Why invest in Solvay?
OUR VISION FOR THE FUTURE
ROOTED IN OUR HISTORY
SOLVAY ID

Created by Ernest Solvay in 1863, Solvay is today all about advanced materials and specialty chemicals.

Why invest in Solvay?
June 17, 2019

- >70% specialty products
- >50% in GDP+ markets
- ~33% in each region

Advanced Materials
Advanced Formulations
Performance Chemicals

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

Europe
North America
Latin America
Asia & RoW

€10.3 bn
net sales
50% sustainable solutions

€2.2 bn
underlying EBITDA
Margin 22%

Top 3 market position

24,500 people
125 ind. sites
21 R&I sites
61 countries

Including discontinued operations

[1] Applicable to ~90% of portfolio
[2] Planned divestment of Polyamides
Headcounts and number of sites include Polyamide business, accounted for in discontinued operations.
MARKETS WE SERVE

NEXT GENERATION MOBILITY
- Aerospace
- Automotive

RESOURCES EFFICIENCY
- Mining
- Oil & Gas
- Agro

APPROX 50% OF GROUP SALES

OUR CORE TECHNOLOGIES

Polymer & Composite Technologies

Surface & Liquid Chemistry

Process leaders in Soda Ash & Peroxyde Chemicals

Why invest in Solvay?
June 17, 2019
BECAUSE WE NEED MORE SUSTAINABLE MOBILITY

Doing more with less

<table>
<thead>
<tr>
<th>AUTOMOTIVE</th>
<th>AEROSPACE</th>
<th>BATTERIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleaner and more energy-efficient mobility</td>
<td>Enhanced lightweighting &amp; fuel efficiency</td>
<td>Higher performance and energy storage</td>
</tr>
<tr>
<td>Reduce impact to environment</td>
<td>Reduce CO₂ emissions</td>
<td>Reduce cost per kWh</td>
</tr>
</tbody>
</table>

~50% of Advanced Materials sales

Why invest in Solvay?
June 17, 2019
BECAUSE WE NEED MORE EFFICIENT SOLUTIONS

Doing more with less

MINING
Higher throughput and yield of metals & minerals
Reduce impact to employees and environment

OIL & GAS
Maximize cost performance and fracturing efficiency
Less clean water usage

AGRO
Targeted use of ingredients for seeds & crops
Reduce environmental impact

~42% of Advanced Formulations sales
OUR UNIQUE SUSTAINABILITY PORTFOLIO MANAGEMENT (SPM) TOOL GUIDES OUR STRATEGIC CHOICES AND RESOURCES ALLOCATION

- SPM assesses each of Solvay’s products in all its applications
- SPM is embedded in our key business processes: R&I, Capex, M&A, Purchasing

Sustainable Solutions provides higher social and environmental contribution to customer performance with lower environmental impact in its production phase.
HOW WE WIN
INNOVATION AND COLLABORATION

- 21 Major R&I centers
- €352 M R&I effort
- 2,200 R&I employees
- 18% New sales ratio
- >75% Expected revenue from R&I pipeline generated by “Sustainable Solutions”
- 1,500 Intellectual Property agreements
- €80 M Allocated to evergreen funds and startups
- 264 Patent applications

R&I ecosystem
Dynamic innovation portfolio management
Open innovation
STRONG FINANCIAL PERFORMANCE
OUTPERFORMING MID TERM OBJECTIVES (2016-2018)

Why invest in Solvay?
June 17, 2019

+ 7.5% vs 2015
organic growth
Underlying EBITDA
Mid-to-high single digit, % yoy

+ 0.8pp
continuing operations
CFROI
+ 0.5 - + 1.0 pp

€ 2.7bn
cumulative
FREE CASH FLOW
Continuing operations
> €2.4 bn
REWARDING SHAREHOLDERS WITH GROWING RETURNS

Underlying EPS
From continuing operations
(in €/share)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>5.07</td>
<td>6.02</td>
<td>7.59</td>
<td>8.48</td>
</tr>
</tbody>
</table>

Free cash flow
To Solvay shareholders
from continuing operations
(in € million)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>(1)</td>
<td>346</td>
<td>378</td>
<td>566</td>
</tr>
</tbody>
</table>

Net financial debt underlying
(in € billion)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>(6.6)</td>
<td>(6.5)</td>
<td>(5.3)</td>
<td>(5.1)</td>
</tr>
</tbody>
</table>

Provisions
(in € billion)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>(4.3)</td>
<td>(4.2)</td>
<td>(3.9)</td>
<td>(3.8)</td>
</tr>
</tbody>
</table>

+19% CAGR

Leverage ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>2.82</td>
<td>2.60</td>
<td>2.17</td>
<td>2.01</td>
</tr>
</tbody>
</table>
WHILE SERVING SOCIETY AT LARGE

People engagement
76% vs 77% in 2016

Employees involved in local societal actions
33% vs 23% in 2016

Sustainable solutions in Group sales
50% vs 43% in 2016

Occupational accidents
-30% since 2016

Greenhouse gas intensity
-24% since 2016

2025 OBJECTIVE
80%

2025 OBJECTIVE
40%

2025 OBJECTIVE
50%

2025 OBJECTIVE
-50%

2025 OBJECTIVE
-1 mt

in absolute terms, at constant scope
FOCUS

INNOVATION & COLLABORATION

Why invest in Solvay?
June 17, 2019
A HISTORY OF PIONEERING, PASSION FOR SCIENCE AND COLLABORATION

1863
Ernest Solvay invents the process for producing soda ash

1878
Solvay innovates in social welfare (paid vacations, social security, 8-hour day)

1880
Solvay is the first industrial multinational operating simultaneously in the US and Europe

1911 & 1927
The congresses bring together the greatest scientists of their time

1960
Solvay invents the plastic bottle for mineral waters

1990
Solvay invents precipitated silica for green tires

2011
Solvay acquires Rhodia

2013
1st Chemistry for the Future Solvay Prize

2015
Solvay flies around the world with Solar Impulse

2018
Solvay partners with the Ellen Mc Arthur Foundation:

2019
Solvay acquires Cytec

Why invest in Solvay?
June 17, 2019

long term partnership with the National Institute for AIST
**HOW WE WIN**

**INNOVATION AND COLLABORATION**

<table>
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<tr>
<th><strong>R&amp;I ecosystem</strong></th>
<th>21 Major R&amp;I centers</th>
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<td><strong>2,200</strong> R&amp;I employees</td>
<td></td>
</tr>
</tbody>
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<table>
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<tr>
<th><strong>Dynamic innovation portfolio management</strong></th>
<th>18% New sales ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>&gt; 75%</strong></td>
<td>Expected revenue from R&amp;I pipeline generated by “Sustainable Solutions”</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th><strong>Open innovation</strong></th>
<th>1,500 Intellectual Property agreements</th>
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<tr>
<td><strong>€ 80 M</strong></td>
<td>Allocated to evergreen funds and startups</td>
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| **Intellectual Property agreements** | **264 Patent applications** |

- **2,200** R&I employees
- **€ 352 M** R&I effort
- **21** Major R&I centers
- **1,500** Intellectual Property agreements
- **€ 80 M** Allocated to evergreen funds and startups
- **264** Patent applications

**Expected revenue from R&I pipeline generated by “Sustainable Solutions”**

**New sales ratio**

**Allocated to evergreen funds and startups**

**Intellectual Property agreements**

**Patent applications**

**Dynamic innovation portfolio management**
## SHAPING SUSTAINABLE INNOVATIONS FOR CUSTOMERS

### NEXT GENERATION MOBILITY

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIFSI</strong> &amp; <strong>SOLEF</strong> PVDF</td>
<td>Contributing to a cleaner, safer and more energy-efficient transportation industry, our breakthrough technologies from lithium and fluorine chemistries increase the storage performance of next generation batteries.</td>
</tr>
<tr>
<td><strong>SolvaLite</strong>TM</td>
<td>Enabling lighter vehicles while offering design freedom, exceptional properties and the use of automated manufacturing processes with our range of thermoset composites.</td>
</tr>
</tbody>
</table>

### RESOURCE EFFICIENCY

<table>
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<th>Product</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>AgRHO</strong> GSB</td>
<td>Enhancing production efficiency by boosting germination, root development and plant vigor thanks to our guar based formulation for seed treatment.</td>
</tr>
<tr>
<td><strong>Rhovanil</strong> Natural</td>
<td>Responding to food industry needs while securing resource efficiency thanks to our vanillin extracted from rice bran oil, a naturally derived alternative.</td>
</tr>
</tbody>
</table>
BUILD-RATE ACCELERATION
LIGHTER AND CLEANER AIRCRAFT

4.5%
Annual growth in passenger traffic

>8,000
Record high order backlog

50%
Weight of composites on new aircrafts vs <15% on legacy

2X
Number of aircrafts expected to double in 20 years

Why invest in Solvay?
June 17, 2019
LIGHTER, SAFER AND MORE ENERGY-EFFICIENT CARS

2.4% Annual growth rate in light vehicles production over 5 years

~30% Annual growth rate in hybrid & plug-in electric vehicles over 10 years

Why invest in Solvay?
June 17, 2019
OUR DIFFERENTIATED PORTFOLIO ADDRESSES THE KEY CHALLENGES OF THE BATTERY INDUSTRY

A unique expertise in fluorine chemistry and advanced conductive materials

ENERGAIN™
Fluorinated solvents and formulations for High Voltage electrolytes

F1EC, F2EC, SA
Fluorinated additives for electrolytes

SOLEF® PVDF
Binders

NOHMS* TFSI ILS
Ionic liquids based on TFSI for High Voltage Li-Ion electrolytes

*NOHMS Technologies develops new generation electrolytes for Li-ion batteries

LITFSI, LiFSI, LiTA
Lithium salts for electrolytes

SOLEF® PVDF
Separators coating

Towards Solid-state battery

HIGHER PERFORMANCE

LOWER COST

SAFETY

Why invest in Solvay?
June 17, 2019
COMBINING SPECIALTY POLYMERS AND COMPOSITES TECHNOLOGIES, WE DELIVER THERMOPLASTICS COMPOSITES

<table>
<thead>
<tr>
<th>Value Proposition</th>
<th>End-Use</th>
<th>Addressable Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Integrating composites advantages in large manufacturing series - Lightweighting</td>
<td>Body</td>
<td>Automotive</td>
</tr>
<tr>
<td>Enables higher build rates and manufacturing cost reduction</td>
<td>Primary structure</td>
<td>Aerospace</td>
</tr>
<tr>
<td>Enables Total Cost of Ownership reduction and improved performance</td>
<td>Flexible Risers</td>
<td>Oil &amp; Gas</td>
</tr>
</tbody>
</table>

Well positioned to become Market Maker
CHEMISTRY FOR THE FUTURE SOLVAY PRIZE

300,000€ TO SUPPORT MAJOR SCIENTIFIC DISCOVERY SHAPING TOMORROW’S CHEMISTRY

2013
Prof Peter G. Schultz awarded for his work at the interface of chemistry and life sciences.

2015
Professor Ben Feringa, Laureate of the Chemistry for the Future, was awarded the 2016 Nobel Prize in Chemistry for his groundbreaking work on molecular motors.

2017
Prof Susumu Kitagawa awarded for his work in developing metal organic frameworks, a new class of materials with a range of potential future applications, including the capturing of polluting gases.

2020

Next edition
Why invest in Solvay?
June 17, 2019

Special Chem produces fluor and rare-earth formulations for automotive, semi-conductor and lighting applications. Special Chem positions as a strategic partner for the automotive sector as a producer of materials used in emission control catalysis and aluminum brazing, and as a producer of cleaning and polishing materials for electronics.
Did you know Solvay sells twice as much advanced materials to Japan than anywhere else in the world?

Solvay Group sales
€10.3 bn

Solvay Japan sales
€0.4 bn

Japanese multinational customers worldwide account for up to 8% of our turnover.
GROWTH AMBITION FOR JAPAN

Why invest in Solvay?
June 17, 2019

Carbon Composite
- CFRTS

Automotive
- Engineering Plastics
- Catalyst
- Green Tire
- Air Bag

Devices
- MLCC
- SAW Filter
- Ferrite Magnet

Process Materials
- CMP
- Al Blazing

Hyper-Connectivity
- 5G
Technologies
IOT, Server

Smart Devices & Displays
- Bendable

Battery
- Li-ION
- Solid State Battery

Lightweighting
- CFRTP for aerospace

Lightweighting
- CFRTP

Autonomous Driving
- Power Device

AI & Robotics

Circular Economy
- Recycling
- Urburn Mining
2019

UNLEASHING AND ACCELERATING VALUE CREATION
Why invest in Solvay?
June 17, 2019

A NEW EXECUTIVE COMMITTEE

Ilham Kadri, CEO
Karim Hajjar, CFO
Vincent De Cuyper
Augusto Di Donfrancesco
Hua Du
2019 OUTLOOK

EBITDA growth

Underlying excluding scope and forex conversion

• Organic growth [1] flat to modest decline

Free Cash Flow

to Solvay shareholders from continuing operations

• ~€490 million [2] exceeding dividend pay-out

• Allowing for debt deleveraging of ~€100 million

[1] Organic growth, excluding scope & forex conversion effects and IFRS 16 effect, compared to 2018 pro forma of €2,330 million
[2] vs 2018 pro forma of €566 million, already including IFRS 16 effect

MOVING FORWARD

Strategy review

Culture and purpose

Customers FIRST

Why invest in Solvay?
June 17, 2019
WHY INVEST IN SOLVAY?

Advanced Materials and Specialty Chemicals company

- Top-notch chemistry that addresses sustainable mobility and improves resource efficiency, creating financial value & value for society at large.

Offering innovative and sustainable solutions

- Innovation towards impactful circular economy; collaboration with game-changers to spark the impact of cleaner and sustainable solutions globally.

Customer obsessed

- Answers to fast-pacing demand: rapid technological innovation, top-tier talent, personalized service and faster response times.

Solid Financial Performance

- One of the highest EBITDA margins within diversified chemical companies: propelled by volumes, underpinned by efficiency.

Consistent Shareholders Reward

- Dividend Increase for 35 years
  - 2018 dividend: €3.75
  - ~5.5% CAGR since 1982.
BECOMING A SHAREHOLDER

Why invest in Solvay?
June 17, 2019
SOLVAY SHARE

Share data

Number of shares: 105,876,416
Market capitalization: €9 bn
Listing: Euronext Brussels & Paris
Member code: SOLB.BE
Currency: EUR
ISIN code: BE0003470755
Deferred settlement service: Eligible
Shares savings plan PEA: Eligible
Tax exemption: capped at 15% for Japan

Solvay is included in major indices: Bel20, CAC Next 20, STOXX family (DJ Stoxx and DJ Euro Stoxx), MSCI index, Euronext 100 as well as the DJSI World Index and the FTSE4Good, one of the key indices for socially responsible investment.

MAJOR SHAREHOLDERS

- Solvac
- Blackrock Inc.
- SSOM
- Other investors

Additional Share information

Use our financial tools

Why invest in Solvay?
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HOW TO BECOME A SHAREHOLDER OF SOLVAY?

HOW TO HOLD SOLVAY ORDINARY SHARES

Dematerialized shares
Your shares remain with your financial intermediary, who manages them.

Registered shares
Your shares are registered directly in Solvay Register, and managed by Solvay Registered Shares Management Service. This type of holding shares enables you to benefit from different advantages.

Benefits of registered shares

• Free custody and administration fees
• Personalized notice of attendance to the Annual General Meeting automatically sent
• Dividend report sent with all the useful information to follow the payments
• Press releases of financial publications sent via email
• Registered shares are not subject to tax on securities accounts
• Personalized information in case of special operations, such as, for example, capital increases.

Visit the Shareholders’ Corner to find out more information on how to become a shareholder of Solvay.

A dedicated team at your service

Solvay Registered Shares Management service
shareholders@solvay.com
+32 2 639 66 30
Why invest in Solvay?
June 17, 2019

SHAREHOLDERS PUBLICATIONS

Dedicated to offer relevant and timely information to our shareholders

Visit Solvay Shareholders’ corner and subscribe to the Investors’ Club to receive our future publications

Created in 2014, Solvay Investors’ Club is dedicated to private investors who are particularly interested in the life of the Group and provides its members with a better understanding of Solvay, its businesses and its activities.

Subscribe to Solvay Investors’ Club
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