



SOLVAY

asking more from chemistry®

Novecare

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Solutions for surface chemistry

Novecare at a glance

Net sales
2013e

€ 1.6 bn

REBITDA
2016 CAGR

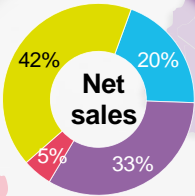
 double
digit

11 prod. sites
1 Site in construction
12 R&I centers

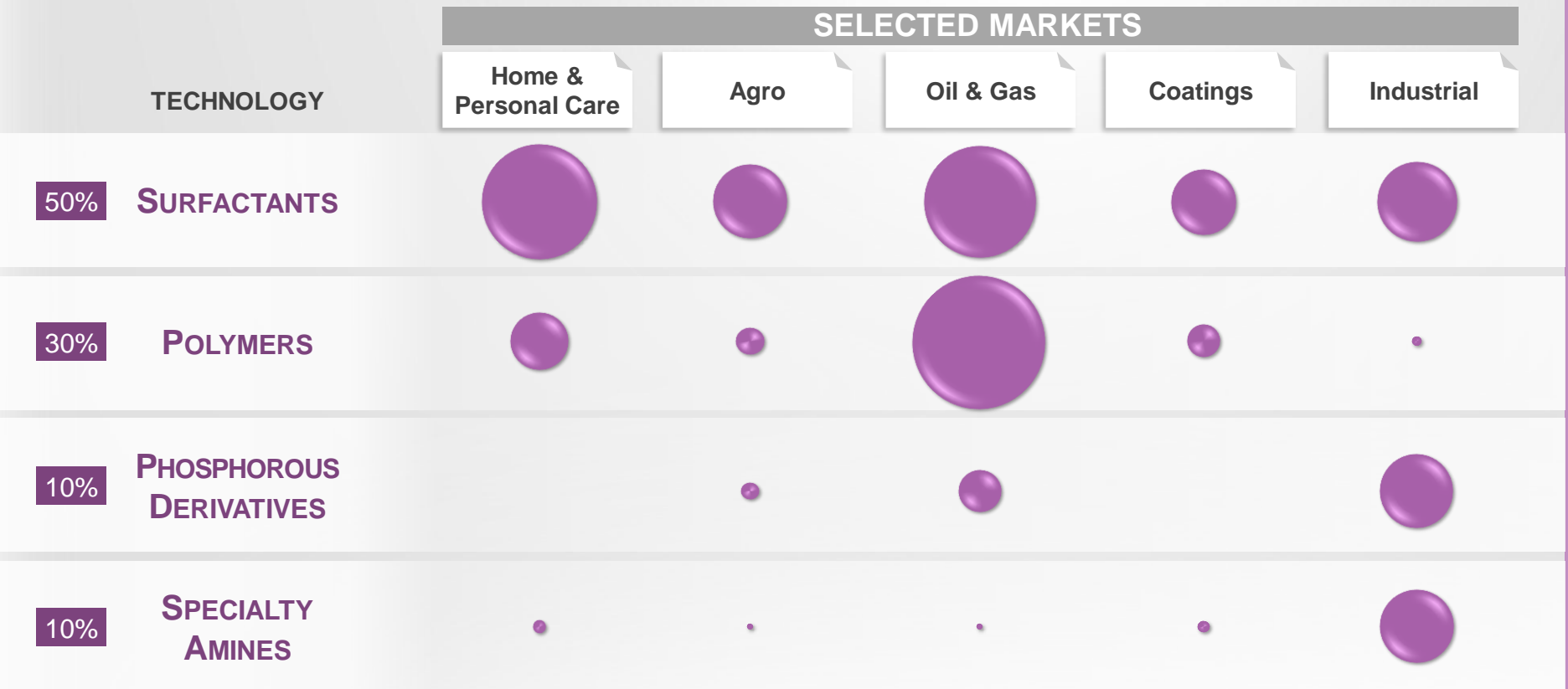
5 prod. sites
(1 site in construction)
4 R&I centers

10 prod. sites
(1 site in construction)
5 R&I centers

2 prod. sites
1 R&I centers



Cutting-edge technologies in diversified focused markets



A successful growth strategy

Organic

- Focus on higher added value segments
- Expand in fast growing regions
- Excellence and global competitiveness

Innovation

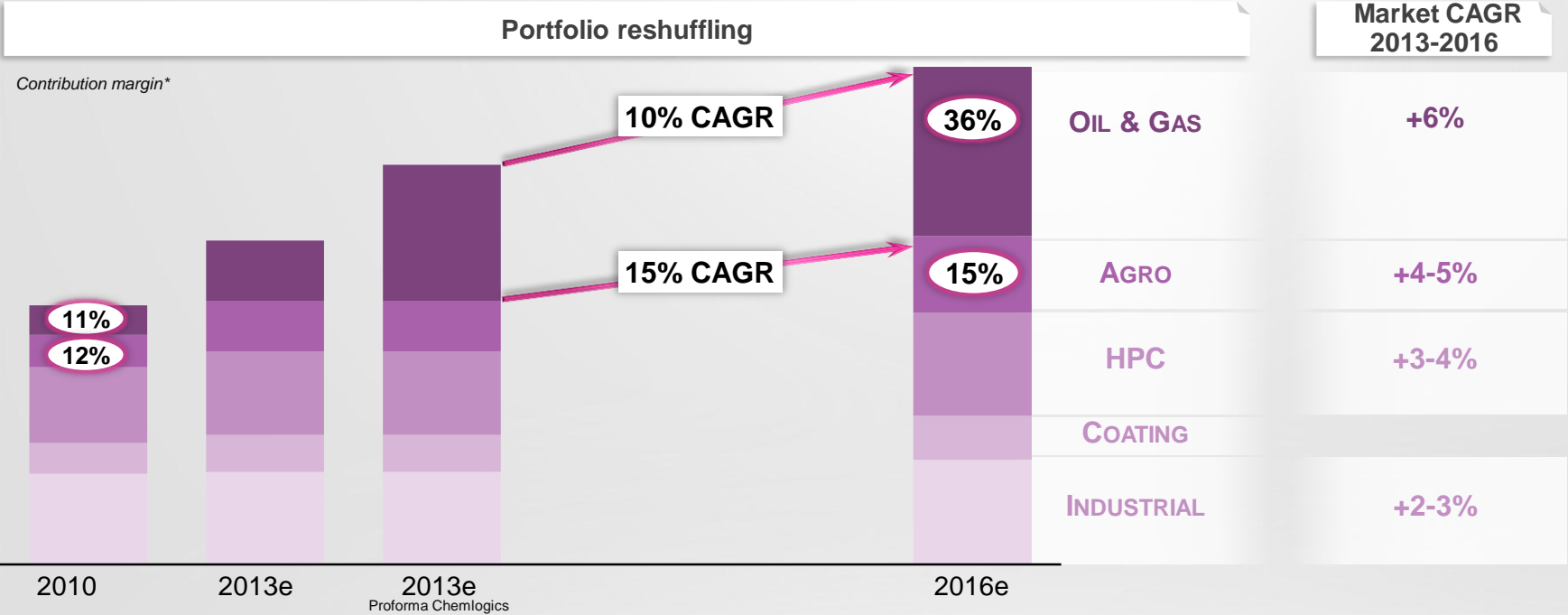
- Reinforcing specialty solutions
- Focused primarily on Oil & Gas / Agro / HPC

External Growth

- Enhancing specialty customized solution offering
- Increasing market position in fast growing regions

Growing and moving into more specialty customized solutions

Growing organically in selected segments, leveraging leading positions



...with an enhanced customized offering

*Contribution margin= Net sales – variable costs.

x% % of the market segment's contribution margin to Novecare 's in the period

Leading position in the highly dynamic Oil & Gas Chemical market



Chemlogics acquisition

PORTFOLIO

Largest O&G chemical product offer

MARKET

15bn US\$ global market with 6% CAGR
driven by oil demand and sustainability

CUSTOMER AND GEOGRAPHY

Reinforcing US presence and globalize
business

KNOW-HOW

Building more tailor made formulation
Reinforcing sustainable solutions
Leading Innovation

TARGET

2-digit CAGR by 2016



Reaching leading position with a value creating acquisition

Leveraging the largest sustainable solutions offering

Novecare Leading solution offering to the O&G chemical market

Lab-to-well formulations

Demulsifiers

Scavengers

Crosslinkers

Rheology modifiers

Biocides

Anti-gas migration

Emulsifiers/Wetting agents

Non emulsifiers

Friction reducers

Flow improvers

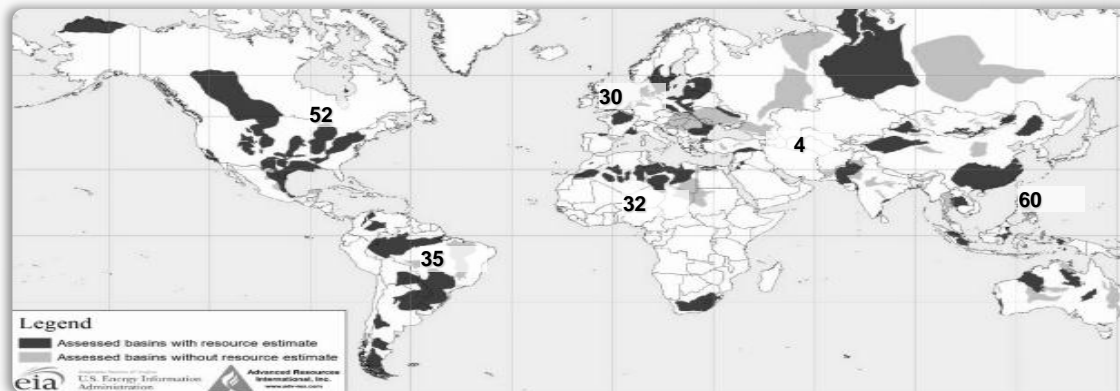
Clay & iron control

Fluid-loss additives

Cement retarders

Chemlogics Novecare

Current Shale resources (bn tons oil equivalent)



- Integrate Chemlogics into Novecare to trigger sales synergies
- Develop the presence in the US in new basins
- Extend the model into new regions: Australia, China, Russia, Argentina...
- Lead by Innovation with tailored made solutions: Biocides, gelling agent, Demulsifiers, Non- Emulsifiers...

Leading the course with innovative solutions in Agro market

PORTFOLIO	Focused on high value tailor made solutions
MARKET	2bn US\$ market with 4-5% CAGR driven by yield improvement and regulations
CUSTOMER AND GEOGRAPHY	Key agricultural regions in US, Brazil, Europe, China and India
KNOW-HOW	Marketing knowledge with best technical expertise Crop protection, fertilizers and seeds
TARGET	2-digit CAGR by 2016



Delivering with unique innovation model

Fueling growth potential through capacity expansion in fast growing regions

2010-2016

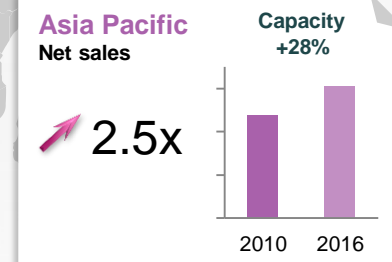
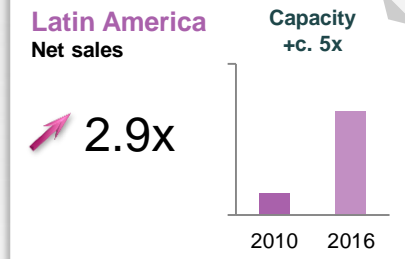
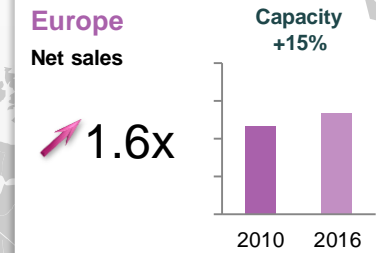
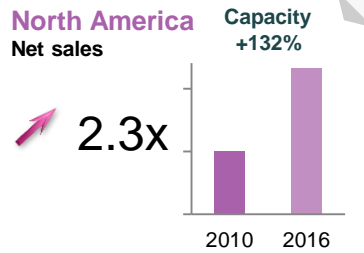
More than doubling sales in Asia and North America

Total capacity +71%

Acceleration in 2013-2016

Investing in competitive & sustainable industrial footprint:

EO* on pipe in Singapore (45KT) and Bayport, Texas USA (73KT)



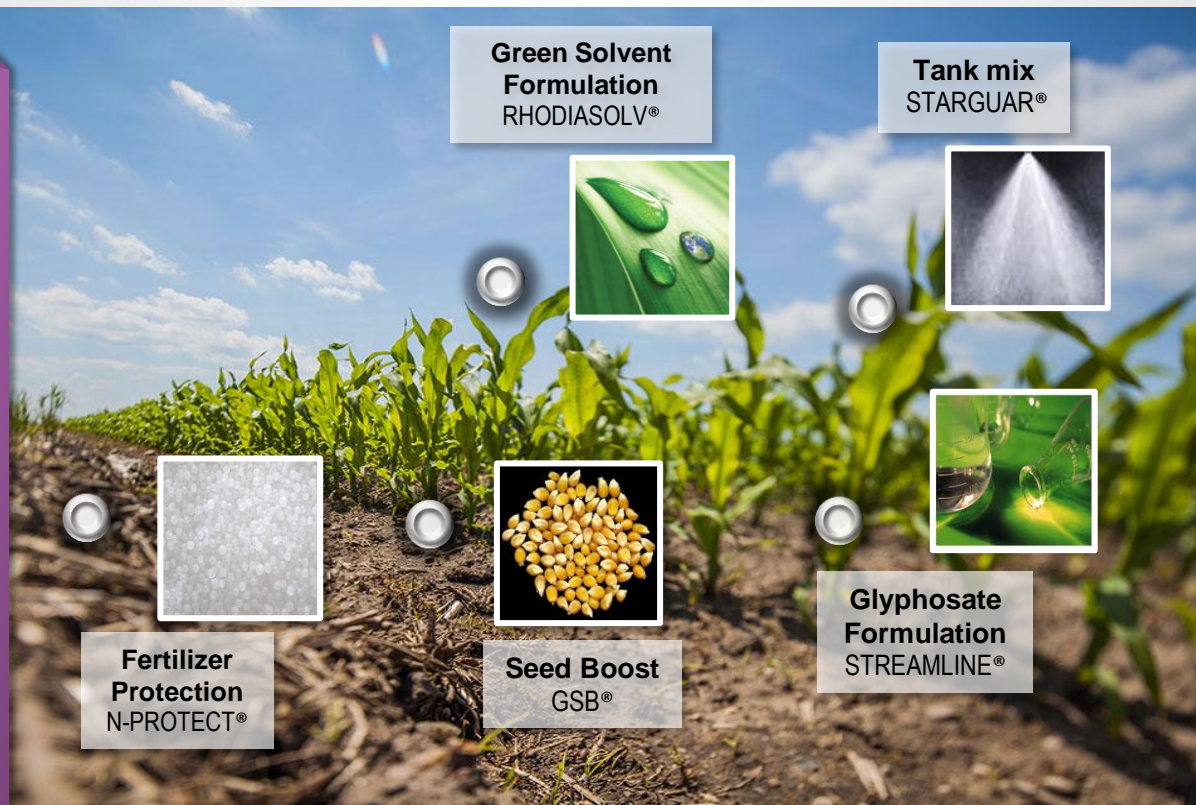
Reinforcing growth potential with targeted value creative acquisitions

LOCATION	ACQUISITION	OBJECTIVE	NET SALES AT ACQUISITION	INTEGRATION STATUS
NORTH AMERICA	Chemlogics (November 2013) 	O&G specialty and low Capital intensive	c. 400M€	  
CHINA	Feixiang (December 2010) 	Amines footprint in China	>200M€	  
BRAZIL	ERCA (November 2013) 	Industrial assets footprint in Brazil		  

Driving growth with global innovation and local delivery

4 Global R&I Centers & 6 Formulation Centers

- Close to customers to develop new projects with local formulation centers
- Replicate the best-in-class Agro model
 - High selective projects
 - Best technical expertise
 - Co-Construction of tailor-made solutions on unmet customer needs
 - Quick delivery projects
- O&G, Agro and HPC are the primary focus markets to deliver innovation



Delivering sustained value creative growth

- **2-digit CAGR organic growth to continue**
 - Focused on selected segments and fast growing regions
 - Enhanced by innovation excellence
- **Growth boosted by value creative acquisitions**

Novecare, strong growth engine for Solvay

