Arkema is a high-performance Materials company
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.

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

- High-performance polymers (bio PA11, PA12, Pebax®, PVDF, PEKK, Polyimide¹)
- Fluorospecialties (1233zd, electrolyte salts)
- Niche performance additives (DMDS, biosurfactants)

Adhesive Solutions
Bonding and assembling

- Pressure sensitive adhesives
- Engineering and thermal adhesives
- Specialty hot melts
- High-performance sealants (MS, PU)

Coating Solutions
Protecting and modifying

- UV curing monomers
- Waterborne resins
- Rheology additives
- Powders

¹ Subject to the approval of relevant legal authorities, closing expected end-23
Our segments serve attractive end-markets with a balanced geographical presence.
We identified 5 key submarkets with superior growth driven by sustainable megatrends.

**Our end-markets**

- Transportation and energy
- Consumer goods and electronics
- Building and construction
- Water, health and nutrition

**Selected submarkets with outstanding growth**

- Green energy and electric mobility
- Advanced electronics
- Sustainable lifestyle
- Efficient buildings and homes
- Water filtration, medical devices and crop nutrition

Arkema planned CAGR¹ over 2024-28

+8%/y  +12%/y  +16%/y

¹ CAGR: cumulative annual growth rate
Our global footprint is the backbone of our strong customer intimacy

- **R&D**
  - 1,800 researchers
  - 16 R&D centers
  - >200 filed patents/y
  - €270m spendings

- **Manufacturing**
  - ~€650m capex/y
    - 55% growth incl. exceptional capex
    - 45% maintenance
  - 148 production sites

- **21,100 employees**
  - Presence in 55 countries

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**North America**
- Production sites: 44
- R&D centers: 5

**Europe**
- Production sites: 60
- R&D centers: 7

**Asia**
- Production sites: 31
- R&D centers: 4

**Rest of the world**
- Production sites: 13

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2022 data

[Image of world map with R&D and manufacturing locations]
Our strategy underpins ambitious financial objectives

2028 forecasts

- Sales: ~ €12bn
- EBITDA margin: ~ 18%
- Organic CAGR \(^1\) over 2024-28: +4%/y
- EBITDA: +7-8%/y

\(^1\) CAGR: cumulative annual growth rate
Forecasts defined in normalized macroeconomic and market conditions
A clear CSR roadmap is embedded in our strategy

**Climate by 2030 vs 2019**

- **Scopes 1 + 2 GHG emissions**
  - -48.5%

- **Scope 3 GHG emissions**
  - -54%

- **Net energy purchases**
  - -25%

- **VOC emissions (air)**
  - -65%

- **Chemical oxygen demand (water)**
  - -65%1

**Sustainable solutions**

- **Sales contributing significantly to UN SDGs**
  - 65% by 2030

- **Supported by >90% of filed patents related to sustainability**

**Safety by 2030**

- **Total recordable injury rate TRIR**
  - 0.8

- **Process safety event rate PSER**
  - 2.0

**Diversity by 2030**

- **In leadership positions**
  - Women
    - 30%
  - Non-French
    - 50%

- **Employee engagement by 2030**
  - >80%

**Environment by 2030 vs 2012**

- **VOC emissions (air)**
  - -65%

- **Chemical oxygen demand (water)**
  - -65%1

- **Net energy purchases**
  - -25%

- **Chemical oxygen demand (water)**
  - -65%1

1. New target vs previous target of -60% by 2030 vs 2012

**Scope 3**

- **GHG emissions**
  - -54%

**Scope 1 + 2**

- **GHG emissions**
  - -48.5%

**Scope 3**

- **GHG emissions**
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**Net energy purchases**

- -25%

**VOC emissions (air)**

- -65%

**Chemical oxygen demand (water)**

- -65%1

**Life Cycle Assessment**

- 90% of sales
We have strengthened our CSR performance over the years

**Climate & environment**

- **Energy**
- **GHG emissions Scopes 1+2**
- **Air**
- **Water**

**Safety**

- **Per million hours worked**
  - **Process safety event rate**
  - **Injury rate**

**Key Performance Indicators**

- **1.5°C trajectory by 2030 validated by SBTi**
- **3rd place DJSI World 2022 “Chemicals” category**
- **S&P Global Sustainability Yearbook 2023**
- **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

2019
GHG emissions baseline

2022
-34% Scopes 1 + 2
-49% Scope 3

2030
1.5°C near-term targets approved by SBTi

-48.5% Scopes 1 + 2
-54% Scope 3

Towards Net-Zero 2050
-90% Scopes 1 + 2 & Scope 3

3.7 Mt CO₂e (Scopes 1 + 2)
152 Mt CO₂e (Scope 3)

2.4 Mt CO₂e (Scopes 1 + 2)
78 Mt CO₂e (Scope 3)

1.9 Mt CO₂e (Scopes 1 + 2)
70 Mt CO₂e (Scope 3)
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*
- 7.8% of Arkema shares held by employees
  *0.7% in 2006*

**Increasing diversity in leadership positions**
- 26% women
- 40% non-French

**Employer of choice**
- Certified as a *Top Employer* in 7 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

2022 data
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
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.

**CLEARSTRENGTH®**

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

**SARTOMER®**

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

* VOC: volatile organic compounds
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).

**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 Recyclass).

**RILSAN® FINE POWDERS**
100% bio-sourced coating for long-term protection of water pipes against abrasion and corrosion.

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

**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.

**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.

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

**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 Recyclass).
To build eco-sustainable homes

<table>
<thead>
<tr>
<th>SYNAQUA®</th>
<th>PUREFIX BY BOSTIK</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA* certified bio-based alkyd resin for solvent-free and odorless paint.</td>
<td>Solvent-free and phthalate-free invisible fastening sealant, to bond, plug or achieve thorough seal, with no emissions harmful to healthiving in energy cost of air conditioning effect.</td>
</tr>
<tr>
<td>* USDA : US department of Agriculture</td>
<td></td>
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</tbody>
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<tr>
<th>BOSTIK</th>
<th>KYNAR AQUATEC®</th>
</tr>
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<tr>
<td>First thermal insulating levelling compound -15% heat loss.</td>
<td>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.</td>
</tr>
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<th>SILIPORITE®</th>
<th>ENCOR®</th>
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<td>Molecular sieves to trap moisture in double glazing.</td>
<td>Acrylic emulsions for liquid-applied membranes for “cool” white roofs, with excellent flexibility, water and dirt resistance, reflectivity and durability.</td>
</tr>
</tbody>
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<th>CERTINCOAT®</th>
<th>RHEOTECH™ COAPUR™</th>
</tr>
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<tbody>
<tr>
<td>Interior window coating = 30% saving in heating.</td>
<td>Rheology and specialty additives for more sustainable waterborne coatings and adhesives, with low carbon footprint and bio-renewable based feedstock.</td>
</tr>
</tbody>
</table>
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.

**ELIUM®**
Resin for lightweight and recyclable composite parts used in transports.

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

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

**VALSTERANE®**  
High-purity solutions for sanitizing food packaging.

**SPERSIO™**  
60% biobased dispersants for performance paper and board coatings.

**SPOTLEAK®**  
Sulfur-based odorizer to make gas detectable.

**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.

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

**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