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.
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

Asking MORE from chemistry

MORE talents
MORE responsibility
MORE innovative sustainable solutions
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

Mega trends driving growth
- Resource constraints & sustainability demand
- Evolving demography & consumers behaviors
- Innovation acceleration

Consolidation accelerating
Reallocating resources

Keys to success: innovation, agility, effectiveness
EXECUTING OUR STRATEGY IN-DEPTH TRANSFORMATION

STRONGER GROUP

Growth

Returns

Resilience

PORTFOLIO UPGRADE

EXCELLENCE & SYNERGIES

MANAGEMENT MODEL
UPGRADING OUR BUSINESS PROFILE
ACTIVE PORTFOLIO MANAGEMENT

ACQUISITIONS

Rhodia 2011 2012 2013 2014 2015 2016 - 2018
Chemalogics
Ryton
Eco Services
PCC
Inovyn
Indupa

DIVESTMENTS

Ryton
Chemalogics
Inovyn
PCC
Indupa

ACQUISITIONS

Enhancing customized solution offerings

MORE

Reducing cyclical & low-growth businesses exposure

[1] Agreement to divest reached, awaiting regulatory approvals

MORE

global sustainable specialty resilient innovation

2016 Capital Markets Day
September 29, 2016
ENHANCING SOLUTIONS
ADDRESSING CUSTOMERS’ CHALLENGES

STRENGTHENING
MISSION CRITICAL
CUSTOMIZED SOLUTIONS

Innovation capability

Scale

Leading Technologies

CYTEC

Global reach

MORE value

Customized Mission Critical Solutions

STRATEGIC PARTNERSHIPS

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**WE ARE MORE GLOBAL**

**GEOGRAPHIES**

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

**MARKETS**

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

**BALANCED**

- ~1/3 in each region
- ~20% in GDP+ growth markets
- ~50% in GDP+ growth markets

**DIVERSIFIED**

- Over 1/2 in Europe
- 27% 30%
- 33% 10% 27%
- 26% 12% 6%
- 21% 14% 11% 10% 6% 12%
Diversified chemicals

Innovation-driven Specialty

• Advanced Materials
• Advanced Formulations
• Performance Chemicals
• Functional Polymers

~1/3 specialties

2010
€ 6 bn

Net sales pro forma

~ 2/3 specialties

2015
€ 12 bn
MORE & FASTER
SYNERGIES WITH CYTEC

Costs & Excellence

Revenue synergies

Leveraging talent

2018

€ 150 m

+ 50%

Vs July 2015 announcement

Beyond

MORE

Substantial revenues

Cash accretive already in 2016

A track record of delivery
MORE VALUE
THAT STANDS THE TEST OF TIME

3 years
2016 - 2018

PEOPLE
- Accident rate
  Acc. with medical treatment / m working hours
  -10% reduction to 0.69
  Maintain at 75%
- Employee engagement index
SOCIETY
- Societal actions
  % employees involved
  5% increase to 25%

PLANET
- GHG intensity
  kg CO₂ eq. emissions / € EBITDA
  -20% reduction to 5.8
- Sustainable Solutions
  % Group sales
  7% increase to 40%

PROFIT
- EBITDA [¹] growth
  Mid-to-high single digit % yoy

CASH
- Free cash flow
- Cash conversion
  > € 2.4 bn cumulative
  > 60% each year

RETURNS
- CFROI
  50-100 bp increase

At constant forex & scope

[¹] underlying EBITDA

2016 Capital Markets Day
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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

SUSTAINABLE MOBILITY

Roger Kearns
Augusto Di Donfrancesco
Carmelo Lo Faro

MORE VALUE 
THAT STANDS 
The TEST OF TIME

Vincent De Cuyper
Emmanuel Butstraen

SUSTAINABLE FORMULATIONS

Michael Radossich

Karim Hajjar
Pascal Juéry
Jean-Pierre Clamadieu
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 Clamadieu 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 Clamadieu 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 Clamadieu, 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
WBSCD: World Business Council for Sustainable Development
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