



Full year 2021 Results

February 23, 2022



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CEO and President of the Executive
Leadership Team of Solvay



Karim Hajjar

CFO of Solvay



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President of Soda Ash & Derivatives

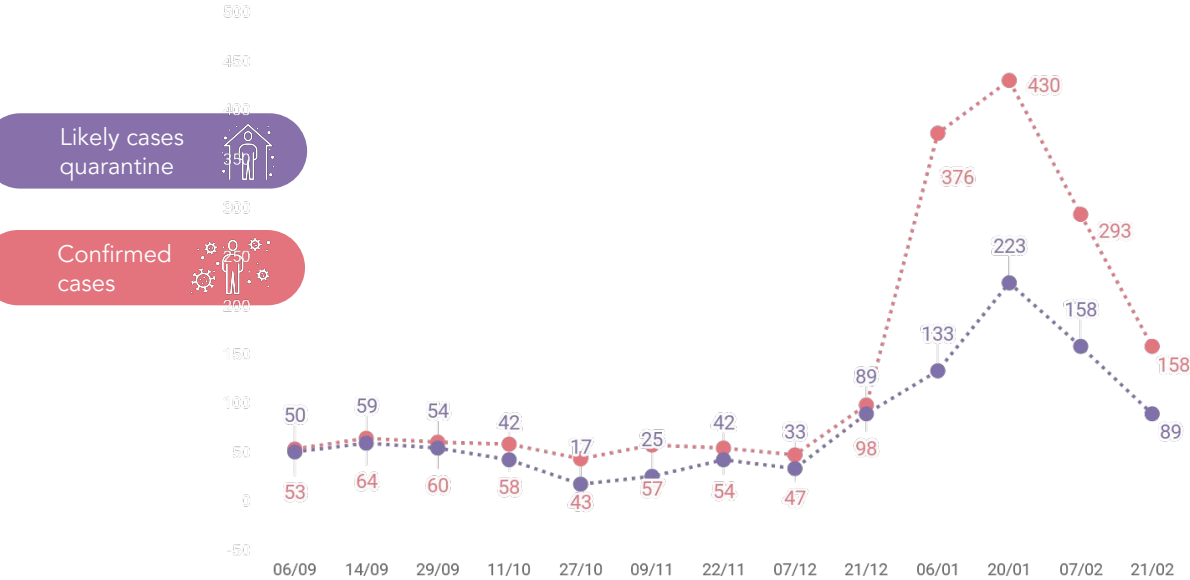


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Health and safety remain our top priority



Source: Solvay

Measures in place

- Safety measures for all our employees
- Responsible business travel policy

Solvay Solidarity Fund

- €6.4 million to date (individuals and community support)

Making meaningful progress on the climate



	Target	2021	Comment	Progress versus 2018	2030 targets	
CLIMATE	Align GHG emissions with Paris Agreement and SBTi (a)	11Mt	Achieved 11% in aggregate versus 6.6% Paris Agreement	-14% -11% structural	Reduce by 30% (-2.5%/yr)	
	Phase out coal wherever renewable alternatives exist	27 (1 plant exiting coal)	Exit announced at Rheinberg in 2020, at Dombasle in 2021, first step at Devnya in 2022	-18% (petajoule)	Achieve 100%	
	Reduce negative pressure on Biodiversity	-13%	Volume growth more than offset by improved eco-profile accuracy	-24%	Reduce by 30%	
RESOURCES	Increase sustainable solutions, % of Group sales	53% (b)	Improved eco-profile and increased number of sustainable solutions	+3pp	Achieve 65%	
	Increase circular economy, % of Group sales	5%	Long term projects with expected results as from 2023	+1pp	More than double	
	Reduce non-recoverable industrial waste (a)	58 kt	Projects initiated in 2020 starting to deliver	-34%	Reduce by 30%	☑
	Reduce intake of freshwater	315 Mm ³	Volume growth compensated by greater efficiency	-5%	Reduce by 25%	
BETTER LIFE	Safety with a zero accident policy (MTAR indicator) (a)	0.43	Reversal consistent with industry trends, action plan on globalizing near misses	-16%	Aim for zero	
	Accelerate DEI, parity in mid & senior management	25%	Launched Solvay One Dignity 9 goals	+1.3pp	Achieve 50% by 2030	
	Extend paternity leave time		16 weeks policy open to all co-parents regardless of orientation since January 2021	implemented	16 weeks by 2021	☑

(a) Restated due to change in methodology/scope
 (b) Effective 2022, the CO₂ price was increased from €75 to €100 per metric ton CO₂ eq. as a consequence, the level for 2021 will be restated to 50%.

ESG credentials widely recognized



MSCI ESG RATINGS

AA rating
on a scale from
AAA-CCC

ISS ESG

B rating
Prime company

ecovadis

Top 1%



"Medium risk"



#5 in the sector



A- CDP Climate Change



Recognition
on Biodiversity



FTSE4Good

Member of FTSE4Good



Full year 2021 performance

Double-digit sales, EBITDA and Returns



Net Sales

€10.1 bn

- +17% organically yoy
- +12% driven by volumes
- +5% driven by pricing
- +4.4% versus 2019*

EBITDA

Underlying

€2,356 m

- New record level
- +27% organically yoy
- 23.3% EBITDA margin
- +8% versus 2019*

Free Cash Flow

Continuing operations

€843 m

- 11th quarter of positive FCF
- FCF conversion at 37.6%
- Proposed dividend of €3.85 per share, €0.10 increase

ROCE

Return on capital employed

11.4%

- New record level
- Versus 6.9% in 2020 and 8.1% in 2019



Soda Ash overview



Philippe Kehren
President,
Soda Ash & Derivatives

Global leader in Soda Ash & Derivatives



Resilient business in growing end markets



- Volumes back to pre-COVID levels
- 2022 full recovery of pre-COVID profitability

Global leader with world class assets



- 75% of our capacity in the first quartile of the industry cost curve
- Track record of continuously increasing competitiveness

Step-changing our environmental transition and competitiveness



- Already achieved 5%* reduction
- Carbon net zero by 2050
- On track to reduce emissions with 30%* by 2030

Essential chemicals serving growing and diverse end markets



- Glass for building
- Photovoltaic panels



- Glass for containers



- Water softener for detergents
- Additive in other industrial applications



- Sodium bicarbonate for clean air - SOLVAir®
- Feed, food, pharma

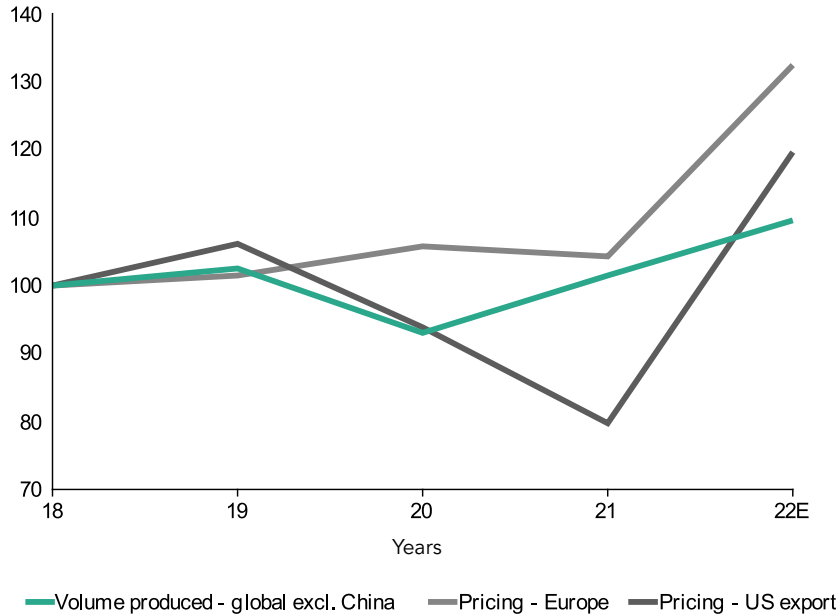
Resilient top- and bottom- line

Demand back to pre-COVID levels



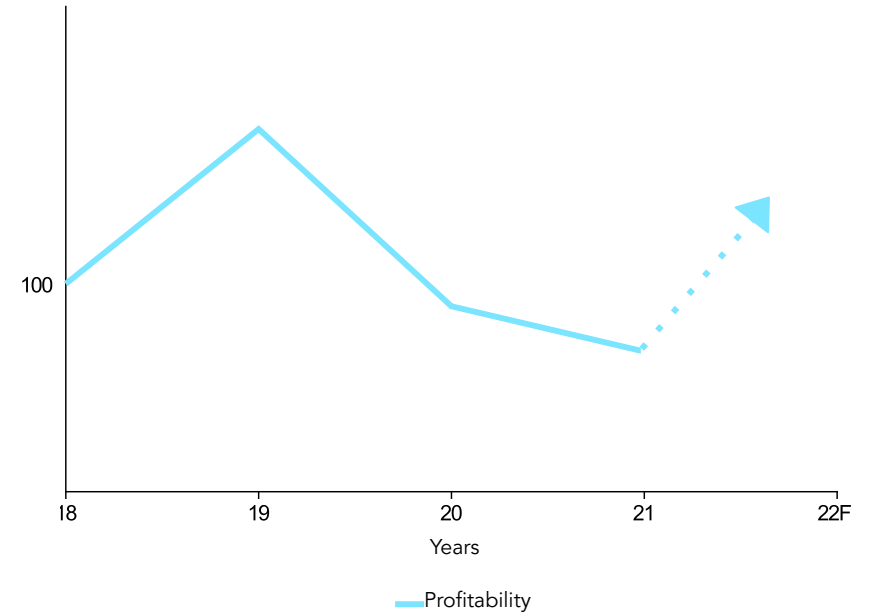
Market volume and price evolution, IHS

Evolution of market production volumes and pricing
(Indexed to 2018, IHS based)



Solvay soda ash profitability evolution

(Indexed to 2018)



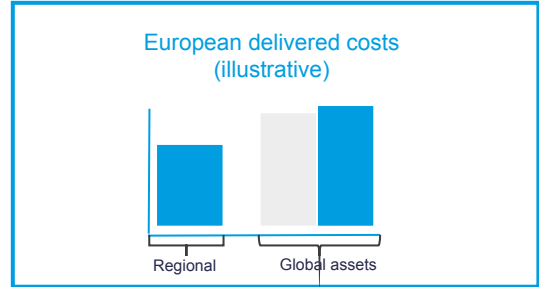
Market-leading cost position

Due to highly competitive assets



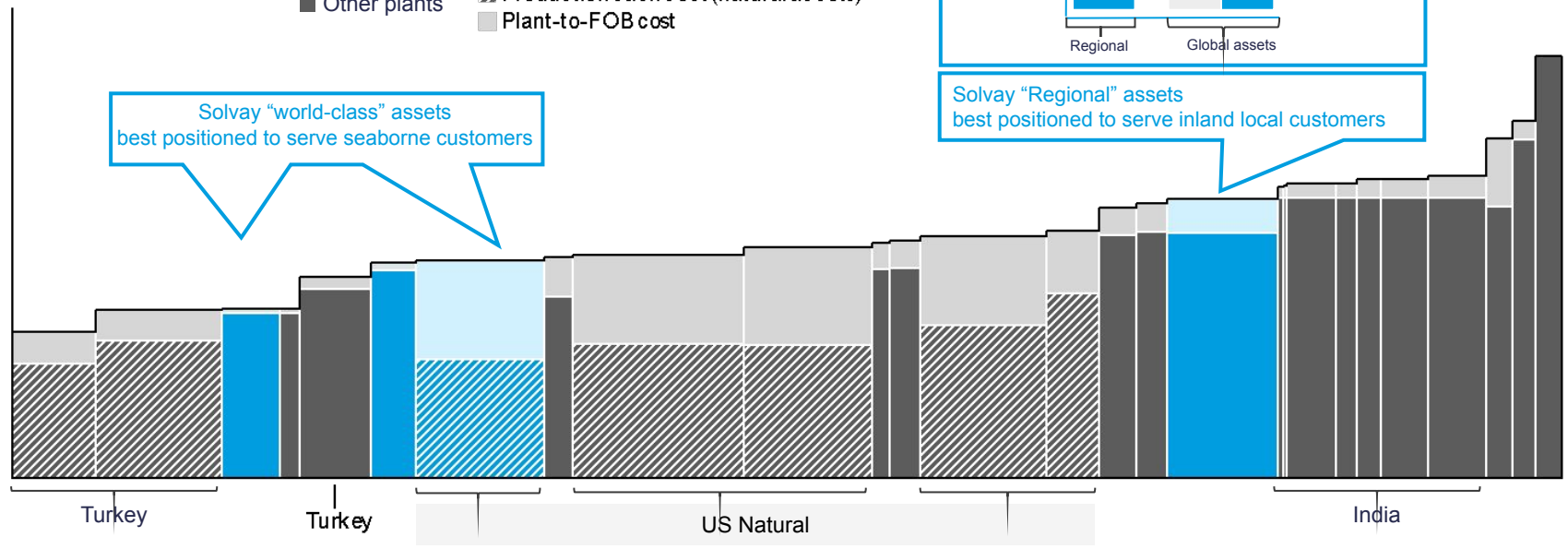
Cash costs & FOB costs (\$/t, 2021)

- Solvay plants
- Other plants
- Production cash cost (synthetic assets)
- Production cash cost (natural assets)
- Plant-to-FOB cost



Solvay "world-class" assets best positioned to serve seaborne customers

Solvay "Regional" assets best positioned to serve inland local customers



Supply (soda ash plant capacity)

Note: A number of plants are not shown due to missing data (~6.5Mt in total, incl. Russia ~4.5Mt, Iran ~0.6Mt, Pakistan ~0.6Mt, Mexico ~0.3Mt, Botswana ~0.3kt, Japan ~0.2Mt, Argentina ~0.1Mt, South Africa <0.1Mt, Ethiopia <0.1Mt); Granger not included as it is mothballed since mid-2020; Source: Solvay Internal estimates

Paving the way to carbon neutrality

Soda Ash & Derivatives energy transition plans underway



* % of Group GHG emissions versus 2018 basis



Coal to gas
(Greenriver, WY, USA)
GHG impact -2%*
Stage 1 2021 ✓
Stage 2 2023



Waste-To-Energy
(Dombasle, FR)
GHG impact -2%*
2024

Biomass
(Rheinberg, DE)
GHG impact -4%*
Stage 1 in 2021 ✓
Stage 2 in 2025



Biomass
(Torrelavega, ES)
2019 ✓



Biomass
(Devnya, BG)
GHG impact -2%*
2022
On-site solar farm
(Provadia, BG)
2022

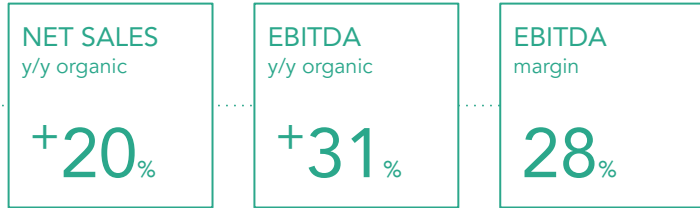


GHG impact for Soda Ash GBU:

- 5% achieved
- 20% planned by '25
- 30% planned by '30
- Neutral by 2050

Materials

Q4 2021 performance



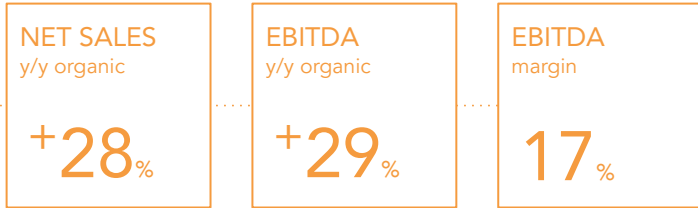
Net sales	YoY reported	YoY organic
Specialty Polymers	+22%	+19%
Composite Materials	+19%	+24%
Materials	+21%	+20%

Highlights

- Record sales levels in Specialty Polymers driven primarily by automotive, EV battery and electronic markets
- Civil aerospace demand began to recover thanks to single-aisle aircraft production rate increases and growth in space & defense
- Q4 2021 EBITDA margin improved 290 basis points to 27.5% thanks to higher volumes and price actions

Solutions

Q4 2021 performance



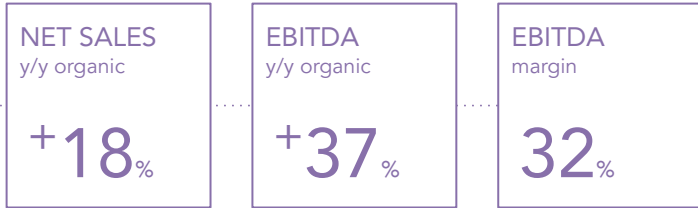
Net sales	YoY reported	YoY organic
Novelcare	+13%	+33%
Special Chem	+2%	+7%
Techn. Solutions	+2%	+16%
Aroma Performance	+37%	+32%
Oil & Gas	n.m.	+76%
Solutions	+28%	+28%

Highlights

- Broad based volume growth and pricing driven by agro, coatings and mining
- Special Chem saw higher sales to electronics offset by lower sales to automotive related to the chip shortages
- Continued demand in food, flavors and fragrances markets and the price actions supported Aroma business
- Improvements in Novelcare and Aroma drove Q4 2021 EBITDA margin at 17% in the segment, up 40 basis points

Chemicals

Q4 2021 performance



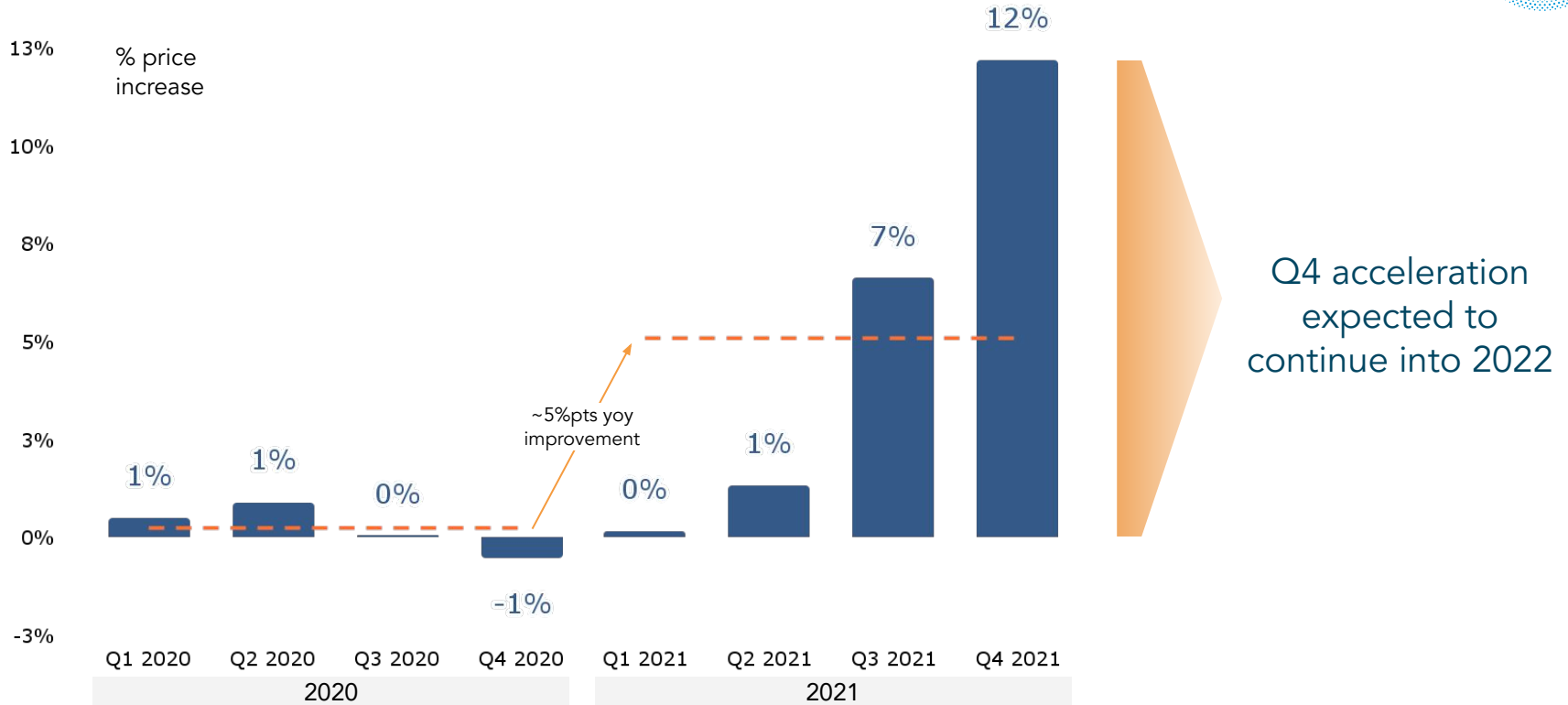
Net sales	YoY reported	YoY organic
Soda Ash & Deriv.	+7%	+6%
Peroxides	+7%	+16%
Coatis	+58%	+57%
Silica	+13%	+12%
Chemicals	+17%	+18%

Highlights

- Exceptional performance in Coatis and Rusvinyl, driven by strong volumes and pricing
- Higher sales at Soda Ash sales driven by pricing actions
- Peroxides sales were underpinned by price actions and volume growth
- Silica growth related to innovation and pricing actions
- Q4 2021 EBITDA margin increased to 32.1% in the quarter, up 470 basis points

Acceleration in pricing actions*

Overcame €465m of inflationary costs in 2021



Structural cost reduction

~80% of 2024 cost savings achieved



Permanent structural levers

- Restructuring 35% of total
- Indirect costs reductions 40%
- Productivity efficiencies 25%

Realized in FY
2021

€213m

Realized in FY
2020

€175m

Total costs savings to date

~€390m

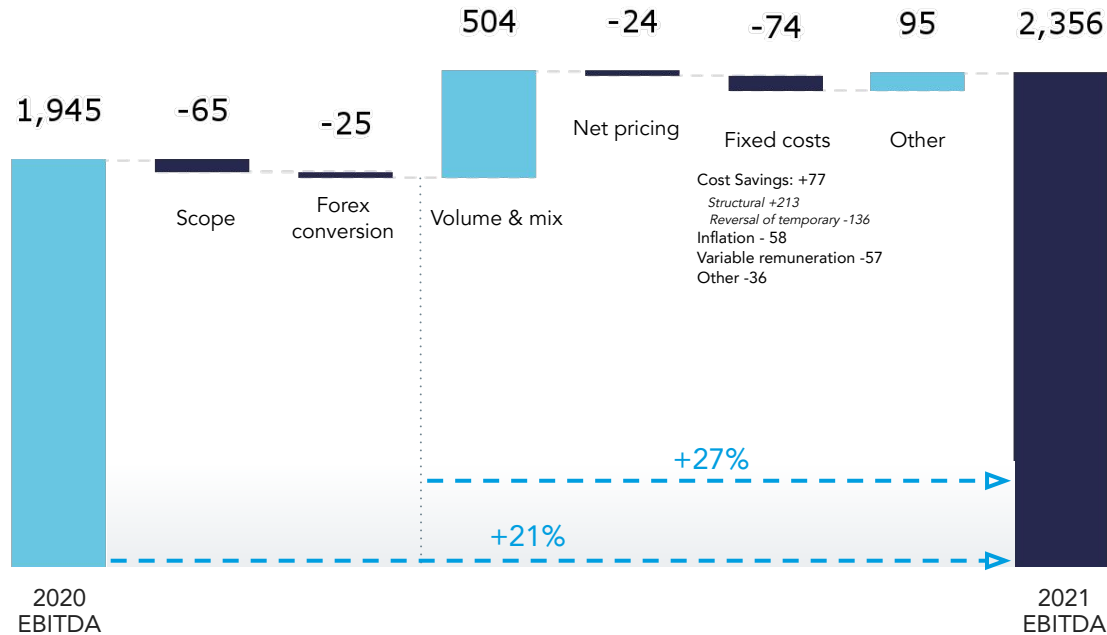
Costs savings by 2024

€500m

Double-digit profit growth in 2021



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€2,356m in 2021

vs. €1,945m in 2020

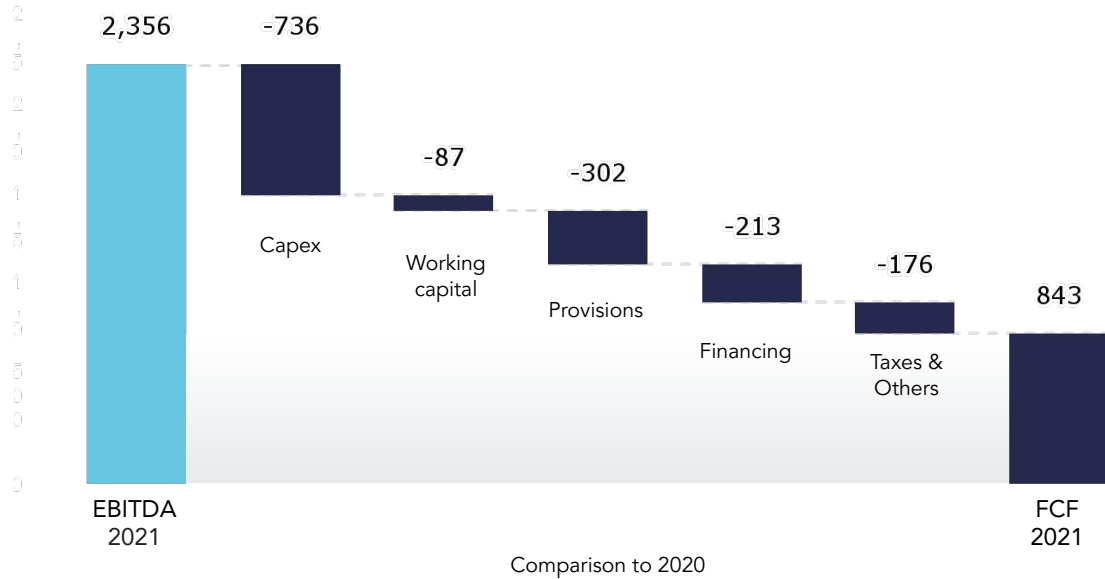
2021 earnings demonstrated

- Quality of our portfolio
- Sustained momentum in key end-markets
- Pricing actions largely offsetting variable costs inflation
- Cost savings delivery

EBITDA reached a new record, exceeding 2019 level by 8%

Strong free cash flow generation

Driven by profit, working capital discipline and reinvestments



EBITDA 2020	Capex	Working capital	Provisions	Financing	Taxes & Others	FCF 2020
1,945	-611	287	-323	-254	-82	963

€843m in 2021

vs. €963m in 2020

Main drivers

- Higher profits
- Reinvestments in growth
- Lower pensions and financing

Key enabler to a
FCF conversion of 37.6%

2022 Full Year Outlook



EBITDA

Underlying

Mid-single digit
growth*

Free cash flow

Continuing operations

to exceed
€650_m



Q&A



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

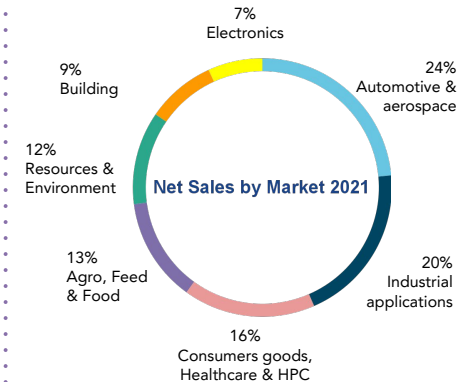
Our new common operating model helps us work more efficiently

Changing our behaviors to be more "customer-obsessed"

WHAT

Our Solutions

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



Market segment & region annual figures



Region (% 2021 Net Sales)	Group	Materials	Chemicals	Solutions
Europe	27%	31%	32%	21%
North America	26%	31%	18%	29%
Latin America	13%	2%	25%	10%
Asia and rest of the world	34%	36%	25%	40%

End markets (% 2021 Net Sales)	Group	Materials	Chemicals	Solutions
Automotive & Aerospace	24%	50%	16%	10%
Industrial applications & Chemical Industry	20%	11%	23%	24%
Consumers goods, Healthcare & HPC	16%	12%	23%	14%
Agro, Feed & Food	13%	3%	17%	17%
Resources & Environment	12%	4%	9%	19%
Building	9%	4%	11%	10%
Electronics	7%	15%	0%	6%

2030 Solvay One Planet goals

10 ambitious objectives to reduce our global impact



2020 results
(Baseline 2018)


CLIMATE

Fight against climate crisis



Align greenhouse gas emissions with Paris Agreement & SBTi* 

Reduce by 30% (-2.5% p.a.)
2021: -14% (-11% structural)

Phase out coal 

Achieve 100%
2021: -18%

Reduce pressure on biodiversity¹ 

Reduce by 30%
2021: -24%

RESOURCES

Embed circular business




Increase sustainable solutions 
% of Group sales

Achieve 65%
2021: 53% (+1pp)

Increase circular economy² 
% of Group sales

More than double
2021: 5% (+1pp)

Reduce non-recoverable industrial waste 

Reduce by 30%
2021: 58kt (-34%)

Reduce intake of freshwater 

Reduce by 25%
2021: 315 m³ (-5%)


BETTER LIFE

Improve quality of life




Safety (MTAR³ indicator) 

Aim for zero
2021: 0.43 (-16%)

Women in mid & senior management levels 

Achieve 50% by 2035
2021: 25% (+1.3pp)

Extend maternity leave time and open it to co-parents 

16 weeks regardless of the gender in 2021 

* SBTi: Science Based Targets initiative

Key figures



<i>Underlying, in € million</i>	Q4 2021	Q4 2020	% yoy	FY 2021	FY 2020	% yoy
Net sales	2,703	2,214	+22.1%	10,105	8,965	+12.7%
EBITDA	572	464	+23.4%	2,356	1,945	+21.1%
<i>EBITDA margin</i>	21.2%	21.0%	+0.2pp	23.3%	21.7%	+1.6pp
EBIT	374	260	+43.7%	1,600	1,110	+44.1%
Net financial charges	-54	-79	+32.3%	-235	-284	+17.4%
Income tax expenses	-59	-76	+22.2%	-287	-195	-47.3%
<i>Tax rate</i>				23.5%	25.6%	-2.1pp
Profit / (loss) attributable to Solvay shareholders	250	96	n.m.	1,040	618	+68.3%
Basic EPS	2.41	0.93	n.m.	10.05	5.99	+67.7%
Basic EPS from continuing operations (in €)	2.41	0.95	n.m.	10.02	5.81	+72.6%
Capex in continuing operations	324	200	+61.9%	736	611	+20.5%
FCF to Solvay shareholders from continuing operations	150	161	-6.7%	843	963	-12.5%
FCF to Solvay shareholders (total)	149	155	-4.2%	830	951	-12.7%
FCF conversion ratio (LTM)				37.6%	51.1%	-13.6pp
Net financial debt				3,949	4,198	-5.9%
Underlying leverage ratio				1.7	2.2	-22.3%
CFROI				6.9%	5.5%	+1.5pp
ROCE				11.4%	6.9%	+4.4pp

Segment review



Segment review

Underlying

(in € million)	Q4 2021	Q4 2020	% yoy	% organic	FY 2021	FY 2020	% yoy	% organic
Net sales	2,703	2,214	+22.1%	+22.4%	10,105	8,965	+12.7%	+17.0%
Materials	751	620	+21.2%	+20.2%	2,903	2,695	+7.7%	+11.5%
Specialty Polymers	555	456	+21.9%	-	2,173	1,820	+19.4%	+20.4%
Composite Materials	195	164	+19.2%	-	730	875	-16.6%	-8.6%
Chemicals	891	764	+16.6%	+17.8%	3,357	2,948	+13.9%	+18.2%
Soda Ash & Derivatives	385	359	+7.1%	-	1,509	1,450	+4.1%	+5.1%
Peroxides	175	164	+6.9%	-	636	642	-0.9%	+9.5%
Coatis	207	132	+57.5%	-	745	470	+58.6%	+68.7%
Silica	124	110	+13.0%	-	467	386	+20.7%	+22.2%
Solutions	1,058	829	+27.7%	+28.3%	3,838	3,316	+15.8%	+20.3%
Novelcare [1]	433	326	+32.8%	-	1,546	1,330	+16.2%	+22.6%
Special Chem	210	207	+1.6%	-	840	761	+10.4%	+17.5%
Technology Solutions [1]	143	124	+15.4%	-	560	490	+14.3%	+16.6%
Aroma Performance	135	99	+36.7%	-	473	435	+8.9%	+9.4%
Oil & Gas [1]	137	73	+88.0%	-	418	299	+39.8%	+45.0%
Corporate & Business Services	2	2	+56.8%	+75.9%	7	6	+15.8%	+25.2%
EBITDA	572	464	+23.4%	+24.0%	2,356	1,945	+21.1%	+27.0%
Materials	207	153	+35.5%	+31.4%	879	712	+23.4%	+25.8%
Chemicals	286	209	+36.5%	+36.9%	1,009	816	+23.7%	+28.6%
Solutions	180	137	+31.2%	+29.0%	701	566	+23.7%	+29.5%
Corporate & Business Services	-101	-36	<i>n.m.</i>	-	-232	-149	-55.5%	-
EBITDA margin	21.2%	21.0%	+0.2pp	-	23.3%	21.7%	+1.6pp	-
Materials	27.5%	24.6%	+2.9pp	-	30.3%	26.4%	+3.9pp	-
Chemicals	32.1%	27.4%	+4.7pp	-	30.1%	27.7%	+2.4pp	-
Solutions	17.0%	16.6%	+0.4pp	-	18.3%	17.1%	+1.2pp	-

Segment review



Segment review

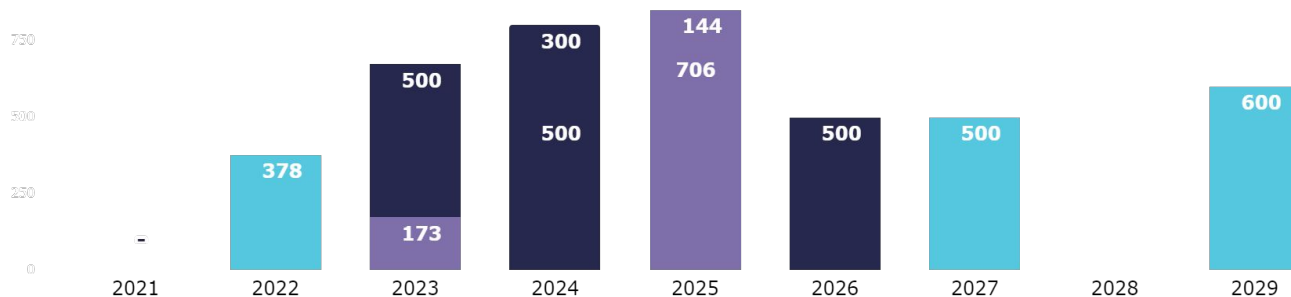
<i>(in € million)</i>	Underlying							
	Q4 2021	Q4 2020	% yoy	% organic	FY 2021	FY 2020	% yoy	% organic
EBIT	374	260	+43.7%	-	1,600	1,110	+44.1%	-
Materials	143	92	+55.4%	-	637	460	+38.6%	-
Chemicals	225	149	+50.6%	-	782	552	+41.6%	-
Solutions	136	82	+65.1%	-	511	350	+46.3%	-
Corporate & Business Services	-130	-63	<i>n.m.</i>	-	-331	-252	-31.6%	-
Capex in continuing operations	324	200	+61.9%	-	736	611	+20.5%	-
Materials					251	193	+30.1%	-
Chemicals					212	184	+15.1%	-
Solutions					172	144	+19.6%	-
Corporate & Business Services					101	90	+12.4%	-
Cash conversion	43.4%	56.9%	-13.5pp	-	68.8%	68.6%	+0.2pp	-
Materials					71.4%	72.9%	-1.5pp	
Chemicals					79.0%	77.4%	+1.6pp	
Solutions					75.5%	74.6%	+0.8pp	
CFROI					6.9%	5.5%	+1.5pp	
Materials					9.0%	8.7%	+0.3pp	
Chemicals					10.5%	7.7%	+2.8pp	
Solutions					7.2%	5.5%	+1.7pp	
Research & innovation					298	291	+2.3%	
Materials					138	126	+9.0%	
Chemicals					28	32	-13.0%	
Solutions					103	103	-0.7%	
Corporate & Business Services					30	30	+0.8%	
Research & innovation intensity					2.9%	3.2%	-0.3pp	
Materials					4.7%	4.7%	+0.1pp	
Chemicals					0.8%	1.1%	-0.3pp	
Solutions					2.7%	3.1%	-0.4pp	

Balanced maturities

Deleveraging and reduced of cost of debt



Financial debt [1]
in million € and \$



NET DEBT
Leverage ratio

1.7x

S&P
stable outlook

BBB

MOODY'S
stable outlook

Baa2

Bond type	Period	31 December 2020			31 December 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]		1,850	5.5	1.56%	1,478	5.4	1.55%	-373	-0.1	-0.01%
EUR Perpetual Hybrid Bonds [2]		1,800	3.7	4.54%	1,800	2.7	4.54%	0	-1.0	0.00%
US Bonds [3]		945	4.5	4.22%	1,023	3.4	4.22%	78	-1.1	0.00%
Total		4,595	4.6	3.28%	4,301	3.8	3.44%	-294	-0.8	0.16%
		in C million	in years	in %	in C million	in years	in %	in C million	in years	in %

Major debt only, excluding cost of currency swaps

[1] C378m outstanding out of the initial C750m bond (maturity 2022) after the successful tender offer in Nov 2021

[2] At first call date

[3] US\$ 1,160 m

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.



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