

INNO- VATI- VE

2025 Annual and Sustainable Performance Report

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Chairman and Chief Executive Officer of Arkema

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BOOK**
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BOOK**
The 2025 Corporate Social Responsibility edition

Arkema’s business model proved robust in 2025 amid an uncertain economic environment. The Group demonstrated resilience in both its results and its strategic decisions.

Our **investments** continued to support growth in value-added markets. **Innovation**, underpinned by **sustainability**, has become a key driver of our performance. Our climate plan has advanced significantly towards **decarbonization**, through our manufacturing operations and in the solutions we offer our customers.

We have also strengthened our **human resources** policy and stepped up our **sponsorship** of women’s football.

Our 2025 **Year Book** looks back at these highlights.

Meanwhile, our **Sustainability Book** provides figures and examples that illustrate our progress across the three pillars of our CSR policy—**sustainable innovation, industrial responsibility and social leadership**—which are the foundations of our growth.

Our Annual and Sustainable Performance report reflect Arkema’s coherent strategy and unwavering commitment in pursuit of a clear ambition to build a strong, responsible Group with a long-term vision.

“IN 2025, WE STAYED ON TRACK, DEMONSTRATED OUR STRENGTH AND REAFFIRMED OUR AMBITIONS.”

WITH THIERRY LE HÉNAFF, CHAIRMAN AND CHIEF EXECUTIVE OFFICER OF ARKEMA



Arkema demonstrated resilience and agility in a particularly turbulent global environment. Thierry Le Hénaff reflects on a demanding year that featured the dedication of our people, the launch of major industrial projects and a clear vision for the future. With clarity, determination and confidence, he considers the Group’s trajectory as it approaches its 20th anniversary.

HOW WOULD YOU DESCRIBE 2025?

2025 was one of the most difficult years our industry has faced in two decades. We saw weakened demand in many markets, a marked slowdown in the United States and disappointing momentum in Europe. At the same time, Asia—particularly China—continued to grow, with favorable momentum in several segments.

In this context, we focused on our fundamentals and continued to make progress in different areas including customer proximity, innovation and operational discipline. Our people showed remarkable dedication. Thanks to their hard work, we generated significantly higher cash flow than last year’s, despite a decline in EBITDA, which stood at €1.25 billion, with a margin of nearly 14%—a level that reflects our resilience in the face of worsening market conditions.

WHICH MARKETS DROVE YOUR PERFORMANCE?

Our growth drivers have not faltered. I’m thinking specifically about batteries, sports, 3D printing and healthcare, as well as our low-carbon fluorinated specialties, which are benefiting from strong structural trends.

This is just the beginning. We launched several major investments in 2025 and we will gradually reap the benefits as they ramp up: our new 1233zd low-carbon gas and DMDS units in the US and the additional capacity for our Rilsan® Clear polymer in Singapore. Additional capacity will soon come online at the PVDF polymer facility in the US.

I would also like to highlight the momentum of our PIAM subsidiary in Korea, which specializes in ultra-high-performance polymers, driven by new high-end applications and the arrival of smartphone models with increased requirements.

These major projects strengthen our long-term positioning and act as key drivers of growth, supporting our trajectory.

WHY ANNOUNCE A NEW SEGMENTATION IN 2026?

We wanted to provide a clearer and more transparent view of the Group’s performance. This new segmentation clearly distinguishes:

- Our resilient, high-growth platforms, which are part of Specialty Materials (85% of our revenue)

“We launched several major investments in 2025 and we will gradually reap the benefits as they ramp up.”

- Our more cyclical and industrial businesses, now grouped within the Primary Materials segment

This change further highlights the Group’s repositioning efforts over the years and its resilience in the volatile environments we have experienced since 2020.

BEYOND THE RESULTS, THE ENVIRONMENT AND SAFETY REMAIN YOUR TOP PRIORITIES...

Yes, these two issues are central to our priorities. I am proud to say that we are among the best in the industry when it comes to safety. On the environmental front, our climate plan continues to deliver significant results: a 48.7% reduction in Scope 1 and 2 emissions by the end of 2025 compared to 2019. That’s a great achievement.

We have strengthened our commitments on water withdrawals and set a new target for waste treatment. Here too, we aim to perform at a very high level.

HOW ARE YOU APPROACHING 2026?

With caution, given the economic environment, but also with determination and energy. The start of the year has seen a continuation of the trends from the second half of 2025: sluggish demand, limited visibility, unfavorable exchange rates and, since late February, a geopolitical situation in the Middle East that further complicates the situation.

Given these circumstances, our primary objective is clear: to demonstrate agility and optimize our operations in the short term.

For our people, this means staying on top of things at all times, adjusting our pricing policy in line with raw material price movements, controlling our fixed costs and capital expenditure, and strictly managing working capital requirements.

At the same time, we are continuing to shape the Group's future. Our major projects in Specialty Materials will gain momentum and support growth, as will the synergies from our recent acquisitions.

We are also pursuing our strategic roadmap, based on innovation and low-carbon solutions, while exploring new markets such as data centers and wellness, where opportunities are promising.

2026 IS ARKEMA'S 20TH ANNIVERSARY YEAR. WHAT DOES THIS MILESTONE MEAN TO YOU?

This is a symbolic year and a source of pride. When we founded Arkema in 2006, the stakes were high: we wanted to become an independent player and build a company from scratch. It was bold and ambitious. Now, twenty years later, our trajectory speaks for itself.

Over two decades of transformation, we have built solid foundations: a robust financial structure, a culture rooted in integrity, high standards, a focus on people, and an unwavering commitment to safety.

Thanks to our strong culture of innovation, our expertise in Specialty Materials and our customer intimacy, we have become a truly global group, operating on every continent, with a significantly strengthened industrial footprint in North America and Asia.

Beyond the economy, we have developed a strong role in society through tangible initiatives to support sports, diversity and the inclusion of young people and underserved communities.

Twenty years is still young for a company: it is the age of enthusiasm, momentum and vision. Our story has only just begun.

WHAT MESSAGE WOULD YOU LIKE TO GIVE TO YOUNGER GENERATIONS?

I want to tell them this: industry needs you, and the chemical industry in particular.

If you want to contribute to the green transition, be present—without being visible—in the daily lives of millions of people, and be part of something truly meaningful, then Arkema is a fantastic place to make a real impact.

We will always need curious, positive, bold individuals who are ready to invent the solutions of tomorrow.

Materials chemistry makes electromobility, renewable energy and new consumer habits possible as we move towards a low-carbon world. It is an industry that develops talent, passes on expertise and brings together highly specialized and diverse skills.

Younger generations are coming in with energy and the desire to bring meaning to their work and act now, without waiting. They are a driving force for transformation. We need them, and they belong here at Arkema.

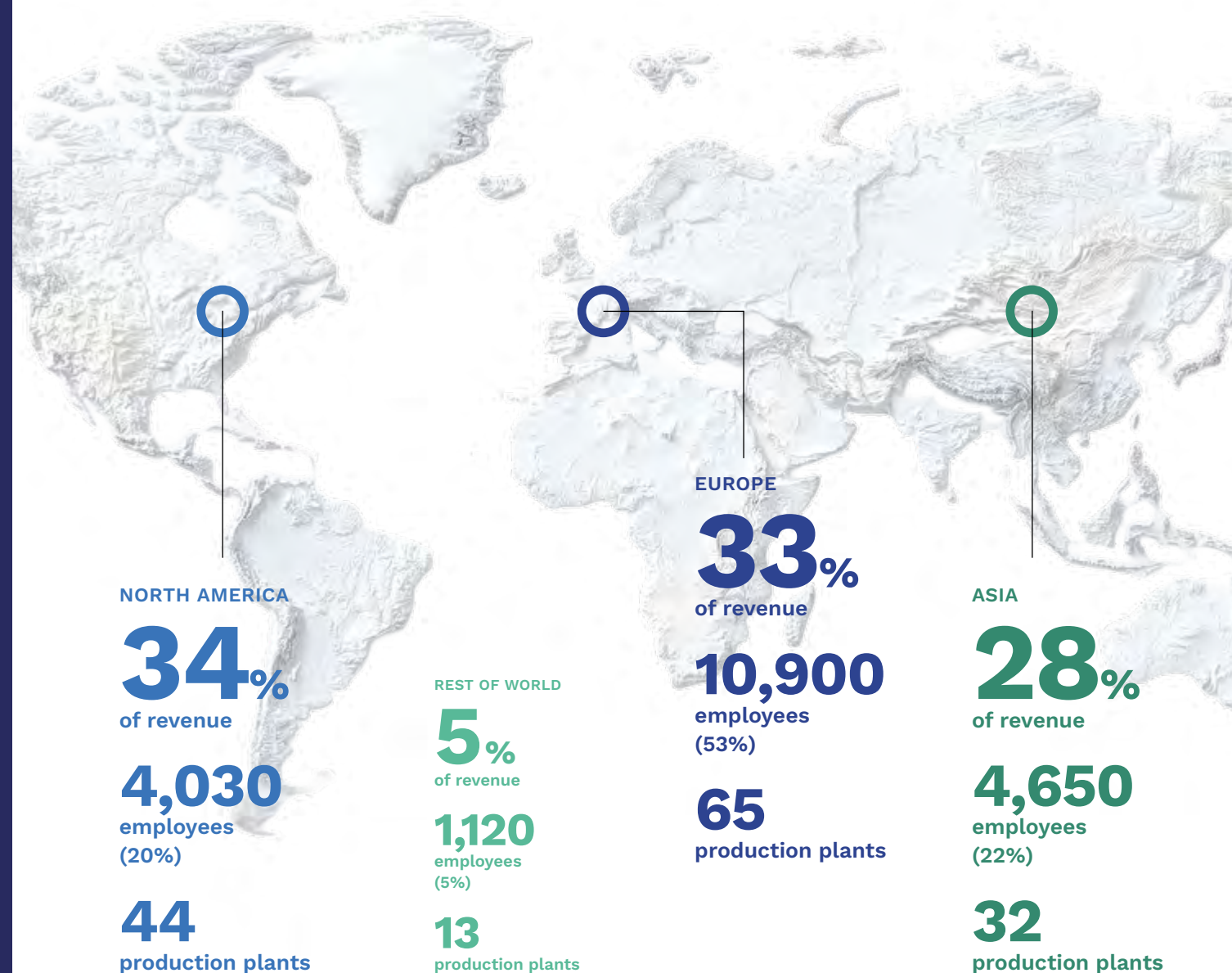


“Twenty years is still young for a company: it is the age of enthusiasm, momentum and vision. Our story has only just begun.”

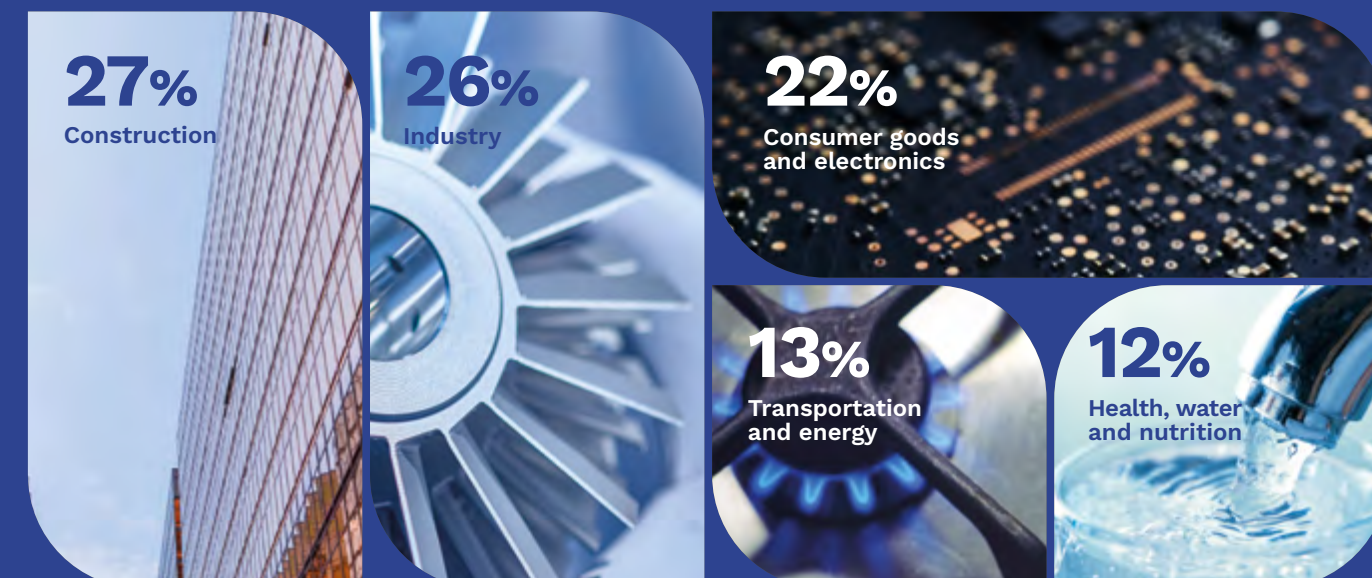
ARKEMA AT A GLANCE

Revenue €9.1 billion	EBITDA margin 13.8%	Operations in 55 countries worldwide
154 production plants worldwide	20,700 employees	Around 2,000 employees hired worldwide every year

A GLOBAL INDUSTRIAL GROUP WITH BALANCED REVENUE STREAMS

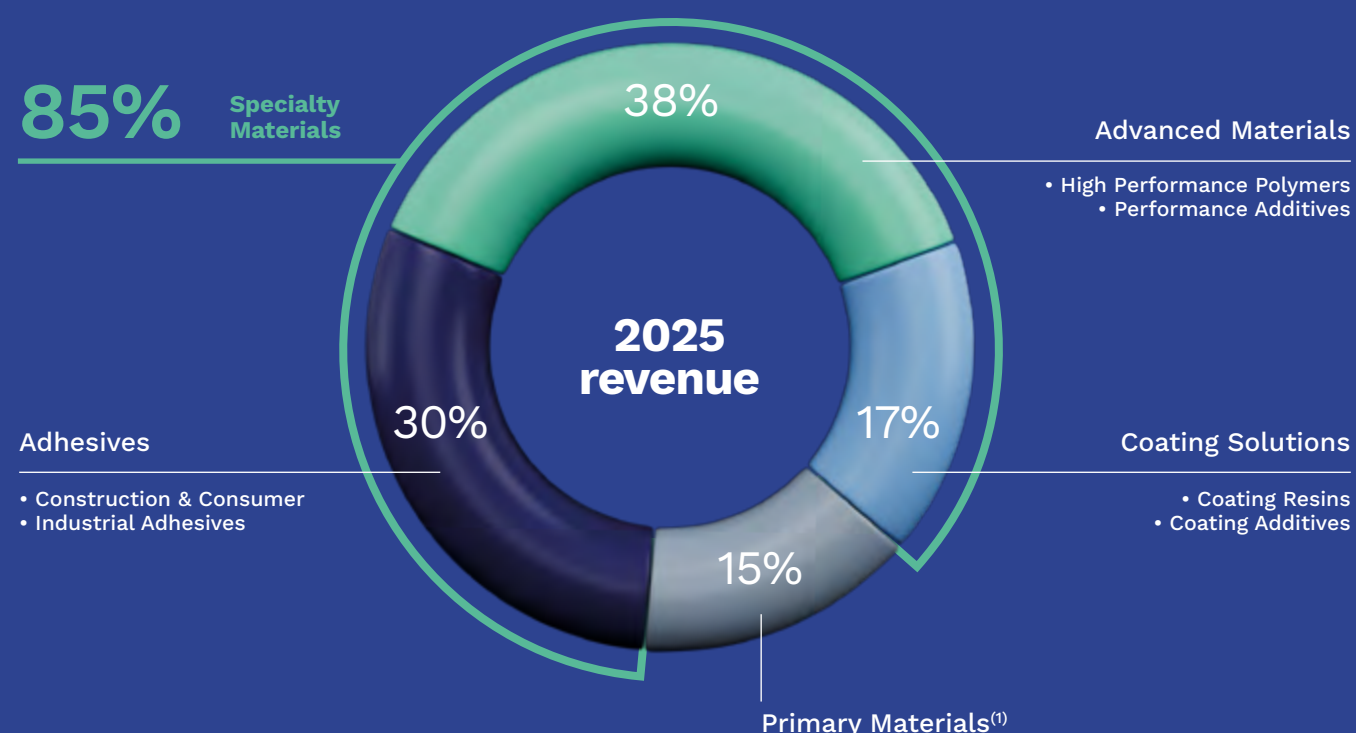


DIVERSE AND ATTRACTIVE END MARKETS (% OF REVENUE)



FOUR ACTIVITY SEGMENTS

Arkema's organizational structure has evolved significantly in recent years to position the Group as a leader in specialty materials.



⁽¹⁾ In early 2026, Arkema created a Primary Materials segment alongside its three existing Specialty Materials segments, which were slightly adjusted in scope. This new segment includes the global acrylic monomers business, the hydrogen peroxide business and some of its derivatives, and traditional refrigerant gases, which are expected to have largely disappeared by 2030. This distinguishes them from high-growth next-generation solutions, which are now integrated into Specialty Materials.

ARKEMA AT A GLANCE

ADVANCED MATERIALS, COATINGS AND ADHESIVES SERVING FIVE KEY HIGH-GROWTH MARKETS



- More than **50%** of our R&D expenditure is dedicated to these five markets

- Average annual revenue growth rate is **three times** higher than the Group average

SUSTAINABLE INNOVATION IS AT THE HEART OF WHAT WE DO

1,800

across
the 3 regions and
17 R&D centers

3.1%

of revenue
spent on R&D

226

new patents in 2025,
>93% related to
sustainable development

57%

of our sales are ImpACT+
(significant contribution
to the United Nations
Sustainable Development Goals)

4 sustainable innovation principles guide our R&D projects

1

Lightweight
materials
and design



3

Circular
economy



2

Bio-based
materials
and materials
obtained through
biosynthesis



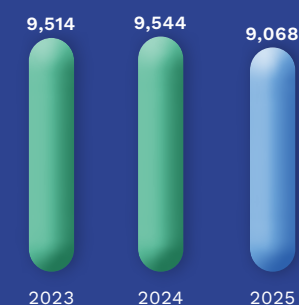
4

More efficient
and sustainable
processes

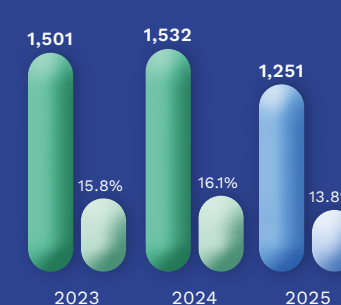


FINANCIAL PERFORMANCE/SHAREHOLDER INFORMATION

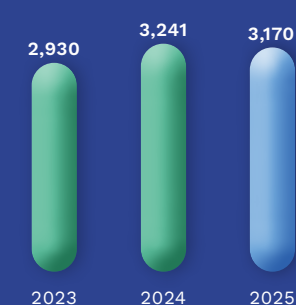
REVENUE (in € million)



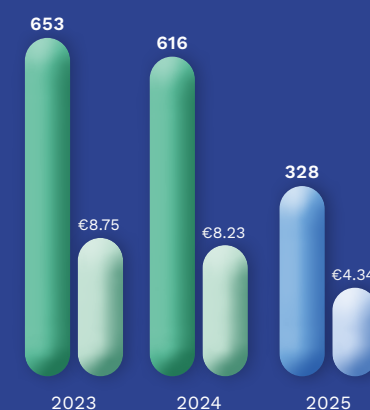
EBITDA (in € million)
and EBITA MARGIN (in %)



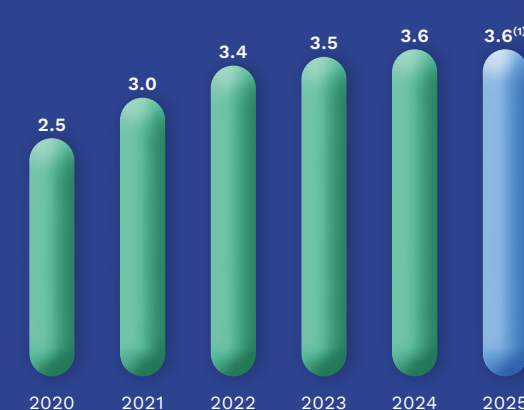
NET DEBT INCLUDING HYBRID BONDS
(in € million)



ADJUSTED NET INCOME (in € million)
and ADJUSTED NET INCOME PER SHARE (in €)

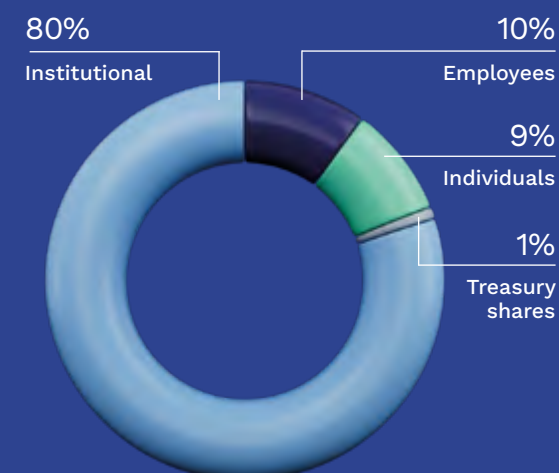


DIVIDEND (in €/share)

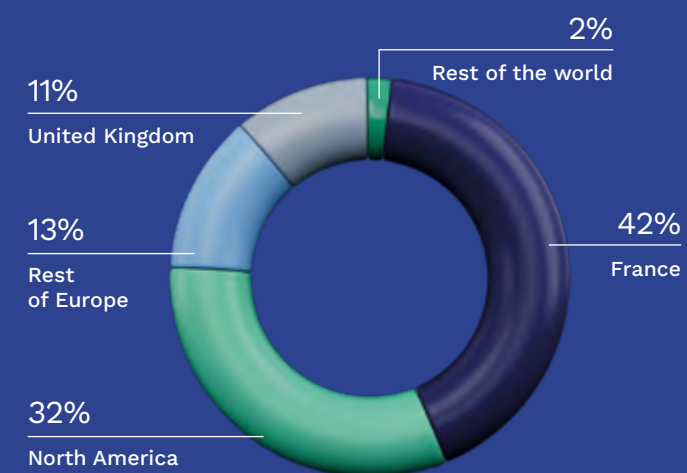


(1) Dividend declared for year X and paid in year X+1
Proposal put to the vote at the Annual General Meeting

CAPITAL STRUCTURE BY SHAREHOLDER TYPE
(at December 31, 2025)



CAPITAL STRUCTURE BY REGION
(at December 31, 2025)



YEAR BOOK

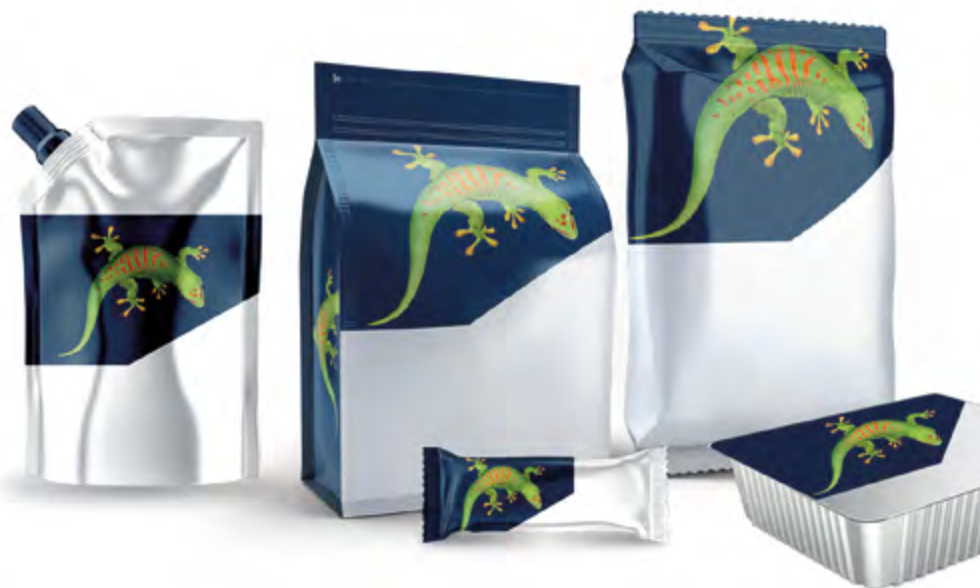
News from 2025

JANUARY

BOSTIK INTEGRATES DOW'S FLEXIBLE PACKAGING LAMINATING ADHESIVES BUSINESS

Arkema completed the integration of Dow's flexible packaging lamination adhesives business six months after announcing the acquisition. Dow is one of the world's leading producers of adhesives for the flexible packaging market, with operations in North America and Europe, and state-of-the-art production sites in Italy, the United States and Mexico, employing 280 people.

The transaction has allowed the Group to expand its portfolio of flexible packaging solutions and become a key player in this market. With annual revenue of \$250 million, this business offers a wide range of high-quality solutions for food and medical applications, as well as industrial lamination.



FEBRUARY

ARKEMA INCREASES ITS PVDF CAPACITY IN NORTH AMERICA

The 15% capacity increase at Arkema's PVDF production site in Calvert City, Kentucky, represented an investment of \$20 million and was aimed at expanding the company's global PVDF footprint, with capacity in line with market growth. The expansion will support rising demand for locally manufactured high-performance resins for lithium-ion batteries, as well as the growing semiconductor and cable markets.



FOCUS

2025: BOSTIK'S RESILIENCE DURING A CHALLENGING YEAR

INTERVIEW



Laurent Peyronneau, Executive Vice President of the Adhesive Solutions segment (Bostik) and member of Arkema's Executive Committee

What is your take on 2025?
Laurent Peyronneau — Bostik demonstrated its ability to navigate an unstable environment in 2025. We leveraged our growth platforms to pursue our investments and accelerate the launch of value-added solutions. These included high-performance sealants, pressure sensitive adhesives (PSAs), flexible packaging solutions, specialty hot melts and technical adhesive solutions for precision assembly. We strengthened our operations in these key segments by focusing on our areas of expertise, while leveraging a global industrial network that allows us to combine local proximity with global strength. Despite competitive pressure and a volatile environment, our people demonstrated remarkable resilience. Investments continued and our roadmap remains ambitious: to strengthen our technologies, accelerate growth in emerging markets and successfully complete



our mergers. Adhesives continue to be one of Arkema's strategic drivers, with €2.7 billion in revenue, representing 30% of Arkema's business.

What sets Bostik's innovation strategy apart?

L.P. — Innovation remains a key driver, fueled not only by sustainable development but also by the rise of digital technology and AI, which are accelerating our ability to test, formulate and deploy new solutions. Digital technology and AI also bring greater agility to our sales and technical teams.

Around 90% of our patents are aiming for more sustainable solutions. We are developing products that respond to the need for enhanced performance (durable assemblies) or that incorporate as many renewable materials as possible. Our latest adhesives made from up to 60% bio-based materials are in high demand. We are also making progress on key technologies for recycling, such as debonding, particularly in batteries, and on technical applications, especially in electronics, through the Born2Bond™ range. The construction industry, which accounts for 45% of our sales, has also benefited from new sealants, waterproofing solutions, technical films and more that meet the latest energy standards.

This strong drive for innovation is supported by a global network of researchers and technical centers around the world, as well as a robust customer support system designed to address their complex challenges, particularly in industrial markets. The construction industry, meanwhile, benefits from product training modules, available online or in person, through the Bostik Academy. ▶

► **What role do acquisitions play in your growth?**

L.P. — We have made approximately fifteen acquisitions over the past ten years, enabling us to build global leadership in several segments. Den Braven has positioned us among the leaders in sealants, Ashland in PSAs (Pressure Sensitive Adhesives), and with the recent integration of Dow's laminating adhesives for flexible packaging (and the iconic ADCOTE™ brand), we now rank among the major players in adhesive solutions for packaging.

Our strategy combines strategic acquisitions and targeted buyouts to complement key technologies, particularly in batteries, electronics and construction.

On that topic, what is the status of the integration of Dow's lamination operations?

L.P. — More than a year after the acquisition, the integration is nearly complete. The teams have effectively aligned their structure, IT systems and commercial offerings. The acquisition has strengthened our footprint in the flexible packaging market, which is particularly buoyant and looking for sustainable solutions, an area that aligns strongly with the Group's identity.

Bostik sponsors cycling—why choose this sport?

L.P. — Our partnership with the Tour de France Femmes and several iconic cycling races such as Paris-Roubaix serves as a global showcase for the brand, appeals to our customers in construction (tradespeople, distributors, end users), and demonstrates Bostik's commitment to women's cycling. It also reflects the Group's broader commitment to women's sports and diversity, through the Arkema Premier League in France and our support for several women's football clubs around the world.



How does Bostik rank among global leaders in adhesives?

L.P. — Bostik is among the top four global leaders in adhesives. Our goal is not broad market coverage but to be a leader in targeted segments, with a clear strategy based on sustainable innovation, strategic acquisitions and execution capability. This selective approach is much like a rider aiming for the front spots in the decisive stages of a race.



FOCUS

KYNAR® PVDF: GATHERING MOMENTUM

The Group has invested \$20 million in Calvert City, Kentucky, to increase the availability of its Kynar® PVDF on the North American market, where demand is driven by energy storage needs and the growth of data centers. This is a further step in the Group's strategy of targeted capacity increases for its fluoropolymer across its three main regions.

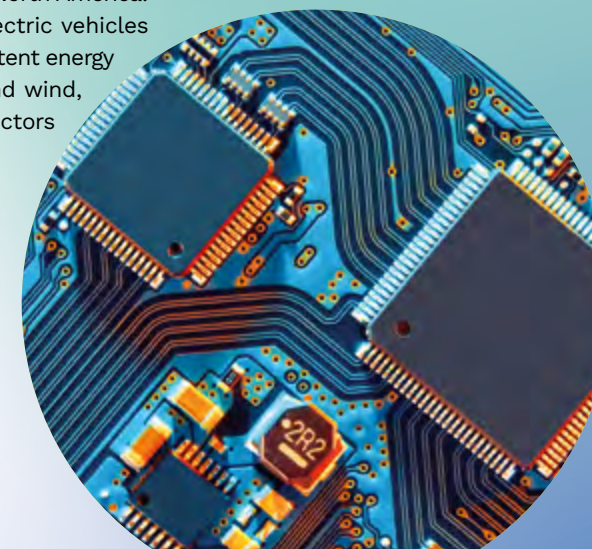
Following the 50% capacity increases in Changshu, China in 2023, then in Pierre-Bénite, France in 2024, it was the turn of Calvert City in the US to see its Kynar® PVDF production capacity expanded. The new production line, operational since April 2026, has allowed Arkema to increase the availability of its fluoropolymer on the American continent by 15%. "This development is consistent with our strategy of targeted capacity expansions, driven by our in-depth knowledge of regional markets," says Guillaume de Crevoisier, Global General Manager Fluoropolymers. "It allows us to meet our customers' demand in the most dynamic sectors in North America: electricity storage for electric vehicles and especially for intermittent energy sources such as solar and wind, as well as for semiconductors

and the cable market, which is being strongly driven by the deployment of data centers."

SERVING ALL PVDF APPLICATIONS

The new industrial investment is strengthening Arkema's leadership in this high-performance material. "The Group is one of the world's two leading PVDF manufacturers, and one of only two to have production capacity in each of the three major regions—Europe, Asia and North America—in line with our commitment to serve the region from within the region," notes

Guillaume de Crevoisier. While the global PVDF market, which is seeing annual growth of 11%, is currently dominated by demand from the battery sector, Arkema's strategy is to be present in all fluoropolymer application markets. Through R&D and production, the Group is supporting high-growth markets such as energy storage and data centers, while continuing to serve other applications for which Kynar® PVDF is recognized for its durability and purity: coatings for the long-term protection of buildings and metal structures, cool roofing with Kynar® Aquatec emulsion, deep-sea drilling, ultrapure water circuits used in the semiconductor industry, and filtration membranes for water purification and the biopharmaceutical sector.



LAUNCH OF REFRIGERANTS WITH LOWER GLOBAL WARMING POTENTIAL

Arkema will bring a range of next-generation refrigerants with lower global warming potential (GWP) to the global market. An expansion of Arkema's portfolio, made possible by a commercial agreement with Honeywell International Inc., that will strengthen global supply chains, meet the growing demand for hydrofluoroolefin (HFO) blends in heating, ventilation, air conditioning and refrigeration, and ensure a continuous supply, in line with the phased reduction of hydrofluorocarbons (HFCs) with high GWP.

START-UP OF NEW DIMETHYL DISULFIDE CAPACITY IN THE UNITED STATES

Arkema has commissioned a new dimethyl disulfide (DMDS) production unit at its Beaumont, Texas site, following two years of construction and a €130 million investment.

With over 50 years of expertise in this additive, which is essential for the energy and chemical industries, the expansion of our US footprint supports the accelerated development of DMDS, bolstered by unique services such as Careflex®, dedicated to supporting customers and continuously improving the operation of their refinery units.

DMDS also contributes to the energy transition and has established itself as the most effective solution for helping biorefineries convert plant-based or recycled feedstocks into renewable fuels.



A NEW RILSAN® CLEAR TRANSPARENT POLYAMIDE PLANT IN SINGAPORE

Arkema has announced the construction of a new Rilsan® Clear transparent polyamide plant at its Singapore site, an investment of approximately \$20 million scheduled for completion in the first quarter of 2026. The new unit will triple global production capacity and meet strong demand for transparent materials in eyewear, electronics, medical devices and home appliances.

RILSAN® CLEAR POLYAMIDE AIMS TO CONQUER ASIAN MARKETS

As the world's second site for the production of amino 11 and Rilsan® polyamide 11, the integrated platform on Jurong Island (Singapore) has acquired a new unit dedicated to Rilsan® Clear. The landmark investment has tripled global production capacity of this transparent polyamide, now perfectly positioned for the rapidly expanding Asian markets.

The first transparent pellets rolled off the extruders in December 2025, ahead of the launch of mass production in early January 2026. "Sales of Rilsan® Clear transparent polyamide from Singapore have got off to a very satisfactory start," says David Dupont, Vice President of Specialty Polyamides at Arkema. The prospects are promising: the new production line, integrated into the Jurong Island platform, has tripled the Group's global production capacity for Rilsan® Clear transparent polyamide, which was previously only produced at the Serquigny plant in France. Most importantly, the Group now has the capacity to produce it in Asia, where demand is growing rapidly across many markets such as optics and eyewear, consumer electronics, medical equipment (e.g. sleep apnea masks), household appliances and water

filters. "These are all applications where the deformation resistance and impact resistance of Rilsan® Clear transparent polyamide, combined with its light weight and aesthetic appeal, fulfill customer requirements," explains David Dupont—including those of major Western brands with factories located in Asian countries.

A SUSTAINABLE, BIO-BASED, RECYCLABLE SOLUTION

Built in less than a year, the new facility benefits from all the infrastructure established by the Group at its Jurong Island plant, which opened in the summer of 2022. This highly integrated, next-generation industrial platform is where the entire castor chemistry chain takes place, from the synthesis of the monomer, amino 11, to the production of various grades of polyamide 11, in which Arkema is the world's leading specialist.





AUGUST

LAUNCH OF A NEXT-GENERATION FLUORINATED SPECIALTY PRODUCTION FACILITY IN THE UNITED STATES

Arkema has commissioned a new 15,000-tons-per-year Forane® 1233zd production unit in Calvert City, Kentucky, following a \$60 million investment. This conversion from a hydrofluorocarbon (HFC) production line to hydrofluoroolefin (HFO) technology is part of the Group's strategy to offer low-GWP solutions. The facility manufactures two products. The first, a blowing agent, improves the performance of polyurethane foams used to insulate buildings and household appliances. The second, a cooling fluid, is used for thermal management in high-temperature heat pumps and data centers.



The site produces Rilsan® Clear transparent polyamide by combining amino 11 with another monomer, which gives the polymer its “amorphous” nature (its transparency). Depending on the grade, Rilsan® Clear contains between 45% and 62% bio-based raw material while remaining highly competitive compared to petroleum-based equivalents. This is a valued advantage, particularly in consumer markets that are increasingly mindful of their carbon footprint. It is also 100% recyclable—and is already being recycled: “Through our subsidiary Agiplast, we produce grades of Rilsan® Clear transparent polyamide made from production scraps recovered from our customers, which have a carbon footprint close to zero with the same properties... but are just a little less clear!” explains David Dupont. High-performance, bio-based, recyclable, and now produced in Asia, Rilsan® Clear transparent polyamide has a bright future ahead. In Singapore, the order book is filling up fast.



A NEW GENERATION OF FLUORINATED GASES

Stemming from Arkema's longstanding activity in fluorinated gases, the start of production of Forane® 1233zd in Calvert City, Kentucky, marks the arrival of a new generation of fluorinated gases in the industry. HFOs are replacing HFCs, offering a high-performance solution for polyurethane foam expansion and water chillers with a 99% reduction in GWP.

The transition took place in April 2025, the culmination of years of effort by Arkema's R&D and process teams, followed by work at the Calvert City site in Kentucky. In the United States, the Group converted the Forane® 134a production line to manufacture Forane® 1233zd, which makes a big difference. “Replacing fluorinated gases from the hydrofluorocarbons (HFC) family has become a major industrial and regulatory imperative owing to their high global warming potential,” explains Frédéric Gauvard, Director of the Fluorochemicals BU. “Arkema, whose researchers have long been studying the hydrofluoroolefin (HFO) family, rose to the challenge: we developed and patented a manufacturing process for Forane® 1233zd, then began its industrial development in collaboration with our customers.”

► In Calvert City, the Group has invested \$60 million since 2022 to convert its former Forane® 134a production unit into a state-of-the-art facility with a production capacity of 15,000 tons. The industrial launch has been a success, and the new fluorinated gas is delivering on all its promises, starting with sustainability. Forane® 1233zd offers a reduction in GWP of approximately 99% compared to previous-generation fluorinated gases.

POLYURETHANE FOAMS AND COOLING SYSTEMS: TWO VERSATILE SOLUTIONS

With this major industrial advancement, Arkema is delivering forward-looking, sustainable and high-performance solutions for the various markets using fluorinated gases, both in North America and Europe. Used as a blowing agent for polyurethane foam, Forane® FBA 1233zd is positioned as a leading product for all applications—whether in sheet or spray form—which are widely used for home insulation, particularly in the United States. “Our gas gives the foam a thermal performance equivalent to that of HFCs, and better than that of non-fluorinated gases,” explains Frédéric Gauvard. “We implemented a product qualification process at our application laboratories in King of Prussia, Pennsylvania and at the Rhône-Alpes Research Center in France, which encouraged acceptance among our foam-manufacturing customers.” As for Forane® HTS 1233zd, it offers an alternative to Forane® 134a as a refrigerant for low-pressure water chillers used in buildings, shopping centers and data centers.

It should be noted that, in the last market, which is growing rapidly, developments are also underway to harness the thermal properties of Forane® HTS 1233zd in emerging direct-to-chip liquid cooling technologies (non-immersion).

SUSTAINABLE INNOVATION

JANUARY

ARKEMA RECOGNIZED FOR THE ZEBRA PROJECT



The 2025 JEC Composites Innovation Awards ceremony honored 11 innovative collaborative projects including Arkema and its partners, who won the Renewable Energy category with ZEBRA (Zero waste Blade ReseArch), an initiative launched in 2020 to create the world's first 100% recyclable wind turbine blade. Five years later, the project has delivered on its promises. The award recognizes the team's research that led to the development of the world's largest 100% recyclable wind turbine blade – 77-meter wingspan – made using our Elium® thermoplastic resin and a Bostik adhesive. ZEBRA is a collaboration between Arkema and Bostik, CANOE, Engie, the Jules Verne Technological Research Institute, LM Wind Power, Owens Corning and Suez.



JANUARY

ARKEMA AND OOOO JOIN FORCES TO DEVELOP GAS SEPARATION MEMBRANES

OOOO, a startup founded in 2020 that originated at Kyoto University, is revolutionizing CO₂ separation through advanced separation membrane technology.

Arkema has joined the project to contribute its expertise in high-performance polymers. OOOO focuses on capturing CO₂ through a proprietary membrane separation technology. Once isolated and purified, the CO₂ can be processed downstream into industrial chemicals such as carbonates, fertilizers, dry ice and fuels. These gas separation technologies will play a key role in reducing greenhouse gas emissions.

JANUARY

NEW BIO-BASED ACRYLIC BINDER FOR TEXTILES

Arkema has launched its new range of bio-based waterborne dispersions designed for textile printing and finishing applications. The binders, made from up to 30% bio-based materials, reduce the products' carbon footprint by 40% compared to traditional textile resins. They support the textile industry's efforts to reduce its carbon footprint and promote sustainability. The textile value chain is responsible for 6% to 8% of global emissions.



THIS MAJOR ADVANCEMENT IS DELIVERING FORWARD-LOOKING, SUSTAINABLE SOLUTIONS FOR THE VARIOUS MARKETS USING FLUORINATED GASES.”



► FOCUS

30% BIO-BASED ACRYLIC ADDITIVES AND BINDERS

The conversion of Arkema's acrylic monomer facility in Carling, France, to bioethanol, is significantly reducing the carbon footprint of the Group's entire range of rheology additives for the European coatings market, as well as its acrylic binders for the textile industry.

The Encor® range of binders used in textile finishing and printing applications has reduced the carbon footprint by up to 40%* compared to their petroleum-based equivalents. "This significant improvement stems directly from a major industrial advancement at our Carling site, where the synthesis of ethyl acrylate—which previously used 40% ethanol—has been produced since 2025 using bioethanol derived from 100% plant-based materials, primarily sugar beet and sugarcane," explains Hélène Pernot, Global Sustainability Marketing Director at Coating Solutions. Encor® waterborne coating binders, which comply with the Oeko-Tex® label textile safety standards and have a bio-based content of 25% to 30% in the final product, offer similar performance to their petroleum-based equivalents. This

allows the Group to contribute to the much-needed decarbonization of the rapidly growing textile industry, whose value chain accounts for an estimated 6% to 8% of global emissions.

BIO-BASED RHEOLOGY ADDITIVES: DRIVING PERFORMANCE AND SUSTAINABILITY IN THE CONSTRUCTION INDUSTRY

Also made from bio-based methyl acrylate, the rheology additives developed by Arkema for the construction markets have reached a new milestone in sustainability. "All our solutions marketed in Europe under the Rheotech™, Thixol™ and Viscoatex™ brands now feature up to 30% bio-based content and a carbon footprint reduction of up to 25%⁽¹⁾ compared to their petroleum-based equivalents, while maintaining the same performance at no additional cost to our customers," says Hélène Pernot. These acrylic thickeners are used as additives in numerous products including architectural paints, industrial coatings, plasters, renderings, sealants and adhesives. They play a key role in optimizing the rheological behavior of products during production, storage and application. By reducing their carbon footprint, Arkema is supporting the growth of more sustainable coatings and adhesives solutions, continuing to demonstrate its commitment to delivering low-carbon solutions across the entire construction value chain. After the European market, which is benefiting from the industrial conversion at Carling, other regions could see the arrival of this new generation of bio-based rheology additives and acrylic binders. The Group is evaluating, on a case-by-case basis, the possibilities for sourcing ethyl acrylate derived from bioethanol for its sites in Asia and North America.

(1) kg CO₂eq/kg, cradle-to-gate life cycle analysis (from raw material extraction to factory gate) including a reduction in CO₂ linked to biogenic carbon.

↩ MARCH

A GROUNDBREAKING INDUSTRIAL ALLIANCE TO ESTABLISH A CIRCULAR ECONOMY IN BOATBUILDING

Arkema is partnering with major industry players to help the boatbuilding sector transition to a circular model. They have demonstrated that boats can be designed using recycled materials, and are proposing a model for the future of composites.

This alliance comprises five global leaders in their respective fields. The Beneteau group incorporates recyclable composite materials, including Arkema's Elium® resin, in the manufacture of its boats; Veolia collects composite production scraps and transports them to its recycling facility in western France; Composite Recycling uses its next-generation thermolysis technology to separate and recycle this waste into recovered glass fibers and thermolysis oil; Arkema turns the thermolysis oil into new Elium® resin; Owens Corning produces new fiberglass; and Chomarat produces new fiberglass reinforcements. Lastly, the Beneteau group uses the recycled Elium® resin and fiberglass to manufacture new boats, closing the recycling loop. Beyond the marine industry, this collaboration illustrates the circular economy's potential for industries that use composites, such as automotive, aerospace, wind energy and construction. By reducing landfill and conserving resources, the initiative sets a standard for composite sustainability and CO₂ emissions reduction.

↩ APRIL

OUR R&D FOCUSES ON LOW-CARBON-FOOTPRINT PAINTS

Arkema has partnered with AkzoNobel, a paint manufacturer, and Omya, a minerals producer, to develop a range of more sustainable decorative paints with a carbon footprint reduced by 30% or more, while maintaining performance equivalent to that of current products. The project aims to expand testing and ultimately reduce the carbon footprint of decorative paints by up to 50%.



↩ JUNE

MAJOR BREAKTHROUGH IN THERMOPLASTIC COMPOSITES FOR THE AEROSPACE INDUSTRY

Arkema and Hexcel, a global composites manufacturer, unveiled a jointly produced thermoplastic composite aircraft emergency exit door demonstrator at the Paris Air Show. The demonstrator is made from Arkema's PEKK thermoplastic and carbon fibers. Using a one-step forming and overmolding process, the part can be produced in less than two minutes, reducing assembly operations by up to 90% compared to traditional manufacturing processes on aircraft production lines. Thermoplastics offer shortened cycle times, weight savings, greater design flexibility and recyclability, supporting future high production rates in the aerospace industry.



► FOCUS

THE COATINGS INDUSTRY IS ACCELERATING ITS TRANSITION TO A LOW-CARBON FUTURE!



Since 2024, Arkema Coating Solutions has been working closely with major players across the entire coatings value chain, adopting a new approach to innovation, one that is more open and transparent, and more rapid and effective in addressing the major challenges of sustainability and decarbonization.

Breaking down silos to accelerate decarbonization: it could have been a good slogan for the Paint of Tomorrow research program, jointly led by Arkema Coating Solutions, AkzoNobel and Omya in 2025. The program combined each partner's expertise in an open and transparent process to accelerate the development of low-carbon solutions in the decorative paints sector. Take Arkema's bio-based or bio-attributed resins, Omya's recycled minerals and opacifiers, and AkzoNobel's formulation expertise; add automated laboratories, AI-assisted design and a healthy dose of collective intelligence... In just six months, you get a range of interior paint formulations with a 30%⁽¹⁾ lower carbon footprint compared to current standards, without compromising on performance or aesthetics, and with no additional cost to the consumer in the long run. "This three-party innovation program arose from a shared observation," says Julie Haevermans, Vice President Marketing at Coating Solutions. "In the coatings market, the premium positioning of the most sustainable products is a barrier to their widespread adoption. Future solutions must be environmentally sound, high-performance, available at scale and affordable." Fulfilling these criteria requires all parties to break out of their silos and lay all cards on the table to jointly mobilize the entire value chain. The Paint of Tomorrow R&D program proved that this was possible.

Also in 2025, a similar program was implemented by AkzoNobel, Arkema and BASF in architectural coatings. This led to the development of a new line of highly durable

coatings with a 40% reduction in carbon footprint,⁽²⁾ which AkzoNobel began marketing in 2025 under the Interpon D brand. This represents a significant reduction in the carbon footprint, achieved through a combination of the use of powder resins manufactured by Arkema from bio-based raw materials supplied by BASF, and the use of supplier-specific carbon footprint data rather than industry-average figures, reflecting optimized production processes and the use of renewable electricity.

ONGOING DEVELOPMENTS IN ELECTRIC VEHICLE BATTERIES

Coating Solutions is now promoting this type of collaborative development in its high-growth application markets, which demand a faster pace of innovation. "This is the case in the world of electric vehicle batteries, where there is a remarkable shift in the performance requirements for protective coatings," says Julie Haevermans. Here too, Arkema partnered in 2025 with recognized players in the battery and automotive value chains, such as paint manufacturer PPG. "New coatings must deliver features such as electrical insulation, thermal management and flame retardancy while optimizing the carbon footprint of module production and assembly processes—something enabled by UV curing application technologies, for example," explains Thierry Destruhaut, Director of Automotive Sustainability at PPG. "Collaborative development efforts are now absolutely essential to deliver solutions more quickly to this constantly evolving industry."

(1) Cradle-to-grave calculation, including biogenic carbon sequestration, in accordance with ISO 14040, 14044, and 14067 standards.

(2) Compared to the previous carbon footprint calculated for these products. Calculated according to ISO 14067 and the Product Carbon Footprint (PCF) methodology from the Together for Sustainability (TfS) guidelines on the cradle-to-gate cycle, factoring in biogenic carbon sequestration (approximately 5%), and compared to industry average data from the CEPE V4 database for polyester resins (up to 35%).

↪ SEPTEMBER

ARKEMA PARTNERS WITH MOVMENTA TO PUT SMART SENSORS IN RUNNING SHOES

This strategic partnership will promote SOLLO, a mini sensor embedded seamlessly into the soles of running shoes, giving runners real-time data on the wear and performance of their shoes. SOLLO, which comes with an app, allows the brand to connect directly with the customer, providing personalized advice and guidance on end-of-life recycling. For Arkema, which produces high-performance polymers for shoe soles that are recognized by major sports brands, the collaboration brings another smart solution to the sports market.



↪ SEPTEMBER

ARKEMA OPENS A NEW LABORATORY DEDICATED TO SOLVENT-FREE BATTERIES



Arkema has inaugurated a laboratory on its R&D site in Normandy to develop solvent-free battery production, a technology that offers significant energy savings and a much smaller carbon footprint. The new facility will boost the Group's global R&D network in battery materials, with sites in China, South Korea, Japan and the United States all focused on the development of materials for the whole of the battery value chain. The network is run from the Christian Collette center of excellence near Lyon, France.

FOCUS

THE SENSOR SET TO DISRUPT THE WORLD OF RUNNING

↳ DECEMBER

PARTNERSHIP WITH SEMCORP FOR SAFER, HIGHER- PERFORMANCE BATTERIES

Semcorp, the world's largest producer of separator films for lithium-ion batteries and a partner to leading battery manufacturers, has joined forces with Arkema through a strategic partnership.

Arkema will contribute high-performance materials—primarily its Kynar® PVDF and Incellion™ solutions—as well as technical expertise to support the deployment of next-generation separators in key markets: e-mobility, energy storage and consumer electronics. The partners will develop innovative solutions to improve battery safety, performance and sustainability. Separators are essential for preventing short circuits between anodes and cathodes and optimizing ionic transport, and are central to battery reliability and longevity. The agreement confirms both partners' commitment to supporting the transition to cleaner mobility and more sustainable energy storage systems.



There's no shortage of smart devices in the world of running, from watches to wristbands and sunglasses, but a newcomer is set to make its mark from summer 2026. In September 2025, startup company Movmenta announced a partnership with Arkema to develop a sensor that will be embedded in the soles of running shoes—a disruptive technology that tracks wear and tear.



There are various theories about how often to replace running shoes. Some say every four to six months, others after 400 to 600 kilometers. “It all depends on how often they're used, the type of terrain and the shape of the foot. There's no one rule, really. That's why we developed this sensor. A runner who invests in their shoes wants to know how much wear and tear they've had and when they've reached their end of life,” says Nicolas Baratollo, co-founder of Movmenta, a Franco-British startup that specializes in connected objects and counts former tennis player Mischa Zverev among its shareholders.

A 1.5 GRAM SENSOR

SOLLO technology is based on a sensor that weighs less than two grams, operates without batteries and is the size of a small coin. Within a few years, it could be found in hundreds of thousands of pairs of running shoes. Movmenta won a Technology award for the sensor at ISPO Munich, the world's largest sports

equipment trade event—the kind of recognition that points to a bright future for this innovation. During manufacture, the sensor is seamlessly embedded between the layers of elastomers that make up the sole. The sensor then measures the sole's wear and tear over the course of runs. “This provides an estimate of the shoe's remaining lifespan while maintaining the sole's optimal cushioning and rebound properties,” explains Nicolas Baratollo. Connected to the wearer's smartphone, the sensor can also guide users to a suitable recycling option when it is time to replace the shoes.

THE SYNERGY BETWEEN ARKEMA AND MOVMENTA

“Movmenta reached out to us through our Start-up Connect program, as our Pebax® elastomer is recognized by leading running shoe manufacturers for its exceptional rebound performance in soles,” explains David Dupont, Vice-President of Arkema Specialty Polyamides.

Movmenta's sensor technology, combined with Arkema's global reach and expertise, paves the way for a new era of real-time shoe performance analysis and redefines how brands will interact with their customers.

HOW MUCH AND WHEN?

In theory, a pair of shoes fitted with the sensor should not cost much more than a pair without it, “since the cost of the component is less than three euros,” says Nicolas Baratollo. A reasonable price, especially considering that high-end running shoes can easily reach the €200 mark. Movmenta expects the first high-end shoes featuring SOLLO technology to hit the market by the end of 2026. “When the technology is better known and adopted, it could find its way into mid-range and entry-level models, targeting a broad community of runners,” says David Dupont. This opens the door to a massive market: the number of regular runners worldwide is estimated at nearly 600 million!

FOCUS

ARKEMA PAVES THE WAY FOR THE NEXT GENERATION OF SOLVENT-FREE ELECTRODES

With the launch of its new dry process laboratory in 2025, Arkema gained a state-of-the-art facility to help electric vehicle battery manufacturers achieve more efficient and energy-saving production for tomorrow's electrodes.

The official opening of Arkema's new laboratory at Cerdato, its R&D center in Serquigny, Normandy (France), was held on September 29, 2025, attended by customers, suppliers and academic partners. The facility is dedicated to a highly anticipated industrial development in the electric vehicles world: the manufacture of battery electrodes using the dry coating process, a promising alternative to the current solvent-based process, offering significant energy and industrial gains (see opposite). At Serquigny, the Group's experts and their partners now have a powerful tool for co-designing specialty polymer grades—such as Kynar® PVDF, which are suited to dry process applications, where PVDF plays a

key role as a binder for active materials on electrodes—as well as the equipment needed for this industrial transition, including dedicated rooms for powder mixing and electrodeposition testing, and a pilot calendering line. The prospects are significant: solvent-free electrode manufacturing could account for 10% to 15% of the global market for EV batteries by 2033.

AN ACTIVE BATTERY R&D ECOSYSTEM SPANNING THREE CONTINENTS

The new laboratory enhances the R&D ecosystem that Arkema has developed for the EV market, which the Group has made a major focus of its innovation strategy. The dry process team at Serquigny will work closely with the CRRRA Battery Center of Excellence in Pierre-Bénite (France) on integrating electrodes into cells. The laboratory will also collaborate with the Battery R&D centers in King of Prussia (United States), Changshu (China), Kyoto (Japan) and Seoul (South Korea)—ensuring the Group's innovation policy reflects application markets as closely as possible—as well as the Lacq Research Group (France), which continues to work on formulating carbon nanotubes used to improve electrical conductivity within cells.

66

THE DRY PROCESS WILL DELIVER FOR OUR INDUSTRY AND THE ENVIRONMENT.

THREE QUESTIONS FOR



Anthony Bonnet,
Global Energy
Scientific Director

What is the purpose of the solvent-based process used in the production of electrodes for EV batteries?

Anthony Bonnet — The performance of an electrode depends largely on the characteristics of the thin layer of material (120 µm) that is deposited onto the current collector (copper foil for the anode and aluminum foil for the cathode). Taking the example of a cathode, this layer consists of an active material—NMC (nickel manganese cobalt) or LFP (lithium iron phosphate)—mixed with a small amount of carbon fillers and a PVDF binder. The mixture must be homogeneous, cohesive and firmly bonded to the metal current collector; it must also have optimal porosity so that the liquid electrolyte (a lithium salt solution in lithium-ion batteries) can access the entire active material, as in a sponge. These very specific requirements are currently achieved using the solvent-



used for cathodes is toxic. Ultimately, the dry process will reduce the carbon footprint of electrode production by 40% to 50%, along with an economic gain of around 10%. So we need this for our industry and for the environment.

based process, in which a slurry is produced—a type of paint in which the active material (70%) is suspended in a solvent (30%). The collectors are coated with this material, then the solvent is evaporated in ovens, leaving only the solid layer. This process is currently used by virtually all battery manufacturers.

What are the advantages of the dry process, the alternative that some battery manufacturers are now working on?

A.B. — The dry—or solvent-free—process aims to produce exactly the same components as today, with the same level of performance, but without solvents, and therefore without the need to evaporate them. The evaporation in the solvent-based process takes place in linear furnaces that can be up to 80 meters long and are heated to 80°C for several hours, which requires a considerable amount of energy. Furthermore, the NMP solvent

How are Arkema and its new laboratory contributing to this development?

A.B. — The Group was one of the first chemical companies to invest in R&D for solvent-free processes. At Serquigny, our team is working on every stage of the process: powder mixing, which requires optimal dispersion of the PVDF binder; then the process itself, for which we are primarily developing two methods—direct calendering and electrodeposition. For the latter, where the powder mixture is sprayed onto the collector's surface and bonded electrostatically, we must also ensure effective calendering and lamination of the film. Our mission is, of course, to formulate the appropriate materials, but also to co-develop the industrial equipment used at each stage of implementation, in collaboration with manufacturers.

➞ MARCH

CARLING PLANT: PHASE ONE OF A COLOSSAL PROJECT SUCCESSFULLY COMPLETED!

Transporting four giant columns, each 60 meters long and weighing 150 tons, first by barge and then via a special convoy of trucks over a distance of 60 km, was already a challenge in itself! Installing them using complex lifting operations at our Carling plant in Moselle (France) marks the first stage of an extraordinary project, which began in 2024 and required years of preparation. This is the first tangible step towards building the new distillation unit, which will come online in 2026.

This large-scale industrial project (a €130 million investment), which began in late 2023, involves building a new unit featuring an innovative acrylic acid purification process that will improve energy efficiency by 25%, reduce the carbon intensity of operations by 20%, and optimize resource and waste management, while increasing the site's production capacity. The scale of the project is such that it is comparable to building a plant within a plant! No fewer than 100 employees (out of a total of 385 at the site) are involved, with 200 expected at the project's peak, including external expert contractors from a wide range of trades, including pipefitters, mechanics, electricians and industrial IT specialists.

➔ **APRIL**



A NEW BIOMETHANE SUPPLY CONTRACT WITH **ENGIE**

Arkema continues its transition towards a more sustainable industrial model with the signing of a new eight-year contract with ENGIE to supply biomethane to several Bostik sites in France.

This 25 GWh/year contract will cover some 85% of the annual gas consumption of four Bostik sites in France.



BOSTIK FRANCE SWITCHES TO BIOMETHANE FOR 85% OF ITS GAS PURCHASES

Arkema has signed a long-term contract to supply biogas to four Bostik plants in France, totaling 25 GWh annually. This is a new milestone in the decarbonization of the Group's energy procurement.

The agreement takes effect on January 1, 2025, for a term of eight years: French energy company ENGIE, the European gas market leader, will supply 25 GWh of biomethane annually to Bostik France. This supply contract covers approximately 85% of the natural gas needs of Bostik's four French industrial sites—Coubert, Privas, Ribécourt and Venette. “This biomethane replaces the fossil-based gas previously used by these plants, primarily to generate steam,” explains Christine Revault, Head of Energy Procurement and Energy Transition at Arkema. “For Bostik France, this represents an approximately 85% reduction in the carbon footprint associated with gas procurement.” A decisive step forward in the decarbonization strategy of Arkema's adhesives subsidiary, whose operations in France are now approaching net zero.

contract stood out for the attention both parties paid to the conditions under which the biomethane is produced—conditions that remain in effect in the new BPA signed with Bostik,” emphasizes Christine Revault. More than 90% of the biomethane supplied by ENGIE comes from organic agricultural waste and does not compete with food crops. It is produced by a network of about twenty small- to medium-sized biogas plants located in France and owned by farming cooperatives. This more responsible model comes, of course, at a cost: the purchase price of this biomethane is higher than that of fossil-based natural gas. “It’s a business decision,” says Christine Revault, “and one that we fully stand by, in line with our decarbonization trajectory and our commitments as a responsible manufacturer.”

BIOMETHANE PRODUCED SUSTAINABLY IN FRANCE

The contract is a direct continuation of the historic partnership signed between Arkema and ENGIE in early 2023, providing for the supply of 300 GWh of biomethane annually for ten years to the Rilsan® polyamide 11 production sites in Marseille and Serquigny. This is one of the largest Biomethane Purchase Agreements (BPAs) concluded in Europe to date. “Beyond its duration and the volumes involved, this



↪ JUNE

DEVELOPMENT OF A METHODOLOGY TO MEASURE CO₂ EMISSIONS PREVENTED THROUGH THE USE OF ARKEMA PRODUCTS

Arkema has partnered with Carbone 4, a consulting firm specializing in low-carbon strategies, to apply the Net Zero Initiative (NZI) methodology, which measures CO₂ emissions prevented by customers through the use of Arkema products, compared to standard market practices. This provides a reliable framework for demonstrating Arkema's contribution to the transition to a more sustainable industry. Two of the Group's solutions have already been evaluated: Kercoat® and Cecabase® RT Bio 10. Kercoat® coatings are used on returnable glass bottles to enhance their abrasion resistance, which doubles their lifespan and increases the number of times they can be reused. Compared to untreated returnable bottles, this solution reduces CO₂ emissions by up to 30%, or approximately 300,000 tons for several hundred million bottles produced.

The Cecabase® RT Bio 10 solution is designed for asphalt road mixes and is 56% bio-based. When added in very small quantities, it reduces the mixing temperature from 160°C to 120°C and allows for the incorporation of up to 50% recycled asphalt while maintaining the same performance. This reduces CO₂ emissions by up to 30% during road construction.

Using the NZI methodology, Arkema can demonstrate the positive impact of its innovations and its ability to support its customers in their low-carbon transition.



↪ OCTOBER

ARKEMA CONTINUES TO DECARBONIZE ITS LACQ/ MOURENIX SITE

Following an initial phase launched in 2022 that has already reduced the site's greenhouse gas (GHG) emissions by 28%, the second phase of the project will involve the construction of a treatment plant for sulfur-based effluents. This innovative process will reduce sulfur dioxide (SO₂) emissions by 40% and GHG emissions by more than 10%. The plant will produce sulfuric acid that will be reused by other manufacturers, reinforcing the Group's commitment to the circular economy. The project will also help reduce the site's water consumption. This €40 million investment, supported by the French government through France 2030, underlines Arkema's commitment to reducing its carbon footprint and combating global warming.



↪ JANUARY

ARKEMA GROUP CERTIFIED AS A TOP EMPLOYER FOR 2025 IN TEN COUNTRIES

Arkema has been certified as a Top Employer in France, China, the United States and Brazil for the fourth consecutive year, and for the second year in Spain, the Netherlands, the United Kingdom, Italy, Germany and the Philippines.

The Top Employers Institute is an international organization that issues certification for excellence in HR practices at major corporations and companies worldwide. The certification recognizes participating organizations in their respective countries as Top Employers that implement rigorous human resources practices. Arkema has earned this certification in ten countries, which account for more than 82% of its workforce. Many Arkema employees have shared the certification on their LinkedIn profiles!



↪ MARCH

NEW HEADQUARTERS NEAR PARIS IN LA DÉFENSE!

Arkema has chosen to establish its new headquarters in Europe's largest business district, an ideal location for hosting its partners that symbolizes a new phase in the Group's transformation. The 1,200 HQ employees enjoy welcoming, bright, comfortable, ultra-modern office spaces designed to combine quality of life at work with team performance.

The fully refurbished buildings also showcase Arkema's expertise and materials in terms of performance and sustainability. Nearly all interior walls are finished in paints based on solvent-free, bio-based resins manufactured by Arkema, while Bostik solutions were used for installing floor coverings and tiles.





ARKEMA RANKS AMONG THE TOP 100 IN EUROPE'S DIVERSITY LEADERS FOR 2026

At the end of 2025, Arkema made a strong entry into the Financial Times' Top 100 Diversity Leaders ranking in Europe, placing 94th out of 800 companies, up from 288th in 2025.

The Group also rose to 15th place among French companies and reached 3rd place in its sector. Based primarily on employee feedback and supplemented by objective diversity indicators, the ranking reflects the positive perception of Arkema's actions to promote inclusion. The Group's progression in the rankings demonstrates the efficacy of its initiatives to foster a respectful, open work environment where there is a place for every talented individual.



INTERVIEW



“ARKEMA HAS A STRONG CORPORATE CULTURE THAT OUR EMPLOYEES APPRECIATE.”

Karine Goudy, who has been Arkema's Talent Vice President for the past year, offers a fresh perspective on what makes the Group so attractive: a strong commitment to support, diversity, inclusion, caring and high standards. These are values that most employees identify with and that form the DNA of the Group's HR approach.

How would you define Arkema's employer brand?
Karine Goudy — Arkema is an international player that has a lower profile than some major industrial brands, particularly because most of our products are not directly intended for the public. This makes us more “low-key”. But those who know us see us as innovative and committed, rooted in sustainable development, with a clear strategic vision—a Group that takes things seriously and professionally. I believe it is this combination of perceptions that makes us highly attractive to talent.

What guides Arkema's talent policy?

K.G. — We support our employees throughout their careers through proactive training, coaching and mentoring programs, and an attractive internal transfer policy. The goal is to enable everyone to grow, develop their own identity, and build a fulfilling career within the Group.

What does it mean for Arkema to gain the Top Employer international certification?

K.G. — We have received this certification from the Top Employers Institute for several years, in France and nine other countries, covering 82% of our workforce. This highly significant indicator spans the entire employee lifecycle, from recruitment to career development via compensation, benefits and the work environment. Certification is re-evaluated annually, and the standards are raised regularly. Nevertheless, our results continue to improve, demonstrating the alignment between what we claim and what our employees actually experience.

Above all, it is recognition of the strength and consistency of our HR practices in key areas such as quality of life at work, diversity and inclusion, and career management. The fact that we achieve this year after year shows that our approach is built to last. It is both a strong signal of credibility for candidates and a source of pride for

our teams. It is also a tool for continuous improvement that allows us to benchmark ourselves against the best companies and identify areas where we can still make progress.

How do you measure employee engagement?

K.G. — We have a highly informative tool, the Arkema Cares internal survey, which we have been conducting since 2021 among all Group employees. The participation rate is 80%, which is remarkable for an industrial company, especially considering that it is a digital-only survey. This shows that employees want to have their voices heard and to contribute directly to improving the Group.

What do the Arkema Cares results tell you?

K.G. — First, a strong sense of commitment: 84% of employees say they are happy working at Arkema. Nearly eight out of ten would recommend Arkema as an employer. We consistently outperform industry benchmarks, sometimes by ten points or more! All these indicators confirm that employees are loyal to their company. ▶





► You've also recently been working on the Employee Value Proposition (EVP). What have you found?

We launched this project to help us understand what makes Arkema unique as an employer. We surveyed more than 230 employees worldwide. The project helped us identify the key factors that make the Group attractive: they offer a number of good reasons to join and stay at Arkema. First, there is a collaborative and supportive culture experienced on a daily basis. This is complemented by a rigorous yet stimulating performance culture. Other strengths include career opportunities and internal transfers, attractive benefits and a safe, high-quality work environment. Last, a compelling reason to be part of the Arkema project—one that is becoming increasingly evident—is the pride in contributing to the development of innovative, sustainable products. This sense of pride in belonging is reflected in the dedication of the employees themselves, who are the Group's best ambassadors.

Arkema has made inclusion and diversity part of its core values. What are the key indicators of progress?

We are implementing a proactive policy that is yielding results. In five years, the proportion of women in senior management has risen from 23% to 31%. Having surpassed our initial goal, we have set a new target of 35% women in senior management by 2030. Among executives, we have gone from 17% to 27% over the same period. We also ensure that we take action at the recruitment stage: 40% of executive hires are now women. In an industrial sector where women remain underrepresented in scientific and technical fields, these results are particularly encouraging. The momentum is being driven by strong commitment across the Group, led by our CEO and a Global Diversity & Inclusion Committee with representatives from all regions of the world, as well as by external partnerships such as the one established with UN Women France. Being included in the Financial Times' Diversity Leaders is proof that our policy of promoting diversity and gender balance is achieving real results. But this is not a given: we are improving our results year after year and setting ambitious goals for ourselves.

In your opinion, what is Arkema's greatest strength as an employer?

Without a doubt, its corporate culture. It is a demanding culture, focused on performance, but also deeply collaborative and supportive. Our people know they can count on one another. In an uncertain economic and geopolitical environment, this trust, combined with team spirit and solidarity, is a considerable strength. It allows employees to give their best, to collectively tackle the challenges we face, and to remain committed over the long term. This rare chemistry retains talent and attracts new talent and largely explains the Group's strength and appeal.



↳ JANUARY

ARKEMA, A MAJOR PLAYER IN EDUCATION THROUGH FOOTBALL IN BRAZIL

In Brazil, Arkema has been partnering the Gol de Letra Foundation—which helps integrate socially vulnerable young people through education, culture and sports—since 2024. The Group is maintaining its work in social integration through sports by supporting the Football Museum in São Paulo and signing an exclusive partnership with Sereias da Vila, the women's team of FC Santos.

↳ MARCH

ARKEMA BECOMES A PARTNER OF THE PHILADELPHIA UNION AND ITS FOUNDATION IN THE UNITED STATES

Arkema, whose US headquarters is in Radnor near Philadelphia, has become an official partner for three seasons of the Philadelphia Union football team, which is part of Major League Soccer—North America's premier professional football league. Arkema will also support the team's charitable foundation, which helps disadvantaged young people by organizing sports-related initiatives to promote inclusion.





MAY

ARKEMA REMAINS A STEADFAST SUPPORTER OF WOMEN'S FOOTBALL IN FRANCE

Arkema is extending its commitment to women's football in France for another three years. The Group, which became the official title sponsor of the competition in 2019, will remain the title sponsor of the Arkema Premier League until the 2027–2028 season. This extends the Group's commitment to helping the French Football Federation accelerate the growth of women's football in France.



APRIL

ARKEMA IS THE OFFICIAL PARTNER OF CLUB DEPORTIVO CARLOS CASARES IN ARGENTINA!

Arkema has entered into a new women's football partnership in South America, becoming the official partner of Club Deportivo Carlos Casares, the amateur club based in Casares, a small town in the province of Buenos Aires, where the Group has operated a plant for several years.

NOVEMBER

ARKEMA EXTENDS ITS PARTNERSHIPS WITH THREE FRENCH ATHLETES

In 2025, Arkema renewed its partnerships with three elite French athletes for three years: Clara Mateo (football), Pauline Déroutède (wheelchair tennis) and Alexis Hanquingant (para-triathlon). Having supported these athletes for several years, the Group is reaffirming its long-term commitment to performance, inclusion and solidarity, with its sights set on the 2028 Olympic and Paralympic Games in Los Angeles.



ARKEMA, A DRIVING FORCE IN WOMEN'S FOOTBALL

INTERVIEW



Vincent Cottereau, Head of Brand and Image at Arkema

professional teams in the United States, Brazil and Argentina. The Group also supports football-related educational and social initiatives, such as the Gol de Letra Foundation in Brazil, the Stay in the Game program in Singapore, and Sport Dans La Ville in France.

What motivates you through these partnerships, and what does Arkema gain from them in concrete terms?

V.C. — These initiatives go far beyond mere media exposure. Behind the brand's global visibility at international events lies our core belief that supporting women's football means championing the values of inclusion, team spirit, performance and progress. By investing in this sport, Arkema stands out in the industrial sector while enhancing its appeal to women. Our Group clearly places this approach at the center of its policy to increase representation of women in industrial professions, where they remain underrepresented. In doing so, Arkema is highlighting the values it shares with women's football—simplicity, performance, solidarity—and benefiting from strong local roots thanks to its support of local clubs, where many employees are involved. This is a tangible way to open the doors of industry to young women and show that they have an essential place there. Just as supporting the development of women's football means fostering a more diverse, open and fair society.

Tell us about Clara Mateo...

V.C. — Clara is the living embodiment of a belief that Arkema seeks to promote: the possibility for a woman to succeed in industry and science just as she does in elite sports. A materials engineer and

Arkema has been actively supporting women's football around the world for several years, a policy that promotes women's roles in every field—within our Group, in industry and in society.

business developer at Arkema, Clara is also one of the leading figures in French and international football, and was named Player of the Year in the Arkema Premier League. Her dual career, pursued without compromise, is as impressive as it is inspiring. She is living proof that these two worlds can enrich one another.

L'alchimie se poursuit jusqu'en 2028 !



EXECUTIVE COMMITTEE

The Executive Committee, chaired by Thierry Le Hénaff, consists of a Chief Operating Officer, four operational Senior Vice Presidents and four functional Executive Vice Presidents. It is responsible for the operational management, coordination and implementation of strategy within the Group. This decision-making body undertakes strategic thinking and monitors performance, examines key organizational issues and major projects, and ensures the implementation of internal oversight. The Executive Committee meets twice a month.



Thierry Le Hénaff,
Chairman and Chief Executive Officer



Marc Schuller,
Chief Operating Officer Advanced Materials,
Coating Solutions and Primary Materials

Four operational Senior Vice Presidents



Laurent Tellier,
Senior Vice President High Performance
Polymers and Fluorinated Gases



Tilo Quink,
Senior Vice President
Performance Additives



Laurent Peyronneau,
Senior Vice President
Adhesives (Bostik)⁽¹⁾



Richard Jenkins,
Senior Vice President
Coating Solutions

(1) Change to the Executive Committee
In 2025, Laurent Peyronneau joined the Executive Committee as Senior Vice President Adhesives (Bostik), replacing Vincent Legros.

Four functional Executive Vice Presidents



Luc Benoit-Cattin,
Executive Vice President
Industry and CSR



Marie-José Donsion,
Executive Vice President
Finance



Sophie Fouillat,
Executive Vice President
Strategy



Thierry Parmentier,
Executive Vice President
Human Resources & Communications

BOARD OF DIRECTORS

Chaired by Thierry Le Hénaff, the Board of Directors has fourteen members, with balanced gender representation. It is made up of eight independent directors, two directors representing employees and one director representing employee shareholders. The Board of Directors sets Arkema's strategic direction and oversees its implementation.

The Board of Directors has three specialized committees:



The Audit and Accounts Committee, composed of **Marie-Ange Debon** (Chair), **Isabelle Boccon-Gibod**, **Séverin Cabannes**, **Ilse Henne** and **Ian Hudson**. This committee ensures that internal oversight is effective and that the information provided to shareholders and financial markets is reliable.



The Nominations, Compensation and Corporate Governance Committee, composed of **Thierry Pilenko** (Chair), **Philippe Allart**, **Hélène Moreau Leroy** and **Philippe Sauquet**. This committee makes recommendations concerning membership of the Board of Directors, compensation policy for the Directors (including the Chair and CEO) and corporate governance best practices.



The Innovation and Sustainable Growth Committee, composed of **Ian Hudson** (Chair), **Isabelle Boccon-Gibod**, **Florence Lambert**, **Sébastien Moynot** and **Susan Rimmer**. This committee assesses how Arkema's innovation and strategy address environmental challenges and support sustainable growth. Like the other two committees, it contributes to the comprehensive review of all the Group's sustainability challenges.

In 2025



96%
meeting
attendance rate



7
meetings including
one day dedicated
to the Group's strategy

7 years
of service
on average



Thierry Le Hénaff,
Chairman and Chief
Executive Officer of Arkema



Philippe Allart,
Director representing
employees



Isabelle Boccon-Gibod,
permanent representative
of the French equity
fund Fonds Stratégique
de Participations (FSP),
Director



Séverin Cabannes,
Independent Director



Marie-Ange Debon,
Independent Director



Ilse Henne,
Independent Director



Ian Hudson,
Independent Director



Florence Lambert,
Independent Director



Hélène Moreau-Leroy,
Independent Director



Sébastien Moynot,
Permanent representative
of Bpifrance (French public
investment bank), Director



Nicolas Patalano,
Director representing
employee shareholders



Thierry Pilenko,
Independent Director



Susan Rimmer,
Director representing
employees



Philippe Sauquet,
Independent Director

SUSTAIN- ABILITY BOOK

The 2025 Corporate Social Responsibility edition

48 A CSR policy focused on three pillars

50 Sustainable solutions driven by innovation

60 Responsible manufacturer

70 A leading employer and open dialogue with stakeholders

ARKEMA



“OUR CSR POLICY IS BASED ON ONGOING DIALOGUE WITH OUR STAKEHOLDERS.”

INTERVIEW

Emmanuelle Bromet,
Arkema Vice President
Sustainable Development

What are the main focuses of Arkema's CSR strategy?

Emmanuelle Bromet — Our CSR policy is based on three closely linked pillars. We place innovation at the heart of our strategy to offer sustainable solutions that support our customers' transition to sustainable performance. We also recognize our responsibilities as an industrial group: safety is our top priority, and we are taking action to reduce our environmental impact while continuously improving our practices. And we place particular importance on dialogue with all our stakeholders, as we believe that CSR performance is built on transparency and long-term collaboration.

Arkema places innovation at the heart of its CSR strategy. In practical terms, what does this mean right now?

E.B. — At Arkema, innovation is part of our identity. It guides our R&D and shapes the evolution of our product portfolio toward solutions that address major environmental and societal challenges. This involves developing specialty materials for key markets such as electromobility, efficient buildings and homes, and consumer goods. It also relies on the systematic integration of life cycle assessment (LCA) and robust evaluation methodologies, as well as strong team engagement, to accelerate the transition toward low-carbon and circular solutions.

In 2025, 57% of our revenue was accounted for by ImpACT+ solutions that contribute significantly to the UN Sustainable Development Goals. We aim to reach 60% by 2030. LCAs currently cover 73% of our revenue, and our ambition is to achieve 90% by 2030.

What progress have you made in terms of our environmental footprint?

E.B. — First, we have made significant progress towards our 1.5°C trajectory by 2030, compared to 2019, as validated by the Science-Based Targets Initiative (SBTi). By the end of 2025, we had hit our targets for Scopes 1, 2 and 3. We are making particular progress in decarbonizing our energy. In 2025, 42% of our electricity came from renewable sources and 78% from low-carbon sources. We are continuing to roll out energy efficiency initiatives across all our sites through the Arkema Energy program. We are also managing our water use more efficiently through the Optim'O program, which helps reduce consumption, improve the quality of our discharges, and anticipate water stress. Building on this progress, we are now aiming for a 30% reduction in our water withdrawals by 2030 compared to 2019. We have also set a new target for our non-recycled waste of 41 kg per ton of production by 2030, building on the efforts already underway at our sites.

How do you work with stakeholders?

E.B. — We can only move our CSR forward if we develop policies in collaboration with all of our stakeholders. In practice, we are in constant dialogue with our suppliers on responsible procurement issues, particularly through the Together for Sustainability (TfS) initiative, through which we assess and support our suppliers with CSR criteria. Customer relations are just as essential: we prioritize actions based on their needs and feedback, and we achieved an 84% satisfaction rate in 2025, with a net promoter score (NPS) up to 39.9%. Our employees are, of course, central to this collective effort. 79% of them would recommend Arkema as an excellent place to work, according to our latest internal survey, Arkema Cares 2025. We have earned Top Employer certification in ten countries. Lastly, we work with local communities, particularly through the Terrains d'entente® program, which fosters community dialogue around our sites.

A CSR POLICY FOCUSED ON THREE PILLARS

Three key commitments underpin the Group’s CSR policy, which is aimed at creating long-term value for all of its stakeholders.

**SUSTAINABLE
SOLUTIONS DRIVEN
BY INNOVATION**



Arkema strives to offer its customers sustainable solutions driven by innovation, contributing to the Sustainable Development Goals (SDGs) defined by the United Nations.

**A RESPONSIBLE
MANUFACTURER**



Arkema aims to rank among the top-performing manufacturers for safety and reduced environmental footprint.

**A LEADING
EMPLOYER FOSTERING
OPEN DIALOGUE
WITH STAKEHOLDERS**



Arkema continues to build on its reputation as a leading employer and fosters open, constructive dialogue with all of its stakeholders.

SUSTAINABLE SOLUTIONS DRIVEN BY INNOVATION



Arkema evaluates its product portfolio against sustainability criteria using the Portfolio Sustainability Assessment (PSA) methodology set out by the World Business Council for Sustainable Development (WBCSD).

This approach takes account of all social, environmental and economic aspects and covers all of the Group's activities. Products are evaluated based on their applications and the regions in which they are sold. The approach covers the entire value chain, from raw materials to end of life, within the limits of current knowledge.

At the end of 2025, 91% of sales had been assessed and

57% contributed significantly to the Sustainable Development Goals or SDGs (ImpACT+). Arkema has set a strategic goal of achieving 60% ImpACT+ sales by 2030.

To achieve this goal, the Group is implementing voluntary actions across three main areas: the continuous improvement of solutions, sustainable innovation in products and applications, and the active promotion of ImpACT+ solutions.

In 2025,

57%

of assessed sales
contributed significantly
to the ImpACT+ SDGs.

Our goal is to achieve

60%

ImpACT+ sales
by 2030.

SUSTAINABLE DEVELOPMENT GOALS





► 4 SUSTAINABLE INNOVATION PRINCIPLES GUIDE OUR R&D PROJECTS



Lightweight materials and design



Bio-based materials and materials obtained through biosynthesis



Circular economy



More efficient and sustainable processes

► ARKEMA IS COMMITTED TO LIFE CYCLE ASSESSMENT FOR ITS PRODUCTS

Arkema evaluates the environmental performance of its products through Life Cycle Assessment (LCA), a methodology that translates the full inventory of inputs and outputs (raw materials, energy, emissions) associated with a product's manufacture into measurable environmental impacts. Arkema shares LCA data with its customers on request, helping them assess the environmental footprint of their own products brought to market across the full value chain.

>90%
of new patents filed each year are related to sustainable development.

In 2025,

73%
of sales underwent an LCA.

2030 target, cover

90%
of sales.

► ATTRACTIVE TECHNOLOGIES SERVING FIVE KEY MARKETS

The Group has identified five key fast-growing markets driven by major sustainable trends, to which it allocates more than 50% of its R&D spending. For each of these markets, Arkema delivers a comprehensive One Arkema offering, combining cutting-edge technologies and complementary products from its three specialty segments (Adhesives, Advanced Materials and Coating Solutions).



Green energy and electromobility

Sustainable lifestyle and consumer goods



Efficient buildings and homes

Advanced electronics



Health and wellbeing

► THE CIRCULAR ECONOMY:
AT THE HEART OF OUR INNOVATION

ARKEMA'S CIRCULAR ECONOMY APPROACH
IS BASED ON THREE PILLARS:

Preserving and responsibly managing raw materials, particularly by integrating renewable and/or recycled raw materials into our products and packaging.



Minimizing the environmental impact of our operations by optimizing water and energy use, cutting waste and using low-carbon energy across most of our sites worldwide.



Eco-designing materials that are recyclable and that enhance the recyclability of the applications they go into, or that extend their useful life.



► INNOVATIONS ILLUSTRATING OUR CIRCULAR ECONOMY AND SUSTAINABILITY APPROACH

To strengthen our commitment and accelerate our transition to a circular economy, we joined the Ellen MacArthur Foundation network in 2024. As the world's leading circular economy network, working with ambitious, like-minded organizations

worldwide, the Foundation works to accelerate the transition to a circular economy through three principles: eliminating waste and pollution, keeping products and materials in use, and regenerating natural systems.

In 2025,
12%
of the Group's revenue was generated by products incorporating renewable and/or recycled raw materials.

25%
was the minimum proportion of renewable and/or recycled materials in these products.



KERCOAT® AND OPTICOAT® EXTEND
THE LIFE OF RETURNABLE GLASS BOTTLES

Returnable glass bottles are typically reused up to twenty times. Our Kercoat® and Opticoat® solutions can double this lifespan to up to forty cycles, or approximately six years. Kercoat® coating protects bottles by delaying the onset of cracks and scratches, while Opticoat® emulsion conceals marks that can appear during use. Used together or separately, these treatments restore bottles to a near-new appearance, enhancing their consumer appeal and increasing the number of times bottles are reused. This allows our customers to reduce CO₂ emissions by up to 30% compared to returnable bottles without the Kercoat® coating.

KYNAR AQUATEC® PVDF
EXTENDS THE SERVICE LIFE
OF REFLECTIVE ROOFS

Reflective white roofs deliver significant energy savings, reducing energy requirements for air conditioning in new and existing buildings by nearly 25%. Protected by a UV- and stain-resistant topcoat based on Kynar Aquatec®, these white roofs maintain their solar reflectivity for up to 20 years—a lifespan three to five times longer than that of traditional paints. The Kynar Aquatec®-based solution therefore avoids the need for frequent renovation, which can quickly become costly.

OUR KYNAR® PVDF WINS TWO AWARDS



In 2024, Arkema obtained the Solar Impulse Efficient Solution label for its Kynar Aquatec® PVDF solutions for reflective roofing.



Kynar® PVDF is used in many different fields for its exceptional resistance. In 2025, the American Chemical Society awarded one of our research teams the Heroes of Chemistry Award for its work on Kynar® HSV 900 PVDF, a grade used in batteries and manufactured without the use of fluorosurfactants.





EXTENDING BATTERY LIFE WITH INCELLION™ EL

Incellion™ EL binders are designed to extend the lifespan of lithium-ion batteries by improving the durability of anodes. Their excellent adhesion and cohesion properties ensure structurally sound anodes over many charge cycles. By reducing degradation caused by the repeated expansion and contraction of silicon-based

anodes, Incellion™ EL helps maintain consistent electrochemical performance over time. This durability not only extends the battery cycle life but also minimizes replacement frequency, making it a sustainable solution for high-performance energy applications.



ELECTRIC VEHICLE BATTERIES: ARKEMA PLANS FOR THE MAJOR CHALLENGE OF RECYCLING

Electric vehicle (EV) batteries contain rare metals and advanced materials and are packed with innovative solutions. These valuable resources need to be recovered. Arkema is working toward this goal with several solutions designed for recyclers. As part of an Open Innovation strategy, for example, Bostik has developed Prep DB, a primer designed to tackle the challenges posed by vehicle repair and end-of-life recycling. This thermal activation technology enables the bond to break, allowing components to be disassembled without damaging surrounding materials. This is a key feature for separating cells from an end-of-life battery or for replacing a defective cell within the battery pack. The Group is also working with universities and industrial partners to develop hydrogen peroxide grades formulated with additives for use in the hydrometallurgical recovery of metals (nickel, manganese, cobalt), a process that is more energy efficient than pyrometallurgy. Expected to be increasingly used by recyclers, this solution prevents foaming during the dissolution of metal oxides and optimizes recycling yields.



VIRTUCYCLE®, SUPPORTING A RANGE OF RECYCLED HIGH-PERFORMANCE POLYMERS

Arkema offers the Virtucycle® recycling program through its subsidiary Agiplast, a company specializing in the regeneration of high-performance polymers, and supports its customers in the eco-design of their products made from recycled raw materials. Recycled grades of polyamides 11 and 12, elastomers and PVDF fluoropolymers retain their original properties, have a significantly lower carbon footprint than virgin materials, and meet exacting performance standards while offering a traceable supply chain. These products are recycled at the Agiplast production site in Italy using a mechanical process powered exclusively by renewable electricity.

WITH ELIUM® RESIN, COMPOSITES BECOME RECYCLABLE IN THE MARINE AND WIND ENERGY SECTORS

Elium® thermoplastic resin, designed for the manufacture of fully recyclable composites, can be used to make everything from wind turbine blades to boat hulls. While wind turbine blades, currently made from thermoset composites, are not recyclable at end of life and are typically cut up and sent to landfill, Elium® resin will enable a new generation of recyclable blades to be designed with a much better balance of energy use, cost and raw material recovery.

At sea, Elium® thermoplastic resin forms the hull of the Oceanis Yacht 60, the flagship of Bénéteau's monohull range, as well as racing and sailboats built by NST (Neo Sailing Technologies), owned by professional skipper Lalou Roucayrol, whom Arkema has sponsored for many years, and even in speedboats used by the Scottish police. This is set to be a game changer in boatbuilding, which generates 600,000 tons of non-recyclable composite waste each year.





CECABASE® RT AND WARMGRIP®: COMBINING RECYCLABILITY AND ENERGY SAVINGS IN ROAD SURFACES

Thanks to their proven effect on the viscosity of warm mix asphalt, and added in very small proportions to the mix of bitumen and gravel, CECABASE® RT and WarmGrip® surfactants allow the incorporation of up to 50% recycled material from old roads while lowering the production temperature by 40°C, leading to significant energy savings. In addition to reducing the carbon footprint and VOC emissions, they improve working conditions on construction sites. Deployed in the US, Germany and France, these additives have been used on award-winning infrastructure projects, notably in Boulder County, Colorado (NACo Award—Transportation category) and are now approved in several US states.

REAFREE® INCORPORATES UP TO 40% RECYCLED PET INTO ITS POWDER COATING RESINS

This solvent-free technology that generates minimal waste becomes more circular with the use of waste from recycled PET bottles, replacing fossil-based raw materials. The result is a reduction in Reafree®'s carbon footprint of up to 20% compared to fossil-based raw materials.



► BIO-BASED PRODUCTS ARE AT THE HEART OF OUR INNOVATION



KIZEN™ LIME: PACKAGING ADHESIVES WITH A REDUCED CARBON FOOTPRINT

In collaboration with Dow and Nordson, Bostik is now offering a new adhesive solution for end-of-line packaging that helps reduce pressure on fossil resources. Kizen™ LIME is a hot melt adhesive with 100% solid content that is free of solvent and water. It is made with a minimum of 80% renewable materials* and delivers superior performance in terms of quantity and adhesion. Applied at low temperatures, it delivers significant energy and cost savings compared to other adhesives, particularly conventional fully fossil-based adhesives used in earlier melt generations.

(1) With a combination of bio-based materials certified according to EN 16640:2017 and materials with an attributed bio-circular content, certified by ISCC PLUS.



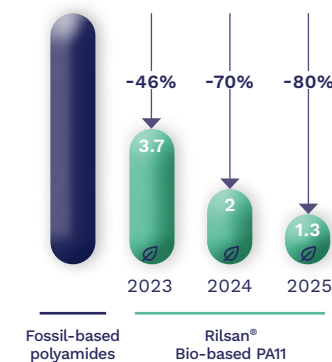
R3BOND® SYSTEM: AN INNOVATION FOR MORE SUSTAINABLE FLOORING

R3BOND® SYSTEM is a patented flooring installation solution consisting of a 75% bio-based⁽¹⁾ adhesive and a flexible woven backing. It allows for the installation and removal of vinyl flooring (rolls or planks) without contaminating the back of the floor covering, even after several years. The flooring can be recycled at end of life instead of being sent for incineration or to landfill, a significant advance in an industry where recycling remains challenging. Another advantage is that the subfloor remains clean and free of adhesive residue from the previous flooring, significantly reducing renovation time and costs (no need for primer or leveling compound). This more economical solution supports the circular economy.

(1) Up to 75% bio-based carbon according to EN 16640:2017.

UNIQUE EXPERTISE IN CASTOR-BASED POLYAMIDES

CARBON FOOTPRINT
(PA11 comparative data vs standard fossil-based polyamides)
Standard ISO 14040/44 and ISO 14067 (kg CO₂e/kg)



Model for Fossil Materials Based on use of Traditional Energy Sources

Our Rilsan® polyamide 11, derived entirely from renewable castor beans, is 100% segregated bio-based. Since 2024, its carbon footprint has improved further to 1.3 kg CO₂e/kg—80% lower than that of fossil-based polyamides—thanks to the use of renewable electricity sources and improved energy efficiency at our production sites. Our efforts to reduce the carbon footprint of Rilsan® polyamide 11 are ongoing, and we aim to reach 1 kg CO₂e/kg by 2030.



FAST GLUE ULTRA+ AND ULTRA K85: 60% BIO-BASED⁽¹⁾ ADHESIVES

Designed for the mass market, Fast Glue Ultra+ is intended for a wide range of repairs. It offers instant bonding and strength comparable to the best products available, with significantly superior performance in terms of resistance to moisture and heat.

Born2Bond Ultra K85 is aimed at professionals. It is the first instant adhesive to withstand up to 1,000 hours at 85°C and 85% relative humidity, and is ideal for bonding substrates exposed to highly variable environmental conditions.

Apart from their different applications, the adhesives share the same technology. They are both 60% bio-based due to the use of a castor oil derivative. Their patented formula was made possible thanks to the crackless manufacturing process, which is more energy-efficient than traditional processes using thermal cracking, and also thanks to the vertical integration within the Arkema Group, which leverages its castor oil expertise.

(1) Bio-based carbon verified according to ASTM D6866.



RESPONSIBLE MANUFACTURER



► COMMITTED TO CLIMATE ACTION



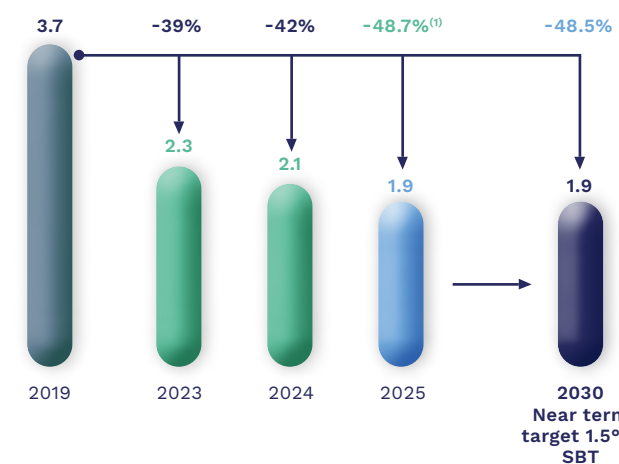
Arkema has been taking action to counter global warming for many years. Its climate plan is aligned with the Paris Agreement and includes ambitious targets for 2030, in line with the 1.5°C trajectory approved by the independent global organization Science Based Targets initiative (SBTi).

Our SBTi targets are to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions by 48.5% and our Scope 3 GHG emissions by 54% by 2030 from the 2019 baseline, paving the way to achieve the net zero ambition by 2050.

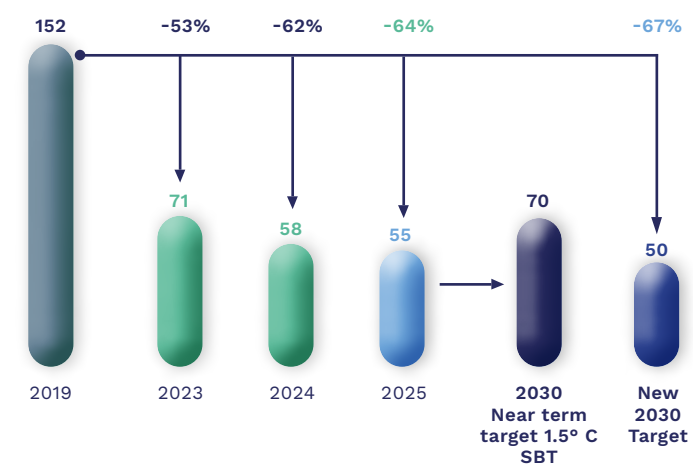
Building on our progress in reducing our Scope 3 emissions, we have set a new, more ambitious internal target to reduce them by 67% by 2030 compared to 2019.

Our climate plan is supported by investments contributing to the Group's decarbonization, which could reach a cumulative total of €400 million over the 2022–2030 period.

**MONITORING OF 1.5° C SBT TARGETS FOR SCOPES 1+2
GHG EMISSIONS REDUCTION (Mt CO₂e)**

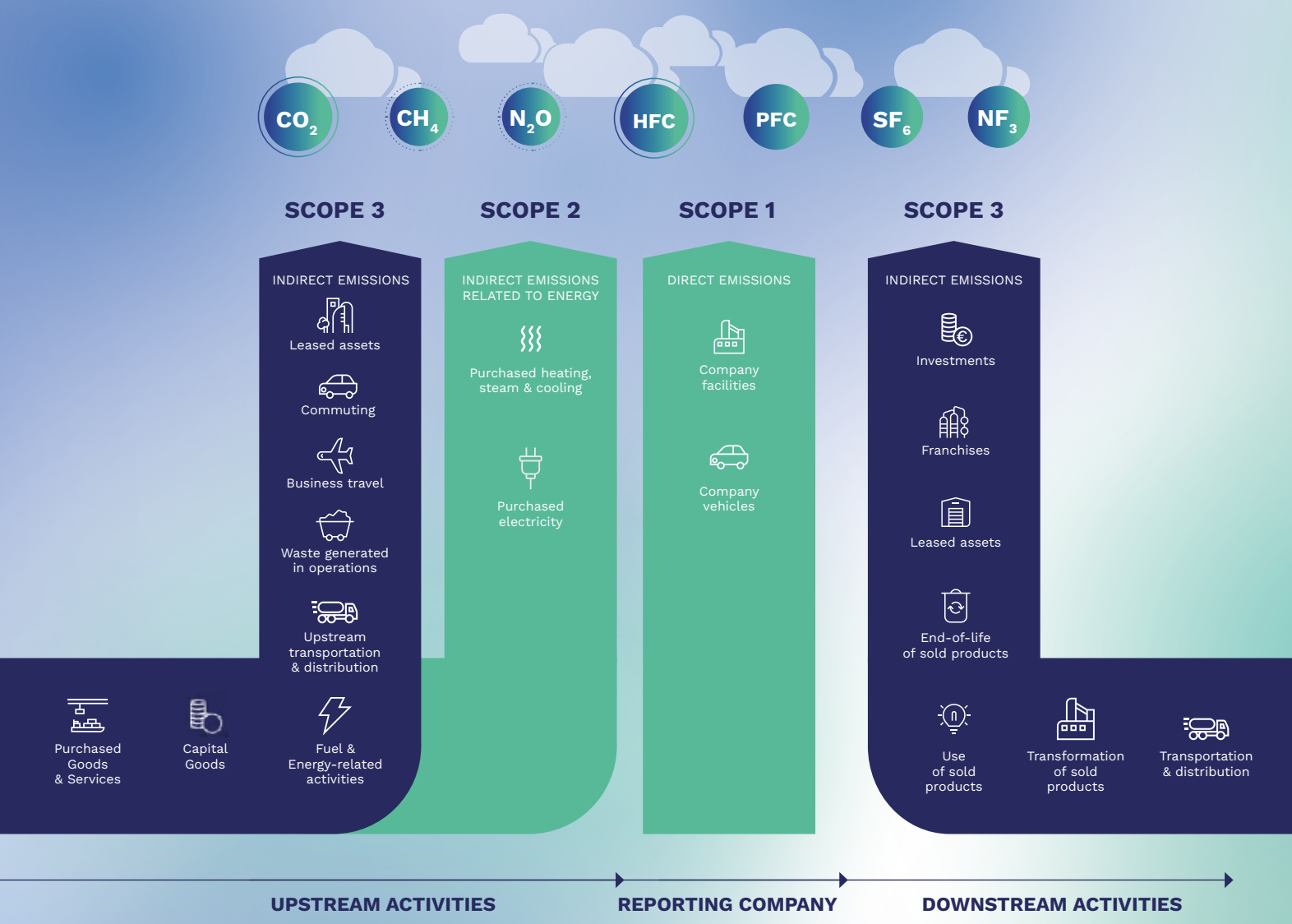


**MONITORING OF TARGETS FOR SCOPE 3
GHG EMISSIONS REDUCTION (Mt CO₂e)**

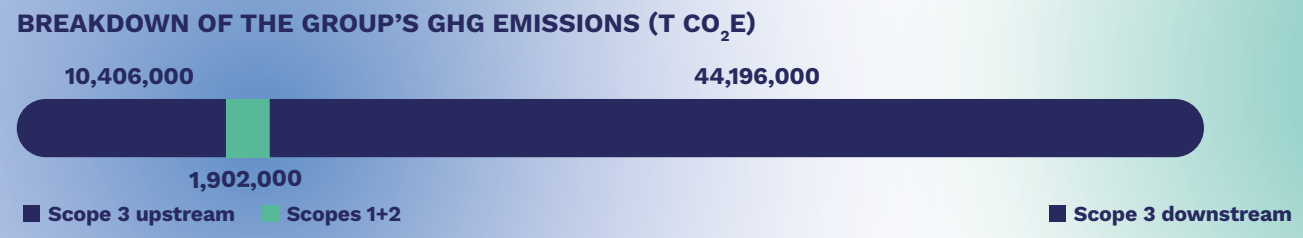


(1) This decrease is the result of the Group's ongoing initiatives to implement its climate plan, particularly its low-carbon energy procurement contracts as well as the reduction in activity at our sites in 2025. The achievement of the SBTi target of a 48.5% reduction by 2030 is therefore partly attributable to the challenging economic environment.

SCOPES: WHAT DO THEY COVER?

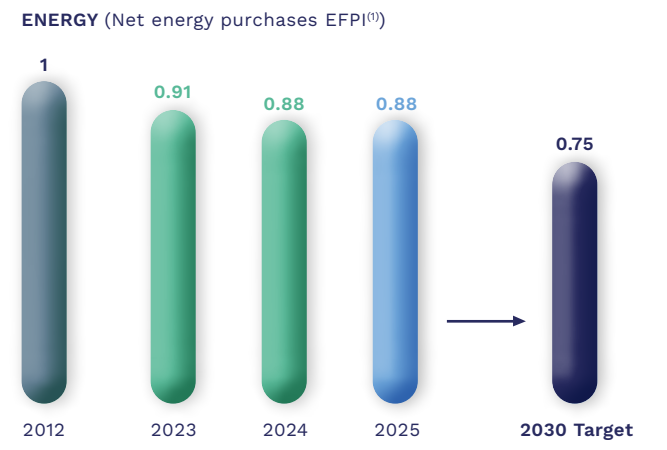


WHAT DO THEY REPRESENT FOR ARKEMA?



ARKEMA ENERGY PROGRAM

The Arkema Energy Program aims to improve energy efficiency at the Group's industrial sites worldwide through a structured, consistent approach. With multiple projects including best practices for insulation, steam trap maintenance, the operation and design of combustion equipment, and the optimization of energy use during low-production periods, the program also makes it easier to develop new, more energy-efficient technologies.



This program, combined with the Group's operational excellence strategy, contributes to the Group's 2030 target of a 25% reduction in net energy procurement, as measured by the Environmental Footprint Performance Indicator (EFPI) relative to 2012.

(1) Environmental Footprint Performance Indicator: a methodology for assessing emission or resource consumption intensities in relation to production volumes, with 2012 as the baseline year.



EXAMPLES OF OUR DECARBONIZATION PROJECTS

The Group is rolling out new patented purification technology at its Carling plant in France, one of Europe's leading acrylic production sites. This significant investment, totaling around €130 million, will reduce the site's emissions by 20% and improve its energy efficiency by 25%. The technology is due to come online in 2026.

At our Lacq-Mourenx plant in France, which specializes in sulfur chemistry, an initial investment in 2022 reduced the site's GHG emissions by 28%. A new project in 2025 included the construction of a sulfur effluent treatment unit using a more efficient process, which will reduce SO₂ emissions by 40% and GHG emissions by more than 10%.

TRANSITION TO LOW- CARBON ENERGY

In 2025, Arkema signed a biomethane supply contract with ENGIE covering 85% of the annual needs of four of our French sites in the Adhesives segment. The agreement builds on the contract signed in 2023 for the supply of 300 GWh/year of renewable biomethane for the production of Rilsan® polyamides in France, enabling us to further significantly reduce the carbon footprint of our products.

In 2025, 42% of the Group's electricity needs were met by renewable sources, and 78% by low-carbon electricity including nuclear power. Arkema has signed major renewable electricity supply contracts, notably in the US and China.



LESS EMISSIVE MODES OF TRANSPORT

Arkema's downstream transport (delivery of its products to customers) accounted for 271,000 metric tons of CO₂ equivalent in 2025. The Group systematically prioritizes rail and maritime transport, the modes of transport with the lowest carbon footprint. In Europe, approximately 20% of our land-based shipments already involve rail transport. In the US, where the Group uses more river transport, we introduced a new route up the Mississippi to Calvert City in 2025. In China, Sartomer is transferring some of its routes to barges, while in the Netherlands, some routes now run on HVO renewable diesel. In the US, the Coatings Resins BU has switched some of its routes to rail, delivering annual savings of around 400 tons of CO₂.

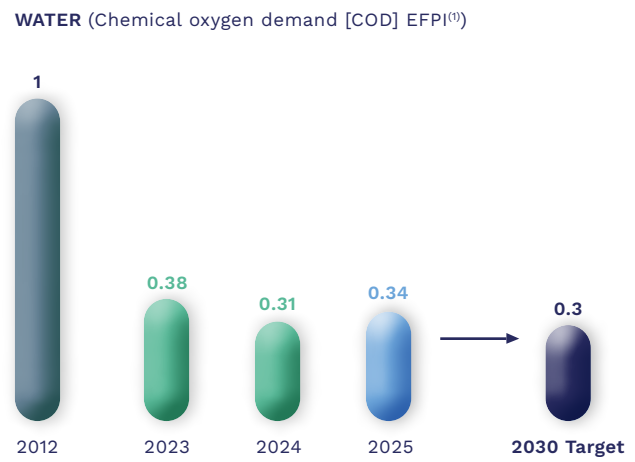
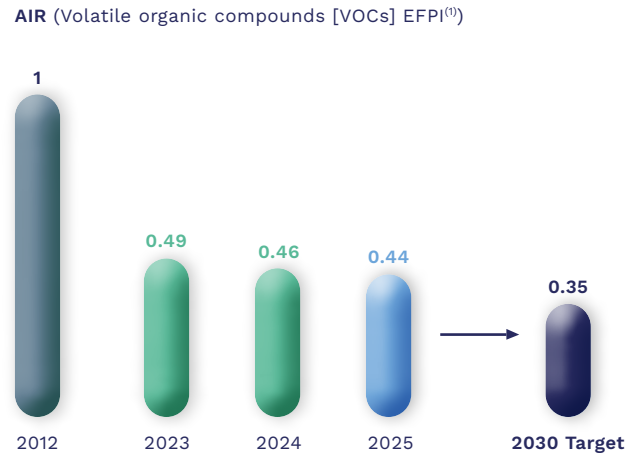
► REDUCING OUR ENVIRONMENTAL FOOTPRINT

To reduce the environmental footprint of its operations, the Group is implementing measures aimed at lowering its use of resources such as water, and cutting emissions into air and water.



OPTIM'O PROGRAM

The Optim'O program, launched in 2016, embodies the Group's commitment to responsible water resource management across all its industrial sites. The program encompasses all initiatives aimed at reducing consumption, recycling industrial water, improving the quality of water discharged into the environment—particularly by reducing Chemical Oxygen Demand (COD)—and anticipating water stress situations as part of the necessary adaptation to climate change. An element of its long-term vision, the program aims to achieve a 70% reduction in COD (EFPI) emissions by 2030 compared to 2012, as well as a 30% reduction in water withdrawals from natural sources compared to 2019, while ensuring sustainable water management practices are in place at all sites in water-stressed areas.



(1) Environmental Footprint Performance Indicator: a methodology for assessing emission or resource consumption intensities in relation to production volumes, with 2012 as the baseline year.

EXAMPLES OF WATER RESOURCE
OPTIMIZATION PROJECTS

Boretto (Italy): reusing
water treated by
phytoremediation

A winner of the Go for the Planet 2025 fund (see below), this project aims to reduce groundwater withdrawals by reusing water treated through phytoremediation, a process that treats wastewater with plants, microorganisms and substrates, in the plant's cooling towers. We expect this to deliver a 58% reduction in annual water withdrawals and 40,000 m³ of water recovered through phytoremediation and used for the plant's operations.



Calvert City (US):
reducing **VOCs**
and **water**
consumption

Our Calvert City site upgraded its hydrogen chloride absorber to significantly reduce its environmental impact. Our US and French teams collaborated on this project, drawing on experience gained at other sites to install new, more efficient packing in the absorber. This has reduced water withdrawals by approximately 30,000 m³ per year, as well as reducing wastewater discharges by a similar amount. This project has also reduced VOCs and GHGs by more than a third.



COMMITMENT TO BIODIVERSITY
WITH **ACT4NATURE INTERNATIONAL**



Arkema is convinced of the important and urgent need to protect biodiversity, and renewed its commitment to Act4nature in 2024. The Group set new goals, including for its value chain, for measuring the impact of its sites and products on biodiversity, and for raising awareness of biodiversity issues among all its employees.



WASTE REDUCTION

To further reduce waste at source and expand recycling streams, the Group has set a 2030 target to reduce non-recovered waste to 41 kg per ton of production.

In recent years, the Group has optimized processes at several of its plants to reduce residue and conserve raw materials. The Taixing site (China), for example, reduced the aqueous waste incinerated from its acrylic process by nearly 460 tons in 2025. The Changshu site in China is continuing its policy of recycling hazardous waste, making a significant contribution to the Group's objective.



► **RAISING EMPLOYEES’ AWARENESS OF CLIMATE AND ENVIRONMENTAL ISSUES**



Launched in 2023, Go for the Planet is an inclusive, educational, in-house program focusing on environmental and climate issues, led by senior management. It encourages everyone to get involved through multiple formats that reflect our diverse business lines and cultures. Its guiding principle is that, to take action, we must first understand.

THE CLIMATE FRESK

One of the program’s key initiatives is the Climate Fresk, which is deployed across all our sites. This tool expands collective awareness of climate issues in a fun, collaborative way. By the end of 2025, more than 9,000 employees had taken part in the program, guided by 194 internal facilitators spanning 26 countries on every continent.



AN EDUCATIONAL FOUNDATION FOR ALL

The Climate School offers e-learning modules to help employees understand environmental issues and the Group’s commitments. The program includes challenges, conferences and a bimonthly newsletter featuring key insights and educational content.

AWARDS AND FUNDS

Arkema organizes the Go for the Planet Awards, which encourage and reward exemplary environmental projects implemented at our sites that align with the Group’s priorities. Arkema also has a fund that supports emerging projects. In 2025, more than 70 projects were submitted, with four awards and five grants allocated.



SCAN ME

GO FOR THE PLANET CHALLENGE

This web app was designed for our employees and is now available to everyone. Test your knowledge of climate, water, energy, biodiversity and resources through five themed quizzes and nearly 100 questions: progressive difficulty, anonymous participation, play as many times as you like. A fun educational tool developed by Arkema in collaboration with AXA Climate School and BL évolution.

► **SAFETY FOR ALL**



Arkema believes that all workplace accidents are preventable, and places the health and safety of its employees and the contractors working at its sites among its top priorities.

Being a responsible manufacturer is a key pillar of the Group’s CSR strategy. In line with its commitment to Responsible Care®, the Group is firmly committed to a process of continuous ongoing improvement in health and safety measures, as well as operational excellence in the management of its facilities.

Arkema’s TRIR performance is among the best in the chemicals industry, thanks to action plans implemented in recent years to raise awareness of the Group’s safety requirements among our employees and contractors.

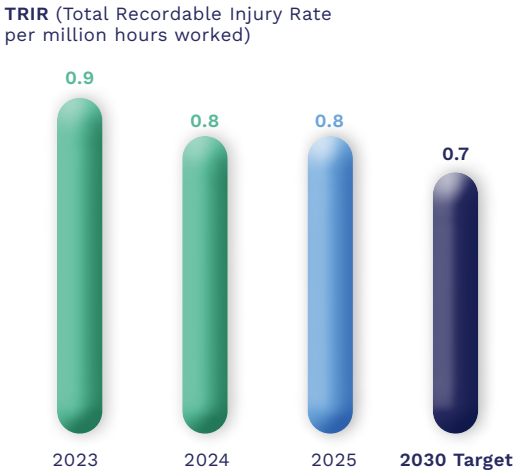
A YEAR FOCUSED ON THE MOVEMENT OF PEOPLE AROUND OUR SITES

Throughout 2025, the Group issued safety messages to raise awareness of risks associated with on-site pedestrian and vehicle flows. These efforts paid off, and the accident rate in this area was reduced by 13 percentage points (27% in 2025 compared to 40% of accidents caused by people moving around sites on foot or in vehicles in 2024). The Group’s goals for 2026 are even more ambitious, with a focus on vehicle safety.



HEALTH AND SAFETY: A PRIORITY FOR THE GROUP

Arkema has established a safety culture through its programs Safety First and The Essentials. The 14 Essentials are golden rules that all Arkema employees and external contractors working at the Group’s sites are expected to follow.



A LEADING EMPLOYER AND OPEN DIALOGUE WITH STAKEHOLDERS



► BUILDING TRUSTING RELATIONSHIPS WITH STAKEHOLDERS

Arkema's operations involve many partners and stakeholders with whom it is essential to build trusting relationships and develop a responsible value chain. Open dialogue with employees and external stakeholders (partners, customers, local residents, etc.) is a cornerstone of the Group's corporate social policy (CSR).

Arkema places respect for human rights and fundamental freedoms at the heart of its operations throughout its value chain.

The Group fosters individual development and team spirit among its employees while promoting diversity, inclusion and anti-discrimination values.

In 2025, for the fifth consecutive year, Arkema conducted a survey to gauge customer satisfaction levels and their expectations of the Group. The satisfaction rate of 84% (up 2.5 points) and the NPS of 39.9% (up 2.5 points) are both significantly higher than in 2024, reflecting recognition of Arkema's efforts to meet its customers' needs, with a particular focus on the priorities they have articulated.

79%

of employees surveyed would recommend Arkema as an excellent place to work—as confirmed by the Arkema Cares 2025 global survey.



ARKEMA CERTIFIED AS A **TOP EMPLOYER** IN TEN COUNTRIES



In 2025, Arkema was again certified as a Top Employer in France, China, the US and Brazil for the fourth year running and in Spain, the Netherlands, the UK, Italy, Germany and the Philippines for the second year running.



INITIATIVES TO FOSTER **OPENNESS AND DIALOGUE** AROUND OUR SITES

The Terrains d'entente® program actively promotes dialogue and interaction with local stakeholders in all countries where the Group operates. Local engagement allows the Group to open its sites to the wider world and build trust-based relationships with all its stakeholders. Since 2016, the Arkema Fund has supported projects proposed by employees who volunteer with initiatives in education, inclusion and diversity.

► **CORPORATE PHILANTHROPY:
OUR EMPLOYEES GET INVOLVED**



**INSPIRING A PASSION
FOR SCIENCE
WITH **CGÉNIAL**
IN FRANCE**

Since 2006, Arkema has partnered with the CGénial nonprofit to introduce school students to careers in science and industry. Employees volunteer to visit classrooms, reaching more than 2,000 students each year. The Teachers in the Workplace program, meanwhile, has brought nearly 500 teachers to our sites since the partnership began. These exchanges strengthen the bond between Arkema and schools near our facilities.

**PROMOTING PROFESSIONAL INTEGRATION
WITH **SPORT DANS LA VILLE** IN FRANCE**

In 2023, Arkema became a lead partner of this nonprofit program, which supports more than 10,000 young people annually in underprivileged communities. Our teams are committed to helping young people plan their careers through mentoring and philanthropy, English conversation classes, internships, work-study programs and site visits.



**ENCOURAGING
EMPLOYEES TO GET
INVOLVED WITH
**THE ARKEMA
FUND****

Created in 2016, the Arkema Fund finances employee-led initiatives with education and inclusion organizations. Arkema has already supported nearly 100 projects in 16 countries, and made donations of more than €1 million. Initiatives cover a wide range of areas including academic support in Italy, help for the homeless in France, support for women in vulnerable situations in Brazil, and educational programs for girls in Guatemala.



**BROADENING THE
HORIZONS OF **CHINESE**
SCHOOLCHILDREN**

Since 2016, the Arkema ChemArt Green Innovation Class program has been offering workshops and educational activities in China focused on science, industrial careers, safety and the environment. Volunteer employees visit schools around our sites to raise young people's awareness of environmental issues and help them develop new skills.



**SUPPORTING YOUNG PEOPLE IN
FAVELAS WITH **GOL DE LETRA**
IN BRAZIL**

As a Gold partner since 2024, Arkema Brazil supports this UNESCO-approved foundation, set up in 1998 by popular Brazilian World Cup champions Raí and Leonardo. The organization works with 4,500 young people each year in São Paulo and Rio. Our 500 employees in the country are involved in academic support, mentoring and career guidance programs, as well as sports and educational activities, to help improve the employability of 14- to 21-year-olds from the favelas.



**SUPPORTING
SCIENCE EDUCATION
THROUGH **SCIENCE
TEACHER**
IN THE US**

The Arkema Inc. Foundation supports science education in the US through the Science Teacher program, which provides experiment kits to teachers and encourages them to connect with our engineers and researchers. Teachers benefit from educational tools for more

effective and engaging instruction in science subjects, including chemistry, for thousands of school students. In 2025, 47 teachers received this training, ultimately benefiting thousands of elementary and secondary school students.

► DIVERSITY AND INCLUSION—OUR COMMITMENTS

For our employees, an inclusive culture promotes wellbeing and encourages them to be themselves. It also boosts their confidence and engagement, while enhancing the company’s appeal to the outside world. And encouraging our employees to develop their talents also enhances Arkema’s growth potential.



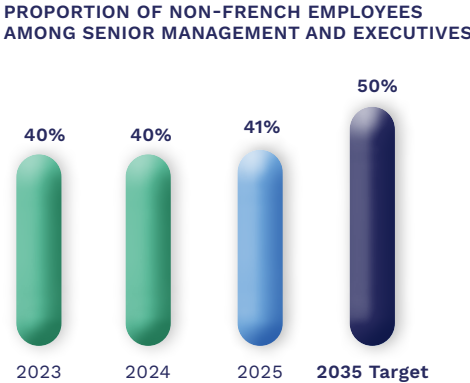
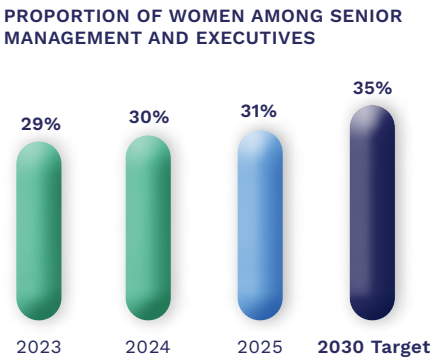
WOMEN@ARKEMA, A NETWORK TO HELP ADVANCE WOMEN WITHIN THE GROUP

The chemical industry has historically been very male dominated. It is important for us to promote women’s roles and careers, especially because gender diversity and diversity in general help boost the Group’s performance.

This is the mission of the global Women@Arkema network: to raise awareness among all employees about gender diversity and to support women in their career paths, with a clear goal

set by the Group: to have at least 30% women in senior management and executive roles by 2030.

Women@Arkema operates in several countries: France, Germany, the US and China. It undertakes a variety of initiatives including mentoring and raising awareness through conferences, webinars, discussion groups and “random lunches” (gatherings attended by female employees and a manager).



ARKEMA PARTNERS WITH UN WOMEN

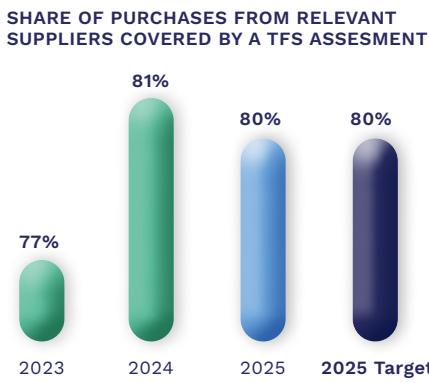
- Arkema is committed to five core principles of the UN Women program to promote professional equality between women and men:
- Establish governance that supports gender equality at the highest levels of the Group
 - Treat all women and men equally in the workplace
 - Respect and support human rights and take action against discrimination
 - Promote women’s education, training and professional development
 - Measure and publicize progress achieved toward gender equality

► RESPONSIBLE PROCUREMENT

The Group strives to build long-term, balanced, sustainable relationships with its suppliers and contractors, based on mutual trust. Arkema prioritizes industrial and commercial partners that share its social commitments.

In addition, Arkema continues to raise awareness among its main suppliers to encourage them to reduce the carbon footprint of their products. The Group collects life cycle assessment (LCA) data from all suppliers, gives webinars on its approach and

expectations of suppliers to reduce their carbon footprint in the short and medium term, and holds targeted discussions with key suppliers to identify opportunities for alternative, lower-emission raw materials.



Through the Together for Sustainability (Tfs) program—an industry-led initiative aimed at evaluating suppliers against CSR criteria—we promote social responsibility throughout our supply chain. The Responsible Purchasing indicator rose from 68% in 2019 to 80% in 2025, meeting the target and demonstrating the increased integration of CSR criteria within the Group’s supply chain.



PRAGATI PROGRAM FOR MORE SUSTAINABLE CASTOR BEAN FARMING

Launched in 2016 by Arkema, BASF, Jayant Agro-Organics and the NGO Solidaridad, the Pragati program aims to promote the sustainable production of castor beans—a key raw material used to make Arkema’s polyamide 11—in social, environmental and economic contexts. Since its inception, more than 10,000 farmers in India have been trained, audited and certified in the best practices of the SuCESS code, and more than 140,000 tons of certified castor beans have been harvested.

In 2025, Arkema launched a collaborative initiative, the Castor Farmer Education Fund (CFEF), to roll out the sustainable agricultural practices demonstrated as part of the Pragati program to castor bean farming communities in India on a larger scale. The fund is open to all stakeholders in the castor value chain and funds projects to train 150,000 farmers by 2030 and to amplify the social and environmental benefits achieved through the implementation of the SuCESS Code.

▶ ARKEMA RECOGNIZED FOR ITS CSR PERFORMANCE

Arkema’s CSR approach is regularly evaluated by external stakeholders such as customers and rating agencies, who rank the Group among the leaders in the chemical industry for its level of responsibility and performance in these areas.

CDP

CDP, an international nonprofit organization that analyzes environmental elements of the strategies of more than 22,100 companies worldwide, awarded

Arkema an A rating on climate change in 2025, and A- on water management for 2025. This puts Arkema in the top 4% of companies rated by CDP.



ECOVADIS



EcoVadis ratings are primarily monitored by our customers. They relate to the quality of a company’s **CSR management system** in terms of its policies, actions and results. Four aspects are taken into account for EcoVadis ratings: the environment, social and human rights, business ethics and responsible procurement.

EcoVadis also allows us to assess the **CSR performance of our suppliers**, encouraging a responsible approach throughout our entire supply chain. **With a score of 84/100, Arkema ranks among the top 2% of companies rated by EcoVadis and received a gold medal in the December 2025 assessments.**

MSCI

MSCI measures companies’ resilience to social, environmental and governance risks. The methodology involves identifying “leaders and laggards in each

industry” based on their exposure to ESG risks and how they manage those risks compared to their peers. **MSCI has assigned Arkema an AA rating.**



ISS ESG



ISS ESG evaluates companies’ ESG performance and provides investors with in-depth information that enables them to effectively factor sustainability into their investment decisions.

ISS ESG has assigned Arkema a B- Prime rating, ranking us in the top 10% worldwide.

SUSTAINALYTICS ESG

The Sustainalytics ESG Risk Ratings measure a company’s exposure to industry-specific material ESG risks and how it manages those risks.

In September 2025, **Arkema received an ESG risk rating of 22.7 and was assessed**

by Sustainalytics as having a medium risk of experiencing significant financial impacts related to ESG factors.



ARKEMA

FOR THE WORLD TO CHANGE,
WE MUST CHANGE THE MATERIALS WE USE.

Beginning the journey to a more sustainable world means embracing innovative materials. At Arkema, we offer a broad spectrum of materials essential for the battery ecosystem, as well as solutions that support the development of hydrogen as a fuel. Arkema makes mobility better by ensuring innovation and responsibility always go hand in hand. **Arkema. Innovative materials for a sustainable world.**

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