



SOLVAY

asking more from chemistry®

Jean-Pierre Clamadiou

Chairman of the Executive Committee
& CEO

**MORE
FUTURE**



SOLVAY

asking more from chemistry®

MORE
FUTURE

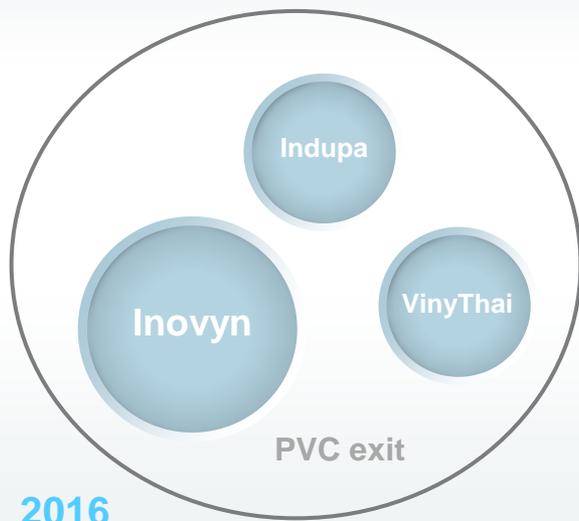
CREATING A FUTURE WITH MORE POTENTIAL

OUR AMBITION

- BECOME A MULTI-SPECIALTY CHEMICAL SOLUTIONS-PROVIDER
- BUILD A NEW MODEL OF SUSTAINABLE CHEMISTRY TO HELP ANSWER SOME OF SOCIETY'S CHALLENGES

A NEW MILESTONE IN OUR TRANSFORMATION

- ✓ Portfolio transformation acceleration
- ✓ Successful Cytec integration



Formulated
Resins

Polyolefin
cross
linkable
compounds



(1) Divestment progress:
expected to be finalized by mid 2017

A MULTI-SPECIALTY CHEMICAL SOLUTIONS-PROVIDER



ADVANCED MATERIALS

- High performance materials
- Solutions for sustainable mobility (light-weighting, CO₂ & energy efficiency)



ADVANCED FORMULATIONS

- Expert in surface chemistry
- Optimizing and customizing efficiency
- Minimizing environmental impact



PERFORMANCE CHEMICALS & FUNCTIONAL POLYMERS

- Leader in chemical intermediates (scale and technology)
- Developing industrial innovation & Innovative solutions for optimized costs



Among global leaders in most of our activities

A MORE DIVERSIFIED PROFILE

GEOGRAPHIES

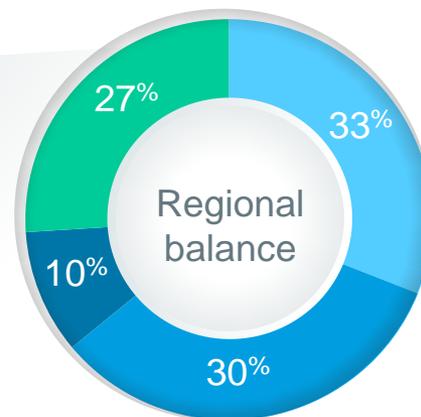
Europe
 Asia & RoW
 Latin America
 North America

MARKETS

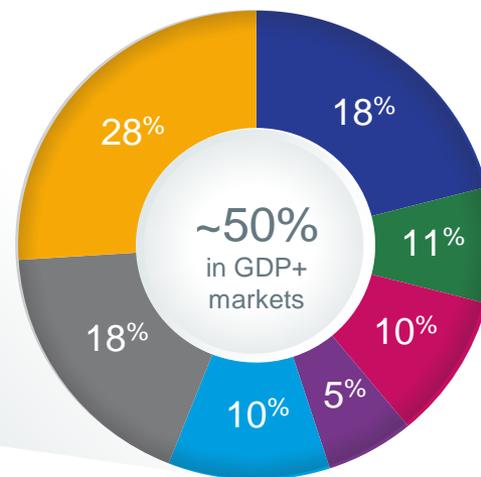
Automotive & aerospace
 Resources & environment
 Electrical & electronics
 Agro, feed & food
 Consumer goods & healthcare
 Building & construction
 Industrial applications



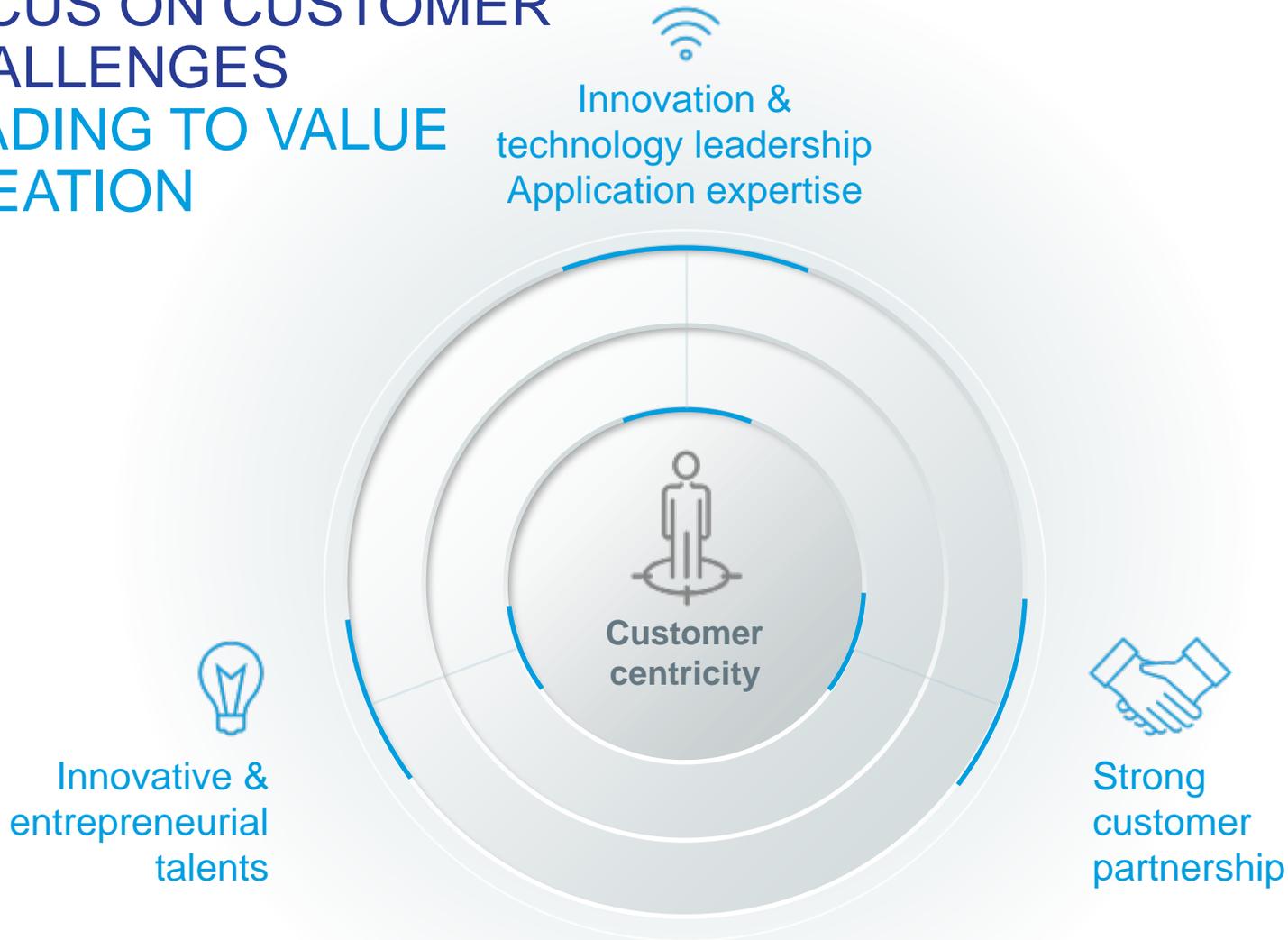
2010 net sales
 €6.5 bn



2016 net sales
 €10.9 bn



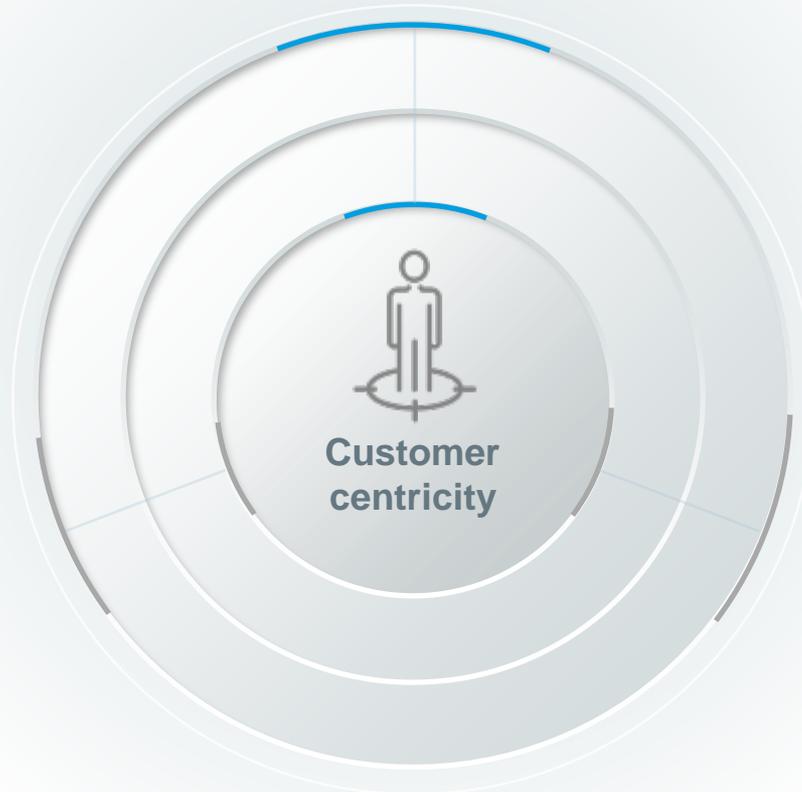
FOCUS ON CUSTOMER CHALLENGES LEADING TO VALUE CREATION



FOCUS ON CUSTOMER CHALLENGES LEADING TO VALUE CREATION



Innovation & technology leadership
Application expertise



Innovative & entrepreneurial talents



Strong customer partnership

INNOVATION & TECHNOLOGY LEADERSHIP APPLICATION EXPERTISE

SUSTAINABLE MOBILITY



Silica for
fuel efficient
performance tires
Premium SW



Thermoset prepreg
resin system for
automotive
applications
Solvalite™ 730



Batteries separator
Binder coating
Solef® PVDF
High voltage
Li-Ion batteries

QUALITY OF LIFE



Next generation
guar polymers
& derivatives
Hair Care platform



Desinfectant
with long lasting
biocidal effect
Actizone
Surface cleaning



Seed treatment
to secure crop
potential
GSB®
Seed boosting

MINING



Lithium extraction

- process speed & efficiency
- extraction costs reduction



NaSH replacement technology

- better environmental
profile for customers
- safety

MORE AND FASTER INNOVATION

6



MID-TERM
GROWTH
INITIATIVES

New supramolecular materials



New polymers for composites

Functionalized biomolecules



More efficient surfactants

Surface modification



Anti-soil coatings

Sulfide chemistry



New generation batteries

Electro-active hybrid formulations



Sensor based solutions

Breakthrough process



New generation of plants



21

R&I centers

€ 350 m

R&I efforts

240

Patents application

2,340

R&I employees

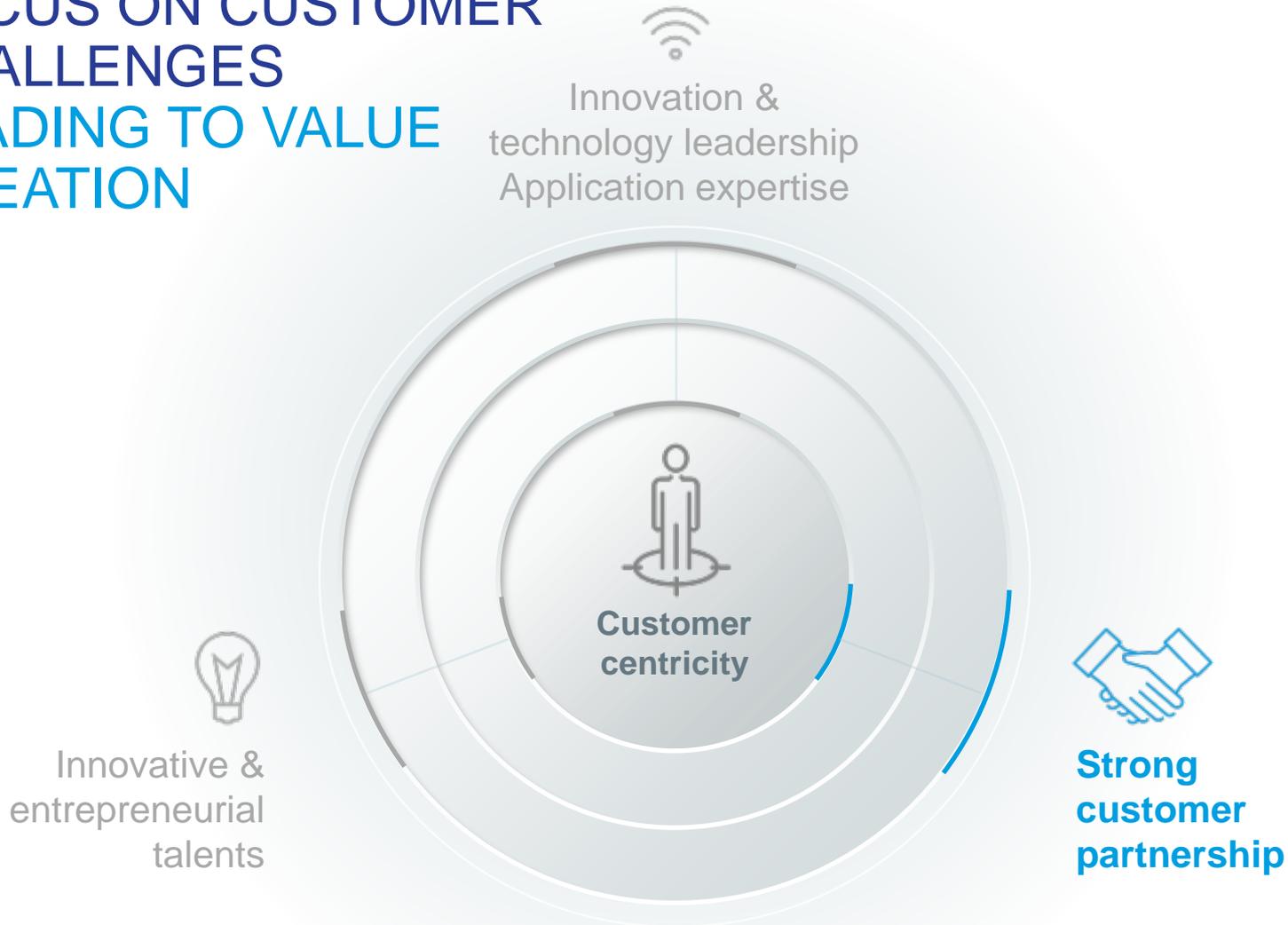
€ 80 m

Invested in funds and start-ups

>100

Collaborative projects

FOCUS ON CUSTOMER CHALLENGES LEADING TO VALUE CREATION



ADDRESSING THE NEEDS OF LEADING CUSTOMERS



FOCUS ON CUSTOMER CHALLENGES LEADING TO VALUE CREATION



Innovation & technology leadership
Application expertise



Innovative & entrepreneurial talents



Strong customer partnership

ENTREPRENEURIAL MINDSET

SOLVAY DENTAL 360™

a unique business line for dental care

- ✓ Metal free
- ✓ Biocompatible
- ✓ Natural looking
- ✓ >60% lighter than a metal frame
- ✓ **Digital workflow** efficiency for dentists and lab technicians

Dentivera™ milling disk made with Utaire™ AKP



Removable Partial Denture RPD



DEVELOPING COMMITTED & INNOVATIVE TALENTS

Talent acquisition and development

Talent Days: develop our people, encourage networking to facilitate mobility

*International Management Seminar: *foster a collaborative culture among our teams*

Diversity and inclusion

- By 2020
- 20% of senior executive positions to be women
 - Number of senior managers from Americas & Asia to double

Caring about employees and constructive dialogue with social partners

- ✓ **2017 SOLVAY Cares program**
A universal minimum benefits package for all employees
- ✓ Renewal of the global social framework agreement with **IndustriALL Global Union**





OUR 2016 ACHIEVEMENTS

SUSTAINABILITY COMMITMENTS EMBEDDED IN OUR STRATEGY



23%

OF EMPLOYEES INVOLVED
IN SOCIETAL ACTIONS*

Objective 2025: **to reach 40%**



43%

OF SUSTAINABLE
SOLUTIONS IN GROUP SALES

Objective 2025: **to reach 50%**

* *Indicative estimate*

0.77%

OCCUPATIONAL
ACCIDENT RATE

Objective 2025: **reduce by 50%**
the number of accidents



-19%

GREENHOUSE
GAS INTENSITY

Objective 2025: **a 40% drop**



77%

PEOPLE
ENGAGEMENT

Objective 2025: **to reach 80%**



2016 figures



SOLID FINANCIAL PERFORMANCE IN 2016

NET SALES

€10.9 bn / ^{vs 2015} **(4.7)%**

PROFIT FOR THE PERIOD

Attributable to Solvay share

€846 m / ^{vs 2015} **+10%**



Underlying
2016 data

EBITDA

€2.3 bn / ^{vs 2015} **+7.5%**

FREE CASH FLOW

€876 m / ^{vs 2015} **€492 m**

DIVIDEND

per share

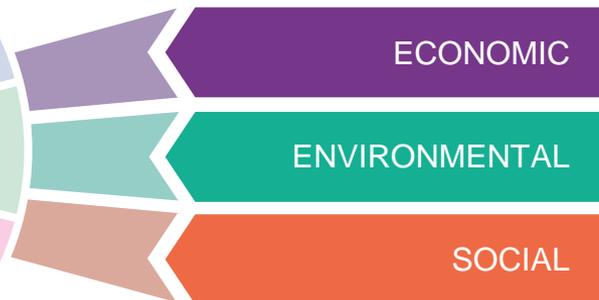
€3.45 / ^{vs 2015} **+4.5%**

OUR MODEL FOR CREATING VALUE

THE RESOURCES WE USE



THE VALUE WE CREATE



Strategic objective

ECONOMIC INPUT

Equity attributable to Solvay share

€ 7.5 billion

Capex from continuing operations

€ 929 million

Underlying Net debt

€ 6.6 billion

R&I effort

€ 350 million

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Underlying EBITDA

€ 2.3 billion

CFROI

6.3%

Patent applications

240

Underlying profit to Solvay share

€ 846 million

Dividend related to 2016

€ 356 million

Sales of products released in < 5 years

15%

ECONOMIC OUTPUT

Free cash flow

€ 876 million

Cash conversion

59%

Group Net Promoter Score

27%

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ENVIRONMENTAL INPUT

Energy consumption

138
petajoules

Total water intake

580
million m³

Groundwater

165
million m³

Greenhouse gas intensity

5.86
Kg CO₂ equ. per € EBITDA

Industrial hazardous waste not disposed of in a sustainable way

50.30
1,000 tons

Sustainable solutions (SPM)

43%
Of Group Sales

Nitrogen oxides

11.10
1,000 tons

ENVIRONMENTAL OUTPUT

Sulfur oxides

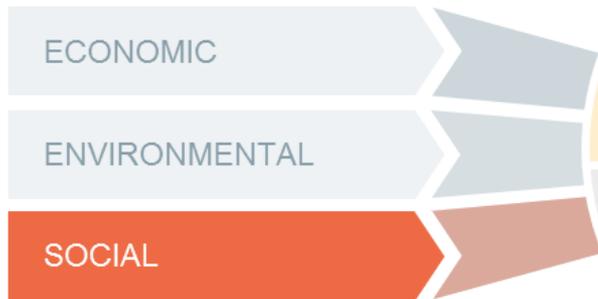
5.40
1,000 tons

Non-methane volatile organic compounds

4.97
1,000 tons

OUR MODEL FOR CREATING VALUE

THE RESOURCES WE USE



THE VALUE WE CREATE



 Strategic objective

SOCIAL INPUT

- 27,000 employees
- 23% of woman
- 9% of R&I staff

SOCIAL OUTPUT

- Occupational accidents at group sites: 0.77 Per million hours worked 
- Employee engagement index: 77% 
- Income taxes paid: € 212 million
- Employees involved in societal actions: 23% 

MORE
SUCCESS
TO COME



SOLVAY

asking more from chemistry®



STRONG START INTO 2017

NET SALES

€2.97 bn / ^{vs Q1 2016}
+9.7 %

PROFIT FOR THE PERIOD

Attributable to Solvay share

€256 m / ^{vs Q1 2016}
+33 %



Underlying
2017 data

EBITDA

€616 m / ^{vs Q1 2016}
+12 %
EBITDA
margin: 21%

FREE CASH FLOW

€164 m / ^{vs Q1 2016}
€9 m

PRIORITIES AND PERSPECTIVES 2017



EBITDA
Mid-single digit
growth



Free cash flow
> € 800 million
*(on basis of existing
continuing businesses)*



**Continuing to
improve** the quality
of our portfolio



**Create
value** for our
shareholders