

# Ready for tomorrow

**Growth, Competitiveness and Innovation**  
2007

An international Chemical and Pharmaceutical Group



## Solvay 2007

EUR 9 572 million sales  
EUR 828 million net earning  
EUR 1 192 operating result  
EUR 1 421 million cash flow

Employing 28 340 people  
Present in 50 countries on every continent  
With 400 centres  
95% of sales come from outside Belgium and 49% from outside the European Union  
Stable or rising dividends every year for 26 years  
Operates in three sectors:  
Pharmaceuticals, Chemicals and Plastics  
Listed on NYSE Euronext Brussels

### A global presence

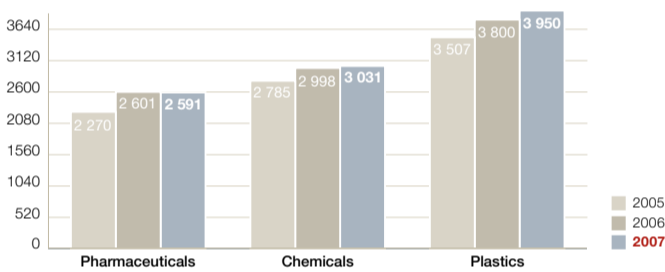
Europe	56 %	The Americas	32 %
European Union (27)	51 %	Nafta	24 %
Other European countries	5 %	Mercosur	8 %
Asia-Pacific	9 %	Rest of world	3 %

### Customer markets

Human health	29 %	Detergents, cleaning and hygiene product	3 %
Construction and architecture	13 %	Packaging	3 %
Automobile industry	12 %	Consumer goods	2 %
Chemical industry	9 %	Human and animal food processing	1 %
Glass industry	6 %	Other industries	9 %
Water and the environment	5 %		
Electricity and electronics	4 %		
Paper	4 %		

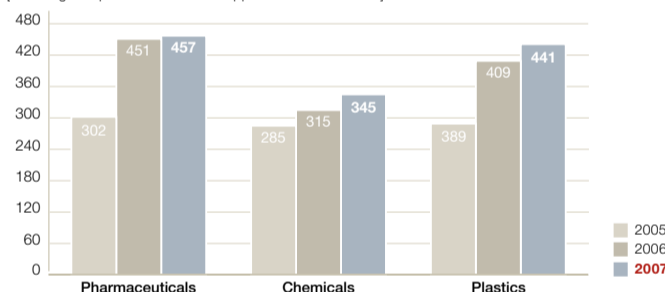
### Activities

Group sales 2007 = EUR 9 572 million



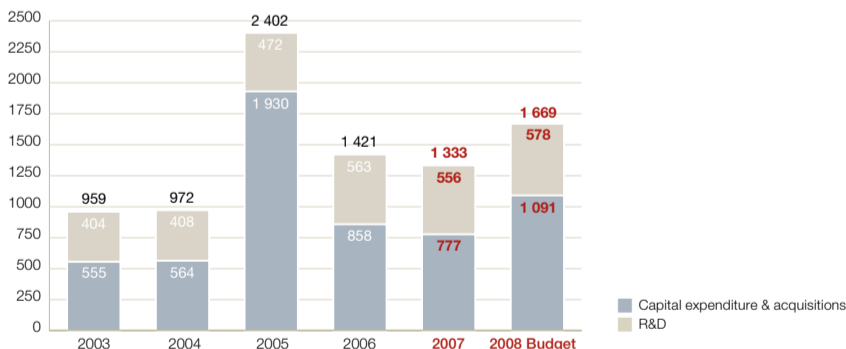
Group REBIT 2007 = EUR 1 192 million

(including "Corporate & Business Support" : EUR -51 million)



### Expenditure for the future

Total Group capital expenditure, acquisitions and R&D 2007 = EUR 1 333 million



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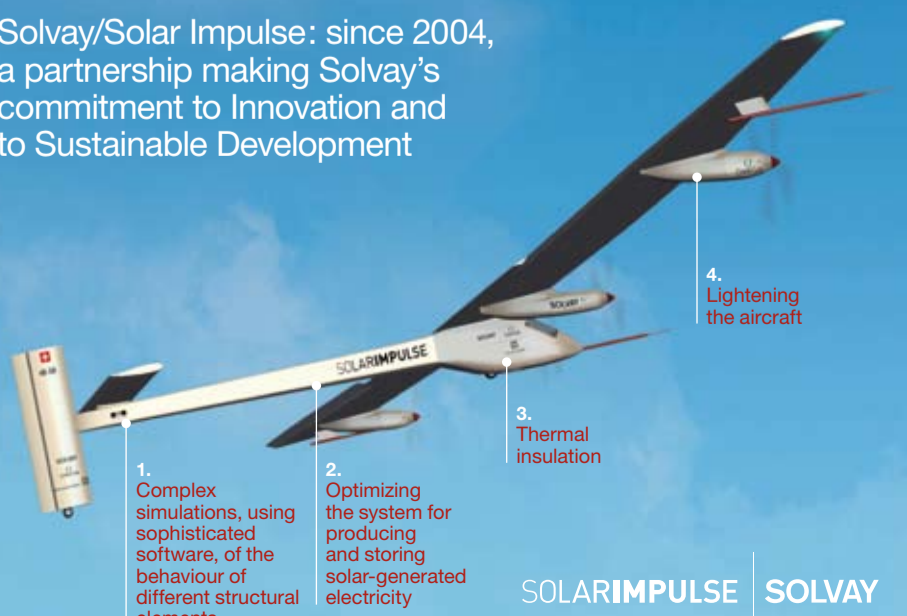
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Layout and production : The Crew – www.thecrewcommunication.com – Photos : Solvay, Bernard Foubert.

Solvay/Solar Impulse: since 2004, a partnership making Solvay's commitment to Innovation and to Sustainable Development



1. Complex simulations, using sophisticated software, of the behaviour of different structural elements.

2. Optimizing the system for producing and storing solar-generated electricity

3. Thermal insulation

4. Lightening the aircraft

SOLARIMPULSE | SOLVAY

AROUND THE WORLD IN A SOLAR AIRPLANE | MAN PARTNER

© Solar Impulse/EPFL, Claudio Leonardi

# Mission, Vision, Values



- Our Mission**
- Scientific, technical and commercial expertise in chemistry and human health
  - Aware of our social responsibilities
  - Supplying innovative products and services
  - Creating sustainable and constantly growing value

# a Passion for Progress®

- Our Vision**
- Independent, ethical and responsible Group
  - Global vision
  - Balanced portfolio
  - Sustainable, profitable and constantly growing businesses.
  - Managed with respect for societal and environment issues

- Our Values**
- Ethical behaviour
  - Respect for people
  - Customer care
  - Empowerment
  - Teamwork

Our business strategy unambiguously commits the Group to growth on three fronts:

- priority to growth - in selected areas of pharmaceuticals, chemicals and plastics;
- innovation, the key to growth and to constantly improving competitiveness;
- an expanded presence in Asia, the Americas and Eastern Europe.

## Pharmaceuticals Sector



# En route for tomorrow's Solvay Pharmaceuticals

### Key figures [EUR million]

	2005	2006	2007
Sales	2 270	2 601	2 591
REBIT	302	451	457
REBITDA	376	554	559
Capital expenditure	1 346	201	73
R&D	351	424	415
Headcount*	10 004	10 088	9 178

\* Full-time equivalents at January 1, of are following year.

Main products	Europe	N.America	World
Fibrates	1	1	1
Antivertigo	1	1	1
Pancreatic enzymes	1	1	1
Antispasmodics/irritable bowel syndrome	1	1	1
Female hormone treatment	3	2	2
Menopausal hormone treatment	3	1	1

Solvay Pharmaceuticals operates in two main therapeutic areas, in which it undertakes a full range of Research and Development activities:

- Cardiometabolics (including the fenofibrate franchise);
- Neuroscience.

Supplementing these are several areas in which major medical needs exist:

- Flu vaccines ;
- Pancreatic enzymes ;
- Women's and men's health ;
- Gastroenterology.

## Chemical Sector



# On the path of growth

### Key figures [EUR million]

	2005	2006	2007
Sales	2 785	2 998	3 031
REBIT	285	315	345
REBITDA	448	484	508
Capital Expenditure	261	270	315
R&D	27	33	37
Headcount*	8 721	8 691	8 395

\* Full-time equivalents at January 1, of are following year.

Main products	Europe	World
Soda ash	1	1
Hydrogen peroxide	1	1
Sodium percarbonate/perborate	1	1
Caustic soda	2	3
Precipitated calcium carbonate	amongst the world leaders	
Sodium bicarbonate	1	1

### Strategy

- Strengthening our geographic expansion ;
- Growing in Specialties ;
- Pursuing technological innovation ;
- Consolidating in Essentials.

## Plastics Sector



# Enriching our product portfolio and fully exploiting our strengths

### Key figures [EUR million]

	2005	2006	2007
Sales	3 507	3 800	3 950
REBIT	389	409	441
EBITDA	565	595	636
Capital Expenditure	293	367	334
R&D	79	88	87
Headcount*	8 474	8 889	8 977

\* Full-time equivalents at January 1, of are following year.

Main products	Europe	World
Fluorinated polymers	1	3
Other Specialty Polymers	amongst the world leaders	
Inergy Automotive Systems (fuel systems)	1	1
Vinyls	2	3
Pipeline (pipes and fittings)	leader in its markets	

### Strategy

- Expanding the Specialties cluster :
- product leadership ;
  - R&D ;
  - globalization.

- Expanding the Vinyls cluster :
- regional leadership in Europe, South-East Asia and South America ;
  - selective geographic diversification (Russia) ;
  - competitiveness.

## New Business Development



# The contribution of technological solutions to the challenges of the 21<sup>st</sup> century

The mission of the New Business Development (NBD) teams is to develop new activities by creating new materials and innovative systems using technologies that go beyond those applied in our traditional businesses. These will supplement our current activities or will contribute to creating new activities that will be integrated into the existing Sectors.

The objective is to contribute EUR 500 million of annual sales by 2015.

### The Organic Electronics platform

- OLEDs ;
- Third-generation (organic) photovoltaic cells ;
- printed electronics.

### The Renewable Energies platform

- materials and components for manufacturing fuel cells ;
- hydrogen storage solutions.

### Nanotechnologies