ASKING
MORE

Solvay in short 2015
Our strategy is a virtuous circle in which positive actions interact to create enriching contributions centered around a single goal: creating a future with more potential.

**SUSTAINABLE VALUE CREATION**

- **BY CONTRIBUTING TO SOCIETY**
  - More talent
  - More commitment
  - More innovative sustainable solutions

- **BY INNOVATING**
  - More from chemistry

- **BY ACTING RESPONSIBLY**

**WHO WE ARE**

An international chemical and advanced materials company, Solvay assists its customers in innovating, developing, and delivering high-value, sustainable products and solutions that consume less energy and reduce CO₂ emissions, optimize the use of resources and improve the quality of life. Solvay serves diversified global end markets including automotive and aerospace, consumer goods and healthcare, energy and environment, electricity and electronics, building and construction, as well as industrial applications. Solvay is headquartered in Brussels with about 30,000 employees spread across 53 countries.

It generated pro forma net sales of €12.4 bn in 2015, with 90% made from activities where it ranks among the world’s top 3 players. Solvay SA is listed on Euronext in Brussels and Paris.

<table>
<thead>
<tr>
<th>€12.4 bn</th>
<th>30,900</th>
<th>145</th>
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<tbody>
<tr>
<td>NET SALES¹</td>
<td>EMPLOYEES¹</td>
<td>INDUSTRIAL SITES AND A PRESENCE IN 53 COUNTRIES¹</td>
</tr>
<tr>
<td>0.77</td>
<td>7.26</td>
<td>OCCUPATIONAL ACCIDENTS AT GROUP SITES (per million hours worked)</td>
</tr>
</tbody>
</table>

Greenhouse gas intensity (Kg CO₂ eq. per € REBITDA)

More content: http://annualreport.solvay.com

¹ Pro forma 2015, unaudited, including Cytec
A GEOGRAPHICALLY BALANCED PRESENCE

NORTH AMERICA
- 6,700 employees
- 47 industrial sites
- 6 major R&I centers
- 27% of total net sales

LATIN AMERICA
- 2,700 employees
- 9 industrial sites
- 1 major R&I center
- 10% of total net sales

ASIA-PACIFIC
- 6,200 employees
- 30 industrial sites
- 4 major R&I centers
- 33% of total net sales

EUROPE
- 15,300 employees
- 59 industrial sites
- 10 major R&I centers
- 30% of total net sales

OUR MARKETS

— Chemistry helps respond to the sustainability challenges our world is facing. Demographic shifts, evolving consumer behavior, faster innovation, and resource scarcity are redefining the way we live. Solvay is helping its customers turn these challenges into market opportunities thanks to innovative solutions.

CONSUMER GOODS
From smart textiles to personal care, our broad portfolio offers innovative, sustainable, and competitive solutions. We’re constantly improving the performance of our products by combining innovation and sustainability.

HEALTHCARE
We offer a unique range of thermoplastics for implantable and non-implantable medical devices. Our portfolio of advanced medical-grade polymers offers a versatile toolbox of solutions for medical instrument designers.
Automotive and aeronautics

Cleaner mobility
In the face of manufacturers’ demand for increasingly sustainable mobility solutions in the field of advanced transport, we offer high-performance products and solutions meeting the requirements of the automotive and aeronautic sectors.

_LIGHTWEIGHTING_
Our extensive range of products features solutions able to significantly reduce a vehicle’s weight without compromising safety: high-performance polymers, long-fiber compounds, adhesives, foams and advanced composites for structural and semi-structural applications.

_POWERTRAIN EFFICIENCY_
Our polymers and fluorinated products provide effective thermal control solutions, optimized acoustic systems, and corrosion protection for automobile powertrains.

_ELECTRIFICATION_
Our solutions meet the highest requirements in terms of safety, and temperature and chemical resistance. Our new generation of electrolyte additives, salts, binders, and separators improve lithium-ion battery performance.

_GREEN TECHNOLOGIES_
Our range of highly dispersible silica helps reduce the rolling resistance of tires while lowering fuel consumption and CO₂ emissions. Our rare earth catalytic materials reduce polluting emissions such as NOx.
**Connectivity and energy efficiency**

Our miniaturization technology and advanced materials open up new perspectives for manufacturers in terms of design, safety, and technology and energy performance.

**DESIGN AND CONNECTIVITY**

Our high-performance polymers are used in the manufacture of smartphones, cameras and flatscreens.

**SAFETY**

Thanks to our polyamide solutions, electrical equipment can offer higher temperature resistance, more efficient fire protection, and user safety. Our flame-retardant products, for example, meet the latest international electrical safety regulations.

**SUSTAINABLE SOLUTIONS**

For low-energy solutions, we provide materials for LED lighting. Energy-saving light bulbs using our phosphors based on rare earths consume up to seven times less energy than incandescent bulbs.

**PROCESS EFFICIENCY**

Electronics require high purity for high technical components. Our hydrogen peroxide is the reference for semiconductor manufacturers.

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**AGRICULTURE**

Our eco-efficient bio-polymers and solvents improve crop protection and yields. They promote water and nutrient retention in plants or offer an effective and sustainable alternative to conventional pesticides in grain silos.

**FEED**

Our silica and sodium bicarbonate-based solutions meet the quality, food safety, and productivity requirements of this market.

**FOOD**

With the introduction of two new natural flavor brands and the expansion of our range, we leverage our unique know-how in vanilla aromas contributing to healthier and safer food.

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**Protect and care**

Worldwide demand for energy continues to grow and environmental protection has become the norm. We offer proven solutions and expertise, focusing on environmental protection, energy efficiency and CO₂ emissions reduction.

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**ENERGY EFFICIENCY**

Our SOLWATT® integrated service is designed to improve energy performance and reduce the CO₂ footprint for both Solvay operations and energy-intensive third-party industrial clients.

**ALTERNATIVE ENERGIES**

Our solutions are used in the production and storage of renewable energies. For example, our LiTFSI lithium salt makes Li-ion batteries last up to 20% longer while improving safety and performance.
Industrial applications

Efficiency and value
We develop intermediaries, materials, and processes that help manufacturers get more out of their equipment in a more responsible way.

INDUSTRIAL AND PROTECTIVE COATINGS
We have a vast range of binders, solvents and additives. For instance, our biodegradable and eco-friendly solvent is used in industrial cleaning, resin cleaning-up, foundry resins, paint stripping, paints and coatings.

3D PRINTING
We offer 3D printing polymers which are widely used in the aerospace industry.

METAL AND SURFACE TREATMENT
Our solutions help improve the performance of finished products. They stand out on account of their exemplary environmental profiles.

INDUSTRIAL EQUIPMENT PROTECTION
Our fluoropolymers and high-performance polyamides offer superior resistance to corrosion, high temperatures, and chemical aggression.

MINING
Amongst the leading supplier of chemical reagents, enabling customers to improve productivity and reduce operating costs for the recovery of many metals and minerals.

CYTEC ACQUISITION
Becoming a heavyweight in lightweighting

— In December 2015, we successfully completed the acquisition of the U.S.-based company Cytec.

LIGHTWEIGHTING IS THE KEY
— The global trend towards CO₂ reduction and resource efficiency are driving greater demand for lightweight composite materials. We expect the use of lightweight materials to grow significantly across all industries. The aerospace industry is currently the biggest user, while the automotive industry is massively increasing its lightweighting efforts. Already used in Formula 1 and luxury cars, composites should find their way into other automotive segments in the near future.

HELPING OUR CUSTOMERS
— We can now offer our customers the largest range of advanced materials combining composites and specialty polymer technologies to reduce the weight and increase the fuel efficiency of their products without compromising structural strength or safety. Cytec lightweight composite materials are currently used in Airbus A350 and Boeing 787 aircraft. In the aerospace sector alone, we expect annual growth of around 10% for such materials.

NEW HORIZONS FOR GROWTH AND INNOVATION
— With this deal, Solvay becomes the world’s second largest player in aerospace composite materials. Moreover, it helps us strengthen our Advanced Materials growth engine and push into other markets for composites such as high-end automobiles. Our advanced formulations for the mining industry are significantly strengthened thanks to our on-site support.
FIVE COMMITMENTS BY 2025

With Solvay Way, the Group reinforces its commitment to sustainable chemistry.

REDUCE GREENHOUSE GAS INTENSITY

- 40%

Reduce the greenhouse gas intensity of our operations by 40% by increasing our energy efficiency and improving our industrial processes.

REDUCE THE NUMBER OF ACCIDENTS

- 50%

Reduce the number of accidents on our sites by 50% thanks to a safety management based on people’s involvement and a continuous improvement plan.

INCREASE EMPLOYEE ENGAGEMENT

× 2

Double the number of employees engaged in activities benefiting society at large.

INCREASE SUSTAINABLE SOLUTIONS

× 2

Double the share of net sales generated by sustainable solutions from 25% to 50%.

ENCOURAGE EMPLOYEES’ SOCIETAL INITIATIVES

+5 points

Raise the level of employee engagement from 75% to 80%.

GUIDED BY A COMMON VISION

— Promoting the creation of sustainable value

— The mobilization and cohesion of our teams are key factors determining our success in overcoming the challenges facing our societies. Ensuring employee development, creating a working environment conducive to empowerment and performance, establishing high-quality social dialogue: these are the current cornerstones of our corporate culture. At the end of 2015 we added a further cornerstone: that of diversity and inclusion, with the aim of getting us to adapt our ways of thinking and doing things through taking better account of the diversity of our markets and activities.

DEVELOPING EMPLOYEES

— Employee development covers several aspects, all aimed at creating long-term value. Solvay’s Human Resources Department is a partner to the company’s various business units and a career partner for all employees. It helps to spot talents and to develop skills in line with business needs.

— The aim is quite simply to ensure that the Group has the right talented people with the right skills at the right place, both now and in the future.

PROMOTING DIVERSITY AND INCLUSION

— The new Diversity and Inclusion Policy reflects our will to adapt to the diversity of our teams and customers. The Policy focuses on four key areas to improving the diversity of our talented people: experience and personal background, gender, geographic origin and age. Progress will be measured against two clear objectives: first, by 2020 women should hold at least one-fifth of all senior executive positions. Second, the number of senior managers from the Americas and Asia should be doubled in the same period, compared to 2015.
SPIRIT OF INNOVATION

For more than 150 years, Solvay has been cultivating a tradition of audacity and a spirit of innovation. It is our way of asking more from chemistry. Our way of looking beyond compounds and molecules to find sustainable, responsible solutions to real-world challenges.

This spirit is active throughout the company. It is what led us to support the Solar Impulse project over a decade ago. Solar Impulse is a flying test bed and showcases for our state-of-the art materials.

Our pioneering spirit is what powers the work of our Research & Innovation laboratories around the world. We are developing new concepts such as bio-sourced alternatives to fossil raw materials and high-performance polymers that reduce the weight of cars and airplanes.

This spirit of innovation extends outside of the company. We currently manage over 100 collaborative “open innovation” projects. It is why we recognize major scientific discoveries through our Chemistry for the Future Solvay Prize, which this year went to groundbreaking work on unidirectional molecular motors.

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Sun Solar Impulse started its Round the World Flight on March 9, 2015 from Abu Dhabi. After a technical stop in Hawaii in the winter 2015-16 for maintenance on the batteries, the flight has resumed in April 2016 from Hawaii, to the US mainland, then cross the Atlantic ocean for finally stop in Ireland in Abu Dhabi in the summer of 2016.

OVERVIEW OF OUR ACTIVITIES

Our activities are divided into Operating Segments, with business models that respond to growth dynamics and competitiveness challenges.

ADVANCED FORMULATIONS

— 2015 net sales: € 2,885 million
— REBITDA: € 522 million
Among Solvay’s growth engines, the Advanced Formulations’ activities are characterized by their high customer and applications driven approach and relatively low capital intensity.

— Global Business Units:
  - Novecare
  - Technology Solutions
  - Aroma Performance

ADVANCED MATERIALS

— 2015 net sales: € 4,503 million
— REBITDA: € 1,079 million
A leader in markets with high entry barriers and strong returns on investment, the Advanced Materials is a major contributor to the Group’s performance and growth.

— Global Business Units:
  - Specialty Polymers
  - Composite Materials
  - Special Chem
  - Silica

PERFORMANCE CHEMICALS

— 2015 net sales: € 3,052 million
— REBITDA: € 770 million
Performance Chemicals generates a strong cash flow and continues to roll out top programs able to create more sustainable value.

— Global Business Units:
  - Soda Ash & Derivatives
  - Peroxides
  - Acetow
  - Coatis

FUNCTIONAL POLYMERS

— 2015 net sales: € 1,926 million
— REBITDA: € 190 million
Our Polyamides activities are grouped in this segment. Their key success factors lie in strategies focused on optimization and production innovation.

— Global Business Units:
  - Performance Polyamides
  - Chlorovinyls
  - Fibras

CORPORATE & BUSINESS SERVICES

The segment offers energy optimization programs to third parties, as well as piloting our SOLWATT® program.