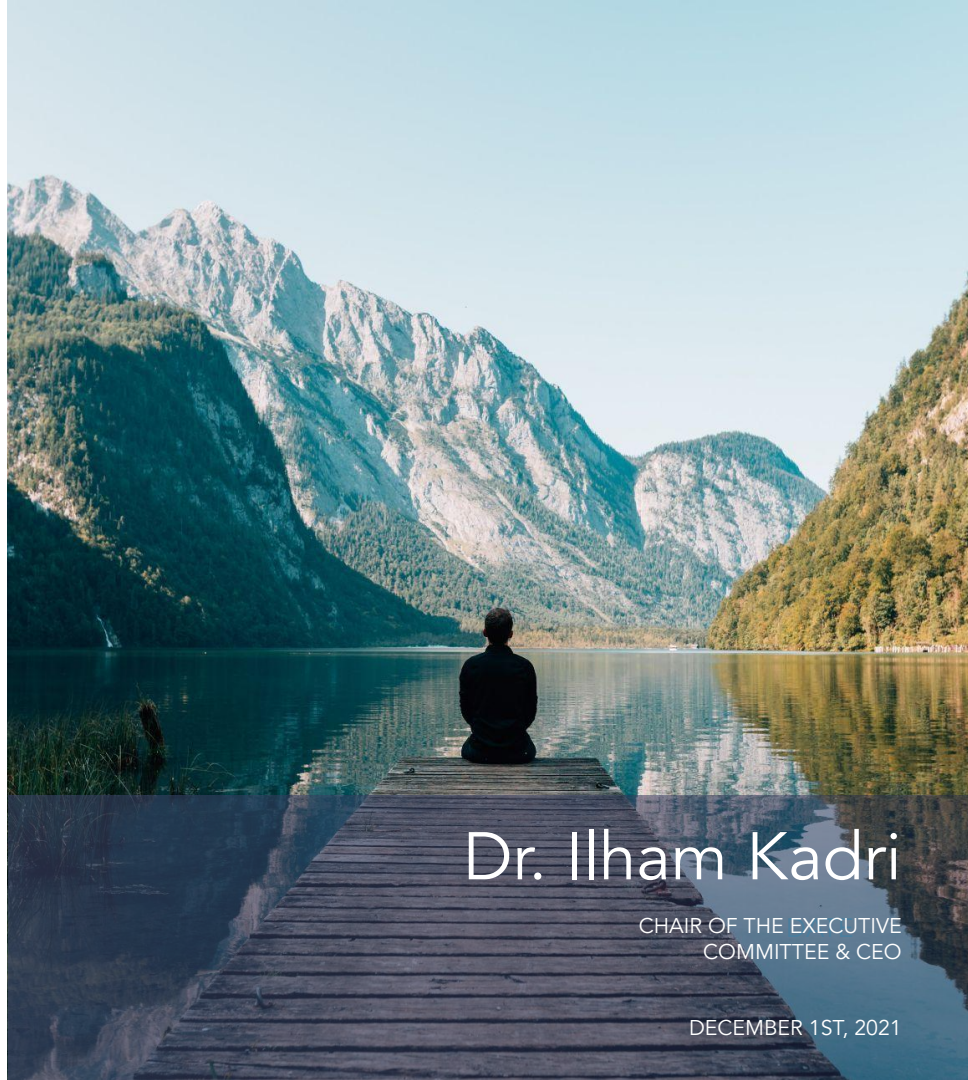




Progress beyond

Sustainability:
We Care.
We Dare.
We Act.



Dr. Ilham Kadri

CHAIR OF THE EXECUTIVE
COMMITTEE & CEO

DECEMBER 1ST, 2021



PEOPLE



PLANET



PROFIT

Our Holistic approach to sustainability



PLANET

—
We walk the talk

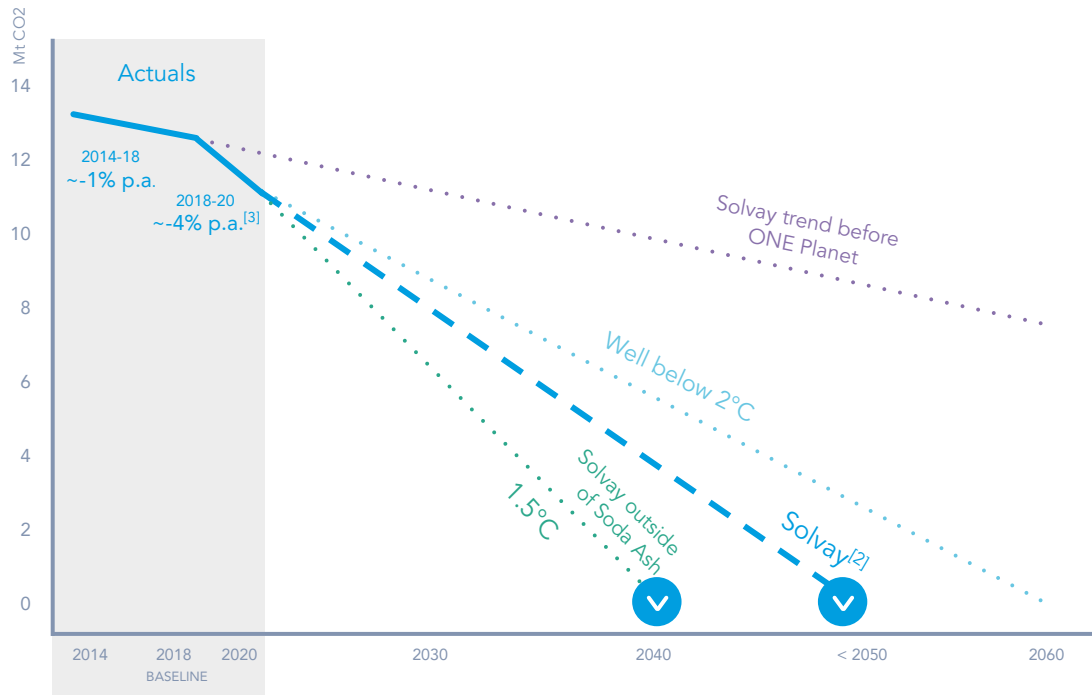
Making meaningful progress on the climate



	2018 baseline	2019	2020	Progress over 2 years	2030 targets
Align GHG emissions with Paris Agreement and SBTi	12.6* Mt	12.0 Mt	10.1 Mt	-20% -8% structural	Reduce by 30% (-2.5%/yr)
Phase out coal wherever renewable alternatives exist	33 PJ	32 PJ	27 PJ	-18%	Achieve 100%
Reduce negative pressure on Biodiversity**	121.9	116.2	107	-12%	Reduce by 30%
Increase sustainable solutions, % of Group sales	50%	53%	52%	+2pp	Achieve 65%
Increase circular economy***, % of Group sales	NA	4%	5%	+1pp	More than double
Reduce non-recoverable industrial waste	96 kt	96 kt	70 kt	-27%	Reduce by 30%
Reduce intake of freshwater	330 Mm ³	327 Mm ³	313 Mm ³	-5%	Reduce by 25%
Safety with a zero accident policy (MTAR indicator)	0.54	0.44	0.40	-26%	Aim for zero
Accelerate inclusion & diversity, parity in mid & senior management	23.7%	24.3%	24.6%	+0.9pp	Achieve 50% by 2035
Extend paternity leave time					16 weeks by 2021

.....
 * Restated from 12.3 Mt due to IFRS change in scope
 ** ReCiPe method for biodiversity impact assessment (under development)
 *** Circular economy indicators have been adapted to align with the Circulytics® developed by the Ellen MacArthur Foundation.

NEW ambition of carbon neutrality^[1] before 2050



[1] Scope 1+2 GHG emissions

[2] Visualization of the theoretical path to achieve Solvay's GHG reduction targets vs public benchmarks. Annual fluctuations may differ.

[3] Structural excluding the impact from Covid reduced activities

Our commitments



Paris Agreement

Feb 2020



SBTi

Science-Based Targets initiative

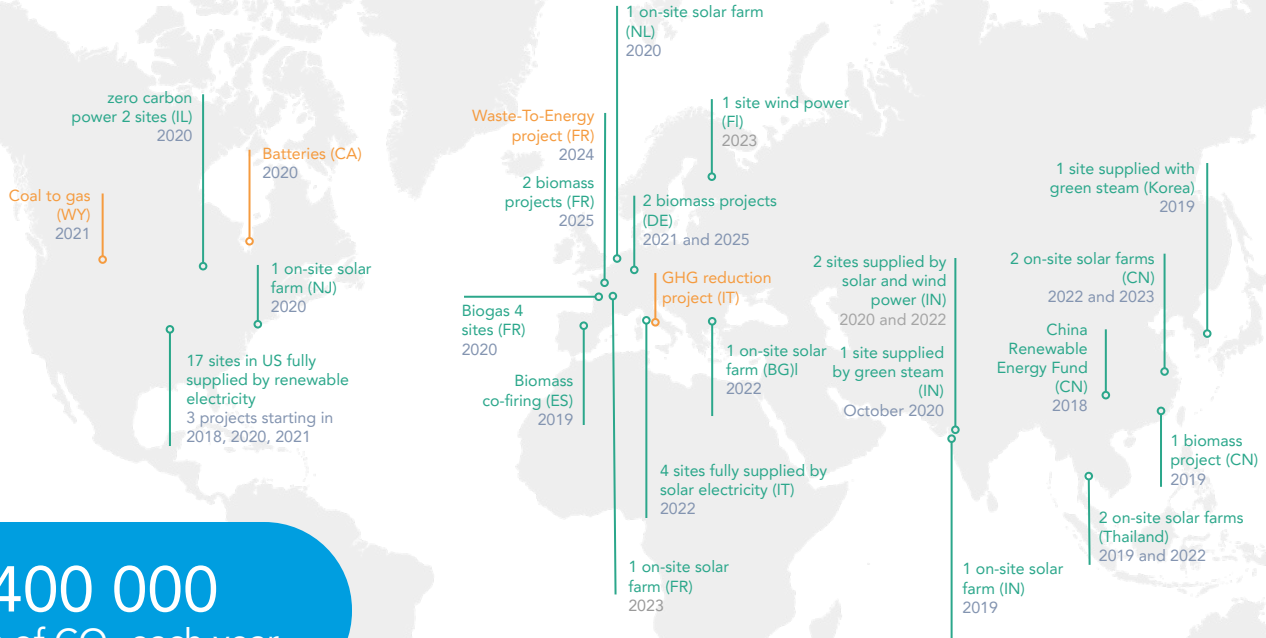
Sep 2020



Carbon neutrality


Oct 2021

Tangible plans to achieve energy transition

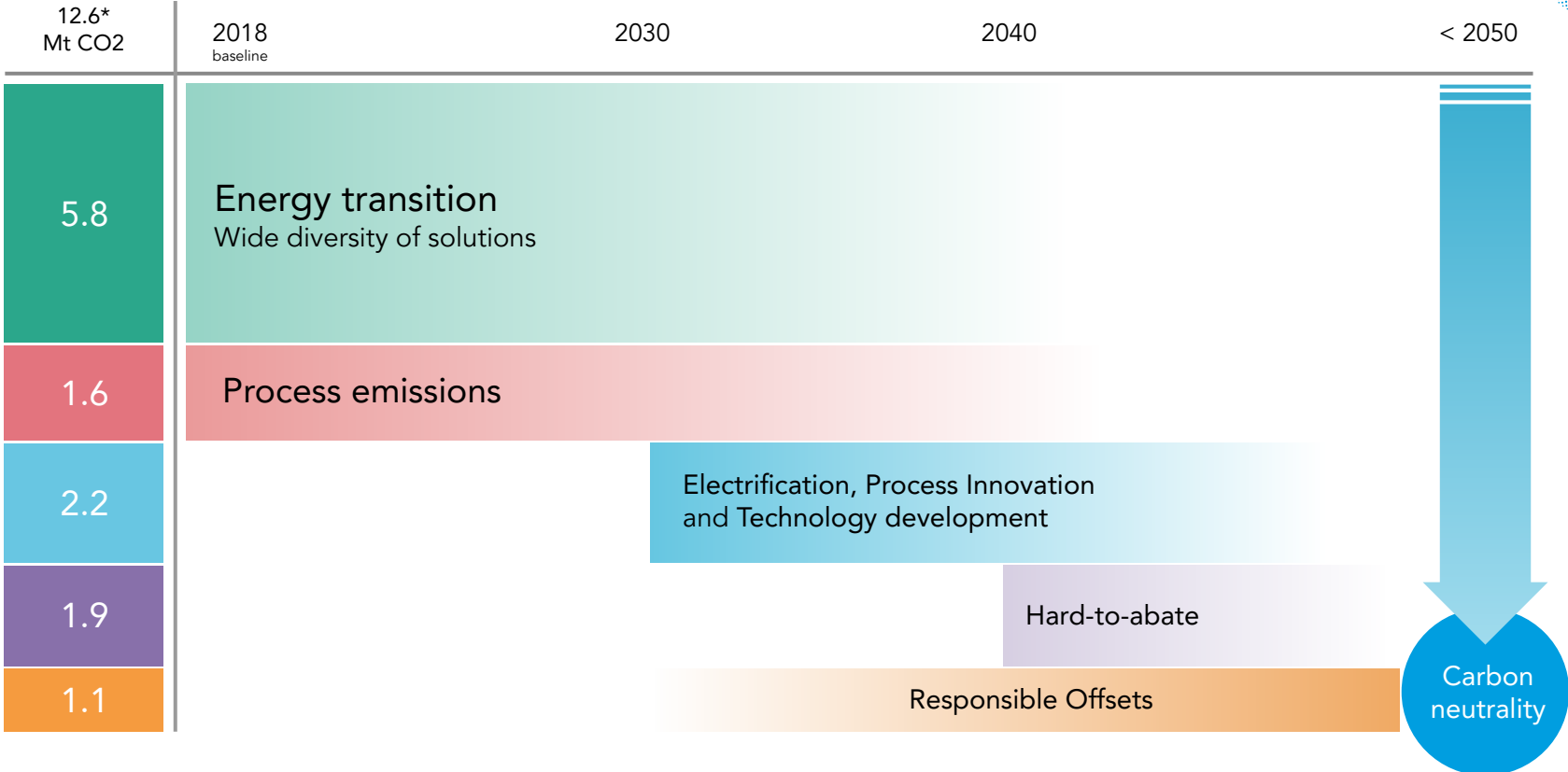


RENEWABLE ENERGY
solar, wind, biomass & biogas

OTHER
energy mix, process emissions

 - 2 400 000 tons of CO₂ each year

Solvay's path towards carbon neutrality



* Adjusted for scope changes since 2018 (+0.3Mt CO2 impact)

Exiting coal: we are on the way

Local and circular solution to our energy supply



First plant exiting coal
Rheinberg, Germany



-4% Group Total GHG
emissions

Exiting coal: we are on the way

Clean, Local, Affordable and Compelling Returns



Creation of an SPV^[1]
Dombasle Energie,
France



-2% Group Total GHG
emissions

[1] SPV: Spécial Purpose Vehicle



More to come... decarbonization of Scope 3



Will announce SBTi targets
by Autumn 2022



Engaging with suppliers to drive change



>250 executives
>130 companies
First Solvay Supplier Day

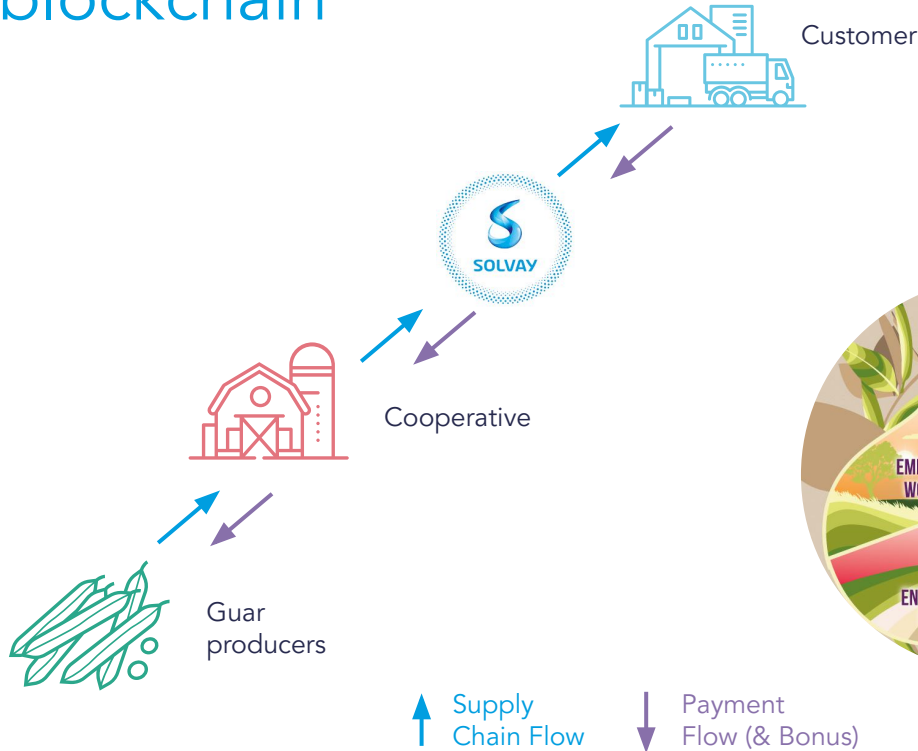
.....

>500
People on a collaborative platform

.....

300
People participate to 5 ESG workshops

Improving the standard of living for Guar farmers by leveraging blockchain



2000
Farmers using
Blockchain

25%
women

x2
Farmers
revenues



Pascal Chalvon Demersay

CHIEF SUSTAINABILITY & GOVERNMENT AFFAIRS OFFICER



Helping customers
to decarbonize



250,000
solar panels
Offsetting 80,000 tons of CO2
Solvay Jasper Solar Farm
.....



Member of Apple's
Supplier Clean
Energy Program
.....

100%
Green electricity
on 17 sites in US

The future is circular. Not linear



Shift to renewable & recycled
raw materials sourcing

Use of recycled
raw materials

Use of renewable
raw materials

Close the loop in
Ecosystem with our
customers



Solvay strategy
to boost
Circular sales



Circular design
for life span
extension



Partnership
Ellen Mac Arthur
Foundation

2021: a year of great progress



Waste as a raw material



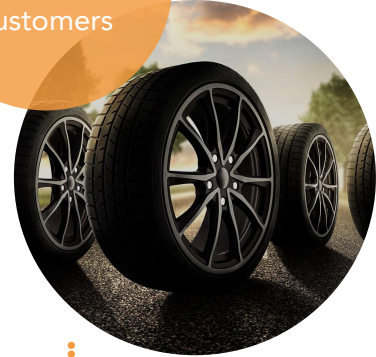
Natural Vanillin, using rice husk to produce bio-based products

Partnership along the value chain



Using End-of-life Batteries as a source of metals and materials

Partnership with customers



TECHSYN tire technology platform

Three superior growth platforms



GLOBAL TRENDS

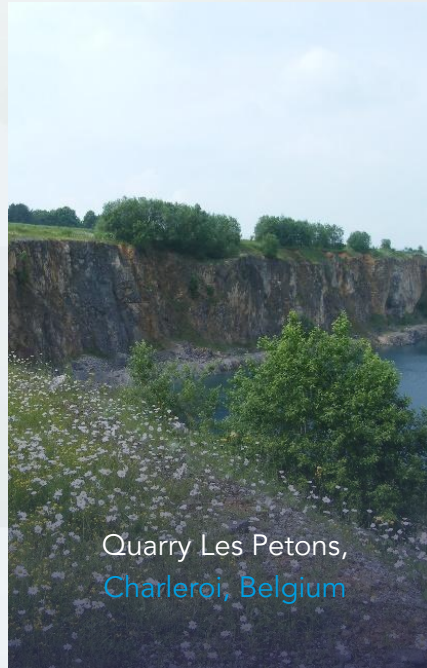


Represents a multi-billion Euros growth opportunity

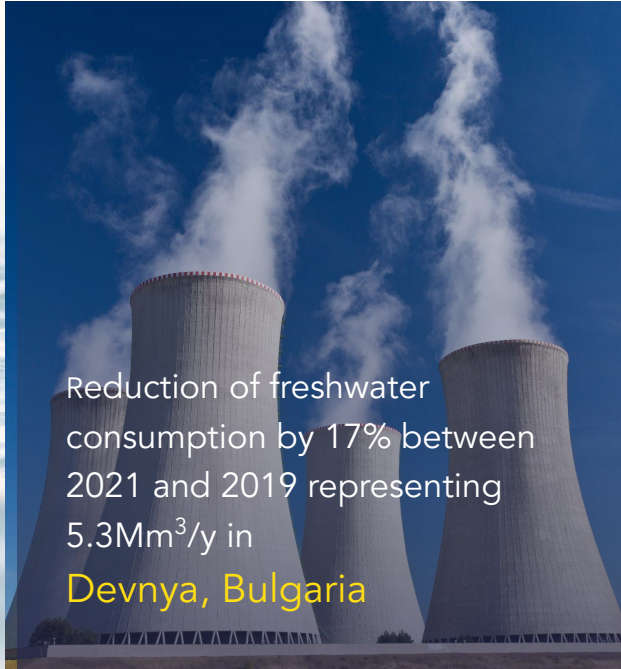
An aerial photograph of a lush tropical forest. A winding river flows through the center of the forest. A small yellow biplane is flying over the river on the right side. The scene is bathed in soft, golden light, suggesting sunrise or sunset. The text 'Managing our sites responsibly' is overlaid on the left side of the image.

Managing our sites responsibly

We are regenerating our habitat



Every drop of water counts



Reduction of freshwater consumption by 17% between 2021 and 2019 representing 5.3Mm³/y in **Devnya, Bulgaria**



A 13% water intake reduction per ton of product produce between 2017-2019, **Paulina, Brazil**

.....
Freshwater consumption in cooling towers to be reduced by 50% in **Tavaux, France**

Every factory will be a Star Factory

Mapping >100 operations to our Solvay ONE Planet ambitions



Environmental Social Governance (ESG)



People
&
Capabilities



Digital &
Analytics /
Technology

This
will be
achieved by

❖ Steering performance with **one single integrated** roadmap with **incentive plans** linked to each site

❖ **Evolving our culture** towards a stronger focus on results

❖ Working as part of an **ecosystem** integrating other Solvay sites, partners, suppliers, clients, research and development capabilities, etc.

Enhancing sustainability in Rosignano



 20%

reduction freshwater intake in the past decade

 2.4Mm³

well water replaced with water recycled from the local municipal wastewater treatment plant since 2006

 €40M

spent in 2018 on a high-efficiency cogeneration power plant that allowed Solvay to cut emissions by 40% in the past two years while producing the same amount of steam

 Converted power

generation from oil to gas, ahead of any climate regulation, making Solvay at the time among the first to use efficient gas-cogeneration to produce steam



Soda Ash in Rosignano

Soda ash is produced with natural materials and used mainly in the production of glass



Post-production disposal method is aligned with best available techniques and in compliance with regulations



Monitored on a daily, bi-monthly, quarterly and annual basis

Data consistent with rest of the Tuscan coast and European quality standards



A Safe and Controlled Process



Innovation serves industry's unmet needs



Focus on innovation

Developed non-fluorosurfactant technologies:

Hylar® 5000S and Tecnoflon® LX



Elimination in the U.S.

U.S. operations are non-fluorosurfactant as of July 2021



Global Ambition

Limited number of fluorosurfactant-based process aids are used in Spinetta, Italy

Ambition to become non-fluorosurfactant globally; we are collaborating with customers to achieve this goal.



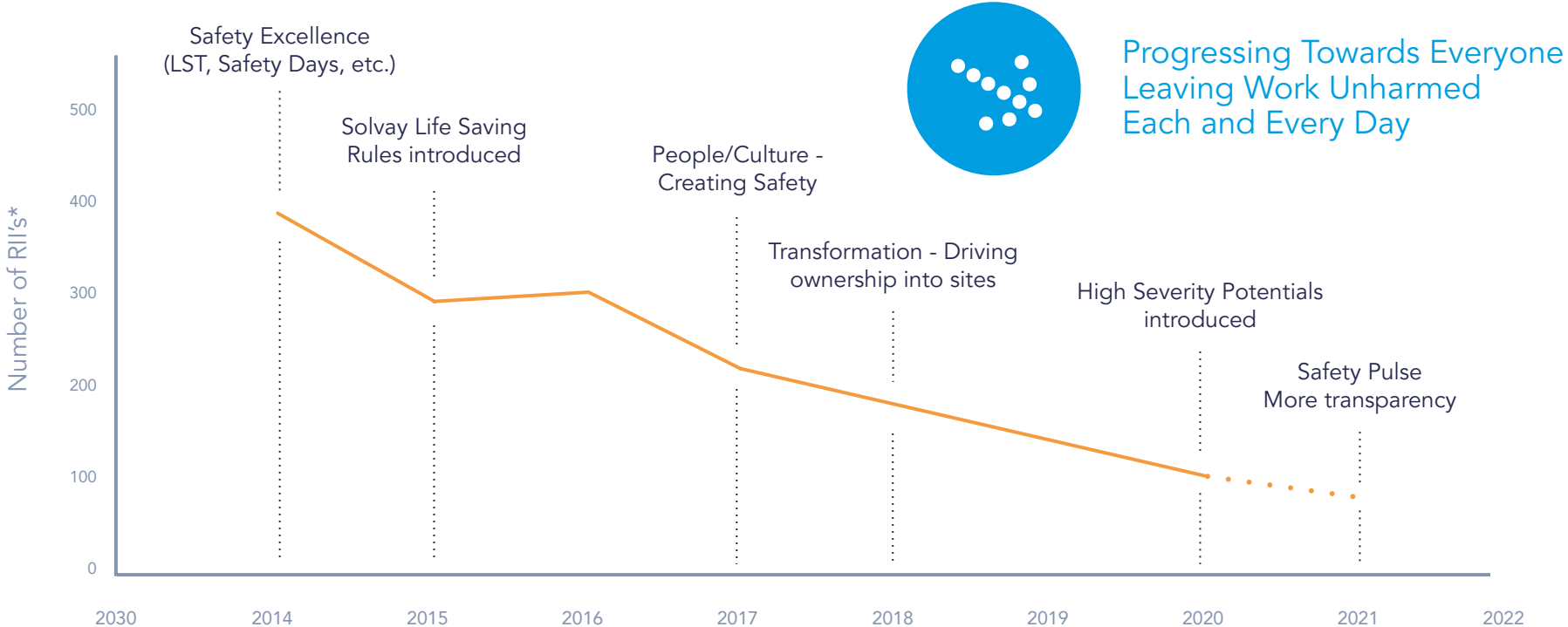
PEOPLE

Humanity matters to us
Starting with our people



Hervé Tiberghien
CHIEF PEOPLE OFFICER

Safety remains essential



Progressing Towards Everyone Leaving Work Unharmmed Each and Every Day

*Reportable Injuries and Illnesses - Note: No fatalities since 2017

We Care and we Dare



2-4 days for eligible employees

Teleworking

Solvay Solidarity Fund

€15 million donations

16 weeks co-parental leave regardless of sexual orientation

Solvay Care Program

Citizen Day

+14 750 participants

Code of Business Integrity

491 Local actions registered

+121 participating sites

9% of employees trained



Nathalie van Ypersele

CHIEF OF DIVERSITY, EQUITY AND INCLUSION OFFICER
GENERAL MANAGER, COMMUNICATION

Dignity? Yes!

Actions launched



Diversity

Gender parity by 2030

First global index of Disability application

+7 Employee Resource Groups worldwide



Equity

Pay Equality Index in 2022

Shortlist for key roles of 50% of under represented groups

400 women following the "A Effect" Ambition Challenge cohort



Inclusion

Inclusion Index

1st Inclusive Leadership workshop

Speak up about non-inclusive behaviors

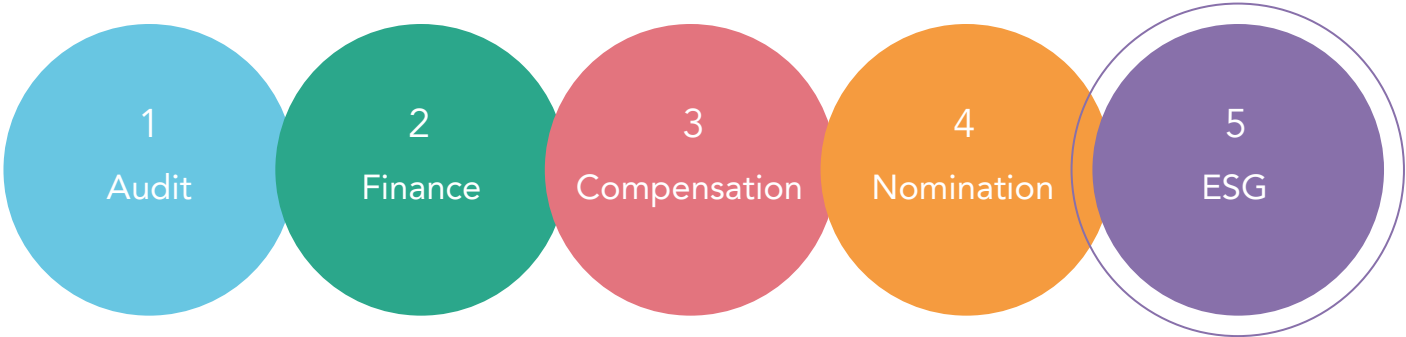


Nicolas Boël

CHAIRMAN OF THE BOARD OF DIRECTORS

Governance - Doing the right thing

5 committees



ESG Committee initiated April 2021

First decision has been Carbon Neutrality

14
Non executive members

9
Independent directors

7
Nationalities

6
Women

10
Meetings



The next
steps



Intention to align
incentive plan with:



ESG
Targets
(beyond 10%)



Key financial
metrics

Employee Share
program validated
by the Board



PROFIT

Delivering sustainable value

Emerging stronger



FCF
Conversion

39%

Last 12 months

From low 20s ~5 yrs ago

Free
Cash Flow

€ 2.3 bn

Since 2019

Net Debt and
Pensions

-€ 2.4 bn

Since 2019

Cost
Savings

€ 350m

Since 2020

We Care, We Dare, We Act.



Our business strategy (Nov. '19)



Our sustainability roadmap by 2030 (Feb. '20)

Roadmap to reach carbon neutrality
Carbon price increase

Supplier Engagement Program

Star Factory

Diversity, Equity, Inclusion



New ESG committee

Employee Share Program

Q&A Session

Panel members



- [Ilham Kadri](#) - Chair of the Executive Committee & CEO
- [Karim Hajjar](#) - Chief Financial Officer
- [Pascal Chalvon Demersay](#) - Chief Sustainability & Government Affairs Officer
- [Lynn De Proft](#) - Chief Procurement Officer
- [Nathalie Van Ypersele](#): Chief of Diversity, Equity and Inclusion Officer
- [Hervé Tiberghien](#): Chief People Officer

Moderator: Martial Tardy

Thank you.



Progress beyond



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



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