

Memorandum on CEO Remuneration

Introduction

The Board has developed a new, performance-based remuneration policy which will be applicable as from 2021 and which will be submitted for approval at the annual shareholders' meeting on May 25, 2021.

On January 1, 2021, Ontex has appointed Esther Berrozpe as the Company's CEO. The remuneration of the new CEO will be governed by the new remuneration policy.¹ In anticipation of the full disclosure of the CEO's remuneration in the remuneration report for 2021, to be published in 2022, the Company wishes to provide up-front transparency on the composition and magnitude of the CEO's remuneration.

CEO Remuneration

The table below provides an overview of the main components of the CEO's remuneration under the new remuneration policy.¹ Both the target remuneration and the maximum earning potential (in case of significant overachievement of the applicable performance objectives) are mentioned.

<i>Remuneration Component</i>	<i>At target (EUR)</i>	<i>At maximum (EUR)</i>
Base salary	900,000	900,000
Annual Pension Contribution	180,000	180,000
Annual Bonus	900,000	1,800,000
Annual LTIP Grant	1,035,000	2,070,000
Annual Total Remuneration	3,015,000	4,950,000

The annual total remuneration in the table above represents the median total remuneration for a CEO position in a European personal and household goods peer group, selected with the assistance of an executive remuneration advisor, which includes the following companies:

Company / Division Name	Parent Company	Country	Company / Division Name	Parent Company	Country
Greenyard Foods	-	BEL	British American Tobacco	-	GBR
Puratos	-	BEL	Britvic	-	GBR
Japan Tobacco International	Japan Tobacco	CHE	Diageo	-	GBR
Philip Morris	-	CHE	Reckitt Benckiser	-	GBR
Beiersdorf	-	DEU	Benetton	-	ITA
Haribo	-	DEU	Parmalat	-	ITA
Henkel	-	DEU	FrieslandCampina	-	NLD
Stada	-	DEU	Heineken	-	NLD
SAICA	-	ESP	Nutreco	SHV Holdings	NLD
BIC (Société BIC)	-	FRA	Perfetti Van Melle	-	NLD
Danone (pre-WhiteWave acquisition)	-	FRA	BillerudKorsnäs	-	SWE
Essilor	-	FRA	SCA - Svenska Cellulosa Aktiebolaget	-	SWE
L'Oréal - Division Cosmétique Active	L'Oréal	FRA	Stora Enso	-	SWE
			Swedish Match	-	SWE

¹ Subject to approval by the annual shareholders' meeting on May 25, 2021.