Specialty Polymers, Inventing the future every day
SPECIALTY POLYMERS,
INVENTING THE FUTURE
EVERY DAY
Solvay Specialty Polymers at a glance

Diversified end markets with superior growth potential

- Healthcare
- Advanced Transportation
- Automotive
- Electricals & Electronics
- Energy
- Consumer
- Industrial
- Construction
- Smart Devices
- Water

North America
- 8 production sites
- 2 R&I centers

Europe
- 7 production sites
- 4 R&I centers

Asia & RoW
- 2 production sites
- 4 R&I centers

- € 1.5 bn
  - Net sales 2014
- ~3,000 employees
- 17 production sites
- 10 R&I centers

Unmatched dynamic portfolio
Innovation edge
Diversified end markets with superior growth potential
Advanced Transportation
Automotive
Electricals & Electronics
Energy

Healthcare
Consumer
Industrial
Construction
Smart Devices
Water

Net Sales 2014
35%
26%
36%
3%

June 10-11, 2015
Capital Markets Day
Solvay, THE industry leader in high performance polymers

Unmatched portfolio breadth

Innovation edge

Customer intimacy & market knowledge

Sales & REBITDA
>10% growth
Superior value creation
CFROI >> WACC
**Unique solution offering, Differentiating Solvay from competition**

The chart below illustrates the unique solution offering of Solvay, which differentiates it from the competition. The chart categorizes products into Aromatics and Fluoropolymers, highlighting key features such as high-barrier polymers and X-linkable compounds.

### Aromatics
- LCP
- HPPA
- PPS
- PEEK
- PAI
- PSU

### Fluoropolymers
- PTFE
- PVDF
- PFA
- FKM
- PFPE
- PVDC
- XLCP

... further strengthened through innovation and acquisitions.
Innovation edge
Effective and timely delivery…

- End Users
- OEMs
- Tier 1
- Converters
- Specialty Polymers
- Suppliers

Source of ideas

- Opportunity bank
- Project pipeline

~150 customer-specific projects

32% of net sales realized with products < 5-y

50+ New product grades

3,300+ Patents in force

…Idea generation
Idea selection
Idea development

…”high quality projects generating €500 m expected sales by 2018
Strategic solution partner for over 40 years

- Market Knowledge
  - Customer Proximity & Intimacy
  - Long-term relationships

Innovation Capability
- 10 R&I support centers

Business & Sales

Timely delivery on customized solutions

Creating value for our customers…
Outgrowing markets

Solvay Specialty Polymers 2014 sales by end markets

Addressable market growth ~ 8% p.a.*

Sales CAGR 2013/15 ~ 15%

* CAGR 2013-2015
Evolving demography & consumers behaviors

Innovation acceleration

Resource constraints & increased sustainability demand

Exciting sustainable growth momentum

**Today**
- Outperforming markets
  - Smart devices
  - Automotive
  - ...

**Tomorrow**
- Electrical vehicles
- Advanced transportation
- Healthcare
- Next generation smart devices
- Energy
- ...

June 10-11, 2015
Investing to capture growth

Acquisitions

- PPS

Enabling new technologies

- Composites
- Foams

Capacity expansion

- PEEK, 2015
- PFPE, 2015
- FKM, H2 2015
- PEEK, 2016
- PVDF, 2017
Specialty Polymers, inventing the future every day

Creating value and delivering growth
→ REBITDA double digit CAGR over 2013-2016
→ CFROI well above WACC

THE industry leader, outgrowing markets

A strategic solution partner to our customers
SPECIALTY POLYMERS,
IDENTIFYING AND
DELIVERING ON
SUSTAINABLE
DEMANDS
Capturing market potential in Automotive, Aeronautics and Healthcare

Helping our customers with critical sustainability challenges

<table>
<thead>
<tr>
<th>Automotive</th>
<th>Aeronautics</th>
<th>Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emissions</td>
<td>Improved economics</td>
<td>Growing demand &amp; cost efficiency</td>
</tr>
</tbody>
</table>
Enabling technologies for Automotive’s critical sustainability challenges

CO₂ emission reduction

- Electrification
- Lightweight materials
- Powertrain efficiency

CO₂ Emissions Reduction – EU Regulation

2002
260 g CO₂/km

2021
95 g CO₂/km

Source: International Energy Agency

Applications

- Li-Ion Batteries: Cathode and Anode binder, separator, …
- Traction motors: magnet wire, …
- Fuel cells: membrane, housing, …
- Structural and semi-structural parts (Composites, …)
- Turbo charging: hoses, sealings, bearings
- Transmission: sealings, bearings, anti-foaming agents
- …

Our technologies

- Solef® PVDF
- KetaSpire® PEEK
- Aquivion® PFSA
- Amodel® PPA
- Ryton® PPS
- …
- Amodel® PPA
- Ryton® PPS
- Ixef® PARA
- KetaSpire® PEEK
- …
- Tecnoflon® FKM
- Torlon® PAI
- KetaSpire® PEEK
- Amodel® PPA
- Fomblin® PFPE
- …

Uniquely positioned to capture full growth potential
Building a superior portfolio of new lightweight materials for Aeronautics

Lightweight materials
- Manufacturing effectiveness
- Maintenance
- Fuel consumption

Double-digit % Cost Reduction

Source: Airbus

Partnering with leading technology companies for highest performing materials
Tegralite™: Enabling improved economics

- **Tegracore™**
  - Thermoformable

- **PVDF Foams**
  - Injection moldable / direct part production

- **UltraMaterials™ Composites**
  - Semi-continuous process / suitable for mass production

Manufacturing:
- higher effectiveness, lower cost
- Shortened maintenance time
- Lower fuel consumption

Establishing a leading position in high performance lightweight materials
Our strategy to meet evolving Healthcare needs

Growing demand

- Growing world population
- Increasing size of middle classes in China, India and other emerging countries
- Aging society

Cost efficiency of Healthcare systems

- More minimally invasive surgeries
- Implants with better patient outcomes
- Reducing hospital acquired infections

Increasing quality of life

- At home treatment/monitoring (mHealth)
- Patient mobility and pain relief
- Time for treatment in clinic/hospital
- Use of wearable devices
A large breadth of materials for high-tech applications

**Medical instruments and equipment**
- Replacing metal devices
- Hospital acquired infections:
  - frequency & intensity of cleaning/ disinfection
  - single use instrumentation
  - upgrading polymers

**Growth drivers**

**Our technologies**
- Radel® PPSU
- Udel® PSU
- Ixef® PARA
- AvaSpire® PAEK

**Hemodialysis treatment systems**
- 20+ years trust with Solvay
- Available to growing number of patients

**Orthopedic and cardiovascular implants**
- Acceptance of polymers
- Expansion towards applications beyond structural parts

**Pharmaceutical blister packaging**
- 15+ years serving high barrier materials
- New product: ultra-high barrier, strong value creation
- Future trend: Paper / Diofan® SuperB laminate replacing Aluminum

**Growth drivers**

**Our technologies**
- Udel® PSU
- Veradel® PESU
- Zeniva® PEEK
- Radel® PPSU
- Udel® PSU

**Future trend:**
- Paper / Diofan® SuperB PVDC replacing Aluminum
Powerful innovation levers across the value chain

Precursors | Monomers | Polymers | Alloys | Downstream

[Images of molecules and materials]
Sealing performance at very low temperatures

**Automotive**
- Advanced engine technology (GDI) reduces CO₂ emissions but requires very low temp performance

**Oil & Gas**
- Explore and produce in more severe operating environments
- Requires low temperature performance and resistance to drilling fluids

**Aerospace**
- New low temp operating specifications to reduce fuel consumption & CO₂ emissions
- Requires low temperature performance and resistance to aircraft fluids

**Tecnoflon® VPL: the unique solution**
**Tecnoflon® VPL: a unique solution**

**Innovation approach**

- Breakthrough technology uses new building blocks
- Novel precursor, monomer and polymers
- Industrialized new chemistry

- Protected by 7 patent families

**Business impact**

- Created new family of high-value “Specialty” elastomers
- Enables double-digit growth in Auto
- Leverages existing industrial assets

- Creates sustainable competitive advantage
Pushing the limits of metal replacement

<table>
<thead>
<tr>
<th>Precursors</th>
<th>Monomers</th>
<th>Polymers</th>
<th>Alloys</th>
<th>Downstream</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Electronics</strong></td>
<td></td>
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<tr>
<td>• More reliable performance with greater design freedom</td>
<td></td>
<td></td>
<td></td>
<td>• Requires innovative materials that enable next-generation technology</td>
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<tr>
<td><strong>Automotive</strong></td>
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<tr>
<td>• More fuel efficient vehicles with reduced emissions and uncompromised safety</td>
<td></td>
<td></td>
<td></td>
<td>• Requires high-temperature plastics that withstand the increased heat of downsized, turbocharged engines.</td>
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<tr>
<td><strong>Aircraft</strong></td>
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<tr>
<td>• More energy efficient aircraft with passenger comfort and safety along with faster assembly times</td>
<td></td>
<td></td>
<td></td>
<td>• Requires ultra-lightweight materials with metal-like performance that meet regulatory approvals</td>
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<tr>
<td><strong>Healthcare</strong></td>
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<tr>
<td>• More portable technology with reduce risk of spreading of infectious diseases</td>
<td></td>
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<td></td>
<td>• Requires durable plastics that withstand rough handling plus repeated cleaning and sterilization.</td>
</tr>
</tbody>
</table>

**AvaSpire® PAEK: customized performance**
Strength and durability

Pushing the limits

Specific Tensile Strength

Durability

- Mg-Alloys
- Al-Alloys
- Stainless Steel
- Cu-Alloys
- Ni-Alloys
- PrimoSpire®
- Torlon®
- KetaSpire®
- Amodel®
- Ryton®
- Radel®
- Kalix®
- Ixef®

AvaSpire® Alloys

Capital Markets Day
June 10-11, 2015
**AvaSpire® PAEK: customized performance**

**Innovation approach**

- Leveraged broad portfolio to create a family of AvaSpire® PAEK products that provide new and unique combinations of performance and value

- Developed new process technology to improve compatibility of polymer blends

- Capitalized on large cost-performance gap in ultra-high performance polymer solutions

**Business impact**

- Accelerating growth
  - Tripling capacity currently underway

- Developing products for next-generation technology

Protected by 14 patent families
Engineering breakthrough solutions

Precursors → Monomers → Polymers → Alloys → Downstream

- Driving innovation across the value chain
- Leveraging the power of Solvay's unique product portfolio
- Inventing the future of Specialty Polymers

Keeping Specialty Polymers special for the long-term
SPECIALTY POLYMERS,
ADAPTIVE, AGILE,
CUSTOMER
FOCUSED
Long-term customer relationships

- Proximity
  - Talking their language

- Fast response times

- Strategic solution partner
Creating value for our customers

Being in the right place...

<table>
<thead>
<tr>
<th>Tier 2</th>
<th>Tier 1</th>
<th>OEM</th>
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<tbody>
<tr>
<td>6-12 months</td>
<td>2-3 years</td>
<td>2-5 years</td>
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</table>

Timeline depends upon Industry dynamics, scale of challenges and opportunities
Automotive powertrain efficiency
Understanding the value chain

Unmet customer need
increasingly lower
CO2 emissions standards

OEM contributions
Design specifications, material
specifications, system validation

Tier 1 contributions
Design requirements, material
selection/specifications, part
production, part testing, part validation

The Results

1- Engine - Solutions for multiple
ingine technologies
• Tecnoflon® FKM based fuel injector O-rings
• Amodel® PPA charge air cooler
• Ryton® PPS thermal management module

Products designed and
launched in 2-3 years

2- Transmission - Complete product
solutions for total transmission design
• Torlon® PAI seal rings
• KetaSpire® PEEK thrust bearings
• Amodel® PPA solenoids
Smart Devices
Racing against the clock

Unmet customer need
Incumbent material failing new design

OEM contributions
Design specifications, color needs, end use testing & feedback

TIER 1 contributions
Production & Design, molding & feedback, design support, testing

The Result
New Unique Product with best combination of:
- Chemical resistance
- Aesthetic look
- Dimensional precision
- Processing and impact resistance
developed and scaled < 6 months

Products designed and launched in 6-12 months

*Computer Aided Engineering
The Winning formula
Bringing it all together

Marketing + Innovation + Customer = VALUE
CREATION

Would our customers recommend Solvay to another company?

Resounding YES*

Building market share

*SOLVAY

*Best-in-class according to latest NPS (Net Promoter Score)
Augusto Di Donfrancesco
began his Solvay Career in 1987 as a process engineer in Rosignano, Italy. He has held multiple roles within the Solvay Group in Production, Technology and Commercial Operations in the Chemicals and Plastics divisions. In 2005 he moved to Buenos Aires, Argentina, to become the General Manager of Solvay Indupa, a public company listed in the Buenos Aires Stock Exchange with PVC and caustic soda production plant in Argentina and Brazil.

In 2009 he came back to Brussels as General Manager of Specialty Polymers, and finally returned to Italy in 2011 to assume his current role as President of the newly created Global Business Unit Solvay Specialty Polymers.

Augusto Di Donfrancesco, an Italian national, graduated from Pisa University in 1985 with a Bachelor’s degree in Chemicals Engineering.
Jens Hoeltje

started with Solvay in 1991 in the Engineering department in Germany, developing basic engineering for Fluorochemical processes. After assuming marketing for a flue gas cleaning process Jens moved in 1997 to Specialty Polymers. Over a period of 14 years he assumed various responsibilities in Business Management and Marketing & Sales for the Aromatic and Fluoropolymers of the group. During this period Jens was based in Brussels, Belgium and Bollate, Italy.

In 2011 he became responsible for the Strategy Development of Specialty Polymers at the Corporate Center in Brussels. Since 2013 Jens is the Director of Strategy and Marketing for Specialty Polymers.

A German national, Jens holds a Master in Chemical Engineering from Clausthal University and a PhD in Engineering from RWTH Aachen; furthermore, he completed postgraduate studies in Economics.
George Corbin started his career with Amoco in 1983 in Research & Development for Specialty Polymers, developing what is currently Solvay’s Amodel polymer family. In 1990 he assumed the leadership role for the Process Engineering, Catalysis, & Technology Licensing function in Polypropylene Business. In 1994 he transferred back into Specialty Polymers to lead the Sulfone Polymers R&D Team. From 1999-2004 he was the Business Manager for Sulfone Polymers through the ownership transitions to BP and Solvay. In 2004 he returned to the R&D Function as Head of the Advanced Polymers Business to consolidate this new organization.

In 2008 he was appointed to be President of the Solvay Advanced Polymers Global Business which was merged into GBU Specialty Polymers in 2011. At that time, he assumed his current role as Director of Research and Innovation for this new GBU.

A US national, George holds Chemical Engineering Degrees from Columbia University and MIT and serves on external advisory Boards at Georgia Tech and MIT.
Laird McBeth joined Solvay in 1986 as a Polypropylene Account Executive located in Columbus, Ohio. In 1989, he transferred to Solvay Polymers' headquarters in Houston, Texas and during the next 9 years held various sales, marketing and business management positions. Laird joined the Specialty Polymers Strategic Business Unit in 1998 as President of Solvay Fluoropolymers Inc. based in Houston and in 2002 relocated to West Deptford, New Jersey as Vice President of Commercial Operations for Solvay Solexis, Inc.

He became President of Solvay Solexis, Inc in 2007 and in 2011 relocated to Alpharetta, Georgia to assume his current position as Director of Business and Sales for Solvay Specialty Polymers.

Laird McBeth, a US national, graduated from Duke University in 1980 with a Bachelor’s degree in Chemistry.
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