

Additional Information on Performance Measures within the Remuneration Policy

2023 Annual Integrated Report

Introduction

As in previous years, Solvay's Board of Directors (the "Board") has decided to provide additional clarity as to the operation of both the Short Term Incentive (STI) and the Long Term Incentive (LTI) to demonstrate that variable remuneration at Solvay is based on the achievement of strategic objectives, including driving sustainable performance, and recognizes excellent results once delivered.

Short Term Incentives (STI)

Performance measures selected for the Short Term Incentive (STI) can change from year to year considering the strategic priorities of the Group. As per the Remuneration Policy approved by shareholders at the 2022 Annual General Meeting (AGM), the weighting of each performance measure would fall within the parameters below:

- Financial: 60%-70%;
- One Planet: 10%-20%; and
- Individual: 10%-20%

One Planet aspirations and goals form an important part of Solvay's strategy; as such, to drive progress toward these challenging and aspirational objectives, One Planet KPIs have been included in the STI plan. KPIs are composed of three major categories of climate, resources and better life, and serve as our roadmap toward a sustainable future.

As the approved Remuneration Policy covers a four-year period, specific KPIs linked to these performance measures and weightings are not included in the Policy, but shared retrospectively in the Remuneration Report. The remuneration policy is being reviewed in 2024.

As with most other companies, Solvay considers the disclosure of annual performance targets on a prospective basis to be commercially sensitive. As such, the Board has decided to report on them, in a transparent manner, on a retrospective basis in the Remuneration Report. In setting performance targets, the Board continues to carefully monitor and define financial targets that are well aligned with short-term priorities, business forecasts and long-term sustained value creation plan for each financial year. The performance measures and the associated targets are continuously reviewed by the Board.

In line with our approach to be transparent with all of our stakeholders, Solvay has disclosed the performance measures selected, as well as their associated weightings, for the 2024 financial year in the annual report on page 120.

Long-Term Incentive (LTI)

Regarding the Performance Share Plan, targets and their associated weighting are set in alignment with the mid- and long-term strategy of the Group, before grants are offered to the LTI beneficiaries. Targets are set and approved, before grants are offered to the Executive Leadership Team (ELT) Members, by the Board. As per the Remuneration Policy, the weighting of each performance measure would fall within the parameters below:

- Financial criteria account for 60% to 80% of the award; and
- One Planet objectives have a weight of 20% to 40% of the award

The outcomes are subject to a further linear adjustment upwards or downwards dependent on the Group's performance against the median of Total Shareholder Return (TSR) of the Stoxx 600 Index peer group.

For the awards vesting in 2023, the performance measures selected were underlying EBITDA growth, ROCE and GHG emissions reduction. Full retrospective disclosure is provided in the Remuneration Report (see pages 121-122).

Solvay has maintained consistency in the selected performance measures and their associated weights over the recent years. The 2024 LTI award has been granted in line with the remuneration policy and the previous years approach.

For the PSU plan the performance targets are as follows:

- EBITDA growth % (40%)
- ROCE base point variation (40%)
- Greenhouse gas intensity (Mt) (20%)

As done in previous years Solvay will disclose the level of achievement against the targets set for each performance measure at the time of vesting.