



SOLVAY

Progress beyond

2020 General Shareholders' Meeting

Dr. ILHAM KADRI

Chairwoman of the Executive Committee
& Chief Executive Officer

PART 1

Four Quarters at a Glance



We Renewed our Foundations

OPERATIONAL

Simplified Executive Committee with new accountabilities



Changes Management Incentives

The Executive Committee decides on capital and resources

Stoppage of two architectural projects in Belgium and France

Record 2019 FCF of €606 million (FCF to Solvay shareholders from continuing operations)

Launch Cost savings Program (€350 m) and Oil & Gas write-off

Polyamides divested

Debt reduced and Funding US/FR/UK pensions

Restructuring plan completed one year ahead of time

❖ Q2 2019

❖ Q3 2019

❖ Q4 2019

❖ Q1 2020

STRATEGIC

Start of two new key strategic innovation platforms: batteries and thermoplastic composites

- **G.R.O.W** strategy
- First Global Citizen Day
- R&I centers in Brussels and Alpharetta for thermoplastic composites
- R&I center in Shanghai

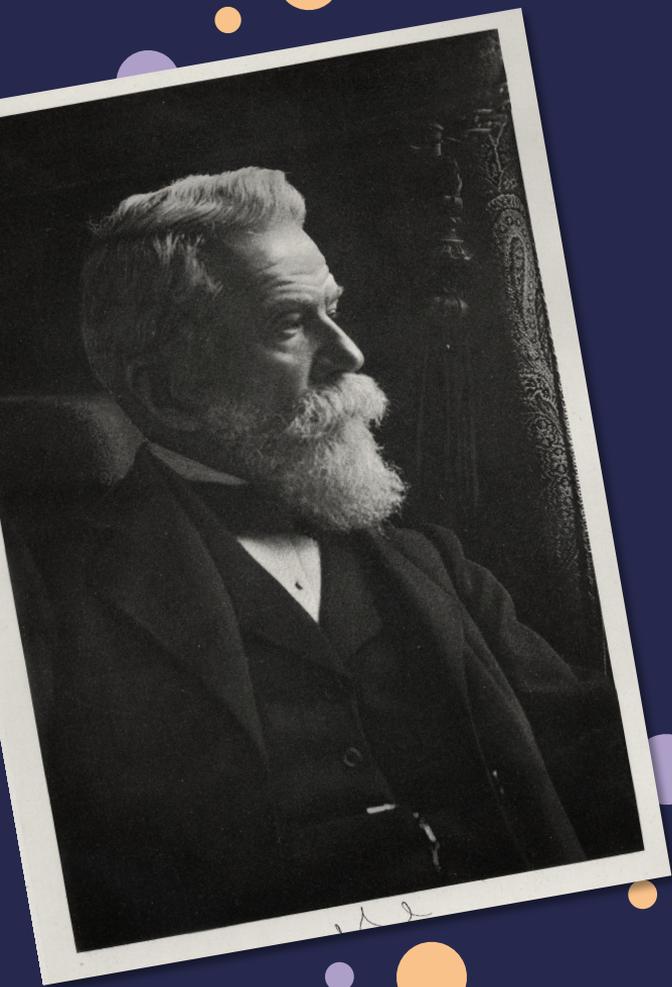
- Solvay Purpose and One Planet
- New Code of Business Integrity
- Active COVID-19 crisis management
- Solvay Solidarity Fund



PART 2

Our "raison d'être"





**“FROM SCIENCE
WILL DERIVE
THE PROGRESS
OF MANKIND”**



Our Purpose

WE BOND PEOPLE, IDEAS AND ELEMENTS TO REINVENT **PROGRESS**



Our Vision

Sustainable shared value for all



G.R.O.W. three new reporting SEGMENTS

G



Accelerate **G**rowth
MATERIALS



R



Deliver **R**esilient cash
CHEMICALS



O



Optimize Returns
SOLUTIONS



W



Win
SOLVAY ONE



Electrification
>€25B



Lightweighting
>€10B



Resource
efficiency
>€50B



Healthcare
>€10B



IoT/
Digitalization
>€50B



Eco-friendly
solutions
>€10B

- Megatrends
- Addressable markets total >€150 B



New differentiated Strategic Mandates

Accelerate
Growth

Materials



Deliver
Resilient cash

Chemicals



Optimize
returns

Solutions



35%

Net
Sales

~28%

EBITDA
margin

#1
*pure-play
advanced
materials
business*

67%

Cash
conversion

3.5%

R&I
intensity

38%

Net
sales

~27%

EBITDA
margin

#1
*cash
conversion
chemical
player*

79%

Cash
conversion

1%

R&I
intensity

27%

Net
sales

~17%

EBITDA
margin

*Unlock
value*

68%

Cash
conversion

3.3%

R&I
intensity

2019 figures



**Financial targets
2020-2024**

EBITDA growth **Mid-single digit / year on average**
 FCF conversion **Exceed 30%**
 ROCE **Exceed 11%**
 Cost reductions **Exceed €350 million**





CLIMATE



RESOURCES



BETTER LIFE



SOLVAY ONE PLANET



MSCI ESG
AAA
(AAA-CCC scale)

SUSTAINALYTIC
#2 out of 42

FTSE4GOOD
92nd percentile

WBCSD
Top 10



”

Science and research play an important role to tackle the world's environmental and health challenges and I'm particularly happy that Solvay is leading the way.

Bertrand Piccard,
Chairman of the Solar Impulse Foundation

”

With the launch of its Solvay One Planet plan, the company is sending a strong signal to the chemical industry and its value chain that the circular economy is happening – and that Solvay wants to lead the way.

Ellen MacArthur,
Founder of the Ellen MacArthur Foundation



Our 2030 Sustainability Goals



CLIMATE

Align **greenhouse gas emissions** with Paris Agreement

Phase out **coal**

Reduce negative pressure on **biodiversity**



RESOURCES

Increase **Sustainable Solutions** revenues

Increase **Circularity**

Reduce non-recoverable **industrial waste**

Reduce intake of **freshwater**



BETTER LIFE

Safety is a priority

Accelerate **Inclusion & Diversity**

Extend maternity leave and to **all co-parents**

Reduce by 26% (-2%/y)

Achieve 100%

30% reduction

Achieve 65% vs 50%

Achieve 15% vs 7%

30% reduction

25% reduction

Aim for zero accident

Parity in 2025 vs 24%
for mid & senior management

16 weeks in 2021

2018 baseline



PART 3

2019 Performance

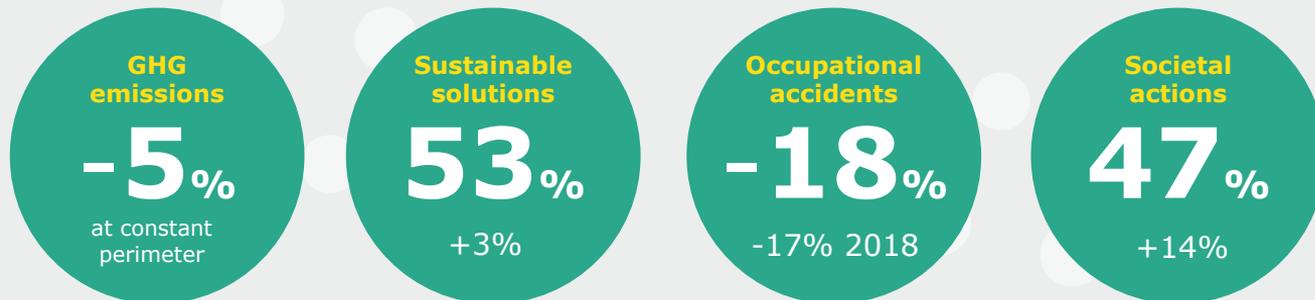


2019 A Year of Resilience

We delivered on our Financial Promises



... and over delivered on our key Sustainable Objectives



PART 4

Q1 2020 Performance



Our Strong Performance continued in Q1 2020



Among Top 3 peer performers

2020 Guidance withdrawn

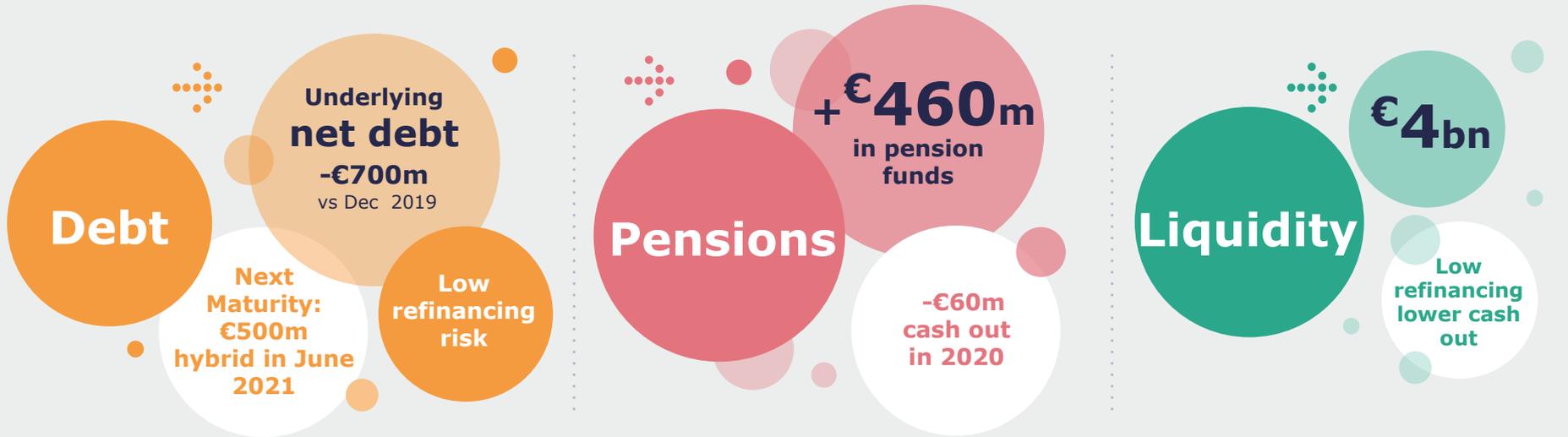


Coronavirus impacted
EBITDA by

-€20m



We improve our Financial robustness



Investment Grade

S&P

BBB

Stable outlook since 2018

Moody's

Baa2

Negative outlook since April 23, 2020



PART 5

Response to COVID-19



Protecting People

- **Barrier measures in place**
- **Temperature controls**
- **Mandatory teleworking** where possible
- **Disinfection protocols**
- **Health and Hygiene education**



- **9** employees infected today
- **147** employees in quarantine
- Delaying deconfinement to **July 1st** at the earliest

As of 8 May 2020



People



BONDING with our EMPLOYEES ...

HR Support

- Up to one-month gross base pay if employee is on medical leave due to COVID-19
- Equal health benefits to employees continue
- 70% of gross monthly base pay for up to three months during furlough

Staying Connected

weekly Q&A sessions with Ilham Kadri, videos on customer bonding, #ThankyouFriday, #OneteamOnePurpose, Webcast on mindfulness, #ConnectedCoffee ...



... BONDING with COMMUNITIES...



... and BONDING with CUSTOMERS



UDEL®

Polymer for hemodialysis membranes



RADEL™

Face Shields to protect against COVID-19



CYCOM® prepreg

Strike protection surfacing film



Solvay inside®

Testing kit & antiviral drug COVID-19



Solvay inside®

Cough suppressant drugs



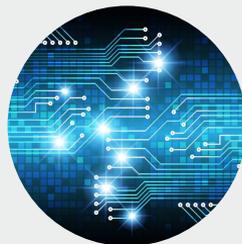
Hyflon® & Ryton®

Hair straighteners



Fomblin® PFPE

New generation OLED & flexible displays



Interlox® PicoPlus

for the highest purity in electronics manufacturing



Solvay inside®

Electronic equipment application



Polycare® SPLIT Therapy

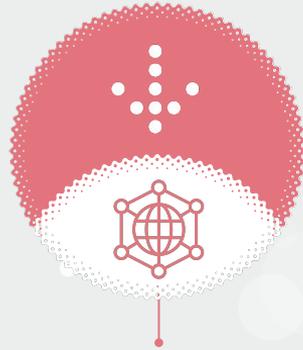
repair formulation



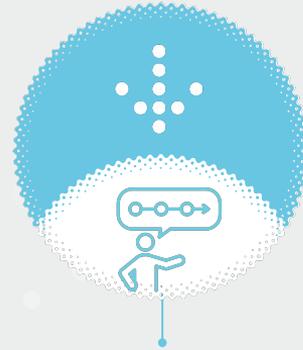
LEARNINGS from COVID-19



We are
"Essential"



We leverage our
**Global Presence
and Experience**



We are agile through our
**Crisis Response
Team**



We embrace a
New Normal



Exceptional times, Exceptional measures

First plans in place to address reduced activity levels

Business
Continuity



Align production rates to order book levels

- ~10% of our sites globally temporary closed
- Reduce unit production costs



Align workforce activity to service levels

- 5,000 employees on furlough as of May 4th



Align Capex to volume demand levels

- Reduce by €250 million in the year
- 40% of Capex for growth and Innovation



Regular review of Manufacturing and Workforce activities in line with structurally changing Industry needs



PART 6

Solvay Solidarity Fund



Solvay Solidarity Fund

Donations exceed €15 million

Strong support from

- Chairman and Directors
- Senior management
- Employees
- Shareholders, including Solvac



Donations support Solvay Employees facing hardship due to COVID-19

Criteria: severity of hardship, family situation,...

Fund hosted by **King Baudouin Foundation**



What a wonderful example of leadership, vision and stakeholder capitalism.

Chapeau!

BNP PARIBAS FORTIS



Solvay shows we are one. **We stay together in good and bad times.** This makes us unique. I'm proud to work for this company.

EWC - LEADER



This is a coherent and **socially responsible** approach, given rising social pressures in Europe as well as increasing concerns over corporate liquidity.

DEUTSCHE BANK



Great program at Solvay. **Leading by example.**

ENGIE



PART 7

Why invest in Solvay



Why invest?



Future growth potential fuelled by megatrends

.....



Global scale, diversity of products and end-markets, reliable infrastructure

.....



Proven resilience through Crises



Customer partnerships drive innovation

.....



Key leadership positions

.....



Bold ESG Ambition with Solvay ONE Planet

Talents with Values



Passion for Performance

.....

Unity, not Uniformity



Purposeful Responsibility



Emerge Stronger as ONE Group





Progress beyond

