DISCLAIMER

This presentation may contain forward-looking information. Forward-looking statements describe expectations, plans, strategies, goals, future events or intentions. The achievement of forward-looking statements contained in this presentation is subject to risks and uncertainties relating to 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 or future events may differ materially from those expressed or implied by such forward-looking statements. 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 or revise any forward-looking statements.
GLOBAL LEADER IN SURFACE CHEMISTRY

Customer partnership →

Application knowledge →

Broad technology & innovation base →

Surface chemistry & fluid behaviors →

Maximizing yield & efficiency
Reducing environmental footprint

2015 pf
net sales € 2.9 bn

FOCUS ON SPECIFIC MARKETS

EBITDA € 552 m  EBITDA margin 18%  R&I / sales 3%  Headcount ~ 5,700

21% INDUSTRIAL APPLICATIONS

19% CONSUMER GOODS & HEALTHCARE

15% AGRO, FEED & FOOD

3% AUTOMOTIVE & AEROSPACE

3% ELECTRICAL & ELECTRONICS

9% BUILDING & CONSTRUCTION

31% RESOURCES & ENVIRONMENT

2016 Capital Markets Day
September 29, 2016
BUSINESS ORGANIZATION RE-ALIGNED TO BETTER MEET CUSTOMER NEEDS

Customer partnership & Application knowledge → Enhanced Value proposition

Advanced Formulations

- Tailor-made solutions
- Developing formulations
- Delivering products

<table>
<thead>
<tr>
<th>PRODUCT EXPERT</th>
<th>APPLICATION EXPERT</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSUMER GOODS &amp; HEALTHCARE</td>
<td>AGRO, FEED &amp; FOOD</td>
</tr>
<tr>
<td>OIL &amp; GAS</td>
<td>MINING</td>
</tr>
</tbody>
</table>

in % of net sales

- HPC: 19%
- AGRO: 11%
- OIL & GAS: 19%
- MINING: 12%

Enhanced value proposition through customer partnership and application knowledge.
Providing **innovative solutions**
### STRONG INNOVATION PORTFOLIO

**Aligned with mega-trends**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evolving demography &amp; consumer behaviors</td>
<td>~10%</td>
<td></td>
</tr>
<tr>
<td>Innovation acceleration</td>
<td>~20%</td>
<td></td>
</tr>
<tr>
<td>Resource constraints &amp; increased sustainability demand</td>
<td>~60%</td>
<td></td>
</tr>
</tbody>
</table>

Meeting our customers’ sustainability challenges today & tomorrow

---

2016 Capital Markets Day
September 29, 2016
MORE SUSTAINABLE FORMULATIONS FOR OIL & GAS

Emmanuel Butstraen
President, Novecare
STABILIZING OIL & GAS MARKETS

OILFIELD MARKET CONDITIONS & RIG COUNT

- Decrease of fracking break-even point in North America
- North American oilfield activity recovering since May
- Cost constraints pushing customers to demand different chemicals mix
- International market & production segment more resilient

GLOBAL OILFIELD SPECIALTY CHEMICALS DEMAND

- Stabilizing oil & gas markets
- Cost constraints pushing customers to demand different chemicals mix
- International market & production segment more resilient

Source:
Baker Hughes, US EIA
BROAD PORTFOLIO & CUSTOMER ACCESS
ADAPTED TO NEW MARKET CONDITIONS

Market Sales 2015

> € 6 bn
~ € 500 m

Cementing & drilling
~ 10%

Stimulation
~ 60%

Production
~ 30%

OUR SOLUTIONS

• Brodest technology portfolio
• "Lab to Well" service model
• Unique innovation & formulation expertise
• Adapted to changing market conditions

IMPROVE YIELD & EFFICIENCY

• Cost efficient solutions in the North American fracking market
• Optimum yield solutions in high performing reservoirs

REDUCE ENVIRONMENTAL FOOTPRINT

• Water usage reduction per oil barrel
• Solutions enabling water recycling

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2016 Capital Markets Day
Provide cost-effective tailor-made solutions, adapted to changing market conditions

Strong innovation set-up to deliver in any segment & region

Internationalize, growing outside North America

Adjust fixed cost base to market activity

MARKET DRIVERS
- Growing energy demand
- Regulation on water & chemicals use
- Horizontal drilling expansion with flexible assets
- "Lab to Well" service model

SOLVAY LEVERS
- Unique technology portfolio & knowledge
- Global presence & full market access
- STRATEGY

BUILDING ON SOLID FOUNDATIONS & STRENGTHENING MARKET POSITION

September 29, 2016

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11
OUR FOOTPRINT SERVING ALL CUSTOMER TYPES WORLDWIDE

Solvay 2015 oil & gas net sales distribution

- 75% - Current sales weighted to North America
- 15% - To grow overseas
- 5% - Global industrial set-up
- 5% - To serve international customer base
- 5% - Central R&I centers
- 5% - Formulation centers close to customer wells

15 plants

5 R&I centers

8 O&G formulation centers

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UNIQUE INNOVATION EXPERTISE ALLOWING TO REACT TO MARKET CHANGES

Innovation acceleration

Resource constraints & increased sustainability demand

FRICITION REDUCERS

Leading position
→ Reduces total customer cost
→ Increases salt tolerance, reducing fresh water consumption

RHODIABLOC FL SERIES

Additive for all cement types
→ Delivers strong cement bonding
→ Broadens working temperature range

NEXT-GENERATION POLYMERS

All-in-one solution
→ Enables better cost in use
→ Reduces complexity for operators

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MORE SUSTAINABLE FORMULATIONS FOR HOME & PERSONAL CARE

Emmanuel Butstraen
President, Novecare
DELIVERING ON CONSUMERS’ NEEDS IN HOME & PERSONAL CARE

Market Sales
~ € 22 bn
~ € 500 m

Personal care ~ 70%
Home care ~ 20%
Institutional & Industrial ~ 10%

OUR SOLUTIONS

- Largest technology toolbox to respond to consumer needs
- Supported by continuous innovation

IMPRESS YIELD & EFFICIENCY

- Deliver mildness to formulations
- Cost-efficiency
- Replace surfactants by low volume polymer technology
- Enable efficient, less time-consuming cleaning solutions

REDUCE ENVIRONMENTAL FOOTPRINT

- Reduce water usage in all segments
- Replace ingredients (sulfate & silicone)
- Demand for bio-sourced solutions

2015 September 29, 2016 Capital Markets Day
OUR STRATEGY TO GROW BEYOND GDP

MARKET DRIVERS

Growing population
Health & well-being
Demand for sustainable solutions
Strong customer relationships
New assets in new territories
Broad technology portfolio

SOLVAY LEVERS

Focus innovation in Home Care with breakthrough cost-effective technology
Focus innovation in Personal Care on niche segments with best value-add potential
Access all customer types with complete formulation & application expertise
Expand competitive global presence

MARKET DRIVERS

Growing population
Health & well-being
Demand for sustainable solutions
Strong customer relationships
New assets in new territories
Broad technology portfolio

SOLVAY LEVERS

Focus innovation in Home Care with breakthrough cost-effective technology
Focus innovation in Personal Care on niche segments with best value-add potential
Access all customer types with complete formulation & application expertise
Expand competitive global presence

STRATEGY
COMPETITIVE FOOTPRINT TO SERVE GLOBAL & REGIONAL CUSTOMERS

- Balanced sales weighted in 3 regions
- To improve in Latin America
- Worldwide organization
- R&I labs in close customer
- Proximity for joint developments

Solvay 2015 HPC net sales distribution
- 40%
- 23%
- 30%
- 7%

- 17 plants
- 6 R&I centers
BROAD TECHNOLOGY PORTFOLIO UNDERPINNING INNOVATION

Resource constraints & increased sustainability demand

- Evolving demography & consumer behaviors

HAIR CARE PLATFORM

- Next-generation guar polymers & derivatives
  - Improve delivery of actives & additives
  - Deliver hair repair, protection & conditioning

EZSOFT LAUNDRY

- Breakthrough softener technology
  - Great performance & cost-effective solution
  - Improves sustainability profile

ACTIZONE

- Long lasting biocidal effect
  - Longer disinfection protection
  - Enables better hygiene in surface cleaning
MORE SUSTAINABLE FORMULATIONS FOR MINING

Michael Radossich
President, Technology Solutions
TECHNOLOGY SOLUTIONS
AT A GLANCE

3 main market segments

Mining solutions
- Copper separation
- Alumina processing
- Other minerals separation

Phosphorous specialties
- Agro
- Pharma
- Electronics

Additive technologies
- Agro
- Building & construction
- Automotive

% of 2015 Net Sales

€ 0.6 bn
Net sales 2015

~ 1,700
Headcount

12
Industrial sites
WHAT WE DO IN MINING

Market Sales
~ € 1 bn ~ € 350 m

Copper ~ 60%

Alumina ~ 25%

Other minerals ~ 15%

OUR SOLUTIONS

• Broad product portfolio
• Applications expertise
• Constant stream of innovative, proprietary products & technology

IMPROVE YIELD & EFFICIENCY

• Increase selectivity in separation of metals/minerals, reducing total cost
• Enable processing of declining quality ore grades

REDUCE ENVIRONMENTAL FOOTPRINT

• Improve energy efficiency of mine sites
• Reduce fresh water usage
• More eco-friendly reagents
**STRONGLY POSITIONED IN THE MINING INDUSTRY VALUE CHAIN**

<table>
<thead>
<tr>
<th>MINING</th>
<th>COMMINUTION</th>
<th>SEPARATION</th>
<th>REFINING</th>
<th>METALS &amp; MINERALS</th>
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<tbody>
<tr>
<td>Open pit mine</td>
<td>Grinding &amp; size reduction</td>
<td>Mineral flotation</td>
<td>Smelting</td>
<td>Electro-winning</td>
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<td></td>
<td></td>
<td>Alumina refining</td>
<td></td>
<td>Metal bars</td>
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<tr>
<td></td>
<td></td>
<td>Solvent extraction</td>
<td></td>
<td>Gold bars</td>
</tr>
</tbody>
</table>

**Optimizing customer process** ➔ **Maximize selectivity** ➔ **Reduce process variability** ➔ **Improve throughput & yield**
Typical reagent benefits resulting in 4-12x ROI
MARKET LEADER WITH CUSTOMIZED MARKET APPROACH

TECHNOLOGY LEADERSHIP

Innovation
Strong history of constant streams of valuable new technology

Product line
Largest specialty mining reagent supplier in the world

Formulation expertise
Expert systems & modeling capability to develop unique reagent blends

Application knowledge
Global technical experts to optimize & service customer operations

CUSTOMER PARTNERSHIP

Resulting in UNIQUE PRODUCTS & SERVICES for refinery design, build & ongoing operations

<table>
<thead>
<tr>
<th></th>
<th>INNOVATION</th>
<th>PRODUCTS</th>
<th>SERVICES</th>
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<tr>
<td>Solvay</td>
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<tr>
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<tr>
<td>BASF</td>
<td>●</td>
<td>●</td>
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</tbody>
</table>

Leadership position with full capabilities
Strong position with majority of offerings needed
Partial capabilities
Lack of meaningful presence or offerings
Market player participation in select areas

September 29, 2016
COMPETITIVE FOOTPRINT
SERVING GLOBAL CUSTOMER BASE
OUR STRATEGY FOR GROWING BEYOND GDP IN MINING

Capture new mines
Capture new geographies
Capture new metals/minerals

SOLVAY LEVERS
Market adjacencies
New customers: competitor share
Existing customers: share of wallet
Ore quality decline
Metal demand

MARKET DRIVERS
Metal demand
Ore quality decline
Existing customers: share of wallet
New customers: competitor share

Supported by INNOVATION
- Unique technology & services
- New sales ratio 15 - 20% target

MARKET DRIVERS

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BROAD TECHNOLOGY BASE ALLOWS FOR INNOVATIVE SOLUTIONS

- Evolving demography & consumer behaviors
- Resource constraints & increased sustainability demand

EMERGING METALS
- Increase process speed & efficiency
- Reduce extraction cost

CHINA FLOCCULANT FOR ALUMINA
- Enhance performance under varying conditions
- Reduce processing cost

NASH REPLACEMENT
- Reduce toxic exposure to operators, local community & environment

ADJACENT MARKETS

NEW GEOGRAPHIES

ENVIRONMENTAL IMPACT
SOLVAY STEADY GROWTH IN THE FACE OF MARKET DRIVERS

MARKET EVOLUTION

- Proven business model of technology leadership and customer partnerships
- Strategy set to grow in new mines, new geographies and adjacencies
- Leverage expanded footprint & capabilities, to accelerate growth

Indexed values: Copper production, Solvay mining sales, Copper price (base 100 in 2003)

Source: Wood Mackensie
MORE SUSTAINABLE FORMULATIONS
SPEAKERS’ RESUME
Vincent De Cuyper began his career at Solvay in 1987 and has held various positions in production and project management when sent on international assignments in France, Thailand and Argentina. In 1999, he was appointed Manager of the Vinythai plant in Map Ta Put in Thailand and, subsequently, Managing Director of Vinythai PCL. He was Group General Manager of the Chemicals Sector from 2006 until 2012.

Since 2006 he has been a member of the Executive Committee of Solvay.

Vincent De Cuyper holds a degree in Civil Chemical Engineering awarded by the Catholic University of Louvain-la-Neuve and a Master degree in Industrial Management.
Emmanuel Butstraen
served in BASF for 17 years prior to joining Solvay, holding several positions, his last being Group Vice President for Strategic Marketing worldwide. Prior to that role, Emmanuel headed BASF’s Agrochemicals operations in France for the Agrochemicals Divisions, following a variety of roles in commercial and marketing for the Fine Chemicals businesses. These roles included European Marketing Director for its Agrochemicals business, Sales Director for Animal Nutrition and Sales Engineer for Animal Nutrition & Veterinary Pharma.

Emmanuel Butstraen, a French national, graduated as an Agricultural Engineer in 1989 and obtained a Masters’ degree in Business Administration in 1991, both from the University of Lille.

He joined Rhodia in 2009 to head Silcea, which consisted of the Rare Earth Systems, Silica and Aroma Performance businesses. Emmanuel Butstraen has been leading Solvay’s Novecare Global Business Unit since 2010.
Michael Radossich

Prior to the creation of Solvay’s Technology Solutions GBU, Michael Radossich spent 20 years with Cytec in positions of increasing responsibility. He began his career as a project engineer before moving into an operations leadership role within Cytec’s manufacturing organization. Michael also has extensive experience in global sales and business management. In 2003, he began working for Cytec’s Performance Chemicals business. Michael went on to serve as vice president for various facets of this business group.

From 2009-2011, Mike returned to roles in engineering and manufacturing, before joining Cytec’s Safety, Health and Environment organization as vice president in 2011. From 2012-2015, he served as President of Cytec Specialty Chemicals and was a member of Cytec’s Executive Leadership Team. From 2013 until Cytec’s acquisition by Solvay, Mike was also a Cytec officer.

Michael holds a B.S. in Chemical Engineering from Villanova University and a Master’s Degree in Business Management from Fairleigh Dickinson University.
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