



Arkema is a
high-performance
Materials
company

March 2024

Our world is being transformed by disruptive megatrends



Natural resources
preservation and
decarbonization



Urbanization
and living
standards



Transition
to electric
mobility



Technology
disruptions
and AI



Social change
and consumer
behaviors

Our vision is shaped by the accelerating demand
for high-performance materials



A SIGNATURE

FOR A VISION

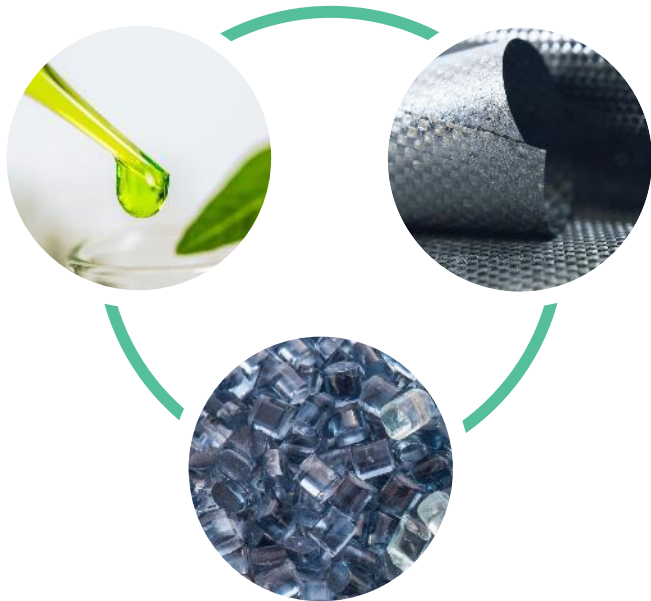
INNOVATIVE **MATERIALS** FOR A SUSTAINABLE WORLD

“Be the Specialty Materials leader,
offering the most innovative and
sustainable solutions to address our
customers’ current and future challenges”

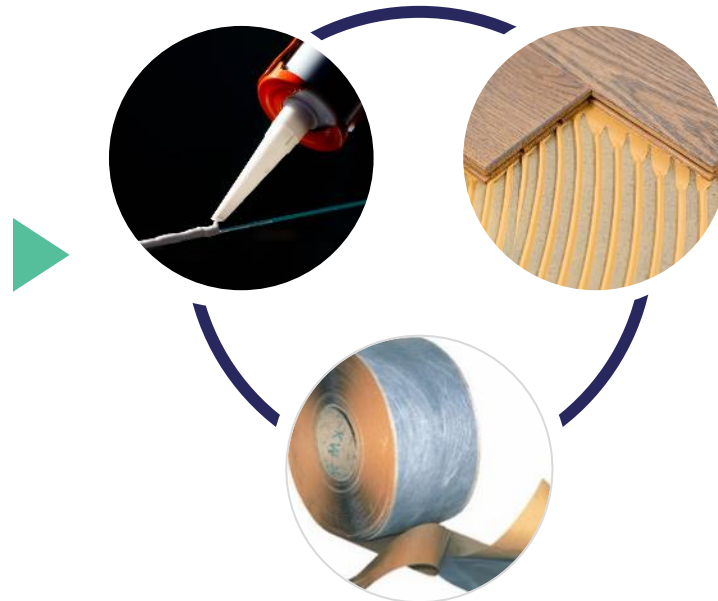
Our know-how is centered on materials science

3 unique and complementary capabilities
to seize opportunities from global megatrends

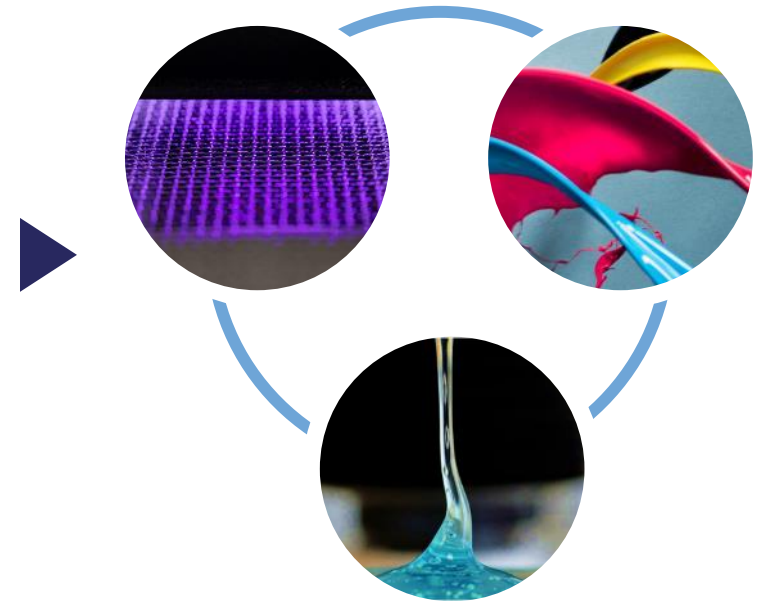
Creating and strengthening
materials



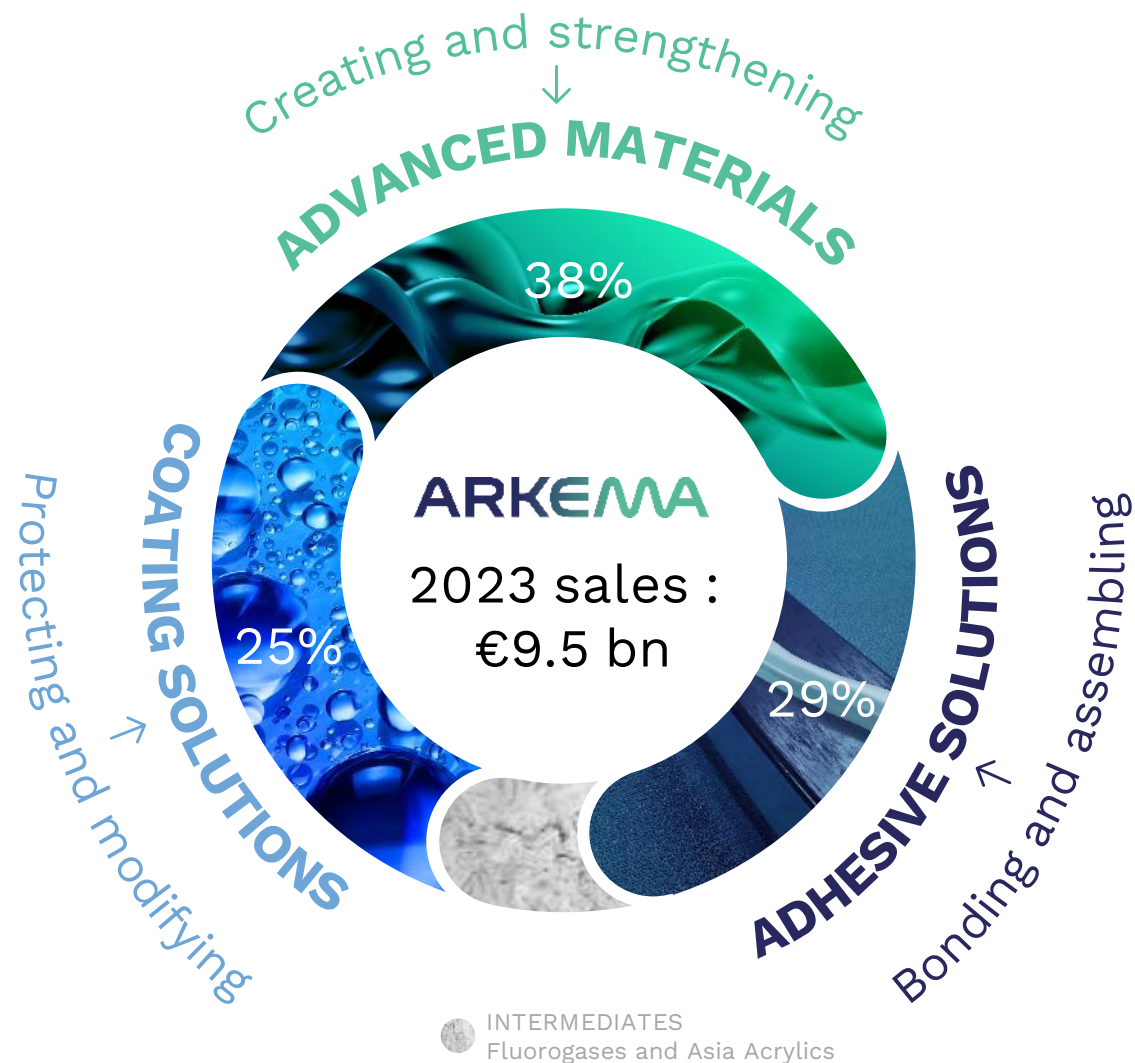
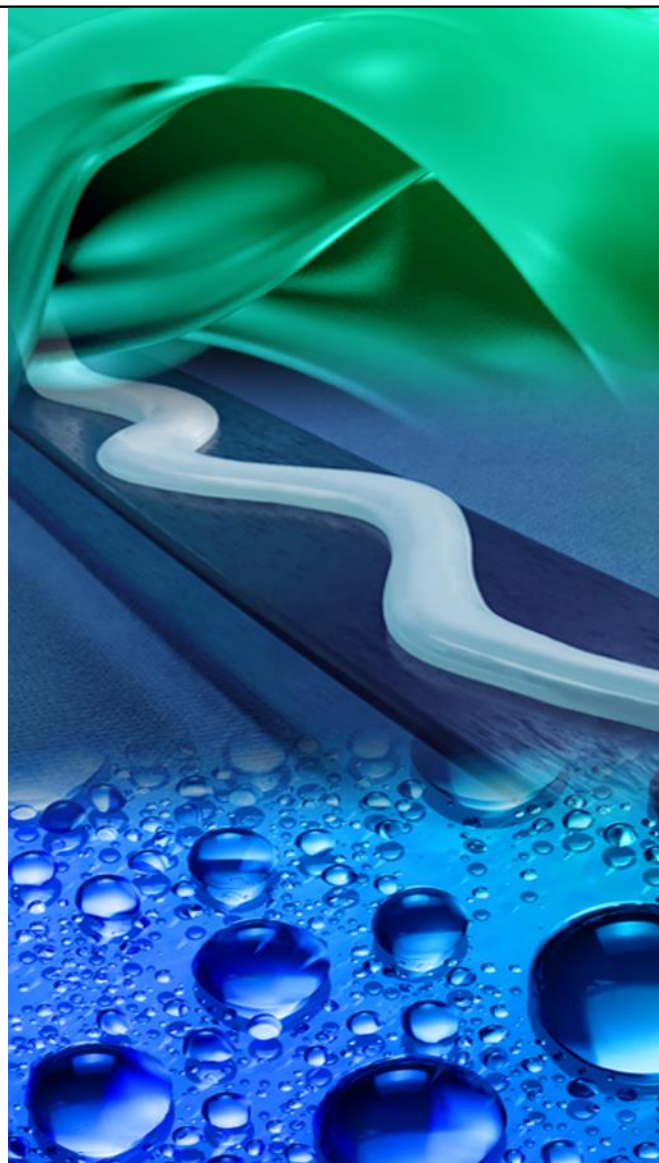
Bonding and assembling
materials




Protecting and modifying
materials



These capabilities define our 3 Specialty Materials segments



Over time, we have built an unmatched portfolio of cutting-edge technologies



Advanced Materials

Creating and strengthening

Adhesive Solutions

Bonding and assembling

Coating Solutions

Protecting and modifying

- High-performance polymers (bio PA11, PA12, Pebax®, PVDF, PEKK, Polyimide)
- Fluorospecialties (1233zd, electrolyte salts)
- Niche performance additives (DMDS, biosurfactants)
- Pressure sensitive adhesives
- Engineering and thermal adhesives
- Specialty hot melts
- High-performance sealants (MS, PU)
- UV curing monomers
- Waterborne resins
- Rheology additives
- Powders

Our segments serve attractive end-markets with a balanced geographical presence



31%
Building & construction



27%
General industry



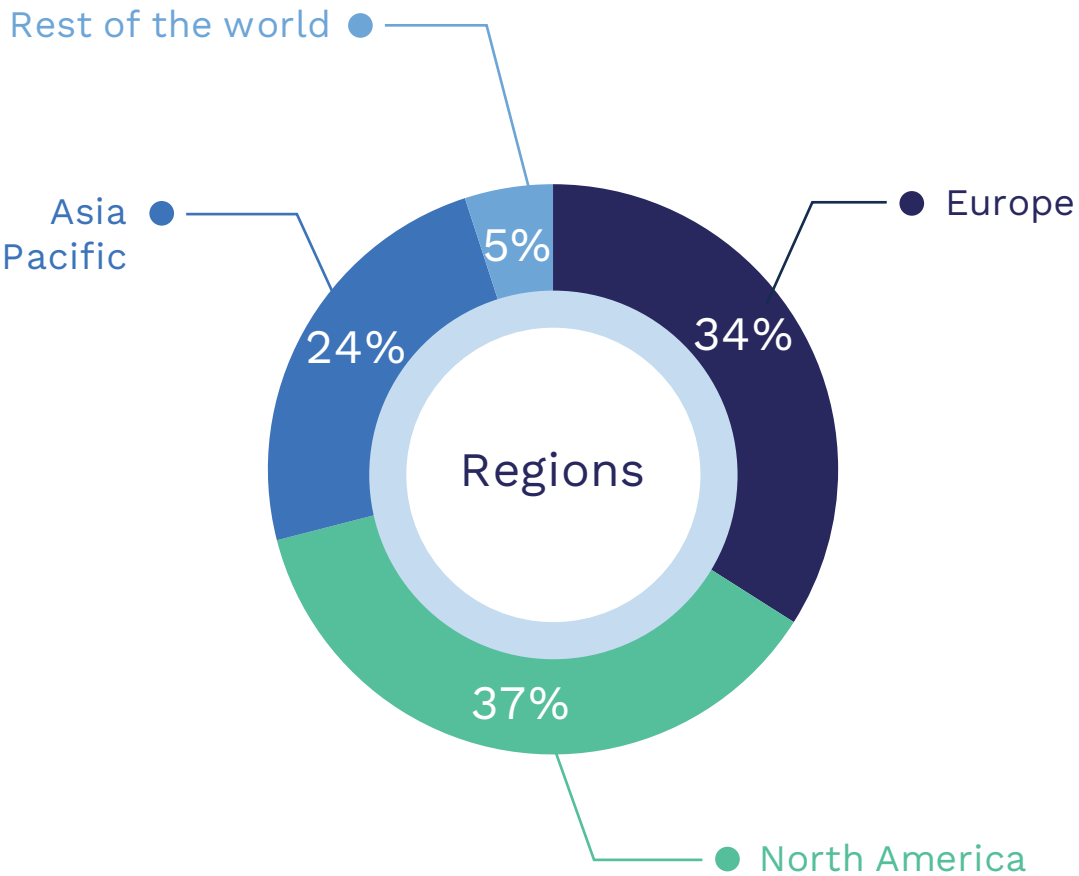
19%
Consumer goods & electronics



12%
Water, health & nutrition

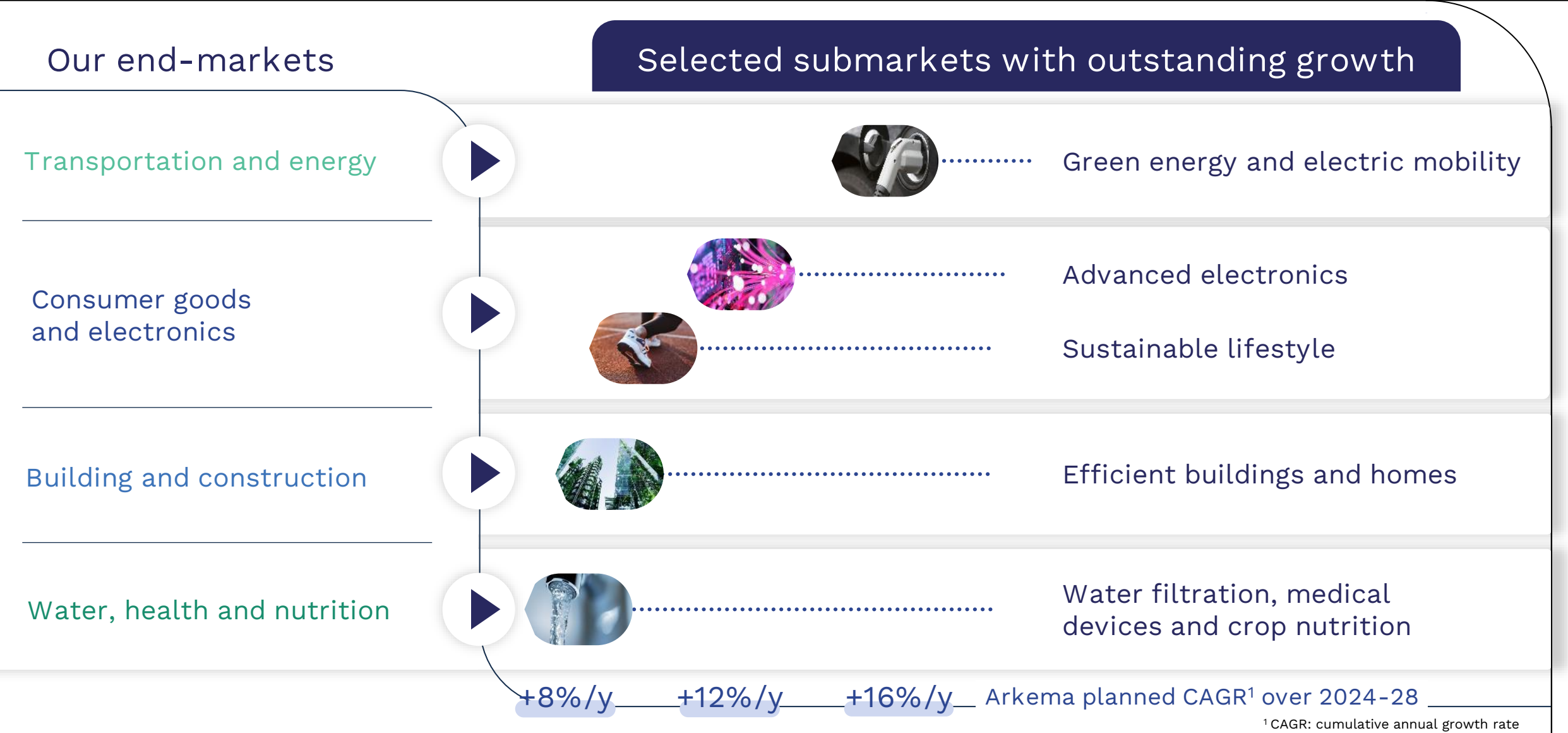


11%
Transportation & energy



2023 sales

We identified 5 key submarkets with superior growth driven by sustainable megatrends



Our global footprint is the backbone of our strong customer intimacy



R&D

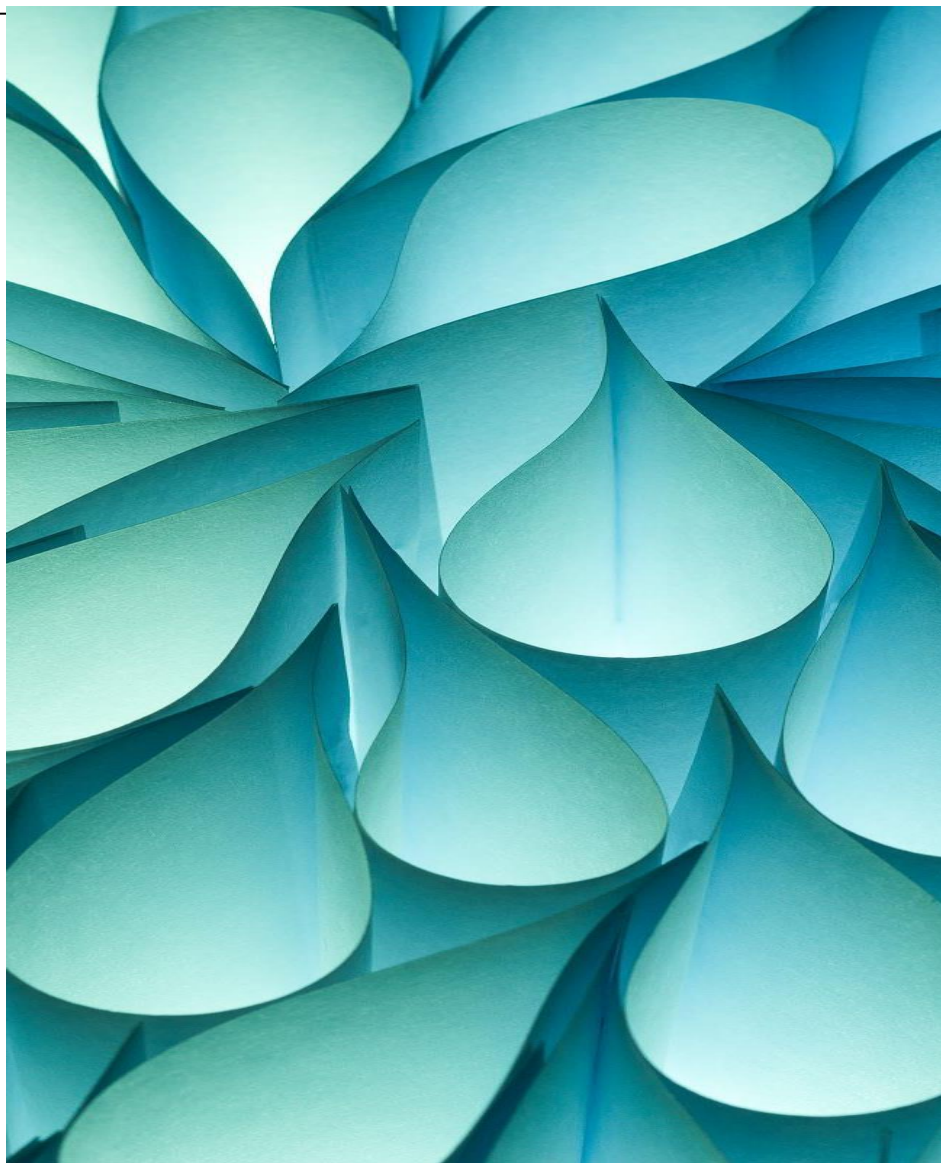
- 1,800 researchers
- 17 R&D centers
- >200 filed patents/y
- €275m spendings

Manufacturing

- €634m capex/y
- 151 production sites

21,100 employees
Presence in 55 countries

Our strategy underpins ambitious financial objectives



2028 forecasts

Sales

~ €12bn

EBITDA
margin

~ 18%

Organic
CAGR ¹
over 2024-28

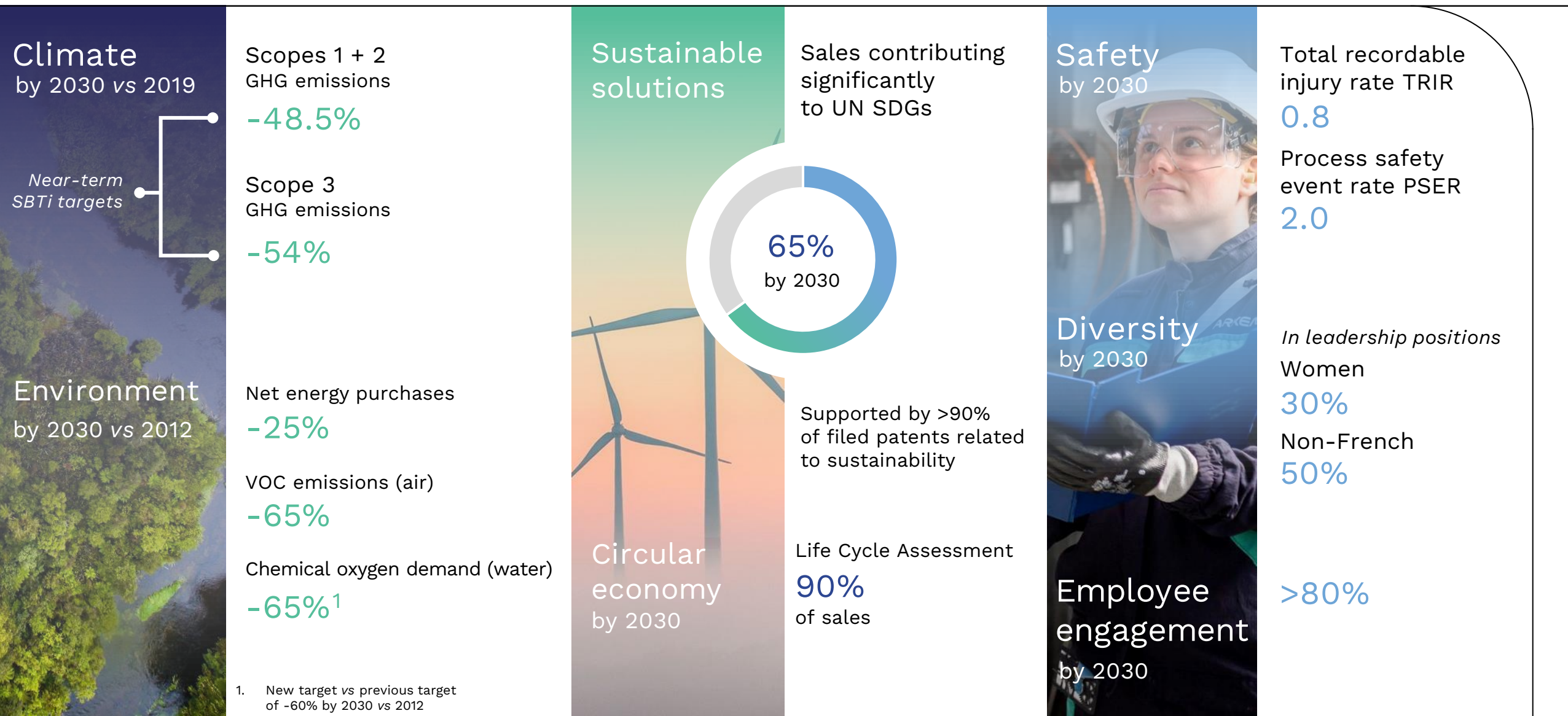
+4%/y Sales

+7-8%/y EBITDA

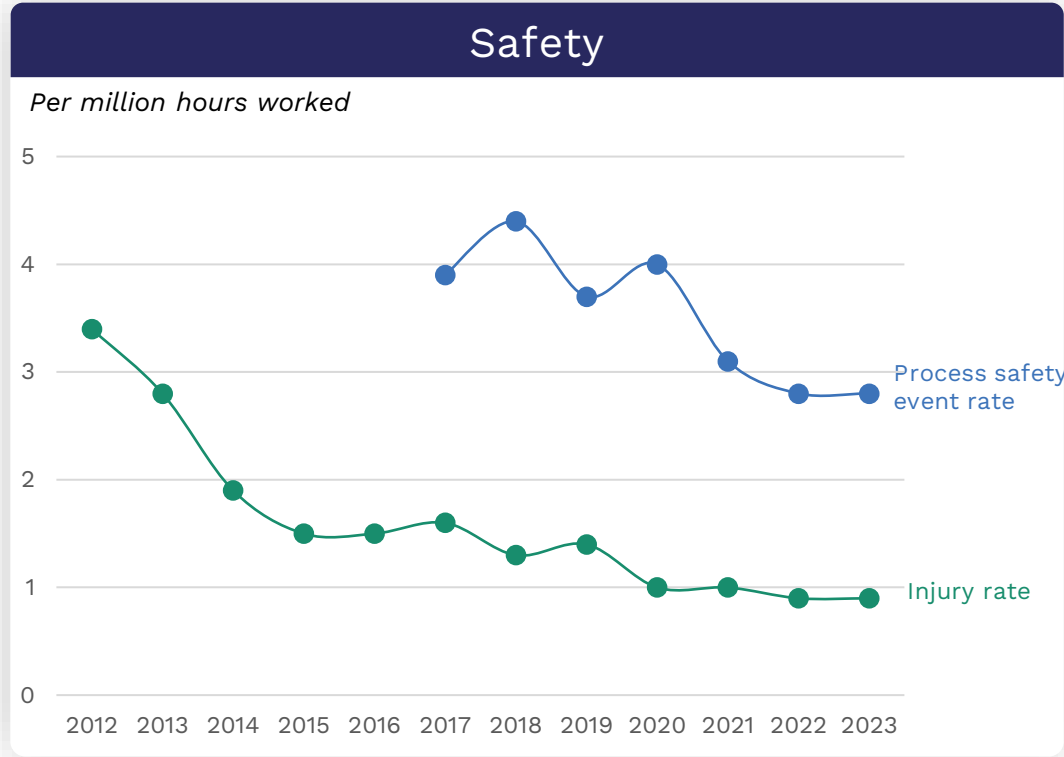
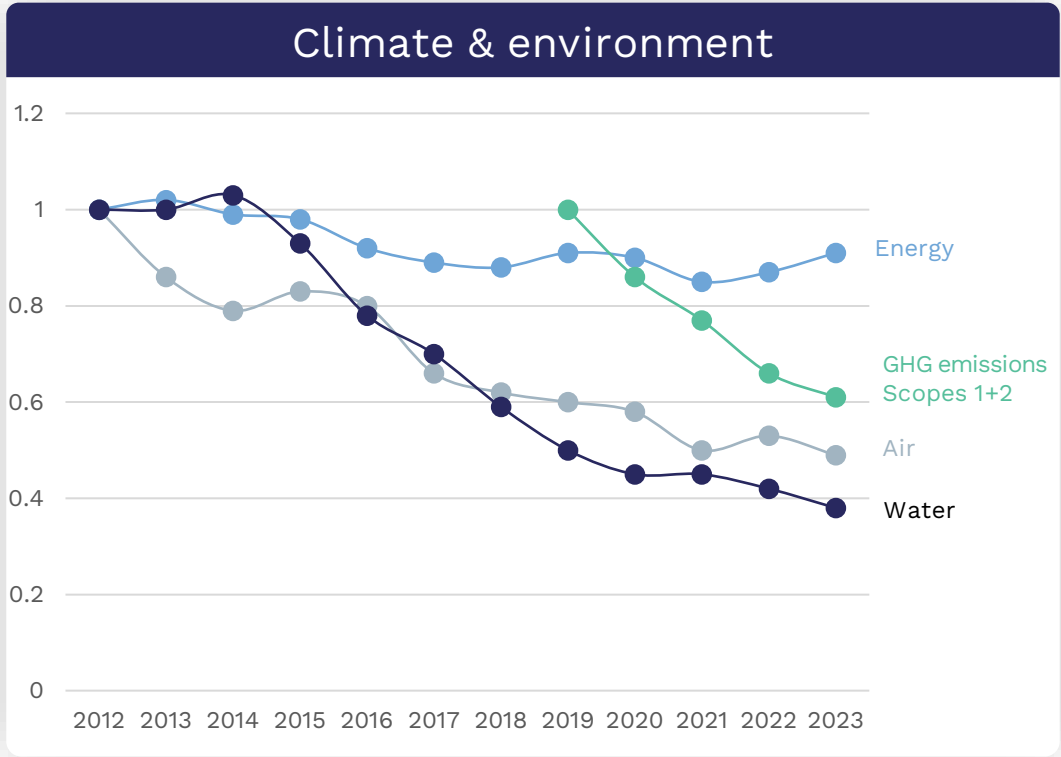
¹ CAGR: cumulative annual growth rate

Forecasts defined in normalized macroeconomic and market conditions

A clear CSR roadmap is embedded in our strategy



We have strengthened our CSR performance over the years



1.5°C trajectory
by 2030 validated
by SBTi

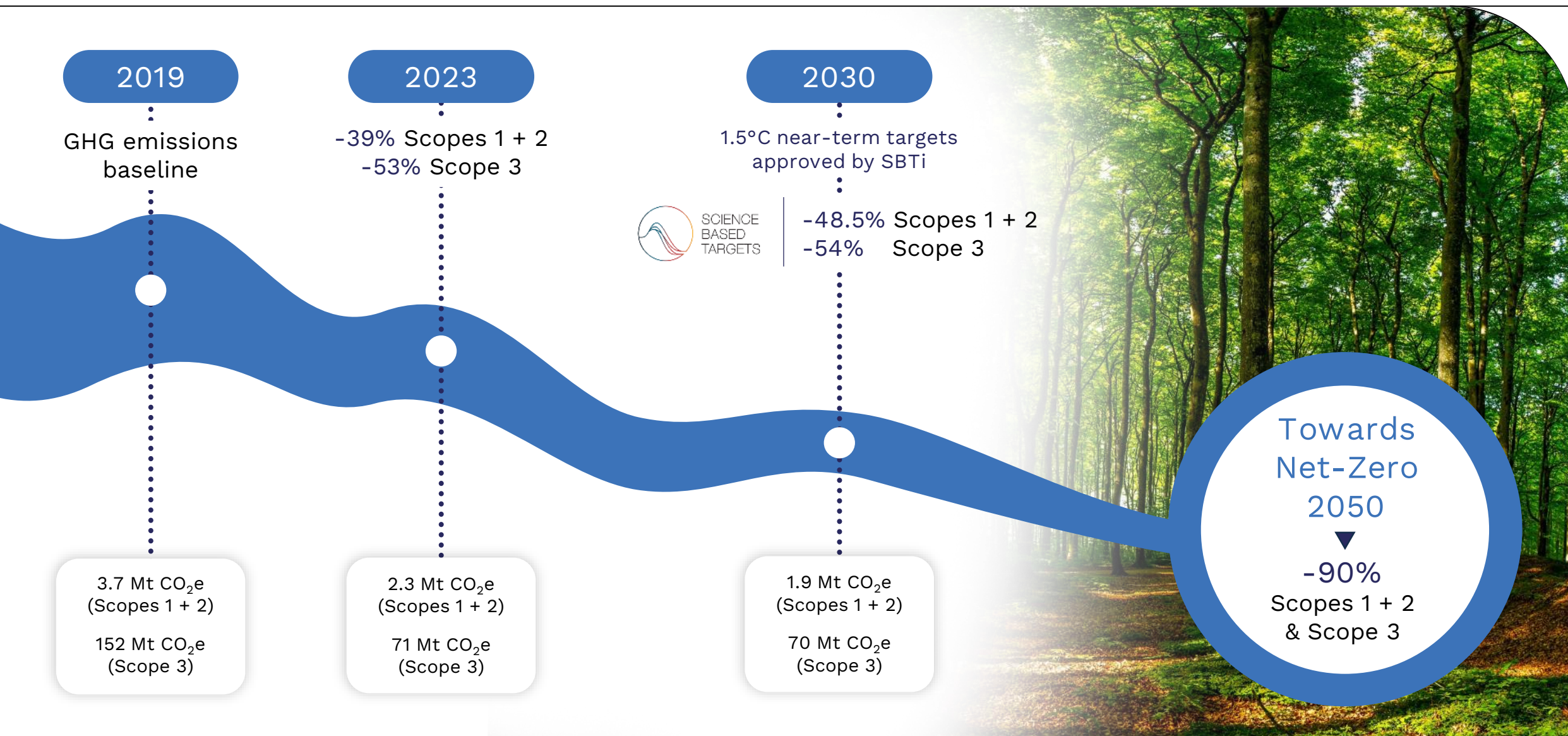
4th place
DJSI World 2023
“Chemicals” category

S&P Global
Sustainability
Yearbook 2024

MOODY'S | ESG Solutions
69
Superior percentile
across all sectors

Included in
CAC40® ESG
CAC® SBT 1.5°
indexes

We are paving the way to Net-Zero by 2050



Values that guide our ambitions



Simplicity

Performance

Solidarity

Empowerment

Inclusion

Our talents have been the cornerstone of our success



Employee engagement

77% of employees fully engaged
Arkema Cares global internal satisfaction survey

7.7% of Arkema shares held by employees
0.7% in 2006

2023 data



Increasing diversity in leadership positions

29%
women

40%
non-French

2023 data



Employer of choice

Certified as a
Top Employer
in 10 countries

Among the **world's best employers**
by Forbes and
TIME Magazine



Philanthropy

Major partner of **Sport dans la Ville**
Promoting integration for youth
from disadvantaged neighborhoods

Habitat for Humanity Philadelphia
Partnership and volunteering to provide
families with safe & comfortable homes

Sponsorship: a common eagerness for challenges



In France, Arkema associates its name with the Women's Football D1 and support the national team to promote the development of women's soccer and the place of women in sport. We also support the development of amateur clubs through targeted actions close to our locations.



Wheelchair tennis, paratriathlon, or women's football: we are proud to support four high-level athletes with whom we share the same values.



Our high-performance
materials serve major
sustainable trends

March 2024

To accelerate development of new energies and clean mobility



ELIUM[®] & RILSAN[®] MATRIX

Recyclable thermoplastic resins and advanced materials for hydrogen tanks.

KYNAR[®]

PVDF resin to improve power, autonomy and durability of rechargeable batteries in electric cars, buses and trucks.
Fluoropolymer film to protect back sheet of solar panels.

ELIUM[®]

Thermoplastic resin for first wind turbine blades made of 100% recyclable composites.

LUPEROX[®]

Our organic peroxide is used to harden the transparent resins that encapsulate the silicon cells and electrical circuits in photovoltaic panels .It guarantees transparency of this resins without yellowing for years.

CRAYVALLAC[®]

Bio-renewable additives for wind blades and battery adhesives.

SARTOMER[®]

Performance reactive diluents enabling reducing VOCs of composite/gelcoats systems.

* VOC: volatile organic compounds

CLEARSTRENGTH[®]

Toughening additives to improve performance and durability of wind mill blades systems.

To manage natural resources and promote circular economy



Post industrial or post-consumer recovery and regeneration of our bio-sourced materials (Rilsan® PA11) or thermoplastic materials (Kynar® PVDF).



ALBONE®

Hydrogen peroxide for odor annoyance management in wastewater treatment plants, without any toxic by-products nor additional sludge production.



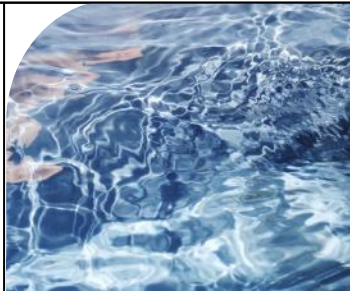
M-RESINS™ & BOSTIK SF10M

A pressure sensitive adhesive enabling resealable packaging and a laminating adhesive, both used for food packaging, suitable for recycling in a polyethylene film stream (approved by independent body Recyclclass).



OPALE™ SOLUTIONS

A unique additive technology enabling a more sustainable and efficient metal ore processing to address the increasing demand in metals for the new energies and electronics markets.



RILSAN® FINE POWDERS

100% bio-sourced coating for long-term protection of water pipes against abrasion and corrosion.



KERCOAT® OPTICOAT®

Glass coatings to extend the service life of returnable bottles.



KYNAR®

PVDF resin to manufacture ultra-filtration membranes for producing drinking water, barrier to particles as small as bacteria and viruses.

To build eco-sustainable homes

<div>SYNAQUA®</div> <div>USDA* certified bio-based alkyd resin for solvent-free and odorless paint.</div> <div>* USDA : US department of Agriculture</div>	<div>PUREFIX BY BOSTIK</div> <div>Solvent-free and phthalate-free invisible fastening sealant, to bond, plug or achieve thorough seal, with no emissions harmful to health in energy cost of air conditioning effect.</div>
<div>BOSTIK</div> <div>First thermal insulating levelling compound -15% heat loss.</div>	<div>KYNAR AQUATEC®</div> <div>PVDF resin used as a binder for topcoat of white roofs, to protect paints. Able to reflect UV over 20 years, and therefore save 25 to 30% energy in air conditioning.</div>
<div>SILIPORITE®</div> <div>Molecular sieves to trap moisture in double glazing.</div>	<div>ENCOR® FLEX</div> <div>Acrylic emulsions for liquid-applied membranes for "cool" white roofs, with excellent flexibility, water and dirt resistance, reflectivity and durability.</div>
<div>CERTINCOAT®</div> <div>Interior window coating = 30% saving in heating.</div>	<div>RHEOTECH™ COAPUR™</div> <div>Rheology and specialty additives for more sustainable waterborne coatings and adhesives, with low carbon footprint and bio-renewable based feedstock.</div>



To create lightweight innovations



BOSTIK SMP

Solvent-free, isocyanate-free sealants for windshield, for enhanced flexibility, seal and UV-resistance.

RILSAN[®] HT

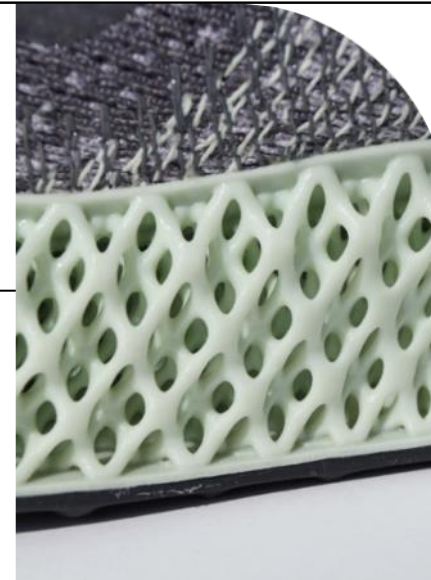
High-performance polyamide for engine parts 6x lighter than steel and capable of withstanding high temperatures.

KEPSTAN[®]

PEKK material with outstanding sturdiness for the manufacture of aircraft structural parts.

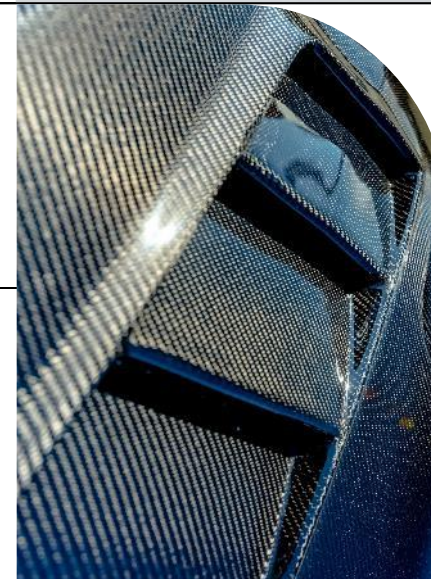
RILSAN[®]

Custom 3D-printed helmets made from 100% bio-based polyamide 11.



N3XTDIMENSION[®]

UV-curable resins for 3D printing of complex geometry parts, for example in sport shoes.



ELIUM[®]

Resin for lightweight and recyclable composite parts used in transports.

To improve daily comfort and lifestyle for all



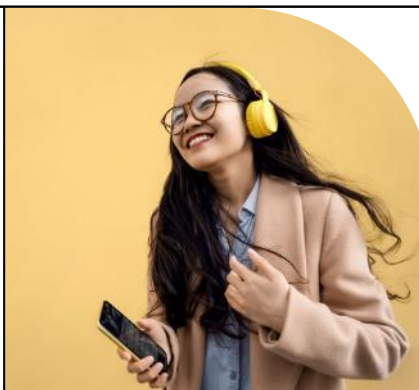
FIX&FLASH BY BOSTIK

First extra strength glue that hardens thanks to light!

SARTOMER®

Resins for low VOC* UV adhesives optimizing signal transmission in touch screen panels.

* VOC: volatile organic compounds



RILSAN® CLEAR

Transparent polyamide for eyewear frames and smartphones: bio-sourced and 20% lighter than polycarbonate.

REAFREE®

No VOC powder coating resins enabling super durability.

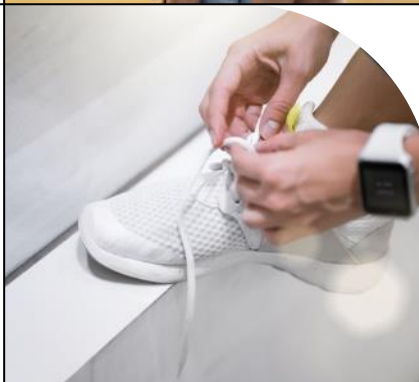


VALSTERANE®

High-purity solutions for sanitizing food packaging.

SPERSIO™

60% biobased dispersants for performance paper and board coatings.



PEBAX®

Elastomer offering unique lightweight and flexibility combination for the soles of footwear.



SPOTLEAK®

Sulfur-based odorizer to make gas detectable.



SENSIO™

Bio-based surfactants, derived from castor oil for biodegradable detergents.

And a strong, passionate brand ready to lead the wave of change!



Thank you

