

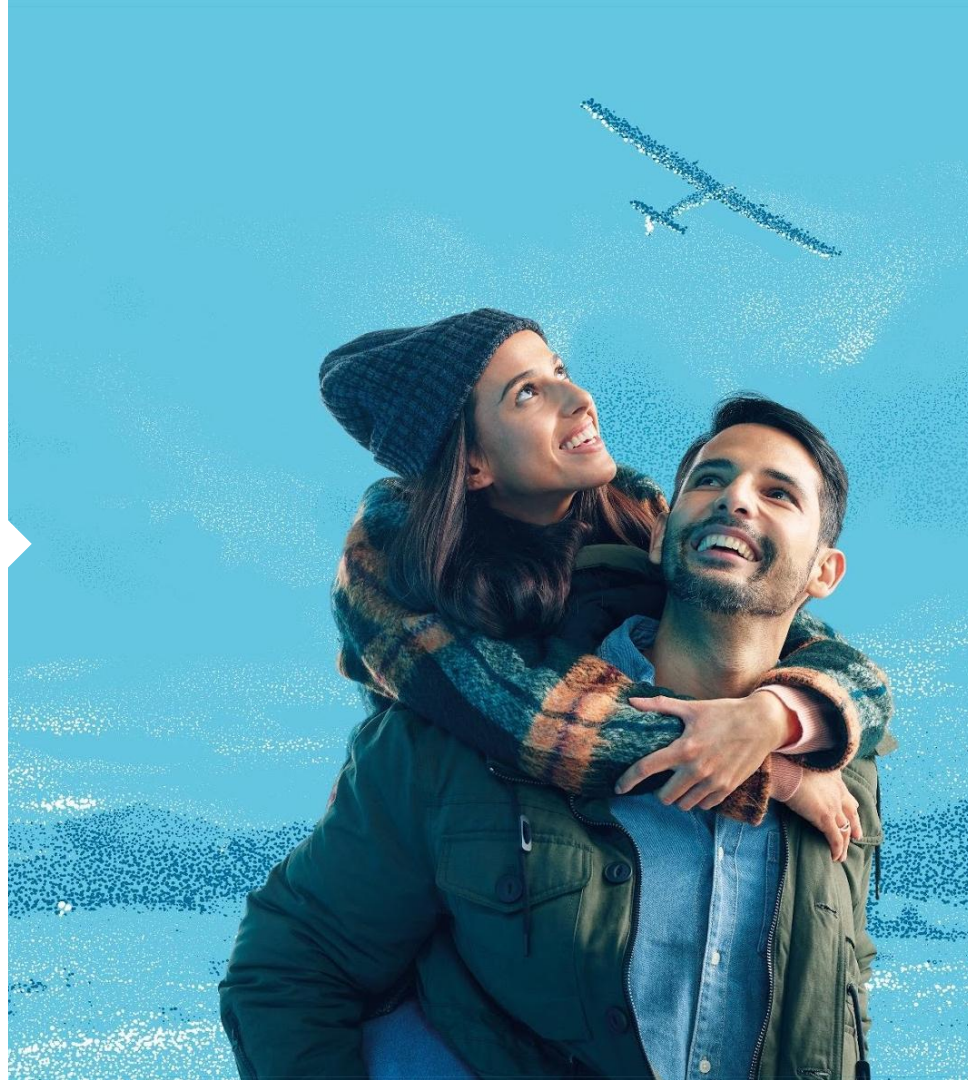


Progress beyond

2020 Half-year results

Media presentation

July 29, 2020



With you today



Ilham Kadri
CEO



Karim Hajjar
CFO

Summary



Managing through the crisis

- Update on health and safety
- Solidarity with employees & community
- Equipped to weather the storm

Performance in the first half 2020

- Record free cash flow in Q2
- Resilient H1
- Focus on customers

Looking ahead

- Perspectives for the rest of the year
- Essential now and in the future

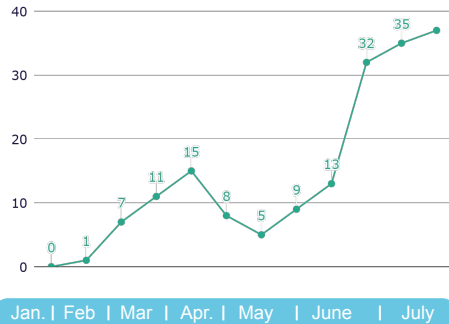


Managing
through the crisis

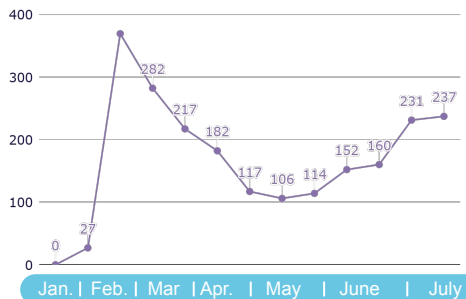
Update on health and safety



Colleagues infected with COVID-19



Colleagues in quarantine



Apply safety measures to all employees

Strengthen protection measures on production sites which continue to operate throughout the crisis

Ban all business travel except for critical customer needs

Teleworking is mandatory when the employee can work effectively from home

Solidarity with employees & community



Solvay set up a **Solvay Solidarity Fund** administered by the **King Baudouin Foundation**

Solvay is helping in the fight against **Covid-19**

€ 15 million donation promises



More than 40 requests have already been introduced



Equipped to weather the storm and emerge stronger



Q2 2019

- New Executive Committee with operational accountabilities and reduced to 5 members
- Change management incentives to focus on cash and its phasing

Q3 2019

- Change capital and resources allocation in the hands of Excom
- Announce of non-cash impairment
- Stop two architectural projects in France and Belgium with cost avoidance of € 350M

Q4 2019

- Launch G.R.O.W strategy
- Completion of former restructuring plan (1 year in advance)
- Launch of new cost savings: € 300M

Q1 2020

- Launch of Solvay Purpose
- Launch of Solvay One Planet
- Sale of the Polyamide activities and deleverage the balance sheet
- Increased cost savings to € 350M

Q2 2020

- Active health, safety and crisis management
- Founded the Solvay Solidarity Fund
- Accelerated efficiency plans for Composite Materials (€ 60M)
- Announce of non-cash impairment

5 quarters of positive FCF

A low-angle photograph of a white wind turbine against a clear blue sky with wispy clouds. The base of the turbine is surrounded by tall, golden-brown grasses.

Performance in the first half of 2020

Resilient in Q2

Strong cost reduction and record free cash flow



+90%

Free Cash Flow

- Disciplined cost and operational cash management
- Continued operations of €233 million in Q2

€109_m

Underlying profit

- Remained positive in Q2

€439_m

Underlying EBITDA

Margin 20.2%

- Reduction in volumes
- Accelerated cost savings (€170m)

Overview of H1

Strong free cash flow despite demand headwinds



€435_m

Free Cash Flow

to shareholders, continuing ops
FCF conversion ratio 49.1%

- Disciplined working capital
- Lower pension cash costs
- Lower cash taxes

€4.6_{bn}

Net Sales

- Lower volumes in aero, auto, oil & gas and construction markets
- Resilient volumes in healthcare, agro & food, home & personal care and electronics

€1.0_{bn}

Underlying EBITDA

Margin 21.7%

- Reduction in volumes
- Positive pricing

Emerge stronger through focus on our customers

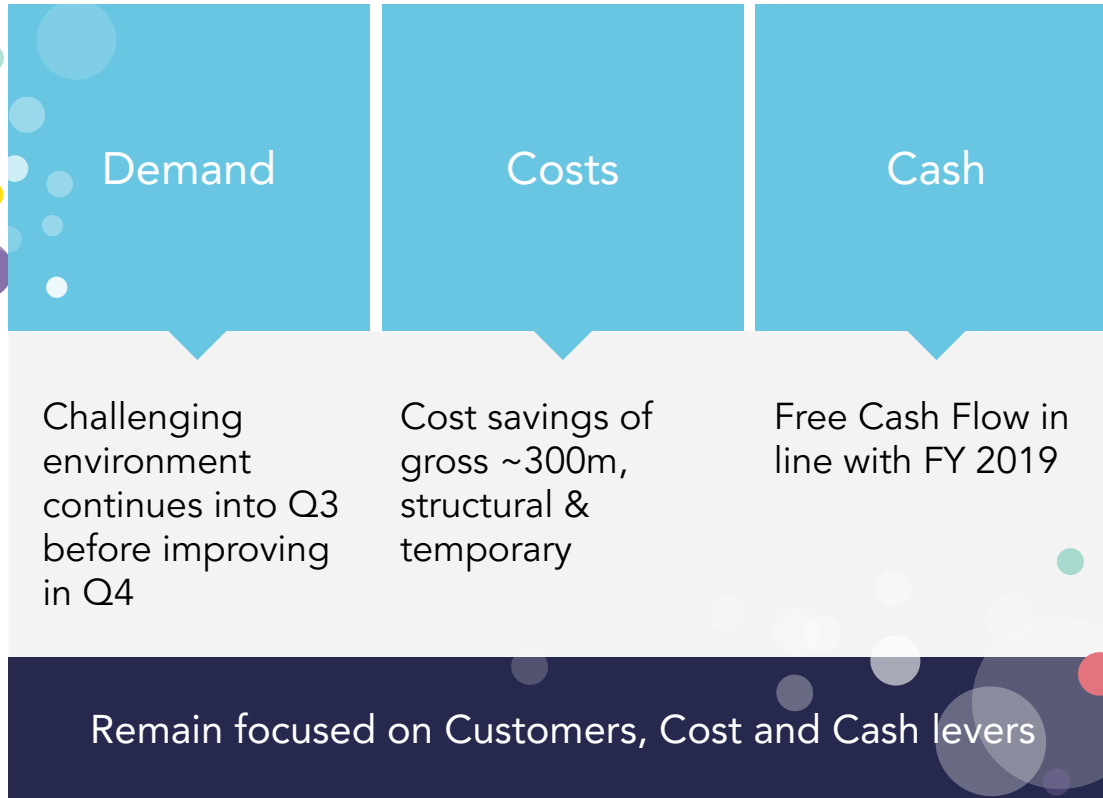


Solvay is recognized in many markets we serve, for having the right technologies and innovation capabilities. This is why customers call us when they have a problem to solve.



Looking ahead

Outlook and expectations for full year 2020



A few perspectives for the year



Recovery will
have **different
shapes** by end
markets

Pick-up in China
where Solvay's
sales are at
pre-covid levels

Chemistry and
Innovation will
be essential for a
green recovery.

Solvay is essential now and for the future



ECO-FRIENDLY BASED SOLUTIONS

FLAVOURS &
FRAGRANCES



PERSONAL CARE
PRODUCTS



AGRO &
NUTRION



MINERAL
RESOURCES
EXTRACTION



THERMOSET
COMPOSITES



ECO EFFICIENT
TYRES



TERMOPLASTICS &
THERMOSET COMPOSITES



ECO EFFICIENT
GLASS



ELECTRIFICATION

AIR POLLUTION
CONTROL

ELECTRONIC
COMPONENTS



IOT DIGITIZATION



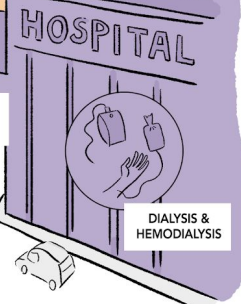
CHIPS &
DISPLAYS

HEALTH & WELLNESS

MEDICAL
DEVICES



ANTIMICROBIAL
CLEANING
SOLUTIONS



DIALYSIS &
HEMODIALYSIS

LI-ION BATTERIES



WATER
TREATMENT



LIGHTWEIGHTING

RESOURCE EFFICIENCY

Thank you.



Progress beyond



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