



SOLVAY

asking more from chemistry®

MORE FUTURE

September 29, 2016
London

**CAPITAL
MARKETS
DAY 2016**



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.

MORE FUTURE



SOLVAY

asking more from chemistry®

Jean-Pierre Clamadieu

Chairman of the Executive Committee & CEO

OUR VISION CREATING A FUTURE WITH *MORE* POTENTIAL



Building
a new model of
sustainable chemistry
to help answer some of
society's challenges

Leading to long-term
value growth
for our stakeholders



ADAPTING TO A NEW WORLD A CHANGING ENVIRONMENT

MACRO-ECONOMICAL TRENDS

- Emerging markets (incl. China) transitioning to new economical model
- Slower-for-longer global growth
- End of commodities super-cycle
- Higher volatility: Raw materials, Currencies, Financial markets



CHEMICAL INDUSTRY TRENDS

Consolidation
accelerating



Reallocating
resources



Mega trends
driving growth

- *Resource constraints & sustainability demand*
- *Evolving demography & consumers behaviors*
- *Innovation acceleration*

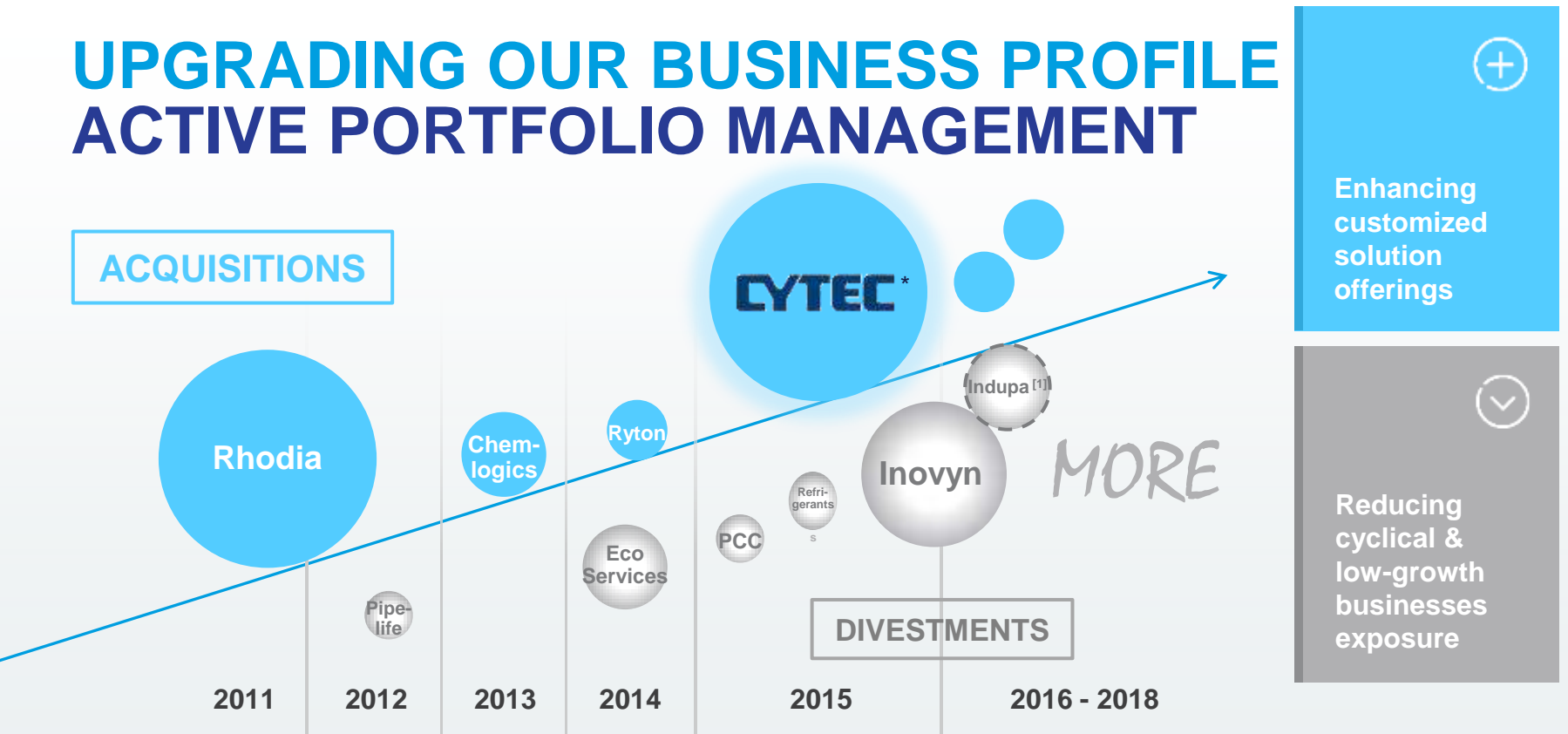


Keys to success: **innovation, agility, effectiveness**

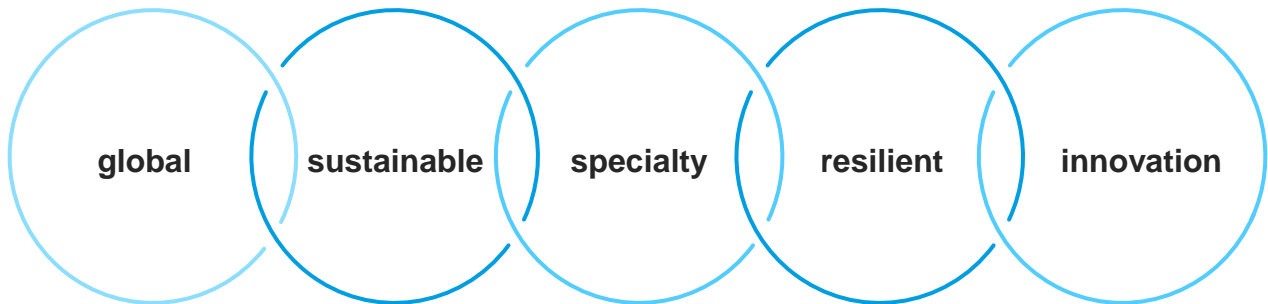
EXECUTING OUR STRATEGY IN-DEPTH TRANSFORMATION



UPGRADING OUR BUSINESS PROFILE ACTIVE PORTFOLIO MANAGEMENT

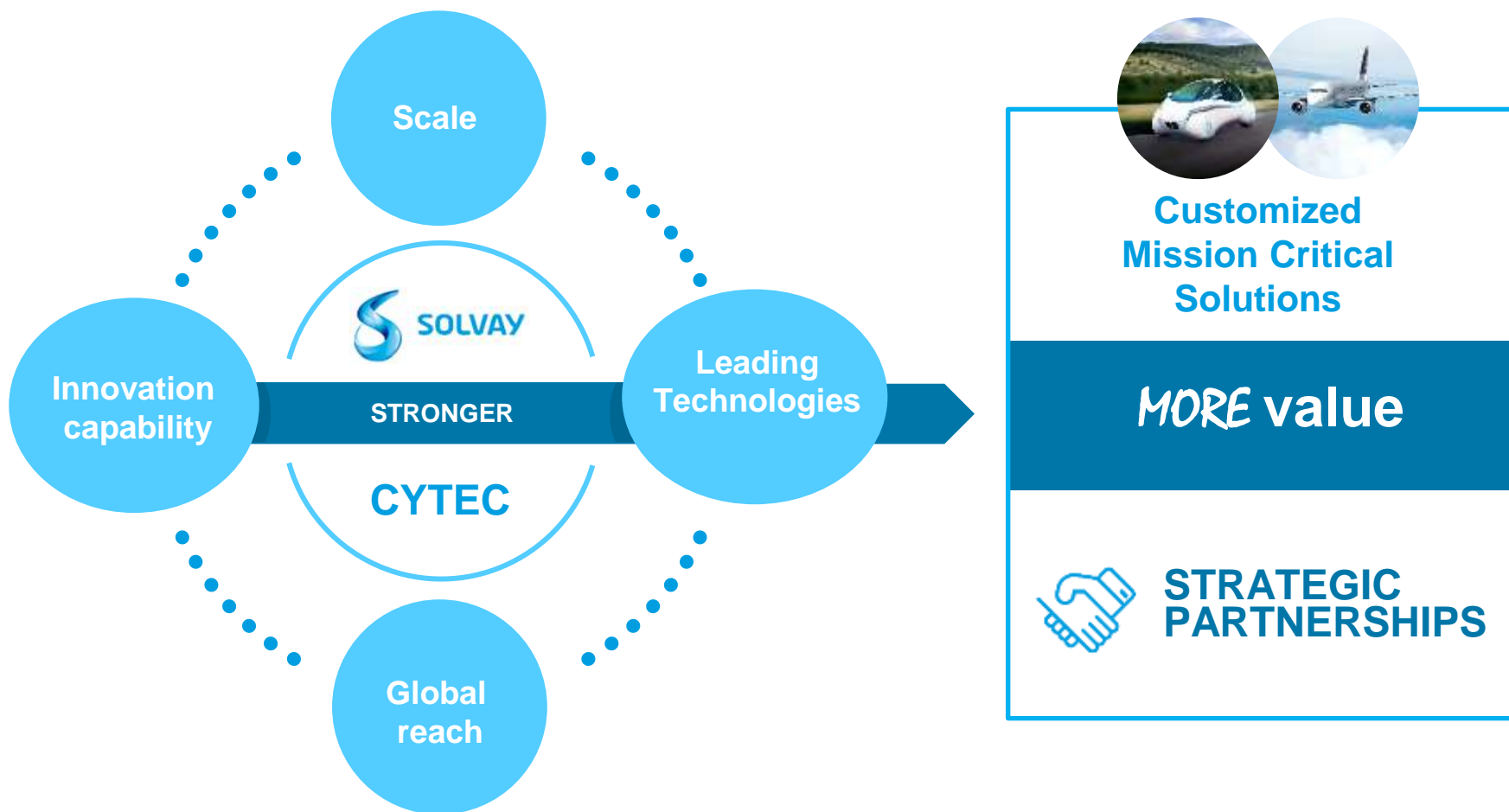


MORE



[1] Agreement to divest reached, awaiting regulatory approvals

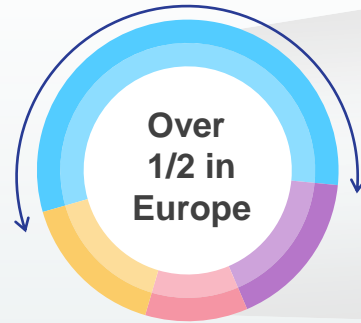
ENHANCING SOLUTIONS ADDRESSING CUSTOMERS' CHALLENGES



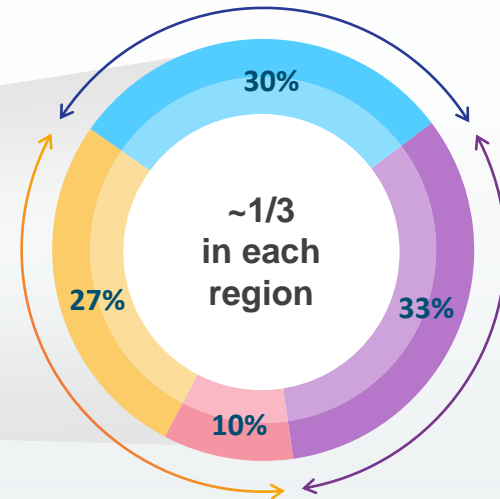
WE ARE MORE GLOBAL

GEOGRAPHIES

- Europe
- Asia & RoW
- Latin America
- North America



2010
€ 6 bn
Net sales

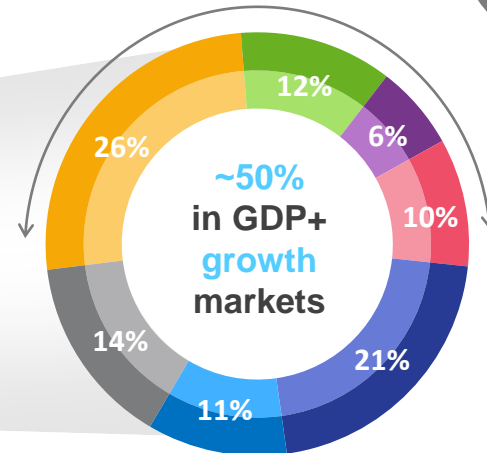


BALANCED

2015 ⁽¹⁾
€12 bn
Net sales

MARKETS

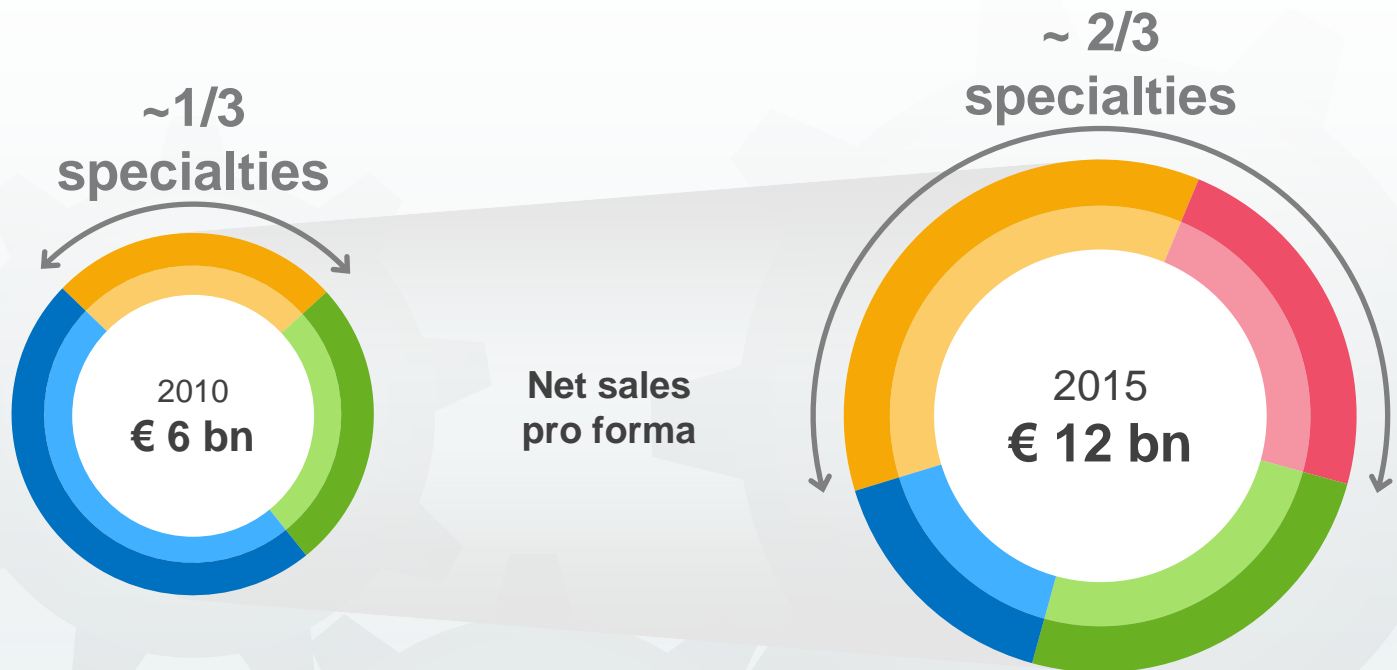
- Automotive & aerospace
- Resources & environment
- Electrical & electronics
- Agro, feed & food
- Consumer goods & healthcare
- Building & construction
- Industrial applications



DIVERSIFIED

(1) Pro forma, as if Cytec consolidated in 2015

MORE SPECIALTY



- Advanced Materials
- Performance Chemicals
- Advanced Formulations
- Functional Polymers

Diversified chemicals

Innovation-driven
Specialty

MORE & FASTER SYNERGIES WITH CYTEC



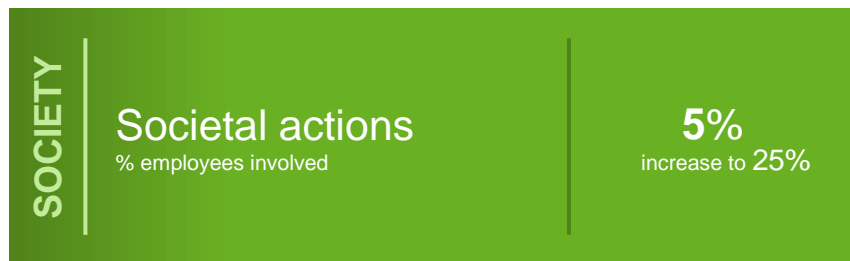
Cash accretive already in 2016



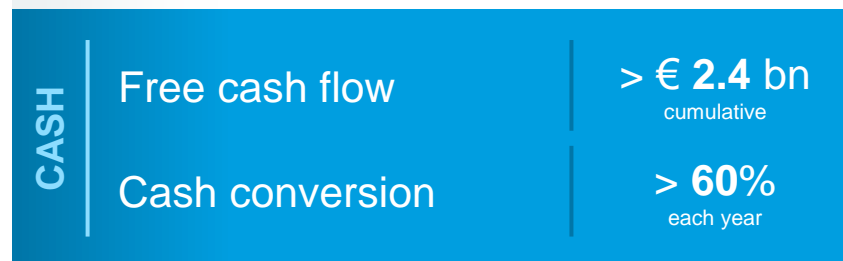
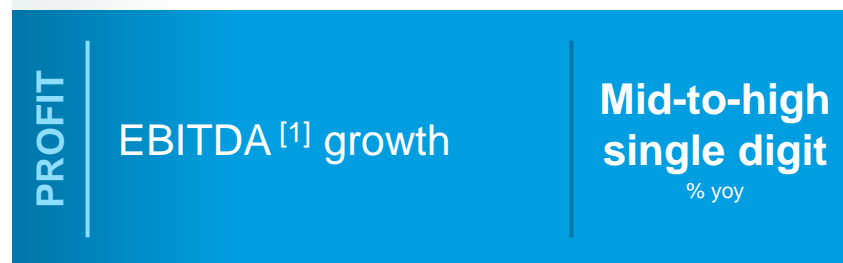
A track record of delivery

MORE VALUE THAT STANDS THE TEST OF TIME

3 years
2016 - 2018



3 years
2016 - 2018



At constant forex & scope

[1] underlying EBITDA

MOVING TOWARDS MULTI-SPECIALTY



ADVANCED MATERIALS

Providing solutions for sustainable mobility, lightweighting, CO₂ and energy efficiency



ADVANCED FORMULATIONS

Customized specialty formulations in surface chemistry and liquid behaviour, maximizing yield & efficiency, minimizing eco impact



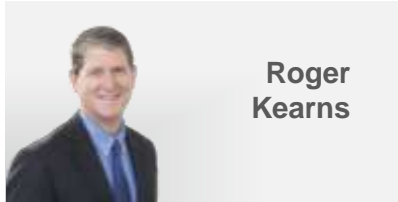
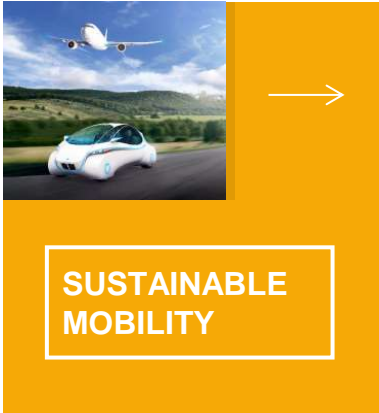
PERFORMANCE CHEMICALS & FUNCTIONAL POLYMERS

Leading positions in chemical intermediates through scale and technology, developing innovative applications and industrial innovation for optimized costs



MORE Growth, Returns & Resilience

STRONG TEAM LEVERAGING TALENT



**MORE VALUE
THAT STANDS
THE TEST OF TIME**





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MORE FUTURE

SPEAKER'S RESUME



Jean-Pierre Clamadiou

Chief Executive Officer,
Chairman of the Executive Committee

Jean-Pierre Clamadiou

joined Solvay in September 2011 as member of the Executive Committee, immediately after Solvay acquired Rhodia. Before that, he was Rhodia's CEO since October 2003 and since March 2008 also Chairman of the Board of Directors. Between 1993 and 2003, Jean-Pierre Clamadiou held several executive positions within Rhodia and its former parent company Rhône-Poulenc, notably President of Rhodia Chemicals Latin America, President of Rhodia Eco Services, Senior Vice-President Corporate Purchasing as well as President of the Pharmaceuticals & Agrochemicals Division.

Jean-Pierre Clamadiou holds seats on the Board of Directors of Faurecia, Axa and ICCA. He also serves as President of the CEFIC, and is a member of the WBCSD Executive Committee.

Before joining the chemical industry, Jean-Pierre Clamadiou, a graduate from Ecole Nationale Supérieure des Mines de Paris, had a nine-year career at the French Civil Service, including as advisor to the Minister of Labor.

CEFIC: European Chemical Industry Council

ICCA: International Chemical Industry Council

WBCSD: World Business Council for Sustainable Development

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