

SUSTAINABILITY FOR GENERATIONS TO COME

Third quarter and nine months 2023 results
November 3, 2023

160 YEARS





e.Solvay process

Pilot unit in Dombasle, France to test the new Solvay process to produce soda ash more sustainably is operational since April and has yielded positive results as of June.

[Play video](#)



With you today

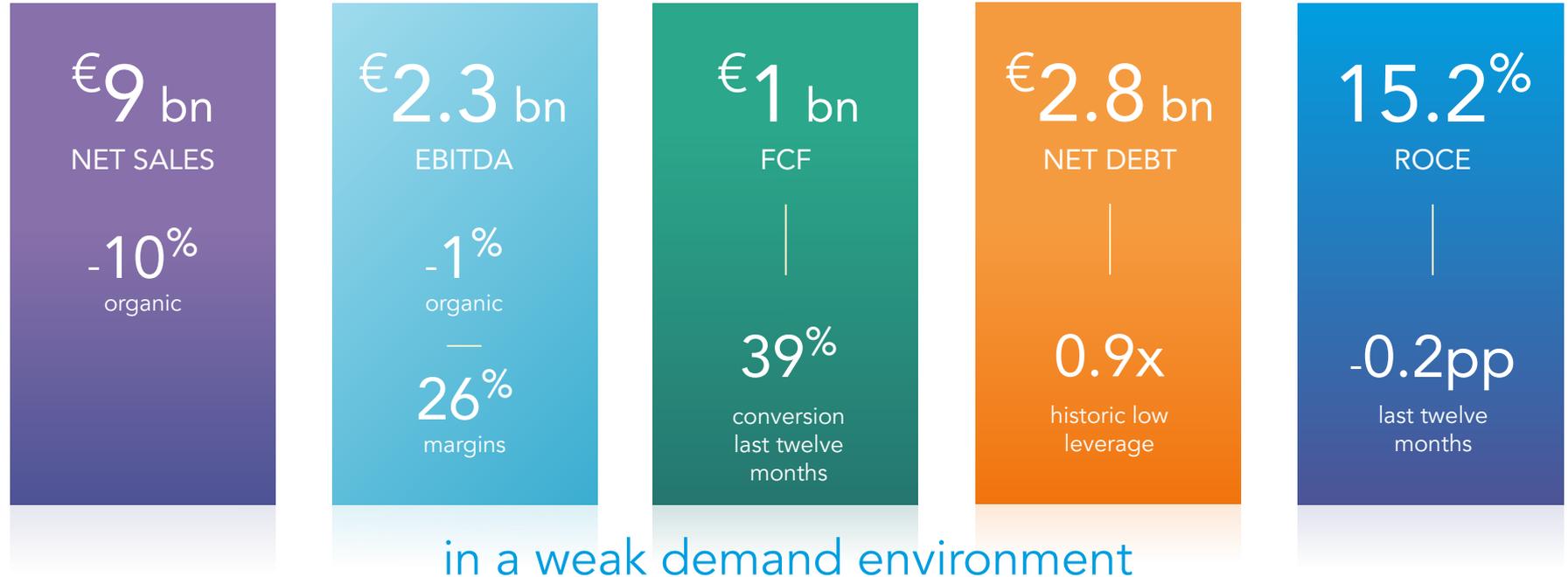
A portrait of Ilham Kadri, CEO, smiling and gesturing with her hands. She is wearing a dark blue top.

Ilham Kadri
CEO

A portrait of Karim Hajjar, CFO, smiling. He is wearing a dark suit jacket, a white shirt, and glasses.

Karim Hajjar
CFO

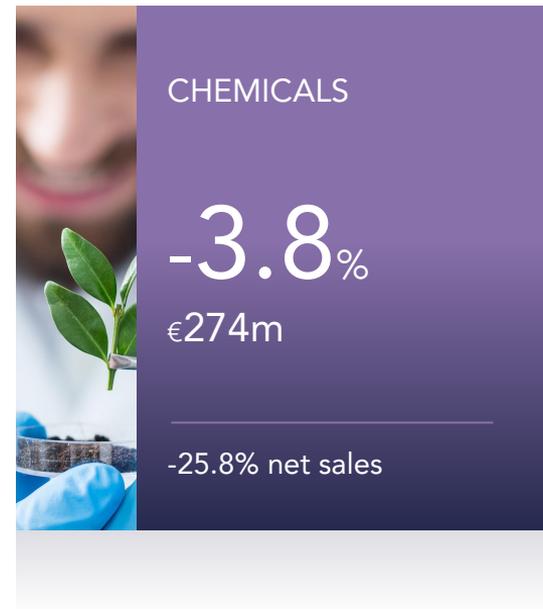
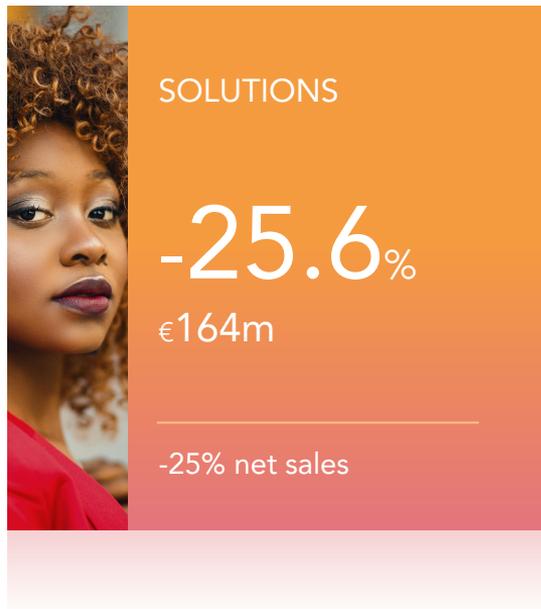
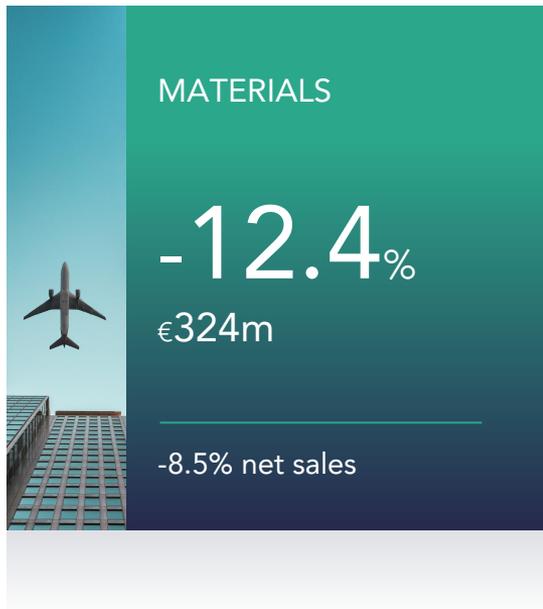
Strong cash generation and improved margins in 9M



Q3 EBITDA reflects lower volumes and prices in the current macro environment



Q3 2023 EBITDA per segment



Reaffirming 2023 outlook

EBITDA

underlying

+2 to -5%
organic growth

in the lower end of guidance range

Third quarter and nine months 2023 results



Star Factory program

joined by 40+ plants to become best-in-class in manufacturing, digital, sustainability, safety and people.



Investing in sustainable growth



Continuing sustainable investments in our leading technologies:

- e.Solvay soda ash process pilot plant is up and running
- Building a world-class soda ash shipping facility in Vancouver, USA
- Inaugurating a cutting-edge electronic grade hydrogen peroxide plant for semiconductors in Taiwan

Progressing in our energy transition roadmap:

- Cutting CO2 emissions by 20% at our silica site in Collonges, France
- IUCN report highlights 3 Solvay case studies, showcasing how the Group protects nature and biodiversity



JV agreement signed with Orbia, confirming plans to build the largest EV materials facility

Continuing sustainable investments in our products with:

- a new tool to calculate and reduce our products' carbon footprint
- mass Balance certification in two SPP plants

Partnering towards sustainable solutions across industries:

- BETA Technologies: enabling zero-emission passenger and cargo air transit
- Compact Membrane Systems: developing carbon capture technologies
- Shengjian: expanding the semiconductor, FPD (Flat Panel Display), solar power and other growth markets

Tremendous effort bringing two new champions close to the finish line!



Third quarter and nine months 2023 results

This timetable is indicative and reflects a likely scenario. ECo and SCo are not reflective of the future company names.

Proposed Board of directors for SOLVAY

SOLVAY

10 board members

60% independent

30% women

	Pierre Gurdjian	Chairman, Chair of finance committee Independent Director
	Philippe Kehren	CEO
	Thomas Aebischer	Chair of the audit Committee Independent Director
	Thierry Bonnefous	Reference Shareholder Director
	Wolfgang Colberg	Chair of remuneration committee Independent Director
	Melchior de Vogüé	Reference Shareholder Director
	Marjan Oudeman	Chair of nomination committee Independent Director
	Aude Thibaut de Maisières	Chair of ESG committee, Vice Chair and Reference Shareholder Director
	Annette Stube	Independent Director
	Yves Bonte	Independent Director

Proposed Executive Leadership Team for SOLVAY

SOLVAY



→ Philippe Kehren
Chief Executive Officer



Alexandre Blum

Chief Finance and Strategy Officer



Lanny Duvall

Chief Operations Officer



Mark van Bijsterveld

Chief People Officer



Lisa Brown

General Counsel

Proposed Board of directors for SYENSQO

SYENSQO

10 board members

60% independent

60% women

	Rosemary Thorne	Chairwoman, Chair of finance committee Independent Director
	Ilham Kadri	CEO
	Roeland Baan	Independent Director
	Francoise de Viron	Chair of ESG Committee, Vice Chair and Reference Shareholder Director
	Edouard Janssen	Reference Shareholder Director
	Matti Lievonen	Chair of remuneration Committee Independent Director
	Heike Van de Kerkhof	Chair of Nomination Committee Independent Director
	Julian Waldron	Chair of the audit Committee Independent Director
	Mary Meaney	Reference Shareholder Director
	Nadine Leslie	Independent Director

Proposed Executive Leadership Team for SYENSQO

SYENSQO



Ilham Kadri
Chief Executive Officer



Christopher Davis

Chief Financial Officer



Hervé Tiberghien

Chief Operations Officer



Joëlle Boxus

Chief People Officer



Marc Chollet

Chief Strategy Officer



Mark Rollinger

General Counsel



60+ energy transition projects

This represents a reduction of 3.5 Mt of CO₂ per year, equivalent to removing ~2 million carbon fuel vehicles off the road each year.



Q&A



Ilham Kadri
CEO



Karim Hajjar
CFO



Developing solutions for a bright responsible future



9%

Sales of circular products



55%

Sales of sustainable solutions

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