

# SUSTAINABILITY FOR GENERATIONS TO COME

Third quarter and nine months 2023 results  
November 3, 2023

160 YEARS





## e.Solvay process

Pilot unit in Dombasle, France to test the new Solvay process to produce soda ash more sustainably is operational since April and has yielded positive results as of June.

[Play video](#)



With you today

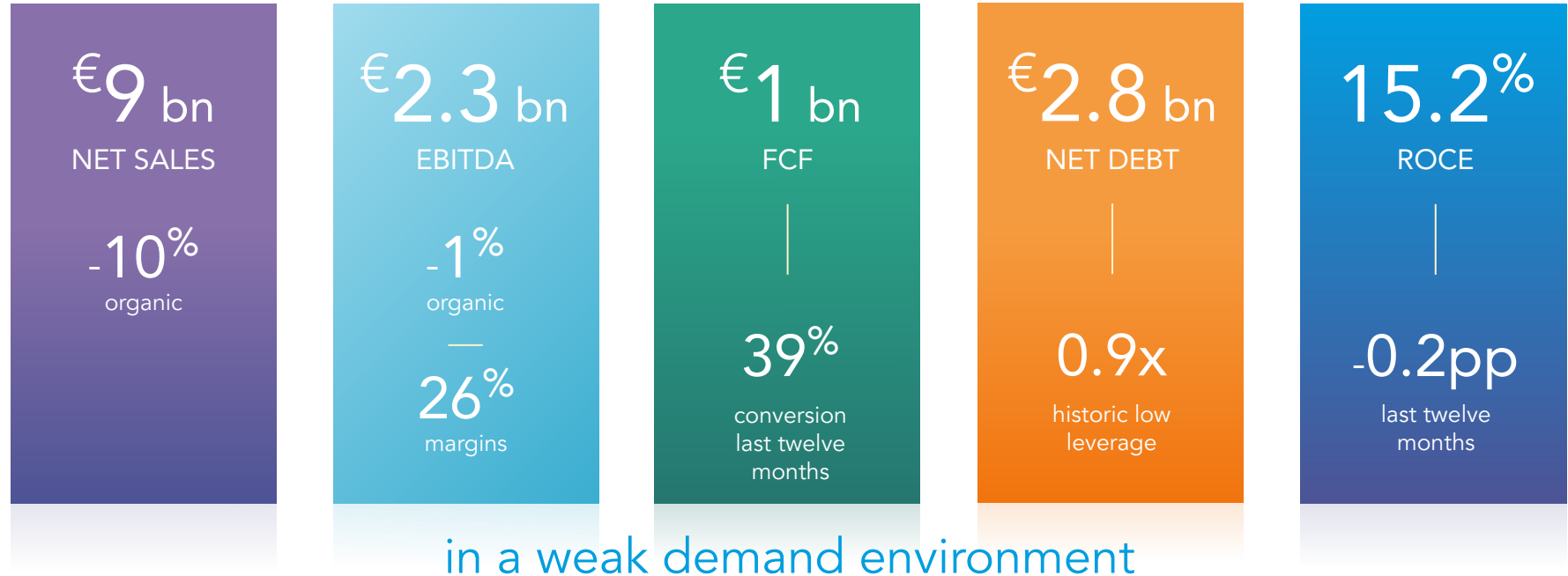


Ilham Kadri  
CEO



Karim Hajjar  
CFO

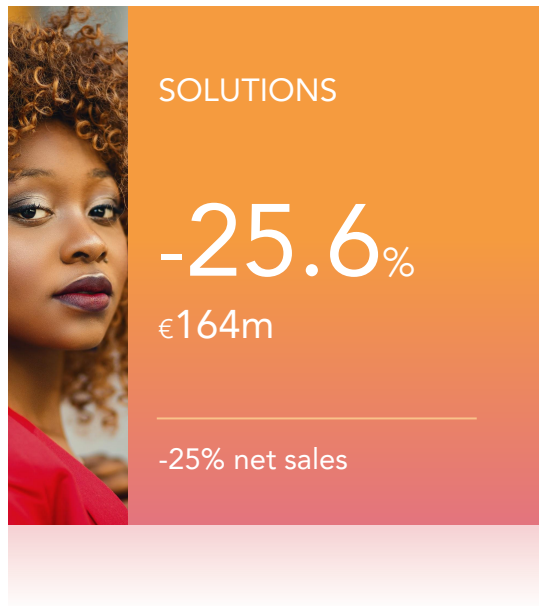
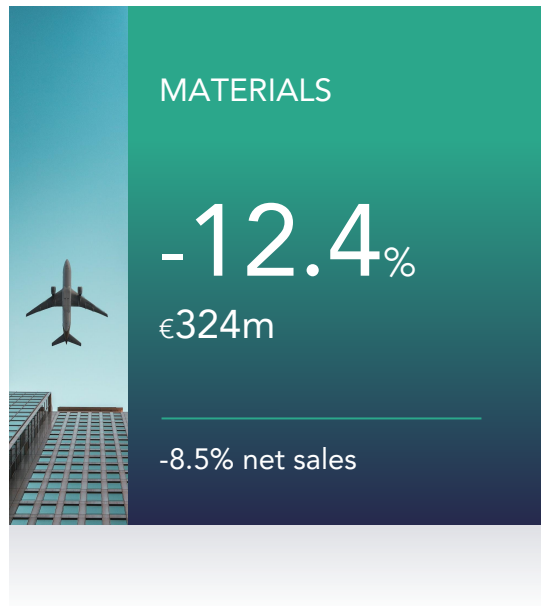
# Strong cash generation and improved margins in 9M



# Q3 EBITDA reflects lower volumes and prices in the current macro environment



Q3 2023 EBITDA per segment



Third quarter and nine months 2023 results

Percentages are on organic basis, at constant scope and currency.

# Reaffirming 2023 outlook

EBITDA

underlying

+2 to -5%  
organic growth

in the lower end of guidance range

Third quarter and nine months 2023 results



## Star Factory program

joined by 40+ plants to  
become best-in-class in  
manufacturing,  
digital, sustainability,  
safety and people.





# Investing in sustainable growth



## EssentialCo

Continuing sustainable investments in our leading technologies:

- e.Solvay soda ash process pilot plant is up and running
- Building a world-class soda ash shipping facility in Vancouver, USA
- Inaugurating a cutting-edge electronic grade hydrogen peroxide plant for semiconductors in Taiwan

Progressing in our energy transition roadmap:

- Cutting CO2 emissions by 20% at our silica site in Collonges, France
- IUCN report highlights 3 Solvay case studies, showcasing how the Group protects nature and biodiversity



## SpecialtyCo

JV agreement signed with Orbia, confirming plans to build the largest EV materials facility

Continuing sustainable investments in our products with:

- a new tool to calculate and reduce our products' carbon footprint
- mass Balance certification in two SPP plants

Partnering towards sustainable solutions across industries:

- BETA Technologies: enabling zero-emission passenger and cargo air transit
- Compact Membrane Systems: developing carbon capture technologies
- Shengjian: expanding the semiconductor, FPD (Flat Panel Display), solar power and other growth markets

# Tremendous effort bringing two new champions close to the finish line!



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.

# Proposed Board of directors for SOLVAY

SOLVAY

10 board members

60% independent

30% women

	Pierre Gurdjian	Chairman, Chair of finance committee Independent Director
	Philippe Kehren	CEO
	Thomas Aebischer	Chair of the audit Committee Independent Director
	Thierry Bonnefous	Reference Shareholder Director
	Wolfgang Colberg	Chair of remuneration committee Independent Director
	Melchior de Vogüé	Reference Shareholder Director
	Marjan Oudeman	Chair of nomination committee Independent Director
	Aude Thibaut de Maisières	Chair of ESG committee, Vice Chair and Reference Shareholder Director
	Annette Stube	Independent Director
	Yves Bonte	Independent Director



# Proposed Executive Leadership Team for SOLVAY

**SOLVAY**



→ **Philippe Kehren**  
Chief Executive Officer



**Alexandre Blum**  
Chief Finance and Strategy Officer



**Lanny Duvall**  
Chief Operations Officer



**Mark van Bijsterveld**  
Chief People Officer



**Lisa Brown**  
General Counsel

# Proposed Board of directors for SYENSQO

**SYENSQO**

10 board members

60% independent

60% women

	Rosemary Thorne	Chairwoman, Chair of finance committee Independent Director
	Ilham Kadri	CEO
	Roeland Baan	Independent Director
	Francoise de Viron	Chair of ESG Committee, Vice Chair and Reference Shareholder Director
	Edouard Janssen	Reference Shareholder Director
	Matti Lievonon	Chair of remuneration Committee Independent Director
	Heike Van de Kerkhof	Chair of Nomination Committee Independent Director
	Julian Waldron	Chair of the audit Committee Independent Director
	Mary Meaney	Reference Shareholder Director
	Nadine Leslie	Independent Director

# Proposed Executive Leadership Team for SYENSQO

**SYENSQO**



→ **Ilham Kadri**  
Chief Executive Officer



**Christopher Davis**

Chief Financial Officer



**Hervé Tiberghien**

Chief Operations Officer



**Joëlle Boxus**

Chief People Officer



**Marc Chollet**

Chief Strategy Officer



**Mark Rollinger**

General Counsel



## 60+ energy transition projects

This represents a reduction of 3.5 Mt of CO<sub>2</sub> per year, equivalent to removing ~2 million carbon fuel vehicles off the road each year.



### Q&A



Ilham Kadri  
CEO

Karim Hajjar  
CFO







Developing solutions for a bright responsible future



9%

Sales of circular products



55%

Sales of sustainable solutions

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