

Brussels, April 20, 2021

As we are constantly interacting with our stakeholders, we considered it useful to provide some additional information to facilitate the understanding of this year's short term variable compensation structure.

We draw your attention to the fact that Solvay's compensation structure for its CEO and Executive Committee - which is unchanged compared to prior years - is designed in accordance with the "pay-for-performance" approach approved by the Board of Directors, focusing on the Company's short-term and long-term performance. The level and structure of the compensation packages are aligned with market practices for similar functions at comparable companies. The total compensation is a mix of fixed compensation and variable compensation (STI & LTI). The CEO and Executive Committee yearly compensation targets changed early in 2020 to include more weight on FCF, as both management and the Board considered it to be of paramount importance for the Group to focus more on cash management in a period of crisis.

This shift in focus and reactivity of the Board and the management team allowed Solvay to navigate the crisis successfully and led us to generate a record level of free cash flow, enabling us to preserve investment grade credit metrics and further support future investments in innovation and growth. The strong performance also enabled us to maintain a stable dividend in a context which saw many companies reducing or suspending dividends during the crisis.

Today as a complement to the Annual Report (p.33), and to provide further clarity on elements of Group and Individual Objectives, we share with you a supplementary table detailing the determination of the CEO short term incentive in 2020.

Performance measures	Weight	Achievement	Payout
Free Cash Flow to Shareholders	70%	200%	140%
Underlying EBITDA Growth	20%	0%	0%
Solvay One Planet objectives	10%	113%	11%
Group objectives			151%
<i>Discretionary factor, reduced downward</i>			-22%
	60%		129%
<b>Group performance results after downwards adjustment</b>			<b>77.4%</b>
Long term vision of the Group			
Deployment and execution of the GROW strategy			
Individual Objectives	40%	175%	70%
Deployment of enterprise leadership culture			
Deployment of human capital strategy			
Mitigating the Covid-19 impacts internally and externaly			
<b>Total</b>	<b>100%</b>		<b>147.4%</b>