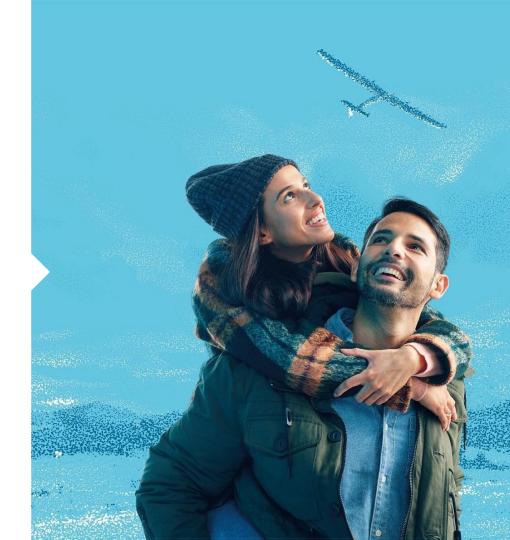


Solvay profile & strategy

November 2020



Forenote



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.

This document does not constitute an offer to sell, or the solicitation of an offer to subscribe for or buy, any securities.

Summary



- 1. Solvay Profile & Strategy
- 2. 9M/Q3 2020 Performance
- 3. Annexes

Solvay Profile & Strategy



Solvay by the numbers



€10.2B

net sales 53% sustainable solutions **€2.3**B

underlying EBITDA 23% margin >50%

revenue in faster growing economies

24,100

People at Solvay 115

Sites globally

Evenly Balanced

revenue across Europe, the Americas and Asia & RoW 2,100

R&I employees in 21 major R&I centers

€336M

in R&I

>100

nationalities

64

countries

75%

of R&I pipeline revenue to be from "Sustainable Solutions" 240

New patents In 2018 2,630

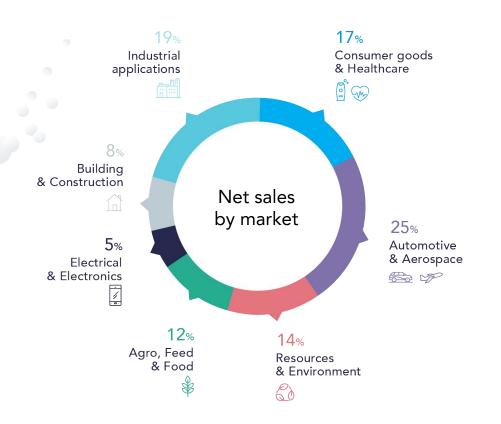
patents in force

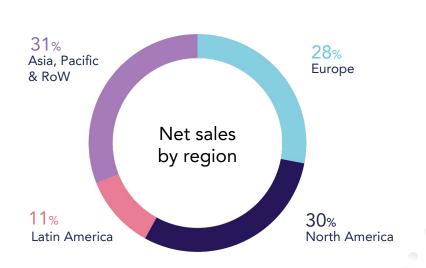
1,900

intellectual property agreements

Solvay by markets and region







Financial performance

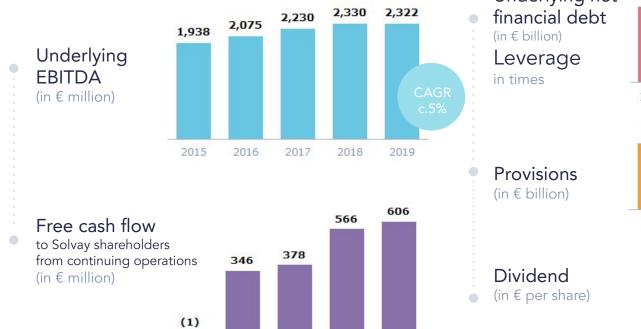
2015

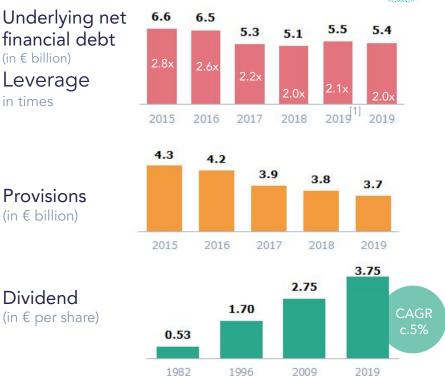
2016

2017

2018







2019

Our purpose

SOLVAY

We bond people ideas and elements to reinvent progress

Our vision

Sustainable shared value for all

PROGRESS BEYOND







AT OUR BEST

Our Businesses Aligned to Powerful Megatrends

€150 bn

page 9



Electrification Resource efficiency Healthcare Megatrends Lightweighting IoT / Digitalization Eco-friendly based solutions Bio-based ingredients **Our Solutions** High-performance polymer technology portfolio & Value · Binders & membranes Improving engine Flexible risers · Long-term implants New-generation Vanillin: Proposition efficiency & OLED & flexible Flavors & fragrances for Li-ion Medical devices downsizing displays • Guar: Dialysis membranes **Thermoset** Extraction Agro & nutrition Electrolyte technology High-purity chemicals · Pharma packaging Home & personal care products Semiconductor Next-generation Aerospace structures Cu flotation Li-ion industry consumables Li extraction Thermoplastic composites Waterborne solutions Aerospace industry Flexible risers Coatings Automotive industry Addressable Soda ash, Peroxides & Silica Markets Eco-efficient glass Dialysis

Air pollution control

Eco-efficient tires

Disinfection

First nine months 2020 earnings

Spotlight on sustainable mobility trends Solvay's 3 platforms positioned for growth





EV Batteries

Materials for binders, electrolytes, and separators



Thermoplastic Composites

Combining our expertise in polymers and composites



Hydrogen & Clean Energy

Membranes & electrodes of PEM electrolysers & fuel cells

Our G.R.O.W. Strategy

A differentiated management approach to drive growth, cash, and returns

			•				
ACCELERA	TE GROWTH	DELIVER RESILIENT CASH		OPTIMIZE RETURNS		WIN	
MATI	ERIALS	CHEMICALS		SOLUTIONS		Solvay ONE	
Prioritize investments in high margin Materials businesses with high growth potential, which are also our most sustainable solutions		resilient Chemicals l	generation from our ousinesses where we itive advantage	Optimize our Solu unlock value and	Create a winning team and operating model to support a performance-driven		
Extend position as #1 pure-play advanced materials business			ash conversion al player	Unloc	culture and win with our customers		
Specialty Polymers Composite Materials		Pero Sil Co	Derivatives xides ica atis vinyl	Novecare Technology Solutions Special Chem Aroma Performance			
35%	~28%	38%	~27%	27%	~17%		
2019 FY NET SALES	2019 FY EBITDA MARGIN	2019 FY NET SALES	2019 FY EBITDA MARGIN	2019 FY NET SALES	2019 FY EBITDA MARGIN		
67%	3.5%	79%	1%	68%	3.3%		
2019 FY Cash conversion	2019 FY R&I Intensity	2019 FY Cash conversion	2019 FY R&I Intensity	2019 FY Cash conversion	2019 FY R&I Intensity		











Materials

#1 pure play advanced materials business

Unique high-performance polymers & composite technologies

Strong growth opportunities

- Sustainable automotive
- Sustainable aerospace
- Healthcare
- Electronics







LIGHT-WEIGHTING E

ELECTRIFICATION

EXPANDING HEALTHCARE

*



RESOURCE

Strategic intent Accelerate growth

Innovation

Research, digital and technical support

Customers

Upgrade key account resources and e-commerce platforms Investment

Prioritize investments for growth

Key levers

- Realign organization around growth opportunities
- Accelerate innovation with highest-growth customers
- Reallocate resources to thermoplastic composites and battery platforms to accelerate customer wins
- Improve operational efficiencies through simplification, order to cash optimization and digitalization

First nine months 2020 earnings



Track record

+7%
EBITDA growth
(organic 2014-2019)



>25% Vitality index



Returns > WACC (average 2014-2019)



Chemicals

#1 cash conversion chemical player

World-leaders in essential chemicals to daily life

Mono-technology businesses

- Soda ash
- Peroxide
- Silica
- Phenol chain



EFFICIENCY



Strategic intent Deliver resilient cash

Innovation

Customers

global production, assets

Investment

invest in

Key levers

- Adapt organization to focus on cash and returns
- Drive focused productivity and rationalization programs
- Prioritize Capex to maintenance and invest selectively for compelling cash returns, e.g. natural soda ash
- Focus R&I on process innovation

SOLVAY

Track record

+9% Cash flow

growth

(organic 2014-2019)

~79%

Cash conversion $(2019)^{(1)}$

~27% EBITDA margin (2019)

Returns at WACC (average 2014-2019)









First nine months 2020 earnings

Solutions Unlock value

Unique formulation & application expertise

Selective opportunities to grow

- Natural food ingredients
- Crop care
- Coatings
- Mining solutions







RESOURCE EFFICIENCY



Strategic intent Optimize returns

Innovation

Focus on eco-friendly solutions

Customers

Digitalization, focus on key accounts

Investment

Selective in niche opportunities

Key levers

- Innovate selectively in specialty niche markets
- Fix shale oil & gas and other low-return businesses
- Drive efficiency and address fragmented industrial footprint



Track record

Returns < WACC

(average 2014-2019)

Flat Net sales & EBITDA growth (average 2014-2019)

~17%
EBITDA margin







First nine months 2020 earnings



Cost savings plan



Overview of structural targets

Main Levers

- Restructuring
- Indirect Spend
- Productivity Efficiencies

Total structural target of €410 million gross savings by 2024

2030 Solvay One Planet goals

10 ambitious objectives to reduce our global impact



CLIMATE

climate crisis



Align GHG with Paris Agreement & commit to SBTi

Reduce by 30% (-2%/y)



Phase out coal

Achieve 100%

Reduce negative pressure on biodiversity

30% reduction

RESOURCES

Embed circular business



Increase Sustainable Solutions revenues

Achieve 65% vs 50%



Increase circularity

Achieve 15% vs 7%



industrial waste 30% reduction

non-recoverable

Reduce



Reduce intake of freshwater

30% reduction

BETTER LIFE

Improve quality of life



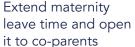
Safety is a priority



Aim for zero accident



Parity in 2035 vs 24% mid & senior management





16 weeks regardless of the gender in 2021

Why Invest?



SOLVAY



Future growth potential fuelled by megatrends



Customer partnerships drive innovation

.



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



Key leadership positions

.



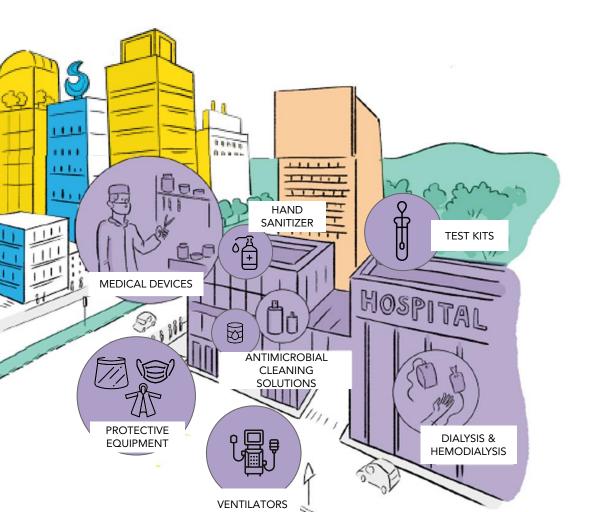
Proven resilience through Crises



Bold ESG Ambition with Solvay ONE Planet



Consistently rewarding shareholders over time





Responding to society needs during the COVID-19 crisis



First 9M / Q3 2020 Highlights



Nine months 2020 Performance Record free cash flow and cost delivery



€801_m

€6.8_{bn}

€1,481_m

FREE CASH FLOW¹

- Disciplined working capital
- Structural improvements
- More than double prior year

NET SALES

- Market trends similar to Q2
- Pricing Sustained

Underlying EBITDA Margins 22%

 High quality earnings due to price & €260m cost reductions

¹FCF to solvay shareholders, continuing operations

Trends 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%

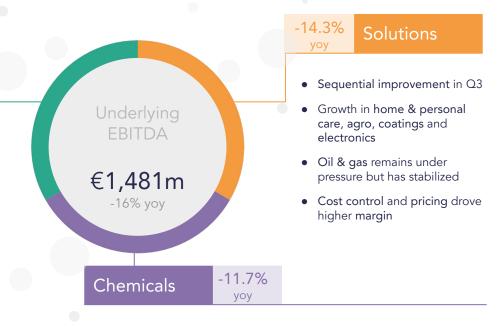
¹ impact from Covid-19 pandemic

Performance by segment 9 months 2020





- Civil aircraft build rates impact volumes, while defense remains resilient
- Automotive demand showed improvement in September
- Growth in batteries for electric vehicles
- Healthcare and electronics remain resilient
- Significant fixed costs reduction supports margins



- Increased demand for flat glass offset by container glass
- Significant sequential improvement in demand for tires
- Volume decline partly offset by price
- Cost mitigation supported sustained margins

Corporate & Business Services included in EBITDA and excluded from the pie chart

Strong free cash flow generation

Driven by disciplined working capital management & cost saving programs



First Nine Months 2020



9m 2020 FCF €801m vs. €345m in 9M 2019

Main drivers

- Working capital discipline
- Cost reductions
- Adapting investments
- Lower pension cash costs & taxes

Key enabler to delever net debt by €1.1bn in the first 9m

Yoy ∆

cont. ops. \triangle

Cost savings status update 2020





Permanent structural levers (€130m)

- Restructuring €62m
- Indirect Spend €51m
- Productivity Efficiencies €17m

Temporary levers (€130m)

- Furloughs
- Salary freeze & reductions
- Discretionary costs



Balanced maturities Deleveraging and reduced of cost of debt



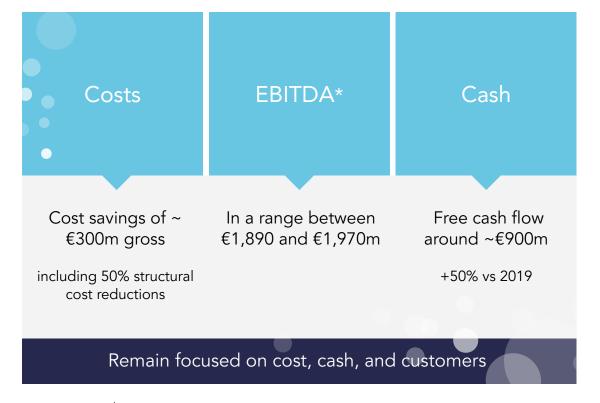


Period	December 31, 2019			Sept	ember 30,	2020	Variation over the period		
	Face value	A vg. maturity	A vg. cost	Face value	A vg. maturity	Avg.cost	Face value	A vg. maturity	Avg.cost
EUR Bonds	1,850	6.6	1.56%	1,850	5.8	1.56%	0	-0.8	5
EUR Perpetual Hybrid Bonds [2] [3]	1,800	3.4	5.27%	1,800	3.9	4.54%	0	0.5	*
US Bonds [4]	1,033	5.5	4.22%	990	4.7	4.22%	-43	-0.8	×
Total	4,683	5.1	3.58%	4,640	4.8	3.29%	-43	-0.3	Η.
900	in €million	in years	in %	in €million	in years	in %	in €million	in years	in %

[1] Major debt only, excluding cost of currency swaps; [2] At first call date; [3] €500 million NC26, early refinancing of the €500 million NC21, fully repaid in Sep 2020; [4] US\$1,160 million

Outlook for full year 2020





^{*}Underlying EBITDA - Barring further deterioration related to a second wave of Covid-19

Annexes



Automotive We make cars more efficient

MARKET DRIVERS

Fuel efficiency / lightweighting regulations driving CO₂ reductions

- EU target 95g CO2/km by 2020
- US target 50% reduction on new vehicles by 2025

Shift to electrification

- ~30% CAGR hybrid & plug-in electric vehicles in 10 years
- Increasing polymer weight per car 6kg ICE → 12kg P(HEV)
- Content doubles with move toward hybrid vehicles









HOW WE WIN

ELECTRIFICATION LIGHTWEIGHTING

Broadest portfolio of advanced materials

Greater use of high-performance polymers to meet more critical applications

Deep customer relationships

- Strategic collaborations across OEMs
- Alliance on next generation battery development

Leveraging core competencies

Knowledge to integrate design, materials and processes

Solvay outpaces growth 3X









Aerospace We make aircraft lighter & more efficient





MARKET DRIVERS

4.3% annual growth in passenger traffic

$10\% \rightarrow 50\%$ by weight

• Significant increase of composites on new aircrafts vs. legacy aircrafts

~40,000 new aircrafts in next 20 years

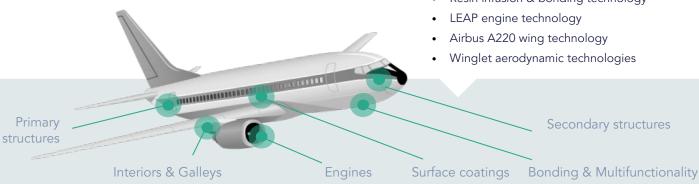
HOW WE WIN

Broad customer base

- Positions with major global OEMs in US, Europe, China & Russia
- Long-term contracts on key programs across commercial & military sectors

Technology leadership

- Thermoset & thermoplastic composites
- Resin infusion & bonding technology





Thermoplastic composites For aerospace, automotive and oil & gas







MARKET DRIVERS

Why Thermoplastics?

Fast cycle time

- Enabling increased build rates
- More efficient part assembly

Performance and durability

- High strength
- Unrivaled toughness
- Weight reduction

Environmental resilience

- Resistance to aggressive fluids
- Corrosion resistance

HOW WE WIN

Investments

- Capacity expansions in aero (Sept 2019)
- New capacity for oil & gas (Oct 2019)
- Two innovation center openings (Oct 2019)
 - Brussels
 - Atlanta USA

Customer partnerships

- Supplying aero for >30 years
- New customer agreement in oil & gas

Addressable market size (aero + oil & gas)

• € 500M

We are a technology leader for mission critical battery materials

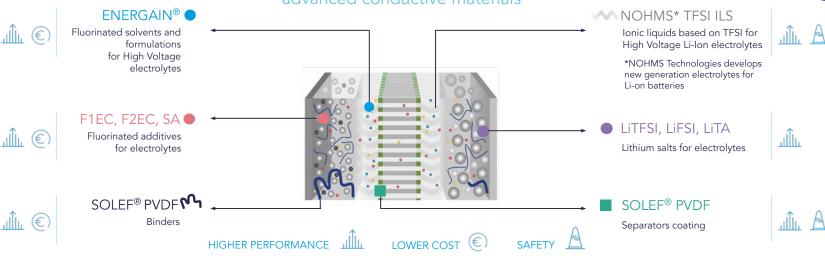








A unique expertise in fluorine chemistry and advanced conductive materials



Towards Solid-state battery



HIGHER



LOWER COST



Broadest portfolio of advanced materials differentiating Solvay from competition



		Arom				Fluc	ropoly	mers			Hig	n Perf	Compo	sites	
	НРРА	PPS	PAEK	PSU	PTFE	PVDF	PFA	FKM	PFPE	Carbon Fiber	Thermoset Prepreg	Resin Infusion	Adhesives & Surfacing films	Thermo- plastic prepreg	Out-of- Autoclave prepreg
SOLVAY asking more from chamistry*	✓	✓	1	1	✓	1	✓	1	1	✓	✓	✓	1	✓	✓
ARKEMA	✓		1			✓									
■ BASF We create chemistry	✓			1											
Gelanese		✓												1	
DAIKIN					1	✓	1	1							
DSM DISTRICT DURAL DEGREE LINKS.	✓														
dyneon					1	✓	1	1	1						
Dow	✓				✓		✓	1	1						
E MS	✓														
@ EVONIK	✓		1												
HEXCEL										✓	✓				1
KUREHA		✓				✓									
'TORAY'		✓								✓	✓			✓	1
victor'			1												

Electronics Beyond smartphones

MARKET DRIVERS

Double digit growth expected

- The growing demand for hyper-connectivity and the fast development of 5G
- Exponential growth of data, leading to necessary miniaturization
- Internet of Things
- Need to reduce the energy consumption of components



HOW WE WIN

We target advanced technology markets driven by strong long-term trends with a portfolio of solutions

• Specialty polymers providing high performance solutions for structural and electronic components

- Recognized expertise in high purity chemistry for the semi-conductor industry
- New generation materials for OLED, delivering high quality diffuse light from thin and potentially flexible displays

Innovation is key to anticipate the fast moves in this industry More specifically, 5G and Internet of things, will open many new markets where Solvay's expertise and customer intimacy will be key assets.



CHIP TESTING PUMP



& SEALING



VACUUM PUMP **SEALING**



WEARABLE BANDS



COVER **FILMS**



ACQUISTIC COMPONENTS



net sales

SMART **SENSOR PACKAGING**

Healthcare We improve comfort for others







MARKET DRIVERS

+5-7% CAGR

- Health care coverage in developing markets
- The growing care needs of elderly populations (ageing and growing populations and increasing life expectancy)
- Advances in treatments and health technologies
- High sterilization capabilities

We improve comfort for over 2 million patients undergoing a.o. dialysis, orthopedic (knee, hip, spine) or cardiovascular procedures.

We provide 50 to 90% reduction in medical device cost while enabling greater design freedom and improved ergonomics through lightweighting.

We are in 1 in every 4 pharmaceutical blister packs globally which is over 400 billion pills.

HOW WE WIN

Patient care: World leader in thermoplastics used for high performance membrane

Pharma packaging

World leader in high barrier polymers to package pharmaceuticals

Technology leadership

- Medical grade plastics for limited exposure applications
- Biomaterials for long-term exposure applications
- 3D additive manufacturing compatibility



HEMODIALYSIS MEMBRANES



PACKAGING



LONG-TERM IMPLANTS



SURGICAL INSTRUMENTS



CASE & TRAYS

Home & Personal care Performant and convenient

MARKET DRIVERS

Attractive market potential: GDP+

- Request for more natural and bio based solutions
- Growing customer base
- Enhanced performance and convenience
- Demand for Personalized and Premium Products
- Digital tools enabling the niche brands

Our Products can be found in over 2.5B bottles of personal care products every year, enhancing the lifestyle of millions of consumers around the globe

We support more sustainable lifestyles in Home & Hygiene through our solutions for long lasting disinfection, low energy washing, and fabric enhancement, present in over 1.5B bottles every year.



HOW WE WIN

We provide our customers with portfolio of innovative polymers and surfactants

 Homecare and I&I: solutions & ingredients for fabric care, dish care and surface care that enhance the performance

 Personal care: natural & synthetic polymers, surfactants, fragrances and precipitated silica serving the hair/skin/oral care and cosmetics markets

• Food packaging: high performance materials for safe, reliable and convenient food packaging

 Aroma: world's largest integrated producer of vanillin for the flavors & fragrances industries





Soda ash & Bicarbonate Resilient demand & strong cash conversion







MARKET DRIVERS

Resilient growing soda ash demand

Mix of consumer and industrial-driven demand

Environmental standards supporting future growth

- Insulation glazing & solar panels
- Plastics substitution in container glass
- Air pollution control from land facilities (power plants, incinerators) to shipping vessels
- Lithium extraction to fuel (EV) batteries

HOW WF WIN

We offer security of supply

- Global network of world-class and local assets
- Capacity addition of 1.4 Mt capacity in soda ash and bicarbonate by 2022

We are technology and cost leaders

- Strong asset base, based on scale, access to marine transport and natural soda ash
- Digitalization & manufacturing excellence drive cost competitiveness
- Focus on reducing CO2 footprint
- Development of sustainable bicarbonate solutions

>10% Cash flow growth^[1] (average 2016-2019)

~16%

net sales

~75% Cash conversion^[2]

[1] Operational cash flow after Capex and WC before payment of taxes and liabilities

EBITDA - Capex) /

estimate, based on external



~ 30% CHEMICAL **INDUSTRY**



~ 10% AGRO & FOOD









~15% RESOURCES & ENVIRONMENT (flue gas treatment

Peroxides

Resilient demand & strong cash conversion

RESOURCE EFFICIENCY

MARKET DRIVERS

Resilient & growing H₂O₂ & (HP)PO markets

- Diversity of markets decreases cyclicality
- Applications in Agro / Food, Consumer Goods, Electronics, Energy / Environment to grow at GDP+
- HP-PO capacity to grow at ~4% CAGR to 2024 as one winning technology

Sustainability is a key growth driver

 Versatility of use, efficiency and sustainability profile of peroxides drives demand & new applications

HOW WE WIN

We partner with our customers

• Offering a global footprint for security of supply

Building long term partnerships to joint develop business

 Developing selectively high value applications close to the markets

We offer best-in-class technology

- Unique ability to build small to mega-plants
- 3 mega HP-PO plants (>60% of WW HP-PO capacity) with long term contracts with BASF, Dow & Saudi Aramco in PO/PU chain, with stable return mechanism

~6%

>25% Cash flow growth^[1] (average 2016-2019) ~85% Cash conversion^[2]

2019)
Operational cash flow after

Capex and WC before payment of taxes and liabilities

2] (EBITDA – Capex) / EBITDA

 [3] Source: Solvay figures based on external sources (IHS, ...)
 [4] PO use in the following applications: Consumer

4] PO use in the following applications: Consumer goods, Industrial & chemicals, Construction at Automotive & Aerospace





~ 25% PULP









~ 30%
INDUSTRY
& CHEMICALS
(including HPPO)



Digitalization as key enabler for further value creation



DIGITALIZATION OF PLANTS

Increase asset performance

• Leveraging data analytics

Improve reliability of equipment

 Monitoring and predictive modeling for failure prevention

Improve productivity of shop floor

Mobile dashboards and digital resources for operators

Example in Specialty Polymers

- +18% tons/yr gain in fluids
- +26% tons/yr gain in HFP
- +15% tons/yr gain in PVDC & PVDF

DIGITALIZATION FOR CUSTOMERS

- Real-time data analysis
- Technical recommendations
- Reduce process variability

Example in Technology Solutions

- Real-time data enables ongoing interaction with customer
- Immediate recommendations on new solutions
- Virtual tech support with immediate benefit to customers' bottom line

Solvay stock information



Listing on Euronext Brussels & Paris, compartment A					
ISIN code	BE0003470755				
Member code	SOLB				
Currency	EUR				
Deferred settlement service	Eligible				
Shares saving plan PEA	Eligible				
International tax exemption	concluded with a number of countries				
Number of shares	105,876,416				

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.

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How to hold Solvay shares?

Solvay ordinary shares can be held as:

- Dematerialized shares: your shares remain with your financial intermediary, who manages them.
- Registered shares: your shares are registered in Solvay Register, and managed by Solvay Registered Shares Management Service. This type of holding shares enables you to benefit from different advantages.
- American Depositary Receipts (ADRs): your shares remain with your financial intermediary or with the ADR Depositary Bank (Citi), depending on your choice



Now available for download:

Solvay 2019 Annual report

ADR program for US investors



ADR program for US investors					
ADR symbol	SOLVY				
Platform	OTC				
CUSIP	834437303				
DR ISIN	US834437305				
Underlying ISIN	BE0003470755				
SEDOL	BD87R68				
Depositary bank	Citi				
ADR ratio	1 ORD : 10 ADR				

Benefits of ADR's

- Clear and settle according to US standards
- Convenience of stock quotes and dividend payments in US dollars
- Purchase in the same way as other US stocks via a US broker
- Cost effective means of building an international portfolio

Contact CITI to create Solvay ADRs

New York Michael O'Leary michael.olaery@citi.com +1 212 723 4483

London Mike Woods michael.woods@citi.com +44 207 500 2030

Solvay today serves US customers such as Apple, Boeing & Spirit AeroSystems. We develop solutions that meet our customers' demand for performance, sustainability and resource efficiency. As of 2019, Solvay employs 6,175 people at 38 industrial sites in North America, with 7 Research and Innovation Centers and 3 corporate locations in Alpharetta (Georgia), Houston (Texas) and Princeton (New Jersey). With the acquisition of the US company Cytec at the end of 2015, Solvay reinforced its place in the aerospace and automotive markets, enabling the group to develop new products and technologies that meet the requirements of the next generation of sustainable mobility.

Our Purpose

We bond people, ideas and elements to reinvent progress.

Together we can create a sustainable and shared future.



Thank you.



Investor Relations

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