

Sustainable value creation model

At Solvay we are committed to optimizing the use of our resources to reduce our impact on the planet. Our G.R.O.W. business strategy and our Solvay One Planet sustainability program are aligned with the powerful trends driving growth in our end markets. And our Solvay ONE operating model helps us work more efficiently and effectively together to achieve our Purpose and create the greatest shared value for society, our employees, our customers and our shareholders.

56

1. Excluding hybrid bonds;
2. Excluding the contribution from corporate and business services;
3. Recommended to the Shareholders meeting on May 10, 2022;
4. (Scope 1 & 2) at constant perimeter;
5. In number of animal or plant species potentially impacted in one year. ReCiPe method for biodiversity impact assessment;
6. % of Group sales based on circular raw materials or energy; circular economy indicators are still in the development phase, in the frame of the Circulytics approach, co-developed with the Ellen MacArthur Foundation;
7. Number of work-related injuries and illnesses (employees and contractors) resulting from an accident with severity above first aid, according to US OSHA 29 CFR 1904, per 200,000 work hours;
8. All employees worldwide S14 grade or below.

RESOURCES WE USE

Human

Representing more than 100 nationalities, 47% of our employees are located in Europe, 24% in North America, 10% in Latin America and 19% in Asia and the Rest of the World. Another 9% work in Research & Innovation.

+21,000 **23%**

Employees

Women

Financial

We have selectively invested €736 million of Capex from continuing operations in our growth businesses and €298 million to develop innovative sustainable solutions.

€7bn **€4bn**

Equity attributable to Solvay share¹

Underlying net debt

Natural

Our net energy costs represented about €789 million. The Group's overall raw materials expenses amounted to circa €3.2 billion.

4,920kt **105pj**

Raw materials

Energy consumption

315Mm³

Freshwater withdrawal

HOW WE CREATE VALUE

Our G.R.O.W. strategy is aligned with global business trends that drive growth in our end markets.

G

Materials

Unique high-performance polymers and composite technologies

Innovative solutions for cleaner mobility (lightweighting, batteries, CO₂ and energy efficiency), Electronics and Healthcare.

34% of Group EBITDA²

R

Chemicals

World leaders in essential chemicals for daily life

Chemical intermediates used in a broad range of applications in end markets like Building, Industry, Healthcare, Personal and Home Care, Feed and Food.

39% of Group EBITDA²

O

Solutions

Unique formulation and application expertise

Customized specialty formulations for surface chemistry and liquid behavior, maximizing yield and efficiency and minimizing environmental impact. Used in diverse markets like Agro, Food, Electronics, Consumer Goods.

27% of Group EBITDA²

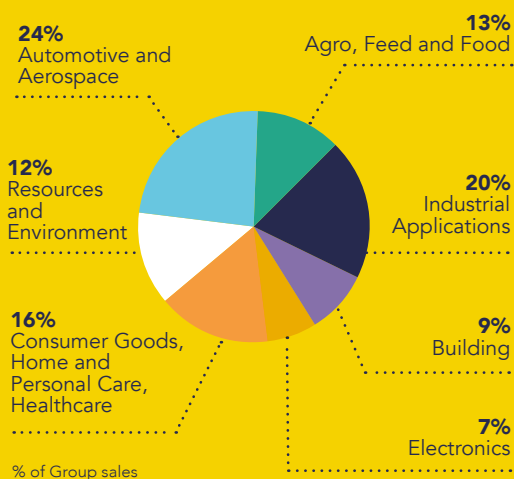
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Solvay ONE

New operating model and culture

Customers are at the heart of our new, more agile organization and performance-driven culture.

WHERE WE CREATE VALUE



VALUE WE CREATE

Economical

€2.4bn

Underlying EBITDA

€843M

FCF to Solvay shareholders from continuing operations

€3.85

per share

Recommended 2021 dividend³

€287M

Income taxes

448

Core suppliers

Environmental

11

Mt CO₂eq.

Greenhouse gas emissions⁴

Air emissions

5.9kt

Nitrogen oxides

3.5kt

Sulfur oxides

27pj

Solid fuels

-13%

Pressure on biodiversity⁵

58kt

Industrial waste not treated in a sustainable way

315Mm³

Intake of freshwater

53%

Group net sales with sustainable solutions

5%

Group net sales from circular economy⁶

Social

0.43

Reportable Injury and Illness Rate⁷ (RIIR)

25%

Women in mid and senior management

16

weeks

Maternity leave time open to all co-parents

€3.7M

Group donations

€9.8M

Global Performance Sharing Plan⁸

11.2%

Employee turnover