



Third Quarter 2023 results

November 3, 2023



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Nine Months 2023 performance



€9.0 bn

NET SALES

-9.6%
organic

-13% volumes
+4% pricing

€2.3 bn

EBITDA

-1.2%
organic

25.9%
EBITDA margin

€1.0 bn

FCF

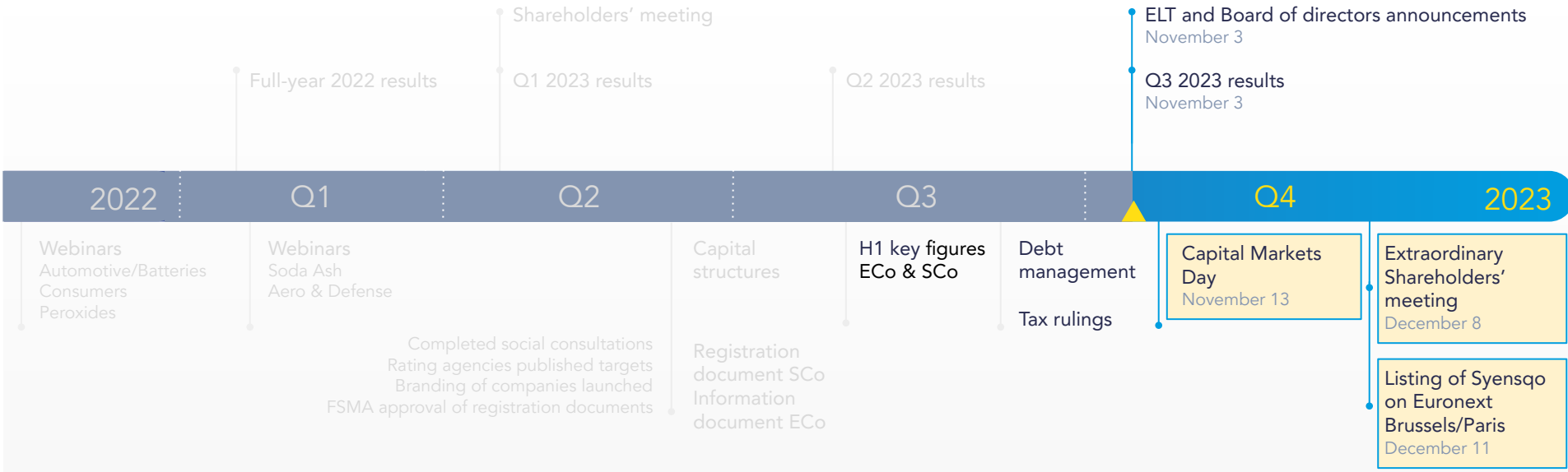
39%
FCF
conversion

15.2%

ROCE

-0.2pp
vs Q3 2022

Delivering on project milestones



Third quarter and nine months 2023 results

This timetable is indicative and reflects a likely scenario. ECo and SCo are not reflective of the future company names.

Investing in sustainable growth



EssentialCo

Sale of energy supply business

- Reduces Corporate costs volatility
- Strengthens balance sheet

SpecialtyCo

Plan confirmed to build largest EV materials facility in USA

- JV agreement with Orbia
- Commitment to sustainable mobility

Third quarter 2023 performance



€2.7 bn

NET SALES

-20.3%

organic

-15% volumes
-5% pricing

€702 m

EBITDA

-18.5%

organic

25.6%

EBITDA margin

€346 m

FCF

39%

FCF
conversion

15.2%

ROCE

-0.2pp

vs Q3 2022

Materials Q3 2023



	Q3 2023 (€m)	% YoY	% YoY organic
Specialty Polymers	701	-17.8%	-12.5%
Composite Materials	258	-1.2%	+4.5%
Net Sales	959	-13.9%	-8.5%
EBITDA	324	-15.8%	-12.4%
EBITDA Margin	33.8% (-0.8pp)		

Q3 Highlights

- Sales in Specialty Polymers decreased due to lower volumes across most markets against a strong year-on-year comparison.
- Organic sales in Composite Materials higher driven by sustained aerospace demand. Sales growth was impacted by supply chain issues which limited deliveries in the quarter.
- EBITDA margin at remained strong at 33.8% or -0.8 percentage points versus last year

Solutions Q3 2023



	Q3 2023 (€m)	% YoY	% YoY organic
Novelcare	325	-36.3%	-31.4%
Special Chem	213	-18.2%	-14.1%
Techn. Solutions	159	-15.9%	-11.6%
Aroma Performance	82	-43.9%	-40.5%
Oil & Gas Solutions	103	-32.0%	-24.5%
Net Sales	882	-29.8%	-25.0%
EBITDA	164	-31.7%	-25.6%
EBITDA Margin	18.6% (-0.5pp)		

Q3 Highlights

- Novelcare sales were lower due to demand in agro, construction and consumer markets.
- Special Chem came in lower due to lower volumes in electronics, partly offset by automotive, while prices were slightly positive year-on-year.
- Technology Solutions sales decreased due to lower volumes in mining from temporary disruptions at certain mines, and slightly offset by higher prices.
- Aroma Performance sales were down on continued lower demand and strong competition in the food, flavor & fragrance markets.
- Oil & Gas sales decreased driven by lower drilling activity in the United States following the decline in natural gas prices and higher competitive pressure.
- EBITDA margin slightly down year-on-year, but improving approximately 1 percentage point sequentially.

Chemicals Q3 2023



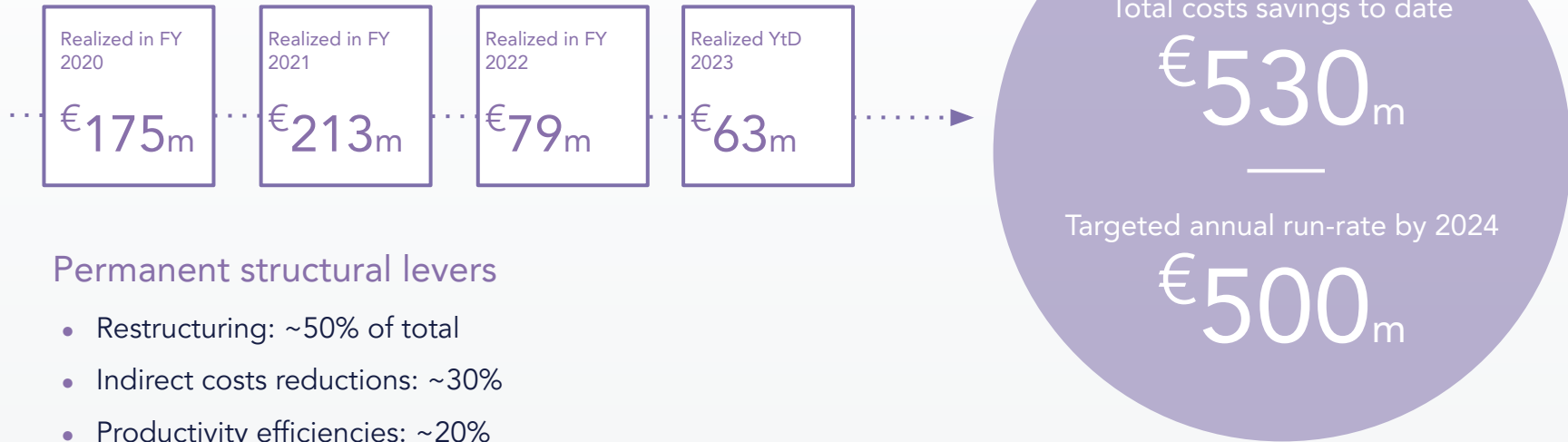
	Q3 2023 (€m)	% YoY	% YoY organic
Soda Ash & Deriv.	478	-23.9%	-22.9%
Peroxides	149	-31.4%	-29.0%
Coatis	147	-34.7%	-36.6%
Silica	133	-18.9%	-17.2%
Net sales	908	-26.6%	-25.8%
EBITDA	274	-12.0%	-3.8%
EBITDA Margin	30.2% (+5.0pp)		

Q3 Highlights

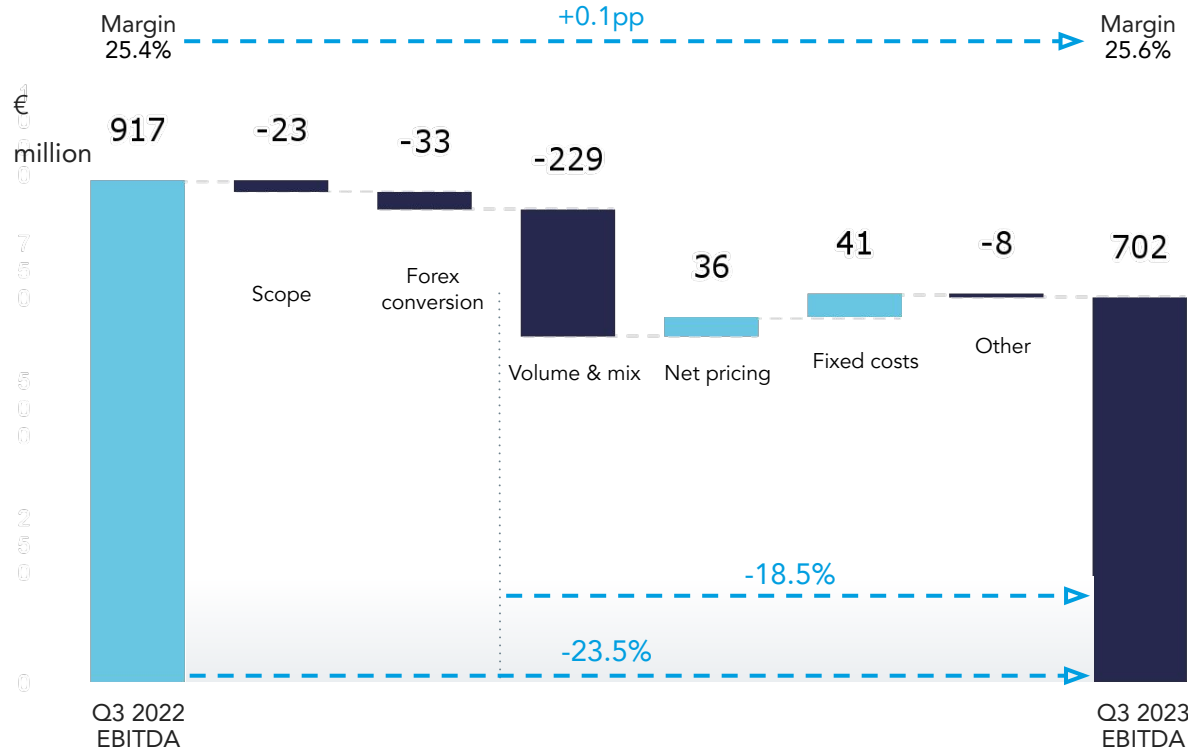
- Soda Ash & Derivatives sales lower due to reduced demand across most markets including construction, flat glass, and flue gas treatment. Prices were also lower as a result of lower energy costs.
- Peroxides sales decrease driven by continued weak demand in some markets such as textiles, electronics and the pulp & paper market. Prices decreased following the normalization of energy prices compared to high levels last year.
- Coatis sales lower due mainly to weak demand as well as competitive price pressure.
- Silica sales lower mainly from volumes in the tire market while margins were sustained.
- Lower variable and fixed costs more than offset the lower prices supported margin improvement in the quarter.

Structural cost reduction

2024 cost savings achieved 1.5 years ahead of time



Improved EBITDA margin



€702m in Q3 2023

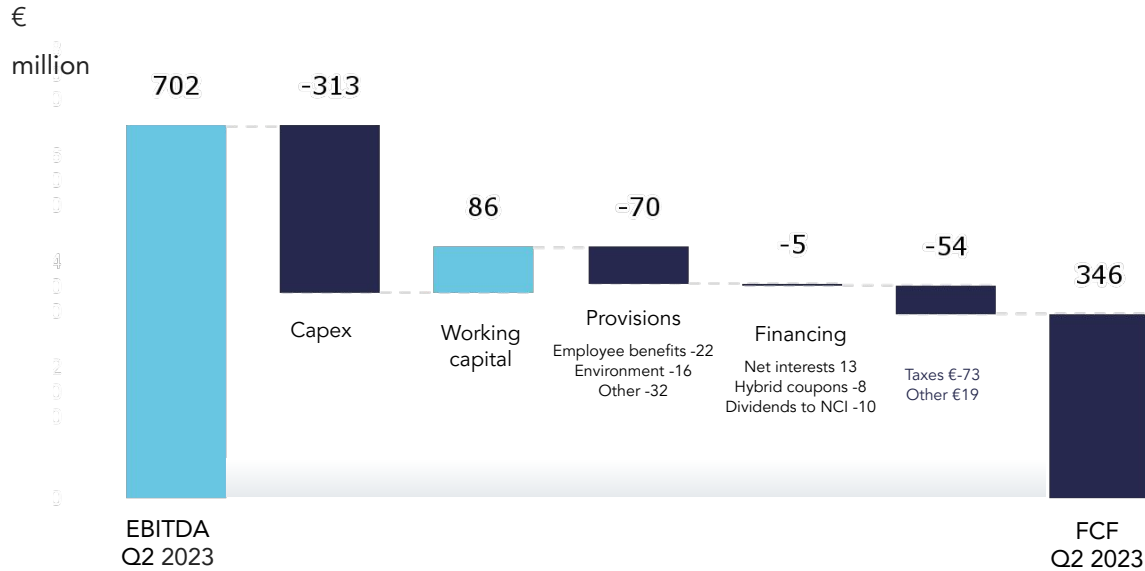
vs. €917m in Q3 2022

Main drivers

- Lower volumes in a weaker macro environment
- Favorable net pricing
- Inflation-driven fixed costs but contained by savings and lower spend

Stable EBITDA Margin
thanks to pricing and cost discipline

Positive free cash flow generation



€ 346m in Q3 2023

vs. € 452m in Q3 2022

Main drivers

- Investments in growth
- Reduction in working capital

EBITDA Q3 2022	Variation versus 2022					FCF Q3 2022
	Capex	Working capital	Provisions	Financing	Taxes & Others	
917	-80	189	-4	4	-13	452

FCF Conversion at 39%

Successful completion of liability management



	SOLVAY		Liabilities management		Syensqo	Solvay
	Jun 2023				At Spin-Off (in € billion)	At Spin-Off (in € billion)
€ billion	Actual				Indicative	Indicative
EUR Senior Notes	1.1				0.5	0.0
€500m Dec 27 2.75%	0.5	<u>Consent</u> on Sept 5, 2023 (transfer from Solvay SA to Syensqo at Partial Demerger date)			0.5	0.0
€600m Sep 29 0.50%	0.6	<u>Make whole</u> notice sent on September 8, 2023 with redemption on Oct 9, 2023			0.0	0.0
USD Senior Notes	0.9				0.2	0.0
\$163m May 25 3.95%	0.2	<u>No change</u> (already with Syensqo) - Specialty HoldCo Belgium to provide a counter-guarantee to Solvay for any payments to be made under the Cytec 2025 Bonds			0.2	0.0
\$800m Dec 25 4.45%	0.7	Senior Solvay Finance America - <u>make whole</u> notice sent on October 5, 2023 with redemption on November 15, 2023			0.0	0.0
Hybrid bonds	1.8				0.5	0.0
€500m Perp NC Nov 23 5.425%	0.5	Notice sent on Oct 5, 2023 with <u>redemption</u> on Nov 13, 2023.			0.0	0.0
€300m Perp NC Dec 23 4.25%	0.3	Notice sent on Oct 20, 2023 with <u>redemption</u> on Dec 4, 2023			0.0	0.0
€500m Perp NC Jun 24 5.869%	0.5	<u>Tendered and clean up call</u> reached and executed on Sept 8 & 13, 2023.			0.0	0.0
€500m Perp NC Dec 25 2.5%	0.5	<u>Consent</u> on Sept 5, 2023 (transfer from Solvay SA to Syensqo at Partial Demerger date)			0.5	0.0
New debt					1.4	1.5
Major financial debt	3.8				2.5	1.5

2023 outlook confirmed



Estimated baseline EBITDA for 2023

FY 2023E (€ million / billion)	SOLVAY	EssentialCo	SpecialtyCo
Underlying EBITDA	~2.9 billion ^[1]	~1.25 to 1.3 billion	~1.6 to 1.65 billion
Scope impact ^[2] (a)	-	90 - 100 million	-
Pro-forma dissynergies (b)	-	25 - 30 million	35 - 40 million
Total adjustments (a)+(b)	-	115 - 130 million	35 - 40 million
Pro-forma EBITDA at mid-point	-	~1.15 billion	~1.6 billion

[1] At the lower end of the prior outlook of +2% to -5% organic growth

[2] Scope impact relates to the phasing out of Solvay's thermal insulation activities which were previously part of Special Chem as well as the phasing out of Solvay's third party energy supply activities that were previously included in Corporate Costs

Diverse and experienced Boards of Directors



EssentialCo



10 members:

- 6 independent, 3 represent the reference shareholder Solvac & CEO
- 30% of women
- Expertise in governance, strategic planning, corporate financial management and business development

SpecialtyCo



10 members:

- 6 independent, 3 represent the reference shareholder Solvac & CEO
- 7 nationalities, 60% of women
- Experience in governance, finance, industry, innovation, sustainability and talent management



Q&A

Annexes



Key figures



Underlying, in € million	Q3 2023	Q3 2022	% yoy	9M 2023	9M 2022	% yoy
Net sales	2,747	3,609	-23.9%	9,001	10,141	-11.2%
EBITDA	702	917	-23.5%	2,331	2,493	-6.5%
EBITDA margin	25.6%	25.4%	+0.1pp	25.9%	24.6%	+1.3pp
EBIT	508	709	-28.3%	1,749	1,909	-8.4%
Net financial charges	-67	-57	-17.3%	-165	-163	-1.0
Income tax expenses	-97	-140	+30.7%	-348	-378	+7.9%
Tax rate				22.6%	23.2%	-0.6pp
Profit / (loss) attributable to Solvay shareholders	340	509	-33.1%	1,226	1,347	-9.0%
Basic earnings per share (in €)	3.27	4.90	-33.3%	11.79	12.99	-9.2%
of which from continuing operations	3.27	4.88	-33.0%	11.79	12.94	-8.9%
Capex in continuing operations	313	233	+34.3%	765	564	+35.5%
FCF to Solvay shareholders from continuing operations	346	452	-23.4%	1,027	924	+11.1%
FCF conversion ratio (LTM)	39.4%	36.8%	+2.6pp	39.4%	36.8%	+2.6pp
Net financial debt				2,789	3,809	-26.8%
Underlying leverage ratio				0.9	1.2	-26.8%

Segment review



Underlying, in € million	Q3 2023	Q3 2022	% yoy	% organic	9M 2023	9M 2022	% yoy	% organic
Net sales	2,747	3,609	-23.9%	-20.3%	9,001	10,141	-11.2%	-9.6%
Materials	959	1,114	-13.9%	-8.5%	3,073	3,041	+1.1%	+4.2%
Specialty Polymers	701	853	-17.8%	-12.5%	2,295	2,333	-1.7%	+1.7%
Composite Materials	258	262	-1.2%	+4.5%	778	707	+10.0%	+12.3%
Chemicals	908	1,236	-26.6%	-25.8%	3,025	3,393	-10.9%	-11.4%
Soda Ash & Derivatives	478	629	-23.9%	-22.9%	1,594	1,648	-3.3%	-3.6%
Peroxides	149	217	-31.4%	-29.0%	481	576	-16.5%	-15.3%
Coatis	147	225	-34.7%	-36.6%	500	685	-26.9%	-30.0%
Silica	133	164	-18.9%	-17.2%	449	485	-7.3%	-6.2%
Solutions	882	1,257	-29.8%	-25.0%	2,895	3,700	-21.8%	-19.2%
Novelcare	325	511	-36.3%	-31.4%	1,049	1,469	-28.6%	-25.3%
Special Chem	213	261	-18.2%	-14.1%	719	785	-8.5%	-6.4%
Technology Solutions	159	189	-15.9%	-11.6%	516	550	-6.2%	-5.0%
Aroma Performance	82	146	-43.9%	-40.5%	269	454	-40.6%	-39.4%
Oil & Gas	103	151	-32.0%	-24.5%	341	441	-22.7%	-18.9%
Corporate & Business Services	-1	2	<i>n.m.</i>	<i>n.m.</i>	9	7	+36.4%	+44.8%
EBITDA	702	917	-23.5%	-18.5%	2,331	2,493	-6.5%	-1.2%
Materials	324	385	-15.8%	-12.4%	1,051	984	+6.8%	+8.2%
Chemicals	274	311	-12.0%	-3.8%	880	906	-2.9%	+8.0%
Solutions	164	240	-31.7%	-25.6%	552	769	-28.3%	-25.5%
Corporate & Business Services	-60	-19	<i>n.m.</i>	-	-151	-167	+9.3%	-
EBITDA margin	25.6%	25.4%	+0.1pp	-	25.9%	24.6%	+1.3pp	-
Materials	33.8%	34.6%	-0.8pp	-	34.2%	32.4%	+1.8pp	-
Chemicals	30.2%	25.2%	+5.0pp	-	29.1%	26.7%	+2.4pp	-
Solutions	18.6%	19.1%	-0.5pp	-	19.1%	20.8%	-1.7pp	-

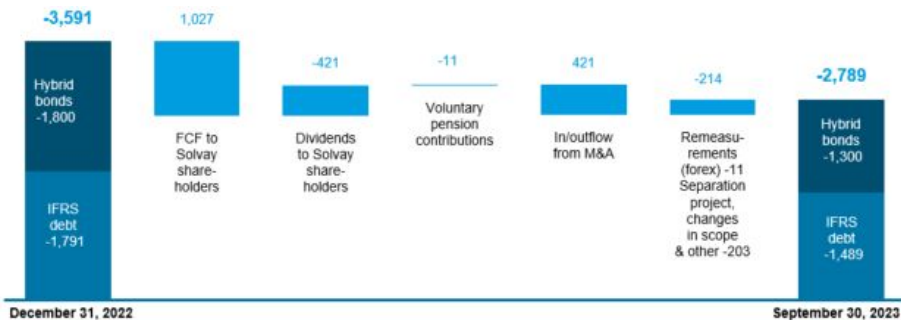
Strengthening our balance sheet



Net debt end of Q3 2023

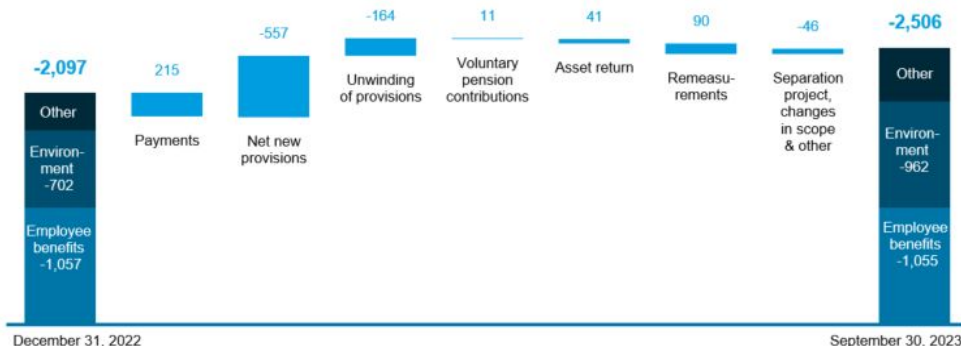
(in € million)

Leverage 1.1x -0.2x → Leverage 0.9x



Provisions end of Q3 2023

(in € million)



Underlying net debt decreased by €802m to €2.8 billion

- €1,027 million strong operational free cash flow
- €432 million proceeds from the sale of the RusVinyl joint venture
- €-421 million dividend payment

Record low leverage ratio at 0.9x vs 1.1x at the end of 2022 and 2.0x at the end of 2019

Provisions increased by €409 million, to €2.5 billion, mainly driven by:

- €229 million resulting from New Jersey (USA) PFAS settlement reached in June 2023. This amount does not reflect potential recoveries from other contributors and excluding possible insurance recoveries.
- €78 million restructuring provision in the context of the ongoing separation plan.

Solvay One Planet broad and strong progress



	Objective	2022	2021	Progress vs. 2018	Comment	2030 targets
Climate	Align greenhouse gas emissions (scope 1&2) with Paris Agreement (Mt)	10.3 -6.4% (-4% structural)	11.0	-19% (-15% structural)	Progress at 2x Paris Agreement	Reduce by 30%
	Phase out coal solid fuels ^(a) (Petajoules)	28	27	-15%	4 plants exiting coal	Exit 5 plants
	Biodiversity (year on year)	-5%	-13%	-28%	Global Biodiversity score improved	Reduce negative pressure by 30%
Resources	Sustainable solutions, % of Group sales	55%	50% ^(b)	+5%	Acceleration driven by growth in Materials and Solutions	Achieve 65%
	Circular economy, % of Group sales	9%	8% ^(c)	n.a.	Progress rapidly approaching the 2030 target	More than double (10%)
	Non-recoverable industrial waste (kt)	56	58	-36%	Exceeded the 2030 target	Reduce by 30%
	Freshwater intake (Mm3)	330	315 ^(d)	-	change in methodology	Reduce by 25%
Better life	Safety (Reportable Injury and Illness rate - RIIR) ^(e)	0.34	0.43	-	Reinforcing safety measures at all sites	Aim for zero
	Diversity (% of women in middle/senior management) ^(f)	26.5%	25.0%	2.8pp	Increasing trend toward parity goals	Achieve 50%
	Equity	Publication of gender pay gap in April 2022 and corrective measures in place with a gap analysis for 951 people				
	Inclusion	High participation in the inaugural Global Employee Share Program				

Strong credentials: Our performance is recognised



MSCI
ESG RATINGS

A rating
(scale AAA to CCC)



Reporting Matters
In the top 10 reports



Recognition
on Biodiversity

ISS ESG

B- rating
Prime company

MOODY'S | ESG Solutions

#6/39 in the sector



FTSE4Good

Member of FTSE4Good

ecovadis

Top 2%



A-
Scale A to D



C-
(from A+ to D-)

Third quarter / First nine mo

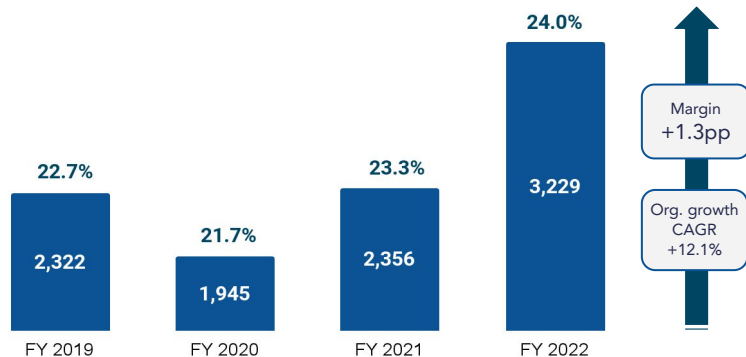
2023 Earnings



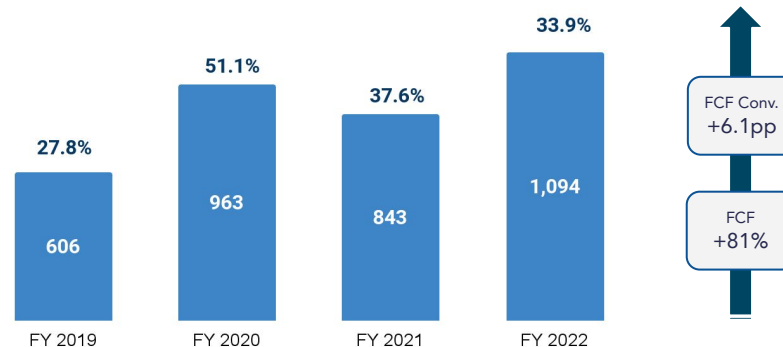
Strong delivery on all financial metrics as of 2022



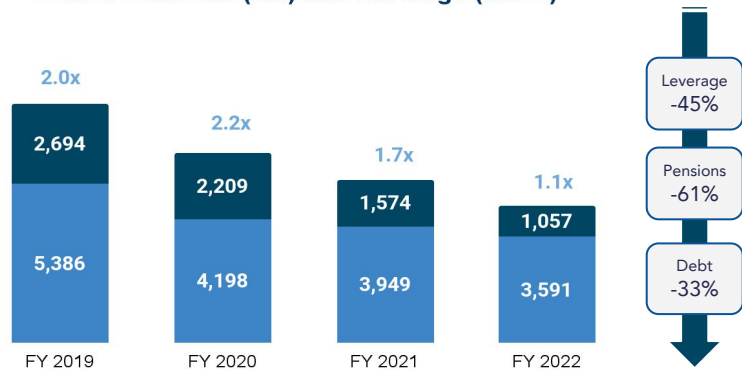
Underlying EBITDA (€m) & Margin (%)



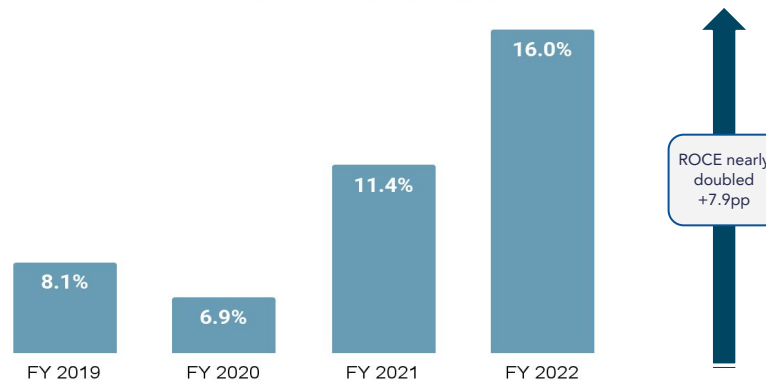
Free Cash Flow (€m) and Conversion (%)



Debt & Pensions (€m) and Leverage (times)



Return On Capital Employed (%)



A stronger and better company



	2024 G.R.O.W. Targets, set in Nov 2019	2022 Achievements	Improvement 2019-2022
Net sales	-	€13,426m	9.7% CAGR
Underlying EBITDA	Mid-single digit growth (annual average growth) ✓	€3,229m	12.1% CAGR
Margin	-	24.0%	+1.3pp
Costs savings	Exceed €350m annual run rate (raised to €500m) ^[1] ✓	€79m	€467m cum.
FCF	-	€1,094m	+€3,506m cum.
FCF Conversion	Exceed 30% ^[2] ✓	34%	+6.1pp
Working capital	Reduce WC/sales ratio by 2pp ✓	12%	-3.5pp
Cashout (interest payments & pension cash service)	Reduction by €75m (pensions >40, interests >35) ✓	€245m	-€204m
Underlying Net Debt	-	€3,591m	-€1,947m
Leverage	-	1.1x	-1.0x
Pensions liabilities	-	€1,057m	-€1,615m
ROCE	Exceed 11% ✓	16.0%	+7.9pp

Market segments & geographical footprint



Region (% 2022 Net Sales)	Group	Materials	Chemicals	Solutions
Europe	27%	28%	34%	19%
North America	26%	30%	16%	32%
Latin America	14%	3%	25%	13%
Asia and rest of the world	33%	38%	25%	36%

End markets (% 2022 Net Sales)	Group	Materials	Chemicals	Solutions
Automotive & Aerospace	24%	51%	16%	9%
Industrial applications & Chemical industry	18%	8%	21%	22%
Consumers goods, Healthcare & HPC	16%	12%	21%	14%
Agro, Feed & Food	14%	3%	19%	19%
Resources & Environment	13%	6%	11%	21%
Building	9%	5%	12%	9%
Electronics	7%	14%	0%	6%



TOP 3

Market position in ~ 90% of portfolio



55%

Net sales generated by sustainable solutions

2021 figures

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