



SOLVAY

asking more from chemistry®

Jean-Pierre Clamadieu
Chairman of the Executive Committee & CEO

A SOLID FULL YEAR PERFORMANCE DELIVERING ON OUR PLAN



**We are an advanced materials and specialty chemicals company,
committed to address key societal challenges**



(1) The headcounts and the number of sites include those of the Polyamide business that has been accounted for in discontinued operations

STRONG PROGRESS IN SUSTAINABILITY



33%

OF EMPLOYEES INVOLVED
IN SOCIETAL ACTIONS
Reach 40% by 2025



49%

OF SUSTAINABLE
SOLUTIONS IN GROUP SALES
50% by 2025

-16% (over 2 years)

OCCUPATIONAL
ACCIDENT RATE

50% by 2025 vs 2015

-24% (over 2 years)

GREENHOUSE
GAS INTENSITY

A 40% drop by 2025 vs 2015

75%

PEOPLE
ENGAGEMENT

Reach 80% by 2025



2018 Figures



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TRANSFORMATION FOR GROWTH



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MORE AGILE, SIMPLE & CUSTOMER CENTRIC

TRANSFORMATION
FOR GROWTH



Align Solvay's organization with the new business portfolio to provide differentiated experiences to our customers

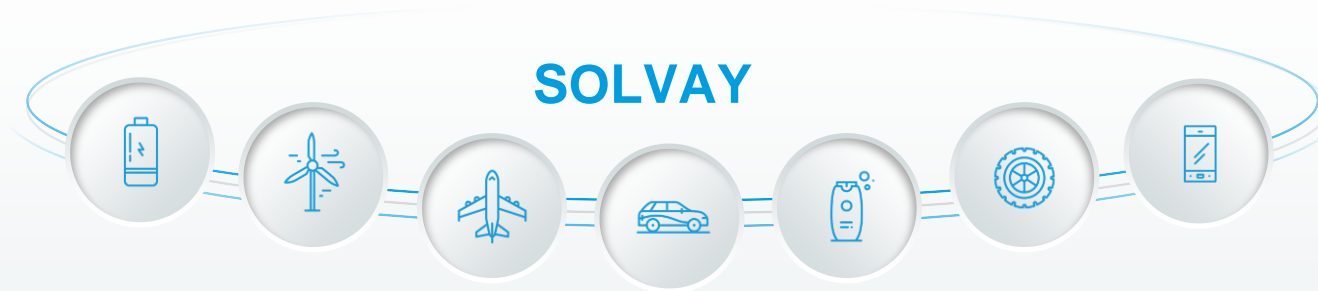
TRANSFORMATION LEVERS

Simplify business support organization and processes

Change our mindset and deliver growth

MEETING CUSTOMERS' NEEDS WITH TAILOR-MADE SOLUTIONS

TRANSFORMATION
FOR GROWTH



Customers' expectations
evolve rapidly

Very competitive
markets

Tailor-made and innovative
solutions quickly developed



**Solvay Suez
Alliance
solutions** for
water
treatment in
China



**Solvay and
Henkel to
team up**
Sustainable
Guar Initiative



**U.S. Solvay
solar farm
opening**
addressing
customer
demand for
sustainable
energy

LEVERAGING DIGITAL TECHNOLOGIES TO BOOST GROWTH

TRANSFORMATION
FOR GROWTH



From Industry 1.0 to Industry 4.0

- Big data
- Blockchain technology
- Artificial Intelligence & machine learning
- Virtual & augmented reality
- Internet of things (IoT)/ connected objects
- Robotics – cobotics – drones



CREATING VALUE
Significant EBITDA
improvement potential

- Increase revenues
- Reduce production costs
- Improve inventories
- Better service quality

CHANGING OUR MINDSET

TRANSFORMATION
FOR GROWTH



**FOCUS ON
CUSTOMERS**
to deliver growth



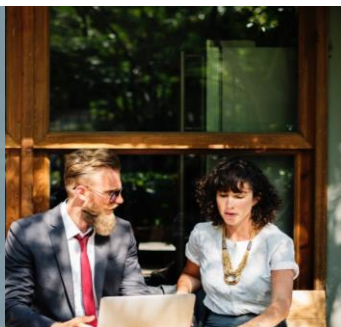
**TAKE
SMART RISK**
to be more agile

TRUST
to boost collaboration

How do we want them to act?



Deliver
superior
customer
value



Open minded,
reactive
and fast
decision making



Direct and
continuous
feedback and
collaboration



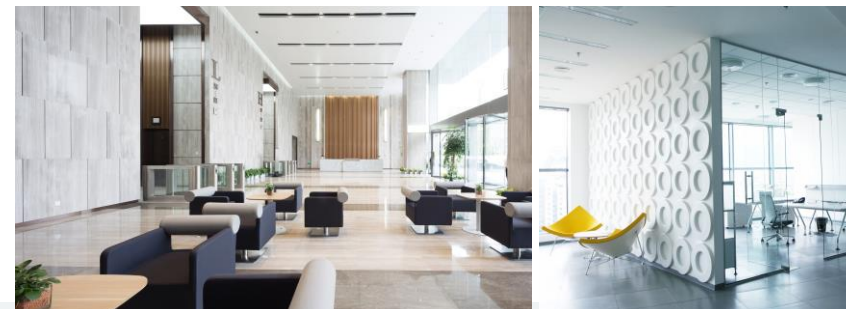
EMBODY THE FUTURE AND CULTURE OF SOLVAY

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New Head Office in Brussels with
the creation of a material science
application center

Creation of a multi-sites
Campus in Lyon with the **largest world-class**
Solvay Innovation & Technology Center



Better Collaborate
and be more efficient

Foster communication
& showcase innovation

New image towards all
stakeholders

INNOVATION AS A KEY LEVER FOR GROWTH

TRANSFORMATION FOR GROWTH



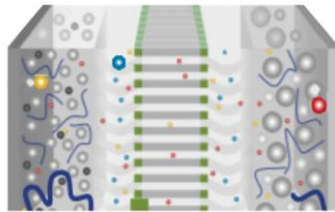
EXAMPLE: OFFERING INNOVATIVE SOLUTIONS FOR BATTERIES

From Advanced Li-Ion batteries

OUR PRODUCT

Liquid electrolyte separator

Additives and salts for electrolytes based on fluorine and lithium technologies



IP acquisition

ENERGAIN™
Higher performance

NOHMS
Higher safety

Solvay ventures

BENEFICES

Higher voltage | Higher capacity

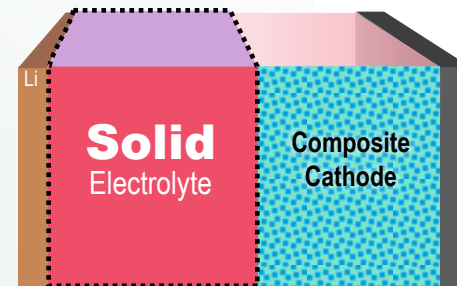


To new chemistry for Solid-State batteries

OUR INNOVATION

Solid electrolyte, no more separator

Electrolyte inorganic conductive particles highly loaded in a Fluor-polymer binder



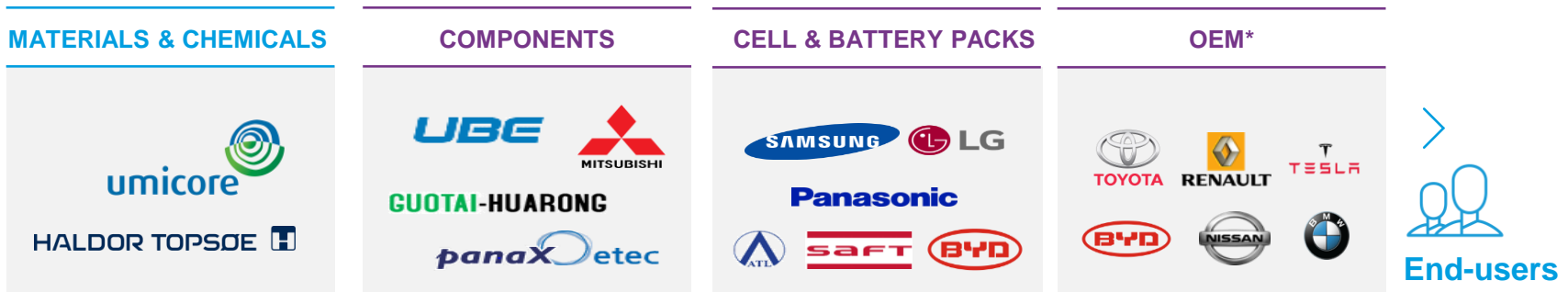
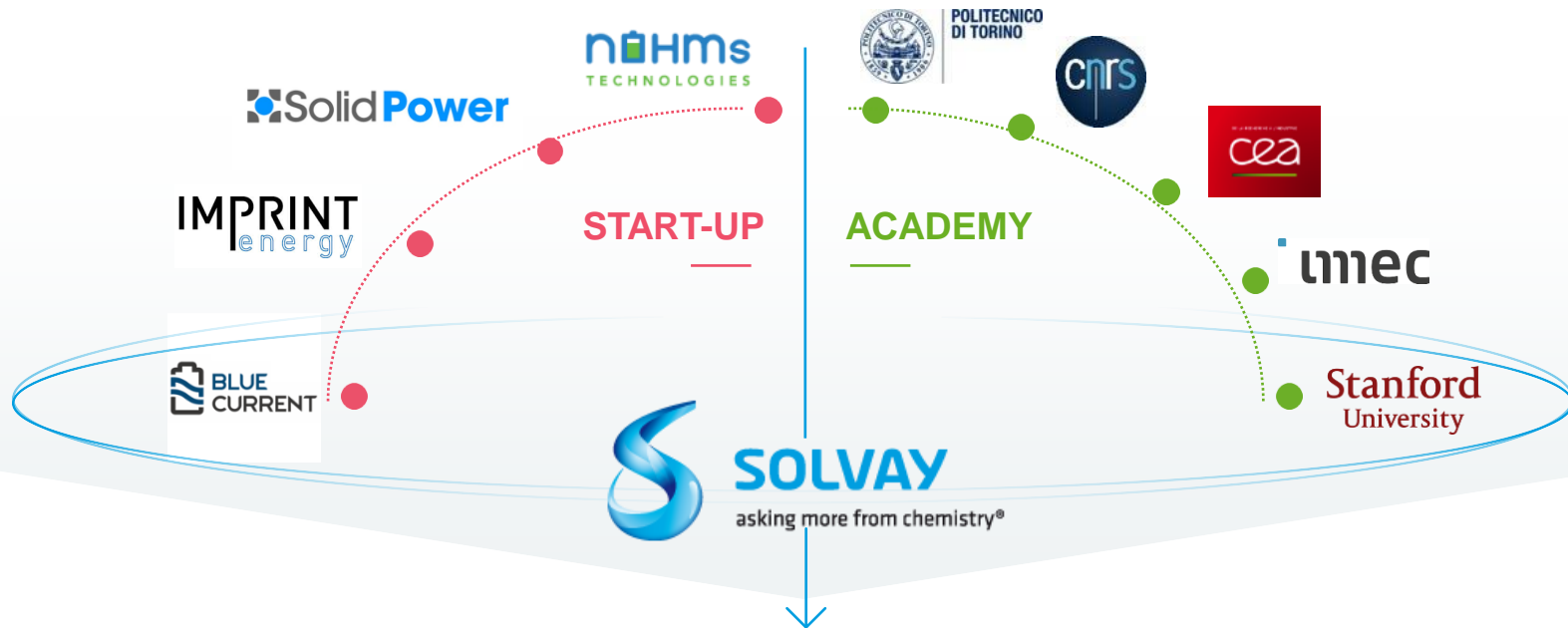
BENEFICES

Higher safety | Better energy intensity | Cost reductions

AMBITION TO multiply by 10 our sales in 10 years

SOLVAY BATTERIES' UNIQUE CONNECTED INNOVATION ECOSYSTEM

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* OEM: Original Equipment Manufacturers

ACCELERATE THE TRANSITION TOWARDS A CIRCULAR ECONOMY

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Improve our intimacy with customers and stakeholders and meet their increasing requirements for sustainable solutions

- Explore new innovative solutions
- Leverage the internal mindset
- Drive concrete business project

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**Global Partner
of the Ellen Mac
Arthur Foundation**

NIKE **PHILIPS**

Inc.

H&M **Unilever**

INTESA SANPAOLO

DANONE **RENAULT**

Google





A NEW EXECUTIVE COMMITTEE

MORE DIVERSE WITH CUSTOMER FOCUS

AN EXPANDED EXECUTIVE COMMITTEE

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**Jean-Pierre
Clamadieu**



**Vincent
De Cuyper**



**Augusto
Di Donfrancesco**



**Karim
Hajjar**



**Pascal
Juéry**



**Hua
Du**



**Cécile Tandeau
de Marsac**

2018 DELIVER MID-TERM OBJECTIVES & PREPARE THE FUTURE



Organic volume growth



Transformation of business support activity



Earnings and cashflow growth



Create sustainable value for our shareholders



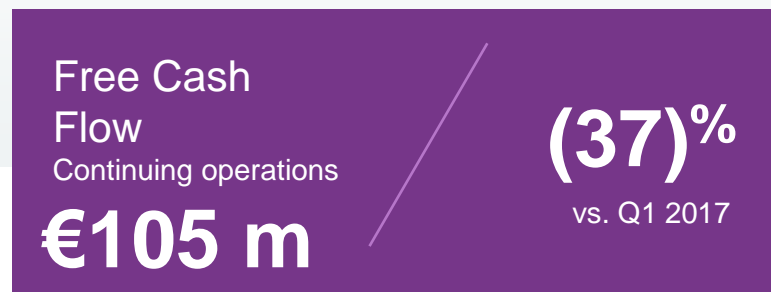
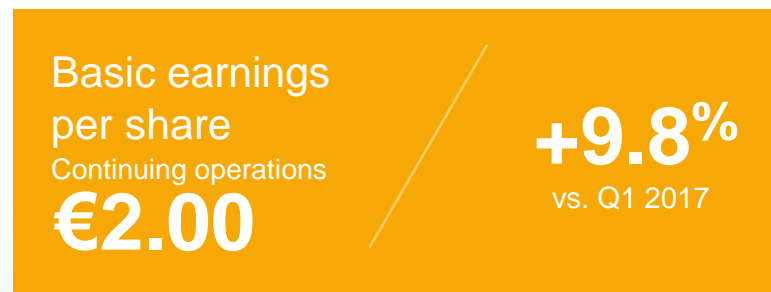
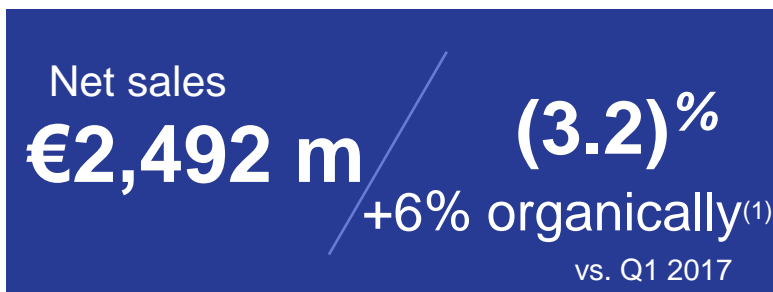
**PERSPECTIVES
2018**

EBITDA
5% to 7% growth
organically
excluding forex conversion and
scope effects

FREE CASH FLOW
from continuing operations
>2017 level

FIRST QUARTER 2018 RESULTS

VOLUME GROWTH COUNTERS FOREX HEADWINDS



2018 underlying figures

(1) excluding forex conversion and scope effects

SOLVAY

A SUSTAINABLE INVESTMENT

Providing mission critical solutions in fast-growth end-markets

Innovation & technology focus in Advanced Materials & Advanced Formulations

Leading EBITDA margins with high volume growth

Dividend growth over 30 years and strong cash generation

Futureproofing the business with sustainability at its core

**THANK YOU FOR
YOUR SUPPORT**

2017 INTEGRATED ANNUAL REPORT



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