

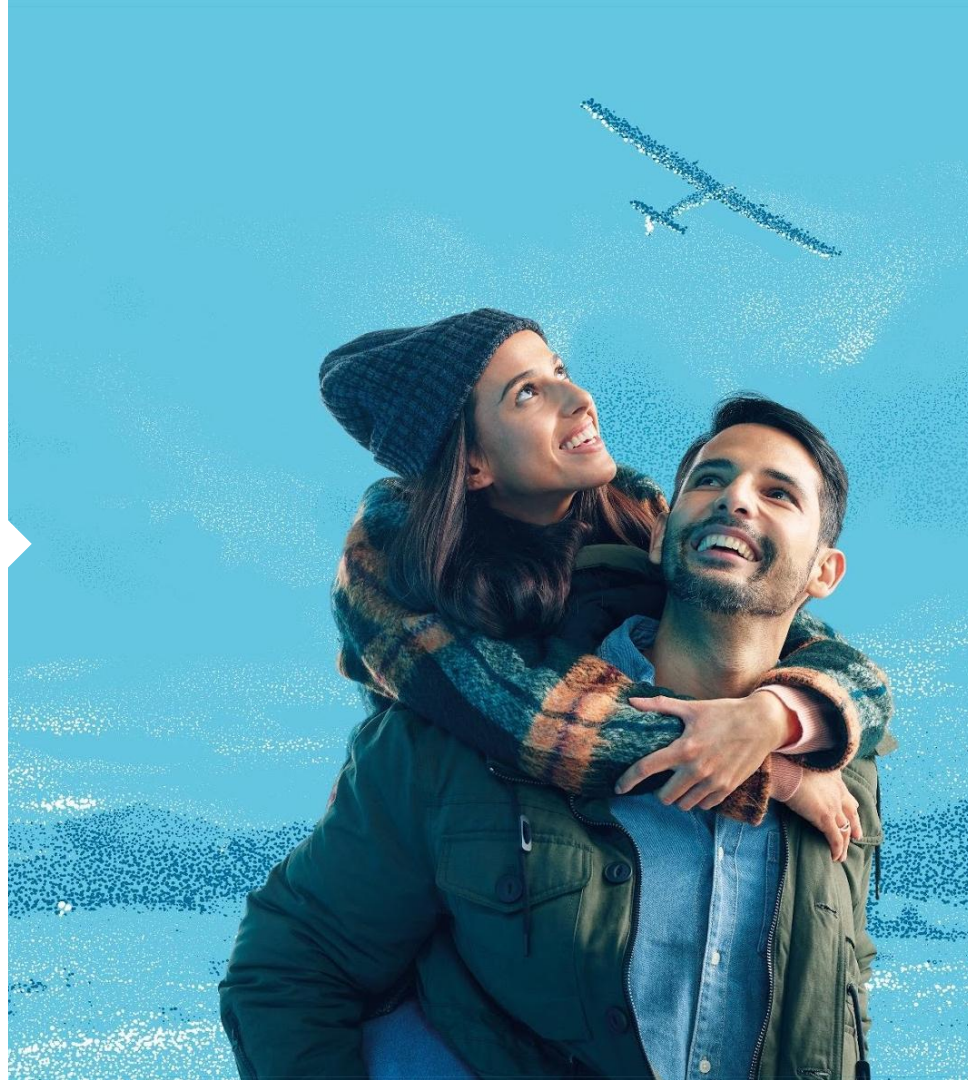


Progress beyond

2020 Q3 results

Media presentation

November 5, 2020



With you today



Ilham Kadri
CEO

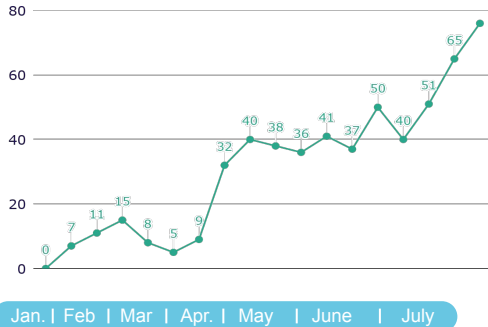


Karim Hajjar
CFO

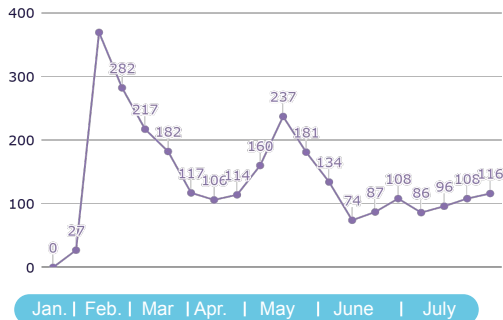
Health and safety first



Colleagues infected with COVID-19



Colleagues in quarantine



Reflecting the emergence of a second wave in Europe and North-America

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

Teleworking is mandatory when the employee can work effectively from home

Q3 highlights on ESG and innovation



Solvay raises the bar on ESG

- Stepping up on climate with suppliers and customers as part of the Science Based Targets Initiative
- Enhancing a circular future for hybrid and electric vehicle batteries
- Appointing Dr. Piot, the world-renowned Belgian microbiologist, as Honorary Chairman of Solvay Solidarity Fund



Innovation

- Solvay offers two innovative products to counter COVID-19
- Solvay adopts new global "work from anywhere" policy

Q3 results

Strong cost reduction and record free cash flow



€366_m

Free Cash Flow

- Sixth consecutive quarter of positive FCF
- Disciplined working capital management

€176_m

Underlying profit

- Up from €109m in Q2

€473_m

Underlying EBITDA

Margin 22.5%

- Reduction in volumes
- Up sequentially by 7.7% vs Q2 thanks to disciplined cost actions

9 months performance

Strong free cash flow despite demand headwinds



€801_m

Free Cash Flow

to shareholders, continuing ops

- More than double the prior year period
- Disciplined working capital

€6.8_{bn}

Net Sales

- Lower volumes in aero, auto, oil & gas and construction markets
- Some demand improvement in September

€1.5_{bn}

Underlying EBITDA

Margin 21.9%

- Reduction in volumes
- Cost containment and positive pricing

Performance and indicators by end market

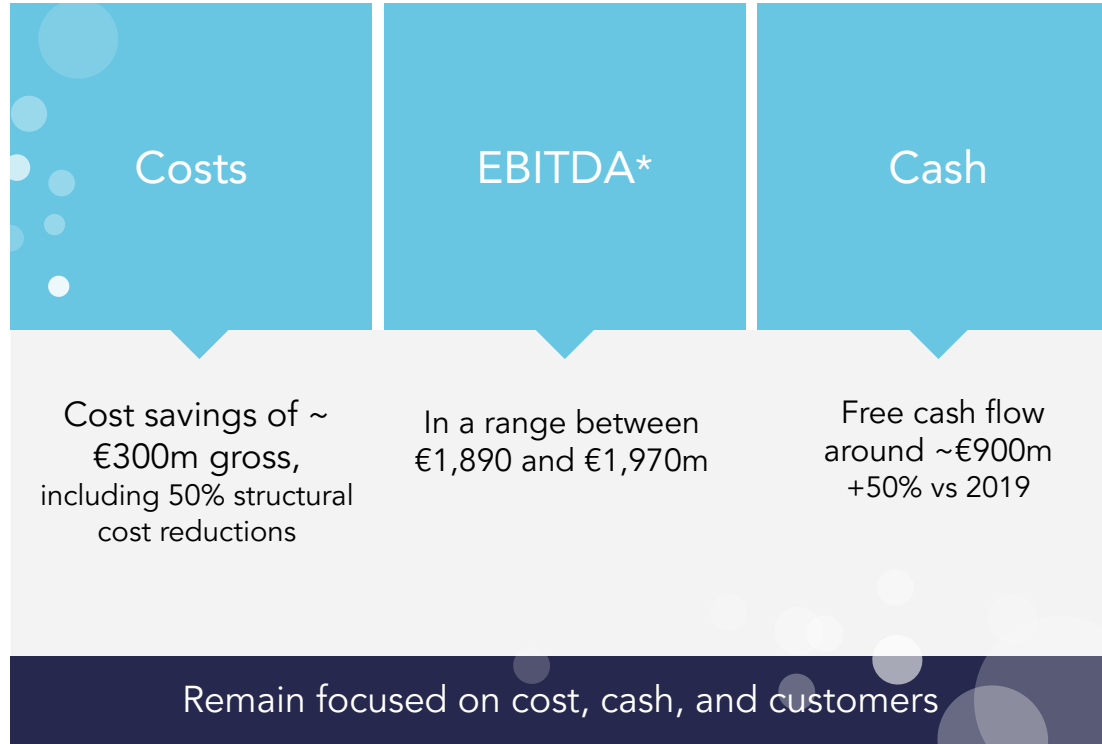


End Market	% Solvay annual sales 2019	Solvay Q3 2020 trends
Building & Construction/Industrial	16%	Demand improvement in flat glass for construction (Sept)
Automotive	14%	Growth in EV battery applications & silica for tires (Sept)
Food/Agro/Feed	12%	Growth in Agro; vanillin remains resilient
Home & Personal Care	8%	Resilient demand for bio-based products + innovation
Civil Aerospace	7%	Composite restructuring plans on track to mitigate civil decline
Electronics	5%	Growth driven by semiconductors
Healthcare	4%	Growth in various applications
Mining	4%	Short-term impact ¹ in sector
Shale Oil & Gas	4%	Turnaround plan supports cost reductions

~75%

¹ impact from Covid-19 pandemic

Outlook for full year 2020



*Barring further deterioration related to Covid-19; excluding scope and foreign exchange

Investing for the future



People & Planet

- Science Based Targets Initiative
- Circular economy
- New global “work from anywhere” policy
- Appointment of Dr. Piot at the Solvay Solidarity Fund

Portfolio

- New Hydrogen growth platform
- Simplification journey

PROFIT

Our talent, bolder ESG objectives and a simplified portfolio will deliver profit at the service of customers, shareholders and society.

Thank you.



Progress beyond