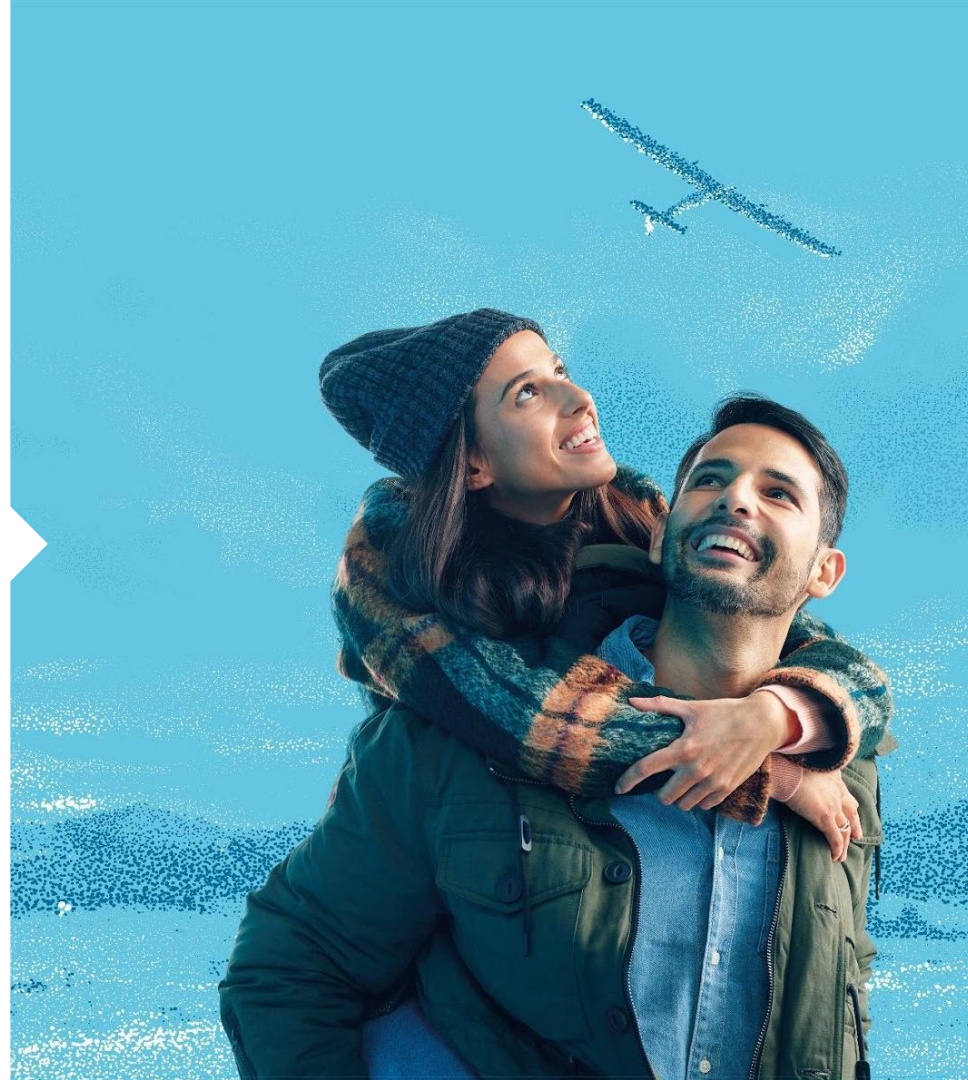




Progress beyond

# Solvay profile & strategy

July 2020





This presentation may contain forward-looking information. Forward-looking statements describe expectations, plans, strategies, goals, future events or intentions. The achievement of forward-looking statements contained in this presentation is subject to risks and uncertainties relating to a number of factors, including general economic factors, interest rate and foreign currency exchange rate fluctuations, changing market conditions, product competition, the nature of product development, impact of acquisitions and divestitures, restructurings, products withdrawals, regulatory approval processes, all-in scenario of R&D projects and other unusual items. Consequently, actual results or future events may differ materially from those expressed or implied by such forward-looking statements.

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# Summary



1. Solvay Profile & Strategy
2. H1/Q2 2020 Performance
3. 2019 Review
4. Annexes

# Solvay Profile & Strategy



# Solvay by the numbers



€10.2B

net sales  
53% sustainable  
solutions

€2.3B

underlying EBITDA  
23% margin

>50%

revenue in faster  
growing economies

24,100

People at  
Solvay

115

Sites  
globally

Evenly  
Balanced

revenue across Europe, the  
Americas and Asia & RoW

2,100

R&I employees in  
21 major R&I centers

€336M

in R&I

>100

nationalities

64

countries

75%

of R&I pipeline revenue to  
be from "Sustainable  
Solutions"

240

New patents  
In 2018

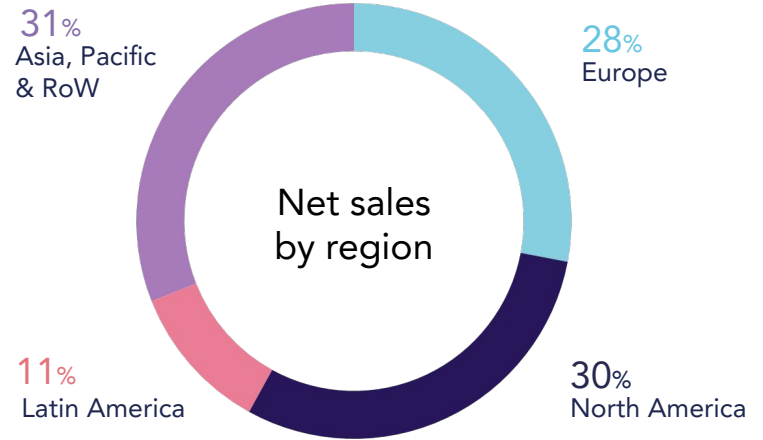
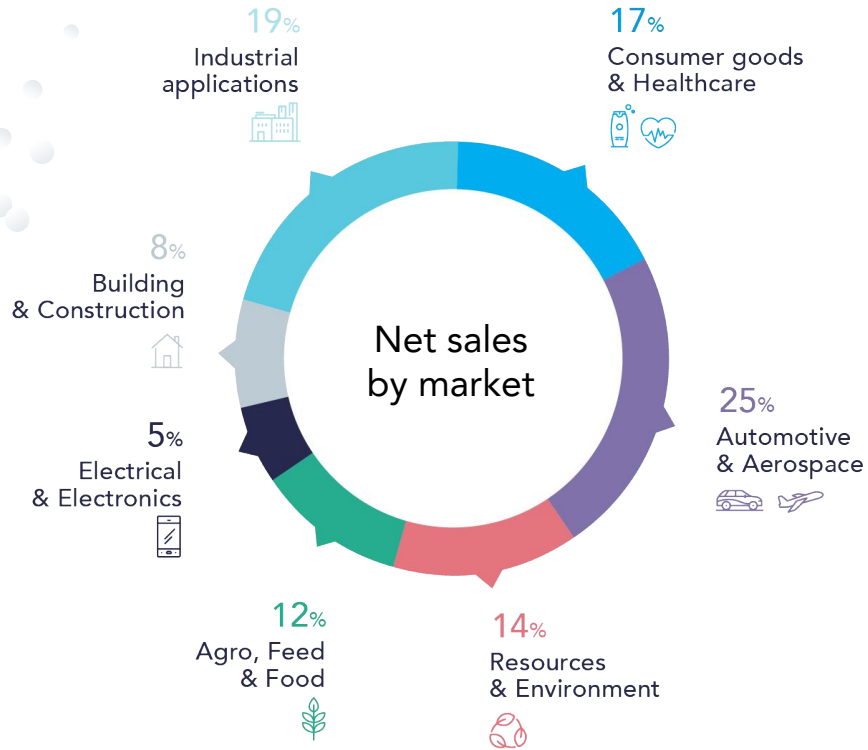
2,630

patents in force

1,900

intellectual  
property  
agreements

# Solvay by markets and region



# Our purpose

We bond people  
ideas and elements  
to reinvent progress

Our vision

Sustainable shared  
value for all

PROGRESS BEYOND



AT OUR BEST

We Believe in



Purposeful  
Responsibility



Unity, Not  
Uniformity



Passion for  
Performance

As Solvay  
Citizens



We  
Care and  
Collaborate



We Are  
Customer  
Obsessed



We make  
it happen



We Go  
Beyond

As Leaders



We Lead  
with Purpose,  
Heart and  
Mind



We  
Passionately  
Coach People  
to Their  
Potential



We Learn,  
Unlearn and Re

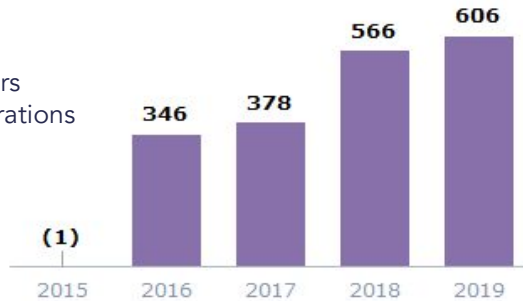
# Financial performance



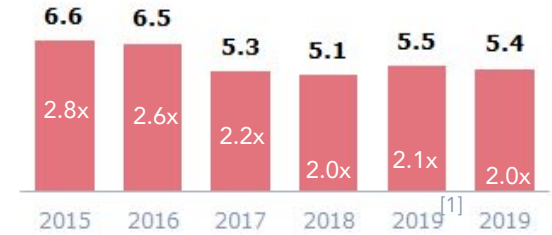
Underlying EBITDA  
(in € million)



Free cash flow to Solvay shareholders from continuing operations  
(in € million)



Underlying net financial debt  
(in € billion)  
Leverage  
in times



Provisions  
(in € billion)



Dividend  
(in € per share)





# Our Businesses Aligned to Powerful Megatrends



Megatrends

Electrification

Lightweighting

Resource efficiency

Healthcare

IoT / Digitalization

Eco-friendly based solutions



Our Solutions & Value Proposition

High-performance polymer technology portfolio

Bio-based ingredients

- Binders & membranes for Li-ion

- Improving engine efficiency & downsizing

- Flexible risers

- Long-term implants
- Medical devices
- Dialysis membranes
- Pharma packaging

- New-generation OLED & flexible displays

- Vanillin: Flavors & fragrances
- Guar: Agro & nutrition Home & personal care products

Electrolyte technology

Thermoset composites

Extraction technologies

High-purity chemicals

- Next-generation Li-ion

- Aerospace structures

- Cu flotation
- Li extraction

- Semiconductor industry consumables

Thermoplastic composites

- Aerospace industry
- Automotive industry

- Flexible risers

Waterborne solutions

- Coatings

Soda ash, Peroxides & Silica

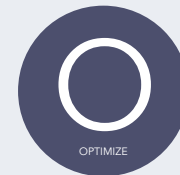
- Eco-efficient glass
- Air pollution control
- Eco-efficient tires
- Dialysis
- Disinfection

# Our G.R.O.W. Strategy

A differentiated management approach to drive growth, cash, and returns



ACCELERATE GROWTH		DELIVER RESILIENT CASH		OPTIMIZE RETURNS		WIN
<b>MATERIALS</b>		<b>CHEMICALS</b>		<b>SOLUTIONS</b>		<b>Solvay ONE</b>
Prioritize investments in high margin Materials businesses with high growth potential, which are also our most sustainable solutions		Maximize cash flow generation from our resilient Chemicals businesses where we have a competitive advantage		Optimize our Solutions businesses to unlock value and increase returns.		Create a winning team and operating model to support a performance-driven culture and win with our customers
Extend position as #1 pure-play advanced materials business		Become #1 cash conversion chemical player		Unlock value		
Specialty Polymers Composite Materials		Soda Ash & Derivatives Peroxides Silica Coatis Rusvinyl		Novecare Technology Solutions Special Chem Aroma Performance		
<b>35%</b> 2019 FY NET SALES	<b>~28%</b> 2019 FY EBITDA MARGIN	<b>38%</b> 2019 FY NET SALES	<b>~27%</b> 2019 FY EBITDA MARGIN	<b>27%</b> 2019 FY NET SALES	<b>~17%</b> 2019 FY EBITDA MARGIN	
<b>67%</b> 2019 FY Cash conversion	<b>3.5%</b> 2019 FY R&I Intensity	<b>79%</b> 2019 FY Cash conversion	<b>1%</b> 2019 FY R&I Intensity	<b>68%</b> 2019 FY Cash conversion	<b>3.3%</b> 2019 FY R&I Intensity	



[1] Cash Flow Return On Investment measures the cash returns of Solvay's business activities. Movements in CFROI levels are relevant indicators for showing whether economic value is being added, though it is accepted that this measure cannot be benchmarked or compared with industry peers. The definition uses a reasonable estimate of the replacement cost of assets and avoids accounting distortions, e.g. for impairments. It is calculated as the ratio between recurring cash flow and invested capital, where: Recurring cash flow = Underlying EBITDA + Dividends from associates and JVs - Earnings from associates and JVs + Recurring capex + Recurring income taxes ; Invested capital = Replacement value of goodwill & fixed assets + Net working capital + Carrying amount of associates and JVs ; Recurring capex is normalized at 2% of the replacement value of fixed assets net of goodwill values ; Recurring income tax is normalized at 30% of (Underlying EBIT - Earnings from associates and JVs)

# Materials

## #1 pure play advanced materials business

Unique high-performance  
polymers & composite  
technologies

Strong growth opportunities

- Sustainable automotive
- Sustainable aerospace
- Healthcare
- Electronics



LIGHT-WEIGHTING



ELECTRIFICATION



EXPANDING  
HEALTHCARE



IOT /  
DIGITALIZATION



RESOURCE  
EFFICIENCY

Strategic intent  
*Accelerate growth*

**Innovation**

Research,  
digital and  
technical  
support

**Customers**

Upgrade key  
account resources  
and e-commerce  
platforms

**Investment**

Prioritize  
investments  
for growth

Key levers

- Realign organization around growth opportunities
- Accelerate innovation with highest-growth customers
- Reallocate resources to thermoplastic composites and battery platforms to accelerate customer wins
- Improve operational efficiencies through simplification, order to cash optimization and digitalization

First half 2020 earnings



Track  
record

+7%

EBITDA growth  
(organic 2014-2019)

~28%

EBITDA margin  
(2019)

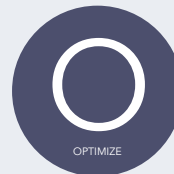
>25%

Vitality index  
(2018)<sup>[1]</sup>

Returns

> WACC

(average 2014-2019)



# Chemicals

## #1 cash conversion chemical player

World-leaders in essential chemicals to daily life

Mono-technology businesses

- Soda ash
- Peroxide
- Silica
- Phenol chain



RESOURCE  
EFFICIENCY



EXPANDING  
HEALTHCARE

Strategic intent  
*Deliver resilient cash*

Innovation  
Focus on process innovation

Customers  
Leverage best-in-class global production assets

Investment  
Selectively invest in capacity

Key levers

- Adapt organization to focus on cash and returns
- Drive focused productivity and rationalization programs
- Prioritize Capex to maintenance and invest selectively for compelling cash returns, e.g. natural soda ash
- Focus R&I on process innovation

First half 2020 earnings

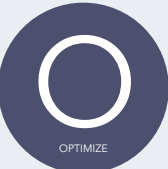
Track record

+9%  
Cash flow growth  
(organic 2014-2019)

~79%  
Cash conversion  
(2019)<sup>(1)</sup>

~27%  
EBITDA margin  
(2019)

Returns at WACC  
(average 2014-2019)



# Solutions

## Unlock value

Unique  
formulation &  
application expertise

Selective opportunities to grow

- Natural food ingredients
- Crop care
- Coatings
- Mining solutions



IOT /  
DIGITALIZATION



RESOURCE  
EFFICIENCY



ECO-FRIENDL  
Y  
SOLUTIONS

Strategic intent  
*Optimize returns*

**Innovation**  
Focus on  
eco-friendly  
solutions

**Customers**  
Digitalization,  
focus on key  
accounts

**Investment**  
Selective  
in niche  
opportunities

Key levers

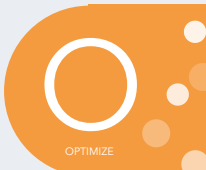
- Innovate selectively in specialty niche markets
- Fix shale oil & gas and other low-return businesses
- Drive efficiency and address fragmented industrial footprint

Track  
record

Returns  
< WACC  
(average 2014-2019)

Flat  
Net sales &  
EBITDA growth  
(average 2014-2019)

~17%  
EBITDA margin  
(2019)



# Solvay ONE PLANET



## CLIMATE



## RESOURCES



## BETTER LIFE



## Strong ESG credentials



MSCI ESG  
AAA  
(AAA-CCC scale)

SUSTAINALYTICS  
#2 out of 42

FTSE4GOOD  
92nd percentile

WBCSD  
Top 10

"Science and research play an important role to tackle the world's environmental and health challenges and I'm particularly happy that Solvay is leading the way."

—  
Bertrand Piccard  
Chairman of the Solar Impulse Foundation



"With the launch of its Solvay One Planet plan, the company is sending a strong signal to the chemical industry and its value chain that the circular economy is happening – and that Solvay wants to lead the way."

—  
Ellen MacArthur  
Founder of the Ellen MacArthur Foundation



# Our 2030 Sustainability Goals



## CLIMATE

Align greenhouse gas emissions with Paris Agreement

Phase out coal

Reduce negative pressure on biodiversity

Increase Sustainable Solutions revenues

Increase Circularity

Reduce non-recoverable industrial waste

Reduce intake of freshwater



## RESOURCES

Safety is a priority

Accelerate Inclusion & Diversity

Extend maternity leave and to all co-parents



## BETTER LIFE

Reduce by 26% (-2%/y)

Achieve 100%

30% reduction

Achieve 65% vs 50%

Achieve 15% vs 7%

30% reduction

25% reduction

Aim for zero accident

Parity in 2025 vs 24%  
for mid & senior management

16 weeks in 2021

# Why Invest?



Future growth potential fuelled by megatrends

.....



Customer partnerships drive innovation

.....



Global scale, diversity of products and end-markets, reliable infrastructure

.....



Key leadership positions

.....



Proven resilience through Crises



Bold ESG Ambition with Solvay ONE Planet



# First Half / Q2 2020 performance



2

# First Half 2020 Performance

Strong free cash flow despite demand headwinds



€435<sub>m</sub>

## FREE CASH FLOW

to shareholders, continuing ops  
*FCF conversion ratio (LTM) 49.1%*

- Disciplined working capital
- Lower pension cash costs
- Lower cash taxes

€4.6<sub>bn</sub>

## NET SALES

- Lower volumes in aero, auto, oil & gas and construction markets
- Resilient volumes in healthcare, agro & food, home & personal care and electronics

€1,008<sub>m</sub>

## UNDERLYING EBITDA

Margin 21.7%

- Reduction in volumes
- Positive pricing

# Solvay performance by end markets in H1 2020



End Market	% Solvay annual sales 2019	Solvay first half 2020 performance
Building & Construction/Industrial	16%	Short-term impact <sup>1</sup> to Chemical & Solutions segments
Automotive	14%	Penetration of high-performance polymers in under-the-hood and battery applications
Food/Agro/Feed	12%	Natural vanillin growth and good Agro market conditions
Home & Personal Care	8%	Resilient and good demand for bio-based products + innovation
Civil Aerospace	7%	Fast-tracking composite restructuring plans to mitigate civil decline
Electronics	5%	Resilient especially semiconductors
Healthcare	4%	Growth in various applications + new business
Mining	4%	Short-term impact <sup>1</sup> in Solutions segment
Shale Oil & Gas	4%	Turnaround plan supports cost reductions + market share gains

~75%

<sup>1</sup>impact from Covid-19 pandemic

# Materials

## Q2 2020 performance



**-19%** Net sales  
*y/y organic*



**-28%** EBITDA  
*y/y organic*



**25%** EBITDA  
margin

### Market Drivers

- Significant volume decline related to commercial aircrafts and automotive
- Growth in healthcare while electronics and defense resilient

### Performance Highlights

- Rapidly adapted production levels to changing demand
- Sustained prices

### 2019 Net Sales by End-Market

	Materials	
Specialty Polymers, Composite Materials		
Automotive & Aerospace	55%	25%
Industrial Applications	11%	19%
Consumer goods, Healthcare	10%	17%
Electricals & Electronics	10%	5%
Resources & Environment	7%	14%
Building & Construction	3%	8%
Agro, Feed & Food	3%	12%

# Chemicals

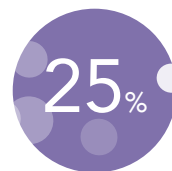
## Q2 2020 performance



Net sales  
*y/y organic*



EBITDA  
*y/y organic*



EBITDA  
margin

### Market Drivers

- Lower demand in construction, glass container, and auto markets
- Good demand consumer goods
- Brazil currency devaluation

### Performance Highlights

- Lower volumes partly offset by higher prices
- Strong focus on costs and operational excellence

### 2019 Net Sales by End-Market

Chemicals  
Soda Ash & Derivatives, Peroxides,  
Coatis, Silica and Rusvinyl



Consumer good, Healthcare	26%	17%
Industrial Applications	21%	19%
Agro, Feed & Food	18%	12%
Automotive & Aerospace	15%	25%
Building & Construction	12%	8%
Resources & Environment	8%	14%
Electricals & Electronics	0%	5%

# Solutions

## Q2 2020 performance



-14%

Net sales  
*y/y organic*

-26%

EBITDA  
*y/y organic*

16%

EBITDA  
margin

### Market Drivers

- Weaker demand in oil & gas, mining, automotive
- Good demand in home & personal care, agro & food
- Resilience in coatings and electronics

### Performance Highlights

- Lower volumes primarily driven by oil & gas
- Cost control and pricing helped sustain margins

### 2019 Net Sales by End-Market

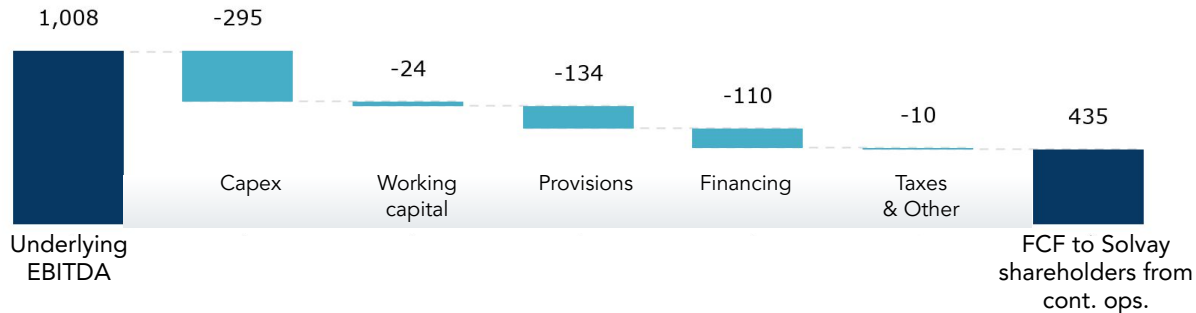
	Solutions	
	Novecare, Special Chem, Technology Solutions and Aroma Performance	
Resources & Environment	24%	14%
Industrial Applications	23%	19%
Consumer goods, Healthcare	16%	17%
Agro, Feed & Food	14%	12%
Automotive & Aerospace	9%	25%
Building & Construction	8%	8%
Electricals & Electronics	6%	5%

# Strong free cash flow generation

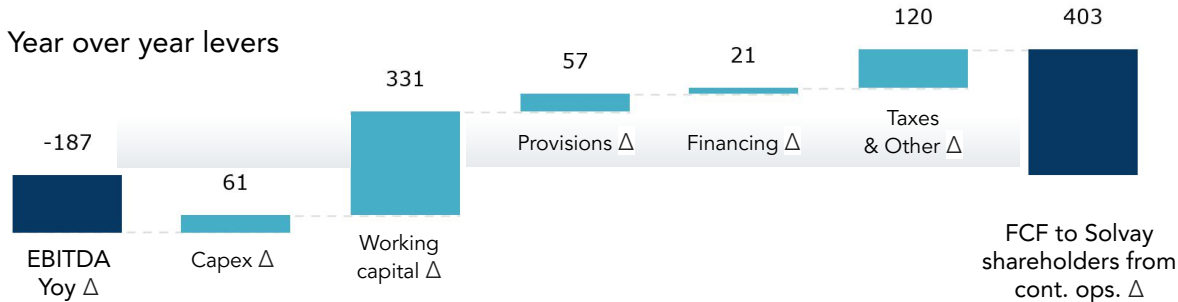
Driven by disciplined working capital management



## First Half 2020



## Year over year levers



H1 2020 FCF  
to Solvay shareholders  
€435m vs. €33m in H1 2019

### Main drivers:

- Disciplined working capital
- Reduced cash taxes & cash pension costs

# Cost savings status update, 2020

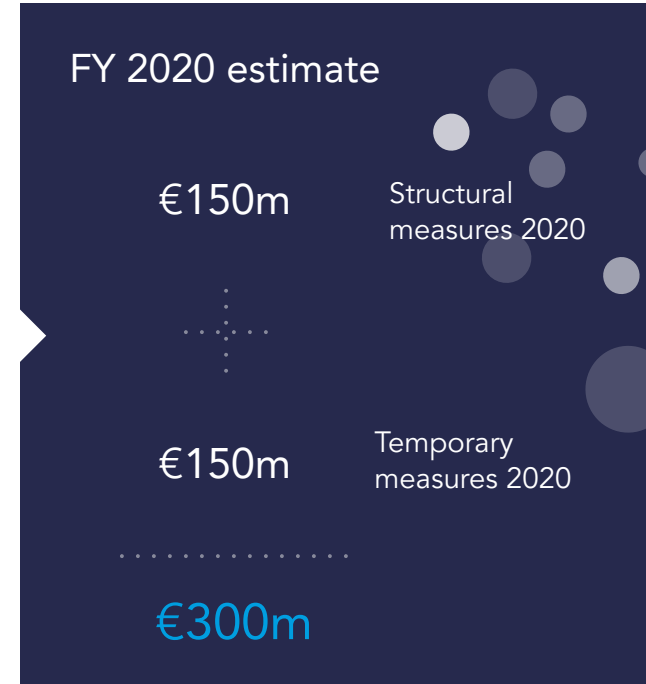


## Structural levers (€80m)

- Restructuring 45%
- Indirect Spend 40%
- Productivity Efficiencies 15%

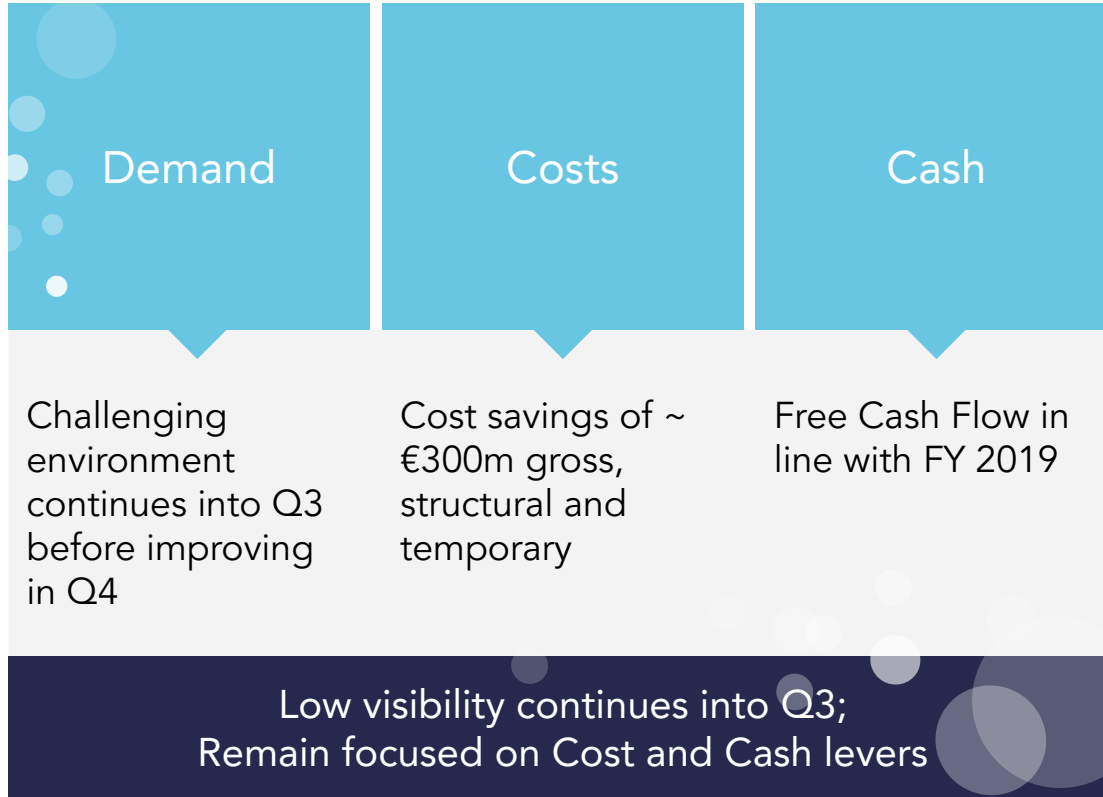
## Temporary levers (€90m)

- Furloughs
- Salary freeze & reductions
- Discretionary costs





# Outlook and expectations for full year 2020





# 'GROW' Cost savings plan

## Overview of structural targets

### Main Levers

- Restructuring
- Indirect Spend
- Productivity Efficiencies

Total structural target of €410 million gross savings by 2024

>35% plan to be achieved in year 1

Structural

€350m

(Nov'19 G.R.O.W.  
strategy + Feb'20)

Composite  
Materials

+€60m  
(May'20)

# 2019 review



# 12 months in review

Long-term actions to unleash longer-term results



**G.R.O.W.**  
*Strategy*



**Structure**  
*Solvay ONE*



**Culture**  
*Purpose*



**Core competencies  
& incentives**



**Customer  
partnerships**



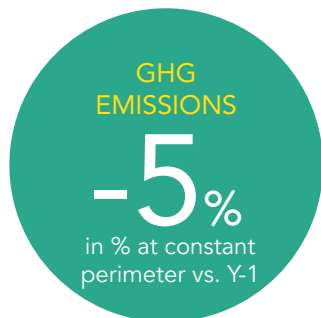
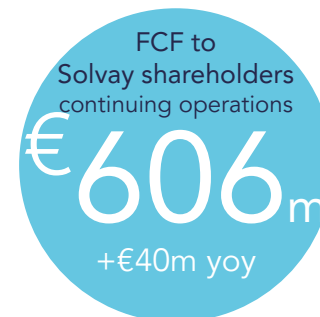
**Innovation**  
*TPC platform*  
*Battery platform*  
*R&I Centers*



**ESG**  
*Solvay ONE Planet*

# 2019 Results

## Delivery on our financial and sustainability objectives



# Annexes



4

# Sustainable value creation integrated in group compensation structure



## Fixed Compensation and Benefits

Annual Base Salary

Pension & Benefits

## Short and Long Term Variable Compensation

Short term incentive

Performance Share Units (\*)

Stock Options (\*)

PERFORMANCE PERIOD

1 year

3 years

3 years following the grant year

PERFORMANCE MEASURES

- Underlying EBITDA growth
- Free Cash Flow conversion
- Sustainable Development
- Individual Objective

- Sustained underlying EBITDA growth on YoY basis
- ROCE %
- Reduction of GHG (CO<sub>2</sub>) emissions

- Share price increase

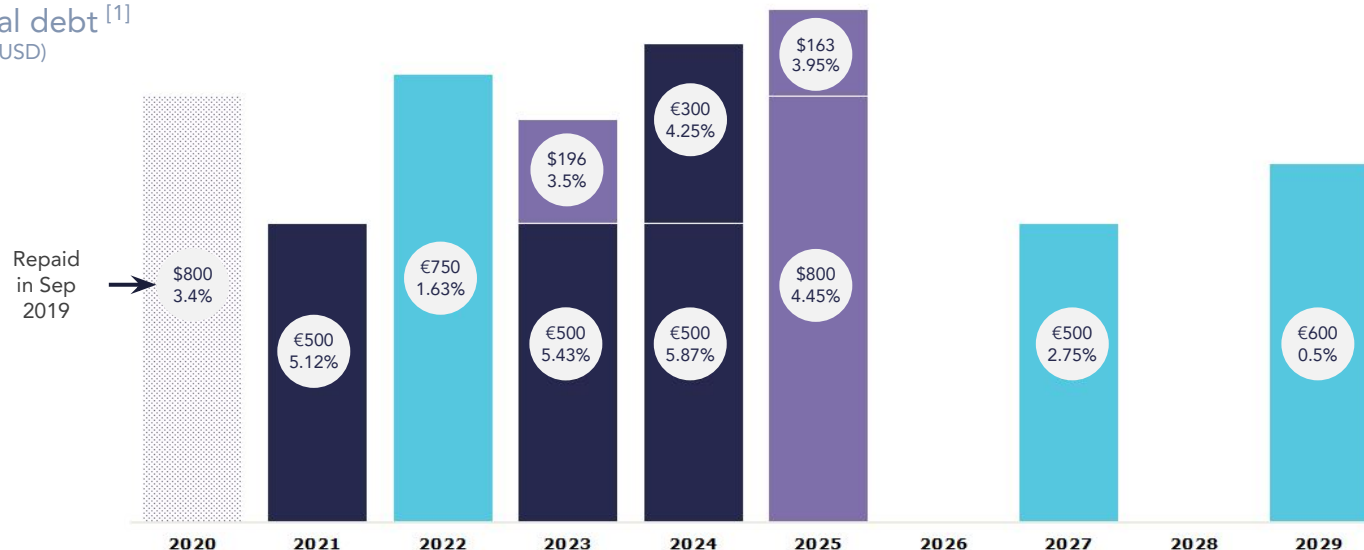
(\*) The corresponding number of stock options (SOP) is determined at grant date, based on the fair market value of the SOP. The PSU value is the closing share price on the grant date.

# Balanced maturities

## Deleveraging and reduced of cost of debt



Major financial debt <sup>[1]</sup>  
in million (EUR and USD)



Period	December 31, 2019			June 30, 2020			Variation over the period		
	Face value	Avg. maturity	Avg. cost	Face value	Avg. maturity	Avg. cost	Face value	Avg. maturity	Avg. cost
EUR Bonds	1,850	6.6	1.56%	1,850	6.1	1.56%	0	-0.5	-
EUR Perpetual Hybrid Bonds <sup>[2]</sup>	1,800	3.4	5.27%	1,800	2.9	5.27%	0	-0.5	-
US Bonds <sup>[3]</sup>	1,033	5.5	4.22%	1,032	5.0	4.22%	-1	-0.5	-
<b>Total</b>	<b>4,683</b>	<b>5.1</b>	<b>3.58%</b>	<b>4,682</b>	<b>4.6</b>	<b>3.57%</b>	<b>-1</b>	<b>-0.5</b>	<b>-</b>
	in €million	in years	in %	in €million	in years	in %	in €million	in years	in %

[1] Major debt only, excluding cost of currency swaps; [2] At first call date; [3] US\$ 1,100 million



# Bonding with customers to create value



UDEL<sup>®</sup>

*Polymer for hemodialysis membranes*



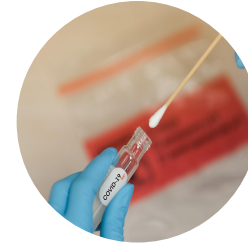
RADEL<sup>™</sup>

*Face Shields to protect against COVID-19*



CYCOM<sup>®</sup> prepreg

*Strike protection surfacing film*



Solvay inside<sup>®</sup>

*Testing kit & antiviral drug COVID-19*



Solvay inside<sup>®</sup>

*Cough suppressant drugs*



Hyflon<sup>®</sup>  
& Ryton<sup>®</sup>

*Hair straighteners*



Fomblin<sup>®</sup>  
PFPE

*New generation OLED & flexible displays*



Interox<sup>®</sup>  
PicoPlus

*for the highest purity in electronics manufacturing*



Solvay inside<sup>®</sup>

*Electronic equipment application*



Polycare<sup>®</sup>SPLIT  
Therapy

*repair formulation*

# Automotive

## We make cars more efficient



### MARKET DRIVERS

Fuel efficiency / lightweighting regulations driving CO<sub>2</sub> reductions

- EU target 95g CO<sub>2</sub>/km by 2020
- US target 50% reduction on new vehicles by 2025

### Shift to electrification

- ~30% CAGR hybrid & plug-in electric vehicles in 10 years
- Increasing polymer weight per car 6kg ICE → 12kg P(HEV)
- Content doubles with move toward hybrid vehicles

### HOW WE WIN

Broadest portfolio of advanced materials

- Greater use of high-performance polymers to meet more critical applications

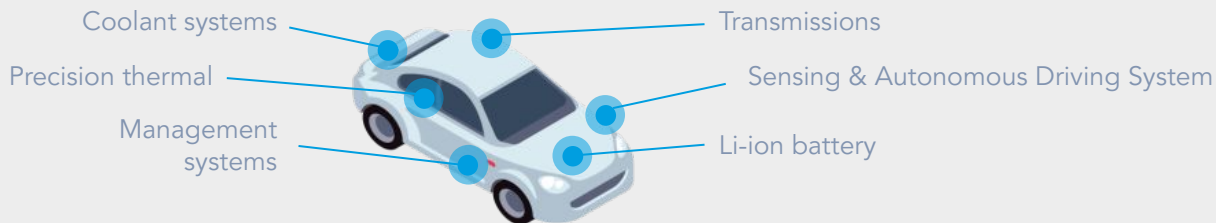
Deep customer relationships

- Strategic collaborations across OEMs
- Alliance on next generation battery development

Leveraging core competencies

- Knowledge to integrate design, materials and processes

Solvay  
outpaces  
growth 3X



# Aerospace

## We make aircraft lighter & more efficient



LIGHTWEIGHTING



RESOURCE EFFICIENCY



### MARKET DRIVERS

4.3% annual growth in passenger traffic

10% → 50% by weight

- Significant increase of composites on new aircrafts vs. legacy aircrafts

~40,000 new aircrafts in next 20 years

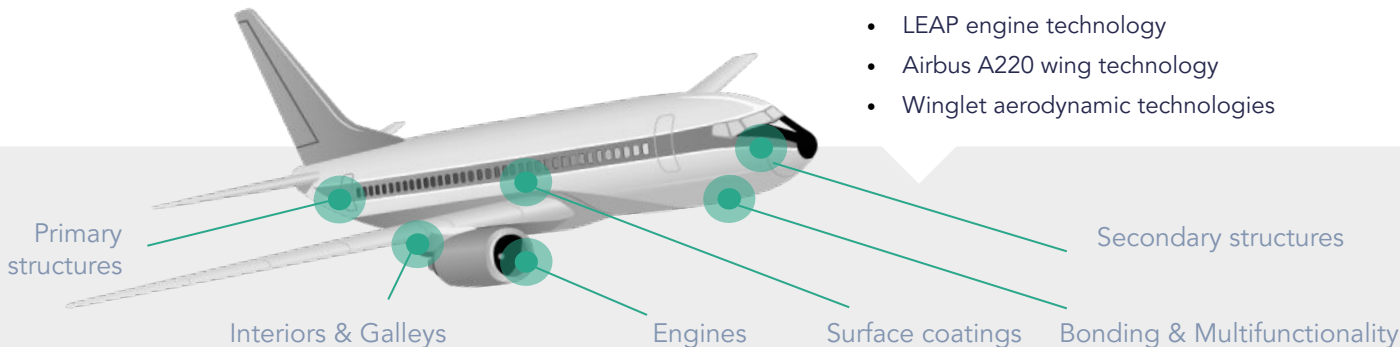
### HOW WE WIN

Broad customer base

- Positions with major global OEMs in US, Europe, China & Russia
- Long-term contracts on key programs across commercial & military sectors

Technology leadership

- Thermoset & thermoplastic composites
- Resin infusion & bonding technology
- LEAP engine technology
- Airbus A220 wing technology
- Winglet aerodynamic technologies



# Thermoplastic composites

## For aerospace, automotive and oil & gas



~10%  
net sales

## MARKET DRIVERS

### Why Thermoplastics?

#### Fast cycle time

- Enabling increased build rates
- More efficient part assembly

#### Performance and durability

- High strength
- Unrivalled toughness
- Weight reduction

#### Environmental resilience

- Resistance to aggressive fluids
- Corrosion resistance

## HOW WE WIN

### Investments

- Capacity expansions in aero (Sept 2019)
- New capacity for oil & gas (Oct 2019)
- Two innovation center openings (Oct 2019)
  - Brussels
  - Atlanta USA

### Customer partnerships

- Supplying aero for >30 years
- New customer agreement in oil & gas

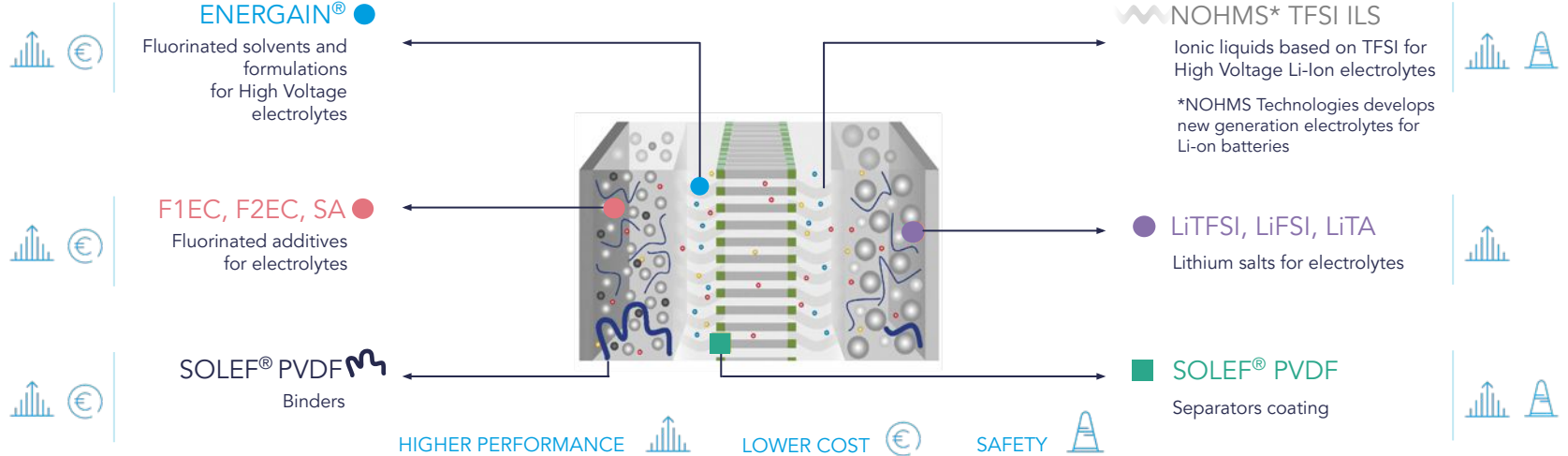
### Addressable market size (aero + oil & gas)

- € 500M

# We are a technology leader for mission critical battery materials



A unique expertise in fluorine chemistry and advanced conductive materials



Towards Solid-state battery



HIGHER PERFORMANCE



LOWER COST



SAFETY

# Broadest portfolio of advanced materials differentiating Solvay from competition



	Aromatics				Fluoropolymers					High Perf Composites					
	HPPA	PPS	PAEK	PSU	PTFE	PVDF	PFA	FKM	PFPE	Carbon Fiber	Thermoset Prepreg	Resin Infusion	Adhesives & Surfacing films	Thermo-plastic prepreg	Out-of-Autoclave prepreg
SOLVAY <small>advancing from chemistry</small>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
ARKEMA	✓		✓			✓									
BASF <small>We create chemistry</small>	✓			✓											
Celanese		✓												✓	
DAIKIN					✓	✓	✓	✓							
DSM <small>Leading in High Performance Polymers</small>	✓														
dyneon					✓	✓	✓	✓	✓						
DOW <small>DUPON</small>	✓				✓		✓	✓	✓						
EMS	✓														
EVONIK <small>INDUSTRIAL</small>	✓		✓												
HEXCEL										✓	✓				✓
KUREHA		✓				✓									
TORAY <small>Innovation by Chemistry</small>		✓								✓	✓			✓	✓
victrex			✓												

# Electronics

## Beyond smartphones



~5%  
net sales

### MARKET DRIVERS

#### Double digit growth expected

- The growing demand for hyper-connectivity and the fast development of 5G
- Exponential growth of data, leading to necessary miniaturization
- Internet of Things
- Need to reduce the energy consumption of components

### HOW WE WIN

We target advanced technology markets driven by strong long-term trends with a portfolio of solutions

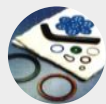
- Specialty polymers providing high performance solutions for structural and electronic components
- Recognized expertise in high purity chemistry for the semi-conductor industry
- New generation materials for OLED, delivering high quality diffuse light from thin and potentially flexible displays

Innovation is key to anticipate the fast moves in this industry

More specifically, 5G and Internet of things, will open many new markets where Solvay's expertise and customer intimacy will be key assets.



CHIP TESTING PUMP



O-RING & SEALING



VACUUM PUMP SEALING



WEARABLE BANDS



COVER FILMS



ACOUSTIC COMPONENTS



SMART SENSOR PACKAGING

# Healthcare

## We improve comfort for others



EXPANDING  
HEALTHCARE



ECO-FRIENDLY  
SOLUTIONS



~5%  
net sales

### MARKET DRIVERS

+5-7% CAGR

- Health care coverage in developing markets
- The growing care needs of elderly populations (ageing and growing populations and increasing life expectancy)
- Advances in treatments and health technologies
- High sterilization capabilities

We improve comfort for over 2 million patients undergoing a.o. dialysis, orthopedic (knee, hip, spine) or cardiovascular procedures.

We provide 50 to 90% reduction in medical device cost while enabling greater design freedom and improved ergonomics through lightweighting.

We are in 1 in every 4 pharmaceutical blister packs globally which is over 400 billion pills.

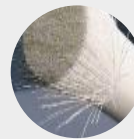
### HOW WE WIN

**Patient care:** World leader in thermoplastics used for high performance membrane

**Pharma packaging**  
World leader in high barrier polymers to package pharmaceuticals

#### Technology leadership

- Medical grade plastics for limited exposure applications
- Biomaterials for long-term exposure applications
- 3D additive manufacturing compatibility



HEMODIALYSIS  
MEMBRANES



PACKAGING



LONG-TERM  
IMPLANTS



SURGICAL  
INSTRUMENTS



CASE  
& TRAYS



# Home & Personal care

## Performant and convenient



### MARKET DRIVERS

#### Attractive market potential: GDP+

- Request for more natural and bio based solutions
- Growing customer base
- Enhanced performance and convenience
- Demand for Personalized and Premium Products
- Digital tools enabling the niche brands

Our Products can be found in over 2.5B bottles of personal care products every year, enhancing the lifestyle of millions of consumers around the globe.

We support more sustainable lifestyles in Home & Hygiene through our solutions for long lasting disinfection, low energy washing, and fabric enhancement, present in over 1.5B bottles every year.

### HOW WE WIN

#### We provide our customers with portfolio of innovative polymers and surfactants

- Homecare and I&I: solutions & ingredients for fabric care, dish care and surface care that enhance the performance
- Personal care: natural & synthetic polymers, surfactants, fragrances and precipitated silica serving the hair/skin/oral care and cosmetics markets
- Food packaging: high performance materials for safe, reliable and convenient food packaging
- Aroma: world's largest integrated producer of vanillin for the flavors & fragrances industries



# Soda ash & Bicarbonate

## Resilient demand & strong cash conversion



EXPANDING  
HEALTHCARE



RESOURCE  
EFFICIENCY



~16%  
net sales

### MARKET DRIVERS

#### Resilient growing soda ash demand

- Mix of consumer and industrial-driven demand

#### Environmental standards supporting future growth

- Insulation glazing & solar panels
- Plastics substitution in container glass
- Air pollution control from land facilities (power plants, incinerators) to shipping vessels
- Lithium extraction to fuel (EV) batteries

### HOW WE WIN

#### We offer security of supply

- Global network of world-class and local assets
- Capacity addition of 1.4 Mt capacity in soda ash and bicarbonate by 2022

#### We are technology and cost leaders

- Strong asset base, based on scale, access to marine transport and natural soda ash
- Digitalization & manufacturing excellence drive cost competitiveness
- Focus on reducing CO2 footprint
- Development of sustainable bicarbonate solutions

>10% Cash flow growth<sup>[1]</sup>  
(average 2016-2019)

~75% Cash conversion<sup>[2]</sup>  
(2019)

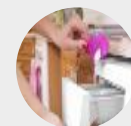
[1] Operational cash flow after  
Capex and WC before payment  
of taxes and liabilities

[2]  $\frac{\text{EBITDA} - \text{Capex}}{\text{EBITDA}}$

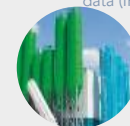
[3] Solvay internal  
estimate, based on external  
data (IHS, CFRA)



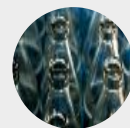
~ 15%  
CONSTRUCTION



~ 15%  
HOME  
& HEALTH CARE



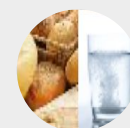
~ 30%  
CHEMICAL  
INDUSTRY



~ 15%  
FOOD  
PACKAGING



~15%  
RESOURCES  
& ENVIRONMENT  
(flue gas treatment,  
mining, ...)



~ 10%  
AGRO  
& FOOD

# Peroxides

## Resilient demand & strong cash conversion



### MARKET DRIVERS

#### Resilient & growing H<sub>2</sub>O<sub>2</sub> & (HP)PO markets

- Diversity of markets decreases cyclicity
- Applications in Agro / Food, Consumer Goods, Electronics, Energy / Environment to grow at GDP+
- HP-PO capacity to grow at ~4% CAGR to 2024 as one winning technology

#### Sustainability is a key growth driver

- Versatility of use, efficiency and sustainability profile of peroxides drives demand & new applications

### HOW WE WIN

#### We partner with our customers

- Offering a global footprint for security of supply
- Building long term partnerships to joint develop business
- Developing selectively high value applications close to the markets

#### We offer best-in-class technology

- Unique ability to build small to mega-plants
- 3 mega HP-PO plants (>60% of WW HP-PO capacity) with long term contracts with BASF, Dow & Saudi Aramco in PO/PU chain, with stable return mechanism

~6%  
net sales

>25% Cash flow growth<sup>[1]</sup>  
(average 2016-2019)

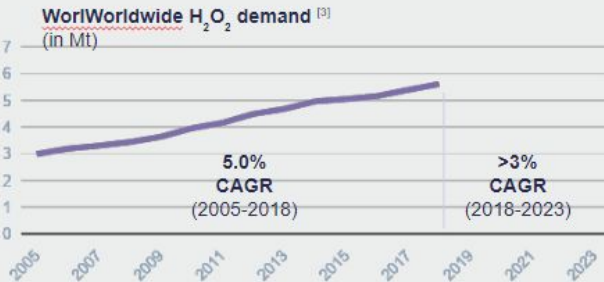
~85% Cash conversion<sup>[2]</sup>  
(2019)

[1] Operational cash flow after Capex and WC before payment of taxes and liabilities

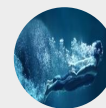
[2]  $(EBITDA - Capex) / EBITDA$

[3] Source: Solvay figures based on external sources (IHS, ...)

[4] PO use in the following applications: Consumer goods, Industrial & chemicals, Construction and Automotive & Aerospace



~ 25%  
PULP



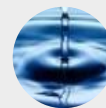
~ 25%  
CONSUMER  
GOODS



~ 30%  
INDUSTRY  
& CHEMICALS  
(including HPPO)



~ 5%  
RESOURCES &  
ENVIRONMENT  
(mining, ...)



~5%  
AGRO & FOOD  
(aqua-culture,  
animal feed, ...)



~ 5%  
CONSTRUCTION

# Digitalization as key enabler for further value creation



## DIGITALIZATION OF PLANTS

.....

### Increase asset performance

- Leveraging data analytics

### Improve reliability of equipment

- Monitoring and predictive modeling for failure prevention

### Improve productivity of shop floor

- Mobile dashboards and digital resources for operators

## Example in Specialty Polymers

- +18% tons/yr gain in fluids
- +26% tons/yr gain in HFP
- +15% tons/yr gain in PVDC & PVDF

## DIGITALIZATION FOR CUSTOMERS

.....

- Real-time data analysis

- Technical recommendations

- Reduce process variability

## Example in Technology Solutions

- Real-time data enables ongoing interaction with customer
- Immediate recommendations on new solutions
- Virtual tech support with immediate benefit to customers' bottom line

# Solvay stock information



## Listing on Euronext Brussels & Paris, compartment A

ISIN code	BE0003470755
Member code	SOLB
Currency	EUR
Deferred settlement service	Eligible
Shares saving plan PEA	Eligible
International tax exemption	concluded with a number of countries
Number of shares	105,876,416

Solvay is included in major indices: Bel20, CAC Next 20, STOXX family (DJ Stoxx and DJ Euro Stoxx), MSCI index, Euronext 100 as well as the DJSI World Index and the FTSE4Good, one of the key indices for socially responsible investment.

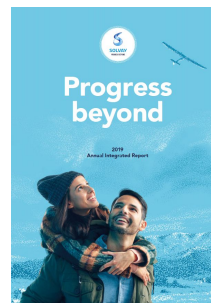
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private investors

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Publications  
Presentations  
Webcasts  
and more...

## How to hold Solvay shares?

Solvay ordinary shares can be held as:

- Dematerialized shares: your shares remain with your financial intermediary, who manages them.
- Registered shares: your shares are registered in Solvay Register, and managed by Solvay Registered Shares Management Service. This type of holding shares enables you to benefit from different advantages.
- American Depositary Receipts (ADRs): your shares remain with your financial intermediary or with the ADR Depositary Bank (Citi), depending on your choice



Now available for download:

Solvay 2019 Annual report

# ADR program for US investors



## ADR program for US investors

ADR symbol	SOLVY
Platform	OTC
CUSIP	834437303
DR ISIN	US834437305
Underlying ISIN	BE0003470755
SEDOL	BD87R68
Depository bank	Citi
ADR ratio	1 ORD : 10 ADR

## Benefits of ADR's

- Clear and settle according to US standards
- Convenience of stock quotes and dividend payments in US dollars
- Purchase in the same way as other US stocks via a US broker
- Cost effective means of building an international portfolio

## Contact CITI to create Solvay ADRs

New York  
Michael O'Leary  
michael.olaery@citi.com  
+1 212 723 4483

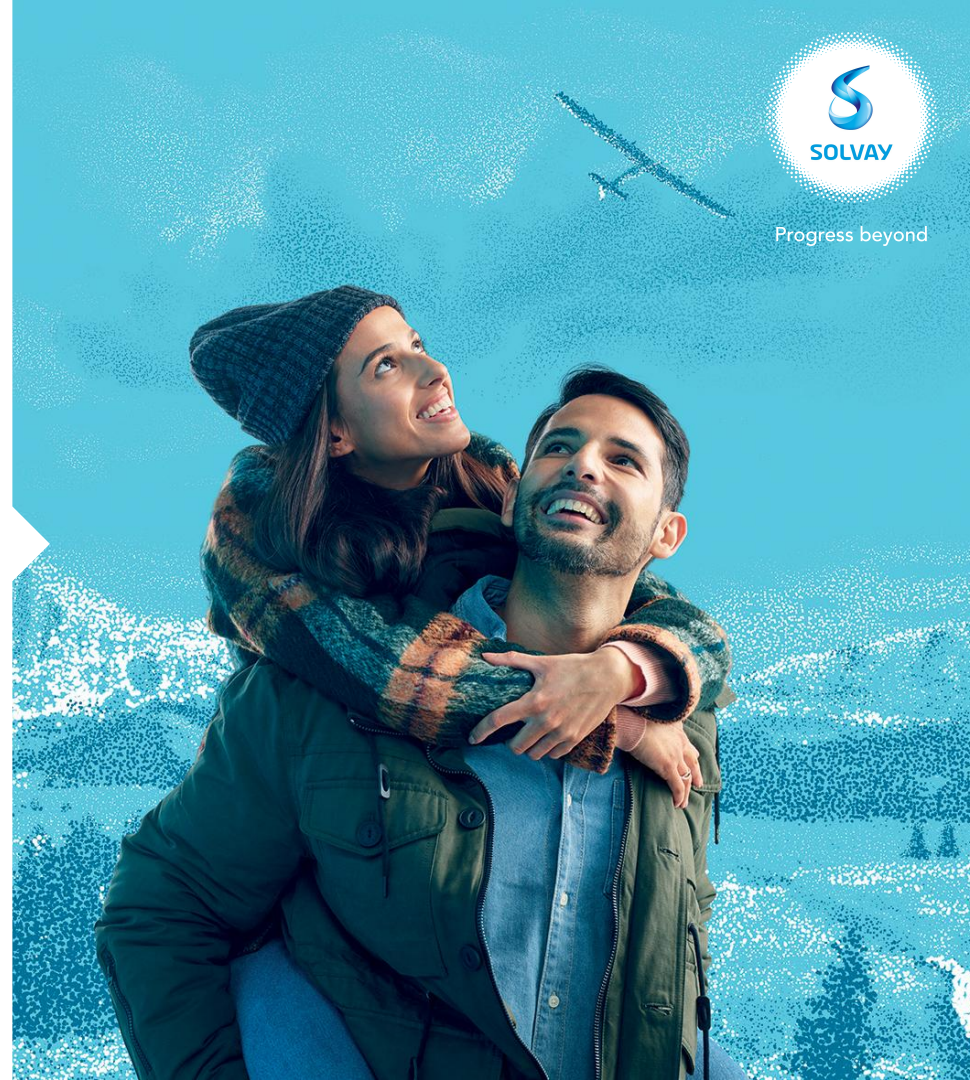
London  
Mike Woods  
michael.woods@citi.com  
+44 207 500 2030

Solvay today serves US customers such as Apple, Boeing & Spirit AeroSystems. We develop solutions that meet our customers' demand for performance, sustainability and resource efficiency. As of 2019, Solvay employs 6,175 people at 38 industrial sites in North America, with 7 Research and Innovation Centers and 3 corporate locations in Alpharetta (Georgia), Houston (Texas) and Princeton (New Jersey). With the acquisition of the US company Cytec at the end of 2015, Solvay reinforced its place in the aerospace and automotive markets, enabling the group to develop new products and technologies that meet the requirements of the next generation of sustainable mobility.

Our Purpose

We bond people,  
ideas and elements to  
reinvent progress.

Together we can create  
a sustainable and shared future.



Progress beyond

# Thank you.



Progress beyond

## Investor Relations

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## Shareholders services

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1050 Brussels, Belgium



[solvay.com](https://www.solvay.com)