



SOLVAY

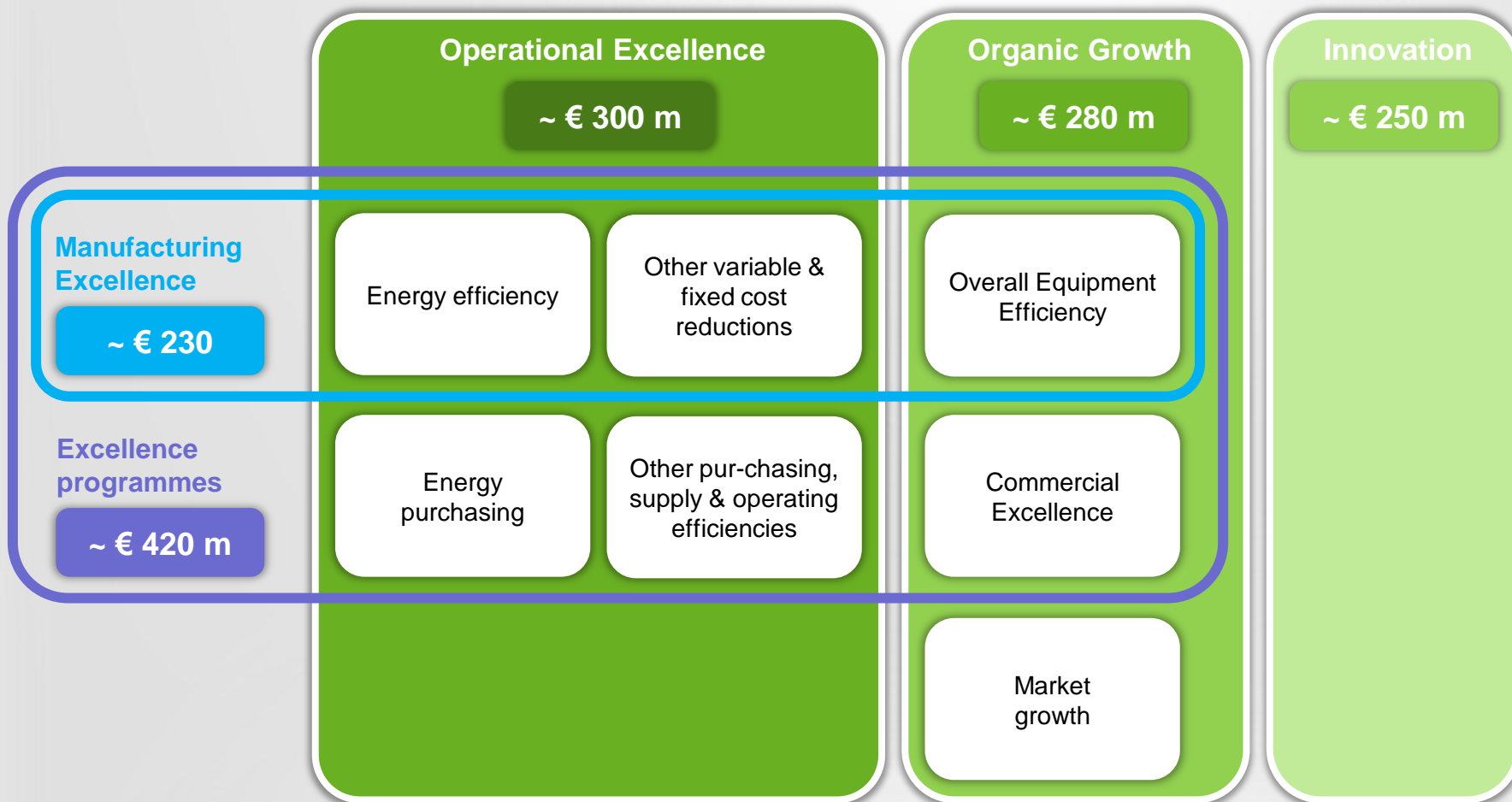
asking more from chemistry®

A culture of excellence

Vincent De Cuyper

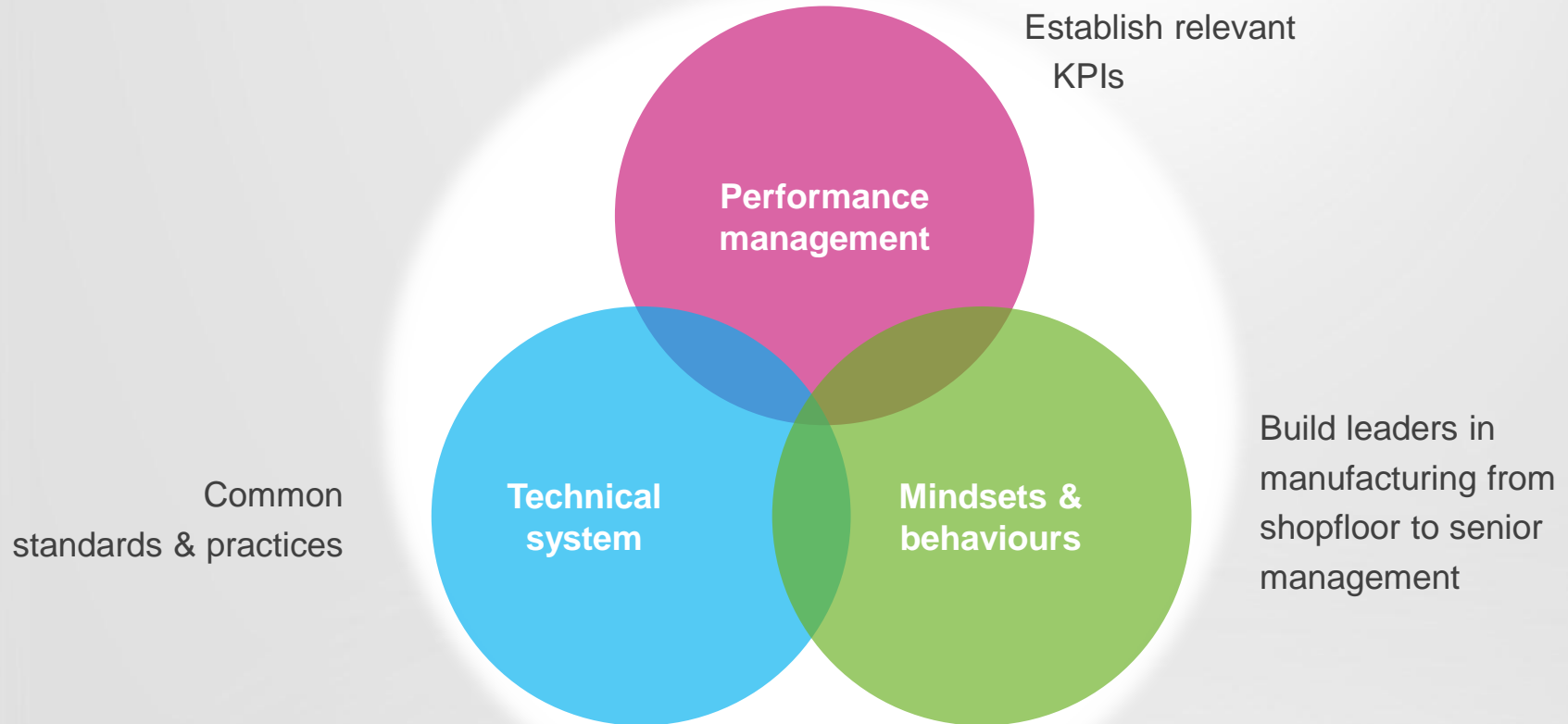
Unlocking value through a culture of excellence

Unlocking value growth through breakthrough excellence actions

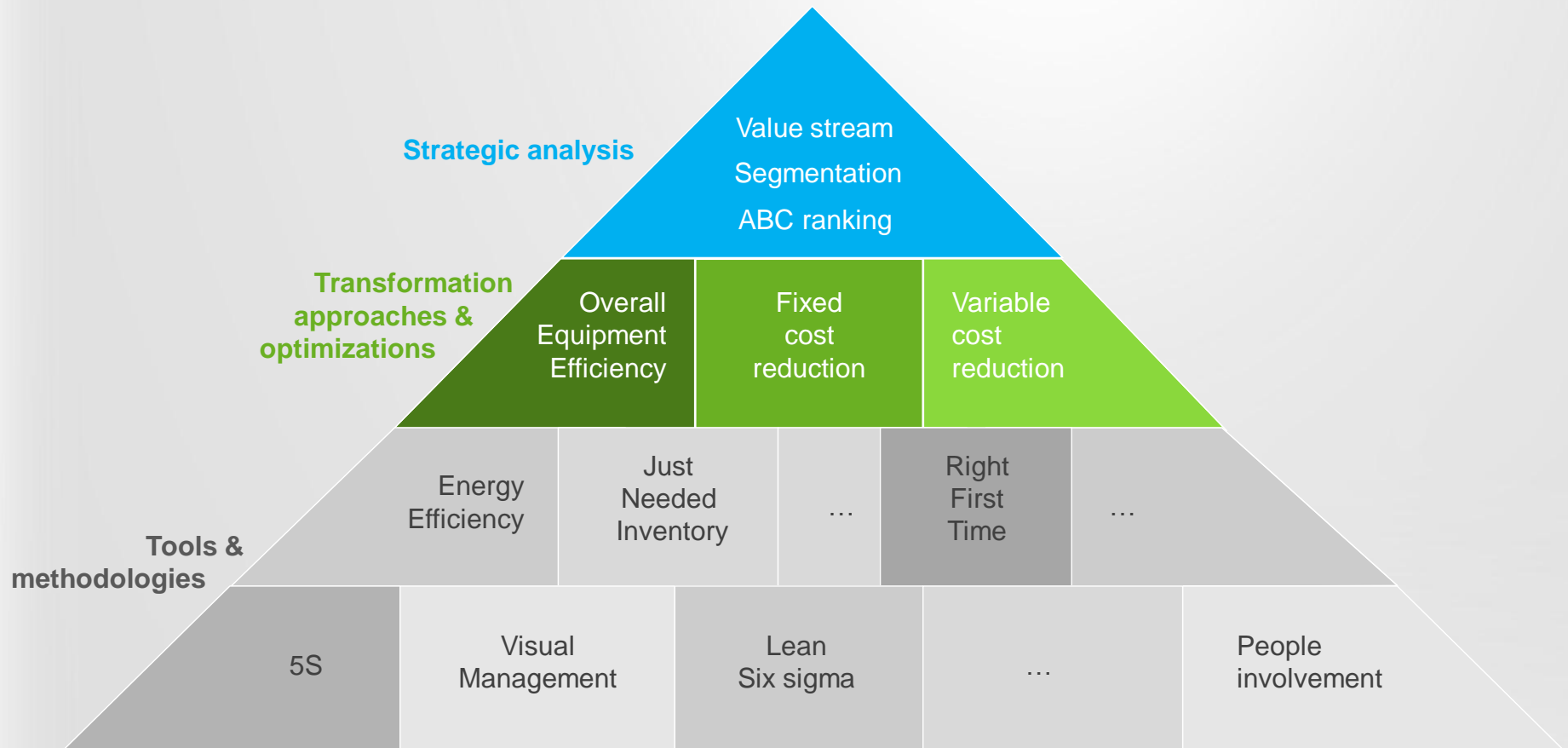


Figures indicate expected REBITDA growth from YE 2013 to YE 2016 on specific levers

Excellence changes the way we run our business



Manufacturing Excellence: Using proven tools and approaches ...



... supporting businesses to deliver

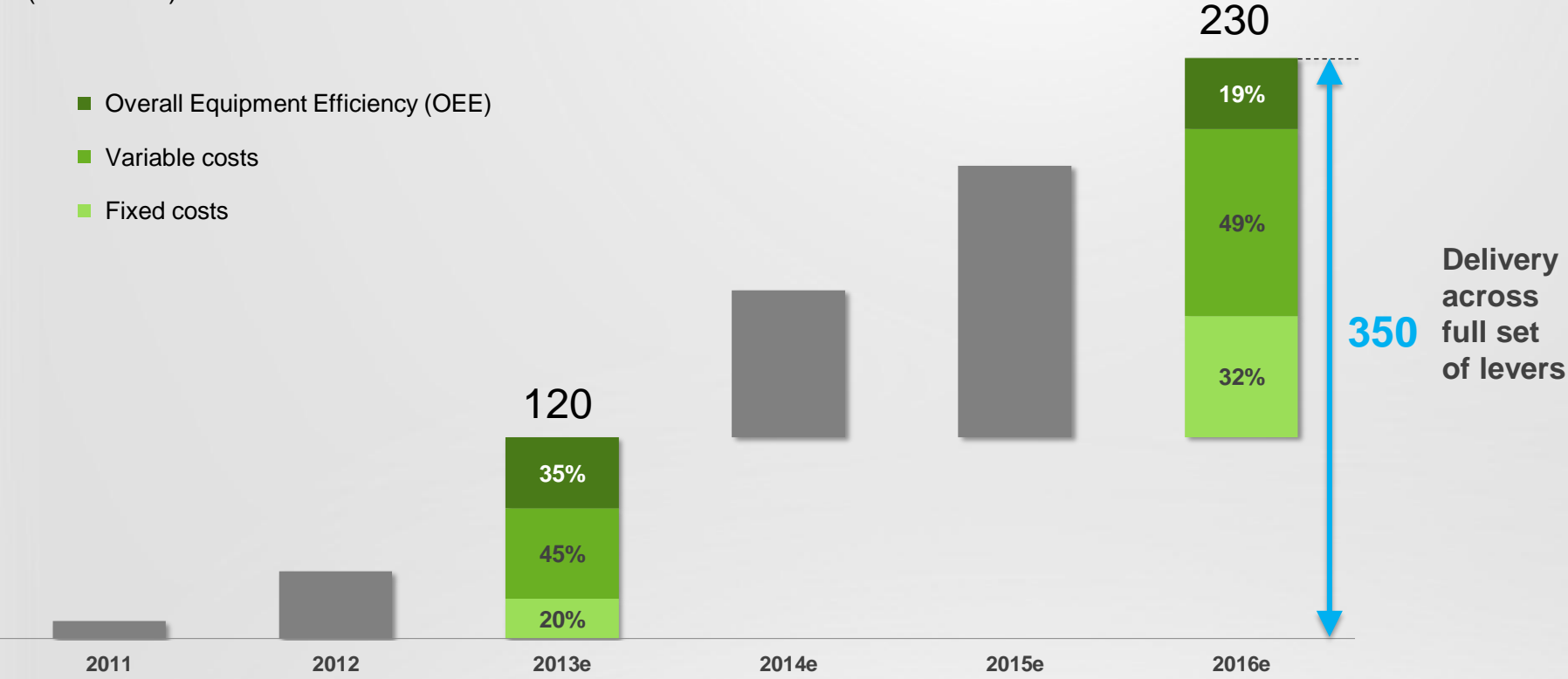
Manufacturing Excellence: > 120 major projects under way

Programs	Main focus	Impact generated on selected projects	REBITDA levers
Overall Equipment Efficiency (OEE)	Increase throughput of equipment, minimising capex	Improvements of 10% to 50%	GROW ORGANICALLY WITHOUT CAPEX
Variable costs / Yield	Improve raw material usage	Reduction by 10%	REDUCE VARIABLE COSTS
Energy efficiency	Decrease energy costs		
Fixed costs	Reduction of fixed costs	Reductions by 5% to 20%	REDUCE FIXED COSTS
Maintenance	Reduce maintenance needs		

Manufacturing Excellence: Delivering results

REBITDA impact

(in € million)



Implementing Manufacturing Excellence: Acetow

Situation in 2011

Stable acetate
tow market

Inflation of
cost base

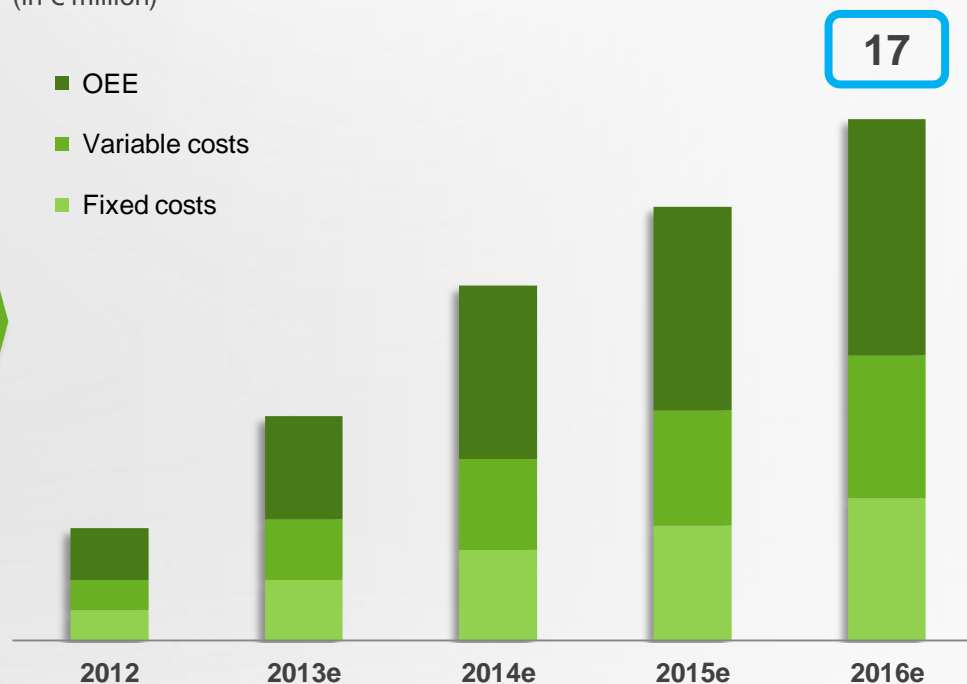
- Limited growth possibilities through diversification

Project target

- Compensate cost impact on REBITDA with Excellence initiatives

REBITDA impact (in € million)

- OEE
- Variable costs
- Fixed costs



Implementing Manufacturing Excellence: Specialty Polymers

Situation in 2010

- Fully utilised capacity facing rapid rise in product demand
- Cost optimisation required to strengthen competitive position

Project target

- OEE program (started in 2011)
 - Targets capacity increases of 10-50%
 - Target: ~ € 27 m REBITDA impact
- Gross margin optimisation program (started in 2013)
 - Target: ~ € 23 m REBITDA impact

Results

REBITDA impact
(in € million)



Implementing Manufacturing Excellence: Soda Ash

Situation in Europe 2012

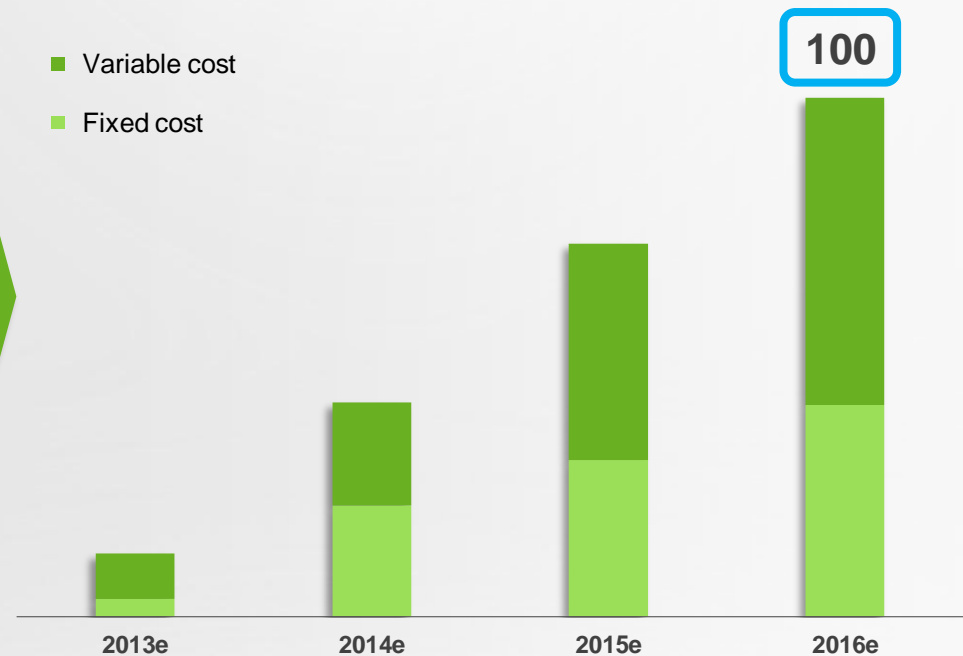
- European soda ash industry in overcapacity
- Price pressure from new competitive “natural” production in ramp-up

Project target

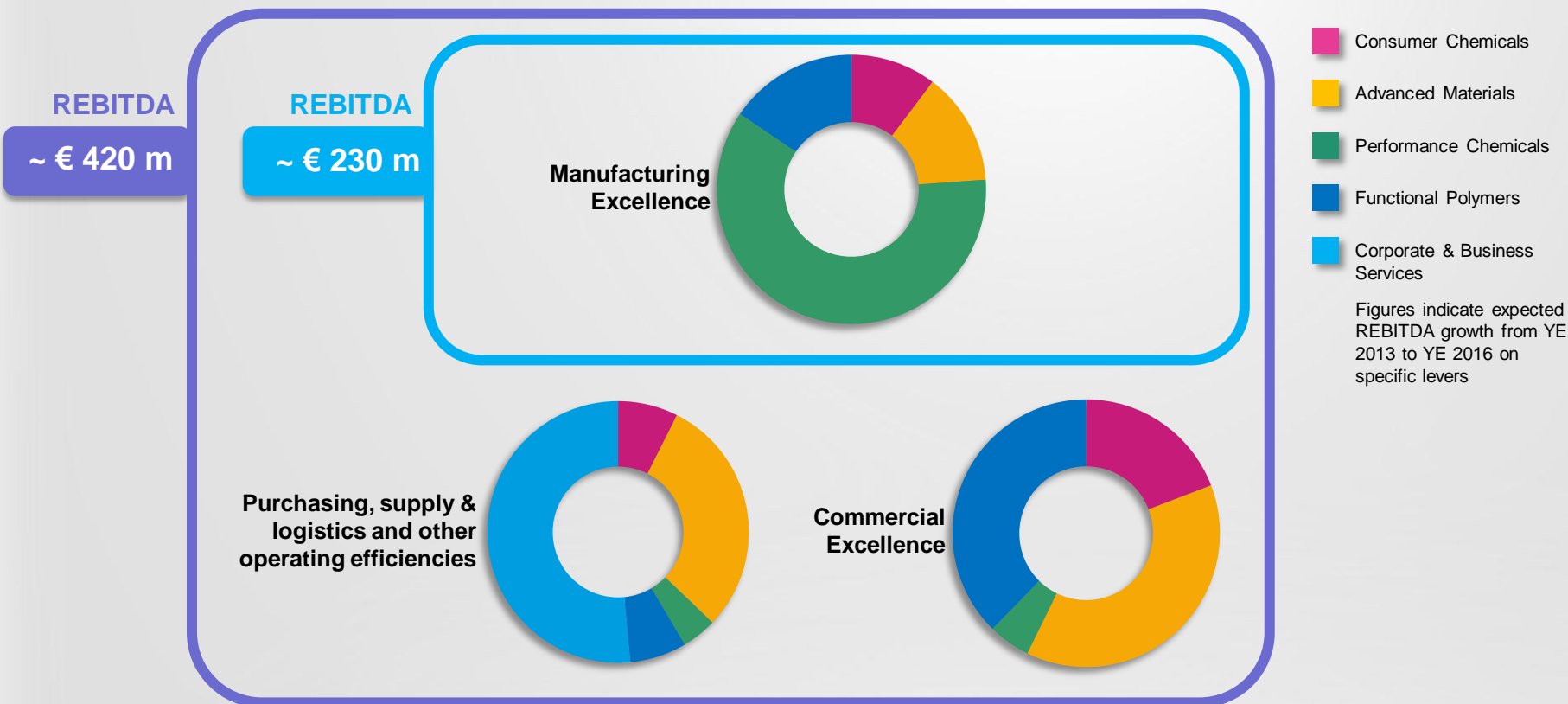
- Reduce variable costs and fixed costs by € 100 m by year end 2016
- Detailed action plans formalised and implemented
- Strict project management in place

REBITDA impact (in € million)

- Variable cost
- Fixed cost



Excellence programs delivering across all businesses ...



... giving confidence to reach € 420 m REBITDA objective