



Progress beyond

# Announcement

Media presentation

Our SolvaLite™ composites are up to 40% lighter than metal, allowing manufacturers to create more energy-efficient vehicles that contribute to reducing CO<sub>2</sub> emissions.



Our G.R.O.W. strategy  
launched in 2019 drove  
a stronger Solvay today...



## **Accelerate Growth**

Prioritize investments in high margin Materials businesses with high growth potential (most sustainable solutions)



## **Deliver Resilient cash**

Maximize cash flow from resilient Chemicals businesses



## **Optimize returns**

Optimize Solutions businesses to unlock value



## **Win**

Create a winning team, culture and operating model

# We've achieved our goals 3 years ahead of plan!

## 2020-2024 Target

## Scorecard

Significant EBITDA growth and margin expansion

Mid single digit/  
year average growth



**+4% CAGR in '19-'21,**  
despite Covid-19 crisis

Record cash flow generation

Exceed 30% by 2024



**>30% since 2020**

Significantly improved returns

Exceed 11% by 2024



**>11%**

Record cost management

Exceed €350M (original target) Raised to €500M (in 2020) by 2024



**~80% of 2024 savings achieved**

*Actions underway to exceed target*

## Plus



Stronger **commercial connections**



A **focused R&I pipeline**

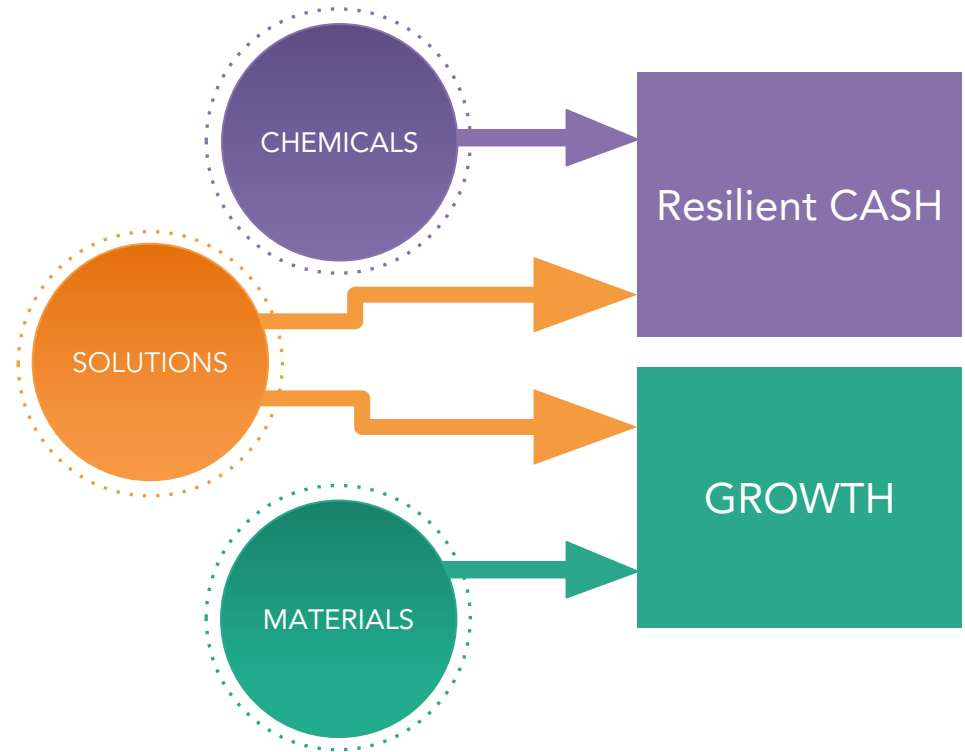


**Simplified** portfolio and footprint

# We are now 'Fit'...

- Every business is delivering
- Solutions segment fully Optimized
- Strong financial foundation established
- Best-in-class business leaders
- Decisive, unified culture, with proven record in overcoming crises

...and ready to change  
the game



# Unlocking value through exploration of separation into two independent publicly listed companies



## EssentialCo

Resilient Cash Generation

€4.1B

2021 Net sales

Providing essential chemicals across attractive end markets

Maximize cash generation and enhance cost leadership

## SpecialtyCo

Accelerated Growth Potential

€6.0B

2021 Net sales

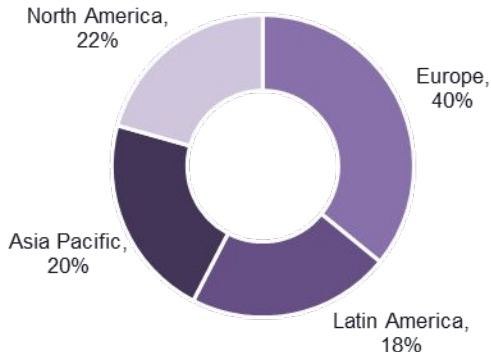
Providing innovative, value-added solutions that support a more sustainable world

Achieve above market growth and strong returns

# Market-leading Essential Chemicals across attractive and resilient end markets

€4.1B

2021 Net sales



## MARKET POSITION

Soda Ash  
& Derivatives

#1 Soda Ash (global)

#1 Bicarbonate (global)

Peroxides

#1 Hydrogen Peroxide (global)

Silica

#1 Silica for tires (global)

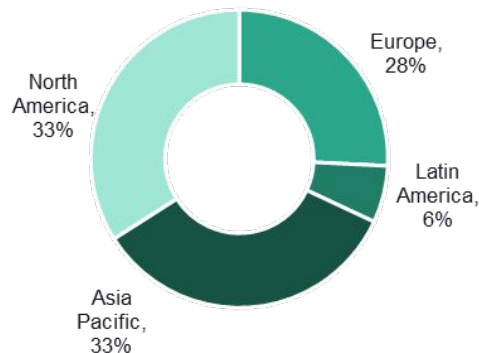
Others  
(Coatis, Special Chem)

#1 Coatis (Latin America)

#1 Rare earths for automotive catalysts (global)

€6.0B

2021 Net sales



Two business segments

MARKET POSITION	
MATERIALS	Specialty Polymers
	<p>#1 High-performance polymers; leading position in thermoplastic composites</p> <p>Three Growth platforms:</p> <ul style="list-style-type: none"> <li>• Thermoplastic</li> <li>• Batteries</li> <li>• Hydrogen</li> </ul>
CONSUMER & RESOURCES	Composites
	#2 Composites for civil aerospace
	#1 Composites for defense
	Novecare
	#2 Specialty surfactants and polymers
	Aroma
	#1 Flavors & Fragrances; Natural Vanillin
	Technology solutions
	#1 Mining reagents
	Oil & Gas

# Solvay to unlock greater value for the long-term

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- ✓ Establishes two strong industry leaders positioned to focus on distinctive business models, market and customer priorities

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- ✓ Leverages strong foundation established with G.R.O.W. Strategy

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- ✓ Management focus and strategic flexibility to drive even greater long-term success, growth and value for all of our stakeholders

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- ✓ Full support of Solvay's reference shareholder