ROADSHOW PRESENTATION

Post Q1 2026 results

01 PROFILE

SOLVAY
at a glance

~8,400
Employees

43
Production sites

41
Countries

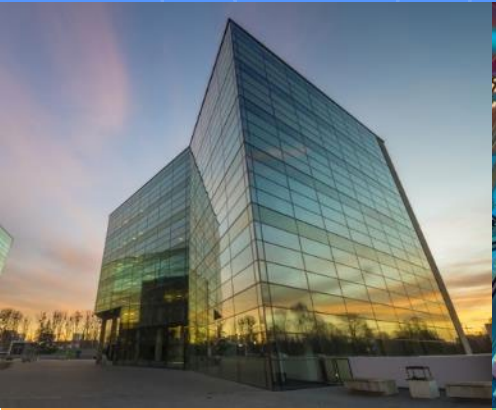
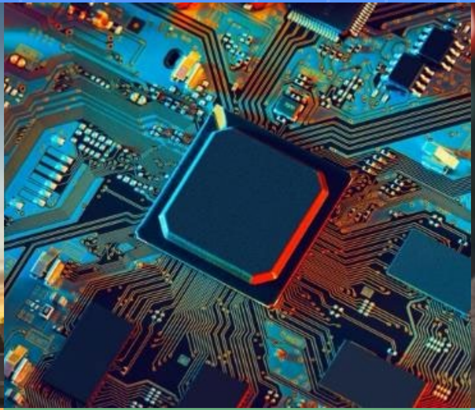
€4.3bn
Underlying Net sales

€881m
Underlying EBITDA

€350m
Free Cash Flow[1]

[1] to Solvay shareholders from continuing operations

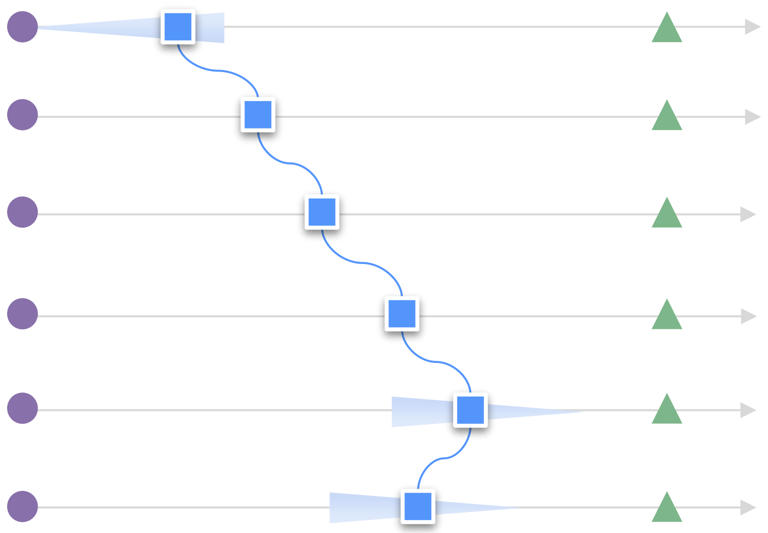
WE ARE ESSENTIAL CHEMISTRY

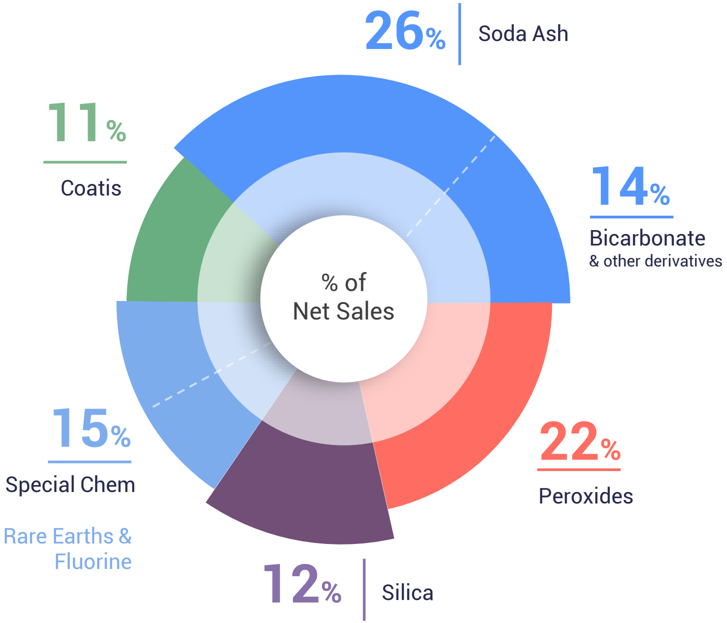
Essential to our **DAILY** life
Essential **TODAY,** essential **TOMORROW**

Not Specialty, not Commodity... **ESSENTIAL**

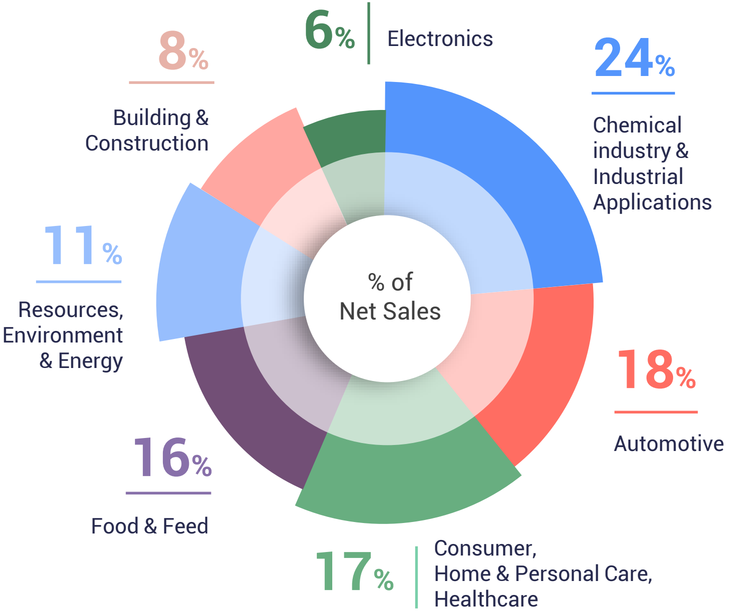
	Commodity Chemicals	Essential Chemicals	Specialty Chemicals
Product	Standard grade; Sold on spec		Customer specific; Sold on performance
Innovation	Process focused		Product/application focused
Operations / Production	Large capitalistic plants; continuous production		Multi-purpose plants; batch production
Technology	Off-the-shelf design		Proprietary; producer specific
Industry Structure	Large, mature & fragmented		Niche; few players
Marketing and sales	Index price Wholesale market Spot contracts		Value pricing Customer intimacy Long term contracts



Focused portfolio of **leading** businesses



Essential to **diversified end-markets**



SOLVAY

2025 figures

Global reach,
Local-to-local in all continents

NORTH AMERICA*	LATIN AMERICA*	EUROPE	ASIA PACIFIC** & Middle East - Africa
21% of net sales	17% of net sales	36% of net sales	26% of net sales
8 production sites	5 production sites	18 production sites	12 production sites

*Mexico net sales and 1 production site considered in North America as of 2025 (vs Latin America previously)

**of which Mainland China: 6% of net sales, 5 prod. sites

> 80% SALES ARE REGIONAL

SOLVAY

2025 figures

02 STRATEGY

SOLVAY

Our strategy:
a leader in essential chemistry

Our Purpose

"We are essential chemistry, making progress possible for generations"

CORE VALUE DRIVERS

Market Leadership
Cost Leadership
Sustainability

STRATEGIC LEVERS

Operational excellence
Energy transition
Process Innovation
Production capacity

Key enablers

Our Operating Model
Our People & Culture

SUSTAINABLE CASH FLOWS
ATTRACTIVE RETURNS

SOLVAY

Our **strategic levers**

Operational excellence

Continuous progress and optimization of operations and systems (digitalization)

Accelerate the energy transition

Shift from fossil-based energy to more sustainable / renewable energy

Process innovation

New technologies or process improvements to sustain our competitiveness

Production Capacity

Grow with the market

Capacity expansion, greenfield and/or partnerships to maintain our leadership

High potential opportunities

Capture opportunities in fast growth segments and new applications

SOLVAY

Operational excellence : **accelerate our Transformation**

Standardization and digitalization as key enablers

Operational efficiency

Yields improvements in energy and raw materials

Transportation costs

Procurement savings

40%

Plant Fixed Costs

Predictive maintenance

Plant organization

Footprint optimization

35%

SG&A

Corporate functions Target Operating Models

Standard procedures

Digitalization and AI in support functions

25%

COST SAVINGS BY 2028

From

€ 300 million

>>>

To

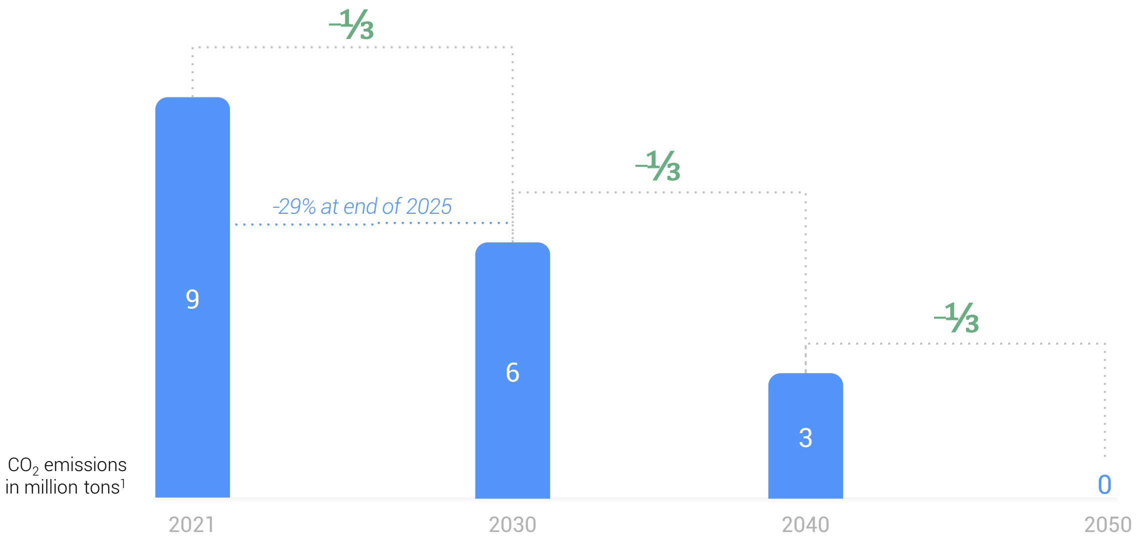
€ 350 million

(gross savings, annual run-rate)

SOLVAY

Accelerating the **energy transition**

Our roadmap to carbon neutrality[1] is robust and affordable



Estimated CAPEX per year

€25-35 million (2021–2030)

~€50 million (2030–2040)

2021–2030	2030–2040	2040–2050
Coal phase out 4 plants in EU and US	**Coal exit** Bulgaria	**Further innovation** incl. new technologies
Other energy projects	**Other energy projects**	**10% offset**
Process innovation US gas mine & e.Solvay	**Process innovation** e.Solvay and others	**Process innovation** e.Solvay and others

*In the past 20 years, Solvay has already **reduced its CO_2 emissions[1] by half***

(at current Solvay perimeter)

Competitiveness as an imperative

Additional third-party financing necessary for certain projects

Government support is needed

Acceleration possible with the support of customers

FOR GENERATIONS SOLVAY

[1]Scope 1 & 2 emissions

Process innovation

Reinventing our processes for more sustainable products

Circular Silica – bio-circular silica from RHA as the first milestone of a global circular silica strategy

Europe's first bio-circular silica facility inaugurated in Jan 2026 in Livorno, Italy

- Derived from rice husk ash (RHA), a renewable agricultural by-product
- **-35%** CO_2 emissions per ton of silica

Worldwide circular silica from certified waste sand from 2026

- ISCC® PLUS certified
- Worldwide roll out in Solvay production plants from Q1'26

e.Solvay - new breakthrough electrochemical process revolutionizing the soda ash industry

Proprietary and patented technology

-50% CO_2 emissions

-30% limestone consumption

-20% energy, salt and water consumed

Pilot in Dombasle, France

- [x] Technology
- [x] Scalability
- Competitiveness improvement

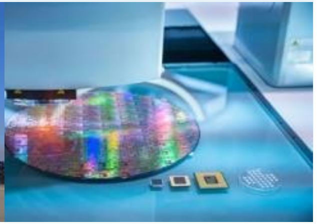
Production **capacity**

Sustained leadership and high potential opportunities fueling top-line growth

GROW WITH THE MARKET BY SUSTAINING LEADERSHIP

Capacity expansion of 0.6Mt **Soda Ash** in the US

H2O2 capacity addition in Asia to meet growing demand in photovoltaic and semiconductor sectors

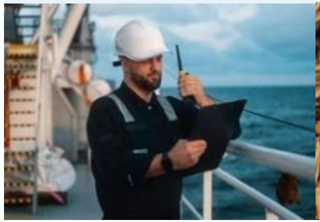


HIGH POTENTIAL OPPORTUNITIES

New Bicarbonate applications:
- Solvair® Marine
- Alve One®

Circular highly dispersible silica (rice husk ash)

Rare earths from recycled material for EVs and wind power markets



Committed to our **Capital allocation policy**

PRIORITY 01 Essential CAPEX	HSE and maintenance Energy transition	**€250-300** million per year Incl. €25-€35m energy transition *~€240m in 2025*
PRIORITY 02 Dividends	'Stable to increasing' policy	**€254** million in 2025
PRIORITY 03 Additional value creation	Priority: investments in growth Optionality: further shareholder return	**Depending** on merit and affordability *~€50m in 2025*

SOLVAY

2024-2025
Executing our strategy

People engagement - new culture and purpose — **~80%** engagement rate

Transformation - digitalization - cost savings — **€211m** delivered in 2 years

Energy transition – on track — **Coal phase out** in the US and Germany

High growth opportunities — **Circular Silica, e-H202, rare earths**

Capital structure – investment grade — **€1.5bn** bond issued, US pension lift-out

Solid cash generation — **€711m** FCF generated and **€510m** dividend paid in 2 years

03 FINANCIALS

SOLVAY

Full year 2025 results

Strong free cash flow delivery in a challenging environment

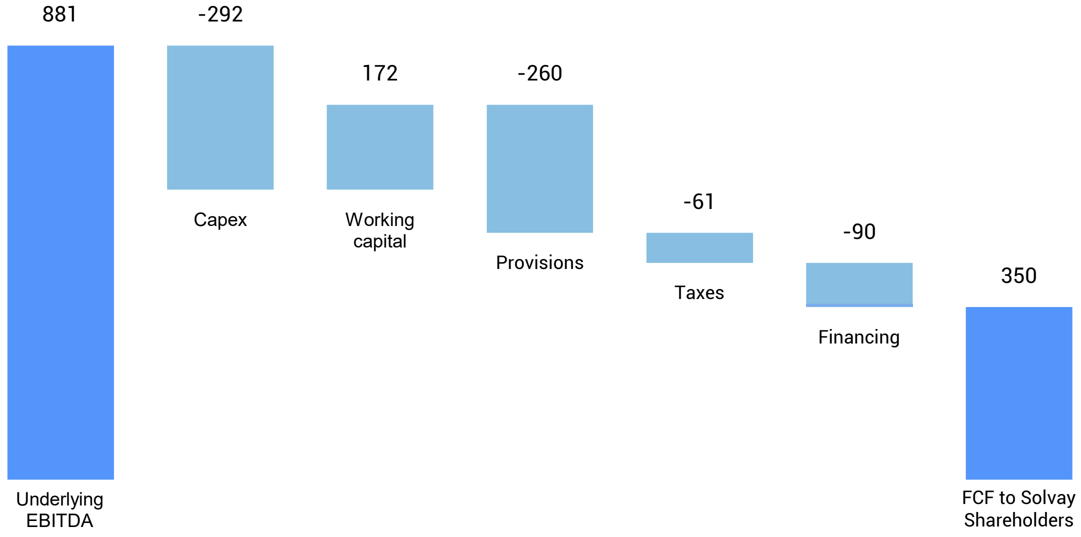
uNET SALES	uEBITDA	FCF[1]	uNET DEBT	ROCE
€4.3bn	€881m	€350m	€1.6bn	14%
-6% organic	-13% organic 20.7% margin		1.8x leverage	

1. To Solvay shareholders from continuing operations

SOLVAY

Strong FCF generation of €350m

Higher provision cash-outs offset by working capital



Capex

€-239m Essential Capex
(incl. €-26m energy transition)
€-53m Growth Capex

Working Capital

€+42m from TSA* exit
€+130m from lower activity & other actions

Provisions

€-130m normalized
(pensions, environmental, restructuring)
€-60m Dombasle Energy
€-70m transformation and other

SOLVAY

*Transition Services Agreement

Q1 2026 results

Showcasing resilience in a difficult macro environment

€997m	€219m	€22m	€26m	€1.7bn
Underlying NET SALES	Underlying EBITDA	COST SAVINGS	FREE CASH FLOW[1]	Underlying NET DEBT
-9% (organic basis)	-10% (organic basis) 21.9% margin	€233m since 2024	normal seasonality	2.0x leverage

1. To Solvay shareholders from continuing operations

SOLVAY

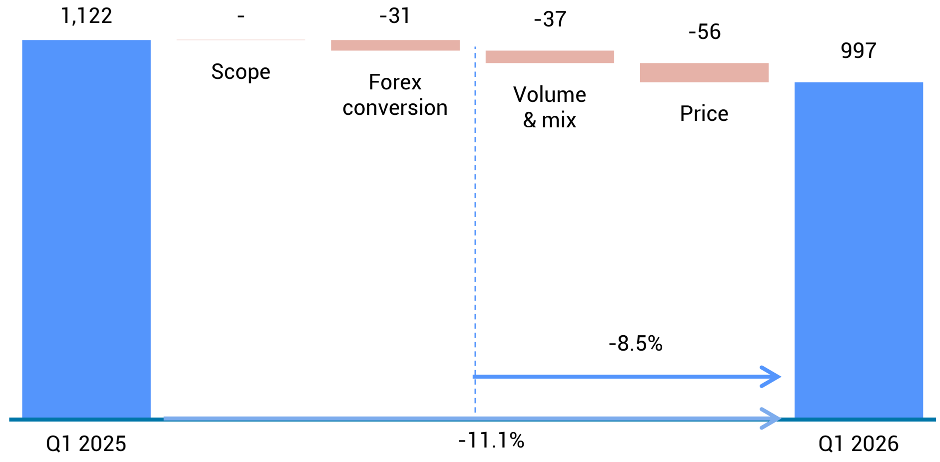
Q1 underlying Net Sales bridge

Volumes and prices slightly down year-on-year

Volumes down yoy (-3.3%)
Soda ash volumes flat
Limited volumes erosion in other businesses

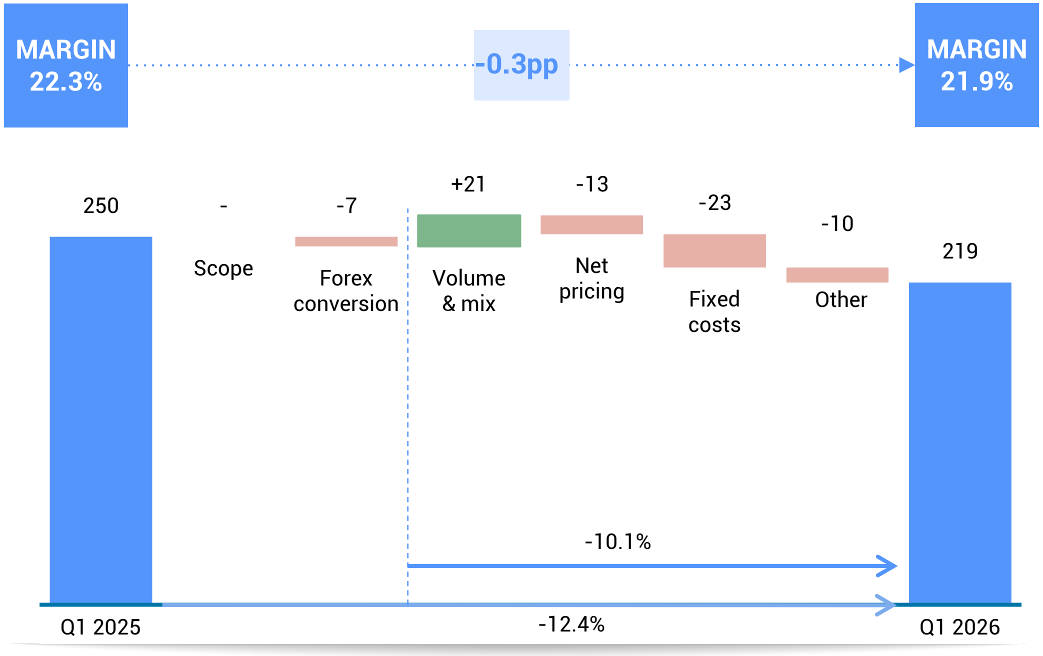
Lower pricing (-5.0%)
Main impacts from Soda Ash seaborne and Coatis
Limited price erosion in Peroxides

Forex headwinds
Mainly from USD



Q1 underlying EBITDA bridge

Healthy EBITDA margin maintained in challenging environment



Volume & mix

€+38m CO_2 emissions rights optimization

Net pricing

Coatis : Negative net pricing y-o-y

Soda Ash : Pricing decline partly offset by positive variable costs

Fixed costs

Negative Q1 variation from temporary stranded costs

Costs savings offsetting inflation

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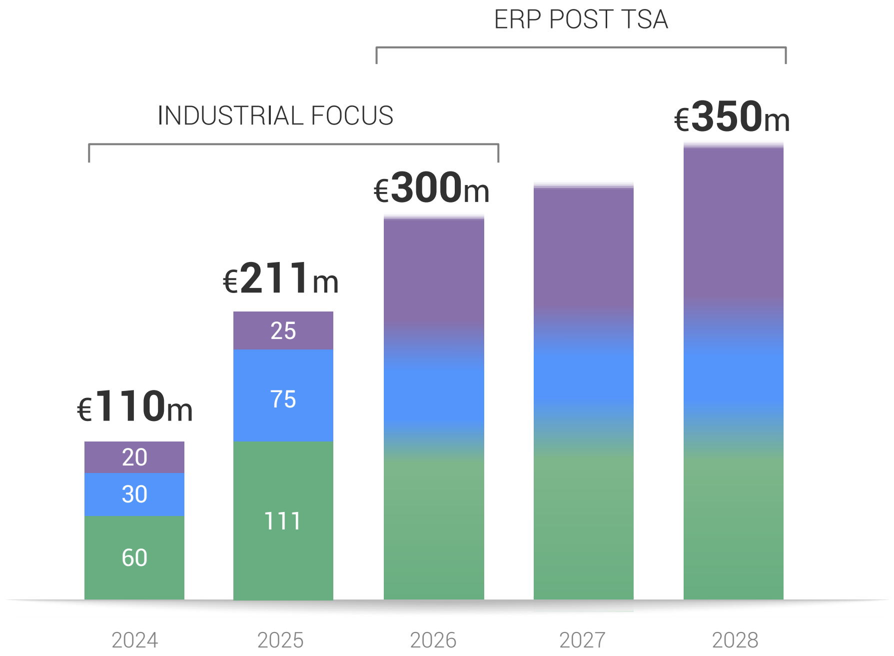
Structural **cost savings**

Rapid ramp up in first years



€ 233m 2024-to-date

€ 22m in Q1 2026

25% SG&A

Fit for purpose organization

New ERP

35% Plant Fixed Costs

Operational excellence

Footprint optimization

40% Operational efficiency

Logistics & procurement

Process innovation

SOLVAY

Basic Chemicals results

	Q1 2026 (€m)	% YoY	% YoY organic
Soda Ash & Deriv.	397	-9%	-7%
Peroxides	213	-9%	-6%
uNet Sales	**610**	**-9%**	**-7%**
uEBITDA	**129**	**-20%**	**-17%**
uEBITDA Margin	**21.2%**		

Q1 Highlights

Soda Ash & Derivatives
Soda ash volumes flat, pricing down especially in the seaborne market
Bicarbonate very resilient

Peroxides
Volumes slightly down in merchant and HPPO and intermediates markets. Double-digit growth in electronic grades for semiconductor industry. Pricing slightly down

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Performance Chemicals results

	Q1 2026 (€m)	% YoY	% YoY organic
Silica	129	-10%	-7%
Coatis	115	-16%	-16%
Special Chem	142	-15%	-11%
Net Sales	**387**	**-14%**	**-11%**
uEBITDA	**84**	**-11%**	**-8%**
uEBITDA Margin	**21.6%**		

Q1 Highlights

Silica Lower tire volumes vs a strong base in Q1 2025

Coatis Steady volumes but pricing down year-on-year. Improving sequentially vs Q4 2025

Special Chem Lower volumes in some electronics rare earths applications compared to high Q1 2025

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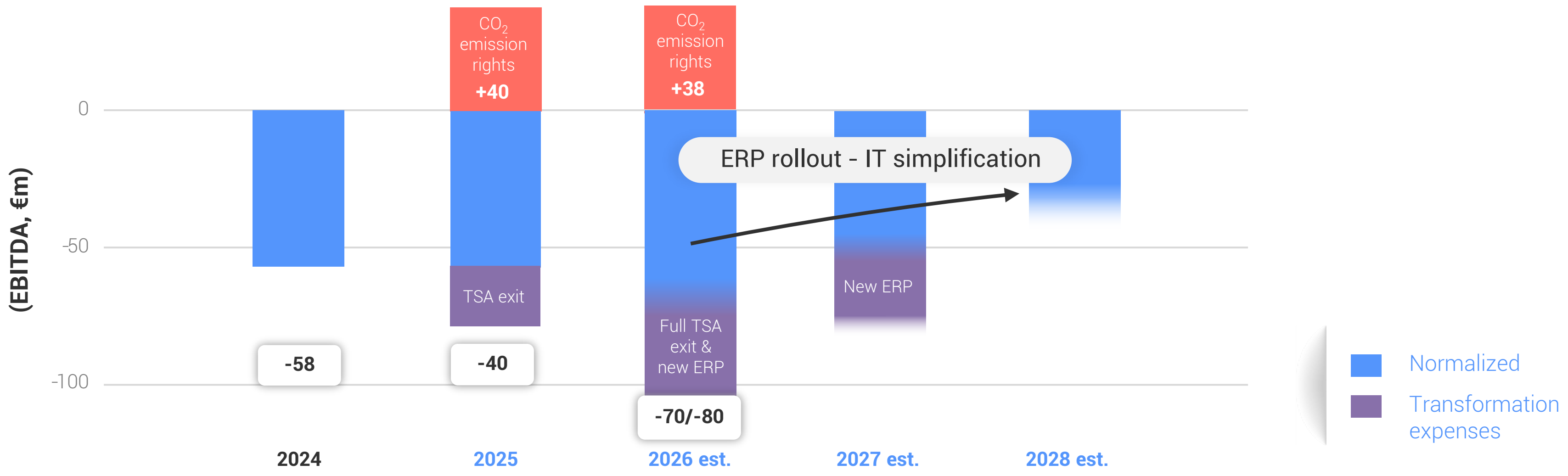
Corporate segment results

Transformation costs weighting on 2025 - 2027



Corporate EBITDA Highlights

2024: Transition Service Agreement revenues and low discretionary expenses offsetting provision on Dombasle energy transition project

2025-2026: Temporary negative impact from the TSA exit and associated stranded costs, and from the new ERP implementation opex. For 2025 and 2026, being offset by CO2 emission rights optimization.

2027: Temporary negative impact from the new ERP implementation opex.

2028: Target Operating Model fully in place, generating new wave of savings

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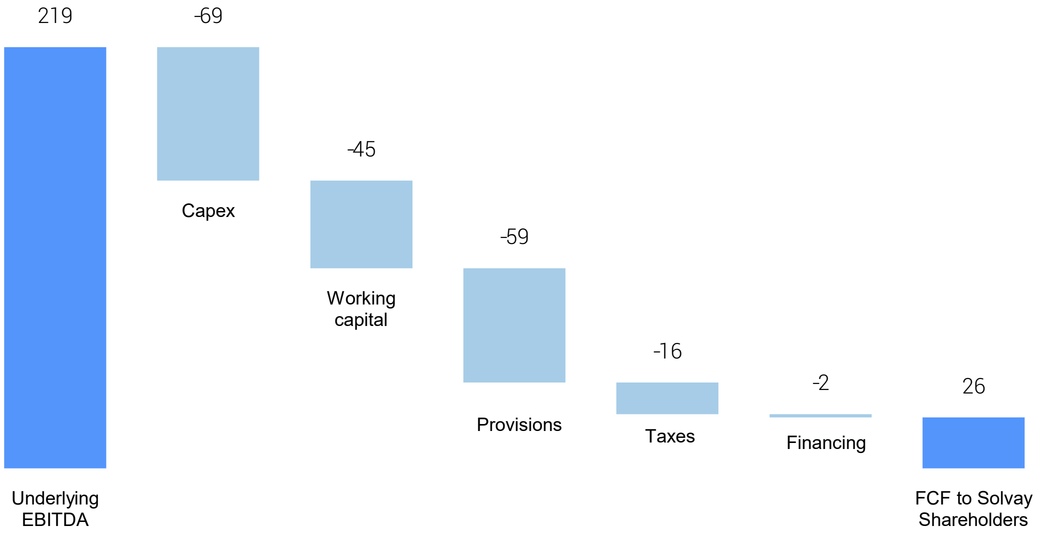
FCF generation of €26m

Positive Q1 cash generation, in line with usual seasonality



Capex

€-69m, strict discipline in Capex spending

Working Capital

€-45m consistent with usual seasonality despite a record low year-end WC position

Provisions

€-59m still above normalized level from Dombasle energy transition project (€-17m) and restructuring projects (€-21m)

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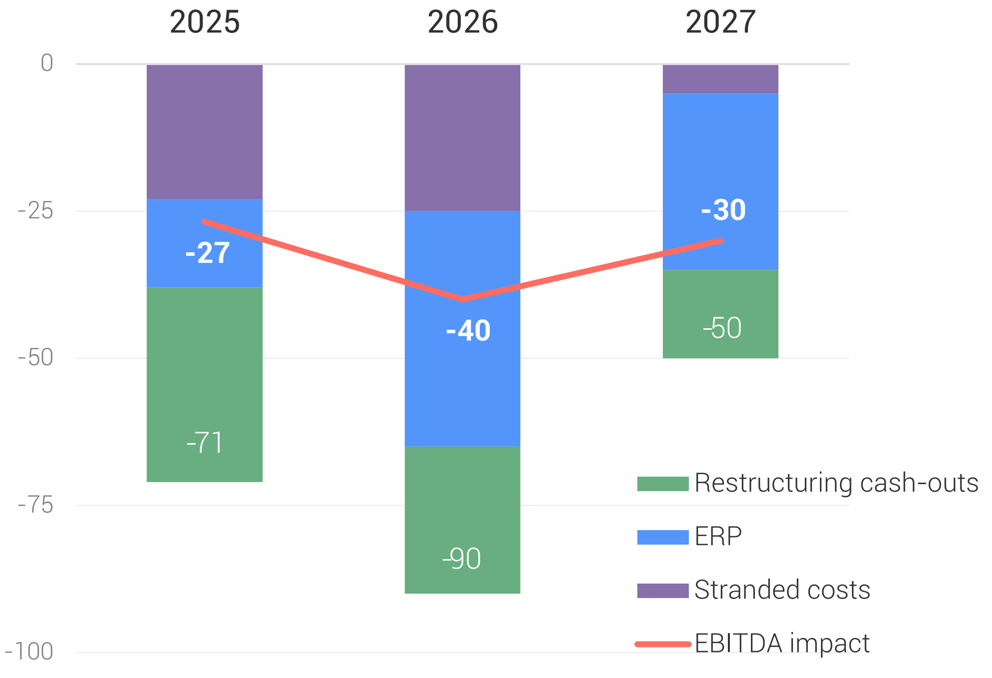
Stranded costs
Negative impact on EBITDA

ERP (opex and capex)
Higher in 2025-2026

Restructuring cash-outs
- Fluorine and post-TSA 2025-2026
- Partly offset by Post-TSA restructuring contribution from Syensqo in 2025-2026

Temporary **cash impacts on FCF** (in m€)

Transformation expenses still weighing on cash generation in 2026



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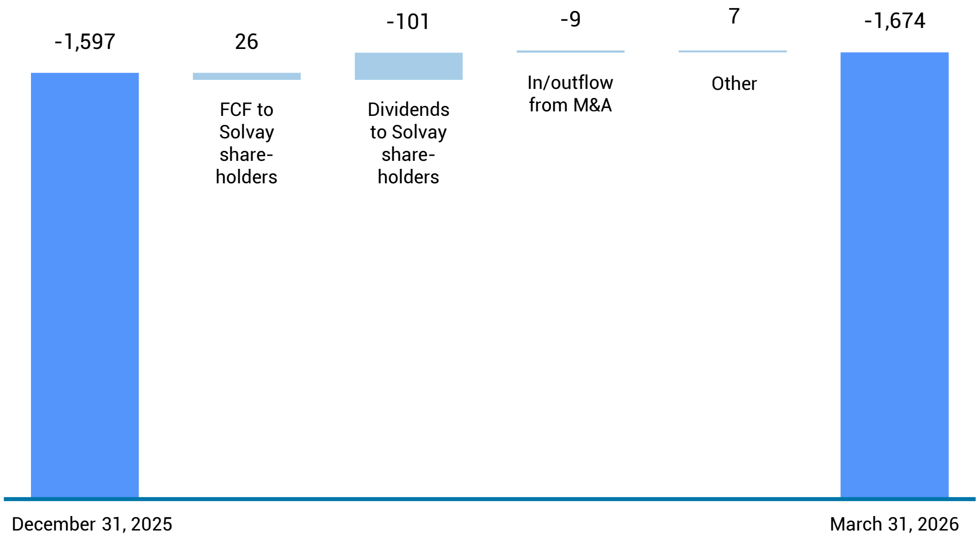
Capital structure

Healthy balance sheet and leverage ratio



S&P RATING: BBB-

Stable outlook

Underlying net debt: €1.7 Bn

Employee benefits liabilities: €0.6 Bn

Environmental liabilities: €0.5 Bn

Leverage ratio: 2.0x

SOLVAY

FOR GENERATIONS

For Generations

Tracking good progress towards our sustainability ambitions

PLANET	2021	2024	2025	Progress vs 2021	Targets
Scope 1 & 2 GHG emissions (Mt) [1]	9.1	7.6	6.4	**-29%**	-30% by 2030 ; carbon neutrality by 2050
Scope 3 GHG emissions (Mt) [2]	13.2	12.1	11.5	**-13%**	-20% by 2030 for focus 5 categories
Coal phase-out (# of sites)	5	3	3	**-2**	All sites by 2030, except Devnya
Biodiversity [3]	N/A	N/A	16%	**N/A**	30% of land under conservation by 2030

BETTER LIFE	2023 [4]	2024	2025	Progress vs 2023	Targets
Safety (RI)	45	41	44	**-1**	Aim for zero accident
Diversity (% of women mid/senior management)	26.3%	27.3%	28.8%	**+2.5pts**	30% by 2030; aim for gender parity
Living wage	N/A	N/A	100%	**N/A**	100% by 2026

[1] Enhanced methodology in 2025 to estimate SF6 emissions with improved accuracy. Baseline and 2024 figures have been restated accordingly.
[2] Focus 5 categories
[3] 16% of permeable land is under conservation or restoration. Nature-positive impact yet to be quantified.
[4] Revised baseline from 2021 to 2023 for social KPIS as it is more relevant due to the demerger of Syensqo

SOLVAY

Philippe
KEHREN

04 OUTLOOK

2026
OUTLOOK

Underlying EBITDA

Between €770 million and €850 million[1]

Free Cash Flow[2]

Minimum €200 million

net of €90 million of transformation expenses

Capex limited to

Maximum €300 million

1 Assuming a 1.20 EUR/USD exchange rate
2 Free Cash Flow to Solvay shareholders from continuing operations

SOLVAY

APPENDIX

Two essential business segments

Basic Chemicals 62%*
Soda Ash & Derivatives, Peroxides

Chemical intermediate businesses focused on mature and resilient markets in which Solvay is a reference player.

Serve major markets such as consumer goods, healthcare, food, electronics, building and construction.

26%	14%	22%
Soda Ash	Bicarbonate	Peroxides
Soda Ash (excl. China)	Bicarbonate (excl. China)	Peroxides

Performance Chemicals 38%*
Silica, Coatis, Special Chem

A wider range of products that are subject to customization based on unique formulations and application expertise .

Serve various markets like automotive, consumer goods, electronics.

12%	11%	8%	7%
Precipitated Silica	Solvents & Polyamide chain	Rare Earths	Fluorine
Highly Dispersible Silica	In Latin America	Rare Earths for autocatalysis	Aluminium brazing

*% of Group underlying net sales, 2025

Soda Ash & Derivatives: diverse end markets

SODA ASH

~15%

Flat glass
(construction, solar panels, automotive)

~15%

Container glass
(food & beverages)

~10%

Water softener for detergents

~25%

Other applications
incl. sodium silicates, lithium carbonate

BICAR®
and other derivatives

~35%

Flue gas treatment, pharma, feed, food

KEY FIGURES

Net Sales 2025	Production sites
~€1.7bn	9

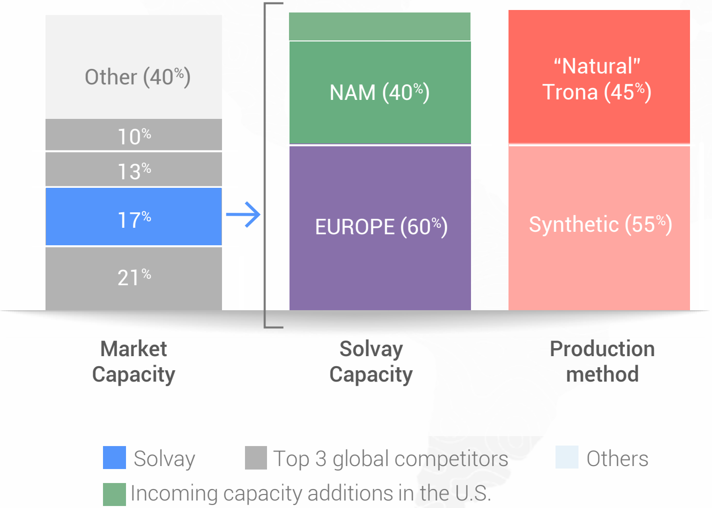
Source: Solvay internal data
Note: % of net sales of Solvay's Soda Ash and Derivatives business

SOLVAY

Soda Ash & Deriv: a global leader in Soda Ash and Bicarbonate

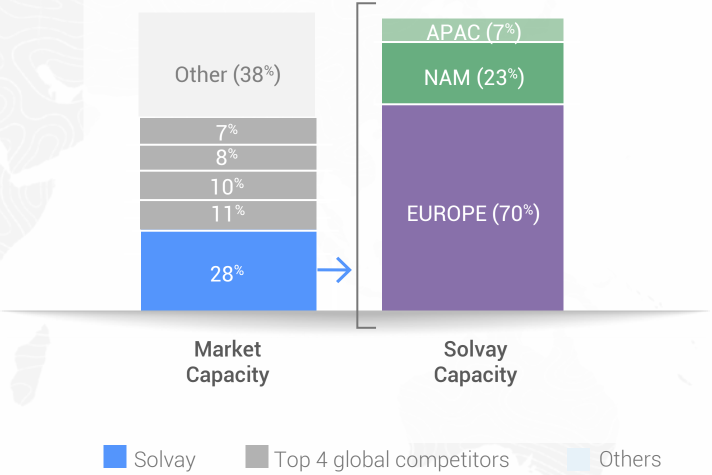
Global #2 position in **Soda Ash***

Soda Ash global capacity (excl. China) in kt (2025)



Global #1 position in **Bicarbonate**

Bicar global capacity (excl. China) in kt (2025)

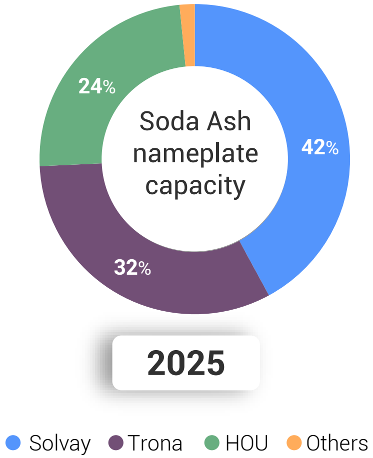


Source: Solvay internal data based on public information

* as of March 2025, following WE Soda acquisition of the Alkali business from Genesis

Soda ash is produced globally from different processes

The finite Trona resources are all located outside Europe



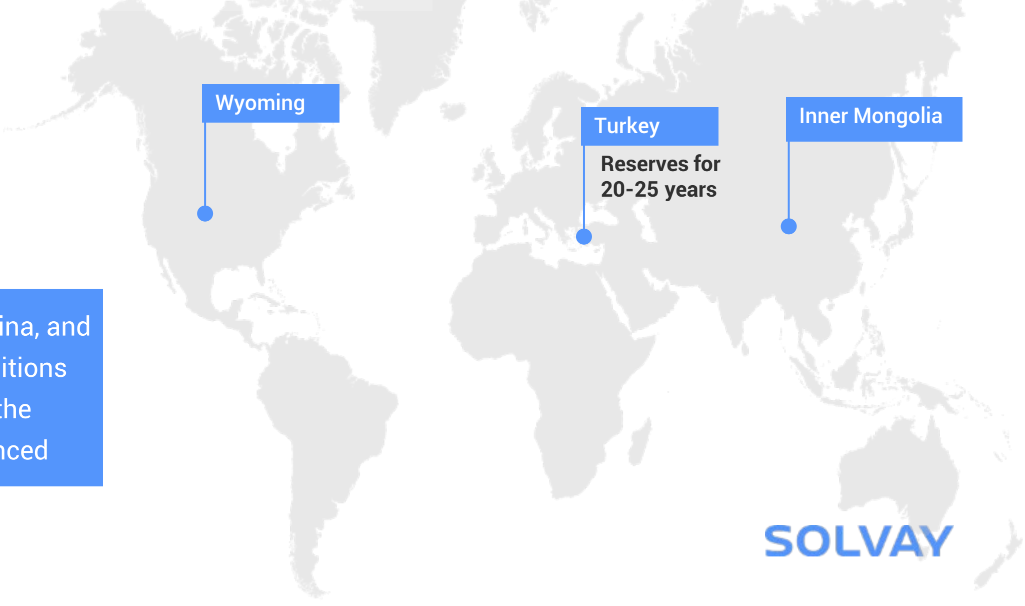
Share of capacity by process

- HOU synthetic process are almost all China, and subject to ammonium chloride market conditions
- Trona based process represent most of the additional capacities underway and announced

Main trona resources

Trona based Soda Ash is constrained either by limited reserves or distance to harbour/customer

There is no trona deposit in Europe



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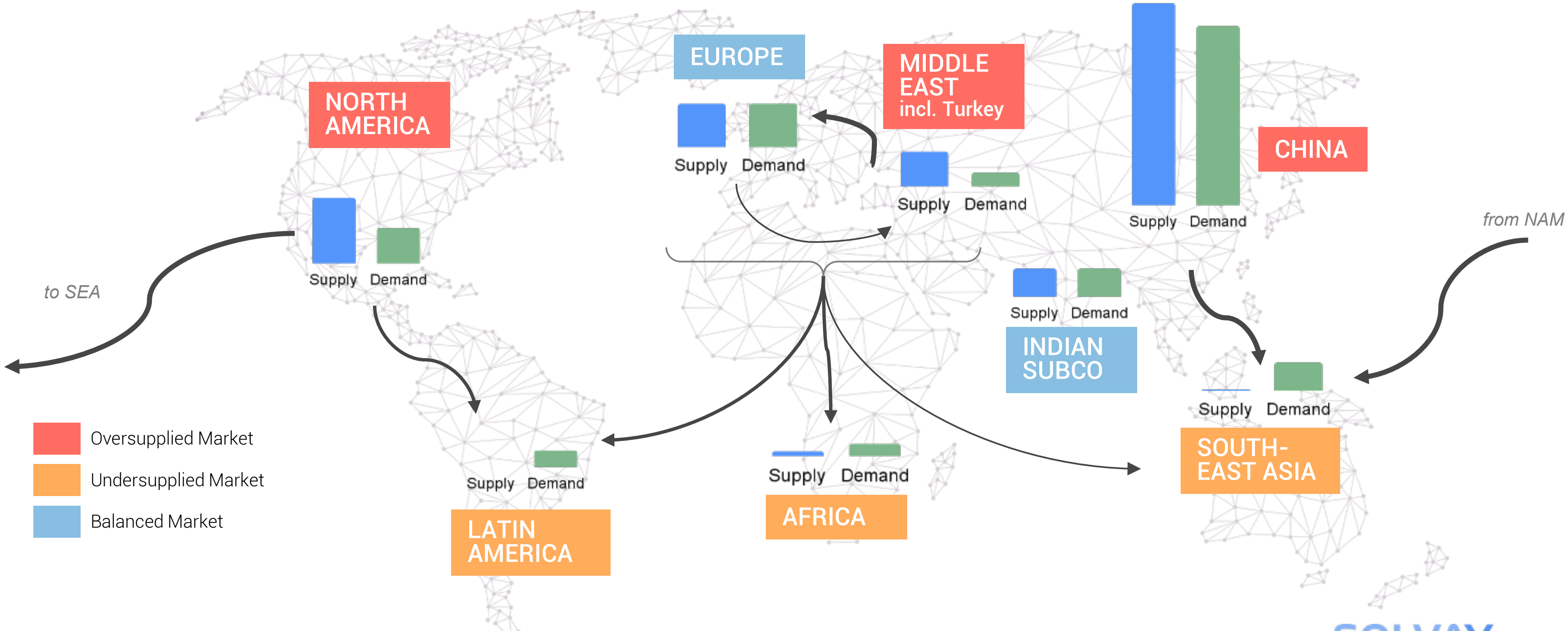
Sources: CMA and Solvay internal market intelligence

Soda ash production capacities mostly in **Northern Hemisphere**

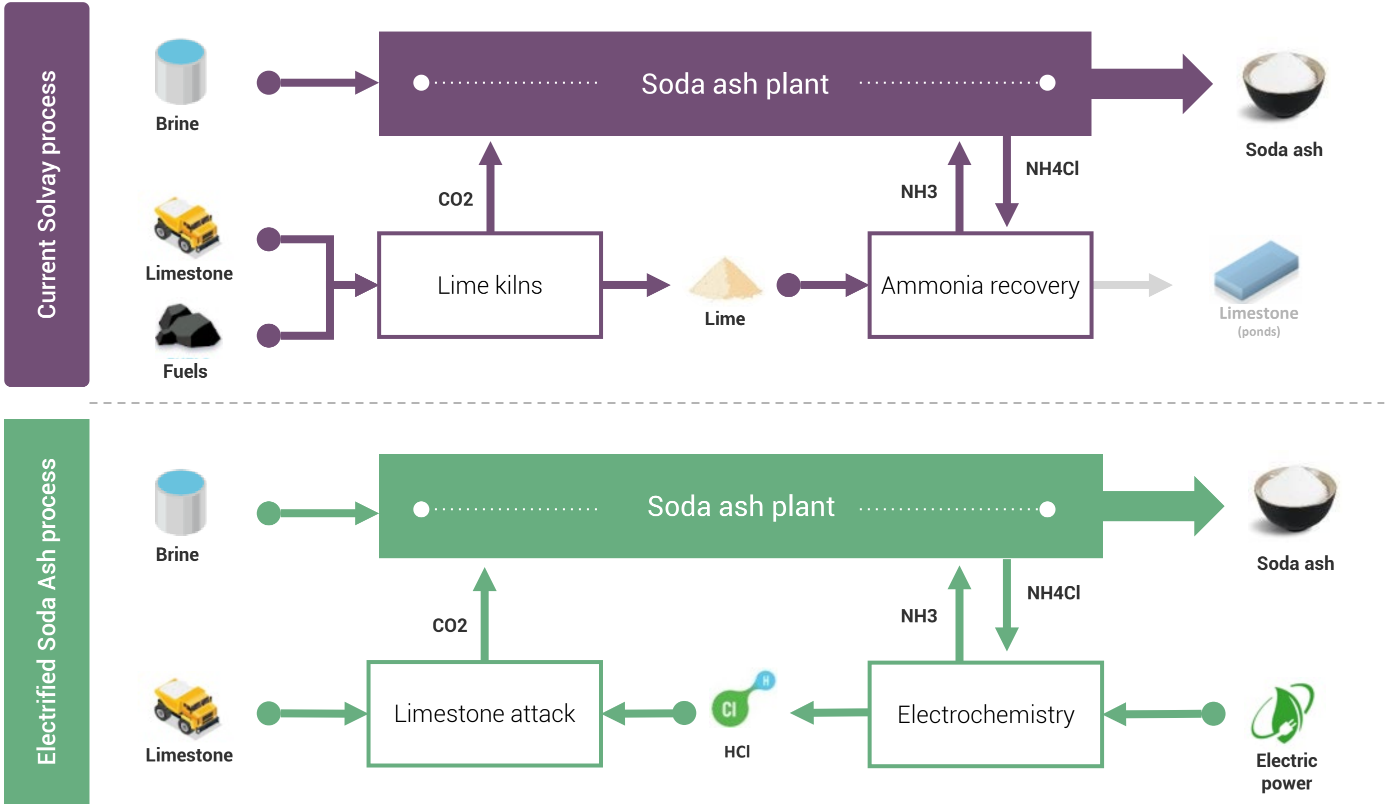
US and Turkey are major exporters; Europe, despite a balanced S/D market, imports and exports; China is mostly autarkic but does export to neighboring SE Asia



Sources : Solvay's Business Intelligence (Excluding Russia estimated at 2.6Mmt)

SOLVAY

e.Solvay : reinventing the Solvay process to grow in regions with no capacity

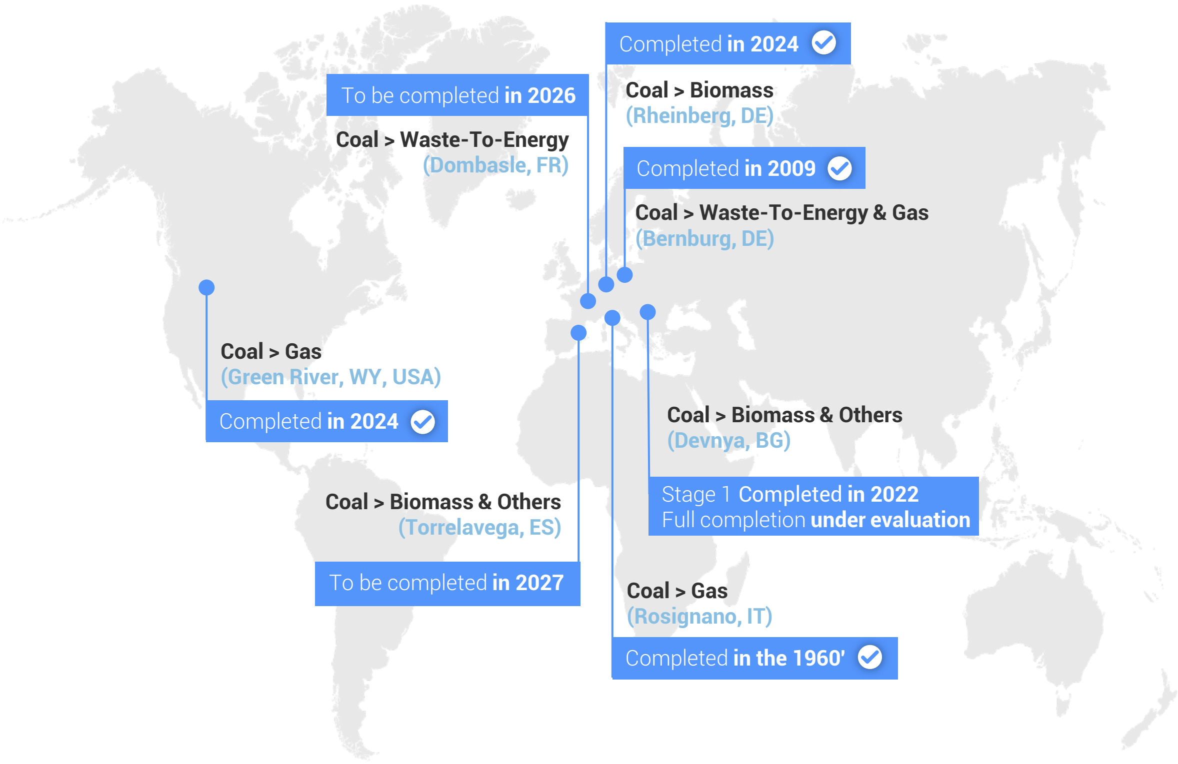


Yield improvement
LEADING TO

- Brine: -20% brine required
- Limestone: -30% limestone required
- Limestone (ponds): Complete removal of limestone residues
- Process Fuels: -100% process related CO_2 emissions
- Energy: -20% energy consumption
- Emissions: -50% CO_2 emissions

Coal Exit of Solvay Soda Ash Plants

Delivering our commitments

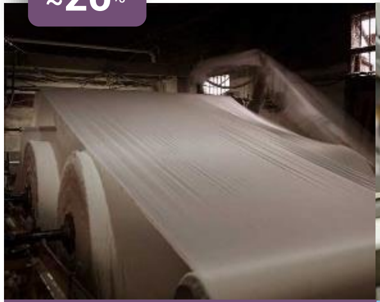


* At group level, scope 1,2 vs. 2021 baseline, in 2025

Peroxides: meeting various industry and customer needs

~25%

Integrated Chemical Complexes (ICC)
3 HPPO (Hydrogen Peroxide for Propylene Oxide) mega plants



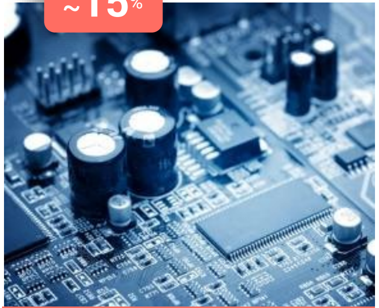
~20%

Pulp & Paper

~40%

Other applications
incl. Textile bleaching, Food, Water & Aquaculture disinfectants, chemicals, mining and others

MERCHANT MARKET



~15%

Electronics
semiconductor industry

KEY FIGURES

Net Sales 2025	Production sites
~€0.9bn	20

Source: Solvay internal data
Note: % of net sales of Solvay's Peroxides business

Peroxides: a leader in all regions

North America

Capacity

#2

In a Mature Market
Semicon investments support growth
(GDP growth)

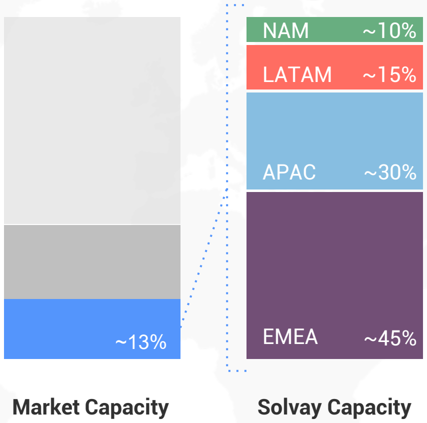
South America

Capacity

#1

(3x larger vs. #2) in a strongly growing market

Global #1 position



H_2O_2 regional capacity in kt (2025)

Solvay | Top 5 regional competitors | Others

EMEA

#1

In a Mature market
Semicon investments support growth
(GDP growth)

Capacity

APAC ex. China

#1

Focus on electronics and chemical industries in a growth environment

Capacity

Source: Solvay internal data based on public information
Note: Including ICC capacity

SOLVAY

Silica: Innovative leader in Highly Dispersible Silica

~80%

Tire

~20%

Feed, Food, Agro Battery & MRG

Consumer Industrial Goods

CAR OEM

CONSUMERS

KEY FIGURES

Net Sales 2025	Production sites
~€0.5bn	7

Source: Solvay internal data
Note: % of net sales of Solvay's Silica business

SOLVAY

Silica: strong regional positions in HDS

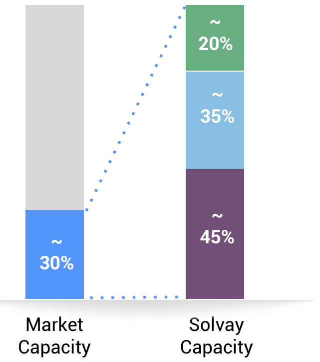
Americas

Capacity

#3 position

1 production site

Global #1 position



HDS regional capacity (2025)

EMEA

Capacity

#1 position

3 production sites

AP

Capacity

#2 position

2 production sites

Leader at key tire brands

HDS global market size

~ €1.4bn

→ **Strong position** at Tier 1 brands through global reach & security of supply

→ **Balanced presence** in Original Equipment & Replacement Markets

Sources : Company, Notch

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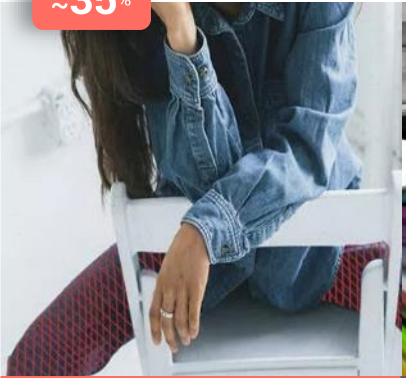
Coatis: diversified market applications





~35%	~20%	~15%	~15%	~15%
Consumer Goods	Food Industry (Packaging)	Automotive	Building	Others

KEY FIGURES

Net Sales 2025	Production sites
~€0.5bn	2

Source: Solvay internal data
Note: % of net sales of Solvay's Coatis business

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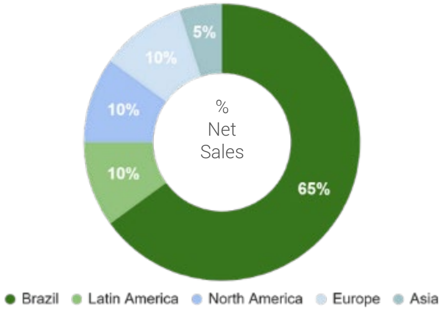
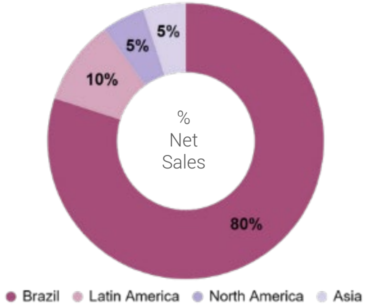
Coatis: Major regional producer of essential chemicals in Latam with two integrated businesses

Market leadership	**Regional leader** in oxygenated solvents and polyamide chain
Broad solvents portfolio	Comprehensive solvent portfolio serving **diverse, high-growth end-markets**
Phenol and derivatives (Polyamide chain)	Sole **Phenol & Adipic Acid producer** in Latin America
Global reach	Global reach with **exports to ~50 countries**
Acetone integration	Value maximization through **forward integration into acetone derivatives**

Solvents (~50%)



Polyamide Chain (~50%)



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Special Chem: two business lines serving high end applications

SPECIAL CHEM

Fluorine

~45%

Pharma, Nuclear, Refinery,...

~30%

Automotive

~25%

Industrial Applications

Rare Earths

~55%

Automotive Emission Control

~25%

Electronics

~20%

High-end Applications

KEY FIGURES

Net Sales 2025	Production sites
~€0.65bn	10

Source: Solvay internal data
Note: % of net sales of Solvay's Fluorine and Rare Earth businesses

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Fluorine: strong regional presence enabling safe & high quality service to our customers

North America
3 production sites

EMEA
3 production sites

AP
2 production sites

HF

NORTH AMERICA

2 production sites

2025 HF merchant market

Nocolok

GLOBAL #1

5 production sites

2025 Nocolok Automotive market

Leader in selected applications

HF

→ Metal Treatment
→ Refinery
→ Quartz (Electronics)

Nocolok

→ Automotive
→ HVAC

Sources : Company, Notch

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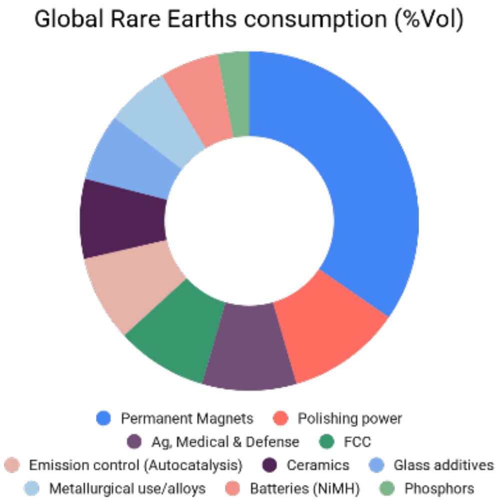
Rare Earths - an overview

17 rare earths elements

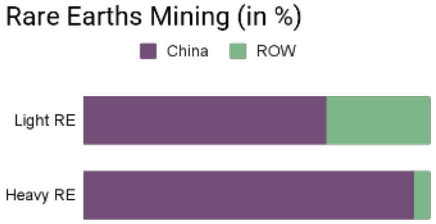
Key characteristics:
- Not so rare
- Scarce in concentrated, pure form
- Separation requires strong expertise

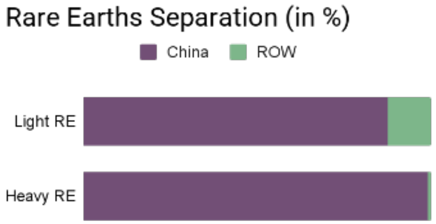
Categorized into:
- Light rare earths (Ce, NdPr, …)
- Heavy rare earths (Dy, Gd, Tb, Sm ,…)

Wide range of applications



Heavy reliance on China





Source: IHS / Bloomberg

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Rare Earths - Solvay's expertise

Solvay is present in the separation, purification & formulation steps of the value chain

SOURCING | SEPARATION & FORMULATION | MAIN APPLICATIONS | END MARKETS

Mining, Recycling & Concentration

Rare Earth separation

Mixed Rare Earth Oxides formulation

Footprint:
3 production sites (France, Japan, China)

La Rochelle, France

Catalysis

CMP slurries, MLCC

Polishing, medical, fuel cells, …

Permanent Magnets

Current business | *Bus. development*

Automotive

Electronics

High end applications

EV motors, Wind turbines

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Essential Rare Earths

High potential opportunities ready to accelerate

>>> La Rochelle: new developments

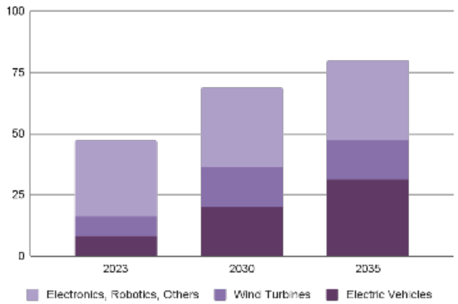
- → **April 2025** Nd-Pr for permanent magnets
- → **H2 2025** first producer in Europe for Sm
- → **2026** first producer in Europe for DyTb
- → Sourcing (recycling and mining) primarily from outside China
- → Full project will be deployed in phases, total investment to be between €50-€100m

>>> Market opportunities

Other rare earths (Gd, Y) for essential applications (aeronautics, medical…)

Permanent magnets: capacity to capture up to 30% of European demand

EU end-use demand of RE permanent magnets (kt)



Source: Solvay internal analysis

Solvay la Rochelle plant

With more than 75 years of experience, Solvay holds **unique industrial know-how and asset for rare earths** separation, purification and formulation in Europe

Liquid / Liquid Separations

Oxides finishing

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Our Operations **North STAR** guides us

Safety
health, safety and security as part of our DNA

Customer Satisfaction
deliver innovative products and services

Sustainability
protect the environment and resources, foster better life

Competitiveness
cost effective, efficient, reliable and proactive

Employee Engagement
teamwork, capabilities, empowerment and leadership

Transform Solvay to better serve our **customers**, enhance **competitiveness** and deliver our **shareholders** commitments

Improve on our people and process **safety** and responsibilities for the **environment**

Standardize our ways of working to become more **efficient, transparent** and **action** driven

Develop **people and capabilities** to **engage** on the digital transformation and grow with Solvay

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Digital transformation in shop floor activities

Condition Based Monitoring

from reactive and preventive to condition-based maintenance

9,000+ IoT sensors by 2027
Group wide deployment, scaling from 4,500+ today

Standardized Global Platform
Consistent data-driven decisions across all sites

GBU SA&D
In Dombasle, France

120+ machines monitored
with installation of +330 IIoTs and upscaling to ~450

~35% maintenance cost reduction
in equipment where CBM has been implemented

Raw Material & Energy Performance Mgt

€37 million potential plant variable cost savings by 2027
2-4% raw material and energy consumption reduction vs 2023

Digital tools
Standard real-time dashboards

Data-driven decision making in control room

"Helicopter View" display as standard view
providing all production excellence indicators in real time

Roll-out at scale
(100% deployed as of Q1 2026)

Transformation at Solvay through optimization

Announced Footprint Optimizations
(year of implementation)

- Torrelavega, Spain – Soda ash (900kt to 600kt, 2024-25)
- Povoa, Portugal – Peroxides (2024)
- Warrington, UK – Peroxides (2024)
- Salindres, France – Fluorine (2025)
- Bad Wimpfen, Germany – Fluorine (HF & derivatives, 2026)
- Garbsen, Germany - Fluorine (2028)
- Torrelavega, Spain – Soda ash (600kt to 420kt, 2026)

Bad Wimpfen, Germany

Torrelavega, Spain

Procurement gains
Spend Review Challenge

€15-20 million potential annual savings
4-5% reduction on addressable spend

Cross-functional collaboration
Operations, procurement, leadership

Challenge traditional ways of working
Inventive approaches, e-auction, e-sourcing, demand management etc.

Packaging optimization, pallet weight reduction

- In Qingdao, China
- Reduction of 18% in pallet weight
- Improved handling
- CO_2 emission reduction in Pallet production and transportation

€230,000 annual savings
Studying to replicate in other sites and countries

Energy exposure
Reducing reliance on fossil fuel

Reduced energy consumption

€540m

Solvay total energy spend[1] (down -29% in 2 years)

-4%

Energy consumption vs 2023 Reflecting volume impact but also continued efficiency gains

Energy transition advancing

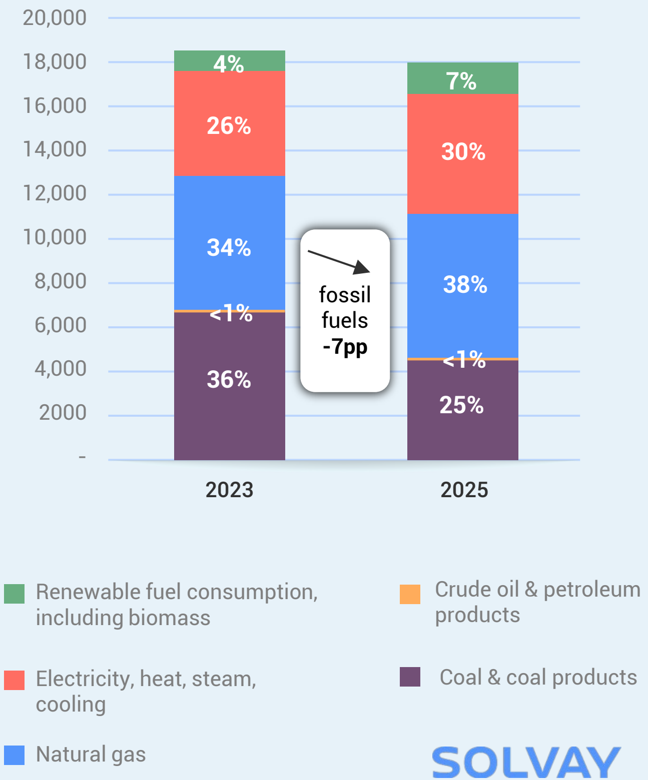
-10%

Fossil fuels (coal and coal products -33%, nat. gas +8% from higher US usage following coal phase-out)

+60%

Biomass, driven by energy transition projects

Energy consumption (GWh)



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[1] including coal products used in the synthetic soda ash process.

Source: Annual Integrated report 2025, Sustainability statement, note E1-5 Energy consumption and mix

Energy spend by region

Concentration in Europe reflecting the Group's industrial footprint

NORTH AMERICA
14%

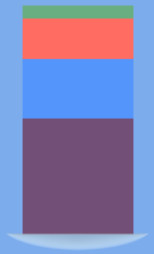
EUROPE
67%
(-3pp vs 2023)

ASIA-PAC & MEA
11%

LATIN AMERICA
9%

Europe coal phase-out leading the energy transition roadmap

Europe's energy spend by type



- Europe accounts for the Group's remaining coal exposure and the majority of biomass spend
- Natural gas[1] represents a lower share than in other regions

Biomass
Electricity + steam
Natural gas
Coal & coal products

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[1]*Net of electricity and steam sold*

Source:
2025 Energy spend (in €) Annual Integrated report 2025, Business Performance, note P2 Raw materials and energy costs

Energy and raw materials risk management

Proven expertise to mitigate price risk in a volatile environment

ENERGY

- **Energy transition projects** to reduce structural dependence on imported fossil fuel
- **Customer contracts** for energy-intensive activities mostly include energy cost pass-through clauses or energy protection mechanisms
- **Robust and progressive energy hedging policies** for the remaining net exposure

RAW MATERIALS

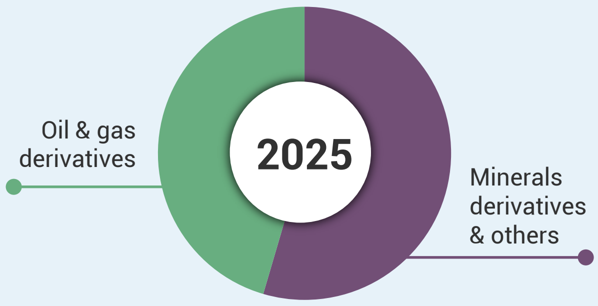
KEY FEATURES

- Approx €0.84 billion in 2025, down from €0.95 billion in 2024
- High proportion of vertical integration and local supplies
- Oil and gas derivatives (e.g. Cumene…) represent less than half of raw materials spend

RAW MATERIALS MANAGEMENT

- Pass-through clauses or index embedded in customers contracts for most key raw materials

Raw materials spend in 2025



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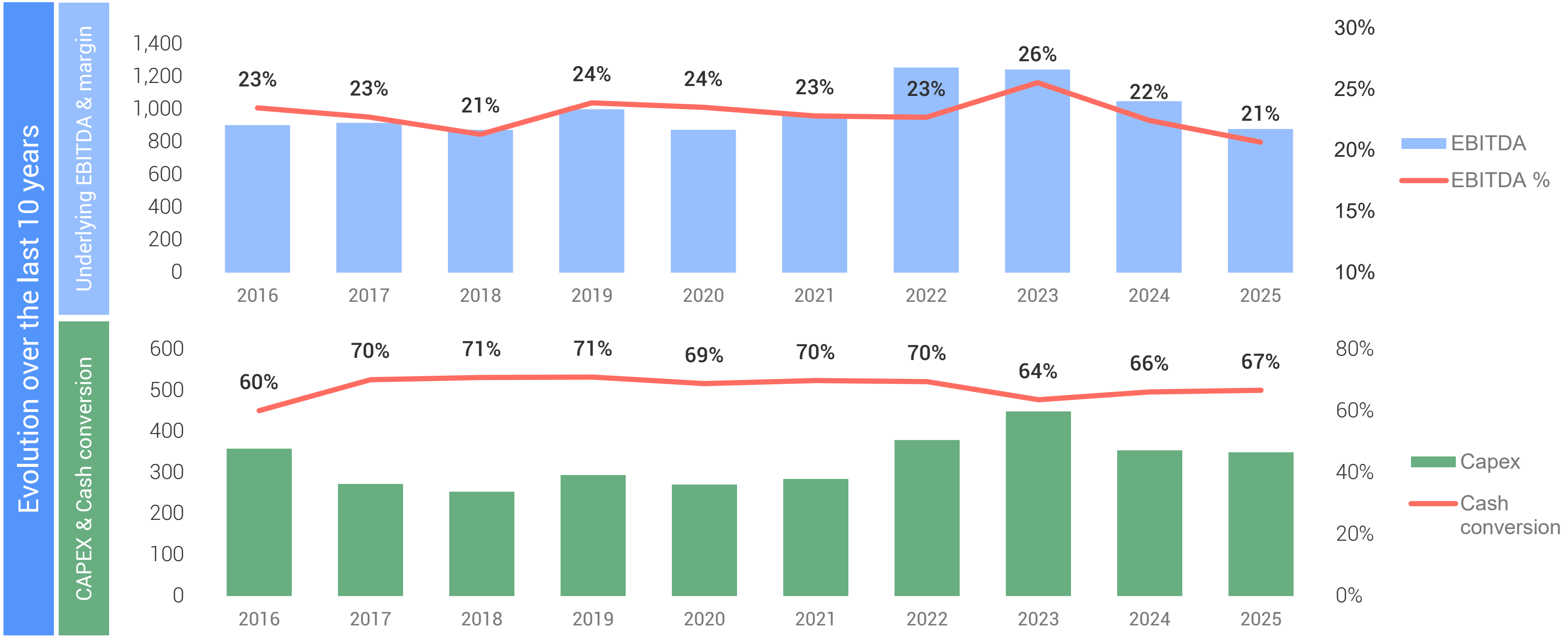
Source : Annual Integrated report 2025, Business Performance, note P2 Raw materials and energy costs

Track record of healthy margins (>20%)

Adjusting Capex to secure cash generation



Source: Solvay pro forma unaudited figures for 2020-2023 and Solvay audited financials (pre-2020)

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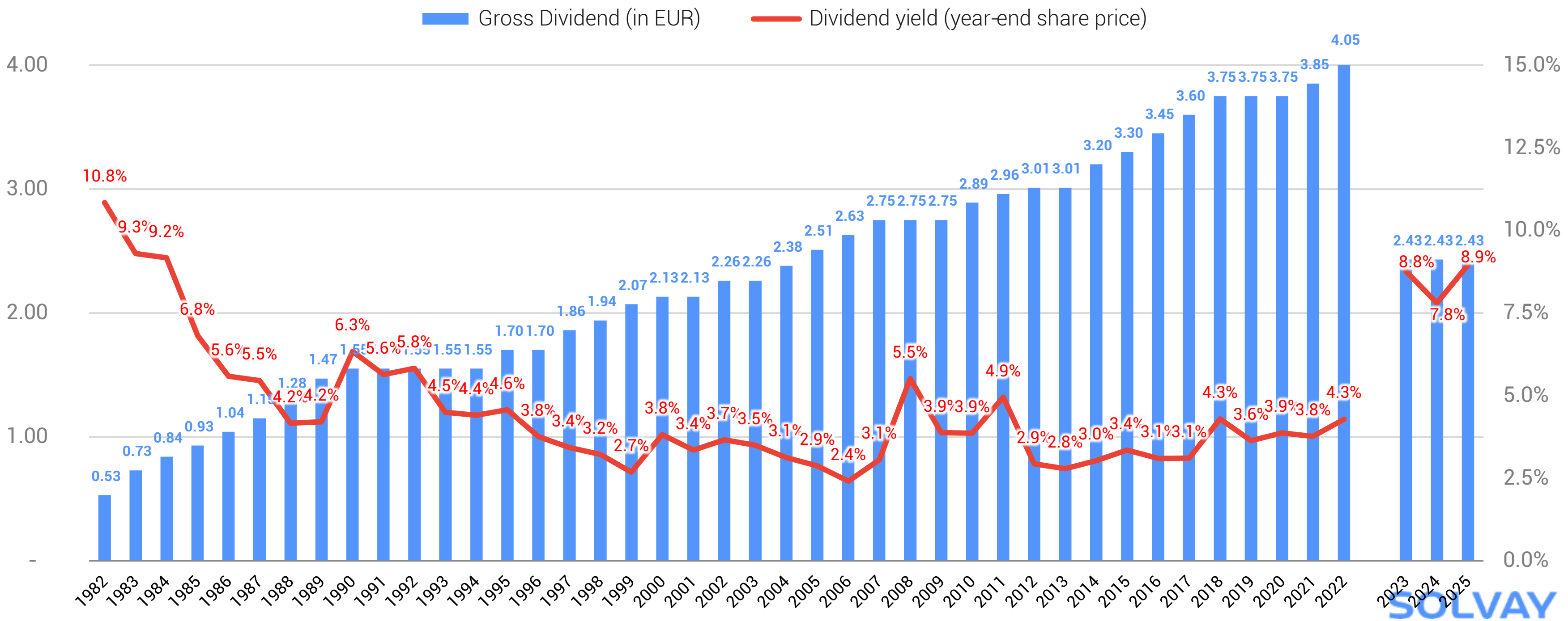
Dividend history

For over 40 years, the dividend has been stable or has gradually increased, and has never been reduced.



SOLVAY

Global Leadership Team

Philippe Kehren
Chief Executive Officer

Alexandre Blum
Chief Finance & Strategy Officer

Lisa Brown
General Counsel & Corporate Secretary

Lanny Duvall
Chief Operations Officer

Mark van Bijsterveld
Chief People Officer

Jean Charles Djelalian
Chief Sustainability Officer

Etienne Galan
President GBU Soda Ash & Derivatives

Daniela Manique
President GBU Coatis

An Nuyttens
President GBU Silica & Special Chem

Brad Rector
Chief Information Officer

Carlos Silveira
President GBU Peroxides

Remuneration Solvay CEO & Executive Leadership
2025 STI & LTI

	Short-Term Incentive	Long-Term Incentive - Equity settled	
		Performance Share Units (70%)	Restricted Share Units (30%)
% of fixed remuneration	At target: **95% (CEO) and 65% (other ELT)** Minimum payout: 0% Maximum payout: 200% of the STI target	At target: **115% (CEO) and 95% (other ELT)** Minimum grant: 30% (RSU) Maximum grant: 135% (RSU + PSU max)	
Performance Period	**1 year**	**3 years** performance	**3 years** vesting
2025 Performance Measures and Weights	• **65% Financial Results** EBITDA (m€) FCF (m€) Cost Savings (m€) • **15% Sustainability Progress** Gender diversity, Safety GHG Emissions • **20% Individual**	• **40% EBITDA organic Growth** • **40% ROCE** • **20% GHG emissions** **Relative TSR** vs STOXX Europe 600 Chemicals as modifier: Quartile 1: +25% Quartile 2 & 3: no adjustment Quartile 4: - 25%	

Minimum share ownership (% Fixed Rem): 150% (CEO) and 100% (Other ELT) within 5 years

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THANK YOU

Visit solvay.com

Contact media relations
Contact investor relations

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ESSENTIAL FOR GENERATIONS