



SOLVAY

asking more from chemistry®

Solvay Media Kit

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1. About Solvay



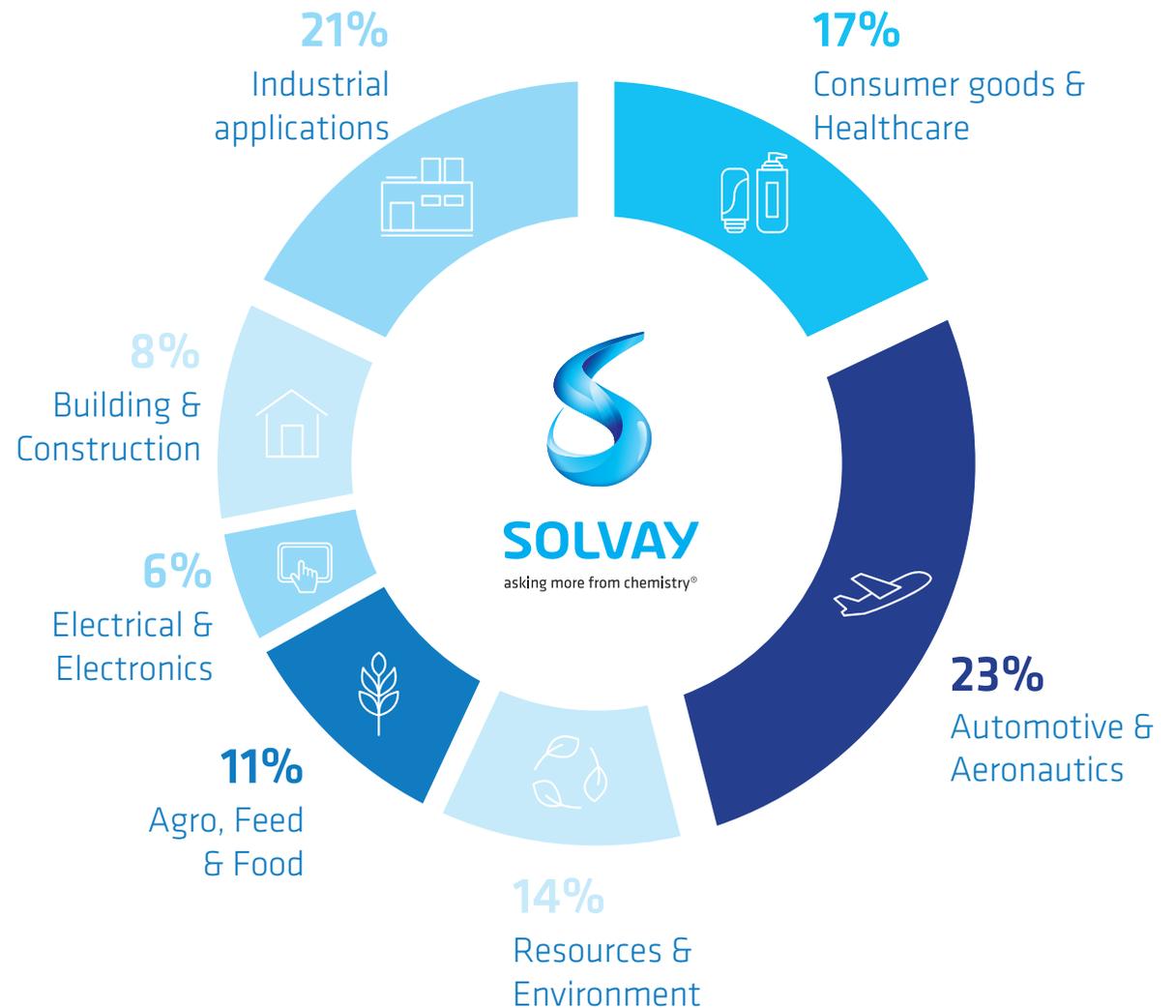
Solvay is an advanced materials and specialty chemicals company, committed to developing chemistry which addresses key societal challenges. Solvay innovates and partners with customers worldwide in many diverse end markets. Its products are used to enhance efficiency and sustainability in planes, cars, batteries, smart and medical devices, as well as in mineral and oil and gas extraction. Solvay's lightweighting materials promote cleaner mobility, its formulations optimize the use of resources, and its performance chemicals improve air and water quality.

1.1. Solvay at a Glance

(based on FY 2017 Figures)



2017 underlying results



Distribution of net sales 2017 underlying results

1.2. Group Portfolio



Advanced Materials

Providing solutions for sustainable mobility, lightweighting, CO₂ and energy efficiency



Advanced Formulations

Customized specialty formulations in surface chemistry and liquid behavior, maximizing yield & efficiency, minimizing eco impact

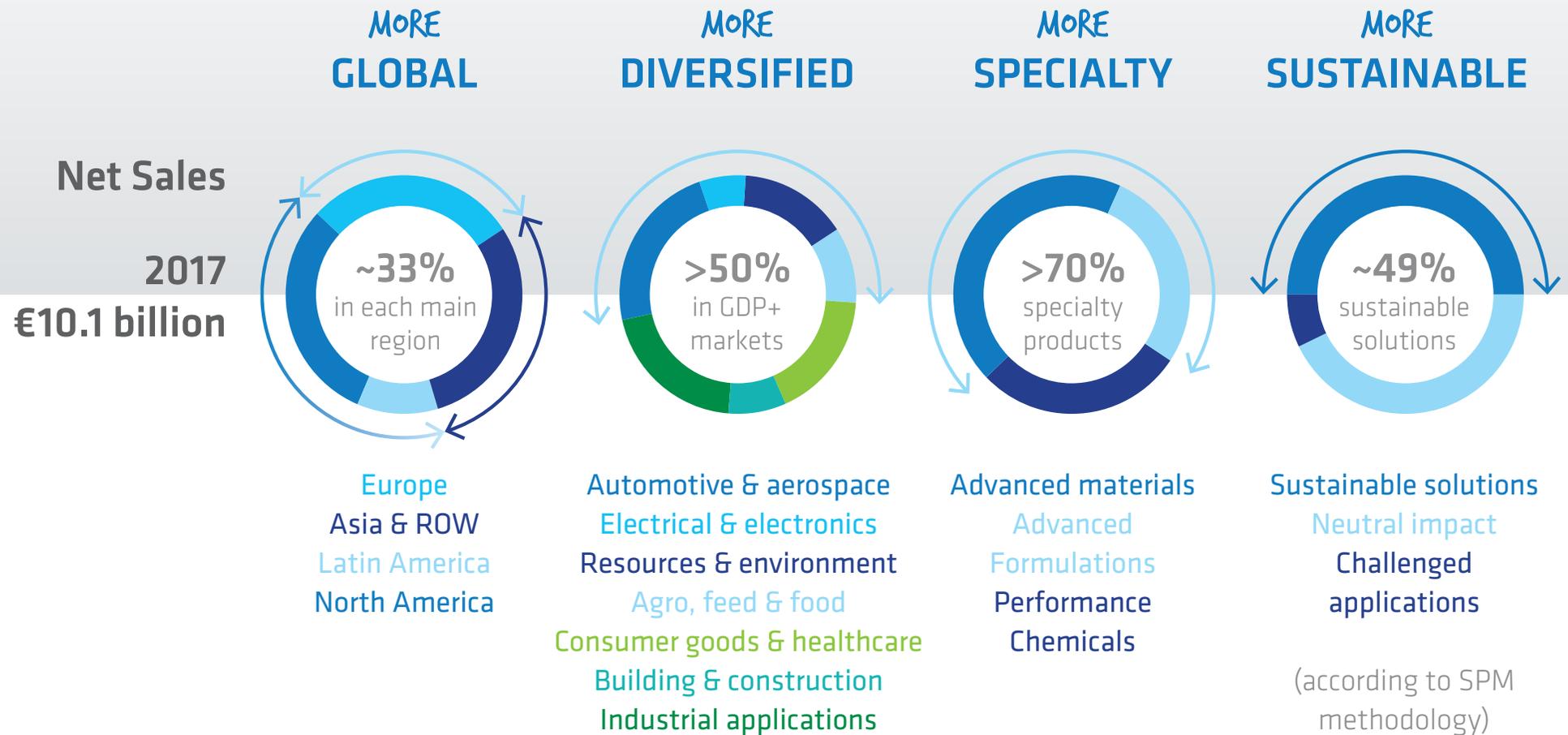


Performance Chemicals

Leading positions in chemical intermediates through scale & technology, developing innovative application & industrial innovation for optimized costs

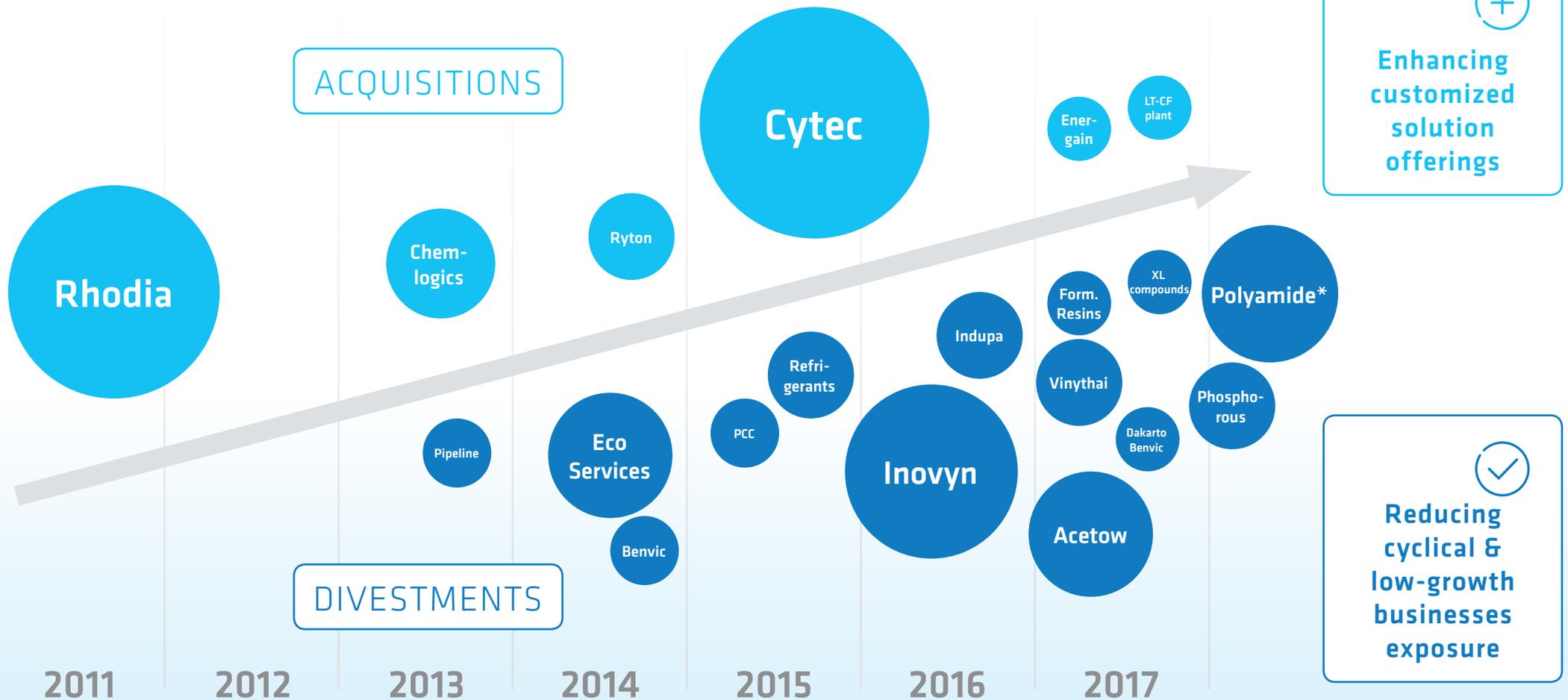
2. Transforming Solvay

Since the beginning of the 21st century, the pace of change in the world has accelerated dramatically as new materials and technologies transform the way society operates. For Solvay, that change has culminated in a profound transformation of the business.



2.1. Solvay's Portfolio Upgrade

Thanks to the acquisition of new companies and complementary technologies, and the divestment of others, Solvay's profile has evolved into global multi-specialty chemicals. About 50 of these transactions in five years have seen the Group's focus shift from traditional, large volume, and cyclical products towards advanced materials and specialty chemicals tailored to the needs of specific markets and customers.



* Divestment in progress, expected to be finalized by the end of 2018

Solvay's portfolio transformation has brought the Group business in cutting-edge international markets including aerospace where our composite materials replace metals on key parts like wings, and smart devices where our materials are used to protect the camera or speakers. The new and existing customers Solvay supplies in these markets have evolved their ways of working and now require:

Rapid Technological Innovation



Top-tier Talent



Personalized Service



Faster Response Times



Customers expect top-class, personalized service, and the latest technological advances delivered as quickly as possible so they can outperform their competition. In the fast-paced world of smart devices for example, products need to be developed within tight timeframes (sometimes within just a few months) to prove concepts and support the rapid production schedule of popular models.

Solvay wants to grow with these customers. By adapting its way of working, Solvay can devote more time and energy to meeting their needs. For the Group as a whole, this will mean even more opportunities to generate long-term growth and contribute to a more sustainable world.

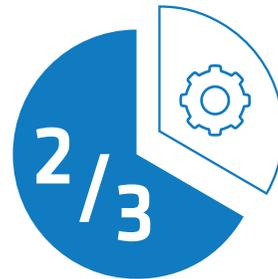
2023
2022
2021
2020
2019
2018
2017
2016
2015

3. Organizing for the Future

To complete its profound transformation into an advanced materials and specialty chemicals company, Solvay first presented plans to align its organization worldwide more than a year ago. Today the Group has announced the detail of this new step: a project to simplify the way of working throughout the organisation and to optimize and concentrate some of Solvay's European research and innovation (R&I) activities.

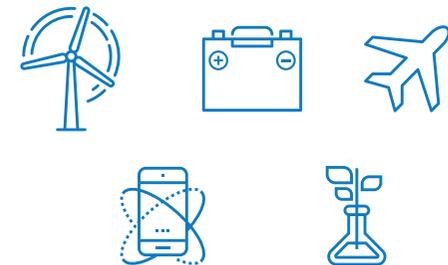
3.1. Why does Solvay need to adapt its organization?

Between 2012 and 2018, the Group dramatically changed and upgraded its portfolio with high-growth, high-value businesses to create new opportunities in the global marketplace. But Solvay's organization has not yet fully adapted to its new scope, extended client base, or the changed global marketplace.



of New Activities

(not in the Group perimeter 6 years ago)



New Customers

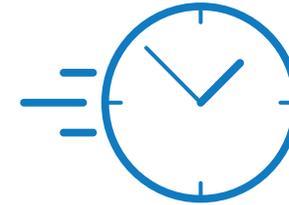
The changes Solvay wants to implement are designed to bridge that gap and turn the Group into a simpler, more agile, and outward-looking organization. It will also open up the way Solvay works and deliver the innovative technologies that customers and society are asking for.

3.2. Simplification to become more customer-focused

More than 500 employees from throughout the Group have worked over the past year to identify unnecessary complexity and co-design a transformation project which will make Solvay a faster, simpler, and more customer-centric business.

Creating simpler ways of working includes reducing the number of process and administrative tasks and better use of digital technologies. Refocusing activities will impact the structure of the organization, roles, and responsibilities. But it will also free-up employees to spend more time with clients, understand their needs as early as possible in their projects, and work side-by-side with them to co-innovate solutions.

Faster



Simpler



Customer-focus



4. Upgraded innovation capabilities in an open and collaborative work environment

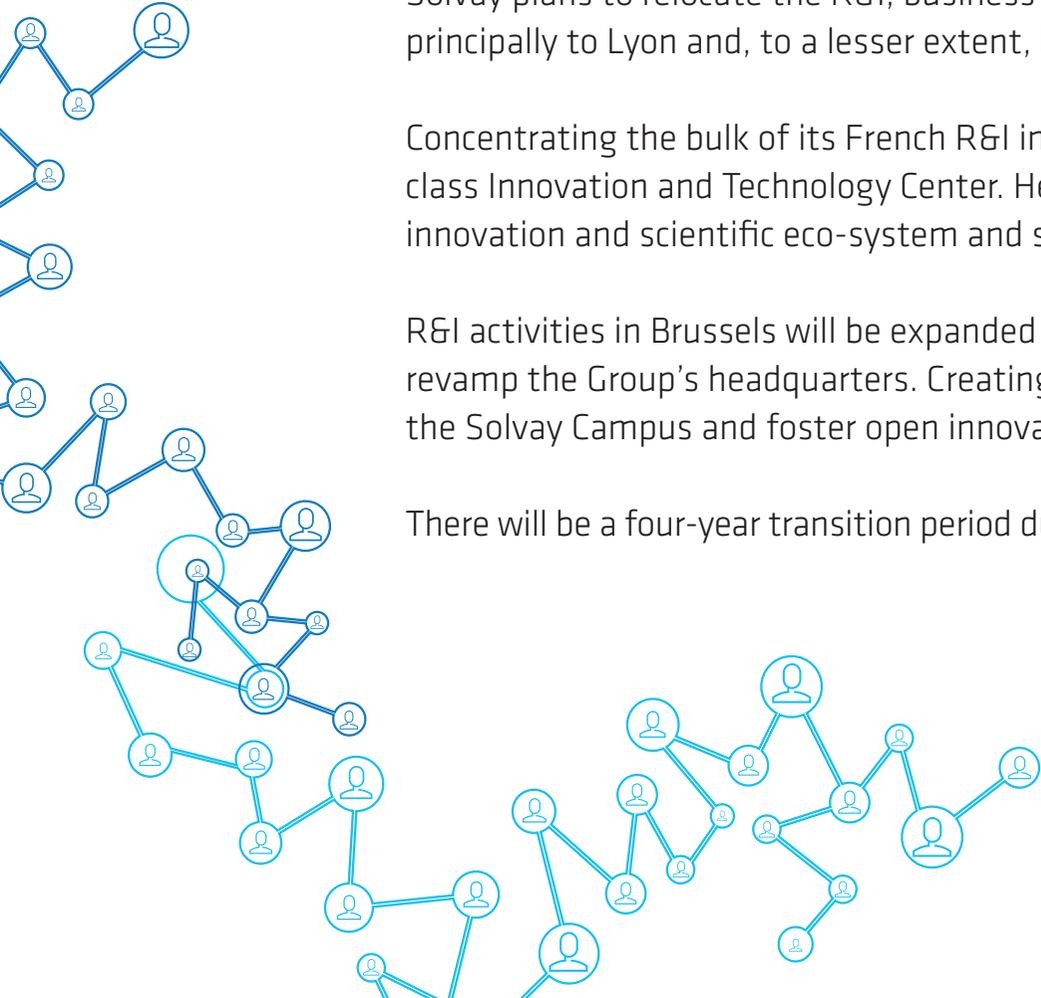
To organize for the future and align the business to its new scope, Solvay is planning to upgrade part of its European innovation capabilities and to consolidate its business and support activities which are scattered across four locations in Belgium and in France today. The profound transformation of Solvay's business portfolio has significantly reduced the Group's activities in those two countries.

Solvay plans to relocate the R&I, business and support activities performed in Aubervilliers and in Paris, principally to Lyon and, to a lesser extent, Brussels. A small representation office will remain in Paris.

Concentrating the bulk of its French R&I in Lyon, already Solvay's largest R&I site, will involve creating a world-class Innovation and Technology Center. Here, some 750 researchers will benefit from the region's international innovation and scientific eco-system and strong chemical industry presence.

R&I activities in Brussels will be expanded into advanced materials science as part of an overall project to revamp the Group's headquarters. Creating a more collaborative work environment will also draw partners to the Solvay Campus and foster open innovation.

There will be a four-year transition period during which the Group will concentrate R&I activities into these centers.



5. Impact on employment and employees

This project will have consequences for employment. The simplification of the organization will lead to approximately 600 net redundancies, mainly in functional activities, including 160 in France, 90 in Portugal and 80 in Brazil and 20 in Belgium. Natural turnover, voluntary leave, and a priority to reposition collaborators in redundant jobs within the Group, should help mitigate the impact.

The concentration of R&I activities in Lyon and Brussels will see about 500 employees transferred from the Paris area over the next four years. These employees can rely on comprehensive support from the Group to manage a smooth transition also for their families, including schooling, housing and job support for spouses .

Solvay is fully aware that such an ambitious project will constitute a challenge for many involved. In line with its social values, Solvay is committed to limiting job losses as much as possible and to support employees in this transformation journey.

The Group today launched the relevant information and consultation procedures with employee representatives. The procedures are expected to be completed end June, allowing effective implementation of the project over the next four years.

