



Progress beyond

First Quarter 2021 Results

May 5, 2021

A close-up photograph of a dark grey, woven composite material, likely SolvaLite, showing a tight, interlocking weave pattern.

*Our SolvaLite™
composites are up to
40% lighter than metal,
allowing manufacturers
to create lighter and more
energy-efficient vehicles
that contribute to
reducing CO₂ emissions.*



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.

Should known or unknown risks or uncertainties materialize, or should our assumptions prove inaccurate, actual results could vary materially from those anticipated. The Company undertakes no obligation to publicly update or revise any forward-looking statements.

This document does not constitute an offer to sell, or the solicitation of an offer to subscribe for or buy, any securities.

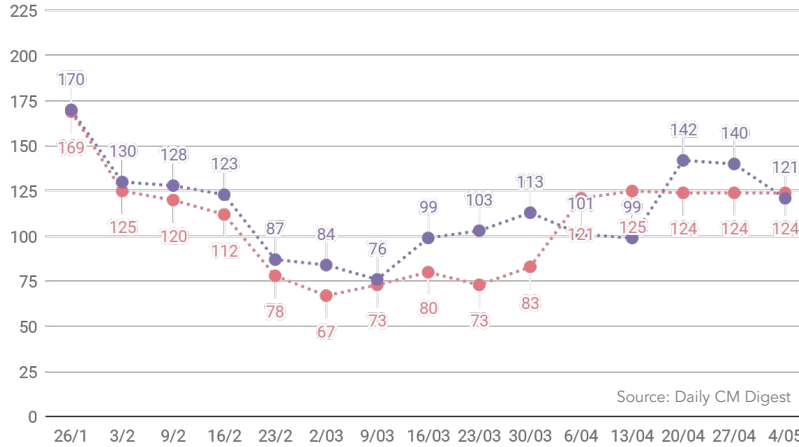
Health and safety remain our top priority



Likely cases
quarantine



Confirmed
cases



Measures in place

- Safety measures for all our employees
- 10,000 employees working remotely
- Business travel banned, except for critical customer needs

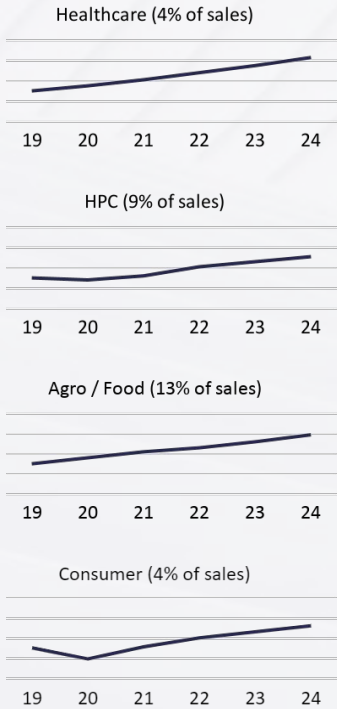
Vaccination campaigns

Solvay Solidarity Fund

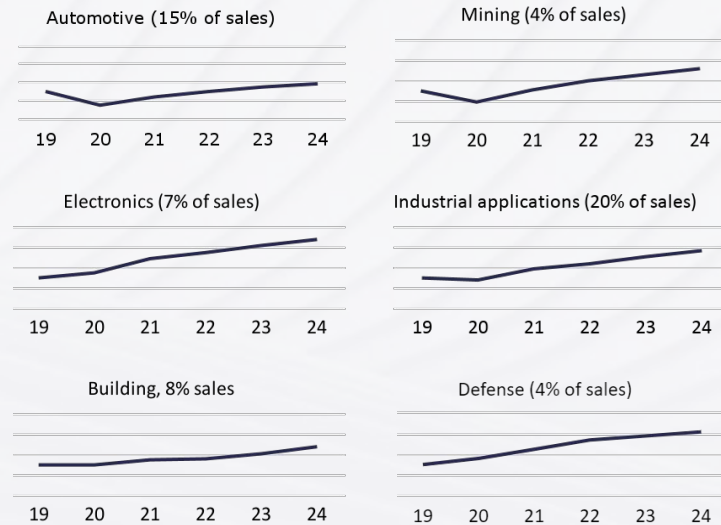
Market recovery back to 2019 levels expected for ~90% of Solvay's markets



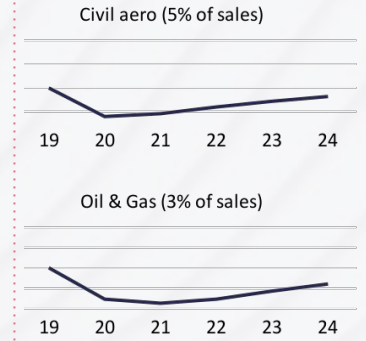
Resilient through 2020 (30%)



On track back to 2019 levels (~60%)



Slower recovery (<10%)



All % references full year 2020 figures

Sources: Market recovery expectations derived from Oxford Economics (except Automotive - LMC production volume) and revised by Solvay Strategic Intelligence Team (March 2021)

Q1 2021 Performance

Double-digit growth in EBITDA, CASH, and record margins



Resilient portfolio
up 2% organically yoy and 7%
sequentially
up 8.6% excl. composites, oil & gas



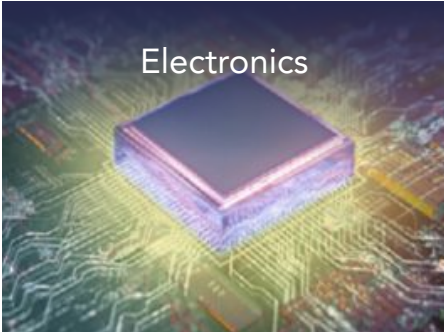
10% organic growth yoy
24.6% Record EBITDA margin



Disciplined working capital
Structural improvements
~40% higher vs Q1 2020

Also... 7% higher EBITDA than Q1 2019
on comparable FX & scope basis despite 3% lower sales

Reinvest to prepare for the rebound



2020 segment figures



Region (% 2020 Net Sales)	Group	Materials	Chemicals	Solutions
Europe	29%	30%	36%	22%
North America	28%	34%	18%	31%
Latin America	11%	2%	21%	9%
Asia and rest of the world	32%	34%	25%	38%

End markets (% 2020 Net Sales)	Group	Materials	Chemicals	Solutions
Automotive & Aerospace	22%	48%	14%	8%
Industrial Applications	20%	11%	23%	24%
Consumer, HPC, Healthcare	18%	12%	23%	17%
Agro, Feed & Food	13%	3%	19%	16%
Resources & Environment	12%	8%	9%	19%
Building	8%	4%	11%	9%
Electrical & Electronics	7%	13%	0%	7%

Materials

Q1 2021 performance



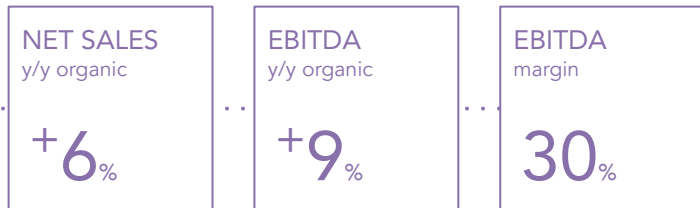
Net sales	vs Q4'20 reported	YoY reported	YoY organic
Specialty Polymers	+12%	+6.3%	+10%
Composite Materials	+8.6%	-42.3%	-36.6%
Materials	+11.2%	-12.7%	-7.5%

Highlights

- Volume growth driven by continued strong demand in automotive and electronics
- 80% growth in batteries for hybrid and electric vehicles
- Headwinds remain in civil aero, yet sequentially improved vs Q4
- Cost savings initiatives especially in Composites support strong margins (+1pp)

Chemicals

Q1 2021 performance



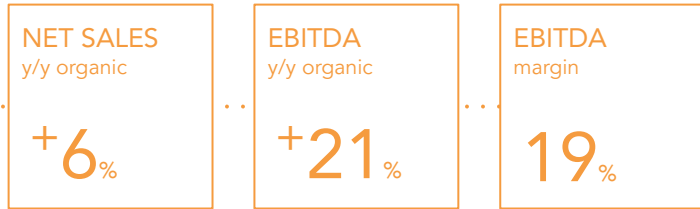
Net sales	vs Q4'20 reported	YoY reported	YoY organic
Soda Ash & Deriv.	+2.2%	-5.9%	-3.0%
Peroxides	-6.8%	-11.1%	-4.7%
Coatis	+19.3%	+23.5%	+55.1%
Silica	+3.7%	+2.6%	+7.9%
Chemicals	+3.5%	-1.2%	+6.1%

Highlights

- Growth driven by higher volumes across various markets
- Volume growth in soda ash for building offset partly by container glass softness and lower prices
- Strong growth continues in silica for tires due to market share gains
- Exceptional sales in Coatis with higher volumes and higher prices
- Favorable market conditions combined with lower fixed costs resulted in record EBITDA margin (+0.5pp)

Solutions

Q1 2021 performance



Net sales	vs Q4'20 reported	YoY reported	YoY organic
Novelcare	+8.8%	-1.3%	+4.9%
Special Chem	+1.9%	+2.7%	+8.6%
Techn. Solutions	+9.3%	+9.4%	+14.5%
Aroma Performance	+11.6%	-5.0%	-1.6%
Solutions	+7.5%	+0.9%	+6.4%

Highlights

- Higher volumes driven by automotive, electronics, coatings, home & personal care, agro markets
- Copper mine site re-openings driving higher production levels and greater demand for our extractant solutions
- Oil & gas has improved sequentially in Q1 but significantly down yoy
- +2pp EBITDA margin further reflecting volume growth and cost reduction improvements across all businesses

Cost reduction momentum... reinforced



Realized in
Q1 2021

€80m

Permanent structural levers

- Restructuring €32m
 - €20m in administrative functions
 - €12m in industrial functions (mainly composites)
- Indirect costs reductions €40 m
- Productivity efficiencies €9 m

NEW FY
Costs savings

€200m

Raising 2021 target by €50m

Total costs savings to date

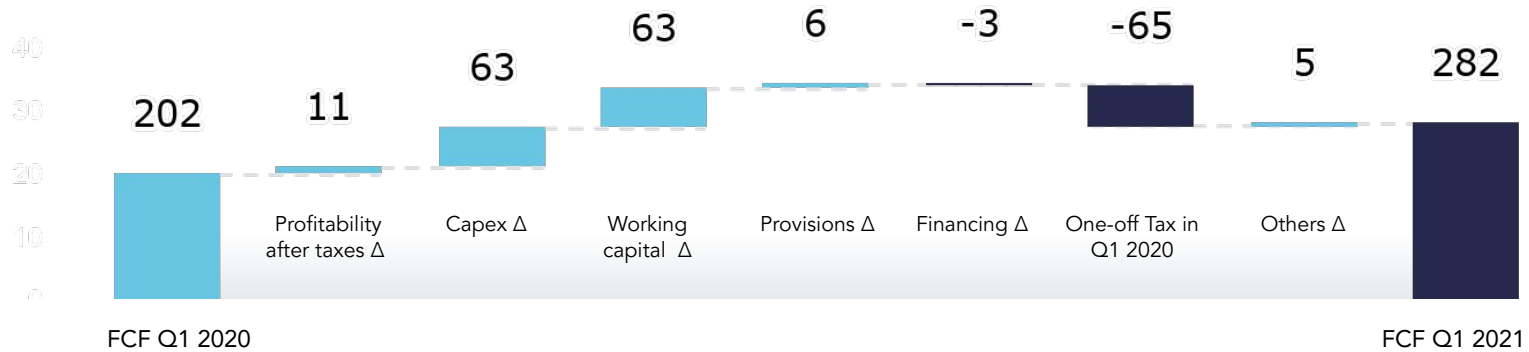
€255m

Costs savings by 2024

€500m

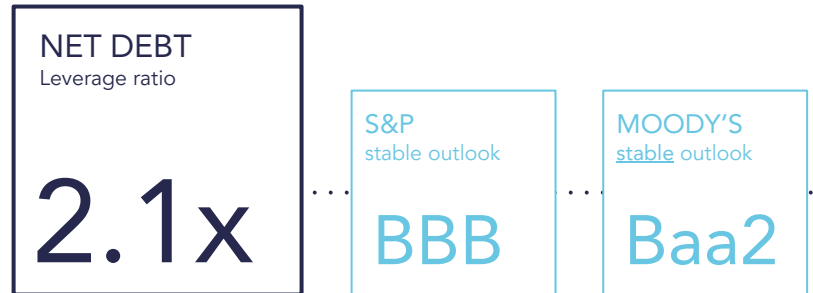
Strong cash generation Q1

Credit rating stabilised by Moody's at Baa2



Main drivers

- Working capital discipline
- Capex phasing
- Lower pension cash costs



2021 outlook



COST savings

€ 200_m

EBITDA
in a range between

€ 2.0bn -
€ 2.2bn

⋮

FREE CASH FLOW

€ 650_m

Potential to reach 2019 FY EBITDA level on a comparable FX and scope basis despite exposure to aero and oil & gas markets

Barring additional deterioration related to a 3rd wave of Covid-19 in the second half;
Reported 2019 FY EBITDA was 2.3bn, an estimate that is restated to 2.1bn on constant FX and scope

Q&A



Progress beyond

Annexes



Reinventing Solvay to unleash our full potential



WHY

Our Purpose

We bond people, ideas and elements to reinvent progress

Our Vision

Sustainable shared value for all

HOW

Our Strategy

- G** Growth
- R** Resilience
- O** Optimization
- W** Win


Solvay One Planet
 Sustainability goals

Our Organization and Culture

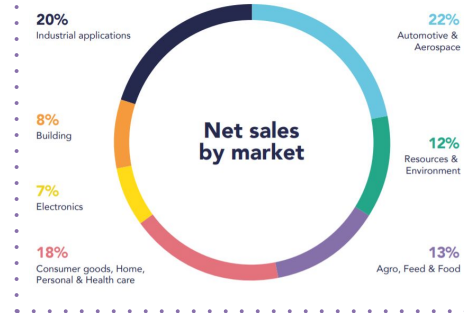
Our new common operating model helps us work more efficiently

Changing our behaviors to be more "customer-obsessed"

WHAT

Our Solutions

We align our technologies to customer and societal needs driven by secular trends



2030 Solvay One Planet goals

10 ambitious objectives to reduce our global impact



Align greenhouse gas emissions with Paris Agreement & SBTi¹

Reduce by 26% (-2%/y)



Phase out coal

Achieve 100%



Reduce pressure on biodiversity²

Reduce by 30%



Increase sustainable solutions
% of Group sales

Achieve 65% vs 50%



Increase circular economy³
% of Group sales

More than double



Reduce non-recoverable industrial waste

Reduce by 30%



Reduce intake of freshwater

Reduce by 25%



Safety (MTAR⁴ indicator)

Aim for zero



Women in mid & senior management levels

Achieve 50% by 2035



Extend maternity leave time and open it to co-parents

16 weeks regardless of the gender in 2021

1: SBTi: Science Based Targets initiative,
2: ReCiPe method for biodiversity impact assessment (under development),
3: Circular economy indicators have been adapted to align with the Circulytics® developed by the Ellen MacArthur Foundation,
4: Medical Treatment Accident Rate 2018 baseline

Accelerating innovation in 3 growth platforms



Leading the way to sustainable batteries of the future

- polymers and composite materials help the battery pack become lighter, more resistant, and safer
- leveraging our expertise in metal recovery to enable battery recycling -- Partnership with Veolia & Renault

Addressable market

>€25bn

ELECTRIFICATION



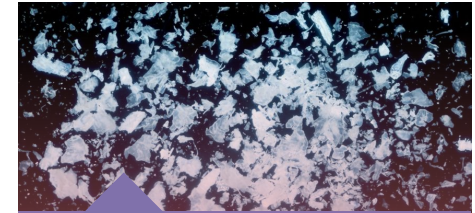
Accelerating innovation in Thermoplastic Composites

- 30 to 50% lighter than metals
- inherently more recyclable with options to be bio-based
- shorter production cycle times, enabling high-rate production for composite parts

Addressable market

€500m

AEROSPACE
OIL & GAS



Launching a Green Hydrogen Platform

- ambition to be a leading materials solutions provider for the hydrogen economy
- membranes & electrodes of PEM electrolyzers & fuel cells
- accelerate production and R&I

Global addressable market

€3bn

GREEN HYDROGEN

Key figures



Underlying, in € million	Q1 2021	Q1 2020	% yoy
Net sales	2,373	2,474	-4.1%
EBITDA	583	569	+2.5%
EBITDA margin	24.6%	23.0%	+1.6pp
EBIT	382	371	+2.9%
Net financial charges	-63	-68	+8.4%
Income tax expenses	-71	-76	+6.9%
Tax rate	24%	26%	-2.8pp
Profit / (loss) attributable to Solvay shareholders	240	236	+1.8%
Basic EPS	2.33	2.28	+1.9%
Basic EPS from continuing operations (in €)	2.31	2.08	+11.2%
Capex in continuing operations	100	163	-38.6%
FCF to Solvay shareholders from continuing operations	282	202	+39.8%
FCF to Solvay shareholders (total)	282	197	+43.0%
FCF conversion ratio (LTM)	54.8%	40.4%	+14.4pp
Net financial debt	4,157		

Segment review



Underlying, in € million	Q1 2021	Q1 2020	% yoy	% organic
Net sales	2,373	2,474	-4.1%	+1.9%
Materials	689	789	-12.7%	-7.5%
Specialty Polymers	511	481	+6.3%	+10.0%
Composite Materials	178	308	-42.3%	-36.6%
Chemicals	791	800	-1.2%	+6.1%
Soda Ash & Derivatives	367	390	-5.9%	-3.0%
Peroxides	152	172	-11.1%	-4.7%
Coatis	157	127	+23.5%	+55.1%
Silica	114	111	+2.6%	+7.9%
Solutions	891	883	+0.9%	+6.4%
Novelcare	416	421	-1.3%	+4.9%
Special Chem	211	206	+2.7%	+8.6%
Technology Solutions	154	140	+9.4%	+14.5%
Aroma Performance	110	116	-5.0%	-1.6%
Corporate & Business Services	3	1	+81.4%	+94.1%
EBITDA	583	569	+2.5%	+10.3%
Materials	206	228	-9.7%	-4.7%
Chemicals	240	239	+0.6%	+8.7%
Solutions	173	154	+12.4%	+21.1%
Corporate & Business Services	-36	-52	+30.3%	-
EBITDA margin	24.6%	23.0%	+1.6pp	-
Materials	29.9%	28.9%	+1.0pp	-
Chemicals	30.4%	29.8%	+0.5pp	-
Solutions	19.4%	17.4%	+2.0pp	-

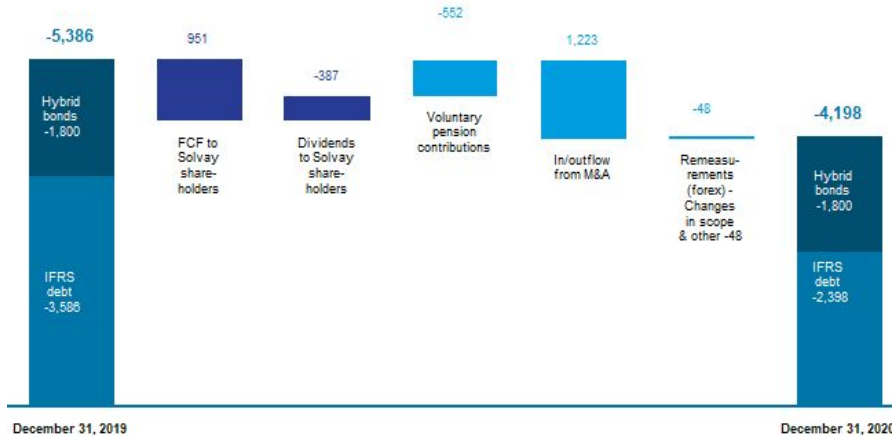
First Quarter 2021 Earnings

Strengthening our balance sheet

Significant reduction in net debt and provisions



Net debt, end of 2020

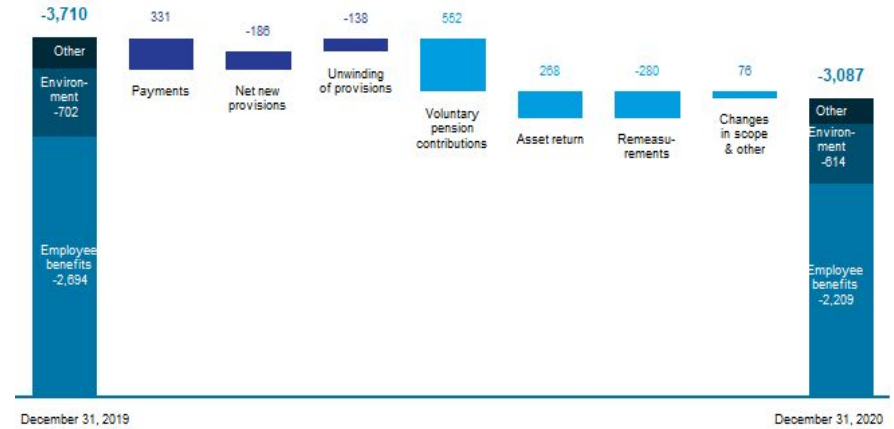


Decreased by €1.2 billion in 2020 driven by:

- the closing of the Polyamides sale (€1.3 billion proceeds)
- the voluntary pension contributions of €0.6 billion
- A record free cash flow

Leverage ratio at 2.2x versus 2.0x at the end of 2019

Provisions, end of 2020



Provisions decreased by €623 million mainly due to:

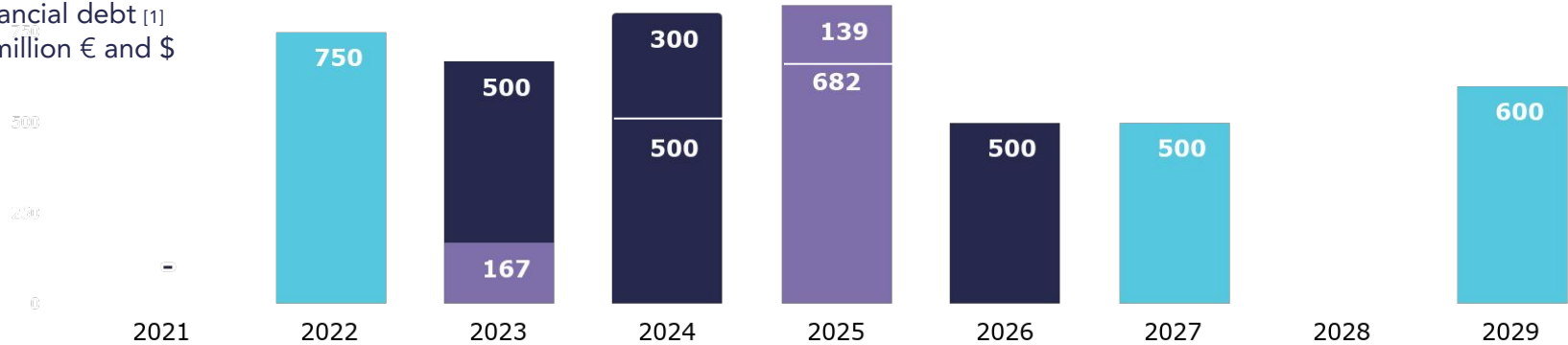
- €552 million voluntary pension contributions, in addition to the €114m contributions made in December 2019

Balanced maturities

Deleveraging and reduced of cost of debt



Financial debt [1]
in million € and \$



Period	December 31, 2020			March 31, 2021			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	5.5	1.56%	1,850	5.3	1.56%	0	-0.2	0.00%
EUR Perpetual Hybrid Bonds [2]	1,800	3.7	4.54%	1,800	3.4	4.54%	0	-0.3	0.00%
US Bonds [3]	945	4.5	4.22%	988	4.2	4.22%	43	-0.3	0.00%
Total	4,595	4.6	3.28%	4,638	4.3	3.28%	43	-0.3	0.00%
	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\$ 1,160 m

2021 Financial Considerations



Full-year 2021 vs 2020

Scope & forex impact	<ul style="list-style-type: none">• Sales: ~ €-420 million• EBITDA: ~ €-120 million (currency impact mainly in H1, scope impact mainly in H2)• FCF: €-50m
Restructuring costs	<ul style="list-style-type: none">• Provision: ~ €150 million (vs €122 million in 2020) in Q1 2021• Cash: ~ €150 million (vs €92 million in 2020), mainly in H2
D&A	<ul style="list-style-type: none">• D&A: ~ €760 million (vs €835 million in 2020)
Tax rate	<ul style="list-style-type: none">• Underlying tax rate: ~27% (vs 26% in 2020)
Capex	<ul style="list-style-type: none">• up to €750 million (vs €611 million in 2020)
Total Working capital *	<ul style="list-style-type: none">• Additional structural improvement of ~€50m (vs ~€140 in 2020)
Pensions	<ul style="list-style-type: none">• Cash-out: ~€80 million (vs €125 million in 2020)
Underlying net financial charges	<ul style="list-style-type: none">• P&L: ~ €230 million (vs €270 million in 2020)• Cash: Interest paid (incl. hybrid coupons): ~ €190 million (vs €222 million in 2020)

* TWC = Inventories + Trade A/R + Other Current Receivables – Trade A/P - Other Current Liabilities

Why invest?

We aim to reshape the global chemical industry by delivering solutions that meet the world's sustainability challenges and provide critical solutions in fast-growth markets.

We focus on creating long-term value and we do so efficiently, which results in steady annual revenue and cash generation, a strong track record of continued shareholders distribution with a stable dividend, and one of the highest margins among our competitors. And above all, sustainable value creation is at the core of the way we conduct business.



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

Thank you.



Progress beyond

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