

Arkema

Oddo MidCap Forum

Lyon – January, 9th and 10th, 2014

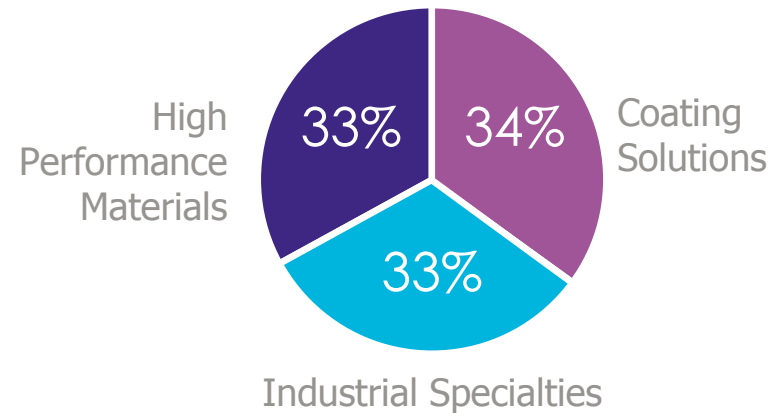
Sophie Fouillat
VP Investor Relations

ARKEMA
INNOVATIVE CHEMISTRY

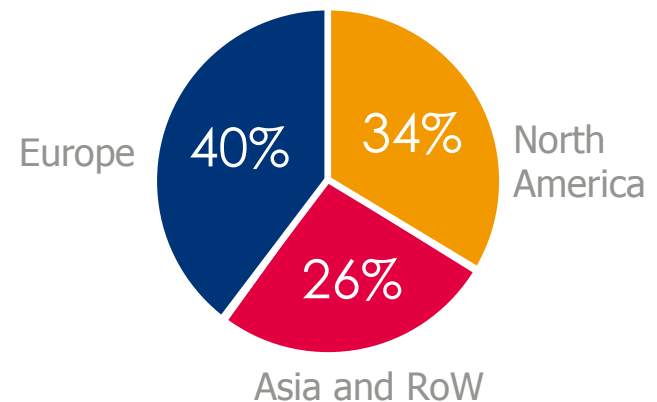
Arkema 2012 profile

- Sales of **€6.4 bn**
- EBITDA of **€996 m**
- Industry-leading margin at **15.6%**
- 13,925** employees in 40 countries
- Capex of **€438 m**
- R&D at **2.3%** of sales
- Strong balance sheet

Sales by segment



Sales by region



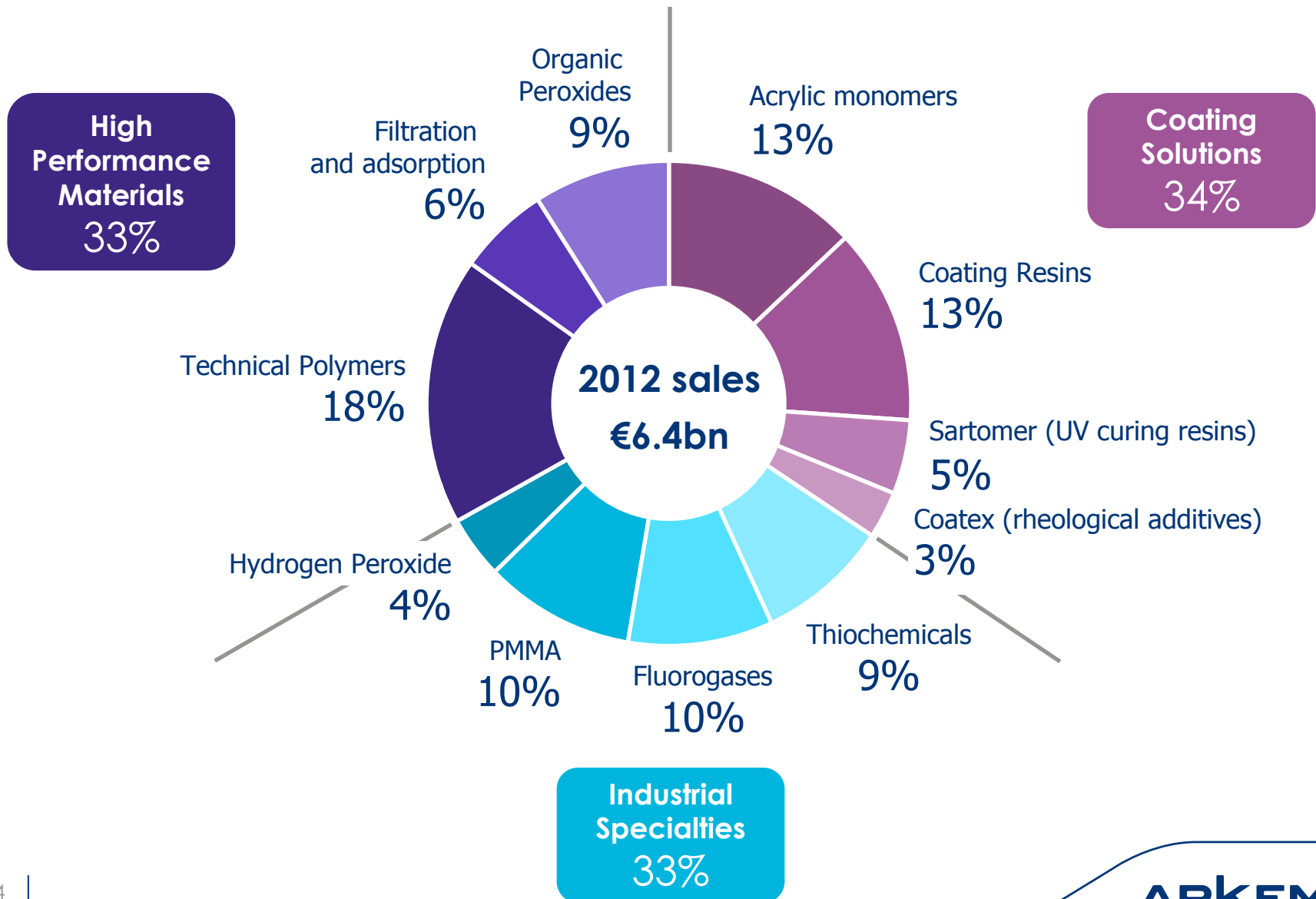
Among top players on 90% of our sales

POSITION		MARKET SIZE (mT)	MAIN PLAYERS	% GROUP SALES
#1	Specialty polyamides	0.2	<ul style="list-style-type: none"> Evonik Ems 	14%
#1	PVDF		<ul style="list-style-type: none"> Solvay 	
#2	Organic peroxides	0.2	<ul style="list-style-type: none"> Akzo Nobel United Initiators 	4%
#1	Thiochemicals	0.7	<ul style="list-style-type: none"> Chevron Phillips 	9%
#1/2	Fluorogases	1.6	<ul style="list-style-type: none"> Dupont Honeywell 	10%
#2	PMMA	1.6	<ul style="list-style-type: none"> Evonik Mitsubishi Chemical 	10%
#3	Hydrogen peroxide	3.2	<ul style="list-style-type: none"> Solvay Evonik 	3%
#3	Acrylic monomers	4.2	<ul style="list-style-type: none"> BASF Dow Nippon Shokubai 	13%
#3	Specialty coatings	4.0	<ul style="list-style-type: none"> BASF Dow 	21%

As a comparison,
a market like PVC is ~40mt

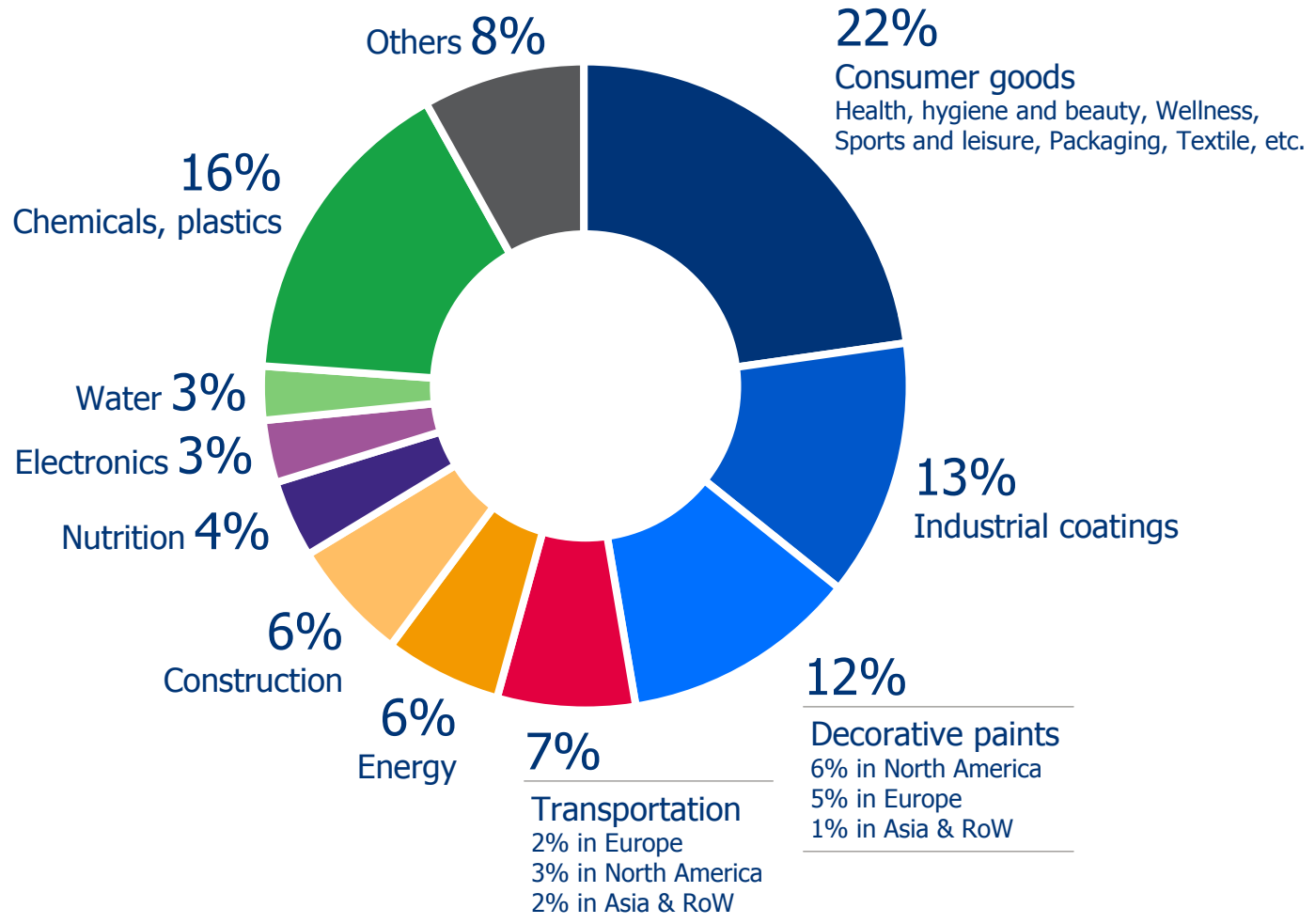
■ High Performance Materials
 ■ Industrial Specialties
 ■ Coating Solutions

Sales breakdown by business



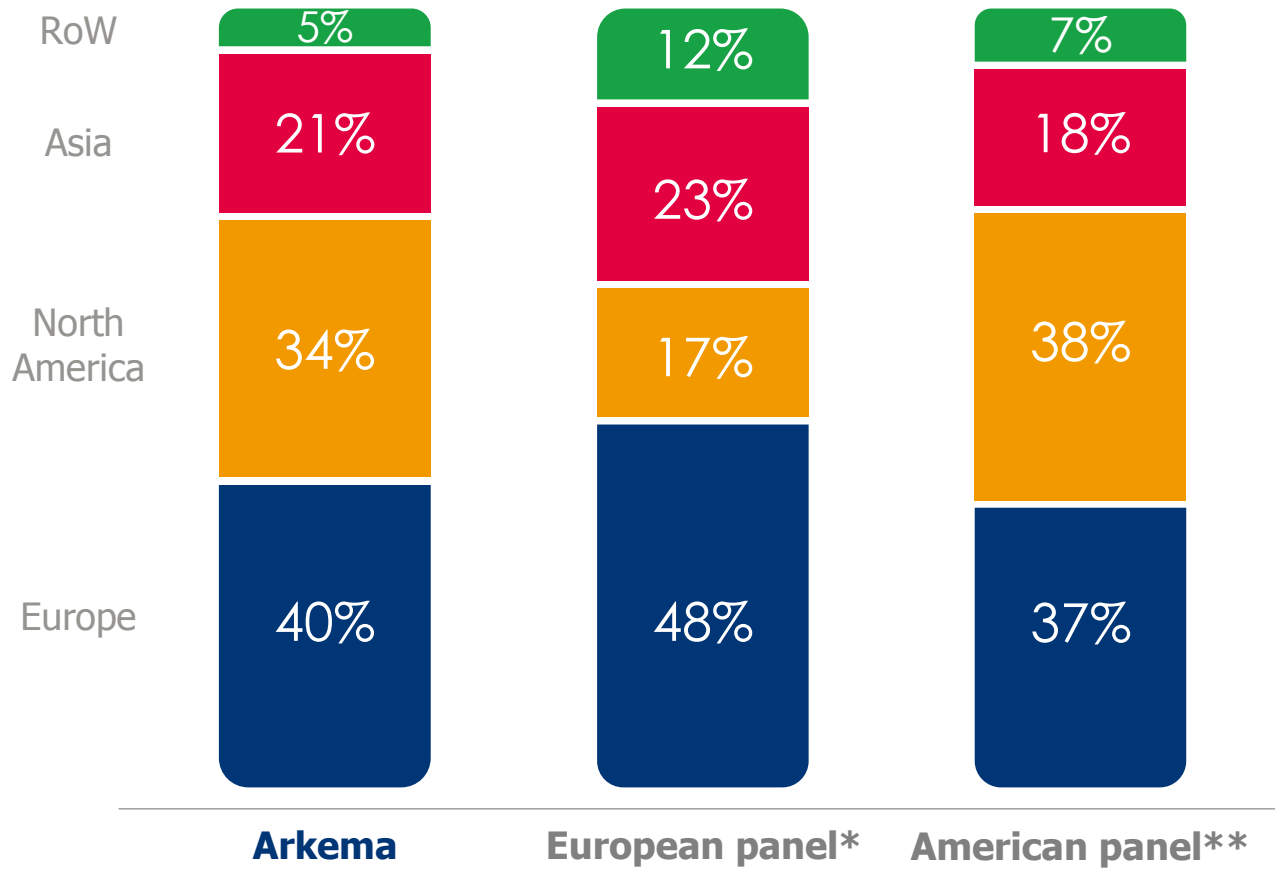


Diversified end markets





Balanced geographical reach



6 | * Akzo Nobel, BASF, Clariant, Lanxess, Solvay
** Dow, Celanese, Chemtura



Solid balance sheet and financing

Shareholders' equity € 2.3 bn

Net debt € 900 m

Gearing 39 %

Net debt / EBITDA 0.9x

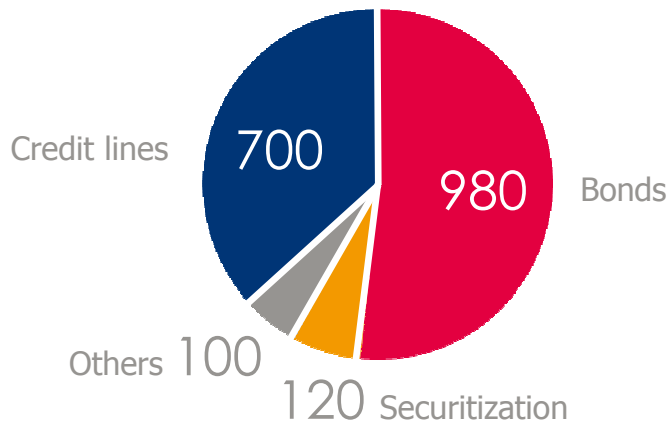
Rating

Standards & Poor's **BBB** **Stable outlook**

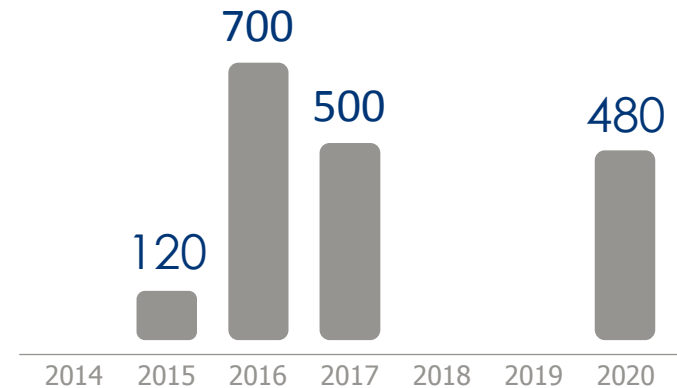
Moody's **Baa2** **Stable outlook**

Figures at 31st December 2012

€1.9bn financing resources (€m)



Average maturity > 4 years (€m)





Clear strategic roadmap

« **Become a world leader in specialty chemicals and advanced materials** »

- Deliver profitable growth and solid cash flow
- Accelerate development of High Performance Materials
- Intensify our presence in high growth countries (China, India, Brazil, Middle East)
- Increase downstream integration in acrylics
- Secure access to strategic raw materials
- Reinforce our operational excellence

2016 financial targets

€ 8 bn
Sales

16 %
EBITDA margin

< 40 %
Gearing

EBITDA (€m)

996

+ 144

Organic growth

+ 140

Acquisitions and divestments

1,280

2012

2016e

2016 targets by segment



High Performance Materials

38% of total sales

18% EBITDA margin

Industrial Specialties

30% of total sales

17% EBITDA margin



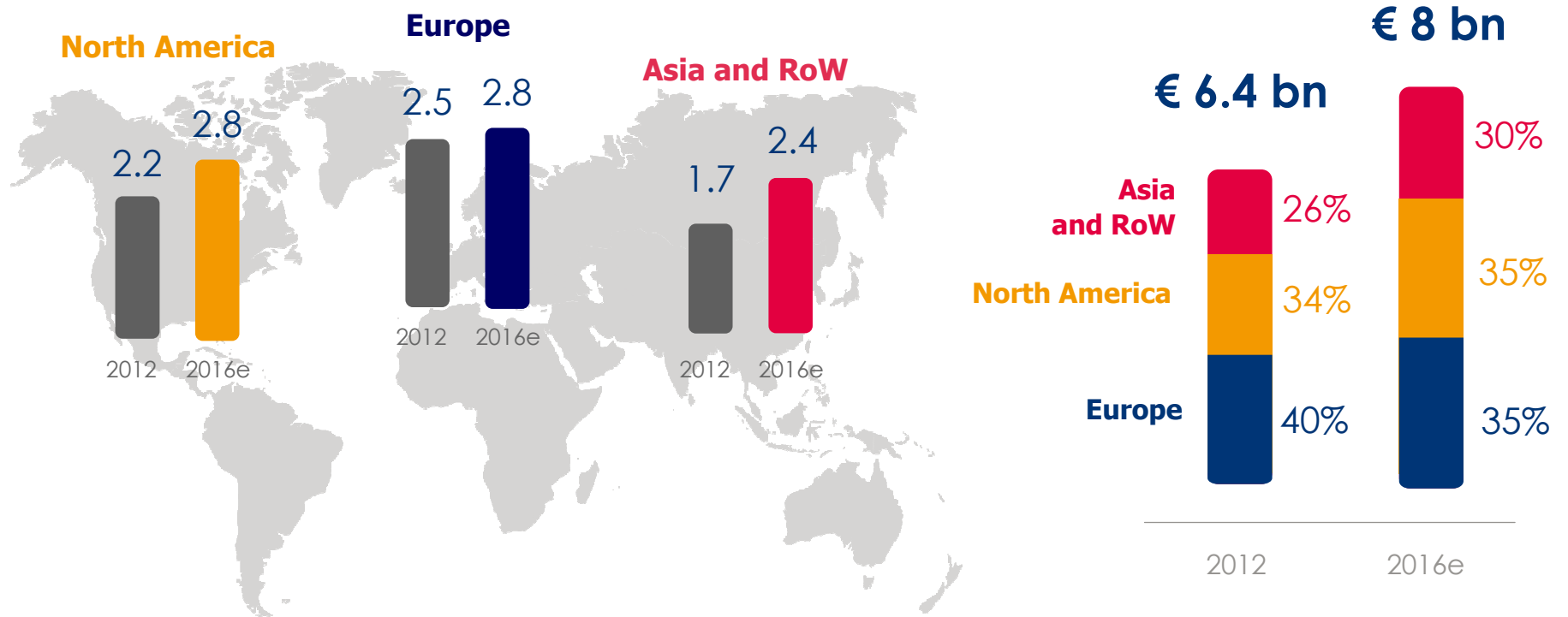
Coating Solutions

32% of total sales

15% EBITDA margin

Development in high growth countries

Sales by region (€bn)



Industrial projects to support organic growth

2012



- **2EHA (Acrylic derivatives)**
(United States)
- **PVDF expansion**
(China)
- **HFC125 expansion**
(China)
- **ADAME (Acrylic derivate)**
(France)

2013



- **Acrylic acid and esters**
(United States)
- **Superabsorbents***
(Acrylic derivatives)
(France)
- **Coating resins**
(Acrylic derivatives)
(China)
- **Hipro expansion**
(Specialty Polyamides)
(China)
- **Lacq (Thiochemicals)**
(France)

2014

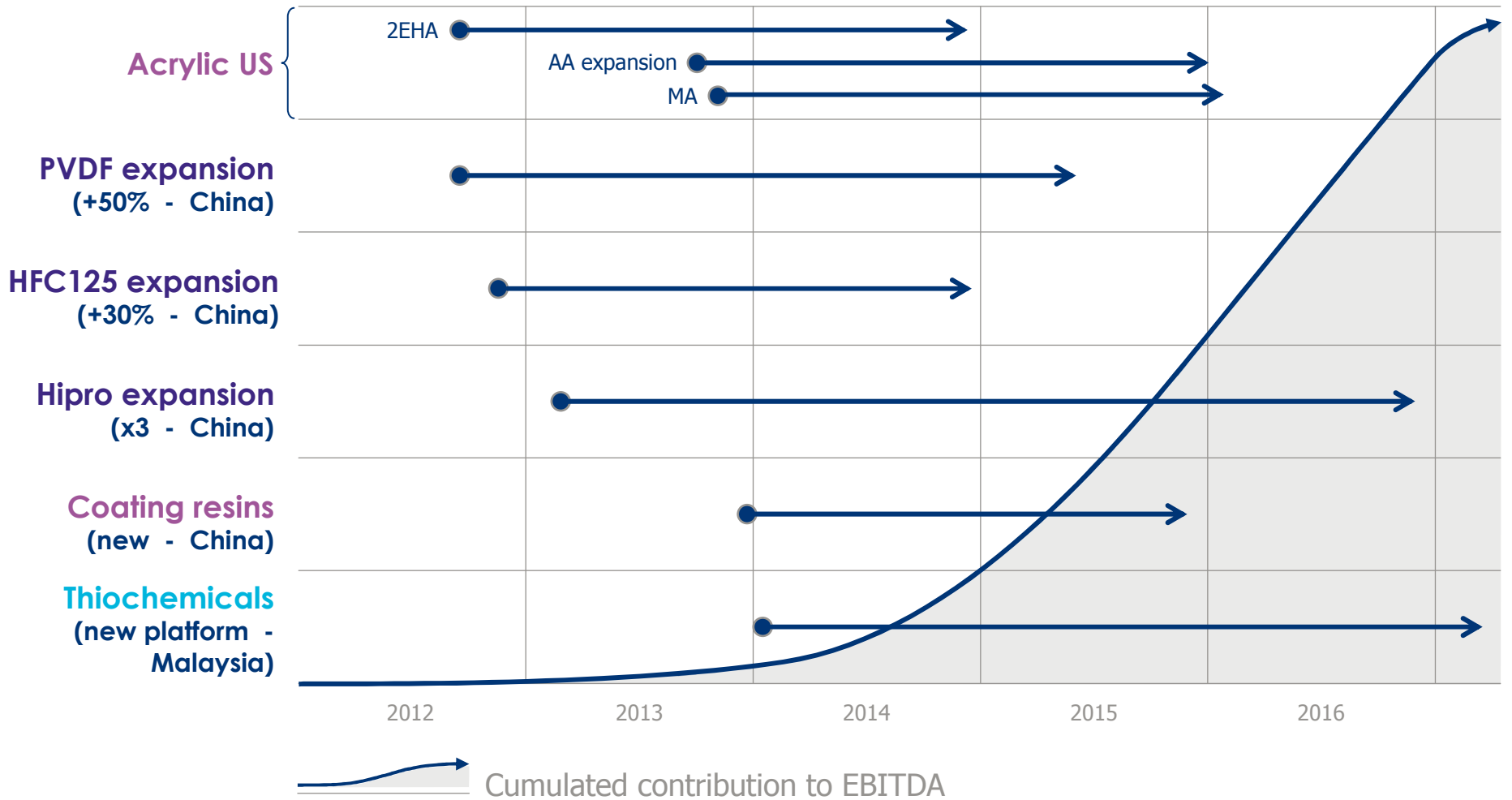


- **Thiochemical platform**
(Malaysia)
- *Several other projects under consideration*

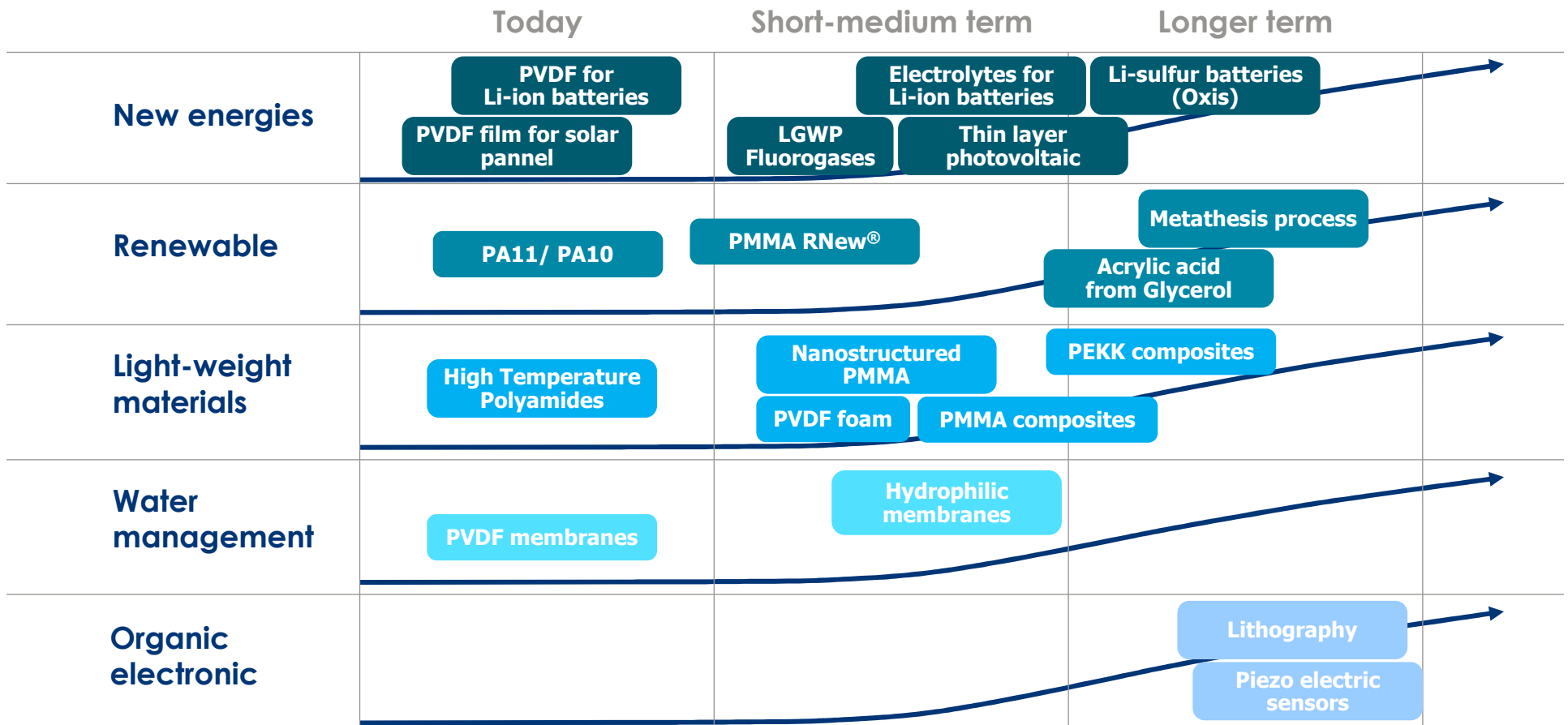
- 2/3 of capex already identify to support planned organic growth
- Strong emphasize on acrylic value chain, Specialty Polyamides and Thiochemicals



Contribution of organic growth projects to EBITDA

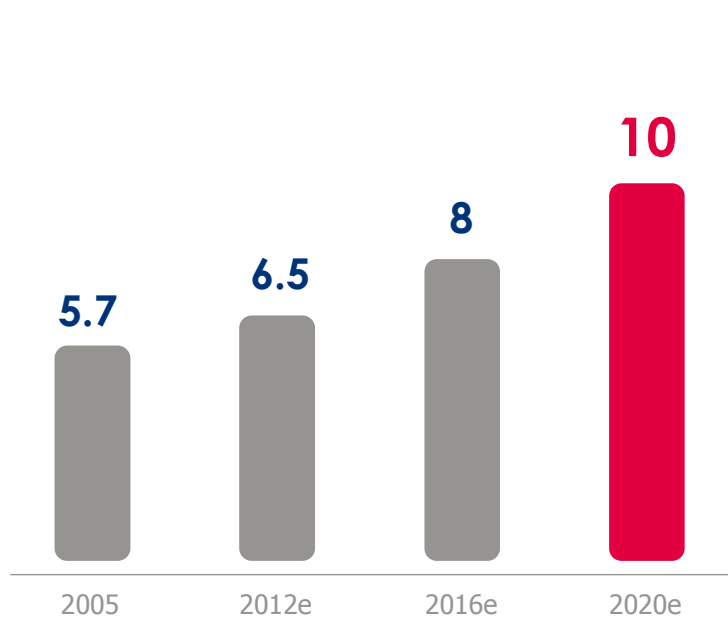


A rich pipeline of R&D projects

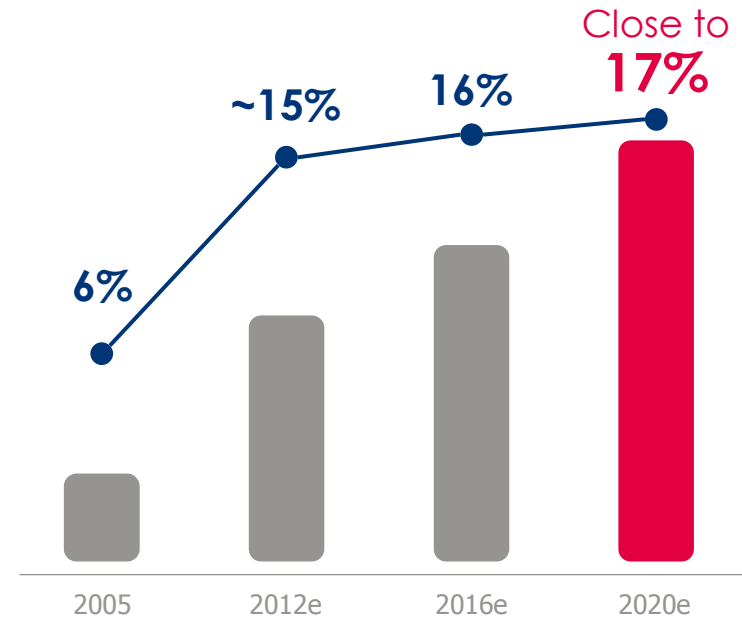


Main objectives 2020

Sales (€bn)



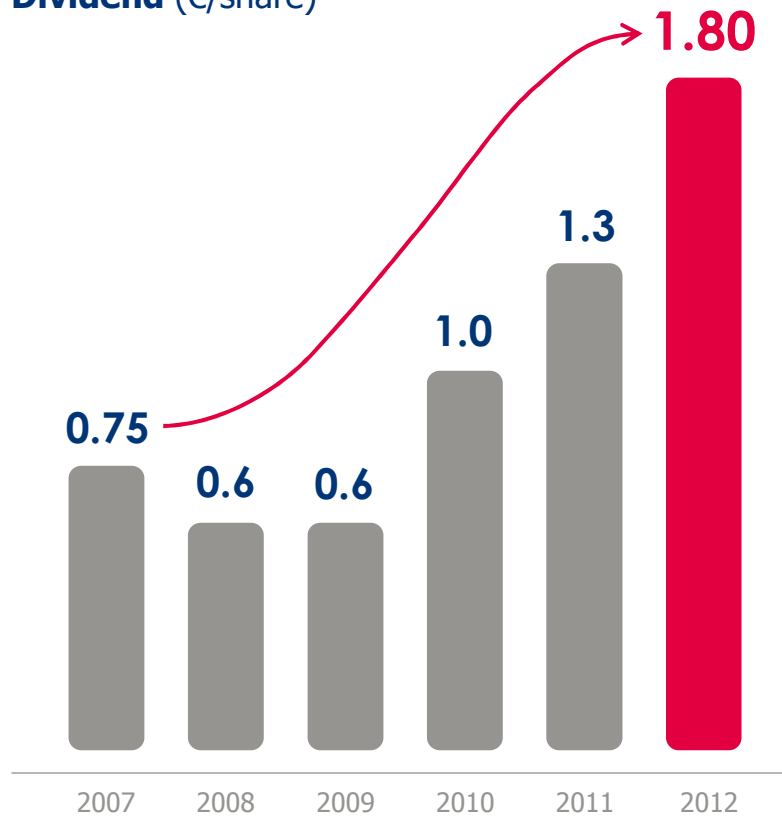
EBITDA and EBITDA margin (%)



Gearing < 40%

Dividend increase reflects strong confidence in Arkema's potential

Dividend (€/share)



- ▄ Payout: 25% of adjusted net income
- ▄ 2.3% dividend yield (based on share price at year end)
- ▄ Arkema confirms its target to reach a 30% payout ratio on adjusted net income



Disclaimer

The information disclosed in this document may contain forward-looking statements with respect to the financial condition, results of operations, business and strategy of Arkema. Such statements are based on management's current views and assumptions that could ultimately prove inaccurate and are subject to risk factors such as among others, changes in raw material prices, currency fluctuations, implementation pace of cost-reduction projects and changes in general economic and business conditions.

Arkema does not assume any liability to update such forward-looking statements whether as a result of any new information or any unexpected event or otherwise. Further information on factors which could affect Arkema's financial results is provided in the documents filed with the French Autorité des Marchés Financiers.

Financial information for 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006 and 2005 is extracted from the consolidated financial statements of Arkema. Quarterly financial information is not audited.

The business segment information is presented in accordance with Arkema's internal reporting system used by the management.

The definition of the main performance indicators used can be found in the reference document filed with the French Autorité des Marchés Financiers and available on www.finance.arkema.com