



**MORE
FUTURE**

Roger Kearns
Executive Committee
member

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VFB 2017



SOLVA

asking more from chemistry

E ARE WORLD LEADER THE CHEMICAL INDUSTRY



27,000
employees¹



5
countries¹



140
industrial
sites¹



21
major
R&I centers¹



0.7
occupational accidents
Group sites per million
hours worked¹



€ 10.9
billion of
net sales¹



€ 2,284
million of
EBITDA¹



5.85 Kg
Greenhouse gas
intensity
CO₂ eq. per € EBITDA¹

¹ underlying results (audited figure)
Medical Treatment Accident Rate

EXECUTING OUR STRATEGY -DEPTH TRANSFORMATION



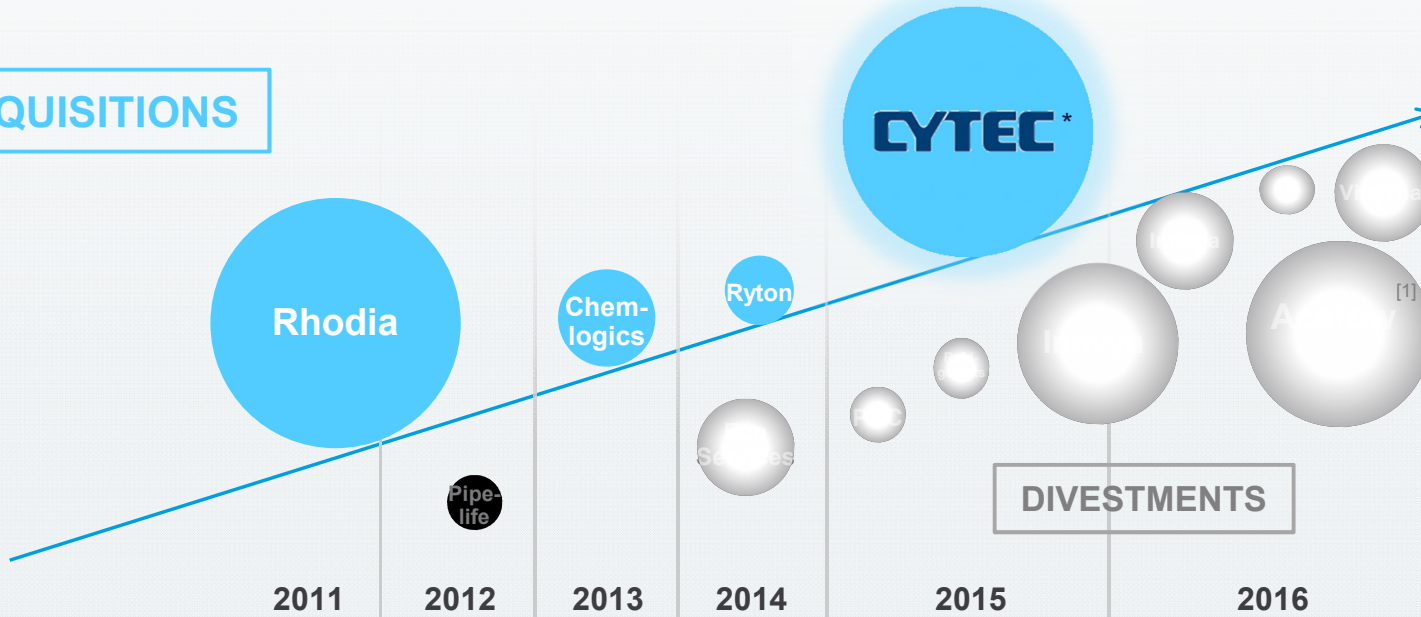
OUR VISION
CREATING A FUTURE
WITH *MORE* POTENTIAL

Building
a new model of
sustainable chemistry
to help answer some of
society's challenges



PGRADING UR PORTFOLIO

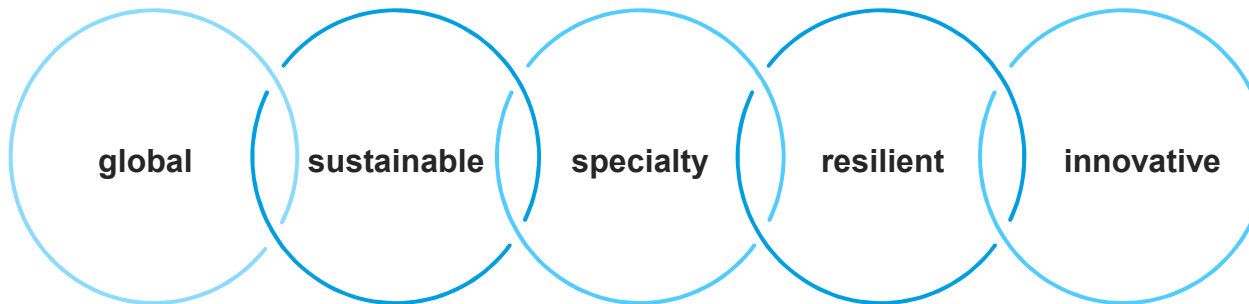
ACQUISITIONS



Enhancing
customized
solution
offerings

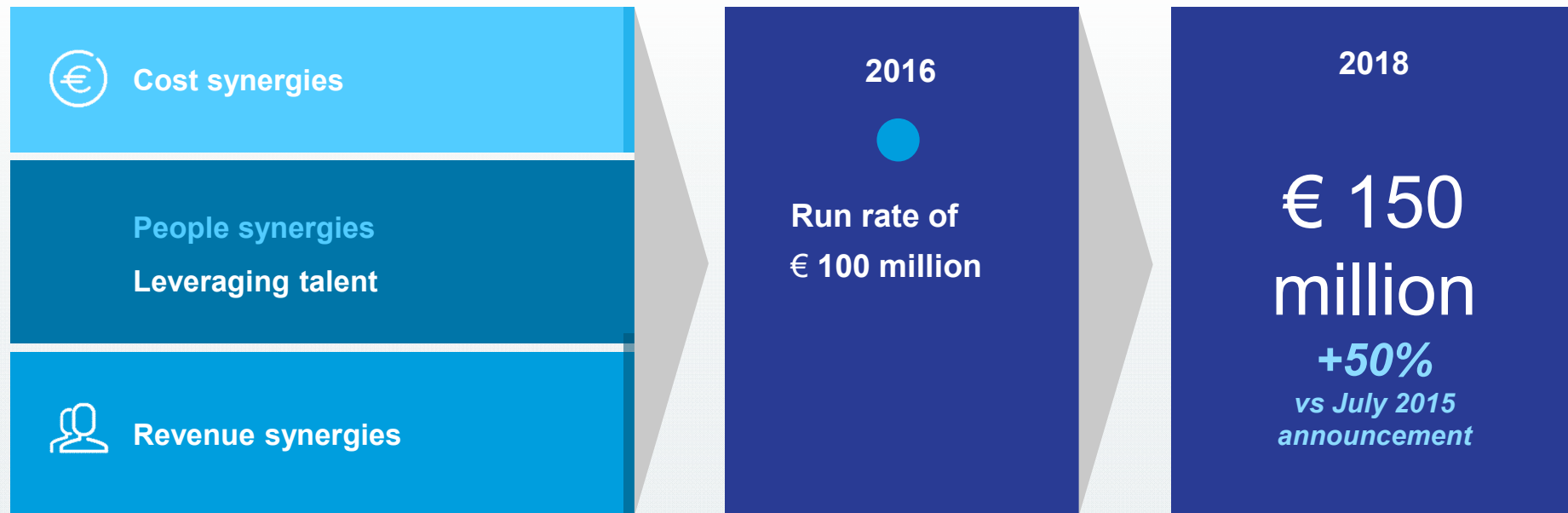
Reducing
cyclical &
low-growth
businesses
exposure

MORE
→



reement to divest reaches
regulatory approval

ACCELERATED SYNERGIES



Cash accretive already in 2016

NEW GLOBAL PROFILE

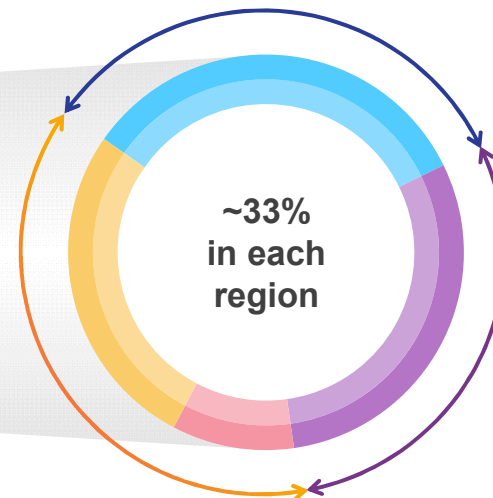
GEOGRAPHIES

- Europe
- Asia & RoW
- Latin America
- North America

2010 net sales
€ 6.5 bn

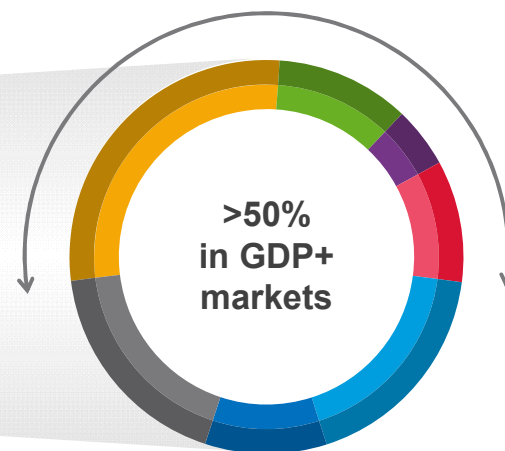


2016 net sales
€ 10.9 bn




MARKETS

- Automotive & aerospace
- Resources & environment
- Electrical & electronics
- Agro, feed & food
- Consumer goods & healthcare
- Building & construction
- Industrial applications



MOVING TOWARDS ULTI-SPECIALTY


	2016	GROUP
Net sales		€ 10,884 m
EBITDA		€ 2,284 m
margin		21%
CFROI		6.3%



ADVANCED MATERIALS

High performance materials, providing solutions for sustainable mobility: **light-weighting**, CO₂ and energy efficiency

€ 4,313 m
€ 1,110 m
26%
9.4%



ADVANCED FORMULATIONS

Customized specialty formulations in **surface chemistry**, optimizing efficiency, minimizing environmental impact


€ 2,668 m
€ 484 m
18%
6.1%



PERFORMANCE CHEMICALS

Leading positions in chemical intermediates, through scale and technology

€ 2,460 m
€ 695 m
28%
8.9%



FUNCTIONAL POLYMERS

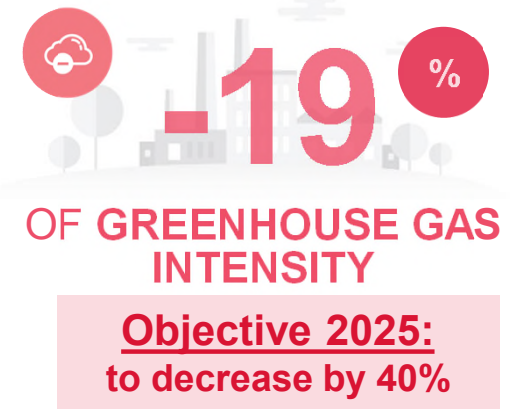
Leading regional positions in functional polymers, with focus on excellence

€ 1,436 m
€ 222 m
15%
5.1%

→ 90% of our sales are in top 3 worldwide activities

USTAINABILITY OMMITMENTS MBEDDED IN OUR STRATEGY

Performance 2016



E INNOVATE R MORE USTAINABLE EVELOPMENT HEMISTRY



● Main innovation axis

2016

21
R&I centers

2,340
R&I employees

€350 m
R&I efforts

240
Patents applications

€80 m
Invested in funds and starts-ups

> 100
Collaborative innovation projects

DEVELOPING INNOVATIVE SOLUTIONS CREATE VALUE TO OUR CUSTOMERS

AUTOMOTIVE AND AERONAUTICS



Cleaner mobility

- Lightweighting
- Electrification
- Powertrain efficiency
- Green technology



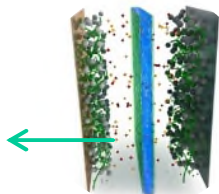
Solvalite TM 730

Launch of the new innovative thermoset prepreg resin system specifically developed for high volume automotive applications



Solef® PVDF

Li-Ion battery
materials



CONSUMER GOODS & HEALTHCARE



Improving the quality of life

- Consumer goods
- Healthcare



SOLVAY
DENTAL360™



An innovative material to replace metal in removable partial denture frames, to enabling a digital workflow that accelerates the work of dental laboratories and dentists

DEVELOPING INNOVATIVE SOLUTIONS CREATE VALUE TO OUR CUSTOMERS

ELECTRICAL & ELECTRONICS



Connectivity and energy efficiency

- Design and connectivity
- Safety
- Sustainable solutions
- Process efficiency



High purity H₂O₂

Electronics require high
purity for high technical
components

AGRO, FEED AND FOOD



Sustainable living, environmental protection

- Agriculture
- Feed
- Food



BICAR® Z

sodium bicarbonate
helps fight acidosis
and thus contributes
to animal health

PERPETUATING THE FOUNDER'S COMMITMENT STRONG SUPPORTER OF SCIENCE



1911

First prestigious meetings of top scientists through the Council of Physics



2013

First « Chemistry for the Future Solvay Prize » for Professor Peter G. Schultz, from Research Institute Scripps, and director of Institute for Biomedical Research in California



2015

Professor Ben Feringa awarded in 2015 for his groundbreaking work on molecular motors



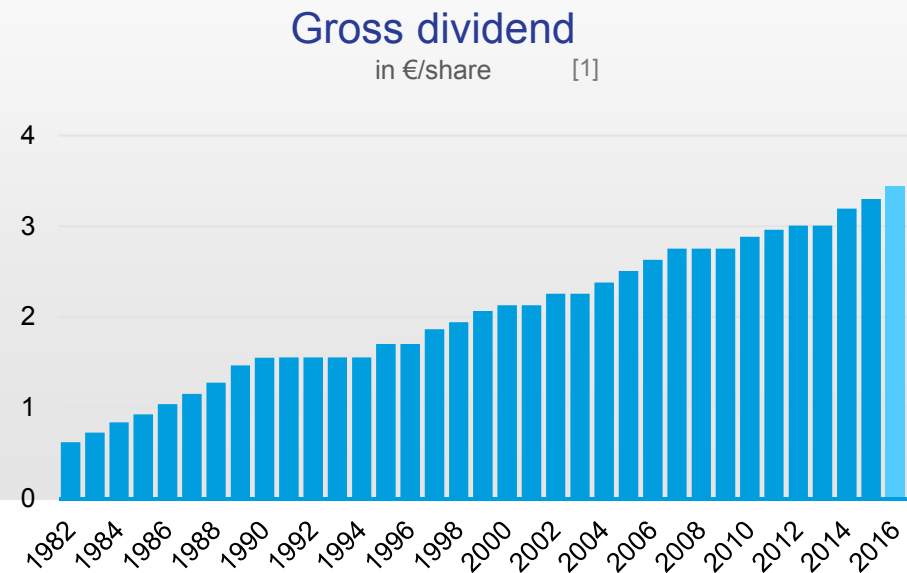
**CHEMISTRY
FOR THE FUTURE**
Solvay Prize 
**New Solvay Prize
in 2017**

REWARDING SHAREHOLDERS

SOLVAY GROSS DIVIDEND 2017

Interim dividend	€ 1.32 / share	Paid on January 18, 2017
Final dividend ^[1]	€ 2.13 / share	To be paid on May 16, 2017
Total ^[1]	€ 3.45 per share	Up 4.5%

DELIVERY ON COMMITMENTS over 30 years



mended 2016 dividend, pending General Shareholders meeti

Committed to stable / growing dividend

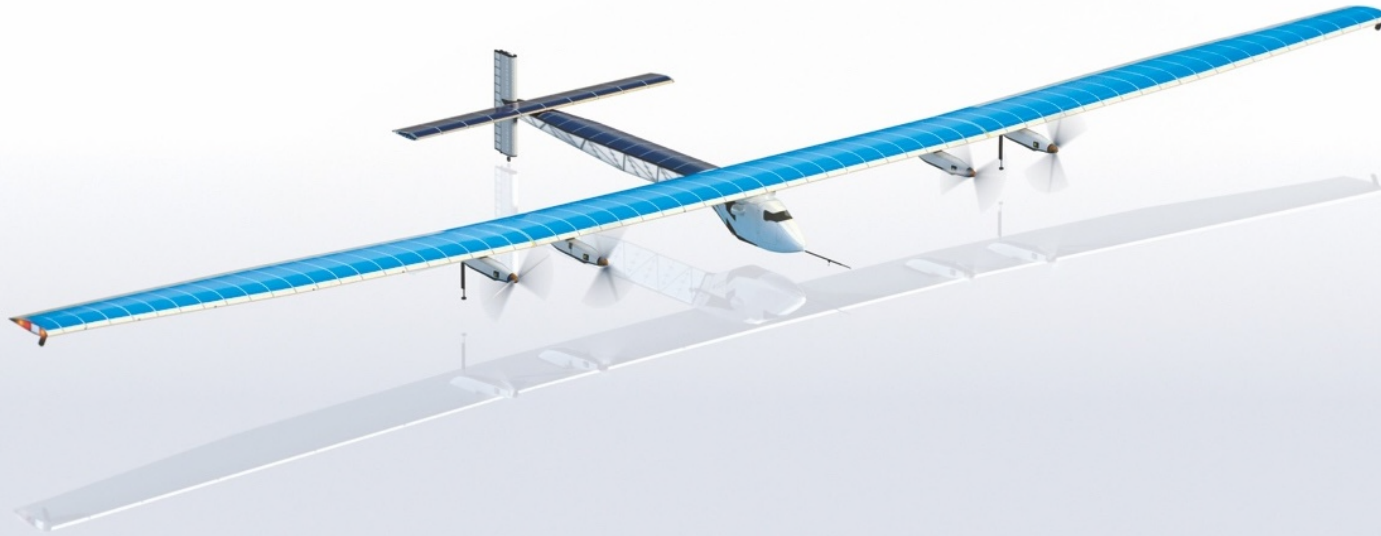


**EBITDA
to grow by
mid-single digits**

**Free cash flow
from continuing operations
more than € 800 million**

SOLVAY

SOLAR IMPULSE



MORE DARING LEANER FUTURE

12

years' fruitful partnership

over 50%

of Solar Impulse structure
designed by Solvay

6,000

Solvay-made components
onboard the aircraft

15

different products

50

development projects

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



SOLVAY

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