One single, highly competent, Global Business Services delivering added-value services to the Solvay Group.

Solvay Business Services
Management Guide
SBS-P-MSBS-001 – SBS Management Guide
Warning

• This document is the version 1 of the Management Guide, based on existing content defined by project teams during the design phase (until end of June 2013).

• On some fundamental contents (Accountabilities, Governance, Performance Management, KPIs, HR & people development principles, …) work is still in progress and as a consequence they are missing in this version 1.

• This version 1 is a document of reference. It potentially doesn’t reflect the finalized version in terms of content and format, which are still to be reviewed with all the actors involved.
| 1 | SBS General Presentation |
| 2 | Building Principles of the Organization |
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# SBS General Presentation

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SBS is a logical step in the Group integration and will help Solvay in its way towards being a best-in-class company

- The full integration of administrative functions in one single shared services organization responds to the need to bring together the existing legacies, and is a logical step in the integration process of the Solvay Group.
- It will allow the Group protect its competitive standing in an extremely competitive market that is increasingly turning to emerging countries,
- Solvay Business Services (SBS) presented below will meet this need as a unique, global shared services unit:
  - SBS will rely upon key drivers to turn around the performance of the administrative organization by ensuring greater professionalization, pooling resources into centralized platforms, standardizing and managing processes from end to end.
  - The new organization will be more global with regional centers of expertise meeting the specific needs of the various regions.
  - In addition, the stage will be set to provide superior customer service, create more value for the businesses while meeting the needs of internal and external stakeholders more effectively (economies of scale, expertise synergies, greater standardization, automation with general safeguard plan)
  - SBS is designed as a key contributor of Solvay and will capitalize on existing internal strengths, resources and expertise

1 : Selling, General and Administrative Expenses
SBS wants to capitalize on the key strengths and best practices of both models to provide the best service to businesses and functions in the Group.

- **Major differences** in the “as is” and “future” models at Solvay and Rhodia require bringing the shared services organizations closer together.
  - **Consolidation** into a single global shared services entity
  - **Operational standardization & homogenization**
  - **Capitalizing** on the strengths of both models

- **Coming closer together** will allow the Group’s businesses and functions to be supplied more consistently on a global and local scale.

- The target is a value-added model designed to be a key contributor to the success of the Solvay Group.

Moving from a functional organization to a...

- **multifunctional organization including the information Services organization**
- **an integrated organization around end-to-end processes in a customer-centric model**
Solvay Business Services will be a key contributor to Solvay’s success as one single, highly competent, Global Shared Service unit.

**SOLVAY Group**
*is now in the Top league*

**SOLVAY’s ambition (3 B€)**
*is focused on value creation*

**Solvay transformation is based on 2 levers**

- **Operational excellence**
  - **Purchasing and Logistics**
    - Buy Cheaper, Buy Better, Buy Less
    - Through Volume bundling, standardization, best practices...
  - **Administrative & process efficiency**
    - Streamlined organization
    - Redesigned processes to improve productivity

- **Industrial & Supply Chain excellence**
  - Improve competitiveness of our plants
  - Reduce capital intensity (improve return on our capital invested)
  - Maximize Free Cash Flow generation

- **Marketing & Commercial excellence**
  - Maximize value pricing and pricing power to keep room for investment

**Growth**

- **Innovation focused on growth megatrends**
  - Maximize Free Cash Flow generation

- **Innovation fueling sustainable growth**
  - Pursuing strategic bolt-on acquisition opportunities

**Solvay Business Services will be an enabler to leverage service excellence and to support growth**
SBS is one of the key players within Solvay Group

- Shape and safeguard policies, processes and “red lines” applicable to all
- Ensure optimal support to Businesses, Regions and other Functions
- Foster the sharing of best practices

- Responsible for the Group’s strategy
- Manage portfolio and resource allocation in order to reach Growth and Sustainable Development ambitions

- Drive the growth of the Group
- Close to markets and customers
- Possess the appropriate strategic and operational levers to deliver on their commitments

- Ensure the competitive standing and operational excellence of major end-to-end processes in the Group
- Deliver services to the Businesses, Functions, employees, customers and vendors of the Group
Focus on scope: The SBS scope will consolidate and extend the value proposition of services supplied to customers.

In the long run, SBS activities can be extended every time this will provide additional value.

### SBS in 3 years

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SBS: around 1900 people serving 90 sites in 25 countries at the end of 2012; a budget of around 300 M€

Main regional centers

NB: Does not include 3rd party providers
The SBS target model is to be articulated around nine structural dimensions:

- **Scope and processes**
- **Process standardization**
- **Localization**
- **Tools and technologies**
- **Process owner**
- **Demand management**
- **Services supply**
- **Governance model**
- **Sourcing model**

1. **Multi-functional, end-to-end processes**, extended to all “eligible” functions
2. **Organization reporting** to an executive committee member supervised by a board
3. **Strategic sub-contracting** with external partners and support to existing regional centers
4. **Process automation** and operational dashboards & reporting tools
5. **Service level agreements** with performance measures, continuous improvement and collaborative definition of KPIs
6. **Unique global standards** and consistent level of service
7. **Global platforms** with a limited number of regional centers and their satellites
8. **Clearly defined transversal high level roles and responsibilities**
9. **Standardized services catalog** with a common global level and optional services
With SBS, Solvay is on its way towards recognized Best-in-Class shared services organizations.

Traditional Back Office functions extended to service management and reporting embedding end-to-end logic & reengineering.

Integrated Transactional Services

Extended Integrated Business Services including process owners with process change capability:

- Business analytics
- Decision support
- Global data management
- Global consumer relations
- Digital assets
- Customer & commercial solutions
- Initiative management
- Product/service innovation capability

Regional shared services, still siloed, but including Procurement, Supply Chain and Customer Service.

‘Traditional’ Back Office

‘Extended’ Back Office

Number of functions involved

Shared services siloed

Extended
Integrated Business Services

“as is”

“to be” in 3 years

Oil & Gas Co.

BP

Dow

DIAGEO

Henkel

BASF

Statoil

AB InBev

VALE

P&G

Bristol-Myers Squibb

Chapter 1

SBS Model

1.3

Prez Info-Consultation CEE 8 Avril 2013

November 22, 2013
The SBS has a clear Mission & Vision with 4 equally important objectives: customer satisfaction, process effectiveness, cost competitiveness and value creation.

**SBS Mission**

To support Solvay's strategy by:
- delivering value-adding global shared services to the Group
- managing its scope with agility and flexibility to support the Group portfolio changes
- operating end-to-end processes
- using innovative solutions and state-of-the-art technology.

**SBS Vision**

To be a recognized key contributor to Solvay’s success as one single Global Shared Services unit
- Operating best-in-class processes,
- Using integrated solutions,
- Supported by highly competent and committed people engaged in a culture of service excellence.

**SBS Objectives**

- **Customer satisfaction**
  Meet customer expectations

- **Process effectiveness**
  Deploy / maintain / continuously improve quality of the process

- **Cost competitiveness**
  Optimize cost of services

- **Value creation**
We aim to manage our operations by adopting best practices to meet the needs of all the stakeholders who count on us: Customers, Employees, Suppliers, Communities, Planet and Investors.

- We want to optimize standard systems and processes to respond to our Customers’ expectations, supported by a customer-centric culture, because we aim to be an essential contributor to the success of their activities.

- We recognize the important role of our Employees in our activities and we respect them. We aim to empower them, and to provide an inspiring work environment, where they can be engaged and behave collaboratively. We aim to meet ambitious challenges and to develop new talents, providing them opportunities for personal and professional development to fully use their potential.

- Our Suppliers are key to our success and, for this reason, our relationship with them is founded on mutual benefit.

- We support the Communities through projects with agreed scopes when and where our competences can make a difference.

- We respect the Planet; we aim to minimize the impact of our processes on natural resources.

- We recognize the commitments we have with our Investors. We support Solvay’s strategy and we aim to be recognized as a key contributor to Solvay’s success.

We strive for excellence at all levels and aim to continuously improve the management of our worldwide processes to increase their effectiveness and efficiency, taking into account the appropriate legal and regulatory requirements.
The Mission, Vision and Objectives of SBS are based on five drivers:

- **CUSTOMER CENTRICITY**: Businesses are in the driver seat.
- **"END-TO-END" ORGANIZATION**: Major processes are managed and operated with a transversal approach.
- **GLOBAL SERVICES TO BUSINESSES**: A single operator for all shared services on a worldwide basis.
- **BEST IN CLASS**: Professional teams targeting WW excellence and people development.
- **TECHNOLOGY & INNOVATION**: Core to business excellence and to support businesses.
Focus on customer centricity: at the core of the SBS model through SBS governance, design choices and organizational set-up

- Mutually agreed upon and consistent SLAs and common KPIs
- Single global standards, service catalogues with customizations based on business cases
- Global and local services ensuring business proximity
- Business Relationship Manager as the voice of the customer
- Process Committees / Councils with BUs in the driver’s seat
- Continuous improvement with Process Managers supporting businesses
- Process Owners ensuring transversal consistency

Customers

Stakeholders

Functions

BUs

Corporate
Focus on end to end process: facilitate interfaces, pool services and share best practices with a continuous service & change mindset

End-to-end macro-processes represent a set of activities or related structured tasks resulting in a given service or product for the (internal or external) process customer

Structural principles

- Facilitate the interfaces or intermediate steps to optimize performance and process efficiency and consequently:
  - Increase customer satisfaction
  - Ensure long-term competitiveness of the Group
- Pool services in order to improve the focus on customer needs and the BUs
- Share best practices across functional areas and promote continuous improvement
- Introduce a scalability rationale into the organization to support the growth of the Group

Scope to be covered

- The scope to be covered has been defined based on a set of criteria
- Selected activities consolidated into four "end-to-end" processes combined with IS and support functions

Four end to end processes

- Order-to-Cash (OtC)
- Procure-to-Pay (PtP)
- Hire-to-Retire (HtR)
- Record-to-Report (RtR)
- Information Services
Focus on end-to-end process: our vision is to move from a functional organization to a multi-processes SBS, organized along End to End processes.

Processes go well beyond the borders of each organization.

**END-TO-END PROCESS ORGANIZATION CREATE VALUE FOR SOLVAY GROUP**

- Benchmarking & best practices
- Enhanced process and cost optimization
- Customer centricity
- Innovative engine & best practices sharing
- Culture of emulation
- Service excellence
- Scalability
- IS as a major enabler
Focus on Global services: One single global business services organization for all businesses everywhere in the world on a consistent basis

- **One single global business services organization** on a WW basis: SBS consolidates the Shared Service organizations (IS, 3S, RBS, HRO (partial), CICC (partial)…)

- **Standardized and customized services** to better fit customers’ needs

- **Global operating processes** combined with local delivery

- **WW support to BUs development**

- **WW technologies, tools and reports**

- **WW and local expertise**
Focus on Best in Class driver: Being Best in Class to serve all our customers over the world

- **Best practices’** implementation
- **Benchmarks** on both efficiency & effectiveness dimensions
- Leverage of **tools and technologies**
- **Quality, compliance and certification standards**
- **Highly professional teams** ensuring best expertise
- **Internal consultancy** and **global solutions** provider
- **Career opportunities** at WW level
- Regular and **measurable customer satisfaction**
- **Services catalogs, SLAs, KPIs**
Technology & innovation is a strong enabler of SBS strategy

- **Technology and innovation** are at the heart of the improvements in SBS delivery
  - Reliable and WW technology
  - Innovative and automated tools
  - Core WW and simplified systems combined with more specific business needs
- **IS is a core pillar of SBS:**
  - All IS activities are integrated in SBS and deliver services as a Shared Services to all internal customers (BUs, functions, corporate)
  - IS is an **accelerator of service delivery and innovation** through common data, processes, organization and tools
  - **IS is already a Global Shared Services** organization around processes
  - IS reinforces end-to-end processes & better takes into account customers’ needs
  - IS provides SBS project with **best practices and experience on global shared services operating**
  - Full IS integration **ensures consistency of all IS expertise** and management of IS community
The initial SBS model should be deployed by 2015, ensuring service continuity, while being interactively consistent with the Group priorities and scope evolution.

- **2013**
  - Preparation, Social Consultation, SBS Launch, Implementation
  - Launch
  - Switch over on defined scope
  - Organization empowered

- **2014**
  - Organization set-up
  - Implementation of End-to-End processes and organization fine tuning
  - Set up transition governance
  - Set up target governance
  - Continuous improvement

- **2015**
  - Go live / Implementation
  - Globalization
  - Switch to End-to-End deployment

- **SBS model V1.0 deployment**

- **2013 – 2015**

- **Continuous improvement**

- **Service Continuity Delivery while managing transition**
SBS top 5 priorities in 2013 - 2015

1. **Servicing the businesses**
   - Secure service delivery continuity:
   - Support business operations (acquisitions, divestments, investments, growth..)
   - Optimize and improve services continuously

2. **Improving processes effectiveness**
   - Deploy SBS governance
   - Define SBS service catalogue
   - Set up processes performance monitoring tools
   - Measure and improve process performance

3. **Ensuring cost competitiveness**
   - Deliver 2015 synergies
   - Prepare 2014 SBS invoicing to BUs/Functions
   - Measure and improve cost performance
   - Prepare deployment of BO & FO and roll out

4. **Managing the organization transition**
   - Define roadmap & deploy end to end processes
   - Merge & integrate legacies within SBS
   - Manage risk, mobilize management communities
   - Make strategic IS choices

5. **Implementing a strategic roadmap**
   - Define End-to-End process, delivery, support functions and integrated IS roadmap
## Building Principles of the Organization

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The SBS organization building blocks are structured around four main axes

1. **Global Businesses**
   - Relationship & Delivery Management
   - Business Relationship Management
   - Service Delivery
   - Europe
   - North America
   - Latin America
   - Asia Pacific
   - Worldwide Back Office coordination

2. **Global Processes**
   - OtC process (Order-to-Cash)
   - HtR process (Hire-to-Retire)
   - PtP process (Procure-to-Pay)
   - RtR process (Record-to-Report)

3. **Global Information Services**
   - Applications
   - Infrastructure
   - North America IS
   - Latin America IS
   - Asia Pacific IS
   - Industrial Scientific and Technological
   - Corporate Advisor
   - Acetow

4. **Transversal & Support Functions**
   - Strategy & PMO (Project Management Office)
   - HR & Change Management
   - Finance
   - Communication
   - Service Excellence & Knowledge Management
   - Vendor Management
   - Legal
   - Compliance & Risk Management

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Chapter 2
2.1 Global Organization
The delivery centers are organized into four regions, along end-to-end processes and split between Back-Office and Front-Office activities.

- **Service delivery centers** (excluding IS support activities) organized in each region: Europe, Asia Pacific, North America, Latin America, with a preference for current regional center locations.
- The centers are supervised by a **global services delivery manager**.
- **Organized** according to the four end-to-end processes, split between Back- and Front-Office activities.
  - **Back Office:**
    - Four centers serving their regions as well as the whole world, and coordinated worldwide (Lisbon, Curitiba, Bangkok, Shanghai).
    - For activities not requiring proximity to customers.
  - **Front Office:**
    - Five centers serving their regions (Lyon, Sao Paulo, Cranbury, Singapore, Shanghai), supported by local satellites.
    - Professional business services, requiring proximity to customers.
- The **Regional Head** is responsible for:
  - **Consistency** and **transversal relations** across activities, departments, sites and legal entities in the region.
  - **Regional / local compliance**, and supervision of Back-Office and Front-Office activities.
Demand management and customer relations are promoted, supported, monitored, managed and developed by/with Business Relationship Managers (BRM) and Customer Relationship Managers (CRM).

- Customer relations constitutes a key element in this organization.
- The set of a team of Business Relationship Managers is proposed in order to:
  - Be the customer's voice within SBS and from SBS to businesses and functions.
  - Evaluate, approve and define the strategic, technical and commercial needs of the businesses.
  - Monitor SBS performance within SBS and help improve the level of service.
- The team will consist of a BRM per BU as well as a few Customer Relationship Managers for functions, End to End processes, "corporate" activities and other IS services: it will monitor customer satisfaction and the creation of long-term value for SBS and its customers.
The ‘Order-to-Cash’ (OtC) process covers the various operational activities between an external customer order and its payment.

### Functional scope of the OtC Process

- **Customer Service**
  - Manage and track **sales orders**
  - Provide **support** and **technical expertise** to all BUs worldwide

- **Customs and Trade Compliance**
  - Provide support to **optimize customs duties, manage customs nomenclature, origin of goods, sales compliance and environmental taxes**

- **Credit Management**
  - Analyze solvability and risks and **prevent financial risks**
  - Ensure **cash collection**

- **Accounts Receivable**
  - Track **customer invoices and allocate payments**

- **Data & Logistics Support**
  - Manage **basic logistics data, import / export**
  - Ensure expert support to **deliveries & shipments**

- **OtC IS process expertise**
  - Provide OtC **process expertise & knowledge**

### Objectives

**Maximize the level of services rendered to Group customers, while:**

- **Optimizing actual cycle time** to collect receivables
- **Ensuring the reliability and timeliness** of data for account closing
- **Ensuring compliance and reducing risks**
The ‘Procure-to-Pay’ (PtP) process covers all activities which occur after an internal customer has expressed a need to purchase goods or services until payment is made.

**Functional scope of the Procure-to-Pay Process**

- **Provisioning**
  - Process purchase orders by translating internal customer requests into orders and communicating them to suppliers
  - Track the order, ensure delivery on time and in full, ensure that the internal customer records delivery of the provided goods and services

- **Accounts Payable**
  - Collect supplier invoices, reconcile them with deliveries and orders, launch and record payments

- **Travel and Expenses**
  - Manage travel and expense reports (verification, payment)

- **Master Data Management & Analysis**
  - Manage master data (vendors, items, contracts in SAP, ...) and KPI’s

- **PtP IS process expertise**
  - Provide PtP process expertise & knowledge

**Objectives**

1. Clarify roles and responsibilities
2. Standardize processes
3. Increase automation
4. Optimize costs
5. Establish effective interfaces between shared services, Procurement Function and Businesses
The ‘Hire-to-Retire’ (HtR) process covers the various operational activities carried out in the course of employee careers, between the time an employee is hired until he/she leaves the Group, up to retirement.

**Functional scope of the Hire to Retire Process**

- **Payroll and personnel administration**
  - Manage payroll & time, personal data and HR administration
  - Manage compensation operations
  - Manage pension administration in some countries (Germany, Belgium, …)
  - Provide technical support to corporate Compensation & Benefits team
- **Compensation & Benefits**
  - Define core data model and ensure alignment with this model
  - Issue legal and internal HR reports for managers & HR
  - Ensure data quality and propose HR systems evolutions in cooperation with IT
  - Payroll posting for general ledger and support for accounts reconciliation
- **Data Management & Reporting**
  - Payroll posting for general ledger and support for accounts reconciliation
- **Payroll accounting**
  - Handle HR and employees requests
- **Contact Center**
  - Payroll posting for general ledger and support for accounts reconciliation
- **HtR IS process expertise**
  - Provide HtR process expertise & knowledge

**Objectives**

1. Specialize
2. Pool Services
3. Standardize processes
4. Integrate IS tools
5. Provide self-service access to these tools

* This activity is in the functional scope of HtR. By delegation, it is operated by RTrR organization.
The ‘Record-to-Report’ (RtR) process includes all activities from recording accounting data to the production of financial reports.

**Functional scope of the Record to Report Process**

- **Data management & Reporting**
  - Ensure and structure *consistent master data processes* and prepare interface data to finalize the general closing in line with IFRS standards. Provide *Standard* and ad-hoc reports.

- **Costing and Cost accounting**
  - Define costing policies and procedures, authorize cost structures and provide service support to set up costing in relation with BU expectation.
  - Support *invoicing process* for goods and services regarding intercompany relationship and external service invoicing. Manage *transfer price documentation* attached.

- **Intragroup and service invoicing**
  - Manage *closing procedure*, provide reports within IFRS rules or statutory rules or tax rules.

- **Legal and consolidated Financial statement reports**
  - Compute *taxes* and prepare *tax declarations*. Analyze tax position and work with Tax corporate. Tax reporting.

- **Tax accounting, Tax reporting, Tax compliance**
  - Account for *cash flow movements*, organize *payment collection* and *disbursements*, manage cash flow operations when not supported by CICC.

- **Treasury accounting & Cash management**
  - Provide all *accounting* support to manage assets capitalization or divestments.

- **Investments / divestments accounting**
  - Provide RtR *process expertise & knowledge*.

- **RtR IS process expertise**

**Objectives**

1. **Increase the agility of resource allocation and expertise**
2. **Improve the quality of BU support**
3. **Standardize accounting activities**
4. **Focus financial managers on high value-added tasks**
5. **Establish transparent and efficient practices**
Information Services will be integrated within SBS

Functional scope of Information Services

Applications
- Maintain and develop applications
- Assist and train users
- Encourage creativity by proposing new solutions and aligning IS with customer strategies

Infrastructure Services
- Provide IS customers with significant added value worldwide (telecommunications, data centers, local servers, desktop services, messaging and printing services)

Industrial Scientific and Technological
- Implement dedicated Industrial, Scientific and Technological IS tools in order to develop and support R&D services, laboratory equipment, industrial interfaces and engineering services

Objectives
1. Establish a consistent organization at Group level
2. Contribute to the performance of end-to-end processes and serve as an innovation engine, by integrating the IS function within SBS
3. Ensure that all shared services benefit from IS maturity
SBS applications landscape & target level of standardization – 2013 analysis

1 - R&I & IAM
- Portfolio mgmt
- Project mgmt
- Laboratory processes
- Animate scientific community
- IP management
- Market & technology watch

2 - Industrial
- Engineering
- Planning (prod. scheduling)
- Production
- Quality
- HSE
- Maintenance

3 - Supply Chain
- Supply-chain & network planning
- Warehouse
- Transport
- Customs-trade compliance

4 - Operational Marketing & Sales
- Customer intimacy
- Sales (commercial)
- Contract management
- Order-to-invoice

5 - Purchasing & Procurement
- Negotiation & Sourcing
- Contract management
- Provisioning & approbation
- Procure-to-Pay

6 – Finance
- Record-to-Report
  - Investment/Divestment
  - Costing, incl. inventory valuation
  - Treasury & cash mgmt
  - Reporting & performance
  - General Accounting
  - Controlling & Consolidation
  - Credit mgmt & accountable receivable

7 – HR
- Hire-to-Retire 7
  - Staffing & organization chart
  - Payroll
  - Performance management
  - Compensation & Benefits
  - Learning
  - Career mgmt
  - Competency & job catalog
  - International mobility

Other
- Legal
- Compliance and risk
- Communication
- Strategy and strategic marketing
- Social relations
- Master Data management

1 Single standard
2 Multi standards
3 Data integration
4 No standardization

1 including especially Tax, Payroll accounting, Supplier accounting
2 To be slightly adjusted based on geography / legal constraints
3 Several standards by type of transport, e.g., gas
4 A unified process, but different by purchasing area
5 Single standard for processes and KPI – No standardization for functional locations and “Nomenclatures”
6 Standardization at high level, authorizing exceptions
7 Administrative and transactional in E-t-E process
8 Interviews being scheduled

Source: Interviews; project team

November 22, 2013
Ensure the services, the processes and the solutions provided by SBS are coherently architectured and are in alignment with the SBS strategy. Ensure the excellence of the project delivery process.

Ensure the implementation of the best operational excellence methodologies; promote knowledge management; implement quality and management systems including certifications; define, roll-out and monitor hard-skills training processes; coordinate Solvay Way.

Manage vendor contracts end to end from launching to completion, as well as the replacement of vendors by benchmarking them against market performance.

Track the financial performance of SBS, ensure that tax and accounting documentation provides a faithful picture of the actual situation, challenge and help SBS managers make decisions and attain their objectives.

Promote SBS within the group, keep SBS and Solvay employees informed on project service advancement, foster the motivation and collaboration of those working within SBS, and develop SBS service marketing.

Reduce the risk connected with SBS activities and ensure service continuity, crisis management process efficiency and strict adherence to the established safety policies.

As SBS activity Business Partner, and in line with the values, policies and operations of the Group, provide support to managers and teams on all HR dimensions.

Provide contract management support to SBS.

Support transversal reporting concerning customers and market trends and manage reporting service portfolio indicators.

Define data-related models and policies, and ensure the quality and integrity of information produced and used by the processes and businesses.
3 SBS Governance

3.1 Main principles of SBS governance

3.2 SBS Strategic Governance

3.3 SBS Operational Governance

3.4 Decision Making Channels and Matrix of Delegation

3.5 Budget Cycle

3.6 SBS Internal Governance

3.7 Key Rules

3.8 Risks Management

3.9 Solvay Way

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SBS governance will be organized around three bodies where businesses are in the driver seat.

- **COMEX**
  - Mainly composed of process customers (business and functions), SBS Process Manager, Process Owner and Head of SBS Service Delivery.
  - Are the customer's voice.
  - Define objectives and priorities for each process.

- **Strategic Process Committees**
  - Process Owners are chosen from outside the SBS organization.

- **SBS Board**
  - Validates the long-term SBS strategy and roadmap within consistent processes and systems.
  - Agrees on major structural changes for the Group.
  - SBS is supervised by a COMEX member, the Chief Finance Officer of the Group.
  - Composed of 4 BU managing directors with voting rights, the SBS Executive Team supervisor and SBS senior management.
  - Conducts high-level relations with customers.
  - Maintains consistency with strategic business objectives and with SBS's medium-term road map.

---

**Business Functions**

**Process Owners**

**Process Managers**

**One SBS Board**
The management of each process will be handled by a Process Manager with the support of Regional Operations Process Managers, while the Process Owner will be in charge of the high-level design of the process.

### INSIDE SBS

<table>
<thead>
<tr>
<th>Global level</th>
<th>Regional Operations Process Manager</th>
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</thead>
<tbody>
<tr>
<td><strong>Process Manager</strong></td>
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<tr>
<td>• He/she will be responsible for:</td>
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<tr>
<td>– Managing <strong>process execution</strong> within SBS</td>
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<tr>
<td>– Managing <strong>process interfaces with Functions or BUs</strong></td>
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</tr>
<tr>
<td>• Will make required <strong>decisions</strong> related to <strong>detailed design</strong></td>
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<tr>
<td>• Will have <strong>ultimate responsibility for SBS process costs and quality</strong> and will be responsible for process results</td>
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<tr>
<td>• Will decide on the necessary resources (sizing/profile) to comply with the performance indicators</td>
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</table>

### OUTSIDE SBS

<table>
<thead>
<tr>
<th>Process Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>For each end-to-end process:</strong></td>
</tr>
<tr>
<td>• Process Owners are chosen from <strong>outside the SBS organization</strong></td>
</tr>
<tr>
<td>• He/she</td>
</tr>
<tr>
<td>‒ Owns the end-to-end process across Functions, BUs &amp; SBS</td>
</tr>
<tr>
<td>‒ Consequently defines high level design of process (targets, main activities, monitoring practices, KPIs/SLAs, main interfaces)</td>
</tr>
</tbody>
</table>

**Prez Info-Consultation CEE 8 Avril 2013**
### Process Owner

- Owns the process end-to-end across Functions, BUs & SBS.
- Defines high level design of process: targets, main activities to be performed, monitoring practices, KPIs/SLAs, main interfaces.
- Translates main policies, guidelines & objectives of Group & customers into the process high level design.
- Proposes process mission, scope & goals to Strategic Process Committee.
- Proposes KPI principles for the E-t-E process to the Board for approval (including KPIs from SBS).
- Proposes best practices for further roll out.

**Objectives include:**
- Ensure that the process mission is accomplished and the main targets defined by the Board (cost, quality, best practice sharing…) are achieved;

### Process Manager

- Manages the execution of the process that is located in SBS as well as the E-t-E process interfaces with Functions or BUs.
- Decides on detailed design: execution practices, procedures, tools, resource allocation, etc.
- Proposes KPI and SLA principles to PO (for validation) and to the Strategic Process Committee for approval.
- PM is nominated by the SBS General Manager.
- Proposes best practices for further roll out.

**Objectives include:**
- Ensure that all activities are executed as established, and that the KPIs and the SLAs (cost, quality, best practice sharing…) are achieved.

### Design

- Monitors KPIs for the E-t-E process and reports to the Strategic Process Committee.
- Facilitates SLAs negotiations.
- Monitors interfaces between Functions, SBS and BUs, and with other processes.
- Pro-actively looks for changes in environment that can affect process performance.
- Plans regular audits & enforces process compliance.
- Assesses customer satisfaction.
- Coordinates process maturity assessments, validate and monitor continuous improvement action plans.

### Operations & performance

- Reports to Strategic Process Committee on its responsibilities.
- Performance evaluation and variable compensation are decided by his hierarchical superior (Function, BU) with input of the Board.
- Validates proposal of PM on «Make or buy» for possible impacts on E-t-E process.

**Relation between PO/PM:**
- Delegation of some of the PO responsibilities to PM is possible; accountability remains with PO
- PM has an intimate collaboration with PO and a hierarchical line to Head of SBS
- PO and PM are united by
  - Participation in the Strategic Process Committee
  - Participation of PO in PM evaluation
Main principles of SBS governance (1/3):
SBS governance is based on several internal and external bodies

1. SBS internal governance is structured around:
   - 4 management circles
     - SBS Exec Team (3)
     - SBS Global Mgmt Team (~15)
     - SBS Leadership Team (~50)
     - SBS Extended Leadership Team (~130)
   - Several transversal or specific bodies
     - Operating Committees
     - Project Steering Committees

2. External governance involves SBS stakeholders:
   - 2 bodies which cover 100% SBS functional scope
     - COMEX
     - SBS Board
   - Several Committees and Councils which cover partially functional SBS scope
     - Strategic Process Committees
     - Operational Process Councils
     - Project Steering Committees
     - Ad hoc Committees
Main principles of SBS governance (2/3):
SBS is managed according to a multi-year cycle

- The Group is managed according to a multi-year cycle.
- As BUs, SBS is managed according to 3 – 5 year roadmap whose medium term progress is tracked in annual review and whose short term performance is tracked in quarterly meeting.
- SBS governance is structured according 3 timeframes: long-medium term perspective, annual term and short term perspective.
Main principles of SBS governance (3/3):
SBS is governed by several bodies which ensure that information is shared, alignment between major stakeholders is assured and decisions made on all critical topics.

1. **STRATEGIC GOVERNANCE**
   - Setting of SBS strategic macro-guidelines linked to strategy Group
   - Validation of major SBS financial commitment, SBS Contracts, Capex, resources engagement, ...
   - Decision making covering all SBS dimensions

   On delimited functional perimeters:
   - Information sharing
   - Coordination and alignment
   - Consultation
   - Proposal submissions and validations

   Consultation

2. **OPERATIONAL GOVERNANCE**
   - On delimited functional perimeters and short term perspective:
     - Information sharing
     - Management of current operations
     - Operational problem solving

   Decision bodies

   Dynamic delegations matrix

   Advisory bodies

  **SBS stakeholders**
  - Supervisors
  - Business
  - Functions
  - SBS Mgmt

  **SBS stakeholders**
  - COMEX
  - SBS BOARD
  - SBS EXECUTIVE TEAM
  - SBS GLOBAL MANAGEMENT TEAM

  **SBS stakeholders**
  - STRATEGIC PROCESS COMMITTEES
  - End to End process
  - Other processes
  - COMEX
  - SBS BOARD
  - SBS EXECUTIVE TEAM
  - SBS GLOBAL MANAGEMENT TEAM

  **SBS stakeholders**
  - OPERATIONAL PROCESS COUNCILS
  - End to End process
  - Other processes
  - OIC
  - PIP
  - RfR
  - HfR
  - Indus
  - Sales
  - Mkt
  - R&I

  **SBS stakeholders**
  - Main principles of SBS governance (3/3):
    - SBS is governed by several bodies which ensure that information is shared, alignment between major stakeholders is assured and decisions made on all critical topics.
## Focus on strategic governance

Focus on decision bodies: purpose, mandate and composition

<table>
<thead>
<tr>
<th>Bodies</th>
<th>Purpose</th>
<th>Mandate</th>
<th>Frequency</th>
<th>Composition</th>
</tr>
</thead>
</table>
| COMEX              | Set strong guidelines to manage SBS and deploy target                   | - Validate long term strategic action plan  
- Validate high level SBS policies  
- Validate top level organization structure  
- Decide nomination of Function leader, veto right for key positions (including Process Owner)  
- Validate financial commitment, Capex, litigations, projects above 10 M€ (see delegation matrix) | Monthly   | External SBS:  
- CEO  
- CFO  
- 4 members supervisors |
| SBS Board          | Ensure the consistency of SBS’ strategic orientations with those of the Group | - Validate the SBS strategic roadmap, innovation and technology choices, general budgetary priorities, SBS business case, and strategic KPIs  
- Validate major financial commitments, major contracts (for purchase, sales of services), Capex, restructuring projects (see delegation matrix)  
- Validate high-level design, standards, processes, tools and systems in compliance with Group policies  
- Have the right to veto decisions made by the SBS Executive Team in case of disagreement. | Quarterly | External SBS:  
- 1 Comex Member  
- 4 BU representatives  
- Functions representatives  

SBS Executive Team  

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Mandate</th>
<th>Frequency</th>
<th>Composition</th>
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</thead>
</table>
| Ensure compliance with the SBS model. Ensures roadmap execution and budgetary compliance | - Define the SBS strategic roadmap  
- Define major financial commitments and major contracts (for purchase, sales of services), Capex (see delegation matrix)  
- Define the Group’s IS policies  
- Define the SBS Board agenda and bottom-up communication procedures (SBS Board, Exec Team) | Monthly   | General Mgmt of SBS:  
- Head of SBS  
- Head of Service Delivery and Business Relationship Mgmt  
- Head of IS  
- Head of Process Mgmt and Support Functions |
## Focus on Operational governance

Focus on advisory bodies: purpose, mandate and composition

<table>
<thead>
<tr>
<th>Bodies</th>
<th>Purpose</th>
<th>Mandate</th>
<th>Frequency</th>
<th>Composition</th>
</tr>
</thead>
</table>
| **SBS Global Management Team** | Share, align and decide on strategic SBS subjects | ▪ Discuss about Board / COMEX / Strategic Committees presentations  
▪ Discuss about SBS Calendar and priorities  
▪ Discuss about major projects  
▪ Follow SBS KPIs, Financials  
▪ Exchange about COMEX / SBS Board / Strategic Committees feedback | Monthly | SBS  
▪ SBS Exec Team  
▪ BRM Head  
▪ 4 Process Managers, App Head, Infra Head  
▪ SBS Finance Officer, Strategy & PMO Head, HR & Change Head, Communication Head, Compliance & Risk Head |
| **Strategic process Committees** | Make strategic recommendations and propose main guidelines based on customer needs and strategies | **Within its assigned functional scope:**  
▪ Express an opinion on the roadmap connected with processes and priorities (projects, action plan, resource allocation)  
▪ Propose orientations concerning process design, service standards (expected quality / costs), tools and systems  
▪ Validate design of the process and corresponding SLA | Quarterly | External SBS  
▪ Process Owner  
▪ 3 or 4 BU representatives  
▪ Functions representatives |
| **Operational Process Councils** | Ensure operational interface between SBS and customers (businesses and functions) | **Within its assigned functional scope:**  
▪ Follow process performance  
▪ Follow results of action plans established to improve customer satisfaction  
▪ Detail changes in the scope  
▪ Review main projects status, including Operational Excellence projects  
▪ Assess deployment of the defined global process  
▪ Validate interest and acceptance of new enabling technologies  
▪ Review achievement of main SLAs and request structural remediation plans when needed | Monthly | External SBS  
▪ Process Owner  
▪ BUs representatives or Site Managers (depending on the process)  
▪ Functions representatives: depending on the process |
| | | | SBS  
▪ Process Managers / Process Manager Deputy  
▪ Process Experts  
▪ IS representative  
▪ BRM representative  
▪ ROPM  
▪ Global BO manager |
All subject submitted for validation to COMEX is previously presented and validated by SBS Board and SBS Exec Team

All subject submitted for validation to SBS Board is previously presented and validated by SBS Executive Team

All subject submitted for advice to Strategic Process Committee is previously submitted to SBS Project Management Team

SBS Executive Team validates recommendations proposed by committees
## Matrix of delegation (1/2)

### Financial commitment (external financing and all type of guarantees) & sureties

<table>
<thead>
<tr>
<th>Thresholds</th>
<th>Comex</th>
<th>SBS Board</th>
<th>SBS GM</th>
<th>Exec Team</th>
<th>SBS Strat. Process Committees</th>
<th>SBS Global Mgmt Team</th>
<th>processes</th>
<th>delivery</th>
<th>IS Support</th>
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<th>Purchasing</th>
<th>HR</th>
<th>Legal</th>
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<tr>
<td>10&lt;x&lt;50M€</td>
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### Contracts for the purchase of goods/services

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<tr>
<th>Thresholds</th>
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### Contract for the sale of services (duration <2 years and <100M€)

<table>
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<tr>
<th>Thresholds</th>
<th>Comex</th>
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<tbody>
<tr>
<td>&gt;1yr &amp; &gt;10M€</td>
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### CAPEX / real estate transactions

<table>
<thead>
<tr>
<th>Thresholds</th>
<th>Comex</th>
<th>SBS Board</th>
<th>SBS GM</th>
<th>Exec Team</th>
<th>SBS Strat. Process Committees</th>
<th>SBS Global Mgmt Team</th>
<th>processes</th>
<th>delivery</th>
<th>IS Support</th>
<th>CFO SBS</th>
<th>R&amp;C</th>
<th>PMO</th>
<th>VM</th>
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<th>SBS Lawyer</th>
<th>CFO</th>
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### Restructuring projects

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<th>SBS GM</th>
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<th>SBS Global Mgmt Team</th>
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<th>CFO SBS</th>
<th>R&amp;C</th>
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<tr>
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<td>V</td>
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Matrix of delegation (1/2)

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<td>P/C</td>
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<td>I</td>
<td>I</td>
<td>C/P</td>
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<td>C</td>
<td>V</td>
<td>P</td>
<td></td>
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</tbody>
</table>

V: Veto  
P: Propose  
D: Decide  
I: Informed  
C: Consulted  
O: Operate

Chapter 3

3.4 Decision Making Channels and Matrix of Delegation

November 22, 2013
Budget cycle
Articulation between strategic and operational governance

Monthly budget closing

COMEX

SBS Board

SBS Exec Team
SBS Global Mgmt Team

Strategic Process Committees
OC PiP Rtr Rl Indus S&M

Quarterly forecast

Interactions with strategic process committees

Projects ranking / SBS portfolio

SBS Business Case review

Corporate Macro-guidelines for all Group entities

SBS Budget Y+1 submitted for validation

SBS Budget preparation

SBS Budget proposed to Finance Corp.

SBS Portfolio

1

2

3

4

5

6

November 22, 2013

SBS-P-MSBS-001 – SBS Management Guide
### SBS Internal Governance

#### Global Management Committees

<table>
<thead>
<tr>
<th>Bodies</th>
<th>Frequency</th>
<th>Mandate</th>
<th>Attendees</th>
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<tbody>
<tr>
<td><strong>Executive Team</strong></td>
<td>Monthly (2 days)</td>
<td>Key subjects status &amp; ad hoc decisions</td>
<td>• SBS General Manager, Head of Business Relations &amp; Service Delivery, Head of Information Services, Head of WW Process</td>
</tr>
<tr>
<td><strong>SBS Global Management Team (~15)</strong></td>
<td>Monthly (2 hours)</td>
<td>Transversal coordination (information, Exchanges)</td>
<td>• Exec Team • BRM Head, 4 Process Managers, App Head, Infra Head • SBS Finance Officer, Strategy &amp; PMO Head, HR &amp; Change Head, Communication Head, Compliance &amp; Risk Head</td>
</tr>
<tr>
<td><strong>Leadership Team</strong></td>
<td>Quarterly Meeting (2 days)</td>
<td>Information sharing</td>
<td>• SBS Global Management Team • Region Delivery Heads • WW BO Delivery Heads • PM deputies, IST Head, • Support Functions Heads &amp; Transversal activities Heads • Other managers</td>
</tr>
<tr>
<td><strong>Top ~130</strong></td>
<td>Monthly Call (2 hours)</td>
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<td>• Other managers</td>
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## SBS internal governance

### Other transversal committees

<table>
<thead>
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<th>Transversal Committees</th>
<th>Frequency</th>
<th>Duration</th>
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<td>SBS Executive Team</td>
<td>Monthly</td>
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<tr>
<td>SBS Project Global Management</td>
<td>Monthly</td>
<td>2 hours</td>
</tr>
<tr>
<td>SBS Leadership Team Call</td>
<td>Monthly</td>
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<td>SBS Leadership Team Physical meeting</td>
<td>Quarterly</td>
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</tr>
<tr>
<td>SBS Convention</td>
<td>Annually</td>
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<td>SBS M&amp;A monitoring</td>
<td>Quarterly</td>
<td>2 hours</td>
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<tr>
<td>SBS Architecture Committee</td>
<td>Monthly</td>
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<td>SBS Talent &amp; HR</td>
<td>Every 6 months</td>
<td>1 day</td>
</tr>
<tr>
<td>SBS PPMO</td>
<td>Monthly</td>
<td>1 ½ to 3 hours</td>
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<tr>
<td>SBS PMO</td>
<td>Quarterly</td>
<td>½ day</td>
</tr>
<tr>
<td>SBS Strategy</td>
<td>Every 6 months</td>
<td>1 day / 2 days</td>
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<td>SBS Security &amp; Risk</td>
<td>Quarterly</td>
<td>2 hours</td>
</tr>
<tr>
<td>SBS Service Excellence &amp; Knowledge Management</td>
<td>Quarterly</td>
<td>2 hours</td>
</tr>
<tr>
<td>SBS Legal &amp; Vendor Management</td>
<td>Quarterly</td>
<td>2 hours</td>
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<tr>
<td>SBS Decision &amp; Piloting Data Management</td>
<td>Quarterly</td>
<td>2 hours</td>
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<tr>
<td>SBS Demand Management</td>
<td>Quarterly</td>
<td>½ day</td>
</tr>
<tr>
<td>SBS QMS Management Review</td>
<td>Every 6 months</td>
<td>½ day</td>
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</table>

November 22, 2013
Focus on PMO Sub-Project: Methodology
Project Definition and Classification

Class A, B, C or D are assessed against a weighting matrix with 4 axes:
1) Size - Cost (> 5M, >500k, >100k, >20k)
2) Complexity (incl. number of streams involved)
3) Maturity (experience of the team for such a project)
4) Impact & Risk

Final assessment is discretionary to PMO and submitted for approval to SBS project board (for class A vs. B)

<table>
<thead>
<tr>
<th>Type of projects</th>
<th>PMO involvement</th>
<th>Quantity¹/year</th>
<th>Prioritize / Provide guidance, methodology and support / Check quality of engagement and preparation</th>
<th>Monitor at PMO Board</th>
<th>Ensure project operational leadership</th>
<th>Lessons learned and value capture</th>
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<tbody>
<tr>
<td>Class A (&gt; € 5M) (&gt; 500 people)</td>
<td>Controlled by SBS project board</td>
<td>5-15</td>
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<tr>
<td>Class B (&gt; € 500k) (&gt; 100 people)</td>
<td>Controlled by project review committee</td>
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<tr>
<td>Class C (&gt; € 100 k)</td>
<td>Controlled by E-t-E or IS</td>
<td>150-200</td>
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<td>Class D (&gt; € 20 k)</td>
<td>Controlled by E-t-E or IS</td>
<td>150-250</td>
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</table>

Type of projects

1. Quantity assessed based on current volumes (R + S) if IS projects, extrapolated to overall SBS scope (assuming x 1.5 to current volumes)
2. Delivery teams may be mixed teams involving IS and Process expertise. Delivery teams are managed by a project leader (PL). For projects with a clear E-t-E Process drive, the PL will come from E-t-E PM team. For IT-driven projects, PL will come from IT.
3. PL : Project Leader

Remark: A project is an individual or collaborative enterprise planned and designed to achieve an aim with defined scope and resources (time, people, money, ...etc.). Further:
- All initiatives that are worth less than 20k€ are not a project managed by PMO, and
- All initiatives that mobilize CAPEX are projects managed by PMO.
Focus on Project Management Methodology – Project Phases

And for each phases, a support to project management is provided to project teams through tools, template, and PMO expertise

3.6 Chapter 3

PO-G02a-M-SBS PMO – Project Phases – V0 7-7

SBS Internal Governance

Prospective

Gather and structure demands

Pre-project

Engagement

Preparation

Design

Realization

Deployment

Support and Closure

Operations

Post project

Project

Gate 1

Gate 2

Governance and transversal topics (Follow-up, Risks, Knowledge Management...)

Business case

Kick off presentation (PQP)

Specifications + contract

Solution developed & accepted

Solution deployed

Project sign-off

Business Authorized Representative Validation

PMO Quality Check

Steering Committee Validation

Proposed key deliverables

- Record project requests in a timely manner
- Draft project notes
- Estimate costs
- Score projects for prioritization

- Define the Project Manager/Project Migration Leader
- Analyze project request (inform SBS Strategy)
- Meet main stakeholders and present the methodology
- Define project scope
- Request For Information* (inform Purchasing)
- Define Change Management Strategy
- Estimate workload, costs & planning
- Define project classification
- Formalize the Business Case
- Proceed to project approval

- Detail requirements
- Build the Project Plan (or Migration Plan) and share the methodology
- Refine estimates
- Prepare the team & work environments
- Define supplier selection process*
- Refine Change Management Strategy and define related plans
- Get green light to Kick-off
- Hold kick-off meeting (after Gate 2)

- Develop the solution (or prepare and perform work shadowing)
- Design the solution
- Quality impacts for end-users
- Request For Proposal (RFP)*
- Provide Best forecast figures and check the Business Case
- Prepare realization (incl. environments, plans...)
- List main test scenarios

- Conduct Deployment Plan (incl. authorizations)
- Conduct training and other Change Management actions
- Conduct Dry Run
- Prepare post Go Live (finalize SLAs if needed)
- Perform Readiness Assessment
- Perform Go Live (or Pilot / Rollout) and get formal validation

- Send of and customer satisfaction survey
- Decommission the old solution
- Assess value captured by the project
- Close the project

November 22, 2013
Charge back mechanism in H2 - 2013

**Allocation**

- The SBS function costs are fully charged to the BU’s. As an exception, SBS IS costs are partially classified as Corporate costs not allocated to Bu’s (notably Compliance & Risk).
- The SBS function costs are included in the scope of “guaranteed costs” for the business. The services costs are charged to the BU’s based on the budget and the amount is fixed for the year.
- Figures corresponding to the function service charge are recorded in the BU P&L through allocation (no invoicing).

**Invoicing**

- In addition, SBS function costs are invoiced in compliance with tax regulation.
- Invoicing is not equal to service charged to BU.
- Invoiced amounts have no impact on the BU’s accounts (as the charge is reported in the Corporate Segment named CBS).
- Amounts invoiced for services is full costs + appropriate mark up.
Red lines
In H2 2013, the current Red Lines continue to apply, waiting for Group Red Lines confirmation (foreseen for end 2013))

Red Lines from RBS
- Without the prior approval of the SBS General Manager, no contracts may be signed with third parties relative to activities entrusted to SBS.

Red Lines from IS Rhodia, valid for SIS
- Access to computer: Nobody, including third parties, may access Solvay’s information system without prior authorization approved by the Solvay manager responsible for the individual and/or the services provided by the Third Party.
- Malicious software policy: the voluntary spread and execution of malicious software, or any attempt to introduce it into workstations, servers or the Solvay network are strictly forbidden.
- Software copyright: the use, the transfer and copy of software without License are strictly forbidden. The software copyright is protected by law.
- Internet security policy: The consultation of any website that is illegal or displays content that is xenophobic, racist, revisionist, pedophilia or pornographic - as well as the voluntary circulation or reception of such content - is strictly forbidden.
Risks Management
Prevention and Mitigation efforts

An independent team within Solvay Business Services is responsible for the risk management activities, coordinated by SBS Risk & Compliance Management function.

Regular Risk Profiling exercises are undertaken by Solvay Business Services in collaboration with the Global Service Enterprise Risk Management & Insurance department. Under Internal Audit supervision, the risks are assessed, control efficiency is determined and controls are improved as applicable. The quarterly meetings of the SBS Security & Risks Committee ensure this approach.

External watch in Risk Management
Every 2 years Solvay Business Services participates together with chemical and transportation companies in an exercise organized by US governmental agencies called Cyber Storm. The main objective is to measure the efficiency of procedures during cyber-attacks or malevolence against Solvay Company that may impact the financial, industrial and communication environment.
Solvay Business Services also participates in a similar exercise organized by the French Government called Piranet.
Learning from these events are evaluated and activities adapted to Solvay’s particular needs.
Under **supervision by the Head of Compliance & Risk**, and based on Solvay Group HSE Policy, methodologies and procedures, **SBS ensures that the safety requirements inside its organization and locations are applied and followed**. In order to do it, SBS considers two situations:

- **SBS operations and employees within a site managed by a non-SBS employee** (situation usually found in industrial sites or office buildings shared by other Solvay organizations): in these cases, the Head of Compliance & Risk keeps **close contact with the site manager** in order to support deployment of the site guidelines

- **SBS operations and employees within a site managed by a SBS employee**: the site manager works in **full alignment with the Head of Compliance & Risk**, to ensure the deployment of SBS guidelines regarding safety and risk management

All performance indicators and action plans related to SBS employees safety are monitored by the Executive Team during the **Quarterly meetings of the SBS Security & Risk Committee**.
Based on Solvay Way reference framework, SBS will consider the implementation of best practices aiming to sustainable development in its operations.

These activities will be coordinated by the Head of Service Excellence & Knowledge Management, in his role of Solvay Way Champion, supported by a network of Solvay Way Correspondents and in alignment with the managers of the facilities where SBS teams will be located.
Internal Customer Relationship Management

4.1 SBS Service Offer  
4.2 Key internal customer contact points & roles  
4.3 Agreement / contracts with Businesses and Functions  

page 57  
page 60  
Work in progress
2013 SBS Service Offer

Definition

A service responds to a need or requirement of a customer in a defined perimeter (end-to-end processes services, IS services, other services\(^1\)). Its value and invoicing\(^2\) are defined, and its service quality and performance can be measured\(^3\).

Types of services provided

SBS service offer covers all the following types of services

- Operations / recurring services
- Minor changes in Operations / recurring services (<20 K€)\(^4\)
- Contact center / Support center (including customer interface for level 1 & 2 support)
- Project / change implementing services (major changes: > 20 K€)\(^4\)
- Expertise / consulting\(^5\)
- Training

Characteristics

1. Defined accessibility of the service in H2 2013: customers are in Solvay and / or Rhodia legacy
2. Services are standardized or customized (on a justified exceptional basis)

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\(^1\) Decision & Piloting Solutions, Service Excellence, Compliance, Data Management
\(^2\) In 2013, the invoicing is a global amount based on a guarantee
\(^3\) Measurement and evaluation of services when possible in 2013: all services which are measured today will continue to be measured and evaluated in 2013
\(^4\) The threshold is to be further discussed, depending also on the impact of the change on operations and services
\(^5\) Billing of a consulting service
SBS Service Offer
Methodology for the definition of SBS service offer for H2 2013

Focus by functional perimeter

1. Service offer structure
   Structure and map SBS service offer in 2013 by functional perimeter at a macro level, in a homogeneous way across legacies

2. Service offer content
   Determine the domains of services for each functional perimeter, with examples

3. Typology of service
   For each of the domains defined, determine the typology of service provided

4. Current service accessibility
   For each of the domains defined, determine the accessibility of the service for H2 2013 across the two legacies

The service catalog for 2014 will be further detailed as a next step (starting from July)
SBS Service Offer
Structure and mapping of SBS service offer in 2013

Order to Cash services
- Customer Service
- Customs and Trade Compliance
- Credit Management
- Accounts Receivable
- Data & Logistics Support
- OtC IS applications

Procure to Pay services
- Provisioning
- Accounts Payable
- Travel and Expenses
- Master Data Management & Analysis
- PtP IS applications

Hire to Retire services
- Payroll and personnel administration
- Compensation & Benefits
- Data Management & Reporting
- Payroll accounting
- Contact Center
- HtR IS applications

Record to Report services
- Data management & Reporting
- Costing and Cost accounting
- Intragroup and service invoicing
- Legal and consolidated Financial statement reports
- Tax accounting, Tax reporting, Tax compliance
- Treasury accounting & Cash management
- Investments / divestments accounting
- RtR IS applications

End-to-End processes services

IS Services

Applications

Infrastructure

Industrial, Scientific and Technological (IST)

Other services

Decision & Piloting Solutions

Service Excellence & Knowledge Management

Compliance – Audit - Security

Data Management
Key internal customer contact points & roles
Our questioning takes a phased approach

1. Who are the customers?
   - Objective = Segment SBS customers/users and understand who they are

2. What are the key events involving customers?
   - Objective = Qualify the major key events with interface points with customers

3. What are the roles of customers in these events/points of contacts?
   - Objective = Understand the expected involvement of customers and BRMs for each event

4. What are the roles of SBS key players in these events/points of contacts?
   - Objective = Define the roles and responsibilities sharing between SBS key players in relationship management with customers
Key internal customer contact points & roles
Segmentation of SBS customers (1/2)

Who are SBS customers / users?

Customers / users

- **Top 32**
  - Head of BU / Function & COMEX

- **BU / Function Management Committee members**
  - ~ 500
  - Functions & BUs Directors

- **Key user**
  - At entity level – Expert users or user responsible for a business domain “métier”
  - ~ 2000
  - End user representative, for example
    - Sales person within a BU, designated by his peers
    - RtR process: site / BU controller
    - OtC process: Head of Customer Service

- **End User**
  - 29 000+
  - Employee of a Business Unit / Function
  - External populations (e.g. some external providers and partners in long term contracts, M&A TSA users)
Key internal customer contact points & roles
Segmentation of SBS customers (2/2)

<table>
<thead>
<tr>
<th>Customers / users</th>
<th>Definition</th>
</tr>
</thead>
</table>
| **Top 32**       | • Validate alignment between SBS service and strategic long and mid term roadmap needs  
                  • Agree final contract agreement |
| **BU / Function Management Committee members** | • Negotiate / agree on the contract associated with the services  
                                              • Service Level Agreement  
                                              • Service cost (standard and customized)  
                                              • Prescribe detailed services expected  
                                              • Prescribe detailed improvement or new project expected  
                                              • Work on the adequacy and consistency between SBS services / processes and the processes of the Business Unit (as the owner of a process within a BU) |
| **Key user**     | • In some cases, an operational managerial in the functional or geographical area concerned  
                  • Has strong knowledge and credibility on the process, and thus is often designated by his peers  
                  • Point of contact / interface representing end users in a functional area when a project is implemented, or on day to day basis  
                                              • Cascade information  
                                              • Play a role of relay / correspondent  
                                              • Share and discuss best practices  
                                              • Validate user requests  
                                              • Participate in defining and testing change requests  
                                              • Validate change requests results  
                                              • Often has a trainer role  
                                              • N.B. : key users are not found everywhere and are not a homogeneous population |
| **End User**     | • All users of SBS services¹  
                  • Question to be addressed: can clients of Business Units also be considered SBS customers in the category of end users, when they are indeed at the receiving end of a service |

¹ M&A TSA users and on-site suppliers are considered as end users of SBS services
# Key internal customer contact points & roles

The key events involving internal customers/users and SBS key players can be described in the following 7 categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Operational day-to-day service delivery</td>
</tr>
<tr>
<td>2</td>
<td>Service delivery monitoring</td>
</tr>
<tr>
<td>3</td>
<td>Customer satisfaction</td>
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<tr>
<td>4</td>
<td>Service request</td>
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<tr>
<td>5</td>
<td>Customer projects</td>
</tr>
<tr>
<td>6</td>
<td>Awareness for continuous improvement</td>
</tr>
<tr>
<td>7</td>
<td>Actions for break-through Innovations</td>
</tr>
</tbody>
</table>

### 1. Operational day-to-day service delivery
- Daily service delivery
- Day-to-day piloting including Incident management
- Crisis management

### 2. Service delivery monitoring
- Service review by process or activity
- Service review overall
- Complaints

### 3. Customer satisfaction
- Customer satisfaction evaluation: user relationship
- Customer satisfaction evaluation: BU strategy alignment

### 4. Service request
- Request for minor service change (< 20 K€)
- Service catalogue evolution

### 5. Customer projects
- Request for major service change (> 20 K€)
- Project design (pre-study)
- Project deployment – Scope evolution (M&A, growth, divestments)
- Project deployment – Other project

### 6. Awareness for continuous improvement
- Promotion of SBS value-added services
- Optimization of the usage of services

### 7. Actions for break-through Innovations
- Benchmarking: external, within BUs, between BUs
- Market watch

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1. Crises related to a service
2. Review by process or activity can be conducted regionally or globally
3. Evaluation of the quality of user relationship and SLA conformity (key user or end user depending on cases)
4. Evaluation of alignment with customer strategy and value creation for the business
5. Innovation in the sense of process / application / service / technology optimization
6. Threshold to be discussed; depends also of impact on service
## Performance Management

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<thead>
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<th>Title</th>
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<td>5.3</td>
<td>Performance management at operational level</td>
<td>67</td>
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<tr>
<td>5.4</td>
<td>Performance improvement projects</td>
<td>69</td>
</tr>
</tbody>
</table>
Introduction

Performance management will be based on service proposals, and will be evaluated and measured

- Performance evaluated based on three dimensions: customer satisfaction, process effectiveness and cost competitiveness
- Continuous improvement enhancement

Service Offering

- SBS services proposed and agreed within service level agreement contracts (SLAs)
- Both standard and customized service propositions

Performance metrics

- Performance indicators proposed by SBS with reference to best practices in the market
  - Designed and approved by the concerned process owners
  - Approved by customers within the governance framework
**Performance Management at strategic level**

The achievement of SBS priorities is systematically monitored and reported; additional action plans are identified if needed

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<th>SBS Priorities</th>
<th>Main focus to be assessed</th>
<th>Measure</th>
<th>Accountable</th>
<th>Input from</th>
<th>Comments from</th>
<th>Unit</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Service the Business</td>
<td><strong>Customer Satisfaction</strong></td>
<td>Customer Satisfaction Index</td>
<td>Head of BRM</td>
<td>BUs &amp; Functions</td>
<td>PMs &amp; IS</td>
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</tr>
<tr>
<td><strong>2</strong> Process effectiveness</td>
<td><strong>Process Design &amp; Governance</strong></td>
<td>Process Design &amp; Governance progress</td>
<td>Head of SBS</td>
<td>PMs, IS and SD</td>
<td>PMs, IS and SD</td>
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</tr>
<tr>
<td><strong>3</strong> Cost effectiveness</td>
<td><strong>Budget Matching</strong></td>
<td>Synthesis</td>
<td>Head of Finance</td>
<td>Controllers</td>
<td>PMs &amp; IS</td>
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<td>M€ (3-color coding)</td>
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<td></td>
<td>➤Cash (vs. Budget)</td>
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<td>M€ (3-color coding)</td>
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<td></td>
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<tr>
<td></td>
<td>➤Savings (vs. Roadmap)</td>
<td></td>
<td></td>
<td></td>
<td>M€ (3-color coding)</td>
<td></td>
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</tr>
<tr>
<td><strong>4</strong> Organization transition</td>
<td><strong>Migration &amp; Change monitoring</strong></td>
<td></td>
<td>Head of HR</td>
<td>SD, Region heads, IS, PM and Support Functions</td>
<td>SD, Region heads, IS, PM and Support Functions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5</strong> Strategic Roadmap</td>
<td><strong>Roadmap progress</strong></td>
<td>Soft</td>
<td>Head of Strategy &amp; PMO</td>
<td>SBS Project Leader &amp; Exec. Team</td>
<td>Global Mgmt Team</td>
<td></td>
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</tr>
</tbody>
</table>

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*In use in SBS Board meetings*
All SBS processes will be systematically tracked based on indicators defined according to well identified requirements.

All processes will consider three types of indicators:

1. **Effectiveness**
   To measure the achievement of customer needs and expectations

2. **Efficiency**
   To measure the resources consumed by the process (productivity, time, cost)

3. **Satisfaction**
   To measure the customer satisfaction through direct feedback from SBS customer

All processes will maintain well established methods to monitor indicators and to take corrective actions, involving the process actors, whenever needed:

- Management meetings
- Visual Management methodologies
- Dashboards
## Technical Process Committee

### Objective
- Manages performance

### Frequency
- Monthly

### Main expertise present in the Committee
- Knowledge on all the scope of the process
- Knowledge on process management and quality

### Customer Relationship Management
- Analyzes customer satisfaction and validates action plans to improve it
- Monitors customer complaints

### Service Offerings
- Identifies changes needed in the process in order to cover the scope

### Projects
- Monitors projects status, including Operational Excellence projects

### Process design / Procedures
- Coordinates design of the process including KPI and OLA establishment
- Performs process maturity assessments
- Manages the continuous improvement plan

### Enabling Technology
- Analyzes and proposes new enabling technologies

### Sourcing
- Analyzes and proposes alternative sourcing
- Manages the performance of the services delivered by suppliers

### Performance Management
- Monitors KPI and decides on corrective actions to ensure SLA / OLA commitments
- Ensures compliance with legal and statutory requirements
- Decides and monitors corrective actions

### Members
- Process Manager / Process Manager Deputy / Process Experts
- IS specialist
- CRM
- ROPM / BO Manager
- Compliance & Risk representative
- Quality & Performance Manager
- Operational Excellence Project Leader representative

## Sub processes / Zones team meetings

### Objective
- Ensures performance

### Frequency
- Systematic; frequency depending on the process needs

### Main expertise present in the Committee
- Deep knowledge on each component of the process

### Customer Relationship Management
- Analyzes customers satisfaction surveys results and establishes action plans for specific scopes
- Ensures the deployment of the action plan defined according to scope specificities

### Service Offerings
- Ensures the deployment of identified changes

### Projects
- Ensures execution of projects, including Operational Excellence projects

### Process design / Procedures
- Identifies activities needed and writes procedures to deploy process designed
- Performs benchmarking and proposes improvement actions (change requests)

### Enabling Technology
- Ensures deployment of new enabling technologies

### Sourcing
- Identifies and proposes alternative sourcing at Zone level
- Ensures the performance of the services delivered by suppliers

### Performance Management
- Ensures processes performance based on specific KPI and established procedures
- Defines and executes corrective actions when needed

### Members
- SD teams (according to the sub process)
- Process Experts
- Quality & Performance Officer
- IS specialist
- Others according to specific needs
Performance improvement projects may be identified through:

- **Systematic process management meetings** (KPI and incident analysis)
- **Annual waves** of projects identification
- **Inputs from the governance bodies**

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**Performance improvement projects pipeline**

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**Operational Excellence Project?**

- **Yes**
  - Will be **controlled by PMO reviews**
  - Will be led by **people trained in Operational Excellence methodologies** (Black Belts, Green Belts and others)

- **No**
  - Will be controlled by **OE reviews**
SBS Processes Approach

6.1 The Management by Process within SBS

6.2 SBS Processes Framework

6.3 Management Processes

6.4 Realization Processes

6.5 Support Processes

6.6 Process Maturity Analysis

6.7 Quality Systems Certification
The Management by Process approach is a key component for SBS to accomplish its objectives.

1. Define the Processes Framework
   - The Processes Framework is aligned with SBS Mission

2. Map processes
   - All SBS processes will be mapped and documented

3. Monitor processes performance
   - For all processes SBS will maintain methods in place to ensure their performance

4. Assess maturity and review performance
   - For all processes SBS will maintain methods in place to ensure their performance

5. Improve processes
   - Process improvement will be achieved through Operational Excellence projects and Quality Systems development

For all processes SBS will maintain methods in place to ensure their performance.
A documentation system will ensure stability in SBS operations.

Processes Framework

Processes

Sub-Processes

Activities

Procedures
SBS Processes Framework

Management Processes

- MSSA: Manage Service Strategy & Architecture
- MCOM: Manage Communication
- MSBS: Manage SBS
- MIMP: Manage Continuous Improvement
- MCUS: Manage Customer Relationship

Realization Processes

- DINF: Deliver Information Services
- DOTC: Deliver OIC Services
- DHIr: Deliver HTR Services
- DPIr: Deliver PtP Services
- DRIr: Deliver RTR Services
- DDPS: Deliver Decision & Piloting Solutions
- MDAT: Manage Data

Key Stakeholder Requirements

Support Processes

- MKNO: Manage Knowledge
- MPEO: Manage People
- MFIN: Manage Finance Controlling
- MCOR: Manage Compliance & Risk
- MPPP: Manage Projects & Projects Portfolio
- SMAD: Support Mergers, Acquisitions & Divestitures
- MVEN: Manage Vendors

Customer Satisfaction
Management Processes

<table>
<thead>
<tr>
<th>Management Processes</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage Service Strategy &amp; Architecture</td>
<td>• Maximize the potential value of SBS service offerings, in line with the strategies of SBS and of its customers.</td>
</tr>
<tr>
<td>Manage Communication</td>
<td>• Promote SBS and its services within the group. Ensure that the SBS employees have access to all information needed to the completeness of their activities, as well as to build the SBS identity. Foster the collaboration culture within SBS.</td>
</tr>
<tr>
<td>Manage SBS</td>
<td>• Drive SBS and its teams towards best in class performance and operational excellence of every process in its scope, with a clear strategy, taking into consideration the needs of all stakeholders concerned and supporting the Group strategy.</td>
</tr>
<tr>
<td>Manage Continuous improvement</td>
<td>• Enhance SBS culture of service excellence through implementation, maintenance and continuous improvement of management systems and contribute to develop best-in-class processes through deployment of Operational Excellence methodologies.</td>
</tr>
</tbody>
</table>
| Manage Customer Relationship             | • Evaluate, assess and address the needs of the businesses and functions at strategic, technical and commercial levels in order to ensure that SBS services contribute to their processes efficiency and effectiveness.  
                                      | • Ensure that the services performance is monitored together with the customers to reach their satisfaction. |
## Realization Processes

### Purposes

<table>
<thead>
<tr>
<th>Realization Processes</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver Information Services</td>
<td>• Provide Solvay’s businesses and functions with value creating information services to support their processes</td>
</tr>
<tr>
<td>Deliver OTC Services</td>
<td>• Ensure efficient and compliant customer order fulfillment, cash collection and record of payments, in accordance with the GBUs’ policies and requirements</td>
</tr>
<tr>
<td>Deliver HtR Services</td>
<td>• Provide Group entities with agreed added value services at best cost to support employees management, through standardized and compliant global processes and appropriate technologies, in alignment with HR policies and guidelines.</td>
</tr>
<tr>
<td>Deliver PtP Services</td>
<td>• Ensure the efficient fulfillment of internal customers’ needs from purchase request to suppliers’ invoice payment and from travel request to employees’ expense claim reimbursement in accordance with the purchasing and travel &amp; expense policies, optimizing the service level to GBU/Functions and process costs, based on market best practices.</td>
</tr>
<tr>
<td>Deliver RtrR Services</td>
<td>• Ensure support to Businesses and Corporate for decision making by providing user friendly financial reports, compliant with legal and Group requirements, through standardized, automated and streamlined processes at the best cost. (WORK IN PROGRESS)</td>
</tr>
<tr>
<td>Deliver Decision &amp; Piloting Solutions</td>
<td>• Define, set-up, manage and improve decision and piloting solutions at Group level (global and transversal).</td>
</tr>
<tr>
<td>Manage Data</td>
<td>• Ensure the design, maintenance, storage, governance, consistency and optimization of master data of Solvay Group. (WORK IN PROGRESS)</td>
</tr>
<tr>
<td>Support Processes</td>
<td>Purpose</td>
</tr>
<tr>
<td>---------------------------------------</td>
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</tr>
<tr>
<td>Manage Knowledge</td>
<td>• Contribute to SBS performance through identification, capturing, storing and sharing of all knowledge needed to SBS operations</td>
</tr>
<tr>
<td>Manage People</td>
<td>• Contribute to SBS objectives by positioning the right people at the right place in the right moment, offering possibilities of personal and professional development within a dynamic work environment.</td>
</tr>
<tr>
<td>Manage Finance Controlling</td>
<td>• Pilot SBS actual and forecasted financial performance, ensuring that tax and accounting documentation provides a faithful picture of the current situation, challenging and helping SBS managers to make decisions and achieve their objectives and support projects portfolio financial analysis. (WORK IN PROGRESS)</td>
</tr>
<tr>
<td>Manage Compliance and Risk</td>
<td>• Guarantee SBS compliance and conformity with Solvay’s corporate policies and external legal &amp; regulatory mandates and reduce risks associated to SBS operations, ensuring the service continuity</td>
</tr>
<tr>
<td>Manage Projects &amp; Projects Portfolio</td>
<td>• Ensure the high quality of the delivery for all SBS projects in alignment with the services strategy, the customers’ expectations and the available resources.</td>
</tr>
<tr>
<td>Support Merges, Acquisitions &amp; Divestitures</td>
<td>• Support the businesses and ensure their continuity during the transition period in cases of mergers, acquisitions and divestitures.</td>
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<td></td>
<td>• Align the processes and systems to SBS practices and standards, aiming at taking advantage of the scale effects to increase efficiency.</td>
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<tr>
<td>Manage Vendors</td>
<td>• Provide SBS with the best performance in terms of cost and quality of the vendors’ contracts to support SBS activities.</td>
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</table>
Systematic maturity process assessments will ensure continuous improvement within SBS processes management.

<table>
<thead>
<tr>
<th>Process steps</th>
<th>Maturity assessment</th>
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<tbody>
<tr>
<td></td>
<td>Low</td>
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<tr>
<td>Step 1</td>
<td>✓</td>
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<td>Step 2</td>
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<td>Step 3</td>
<td>✓</td>
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<td>Step 5</td>
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<td>Step 6</td>
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**Strengths & weaknesses identification** → **Action plan Design** → **Action plan Execution**

November 22, 2013
ISO certification is considered an important contribution to SBS customers, as well as a key support for continuous improvement of SBS management systems.

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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</table>

Starting from existing certifications within 3S, IS Rhodia, SIS and RBS (ROCS and Procurement) ...to a unique global certification by 2016

Management processes required for existing certifications

Management processes to be included in the additional certifications

Realization Processes

Support processes required for existing certifications

Support processes to be included in the additional certifications

Support processes

<table>
<thead>
<tr>
<th>Existing certifications</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tr>
<td>SIS</td>
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<tr>
<td>ROCS</td>
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<td>RBS Proc.</td>
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<tr>
<td>3S</td>
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<tr>
<td>IS Rhodia</td>
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Deliver Information Services

Deliver OtC Services
Deliver PtP Services
Deliver HtR Services
Deliver RtR Services
Other processes...

Roadmap to be defined

November 22, 2013
SBS Quality Management System

The SBS Quality Management System covers all SBS services at all SBS sites.

The current certification scope of the SBS QMS is: Design, implementation and provision of Information Services (Applications and Infrastructures). This current scope covers the Information Services provided by former IS Solvay legacy entity (SIS).

The certification standard used as reference is ISO 9001:2008 requirements for Quality.

The exclusions foreseen within SBS are:
- 7.5.2 Validation of processes for production and service provision – The quality of the services provided is subsequently monitored and measured.
- 7.6 Control of monitoring and measuring equipment – SBS doesn't have formally controlled monitoring and measuring equipments.

SBS mandatory documented procedures required by ISO 9001:2008 are kept in the Service Excellence & Knowledge Management MS Teamsite. The remaining documented procedures by process are defined and controlled by each SBS process.

The Head of Service Excellence & Knowledge Management has been appointed by SBS Executive Team as the Management Representative for the SBS Quality Management System.
Detailed Organization

7.1 Process Management

7.2 Service Delivery

7.3 Global Businesses Relationship Management

7.4 Global Information Services

7.5 Support Functions

7.6 Transversal activities
Process Management
Model of the end-to-end processes organizational chart

7.1 Process Manager

SBS General Manager

Process Manager

Process Expert
Activity A

Process Expert
Activity B

... Process Expert
Applicative IT

Team assistant

SBS WW Delivery Mgr & Business relationship Management

Head of Region Europe

FO Mgr EMEA

BO Mgr EMEA

ROPM (1) Europe

Head of Region North America

FO Mgr NAM

ROPM (1) NAM

Head of Region Latin America

FO Mgr LAM

BO Mgr LAM

ROPM (1) LAM

Head of Region Asia Pacific

FO Mgr APAC

BO Mgr APAC

ROPM (1) APAC

EMEA FO

EMEA BO

US FO

LAM FO

LAM BO

APAC FO

APAC BO

Head of Region
Europe

Head of Region
North America

Head of Region
Latin America

Head of Region
Asia Pacific

(1) ROPM: Regional Operations Process Manager
Service Delivery

7.2.1 Regional Service Delivery: Head of Region & ROPM  page 83

7.2.2 Front-Office & Back-Office  page 84

7.2.3 WW Back-Office Coordination  page 85
• The **delivery of services** within SBS (excluding IS support activities) is **organized regionally in delivery centers** (back-offices and front-offices): in Europe, North America, Latin America and Asia Pacific.

• Within each region, delivery centers are supervised by managers reporting to a **Head of Region**, who himself reports to the **SBS Worldwide Delivery Manager**.

---

**Model organization of regional service delivery (on one e-t-e process)**

- **SBS General Manager**
  - SBS WW Delivery Manager & Business Relationship Management
  - Process Manager
  - Business Relationship Management
  - WW BO coordination
  - Head of Region
  - ROPM Region A
  - BO Region A
  - FO Region A

---

**Head of Region**

- The **Head of Region** is in charge of
  - **Consistency** and **transversal relations** across activities, departments, sites and legal entities in the region
  - **Regional / local compliance**, and supervision of Back-Office and Front-Office activities

---

**Regional Operations Process Manager**

- **Regional Operations Process Managers** dedicated to each end-to-end process are in charge of the regional management of the process
  - "**local management**“ of team leaders/operators: daily management, recruiting and defining objectives
  - Deployment of priorities and implementation local/regional organizations
  - Main operational interface for key customers in the region for his/her process
The **delivery of services** (excluding IS support activities) to internal customers (Business Units and Functions) is **organized regionally within SBS in front-office and back-office delivery centers**.

Within a given region, the front-office and back-office centers are **organized according to the four end-to-end processes**.

### Front-Office

- **Target locations of regional delivery centers**
  - Cranbury
  - Lisbon
  - Sao Paulo
  - Curitiba
  - Shanghai

### Back-Office

- **Four centers serving their regions as well as the whole world** (Lisbon, Curitiba, Bangkok, Shanghai)
- **Coordinated worldwide** from an efficiency, productivity, security, methodology and management point of view
- **Activities not requiring proximity** to customers

### Front-Office

- **Five centers serving their region** (Lyon, Curitiba, Cranbury, Singapore and Shanghai) **and supported by local satellites** in different countries of the region
- **Professional business services** justifying **proximity to the BUs** such as
  - Level of interaction with Business Units
  - Need to use local language
  - Legal constraints
  - Complexity of operations
Chapter 7  Service Delivery

7.2  Service Delivery

7.2.3  WW Back-Office Coordination

Cooperation should at least cover:

- Sharing of expertise
- Continuous delivery mode
- Support to benchmarking and sharing of SSC best practices
- Monitoring of compliance
- Common disaster recovery plan
- Coordination in projects deployment
- Dynamic load-balancing
- Facility management methodology
- Support of profiling, hiring & training of SSC resources
- Support to location strategy and global sourcing

Possibility to back-up one another in a Global network

Lisbon  
Bangkok  
Curitiba

Technology-enabled virtual back-offices
Global Business Relationship Management
Mission and macro-structure

Mission

- Evaluate, assess and address the needs of the businesses and functions at strategic, technical and commercial levels in order to ensure that SBS services contribute to their processes efficiency and effectiveness.
- Ensure that the services performance is monitored together with the customers to reach their satisfaction.

Macro-structure

Activities

- Manage customer requests for service evolutions
- Promote SBS services and best-practices.
- Facilitate changes & innovations within customers
- Monitor service delivery and facilitate performance dialog
- Push BU strategy to SBS

- Drive service offerings commercial package
- Discuss SBS service roadmap and strategy with SBS & Functions
- Facilitate project prioritization
- Ensure respect of SBS model
- Facilitate performance dialog between customers and SBS
- Demand management for Functions

- Delivery Mgmt team reporting
- Support BRMs activities
- Support Crisis Management process
- Ensure overall SBS delivery monitoring
- Help regional monitoring agents
- Drive service delivery model project
Global Information Services

7.4.1 Overall organization  page  88
7.4.2 Applications  page  89
7.4.3 Infrastructure  page  90
7.4.4 IST  page  91
Global Information Services
Overall Organization

Mission

- Contribute to growth and change by delivering innovative solutions while ensuring safe, reliable service at the best cost vs. value ratio
- Align and serve the IS needs of internal clients by delivering applications, infrastructure and IS services fulfilling requirements
- Reduce risks, ensure compliance with laws and regulations, IS safety and standards, ensure the consistency of services and the stability of operations

Macro-structure

Activities
- Design, build, maintain & support enterprise applications for E-t-E processes and other functions / BU
- Provide global process application support and regional support to end-users
- Design, architect & deliver infrastructure services to support applications & end-users
- Mix of capabilities between global expertise & delivery, and regional delivery
- Represent the CIO in-region
- Delivers dedicated infrastructure & applications to R&D, Laboratories, industrial interfaces & engineering
- Delivers dedicated IST support services

Chapter 7
Global Information Systems
7.4
Overall organization

November 22, 2013
Global Information Services
Applications

Mission

• Design and build reliable and cost effective IS solutions aligned with business and end-to-end process requirements. Ensure consistency of IS solutions and integration across functional domains and processes.
• Bring advanced technologies into IS solutions. Support and maintain systems based on escalated user requests. Support end-users in regions for all application-related topics.

Macro-structure

Applications

Global functional team: E-t-E Processes

- OtC Application
- PtP Application
- RIR Application
- HIR Application

Global team: Process / Support

- Indus & Planning
- Techno
- Solution Design

Regional Support Team

- Asia Pacific Support
- Europe Support
- North America Support
- Latin America Support

Activities

- In-take requirements from process managers
- Design & build applications to serve E-t-E processes activities
- Provide global specialized system support
- In-take requirements for BU through BRMs
- Design & build applications for non E-t-E process activities
- Design solutions & manage application technology
- Ensure system integration, data consistency & authorization management
- Provide regional application support
- Perform smaller change requests
Global Information Services
Infrastructure

Mission

- Design, architect, & deliver performing & reliable infrastructure services to support both applications & en-users worldwide
- Ensure a mix of global & regional delivery capabilities to safeguard both infrastructure standardization at a global level and intimacy with users at a regional level

Macro-structure

Activities

- Design and implement infrastructure services for applications & end-users requirements
- Ensure delivery & support for global services

- Ensure delivery of regional services, contribution to global project roll-out and global services delivery
Global Information Services
IST (Rhodia Legacy)

Mission

- Provide specific & dedicated integrated IS solutions for high-value activities: R&D, Laboratories, Industrial interfaces & engineering
- Provide support worldwide through a highly competent single team combining global expertise & regional coordination

Macro-structure

IST

- Core IS expertise teams
- Design, implement & maintain IST infrastructure and technical standards.
- Develop, integrate & maintain IST specific applications.

- Network of MES Functional experts, animating the WW MES PoC network.

- Global delivery team organized in:
  - EMEA Discipline Stream oriented competency centers & main delivery
  - Region coordination of the delivery activities of the Streams.

- Strong dual expertise IS / Business tools & processes.
Support Functions

7.5.1 SBS PMO (Project Management Office) & Strategy  page 93
7.5.2 Service Excellence & Knowledge Management  page 94
7.5.3 Vendor Management  page 95
7.5.4 Finance & Control  page 96
7.5.5 Communication  page 97
7.5.6 Compliance & Risk Management  page 99
7.5.7 HR & Change Management  page 100
7.5.8 Legal  page 101
Strategy & PMO (Project Management Office)
Mission and macro-structure

Mission
- Define SBS Service strategy and foster Service innovation
- Ensure Enterprise Process & Architecture consistency and alignment to Service strategy
- Raise SBS capabilities in project management and ensure excellence in project delivery to support strategy
- Monitor the respect of the integration roadmap to capture synergies within SBS

Macro-structure

Note: The scope is overall Solvay Business Services (covers IS and non-IS projects)
Service Excellence and Knowledge Management
Mission and macro-structure

**Mission**
- Manage projects pipeline based on Operational Excellence methodologies and execute selected projects
- Implement quality and management systems, including certifications
- Ensure SBS knowledge management, establishing guidelines and procedures and supporting the teams
- Coordinate work of SBS teams in charge of delivering trainings, information, documentation, change analysis and change plans concerning SBS services
- Coordinate Solvay Way within SBS, aiming implementation of sustainable development best practices

**Macro-structure**

**Activities**
- Support PM and SD to improve process performance, including Operational Excellence projects identification
- Deploy Quality Management Systems
- Ensure Corrective and Preventive Actions plans effectiveness
- Manage Quality & Performance Networks
- Define process management standards and guidelines
- Define main procedures related to Quality Management Systems
- Establish Knowledge Management policies and procedures; support teams
- Execute Operational Excellence projects
- Manage the Operational Excellence projects pipeline
- Develop Operational Excellence experts and provide coaching
- Define, roll-out and monitor training processes
- Define and improve Change Management methods & tools
- Manage network of trainers and content owners

**Support Functions**

- IS Managers
- IS Quality & Performance Mgr
- Q&P Officer
- Q&P IS Network
- E-t-E Process Managers and Service Delivery
- E-t-E Quality & Performance Mgr
- Q&P Officers
- Q&P E-t-E Network
- Process Office & Knowledge Mgmt
- Head of Service Excellence and Knowledge Management
- SBS General Manager
- Operational Excellence
- Project Leaders
- Training & User Agility
- WW Training Support
- User Agility Support
- Training Network
Vendor Management
Mission and macro-structure

**Purpose**
- Provide SBS with the best performance in terms of cost and quality of the vendors’ contracts to support SBS activities

**Mission**
- Manage contracts full lifecycle
- Keep key contracts history
- Benchmark contracts performance
- Evaluate vendors risk exposure

**Macro-structure**

**Activities: VM scope**
- Identify guidelines for sourcing strategy
- Assess vendor consolidation potential across all SBS scope
- Assist in guidelines and methodologies definition during RFP process (ex contract governance)
- Participate to vendor selection process
- Review vendor performance (e.g., SLA) and participate in action plans
- Assess expense forecasting per vendor and follow actuals
- Manage Procurement Productivity (Purchasing improvements)
**Mission**

- Pilot SBS economic performance
- Ensure internal control monitoring and adequate tax & accounting documentation
- Challenge and support SBS managers in their decision making and performance achievement

**Macro-structure**

- Head of Finance
  - WW IS Controller
    - Controller Infra
    - Controller App
    - IS projects administration
  - WW Processes, Delivery and Support Functions Controller
    - Controller
    - Latin America Controller
      - Asia Pacific relay
      - North America relay
  - Finance Projects

**Scope**

- Pilot economic performance
  - Monitor SBS roadmap implementation & the delivery of savings
  - Support short, medium and long term planning processes
  - Explain performance achievements and trends
  - Ensure adequate accounting and tax documentation (notably projects capitalization and services invoicing)

- Challenge & support SBS management
  - Advise management in mitigating performance issues
  - Support the decision for sourcing models
  - Support PMO & PL in monitoring projects benefits and manage business-case of projects
  - Identify and mitigate financial risk in major SBS projects
Mission

- Promote SBS and its services within the Group
- Ensure that SBS employees have access to all information needed to the completeness of their activities, as well as to build the SBS identity
- Foster the collaboration culture within SBS

Macro-structure

- Head of SBS Communication
  - SBS General Manager
  - Global Communication Manager
  - Communication Officer
  - Communication Officer
  - Project Communication
  - Project Communication
SBS Communication - Guidelines

- Inform SBS Communication team about your communication actions
- Communications to all SBS Community should be validated by Head of SBS Communication and/or Executive team
- Use SBS templates for your presentations and information support
- Strictly apply Solvay corporate graphic guidelines
- Communication to Solvay Community should be made through Solvay Corporate channels after validation by Head of SBS Communication
- Do not communicate to the media. Official spokes persons are the only ones entitled to speak on behalf of SBS and the group
Mission

- Ensure SBS compliance and conformity with Solvay’s corporate policies and external legal & regulatory compliance mandates
- Significantly reduce risks associated with to the use of SBS
- Ensure SBS’s continuity of services, the effectiveness of it’s crisis management processes and strict adherence to defined security policies

Macro-structure

- Ensure Business continuity plans are defined & operational
- Authorize or veto any change to SLA related to SBS security level
- Coordinate crisis management
- Manage risk at regional level for overall SBS
- 4 regions in scope (e.g., NAM, LAM, EMEA, APAC)
- Develop SBS Risk Mgt. strategy and policies based on Group / SBS values
- Monitor risks of key SBS projects
- Develop program for planning, designing, implementing and monitoring of Risk control measures
- Develop SBS Compliance strategy and policies based on Group and SBS values
- Ensure compliance & conformity with Group and SBS policies
- Direct investigations
- Define and implement Information Mgmt policies, standards and procedures ensuring proper treatment of Group informational Assets
Mission

• Be a local partner supporting the business and the managers from day to day
• Break down Group HR policies in a consistent and homogeneous manner (Compensation, training, mobility, talent) across the entire SBS functional and geographical scope
• Develop staff members with professional training, promote development and mobility within and across professional communities
• Support staff members affected by changes, develop and reinforce managerial skills according to the Group’s People Model / Mgmt Model
• Foster the emergence of a global service and performance culture

Macro-structure
### Mission
- Protect SBS, its assets and its employees by identifying and avoiding legal risks
- Ensure SBS’ compliance with all legal obligations and with Solvay Group policies and procedures
- Provide legal advice and support for potential and ongoing legal disputes involving SBS
- Assist in negotiating/drafting contracts entered into by the Solvay group entities for the services provided/purchased by SBS

### Macro-structure

*shared with Purchasing Europe*
Transversal Activities

7.6.1 Data Management

7.6.2 Decision & Piloting Solutions

page 103

page 104
**Data Management**

**Mission and macro-structure**

### Mission

- Data strategy: understand the information needs of the enterprise and how to create value from data assets
- Data ownership, governance and stewardship: continuously improve the quality of data and process efficiency
- Data customization & tools: provide tools to store, protect and ensure the integrity of data assets
- Data operations: capture and maintain the data assets in accordance to data policies

### Macro-structure

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of SD</td>
<td>Region (EMEA, LAM, NAM, APAC)</td>
</tr>
<tr>
<td>Head of IS</td>
<td>Applicative IS</td>
</tr>
<tr>
<td>Head of WW Process</td>
<td>Process (OtC, RtR, PtP, HtR)</td>
</tr>
<tr>
<td>SBS General Manager</td>
<td></td>
</tr>
</tbody>
</table>

**Activities**

- Manage daily changes to master data
- Data cleansing services
- Provides data technology
- Manage changes to reference data or customizing data
- Define policies, procedures and quality metrics
- Manage and resolve data related issues
- Track the delivery of data management services and projects
- Ensure coherency in procedures, policies and data structures
- Promote data standardization, communicate and ensure deployment of the data strategy
- Engage/supervise cross-process data projects

Chapter 7

7.6 Transversal Activities

7.6.1 Data Management
Decision & Piloting Solutions
Mission and macro-structure

Mission
Define, set-up, manage and improve Decision & Piloting solutions at group level (global and transversal)
- Define Decision & Piloting strategy based on Corporate clients objectives (BU and functions)
- Analyze client needs and follow carefully business and external environment trends to define at best the Decision & Piloting solutions that maximize value for our clients
- Manage the deployment of Piloting solutions to our clients
- Promote and extend the best and advanced Piloting solutions

Macro-structure

Head of WW IS
IS - Techno Manager
SBS General Manager
Head of Decision & Piloting

Reporting Factory
IS Relationship Mgr
Regional animation & training
WW Solution Mgrs
Innovation/Development Mgr

Scope
- Manage catalog/documentation of reports and D&P Solutions
- Production of Reports including highlights, remarks, pre-analysis
- Build on-demand reports
- Perform data check (MasterData, postings, procedures …)

- Manage Project interface with IS reporting experts
- Define functional specifications with help from IS
  Monitor Reporting Factory and IS SLA

- Animate and train network of BRMs, customer support and key users
- Identify Local requirements
  Make sure dashboards are properly used

- Promote solutions to BRMs and key users
- Manage relationship with SBS process experts
  Identify Global requirements
- Ensure the maintenance and the evolution of the D&P solutions

- Propose a Marketing strategy and roadmap of initiatives to explore and assess, predictive and Big Data potential
- Explores new ‘visualization’ solutions
- Set-up and drive a pipe of innovative projects

November 22, 2013
People

8.1 Introduction : SBS People five-year vision

8.2 SBS professional communities

8.3 SBS mgmt model and mgmt communities

8.4 Talent Management (career path, mobility, training,)

8.5 SBS Culture

8.6 BS Social Responsibility

8.7 Change Management

8.8 SBS Award
The newly-created SBS represents a very broad human community (2,000 employees), and is one of the largest units of the Solvay Group.

**Diversity as a great source of wealth for SBS**

1. **Diversity of communities and job families** (HR, Finance, Purchasing, IS, Service Excellence, Marketing & Sales (Customer Service), etc.)
2. **Multiple geographies** = SBS operates in Europe, North America, Latin America, Asia Pacific, Middle East & Africa, Russia
3. **Multiple nationalities** (Belgian, French, Portuguese, German, Bulgarian, Italian, Spanish, American, Brazilian, Chinese, Indian, Korean, Singaporean, etc.)
4. **Mix of legacy origins**: SBS is one of the Group’s entities which synthetizes the most the two legacies (Solvay / Rhodia)

- This human diversity is a chance, as it is a solid basis on which to build a strong and attractive Global Shared Services open to the outside world

**The human component of SBS is one of SBS’ strategic assets, so let’s build on it!**
Recomposing the **PROFESSIONAL COMMUNITIES** by:
- creating new positions
- establishing a global, cross-functional organization and cooperative operating practices driven by a process rationale focused on customer service and performance

Expanding **MANAGERIAL DUTIES** to include the facilitation of teams cutting across different functions and geographies and the establishment of operational delegation in line with the Solvay Group People Model / Management Model

**OPERATIONAL EXCELLENCE** with the aim to be considered best-in-class on the Global Shared Services market

Gradual modification of the **PROFESSIONAL PRACTICES and BEHAVIORS** of all employees to support the emergence of a specific SBS culture.
SBS in five years: In 2018, the SBS People Model will be recognized within and outside the Solvay Group

1. Attractive professional communities
   - At the leading edge of best observed market practices
   - Trained to use the most advanced / most effective technologies,
   - Supported by multiple types of expertise
   - Offering diversified development paths

2. Multi-cultural teams professionalized
   - Highly employable
   - Recognized for their added value and professionalism
   - Well integrated in the professional environment

3. Managers connected to the rest of the Solvay Group
   - Experienced in conducting large projects
   - Agile in conjugating different timeframes (operational short term / medium-term to long-term)
   - Able to facilitate cross-functional and cross-geography / cross-cultural teams

4. A performance and service culture
   - Customer centricity
   - Ability to challenge the status quo (operational excellence) and establish innovative solutions
   - Openness to the outside (multi-cultural awareness)
   - Ability to cooperate across functions

The HR & Change Management team shares ownership of this vision with the entire SBS managerial community.
**Main axis of HR & Change Management program to deploy SBS People ambition**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Redefine / create positions</td>
<td>with clear operational drivers and accountabilities</td>
</tr>
<tr>
<td>Recruit and staff the right competencies</td>
<td>where needed</td>
</tr>
<tr>
<td>Develop professional paths</td>
<td>likely to offer international openings within the framework of demanding talent management</td>
</tr>
<tr>
<td>Strongly encourage internal mobility</td>
<td>(within and across professional communities)</td>
</tr>
<tr>
<td>Participate in major projects / educational programs</td>
<td></td>
</tr>
<tr>
<td>Coordinate various SBS managerial communities</td>
<td></td>
</tr>
<tr>
<td>Reinforce managerial skills</td>
<td>in line with the Management Model / People Model (leadership, empowerment, remote management, multicultural change management, etc.)</td>
</tr>
</tbody>
</table>
| Facilitate professional communities: | - Establish professional community training programs,  
- Develop skills and know-how in domains of operational excellence,  
- Share best practices across functions and business lines. |
| Listen and support populations | concerned by the transition and provide customized support to staff members taking on a new function / profession |
| Develop a structured approach | to foster the emergence of a service- and performance-oriented culture |
SBS Award
Recognition to our employees for their engagement and achievement is key in our management model

- Every year a committee composed of SBS leaders identifies the employees and the teams who have given an outstanding contribution to the operations and recognize them with the «SBS Award».

- This approach is in line with SBS commitment of recognizing the employees engagement and providing them opportunities for personal and professional development to fully use their potential.
Technology & Innovation

9.1 Innovation: a key driver for SBS  page 112

9.2 Open Innovation  page 114

9.3 SBS: an innovation actor at the level of the Group  page 115

9.4 Technology: the engine of SBS  page 116

9.5 Technology enabling competitiveness  page 117

9.6 Delivering value by combining innovation and technology to improve processes  page 119
Innovation: a key driver for SBS

SBS Innovation value chain

Analysis
- Customer Inputs
- Opportunities
- Business Model
- Challenges

Exploration
- Ideation & Alignment
- External sourcing
- Selection
- Sharing

Development
- Prototyping
- Testing, Proof of Concept

Action
- Complete solution construction
- Diffusion of solutions
- Commercialization

- The urge to do “New thinks”
- An obsession with redefining Customer value
- The courage to take smart risk
- An ability to manage smart risk
- Explore any technology or best practices that can be useful for the Group
- Speed in spotting opportunities and in project execution

Creativity/ New concept
- Creativity process
- Stakeholder inputs involving
- Benchmarking

Idea/Concept capitalization
- Continue improvement for innovation process
- IP management

Innovation project mgmt
- Return from Experience
- Knowledge Mgmt
- Portfolio Mgmt
- Advanced indicator for project selection

New services development
- Tools for designing
- Methods & Metrics for designing
- IS support
- Business Alignment

Innovation HR Management
- Competence and talent management
- Innovation empowerment

Innovation strategy
- Collaboration
- Cooperation project
- User oriented

Innovation practices
Innovation: a key driver for SBS

1. ANALYSIS
   • Know how value is generated
   • Get the knowledge that allows continuous business / services adjustment to improve the capability to generate value for all involved agents

2. EXPLORATION
   • Know who is doing what. Explore the world searching solutions (tool, solutions, expertise, best practices, environmental factors, etc..) that can be applied to solve current problems or in order to exploit potential opportunities / needs

3. PROTOTYPE DEVELOPMENT
   • Shaping "what could be". Turn challenges into potential prototypes, new tools, solutions, services or processes so that they can be validated through iterative discussions and testing with Stakeholder

4. ACTION
   • Design the complete solution. Convert and diffuse the prototypes validated into operational tools, solutions, services or processes as a value package.
   • Manage the change in order to reach the best approach with the Stakeholders
Open innovation

**WHY?**

- Open Innovation is a necessity for Solvay to increase business value & results in a sustainable way
- Relevant competencies and knowledge are outside the firm

**Definition**

Open Innovation is composed of two processes:

- **The outside-in process** makes it possible to acquire knowledge or concepts from external sources:
  - Complement (external ideas, licensing/IP, technology acquisition)
  - Communities (our customers, crowd-sourcing, open source)
  - Sourcing (tap into external knowledge)

- **The inside-out process** consists of leading systematic internal knowledge or concepts towards different external ways to create profit:
  - External collaboration (Strategic alliances, joint venture, networking, …)
  - Internal vision (Strategy, Policies, roadmap…)
  - New revenue stream (Licensing-out, patenting, spin-offs, corporate venturing, …)

**Outline**

- Start-ups
- Suppliers
- SBS Innovation
- New revenues
- Solvay Businesses
- Solvay Functions
- Customers/Users
- Universities

**Strengths**

- Access to new high technologies/knowledge/competences
- Bring more diversity to innovation and improve success rate
- Reduce time to market / innovation costs
- Create a dynamic around innovation process
- Share risks between stakeholder of innovation project.

**Efforts**

- Build an organizational structure “Open Innovation ready”
- Share a common language about Open Innovation
- Foster project crossing : networked innovation culture
- Get people ready for Open Innovation : avoid «Not Invented/Sold here» syndrome
- Using Social Media Tools and innovation marketplaces
- Be aware about intellectual property aspects
During the quarterly meetings of the SBS Innovation & Strategy Committee, coordinated by the Head of Service Strategy & Innovation, the innovation pipe is reviewed, assessed and resources are allocated.

Bottom-up innovation also known as incremental innovation consists in choosing projects that were identified through challenge campaigns. Such campaigns are launched to satisfy identified needs and foster participative ideation process where all the potential contributors are engaged, recognized and possibly awarded.

Top-down innovation also known as breakthrough innovation converts strategic visions into endeavors that are initiated by SBS management and are aiming at the creation of new services or use cases. They are typically ambitious driven and in relation with SBS Mission, Vision and Five Drivers.
Technology: the engine of SBS

- All IS activities are integrated in SBS and deliver services as a Shared Services to all internal customers (BUs, functions, corporate)
- IS is an **accelerator of service delivery and innovation** through common data, processes, organization and tools
- IS is already a **Global Shared Services** organization around processes
- IS reinforces end-to-end processes & better takes into account customers’ needs
- IS provides SBS project with **best practices and experience on global shared services operating**
- Full IS integration **ensures consistency of all IS expertise** and management of IS community
Technology enabling competitiveness

1. Market watch
The Architects monitor the markets that are relevant for SBS (BPO, technology, …) and make sure that SBS will cease any possible opportunity that would show up on the market.

2. Enable cross fertilization
SBS Solution Architects enable the exchange of experience and knowledge among SBS entities and with the rest of the group to maximize the solutions usage efficiency.

3. Define a Strategic Roadmap
Market opportunities and internal requirements are translated into a strategic roadmap, in full respect of the governance. This strategic roadmap is the reference for any future evolution.

4. Choose the right technology
The Solutions Architects ensure the coherency of the Solutions that are provided by SBS. Before a new Solution is adopted, it is reviewed for approval by an Architecture Board. The Architects also have weekly meetings in order to review requested evolutions of the solution landscape.
SBS is committed to equip the Group with the most adequate technology, any type, to fulfill its objectives and demands.
SBS ensures the Group does not miss any major trends in technology adoption that could jeopardize its competitiveness.
Technology enabling competitiveness

5. Manage and maintain solutions standards
   Ensure that process, architecture and service alignment approaches are coherent with the strategy and develop project management excellence.

6. Analyze gaps
   Analyze the GAPS between 1) the new target, 2) the old reference/target and 3) the solution effectively in use, in order to mitigate the risks, set up the proper action plan and size accordingly the corrective investments.

7. Leverage on scale effect and economies of scale
   By adopting common Solutions and deploying them on the larger possible scope, SBS triggers volume effect and creates the conditions for its personnel to be better focused and deeper professionalized.

8. Monitor performance indicators
   The added value of the solutions and the standardization effects are measured and made visible.
Using innovation and technology is key to achieve excellence in process execution.
- Aligned innovation and technology to process needs enhances benefits and results.
- Continuous focus on customer / key user satisfaction reinforces the value of innovation.
- Proactive sensitization of the users community to innovations improves the enterprise´s image of an innovation, processes and technology-oriented entity.

SBS Objectives
- Customer satisfaction
- Process effectiveness
- Cost competitiveness
- Value creation
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>3S</td>
<td>Solvay Shared Services</td>
</tr>
<tr>
<td>APAC</td>
<td>Asia Pacific</td>
</tr>
<tr>
<td>APP</td>
<td>Applications</td>
</tr>
<tr>
<td>BCASE</td>
<td>Business Case</td>
</tr>
<tr>
<td>BO</td>
<td>Back Office</td>
</tr>
<tr>
<td>BPO</td>
<td>Business Process Outsourcing</td>
</tr>
<tr>
<td>BRM</td>
<td>Business Relationship Manager</td>
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<td>BU</td>
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<td>CEO</td>
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<tr>
<td>CFO</td>
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<td>CICC</td>
<td>Coordination Internationale des Crédits Commerciaux</td>
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<td>CIO</td>
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<td>COMEX</td>
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<tr>
<td>D&amp;P</td>
<td>Decision &amp; Piloting</td>
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<td>e.g.</td>
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<tr>
<td>EBITDA</td>
<td>Earnings Before Interests, Taxes, Depreciation and Amortization</td>
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<tr>
<td>EMEA</td>
<td>Europe, Middle East and Africa</td>
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<td>ERP</td>
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<td>Exec Team</td>
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<td>HtR</td>
<td>Hire-to-Retire</td>
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<td>INCL</td>
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<td>IP</td>
<td>Intellectual Property</td>
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<td>IS</td>
<td>Information Services</td>
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<td>ISO</td>
<td>International Organization for Standardization</td>
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<td>IST</td>
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<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>LAM</td>
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<td>M&amp;A</td>
<td>Mergers and Acquisitions</td>
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<tr>
<td>MAGDA</td>
<td>Management of Authorization + Group Data Administration</td>
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<td>MES</td>
<td>Manufacturing Execution Systems</td>
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<td>Talent Review and Succession Planning</td>
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Versions and Releases updates

Organizational Procedure

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Authorizations & Roles

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<th>Verification</th>
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<td>Mauro Paganotti</td>
<td>Mauro Paganotti</td>
<td>Xavier Lancksweirt</td>
</tr>
<tr>
<td>Head of Service Excellence &amp; Knowledge Management</td>
<td>Head of Service Excellence &amp; Knowledge Management</td>
<td>SBS General Manager</td>
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Version Control

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