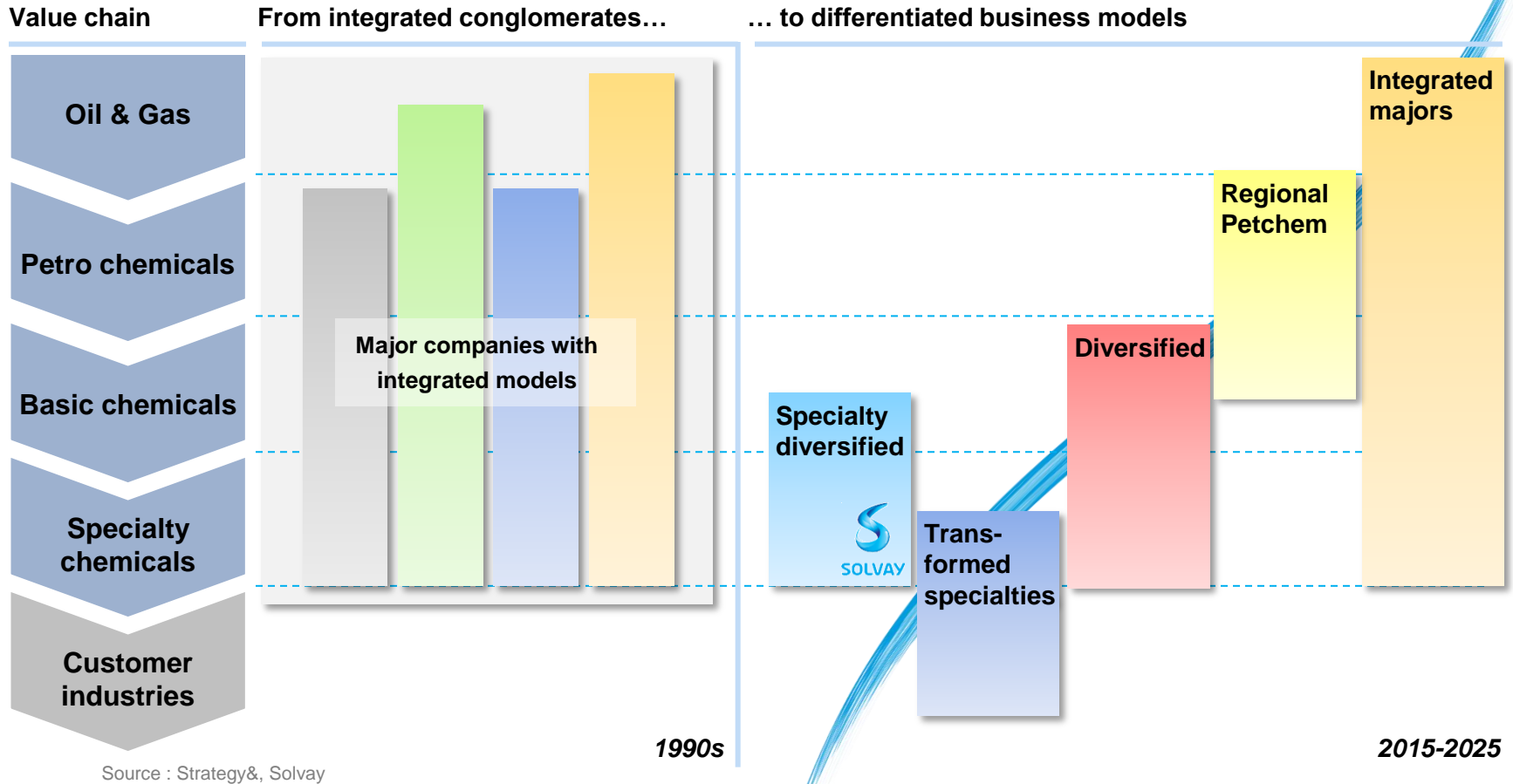
EUROPE The end of bulk chemicals

ASIA The volume maker

ENERGY Worldwide energy market highly fragmented

The trend towards further differentiated models is expected to continue

Evolution of competitive landscape





SOLVAY

asking more from chemistry®

We are building a model
of sustainable chemistry
**to meet the challenges
of the planet**

We are a world leader in the chemical industry



26,000
employees



119
industrial sites



15
R&I
centers



52
countries



€ 10,213
million of net sales



€ 1,783
million of REBITDA

2014 figures

Our geographical presence is well-balanced



North America

23% of net sales
3,450 employees
28 industrial sites
2 R&I centers



Latin America

11% of net sales
3,050 employees
10 industrial sites
1 R&I center



Europe

34% of net sales
13,500 employees
52 industrial sites
8 R&I centers



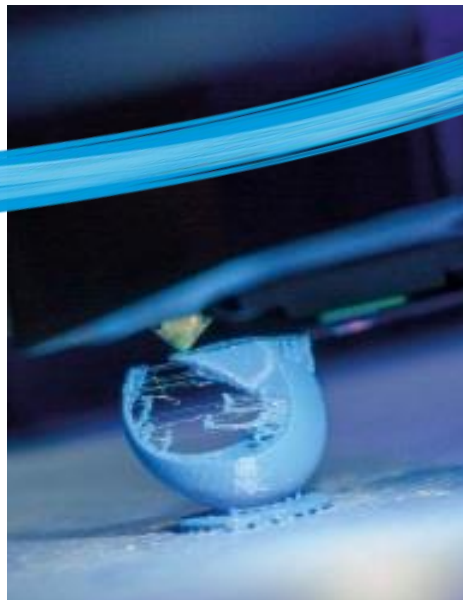
Asia-Pacific

32% of net sales
6,000 employees
29 industrial sites
4 R&I centers

Our strategy is structured along 3 megatrends



Resource constraints
and increased demand
for sustainability



Innovation
acceleration



Evolving demography
and consumer
behaviours

We transform Solvay: more growth, less cyclical and higher returns

Performance levers

1 | Portfolio transformation

2 | Innovation

3 | Excellence

2016 ambitions

Increase REBITDA to 2.3-2.5* bn€

→ Growth 10%+ *CAGR*

Improve Cash Flow Return On Investment (CFROI) by more than 100 basis points

Enhance environmental footprint

* At YE 2013 perimeter

We improve Solvay's portfolio to generate sustainable value

DISCONTINUED OPERATIONS

Benvic

Inovyn™

Indupa

Reducing cyclical & low-growth businesses exposure

Eco Services

Refrigerants*

PCC*

Life Science

NOVECARE

Chemlogics

Erca Quimica

Dhymers

Enhancing customized solution offering

SPECIALTY POLYMERS

Aonix**

Ryton® PPS

Flux Brazing

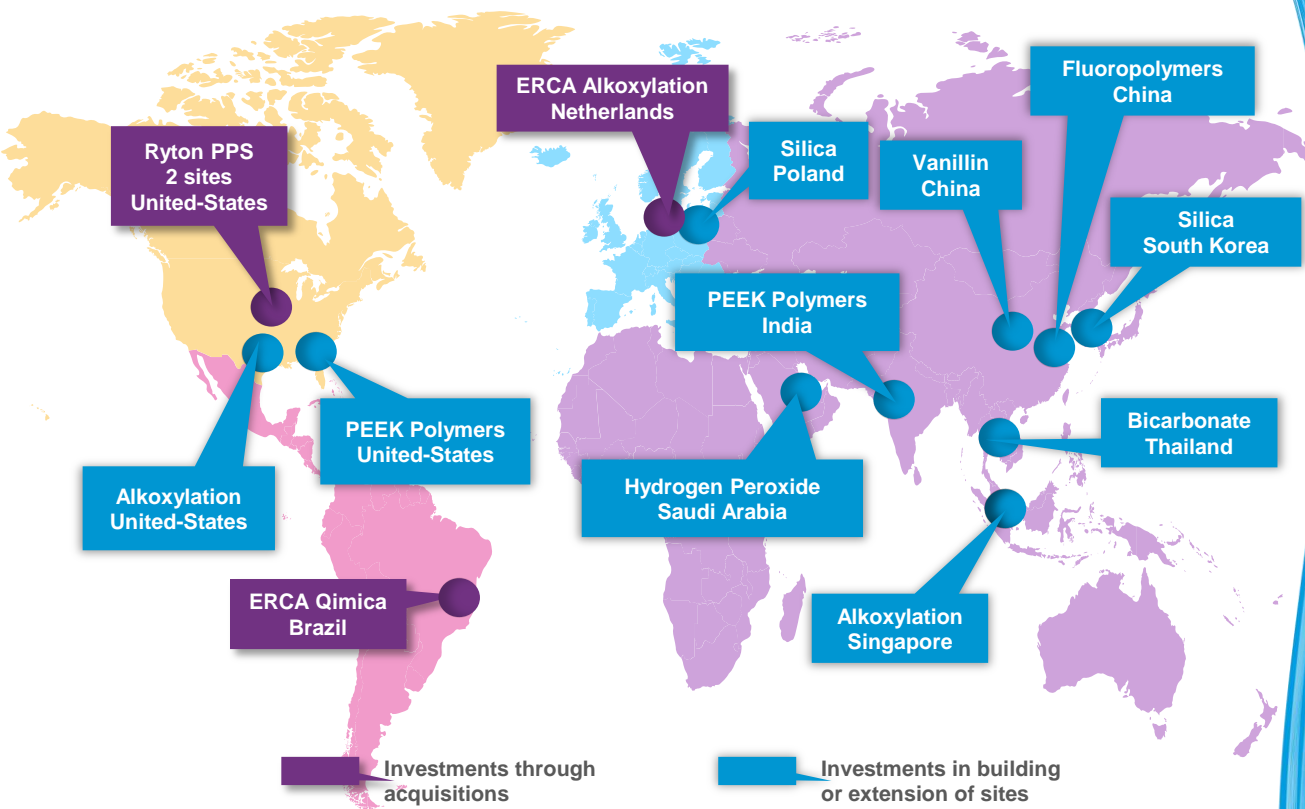
SPECIAL CHEM

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* 2015

** Minority participation

Our investment program is ambitious

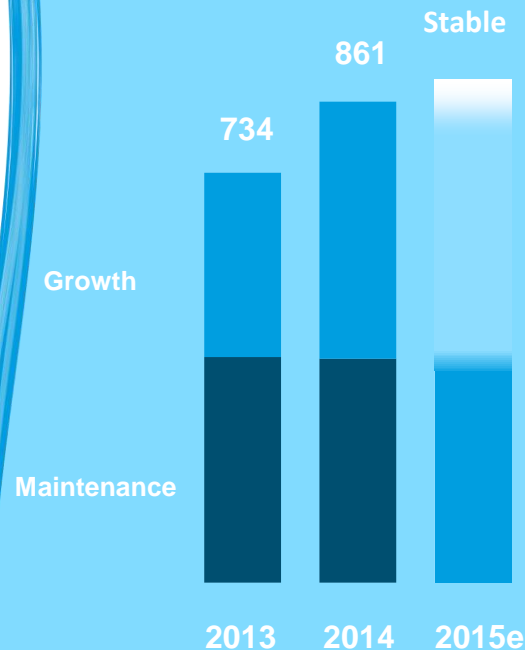


8 facilities to start up in 2015

Investments

Continuing operations excluding acquisitions

In € m



We are innovating for more sustainable chemistry



Innovation in figures



15
R&I centers



1,950
R&I staff



€ 287
million
R&I effort



259
patent applications
in 2014



21%
of net sales
generated by products
less than 5 years old

RESPONSIBILITY

Assessing projects using the Sustainable Portfolio Management (SPM) methodology

OPEN INNOVATION

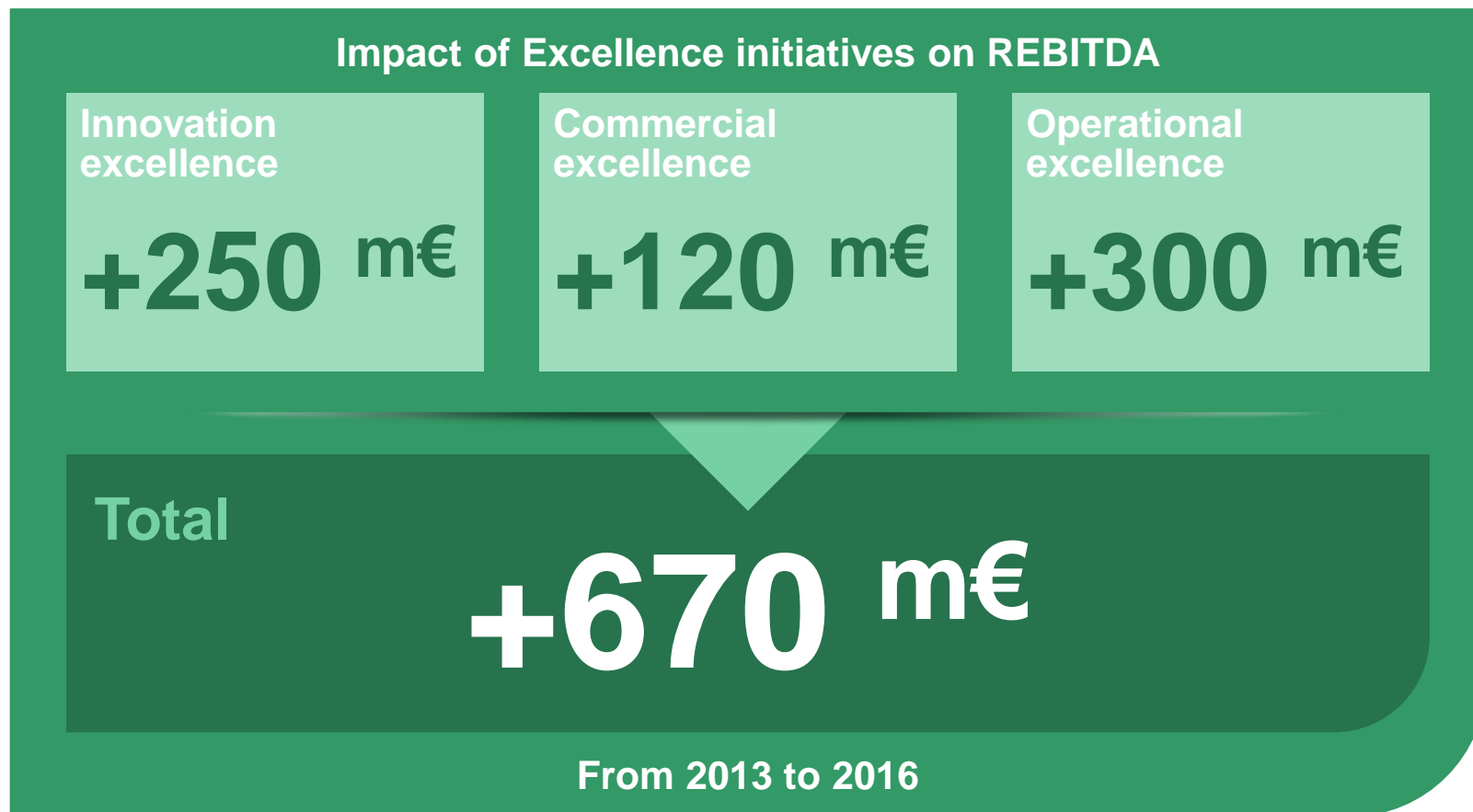
Involving players from every horizon is the best way to progress faster and better

R&I

80% of R&I realized in our Global Business Units

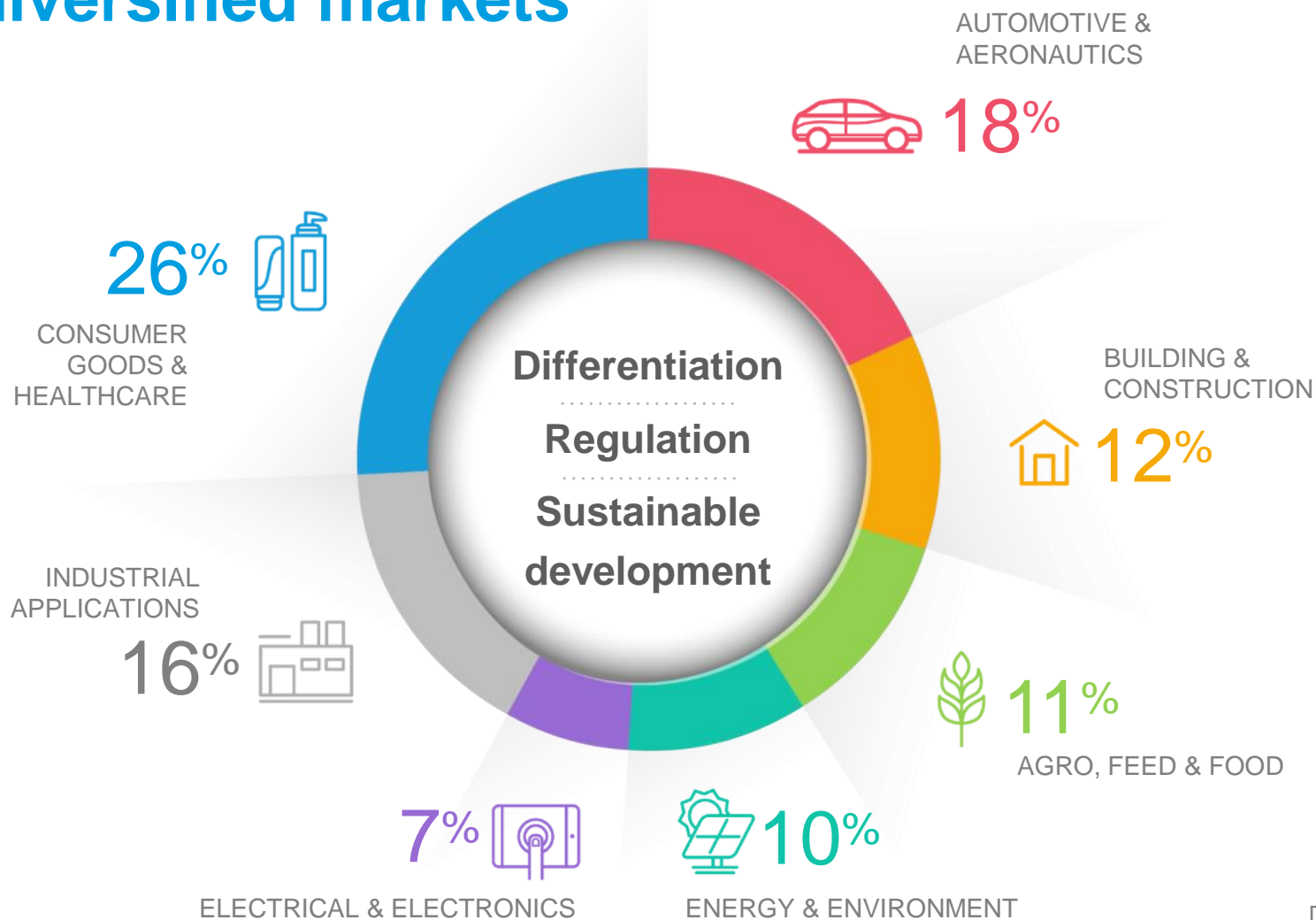


We strive for excellence in all domains



~300 m€ delivered by end 2014

We provide performance solutions to diversified markets



Distribution of 2014 net sales

Consumer goods & healthcare

Sustainably improved quality of life



We support our customers in developing competitive and differentiating products and services

- Formulations for shampoos, shower gels, cosmetics, cleaning products, etc.
- Silica in toothpaste
- Synthesis products for perfumery
- Very high performance, biocompatible polymers for implants and prostheses



Automotive and aeronautics

Sustainable mobility, reduced emissions



We help manufacturers meet the challenges of sustainable mobility

- Lithium salts and high performance polymers in the batteries of Bluecar, the Bolloré group's 100% electric city car
- 19 specialty polymers for 68 automotive applications: vehicle weight reduction, wear resistance, efficiency of combustion engines
- Rare earth-based catalytic materials for gasoline and diesel engines
- Highly dispersible silica used in low rolling resistance tires: saving around 18 billion liters of fuel

Energy and environment

Natural environment protected, resources preserved



Our proven expertise in energy performance enables us to develop renewable energy

- Fluoropolymer film to protect photovoltaic cells: from our research for SOLAR IMPULSE
- Environmentally friendlier solutions for oil and gas extraction
- Membranes from special polymers for water purification



SOLVAY

asking more from chemistry®

We are committed
to responsible chemistry

Doing business, being responsible

2 main dimensions



Solvay Way, our responsible approach

- Doing business in an ethical and responsible way
- Minimizing our environmental impacts

100%

of Group sites assessed their CSR* practices in 2014

Sustainable Portfolio Management (SPM), at the heart of our strategy

- Helping our customers to maximize the positive environmental and social impacts of their products

79%

of the portfolio analyzed in 2014, up 15 points compared to 2013

Reaffirm our commitment to sustainable development

Set targets in priority areas for Solvay

- CO₂ emissions
- Health and safety at work
- Commitment and welfare of employees
- Sustainable solutions

Accelerate sustainable solutions development with focus on megatrends

Agree on strategic positioning

* CSR: Corporate Social Responsibility

Autonomy and responsibility at the heart of our management model and people model



An organization that is:

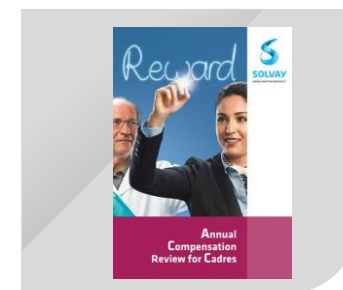
- decentralized and agile
- close to the client
- entrepreneurial
- Results-oriented

A management model and a people model deployed across the Group with priority to:

- responsibility
- Initiative
- working together
- excellence



Dialogue
Train
Recognize





SOLVAY

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Our strong performance
reflects **the progress achieved**

Solid performances

in 2014

Net sales

10.2 bn€

YoY

+5%

REBITDA

1.8 bn€

YoY

+11%

Net income

156 m€

YoY

-50%

Free Cash Flow

656 m€

YoY

+35%

Dividend

3.40 €
gross
/ share

YoY

+6%

2.55 € net

Accounting impact,
non cash, related
to disposals of
(422) m€

Growth supported by innovation and forex

at 1st quarter 2015

Net sales

2,646 m€

+6.4%

vs. Q1'14

REBITDA

502 m€

+12%

at Q1'14

Net result

158 m€

vs. **106** m€

at Q1'14

Free Cash Flow

(344) m€

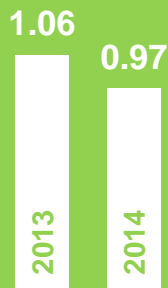
vs. **(97)** m€

at Q1'14

Social and environmental results

Accidents involving persons at Group' sites ⁽¹⁾

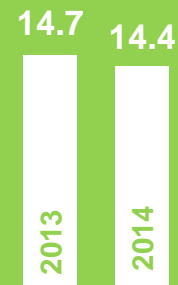
Accidents per million working hours ⁽²⁾



2020 target reached

Greenhouse gas emissions ⁽³⁾

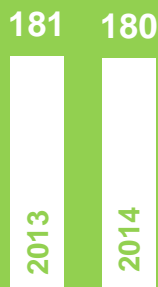
Mt CO₂ equivalent



In progress

Energy consumption ⁽³⁾

Petajoules



Stable

79%

of the portfolio analyzed according to the **Sustainable Portfolio Management (SPM)** ⁽⁴⁾



In progress

- (1) Solvay financial perimeter and all additional sites under Solvay's operational control for which the Group manages and monitors safety performance. Solvay employees and contractors working on sites
- (2) MTAR: Medical Treatment Accident Rate. Rate of accidents with medical treatment (with or without work stoppage)
- (3) Solvay financial perimeter. In order to enable comparison over time, the figures of previous years have been restated to take into account the change in the consolidation rules
- (4) SPM methodology serves as strategic tool to analyze the impacts of sustainability megatrends in our businesses

We are dedicated to building a new model of sustainable chemistry



**Portfolio
upgraded**



**Excellence
delivery**



**Poised
for growth**

On track



2016

The Solvay spirit

Making the impossible possible

1863

Ernest Solvay
invents a revolutionary
industrial process for
producing soda ash



1911

Solvay's
physicist
congress



2015

An aircraft
designed to fly round
the world on solar
energy alone

Si2
SOLARIMPULSE

