



Progress beyond

MAY 10, 2022

2022 SHAREHOLDERS' MEETING

Dr. Ilham Kadri

CHAIR OF THE EXECUTIVE COMMITTEE & CEO



From
celebrating
INNOVATION



Solvay City

[VISIT THE CITY >](https://solvacity.solvay.com/)
<https://solvacity.solvay.com/>



To
celebrating
PEOPLE

WE bond

PEOPLE

IDEAS

& ELEMENTS

to reinvent

PROGRESS





Progress Beyond

Air Taxi
Vertical Aerospace



Humankind
overcomes hardship

and so does Solvay



G.R.O.W. strategy for a stronger Solvay



Launched in 2019

A radical transformation in just 3 years



G.R.O.W.



Sell of
Polyamides



Solvay
One Planet



New Code
of Integrity



Growth platforms
- EV Batteries
- Thermoplastic
- Green hydrogen
- Renewable materials &
biotechnology (2022)



New
Leadership
structure



Carbon
neutrality



Investment
in batteries

2019

2020

2021

2022

New Exco
with new
mandate



New Purpose,
values, best
behaviors



Solidarity
Fund



16 weeks
co-parental
leave



Solvay One
Dignity



Employee
share
purchase plan



Assess and
close gender
pay gaps





Strategic goals
achieved
ahead of
time



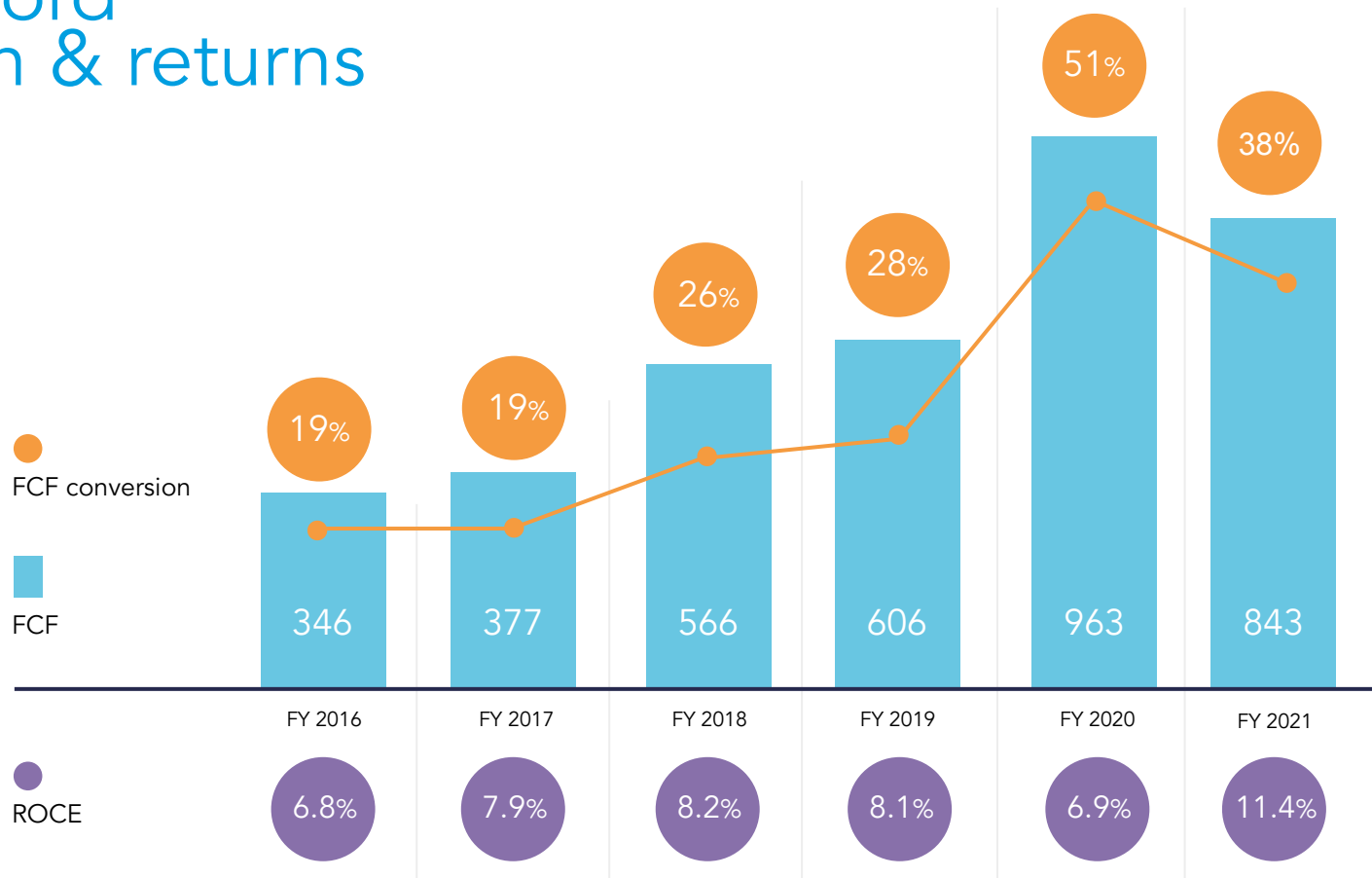
Delivering 3 years ahead of plan



	2020-2024 Targets <i>As of Nov-2019</i>	2021 Performance <i>Total since 2019</i>	Scorecard
Underlying EBITDA growth 2020-2024	Mid single digit/ year average growth 	8% Org vs. 2019 27% Org vs. 2020	+4% CAGR in '19-'21
FCF conversion	Exceed 30% by 2024 	37.6%*	>30% since 2020 3 years ahead of time
ROCE	Exceed 11% by 2024 	11.4%	>11% 3 years ahead of time
Cost reduction programs	Exceed €350m (raised to €500m)** 	€390m Structural 2020-2021	+40m above initial target ~80% of increased target achieved
Balance sheet	Debt and pension reduction 	€2.7B reduction	-33% 1.7x leverage

* Total FCF to Shareholders: 2019-21: €2.4B ** Original target set in 2020 and upgraded to €500M by 2024

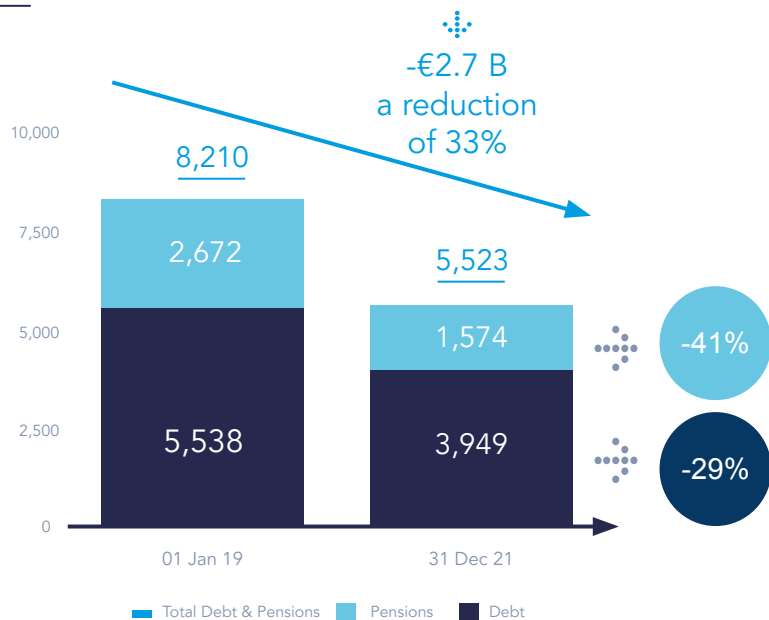
Record cash & returns



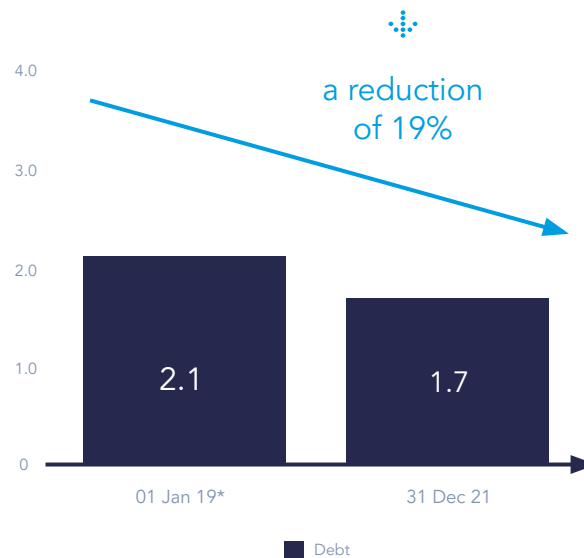
€2.7 billion of deleveraging



Debt & pensions
in € million



Leverage
multiple



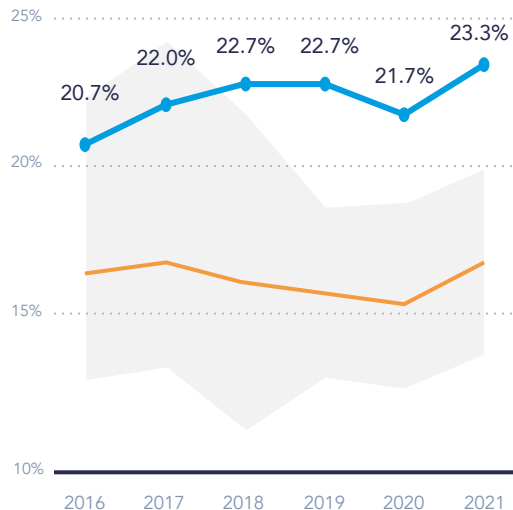
*Since January 2019

Financial delivery extends our leadership



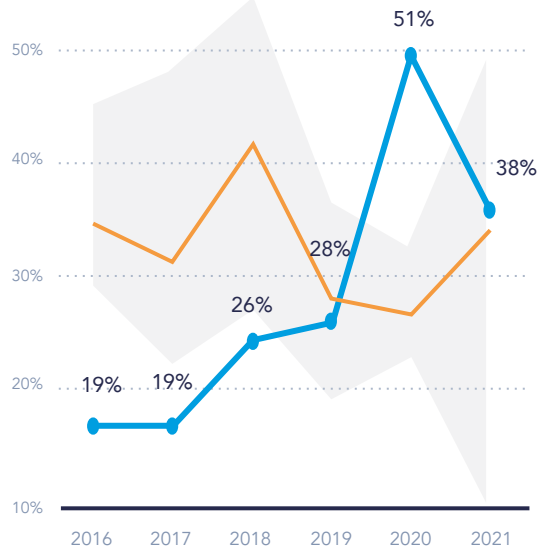
Profit

EBITDA Margin



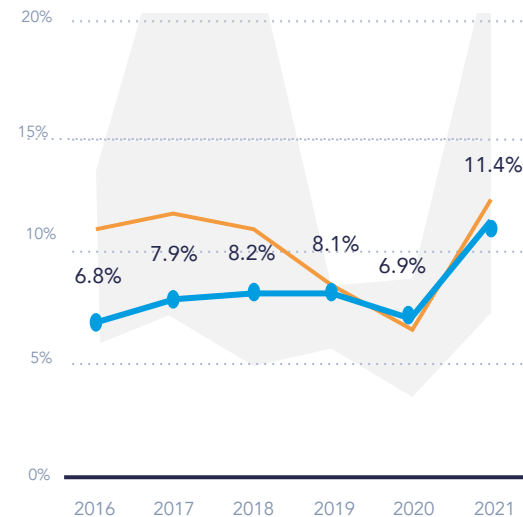
Cash

FCF Conversion



Returns

ROCE



Solvay data: company's reported

Considered peers: Akzo Nobel, Arkema, BASF, Clariant, Covestro, DSM, Evonik, Lanxess

Peers data from Nasdaq IR Insights / Factset

2021: a year of records



Net
Sales

€ 10.1 bn

+12% volumes,
+5% price
+4,4 vs 2019*

Underlying
EBITDA

€ 2,356 m
EBITDA margin 23.3%

+27% org yoy
+8% vs 2019*

ROCE

Return on capital
employed

11.4%

8.1% in 2019

Free
Cash Flow

Continuing operations

€ 843 m

FCF conversion
at 37.6%

Dividend

€ 3.85

€0.10 increase

* On comparable FX & scope basis



Q1 2022: more new records



Net
Sales

€ 3.1 bn

+26% org. vs Q1 21

Underlying
EBITDA

€ 712 m

+20.1% org. vs Q1

23.3%
EBITDA margin

ROCE

12.3%

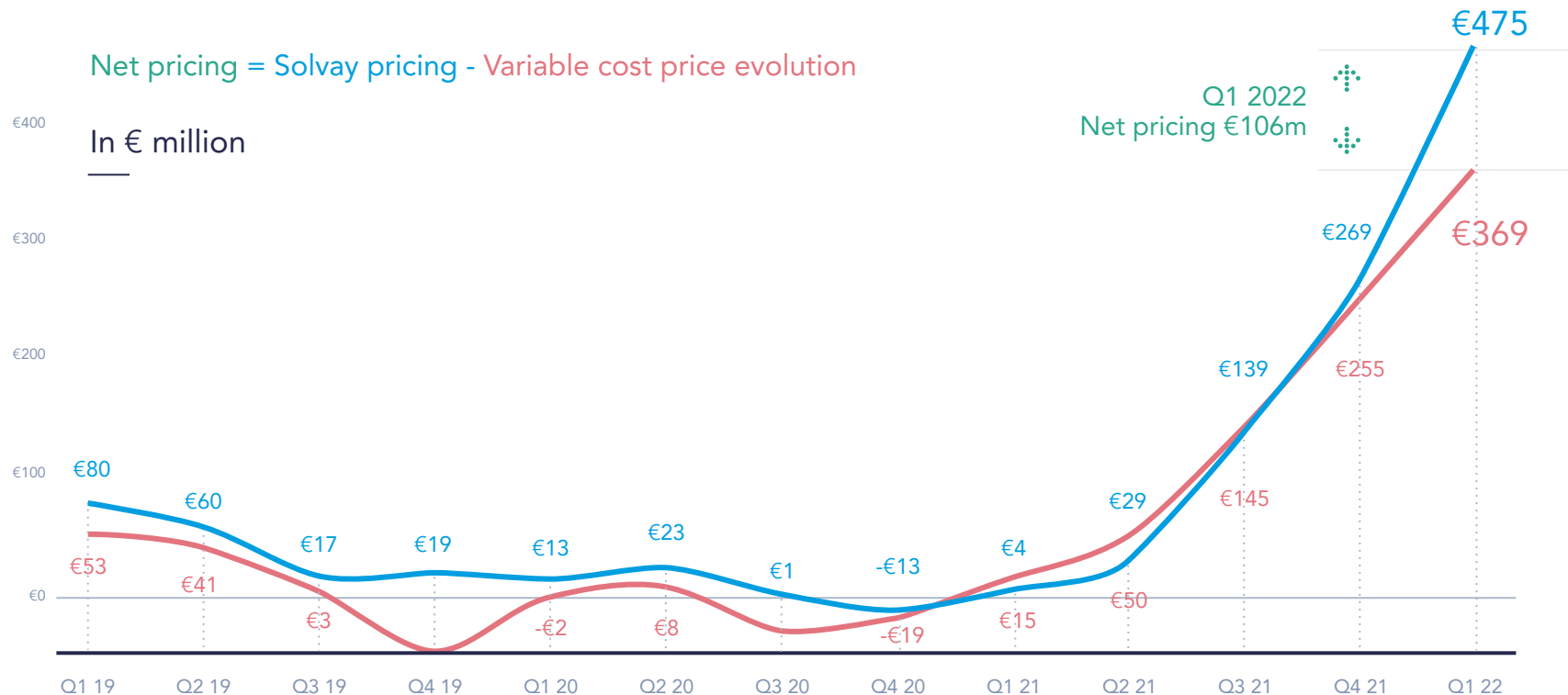
Free
Cash Flow

€ 216 m

3 consecutive years
of positive FCF



Pricing overcomes costs in 2022



2022 outlook increased



EBITDA

underlying

5 to 8%
organic growth

Free cash flow*

continuing operations

To exceed
€650_m

previously mid-single digit

* Full year outlook maintained despite the suspension of dividends from Rusvinyl

From financial delivery to sustainability delivery



Solvay Citizen
Day 2021

Solvay One Planet broad and strong progress



	Target	2021	Progress versus 2018	Comment	2030 targets
CLIMATE	Align GHG emissions with Paris Agreement and SBTi	11Mt	-14% -11% structural	Above Paris Agreement	Reduce by 30% (-2.5%/yr)
	Phase out coal wherever renewable alternatives exist	27 (1 plant exiting coal)	-18% (petajoule)	Rheinberg in 2020, Dombasle in 2021, Devnya in 2022	Achieve 100%
	Reduce negative pressure on Biodiversity	-13%	-24%	Torrelavega Cuchia quarry restoration (CEFIC award), Paulinia's (WHC Gold Certification), Santa Lucia conservation area	Reduce by 30%
RESOURCES	Increase sustainable solutions, % of Group sales	53%	+3pp	Solef® PVDF, Addibond™, Actizone™, SOLVAir® Marine	Achieve 65%
	Increase circular economy, % of Group sales	5%	+1pp	Silica HDS, RhodiaSolv IRIS, Amodel Bios, Natural Vanillin, Augeo Green Solvent	More than double
	Reduce non-recoverable industrial waste	58 kt	-34%	45 projects initiated	Reduce by 30%
	Reduce intake of freshwater	315 Mm³	-5%	71 projects initiated	Reduce by 25%
BETTER LIFE	Safety with a zero accident policy (RIIR* indicator)	0.43	-16%	Action plan on globalizing near misses	Aim for zero
	Accelerate DEI, parity in mid & senior management	25%	+1.3pp	Launched Solvay One Dignity 9 goals	Achieve 50% by 2030
	Extend parental leave time	implemented	achieved	16 weeks policy open to all co-parents regardless of orientation since January 2021	16 weeks since 2021

* Reportable Injury and Illness Rate

Strong credentials: Our progress on climate is recognised



MSCI
ESG RATINGS

AA rating
(scale AAA to CCC)



Reporting Matters
In the top 10 reports



Recognition
on Biodiversity

ISS ESG

B rating
Prime company



#6/40 in the sector



FTSE4Good

Member of FTSE4Good

ecovadis

Top 1%



A-
Scale A to D

Nordea

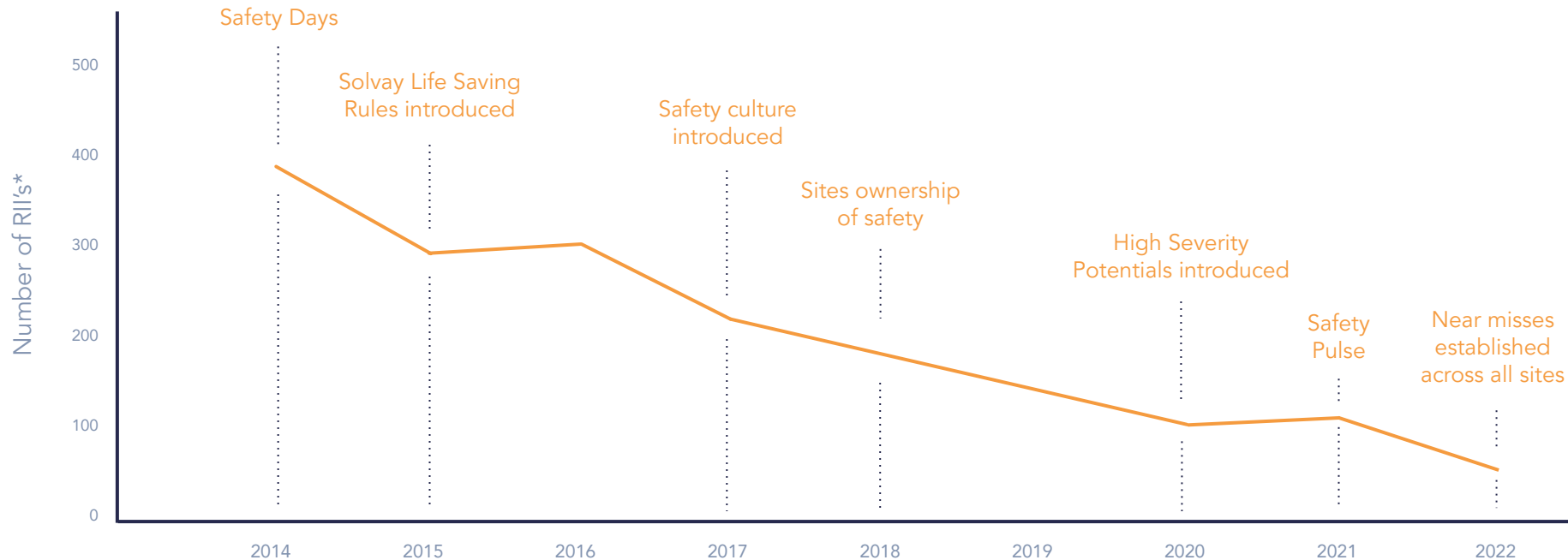
1's Global Climate
Engagement fund



We Care
and
We Dare



Health and Safety remain our first priority



*Converted MTA's to RII by multiplying by a factor of 4.6 (based on actual ratio from the second half of 2020)

Responsible Capitalism helped 7 000 families



€8.1m



30
projects

24
countries

€2m for the 2021 floods
in Europe and China

//

*We see this as a
coherent and socially
responsible approach
from Solvay
management..."*

| Deutsche Bank

COVID-19 relief efforts



Safety
net for all

350,000
Masks
donated

115,000
protection
Equipment
donated

1,000,000
bottles of
hand sanitizer
produced

700,000 liters H_2O_2
disinfecting
cleaning solution



Relief during China's confinement



Liu Yang,
Industrial director,
Shanghai, China

Food package
delivered at home

//

When everything should be waking up from winter, and the air should be filled with life, vibrancy and hope, our city has gone into hibernation. Time seemed to be frozen. This care package has made me finally feel like spring is here. Thank you!

| Denni Chen, GBU Silica, Shanghai, China





Ukraine: Standing behind all people



Support our
colleagues and
their families



Solvay Solidarity
Fund donation
International
Red Cross



Match private
employees
donations

Playing our part



All direct
business
suspended in
Russia

Dividend
payment & new
investments
suspended
from JV

Ethics matter



Solvay values

❖ Purposeful
responsibility

❖ Unity not
uniformity

❖ Passion for
performance

Code of Business
Integrity
Signed off by
ALL our active
employees



Quarterly
Pulse
surveys



2021
Engagement score:
80%

Engaging
with people

More
flexibility for
our people

+ 7,500

of our people
working in a
hybrid mode

70%

are enjoying it

Solvay Care Program

16

weeks of parental
leave for all

200

babies enjoyed
their fathers in 2021

“

*This is a great change in
our generation: Fathers
can be more present.
And this is also
becoming part of the
Group's culture today.*

Arnaud Jacquet,
Government Affairs, France



“

*I am thankful for the
greater comfort and
security the extended
paternity leave provided
to experience this
moment of immense joy.*

Joao Pancotto,
Novocare, Latin America



Putting Human Dignity first



80%

of employees feel
they can be
"THEMSELVES"
at work

48%

women in the
Senior Leadership
Community

7

Employee
Resource
Groups





Social
dialogue
matters



Global
Employee
Share Program

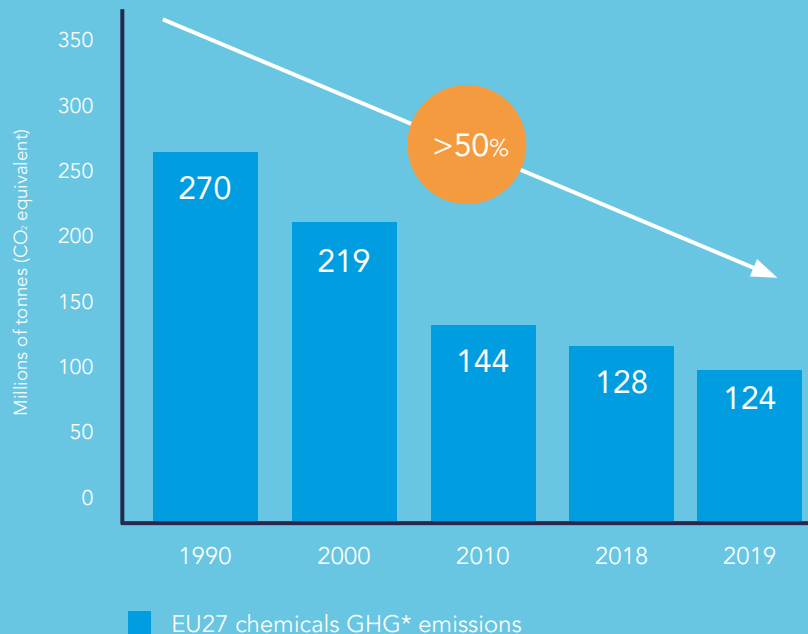


Renewed
IndustriAll
Agreement

Our home Our planet



The Chemical industry is part of the Solution



Source: European Environment Agency (EEA)

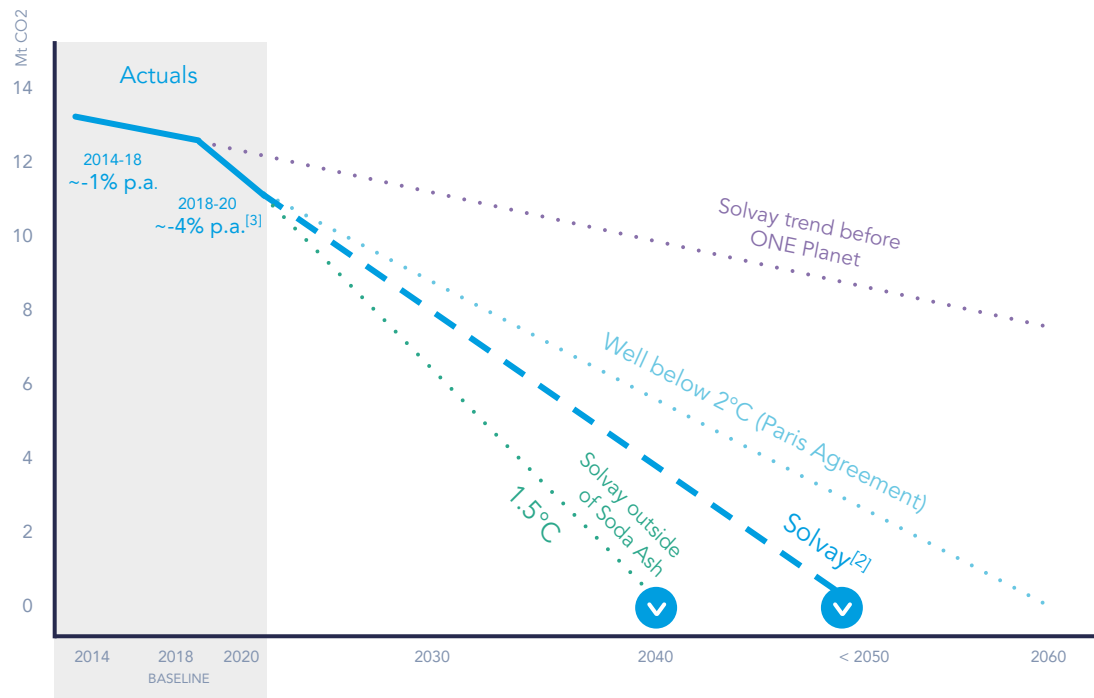
* Energy (Fuel and Power CO₂ is included - Unless specified, chemical industry excludes pharmaceuticals)



Since 1990,
production in the
chemical industry
expanded by

45%

New carbon neutrality^[1] ambition before 2050



[1] Scope 1+2 GHG emissions

[2] Visualization of the theoretical path to achieve Solway's GHG reduction targets vs public benchmarks. Annual fluctuations may differ.

[3] Structural excluding the impact from Covid reduced activities

OUR COMMITMENTS



Paris Agreement

2020



Carbon neutrality before 2050

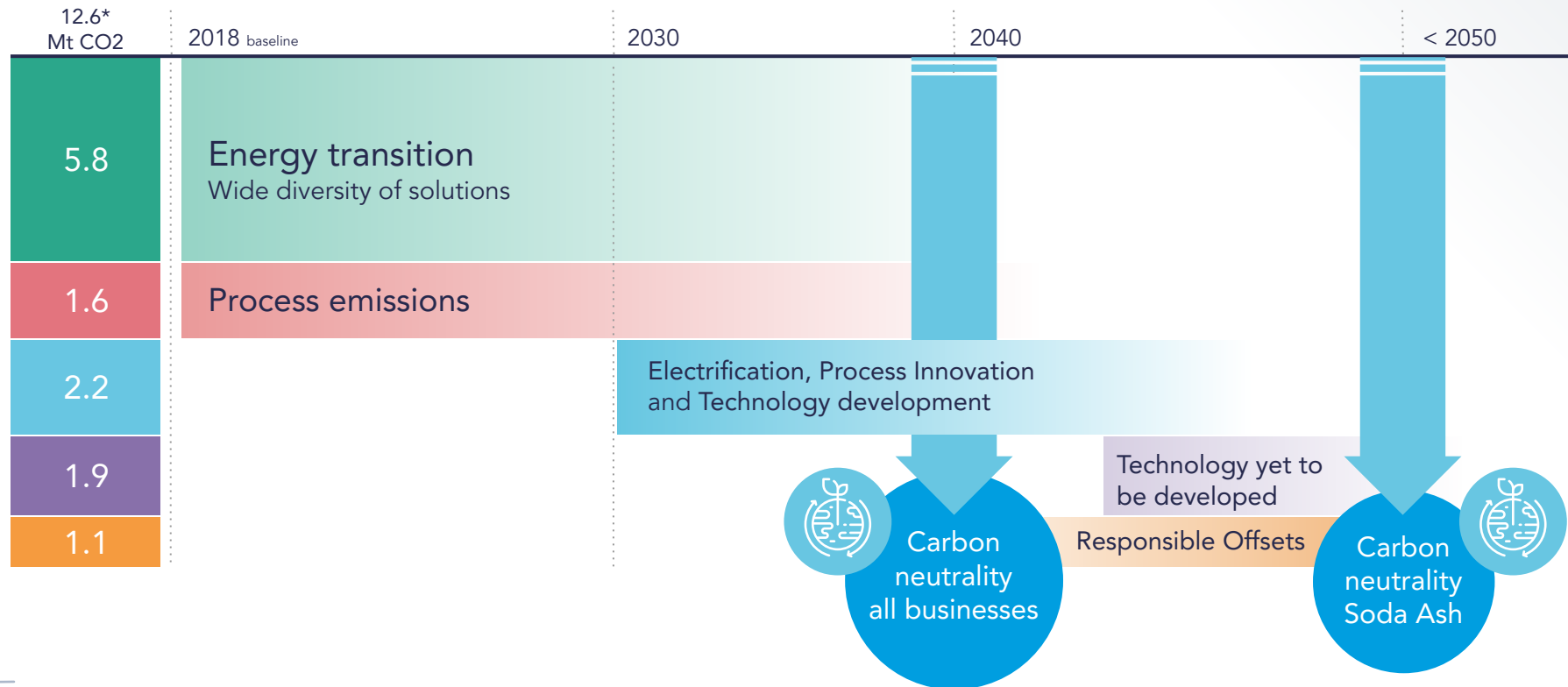
2021



Scope 3 SBTi targets to be announced

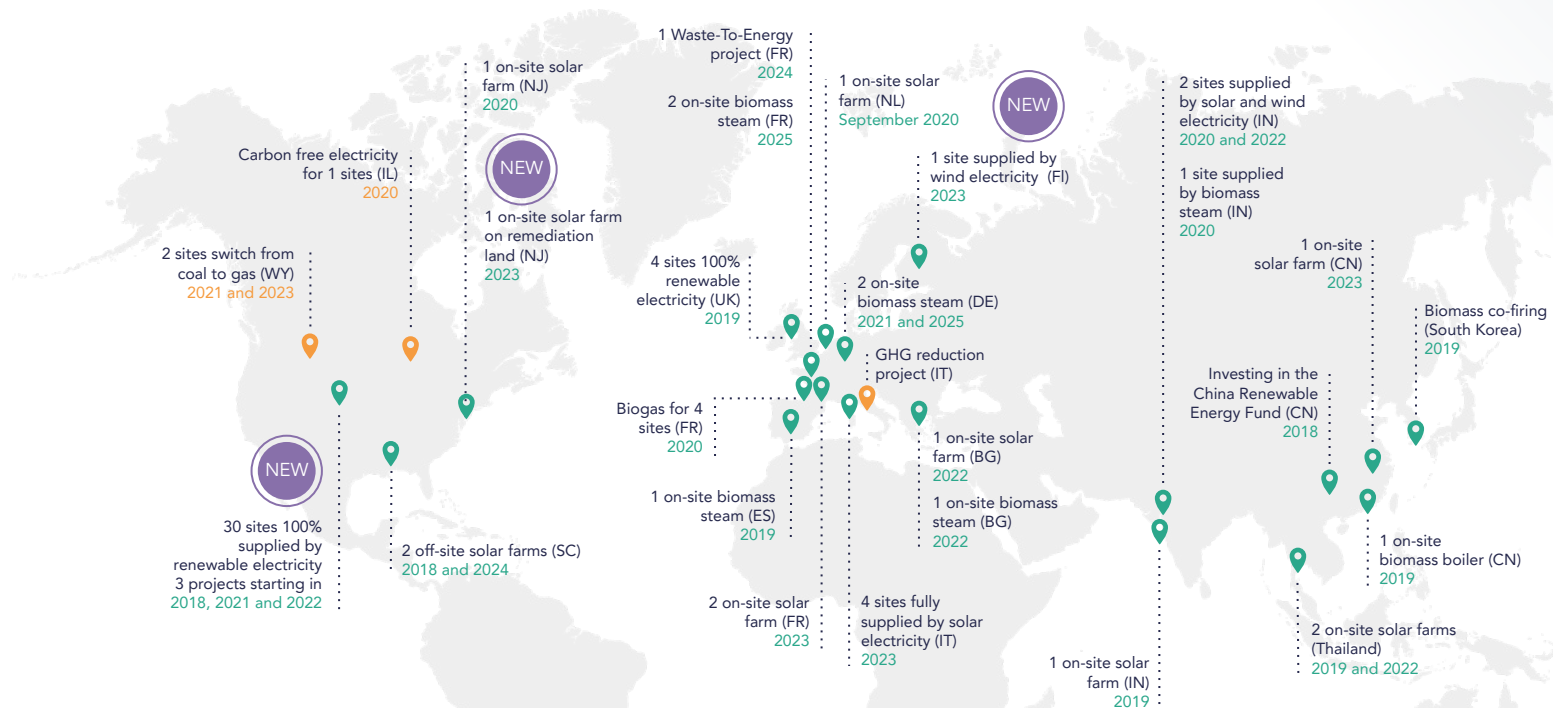
2022

Accelerated path towards carbon neutrality



* Adjusted for scope changes since 2018 (+0.3Mt CO₂ impact)

Accelerating our global energy transition



Renewable Energy

solar, biomass, wind & biogas

Other

Energy mix, industrial emissions

❖ 40 projects underway
2,8 Mt of CO₂

Four plants exiting coal



Rheinberg,
Germany

-4%*



Norbert Muelders,
Site manager



280 000 cars
off the road/year



Dombasle,
France

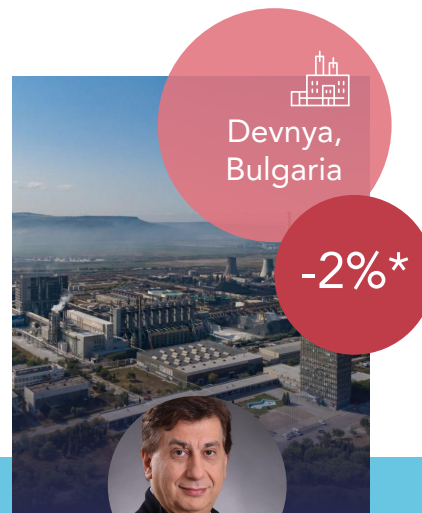
-2%*



Nicolas Vanderheyden,
Site manager



140 000 cars
off the road/year



Devnya,
Bulgaria

-2%*



Spiros Nomikos,
Site manager



140 000 cars
off the road/year



Green River,
US

-1.5%*



Todd Brichacek,
Site manager



100 000 cars
off the road/year

*Group Total GHG emission

Accelerating our focus on Scope 3 emissions

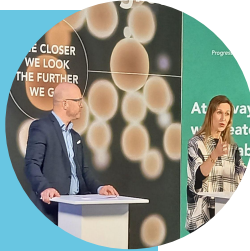


2021: First Supplier Engagement Program

300
participants

136
participating
companies

69
projects identified



Circular Economy Partnerships

Solvay, Veolia and Renault collaboration
In partnership with the Ellen MacArthur Foundation

Carbios partnership
to recycle PVDC films packaging

VEOLIA

GRUPE
RENAULT

C
CARBIOS

Working with local communities

Sustainable
Guar Initiative:

P&G Beauty as a
new member

Creation of a
Blockchain Platform



A photograph of two industrial workers in a factory setting. The worker on the left is a man with a beard, wearing a white hard hat with the Solvay logo, safety glasses, and a high-visibility yellow jacket. The worker on the right is a woman wearing a green hard hat, safety glasses, and a dark jacket. They are both looking towards the left. The background shows complex industrial machinery, pipes, and storage tanks under a clear sky.

Every factory will be a STAR



Mapping +100
operations
to our Solvay ONE
Planet, Solvay One
Dignity ambitions, and
digital roadmap

A bright
future
ahead



Investing for a bright responsible future

EV
batteries

€300m
in Tavaux, France

Semiconductors



Taiwan

Agro

Global
seed coatings

Healthcare

Invizius UK, start up

Biotechnology

DMC
Biotechnologies

Innovation through our growth platforms

Batteries



Thermoplastic
Composites



More than
€10Bn
growth
opportunity

Green
Hydrogen



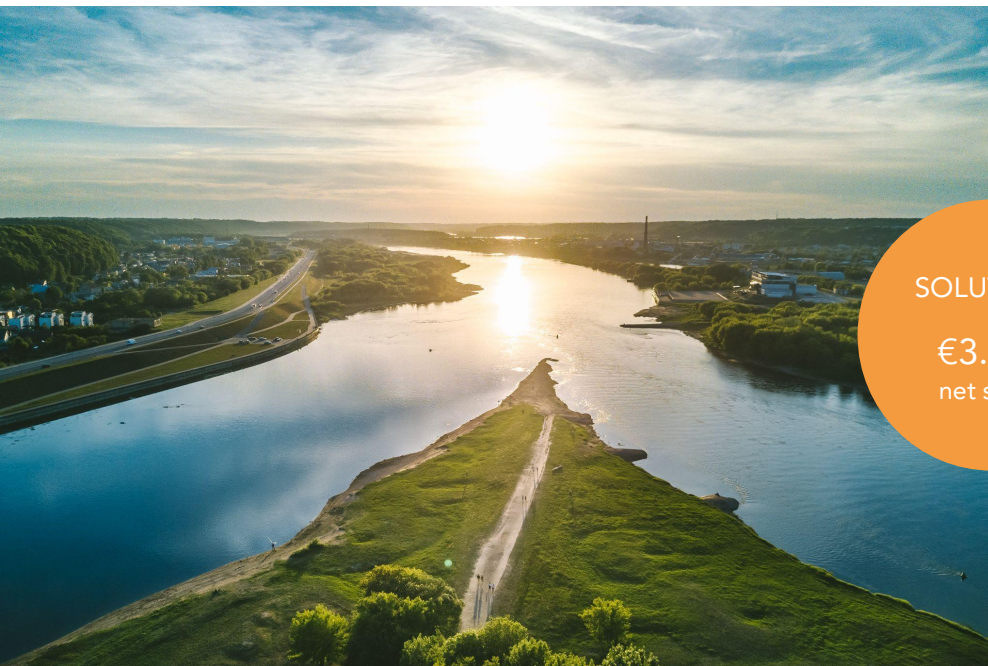
Renewable
materials and
biotechnology



We
are 'Fit'...
...and now we
will 'Change
the Game'



We are Essential and We are Special



SOLUTIONS

€3.8bn
net sales*

CHEMICALS

€3.3bn
net sales*

MATERIALS

€2.9bn
net sales*

Resilient
CASH

€4.1bn
net sales*

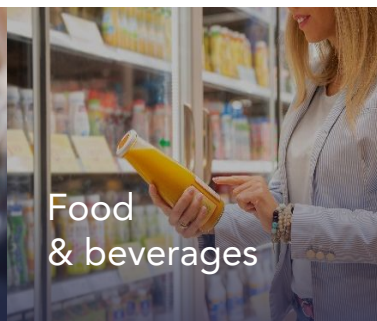
GROWTH

€6bn
net sales*

MARKET POSITION

Soda Ash & Derivatives	#1	Soda Ash (global) Bicarbonate (global)
Peroxides	#1	Hydrogen Peroxide (global)
Silica	#1	Silica for tires (global)
Others <i>(Coatis, Special Chem)</i>	#1	Coatis (Latin America) Rare earths for automotive catalysts (global)

€4.1B
2021 Net sales



Specialty Co



MARKET POSITION

MATERIALS	Specialty Polymers	#1	High-performance polymers; leading position in thermoplastic composites Growth platforms: Batteries, Thermoplastic composites, Green Hydrogen, Renewable materials & biotechnology
	Composites	#2 #1	Composites for civil aerospace Composites for defense
CONSUMER & RESOURCES	Novecare	#2	Specialty surfactants and polymers
	Aroma	#1	Flavors & Fragrances; Natural Vanillin
	Technology solutions Oil & Gas	#1	Mining reagents

€6B

2021 Net sales

Transportation
Auto/Aero

Electronics

Agriculture

Consumer

Healthcare

Fundamentals of the two entities



	EssentialCo	SpecialtyCo
Fundamentals	Supply/demand, Lean	Product innovation to solve customer's needs
Commercial	Pricing discipline, contracting management, standard offering / one service model	Application-driven, differentiated customer approach & service
Innovation	Process innovation	Technology & customer-driven innovation
Operational model	Operational excellence Lean and resilient supply chain and SG&A, optimized for large volumes and low cost	Flexibility in asset configuration to serve variety of customer needs Made to order, more flexible
Capital structure	Prudent financial policy	Committed to a strong investment-grade rating
	 Maximize cash generation and enhance cost leadership	 Achieve above market growth and strong returns

The best
is yet
to come





Listen
to our People
and what they
are most
proud of...



Progress beyond