

ARKEMA

2023
Annual general
meeting

11 May 2023

2022 review



Arkema in a nutshell (2022)

€11.5bn
sales

18.3%
EBITDA margin

€707m
capital expenditure

€270m
R&D expenditure



21,100
employees

55
countries

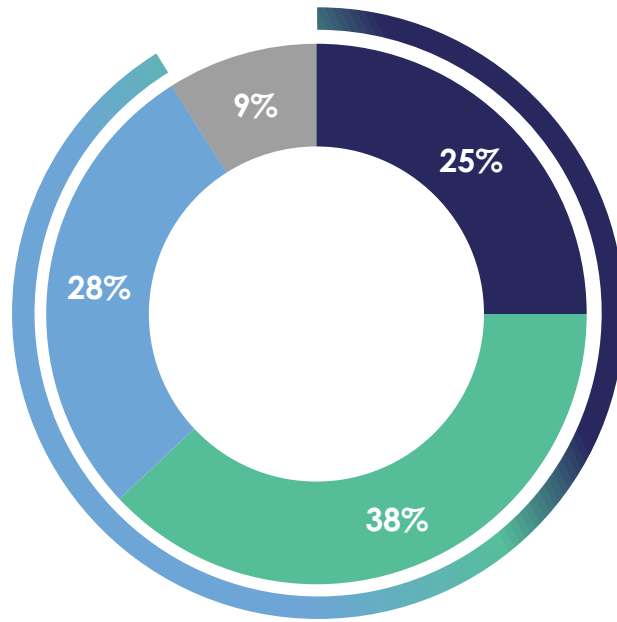
148
production facilities

3
regional R&D hubs

An activity based on 3 specialty segments and a balanced geographic footprint

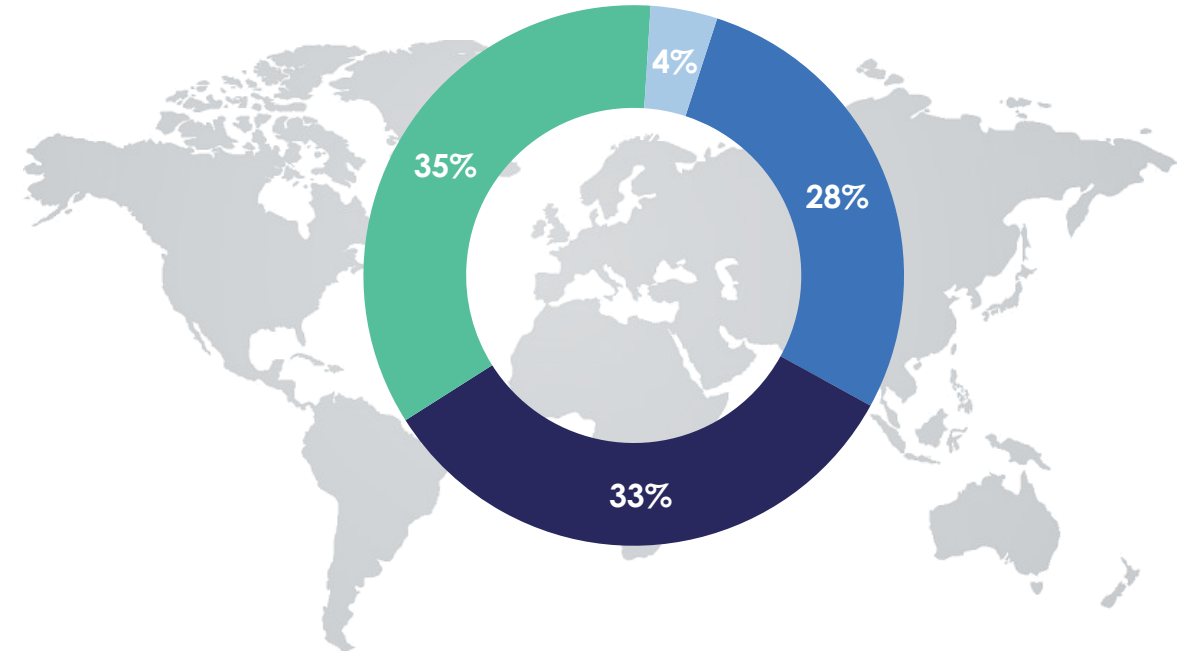
Specialty Materials **91%**

Segments



- Adhesive Solutions
- Coating Solutions
- Advanced Materials
- Intermediates

Regions



- Europe
- North America
- Asia
- Rest of the world

% of 2022 sales

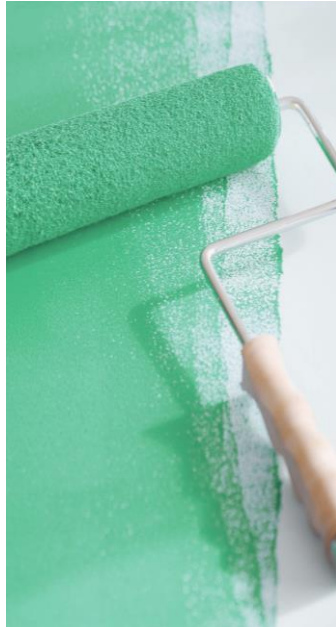
Diversified end-markets

% of 2022 sales



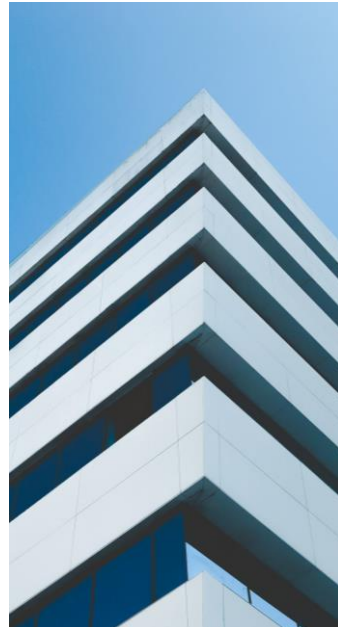
General industry

28%



Paints & coatings

19%



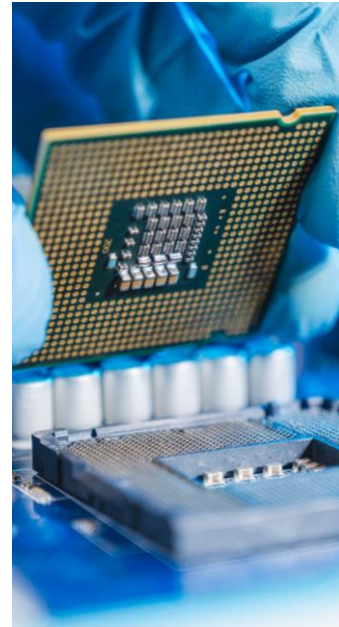
Building & construction

16%



Consumer goods

16%



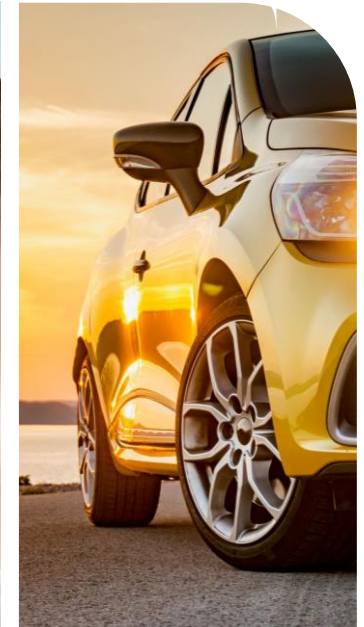
Electronics & energy

8%



Nutrition & water

8%

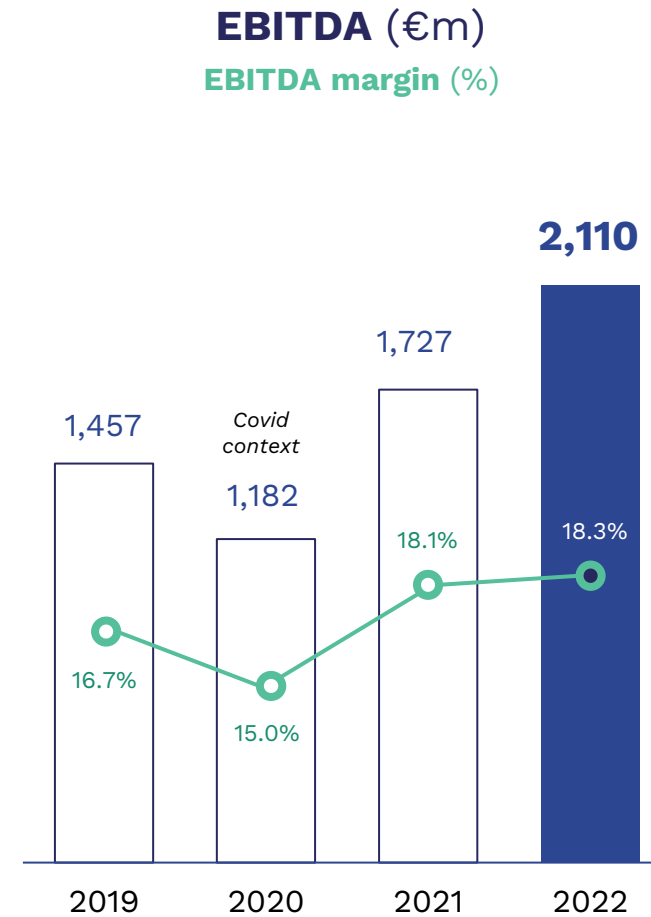
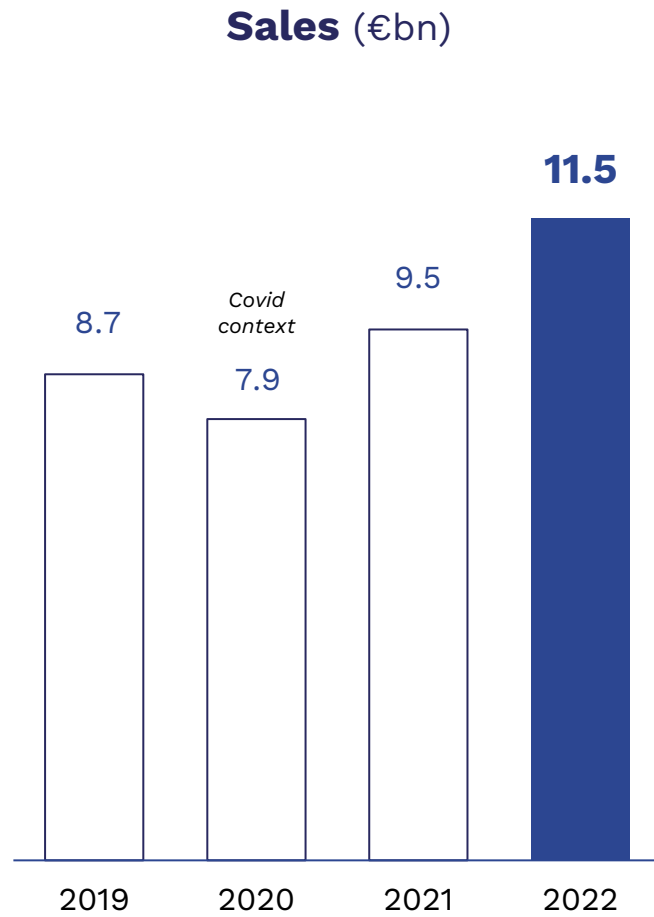


Auto. & transport

5%

Nota Bene: batteries sales for electric vehicles are counted into 'Electronics & energy' market segment

Excellent financial performance in a demanding context



ESG recognition among best-in-class in the sector

2022 review

MSCI: **A**

CDP: **B** (climate change)

Moody's ESG Solutions: **69**
Superior percentile across all sectors

Ecovadis: **top 3%**
Among the best performers in the sector

Sustainalytics: **Rated**

ISS ESG: **1st decile**
(global, oct. 2022)

CAC40[®] ESG: **since its creation** (2021)



Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

**3rd place
DJSI World 2022**

“Chemicals” category

*S&P Global Sustainability
Yearbook 2023 – score **83***



0.9

accidents per million hours worked (TRIR)

1.0 in 2021

0.8 2030 target



2.8

process safety events per million hours worked (PSER)

3.1 in 2021

2.0 2030 target

2022 data



Programs rolled out on a global scale

Safety in Action

Safety culture

The Essentials

14 golden rules without compromise

Smart

Collaborative approach for the continuous improvement of production units' performance



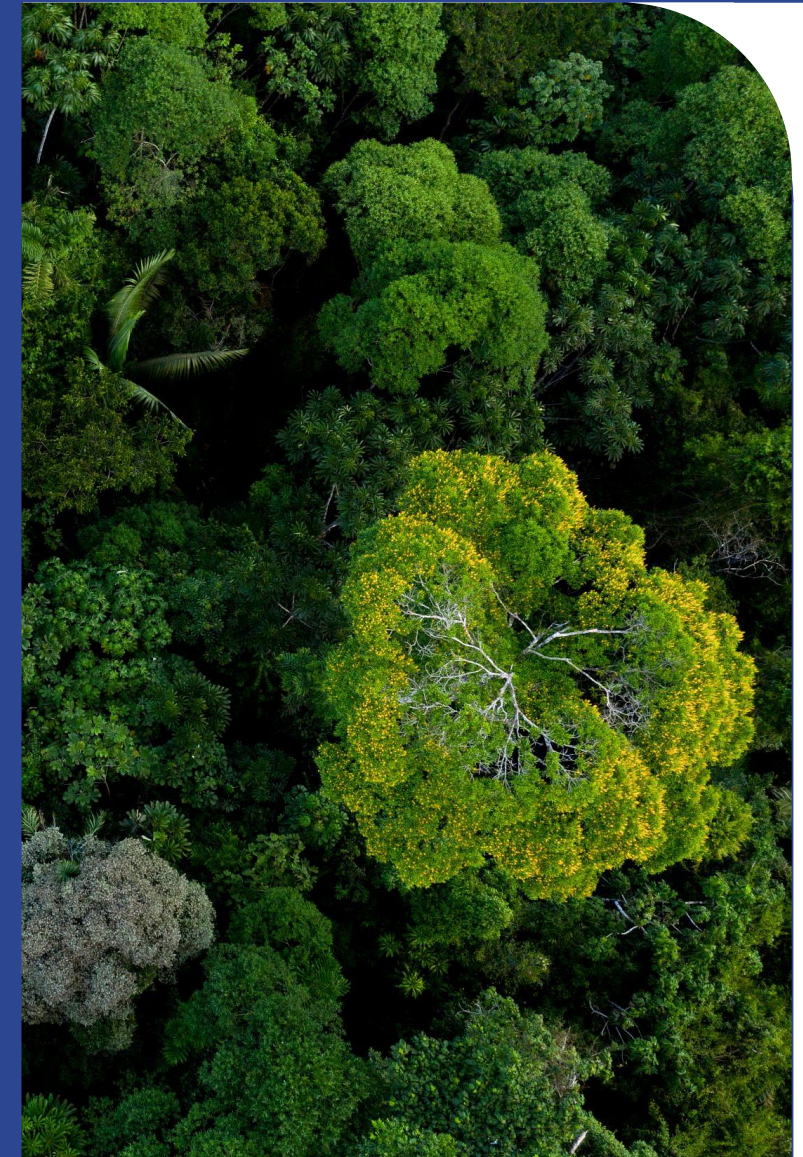
1.5°C trajectory across **the whole value chain** Targets approved by *Science Based Targets initiative*

2030 targets *(in absolute terms vs 2019)*



-48.5% of Scopes 1 & 2
GHG emissions

-54% of Scope 3
GHG emissions



26%

women

24% in 2021

30% 2030 target

40%

non-French

40% in 2021

50% 2030 target

in senior management and executive positions

2022 data



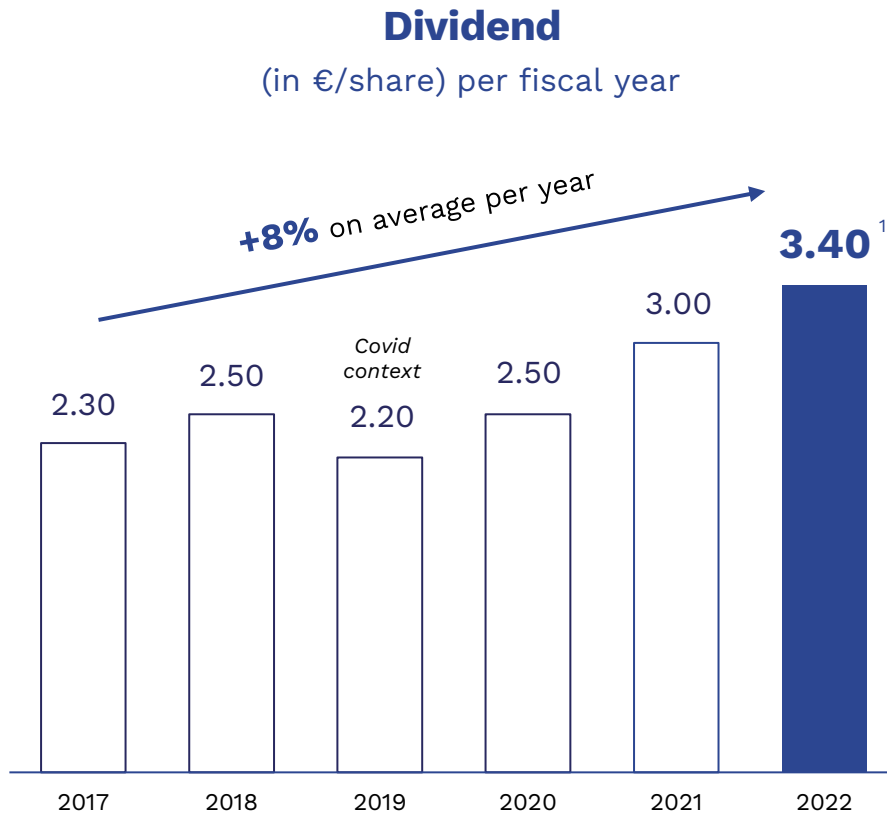
In 2022

Publication of a **Diversity and Inclusion Charter** at Arkema

Commitment with UN Women to promote **professional equality between women and men**



A steadily growing dividend



→ In line with the Group's ambition to **progressively increase the dividend**

1. Proposal submitted to the vote of today's annual general meeting



Evolution of the share price since 1st January 2021



1. The peer group includes : Solvay, BASF, Lanxess, Clariant, Sika, Evonik, HB Fuller and MSCI Europe index

2022 highlights

Evolution of the Group's profile



Acquisitions

Ashland's performance adhesives (United States)

Permoseal
(South Africa)

Adhesive Solutions

Polimeros Especiales SA
(Mexico)

Coating Solutions

Divestment

Febex divested
to Prayon group



Future generations of batteries

Ultrapure electrolyte
salts with
Nippon Shokubai

Batteries of the future
in the new common
academic laboratory
iHub Poly-9



Eco-responsible boats

Boat made of entirely
recyclable composites
with **Brunswick**

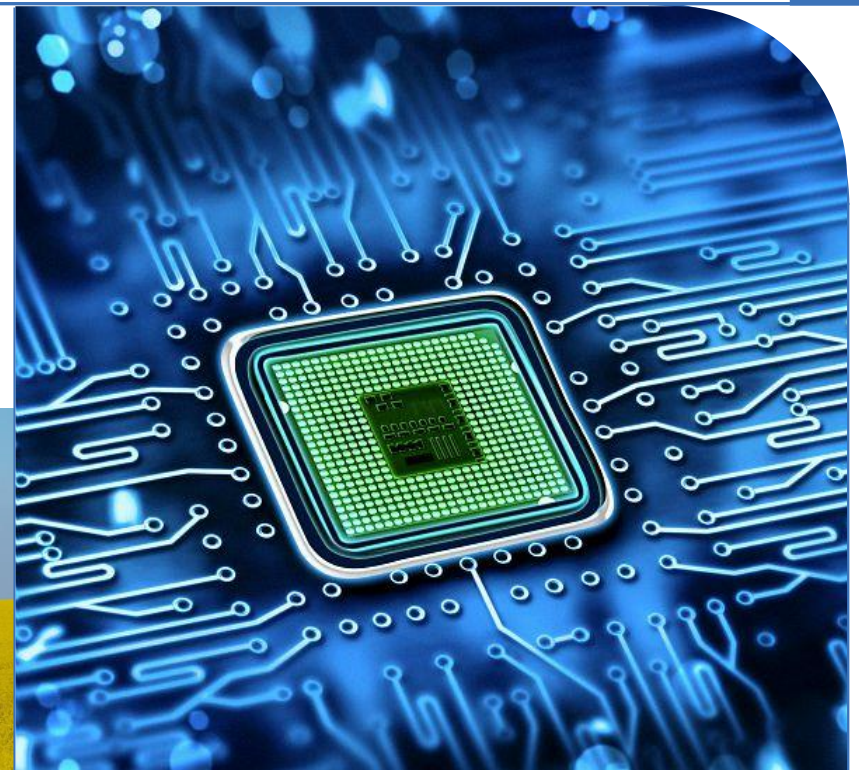
Sailboat hull made of
recyclable composites
with **Bénéteau**

A vast range of bio-based or recyclable materials



New **recycled** high performance polyamides produced by Agiplast

New ISCC+ **mass balance** certified acrylic monomers



Bio-based heat-activatable high performance adhesives made from rapeseed

Sustainable solutions for home comfort



97% bio-based
Synaqua® resins
for decorative paints

Solvent, phthalate or isocyanate-free, 35% bio-based
Bostik flooring adhesive



Kynar Aquatec® and Coating Solutions resins and additives for **sustainable thermal reflective roofs**



KING Agera golf putter insert made of **PA11**, 3D-printed with **HP** technology

Courtesy of Cobra Golf

Pebax® foam soles for **Decathlon's** Kiprun KD900X running shoes



Courtesy of Decathlon



Protective coating made of Kynar Aquatec® PVDF latex for **NASA's** logo on **SLS Artemis 1**

Photo credit: NASA/Ben Smegelsky



Hydrogen tank liner made of bio-based and recyclable **Rilsan® PA11**



High performance solutions for the inside and outside of **battery** cells



DMDS specialty additives used in **bio-refineries**

A strong societal commitment shared by our employees

6th year of the Pragati program for **sustainable castor farming** in India



2nd year for the **scholarship** program in India



6th year of the **Arkema Fund for Education**

Sport dans la Ville, for the **social and professional integration of young girls** from priority neighborhoods

Arkema recognized as an employer of choice

Top Employer certification
renewed in 4 countries



Arkema **among the best employers**
according to Forbes



5th place in *Capital Magazine's*
2023 ranking of the best 500
employers in France



Included in the
HappyIndex® Trainees France ranking
(trainees and work-study trainees)
for the **3rd consecutive year**



Strong interactions with our customers



Continuation of the **Sales Academy**, a specific training program for sales teams

Extension of the **My.Arkema customer portal** in Europe and the United States

Strengthening of the One Arkema approach at customers, leveraging a **global key account manager** network

79%

of customers satisfied or extremely satisfied

2022 financial performance





Sales
€11,550m
+21.3% vs 2021

EBITDA
€2,110m
18.3% EBITDA margin
Historic high




Adjusted net income
€1,167m
€15.75 per share

Net debt
€2,366m
1.1x 2022 EBITDA

Adhesive Solutions (25% of Group sales)

2022 financial performance



in €m	2022	2021	Change
Sales	2,898	2278	+27.2%
EBITDA	366	316	+15.8%
EBITDA margin	12.6%	13.9%	

- Price increase initiatives in response to inflation of raw materials, energy and transportation
- Contribution of new business developments in high performance adhesives (floor preparation, building insulation, resealable food packaging)
- Integration of Ashland's adhesives
- Clear slowdown in construction in Europe in the 2nd half

Advanced Materials (38% of Group sales)

in €m	2022	2021	Change
Sales	4,341	3,307	+31.3%
EBITDA	941	671	+40.2%
EBITDA margin	21.7%	20.3%	

- Numerous developments in areas linked to global megatrends (batteries, sport, bio-based or recycled materials, 3D printing)
- Particularly favorable market conditions in PVDF
- Progressive slowdown in demand in the 2nd half

Coating Solutions (28% of Group sales)

2022 financial
performance



in €m	2022	2021	Change
Sales	3,250	2,746	+18.4%
EBITDA	593	525	+13.0%
EBITDA margin	18.2%	19.1%	

- Acceleration in more environmentally friendly solutions (powder coatings, low VOC paints, 3D printing)
- Particularly favorable conditions in upstream acrylics in the 1st half and robust performance of downstream activities
- Slowdown in decorative paints at the end of the year

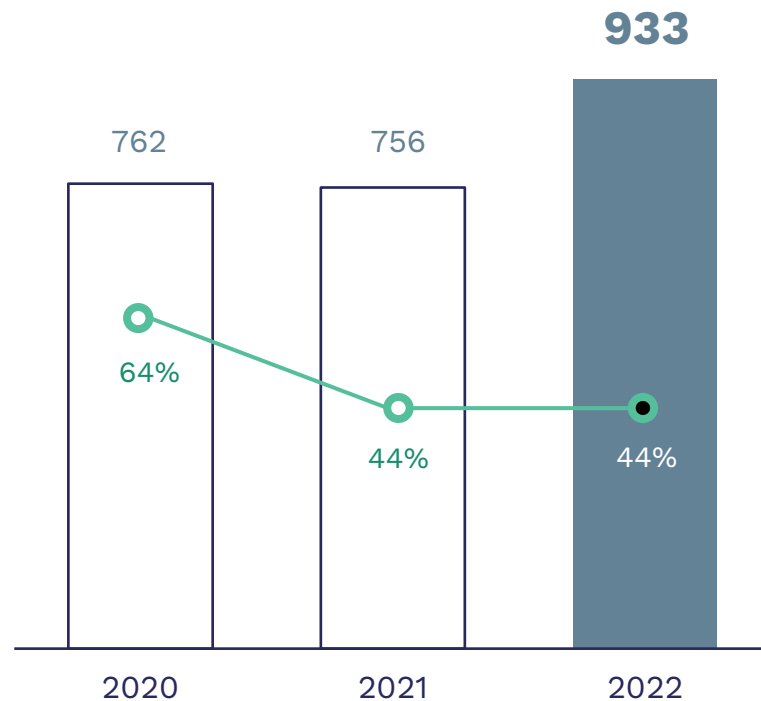
Intermediates (9% of Group sales)



in €m	2022	2021	Change
Sales	1,020	1,158	-11.9%
EBITDA	306	307	-0.3%
EBITDA margin	30.0%	26.5%	

- PMMA divestment in May 2021
- Positive dynamic in refrigerant gases
- Demand for acrylics in Asia affected by Covid-related lockdowns in China

Recurring cash flow * (€m) EBITDA to cash conversion rate



→ EBITDA to cash conversion rate

44.2% in 2022

In line with the long-term target of 40%

→ Strict working capital management

12.6% of sales at end-December 2022

→ Capital expenditure

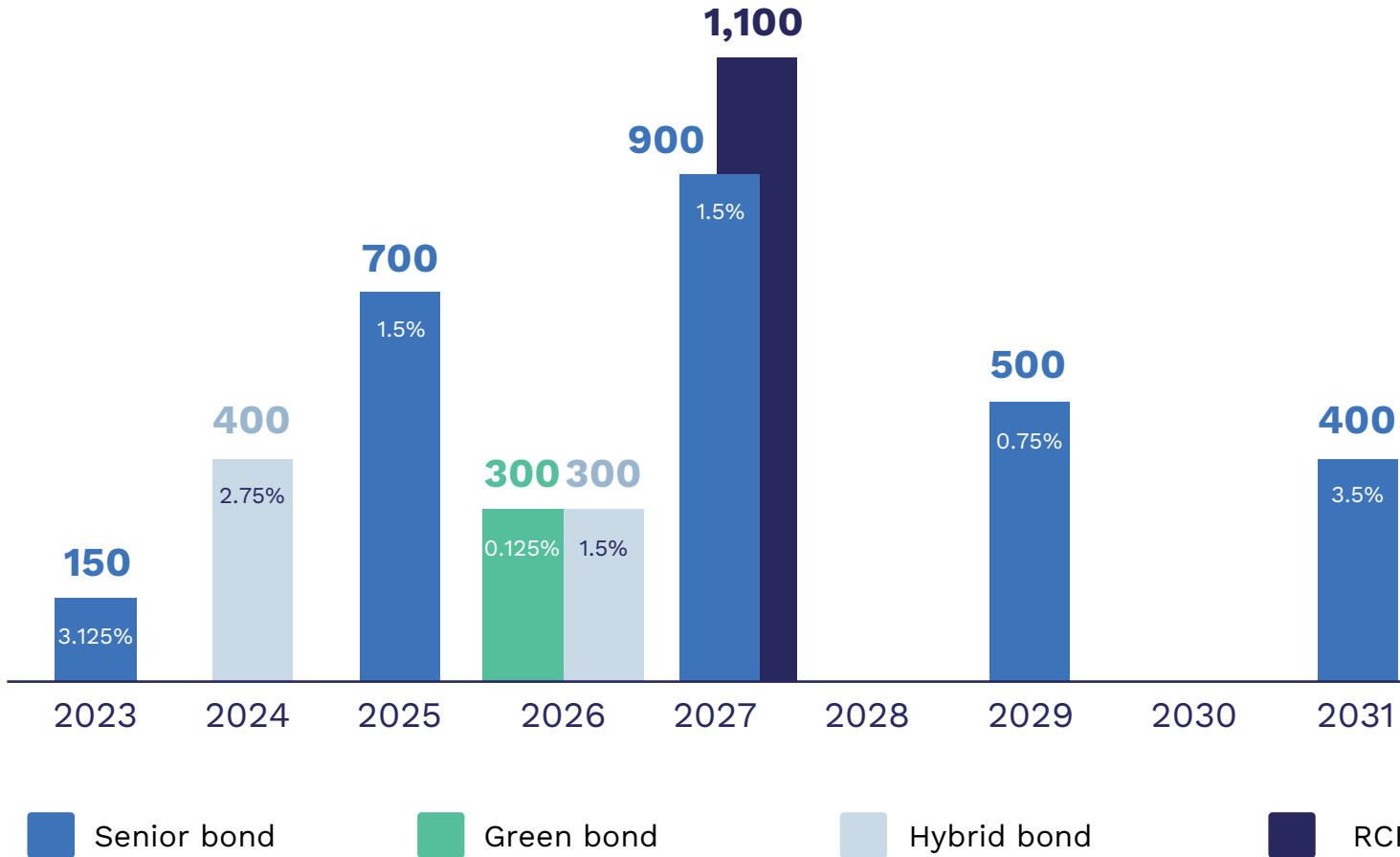
€707m in 2022

Including €123m for 2 exceptional projects (Singapore, Nutrien)

* Free cash flow before exceptional items

Well-established financial resources

In €m



→ **Average maturity**
4.3 years (excluding hybrids)

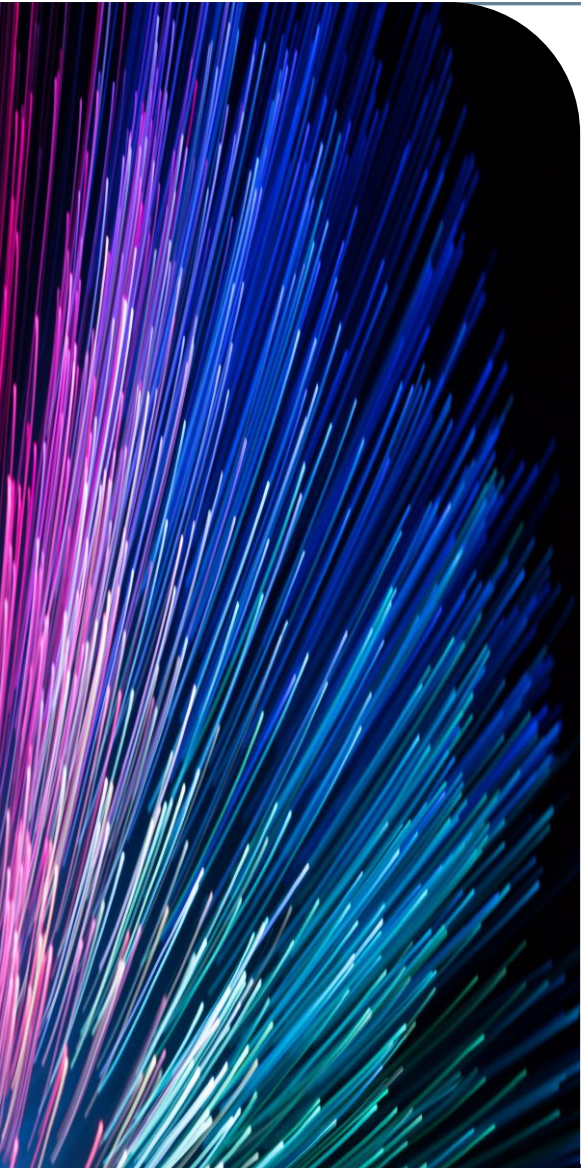
→ **RCF**
One-year extension (July 2024)
Linked to **CSR criteria**

→ **Solid financial rating**
BBB+ stable outlook (S&P)
Baa1 stable outlook (Moody's)

→ **Well-controlled net debt**
€2.4 bn end-2022


Key figures for 1st quarter 2023

2022 financial
performance



Sales
€2,524m
-12.6% vs Q1'22

EBITDA
€367m
14.5% EBITDA margin



Adjusted net income
€162m
€2.17 per share

Net debt
€2,389m
1.3x LTM EBITDA

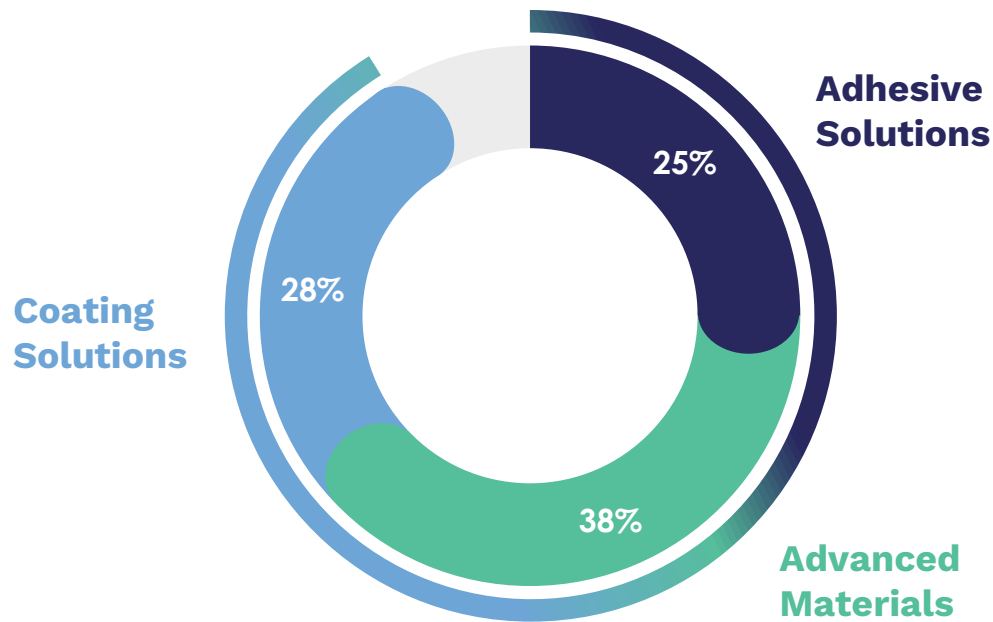
- The macroeconomic context remains marked by a lack of visibility and continued low volumes. The outlook should be contrasted by region for the coming months, Europe remaining weak, the US down but holding up better overall and Asia improving slightly from a low level
- Raw material costs are sequentially showing signs of easing tightness but broadly remain at elevated levels in Europe and in the US, and energy prices are declining while remaining relatively high in Europe
- The Group will continue to work on two levels:
 - the tight management of its operations with a strong emphasis on cost control, WC optimization and the environmental performance of sites
 - the implementation of projects to develop sustainable solutions through growth-driven industrial investments and the acceleration of targeted innovation
- Benefit from the start-up and ramp-up of main expansion projects, which should contribute €50m to €70m to the Group's EBITDA in 2023, mainly in H2
- 2023 guidance reaffirmed, with EBITDA of around €1.5bn to €1.6bn while maintaining a high EBITDA to cash conversion rate of > 40%

- **Approval of the parent company and consolidated financial statements for 2022** (1st and 2nd resolutions)
- **Renewal of the authorization to buy back shares : 2023 programme** (13th resolution)
 - Ceiling: **10%** of the Company's share capital for a maximum price set at €160 per share
 - Duration: **18 months**
- **Renewal of the delegation to the Board with a view to carrying out capital increases of the Company reserved for members of a Company Savings Plan with cancellation of the preferential subscription rights** (14th resolution)
 - Ceiling: **€13,500,000** (*i.e.* less than 2% of the Company's share capital on the date of the AGM)
 - Share issue price: average of the listed price of the Arkema share on the Euronext Paris market for the twenty (20) trading sessions preceding the day of the decision setting the opening date for subscription, minus a discount
 - Duration: **26 months**
- **Renewal of the authorization to proceed with the reduction of the Company's share capital** (15th resolution)
 - On one or more occasions, by cancellation of all or part of the shares acquired, in particular within the framework of the buyback authorization referred to in the 13th resolution
 - Maximum nominal amount: **10% of the share capital of the Company per period of 24 months**
 - Duration of the authorization: **24 months**

Strategy and ambition



Innovative materials



A **One Arkema** approach based on 3 segments with **strong** technical and commercial **synergies**

% of 2022 sales



To meet the challenges of tomorrow

Urbanization and social change

Climate change

Resource scarcity

Technological transformation



Be a Specialty Materials leader

Sales of
€10 to 11bn

EBITDA margin of
17%

Organic growth
3 to 3.5% / year

Cash generation
>40%

4 main levers to achieve this ambition

Continue progress in **CSR** by implementing the **1.5°C** trajectory and strengthening the **circular economy**

Accelerate **organic growth** through:

- cutting-edge innovation for the energy transition and decarbonization
- industrial investments in high-growth markets

Strengthen the geographic footprint and leadership positions in high value-added market segments through **bolt-on acquisitions**

Aim for **excellence** in **operational** processes and **commercial** performance

3 CSR challenges for sustainable growth of our activities



Offer **sustainable solutions** driven by **innovation**

Act as a **responsible manufacturer**

Cultivate a position as an employer of choice and an **open dialogue** with **stakeholders**

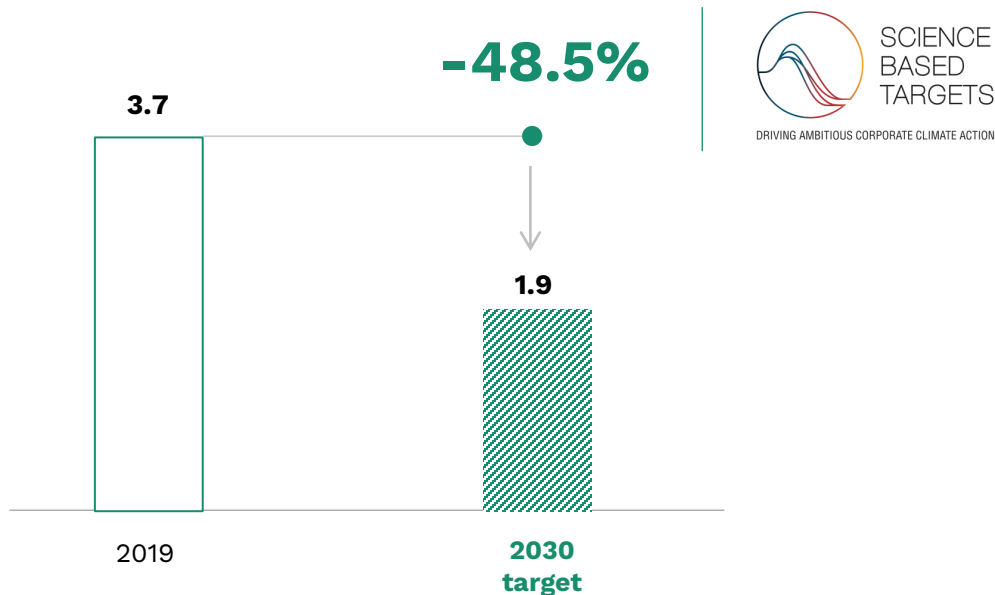
A strong commitment to climate on our industrial sites

1.5°C trajectory, aligned with the Paris Agreement
Target approved by *Science Based Targets initiative*

Scope 1: direct emissions linked to the activity

Scope 2: indirect emissions linked to energy purchases

Scopes 1 + 2 greenhouse gas emissions (Mt CO₂e)



Action plan

Improve the **energy efficiency** of our sites

Invest in the **decarbonization** of production processes

Develop the knowledge and use of **disruptive decarbonization technologies**

Develop the purchase of **low-carbon energy**

Up to **€400m** of capital expenditure dedicated to decarbonization

A transition to low-carbon energy sources



61% of electricity
from low carbon
sources in 2022

Long-term contracts signed in 2022

100% of wind energy
for the needs of the Bayport site (United States)

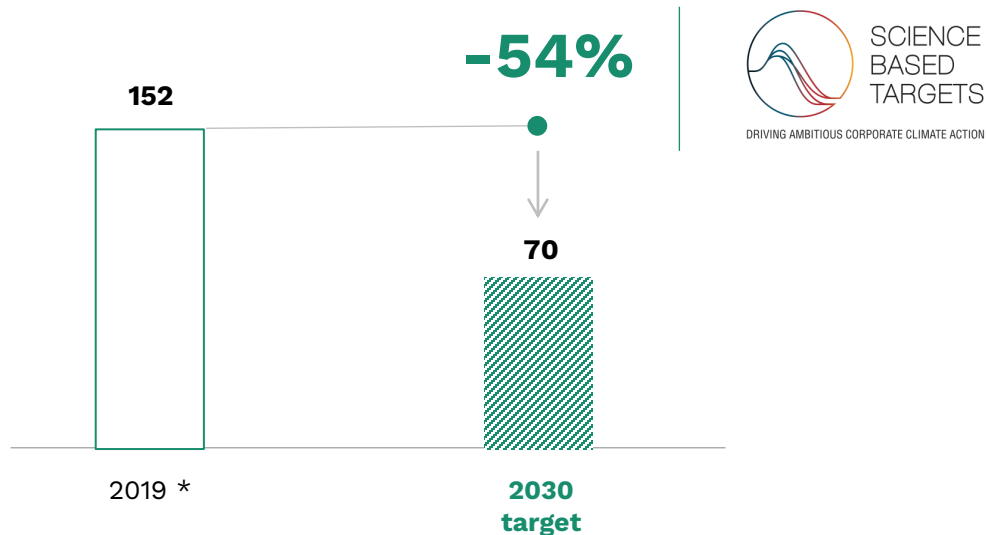
300 GWh/year of **biomethane** with ENGIE in France

A strong commitment to climate across the whole value chain

1.5°C trajectory, aligned with the Paris Agreement
Target approved by Science Based Targets initiative

Scope 3: indirect emissions upstream (suppliers) or downstream (customers), related to our products

Scope 3 greenhouse gas emissions (Mt CO₂e)



* Data restated according to SBTi recommendations



Action plan

Increase the share of renewable, recycled **raw materials**

Select raw materials with a **low carbon footprint**

Reduce the **most emissive** activities

Develop **recycling channels** for our products

Continuous progress for the protection of biodiversity



Arkema's **commitments** to act4nature



Upstream	Group's sites	Downstream
<p>Continue to develop our responsible castor supply chain (Pragati project)</p>	<p>-65% emissions of volatile organic compounds into the air (2030 target vs 2012)</p> <p>-47% in 2022</p> <hr/> <p>-60% chemical oxygen demand in the water (2030 target vs 2012)</p> <p>-58% in 2022</p> <div style="border: 1px solid #008080; border-radius: 15px; padding: 10px; margin-top: 20px;"> <p>-7% water consumption (2022 vs 2021), <i>i.e.</i> > 6 million m³/year</p> </div>	<p>65% share of sales contributing significantly to the United Nations Sustainable Development Goals (2030 target)</p> <p>53% in 2022 *</p> <p style="font-size: small; margin-top: 20px;">* On 86% of our assessed sales (excluding Ashland adhesives)</p>

An innovation focused on sustainable megatrends



€1.5bn of additional sales from sustainable innovation
by 2030 vs. 2019

5 innovation platforms

Natural resources management

New energies

Lightweight materials and design

Living comfort and home efficiency

Electronics solutions

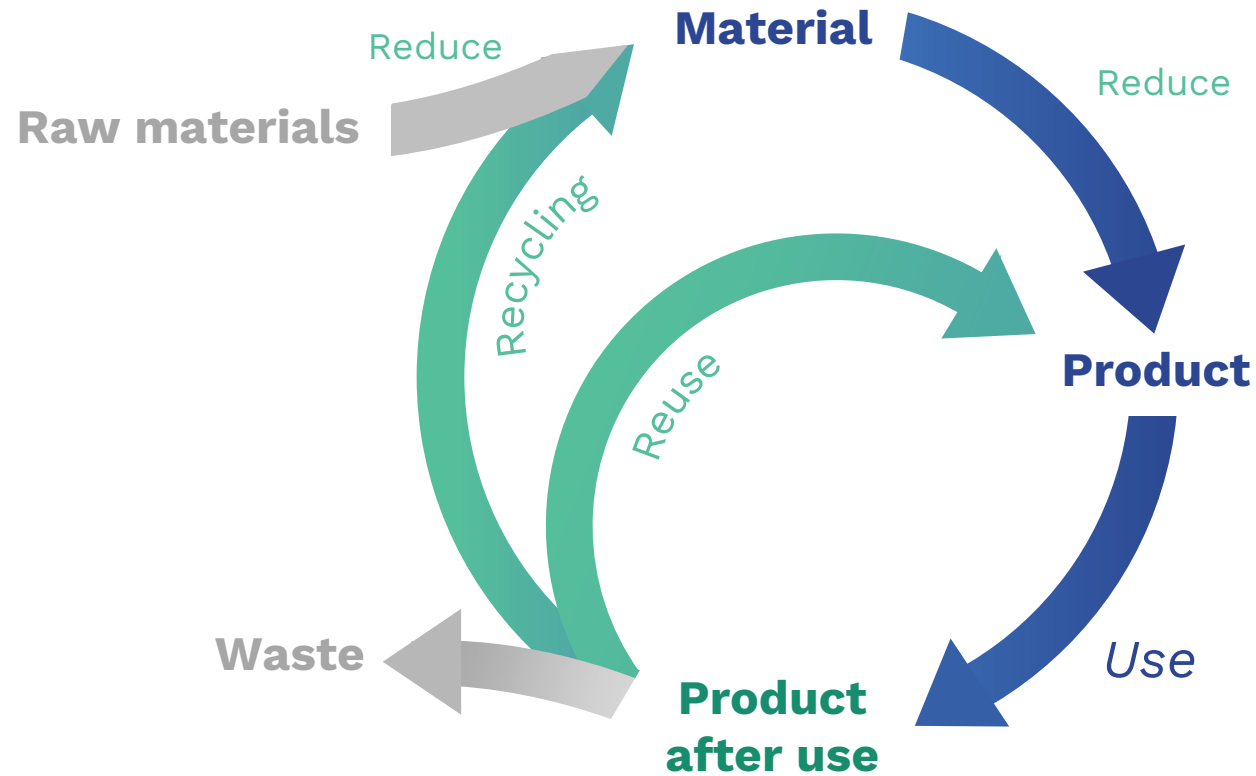
>90%

of patents filed related to
sustainable development

~15%

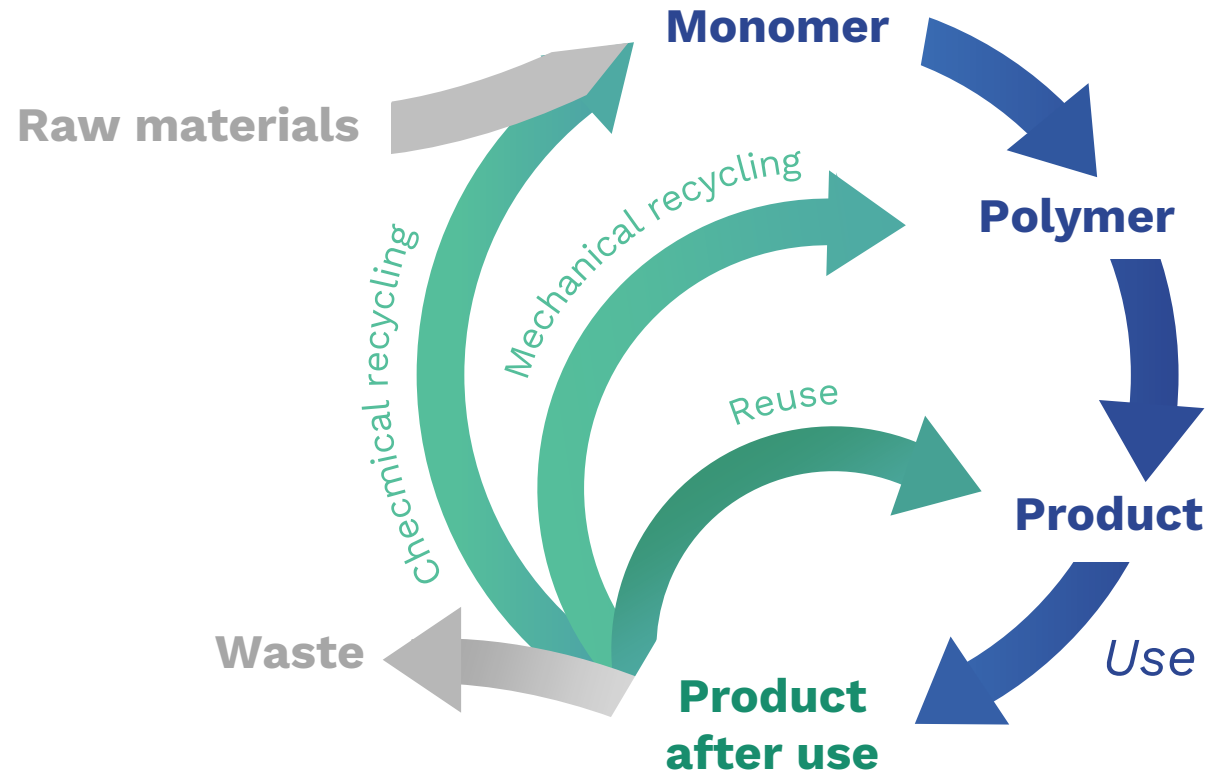
of sales from products
< 5 years old in Specialty
Materials

Circular economy, a major challenge to preserve resources



3R: Reduce, Reuse, Recycle

Recycling polymers: a major societal challenge and technical specificities



Arkema solutions:

- specialty products to **facilitate the recycling** of mass market polymers
- **inherently recyclable** advanced materials

Facilitate the recycling of mass market polymers (1/2)

Specialty additives to help with recycling and the properties of recycled materials: example of PVC

Impact modifiers to improve the impact properties and durability of PVC window tubes and profiles

Processing aids to facilitate the mechanical recycling of PVC in flooring or window profiles



Partners





Bostik SF10M adhesive for flexible food packaging

Adapted to the recycling flow of existing polyethylene or polypropylene mono-material films

First adhesive approved by the Recyclclass initiative

A combination of performance and high quality recyclability

Initiative of the *Plastic Recyclers Europe* association

RecyClass

High performance materials designed for circularity (1/2)



Elium® resin composites

A level of performance similar to that of traditional resins

A range of resins allowing mechanical or chemical recycling

Compatible with all types of fibers (glass, carbon, etc.) and most manufacturing processes

Facilitate the recycling of large parts (wind turbine blades, boats, etc.) at the end of their life



Partners

Consortium



An eco-designed running shoe

Shoe made from Arkema's bio-based materials

100% mechanically recyclable, without separation of the different elements

Cyclon subscription program launched by On-Running

Partnership stemming from our Virtucycle® recycling program with Agiplast

AGIPLAST®

Partner



On-Running



A major investment in Singapore in bio-based materials

Bio-based and recyclable high performance polymer

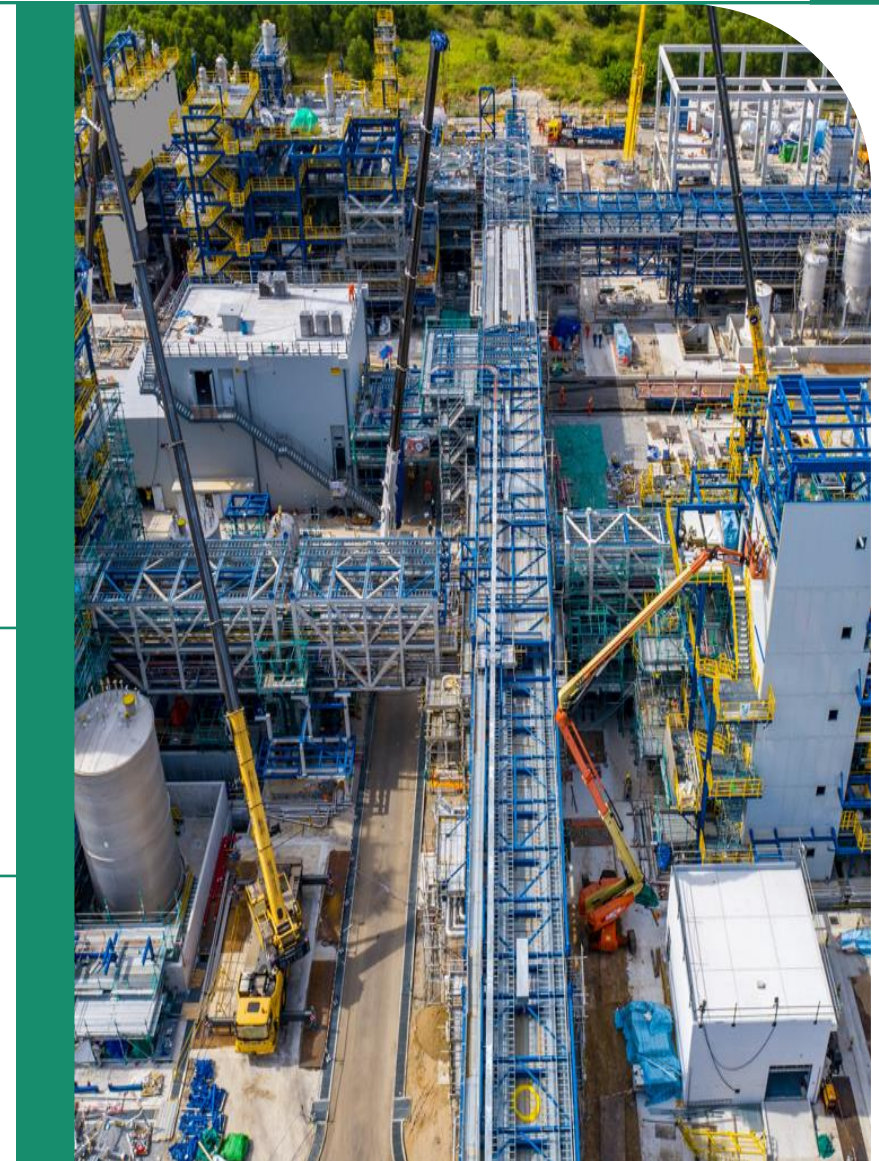
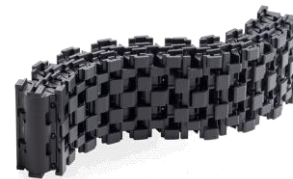
Rilsan® polyamide 11 and its Amino 11 monomer



+50% global capacity

€450m Capex and **€100m** of EBITDA at maturity

New PA11 powder capacity in Changshu, China



New PVDF units for fast-growing markets



Kynar® PVDF

Fluoropolymers with exceptional durability properties

+50% capacity in Changshu (CN)

+50% capacity in Pierre-Bénite (FR)



Renewable
Recyclable



Reduction of
CO₂ emissions

Markets

Lithium-ion batteries, water filtration, semiconductors, architectural coatings, photovoltaics

Investments driven by sustainable megatrends

Pebax®

Elastomers offering remarkable lightness, flexibility and energy return

+40% global capacity in Serquigny (FR)



Bio-based
Recyclable

Markets

Sports, consumer electronics, medical, textiles, consumer goods



Sartomer®

UV-cure specialty acrylic resins

Capacity **x2** in Nansha (CN)



Solvent-free and low VOC emissions



Reduction of CO₂ emissions

Markets

Electronics, 3D printing, renewable energies, coatings

Hydrofluoric acid (Nutrien)

Raw material for fluoropolymers
and fluorospecialties

40 kt/yr in Calvert City (US)



Reduction of
CO₂ emissions

Markets

Batteries, electronics, water
treatment, coatings, building
insulation



Forane® 1233zd

New generation fluorinated
blowing agent with low global
warming potential

15 kt/yr in Calvert City (US)



Reduction of
CO₂ emissions

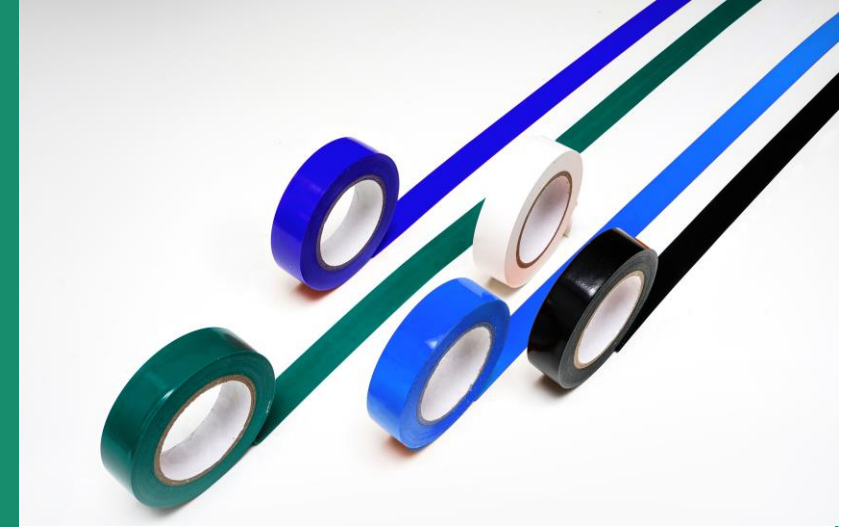
Markets

Building thermal insulation,
lithium-ion batteries

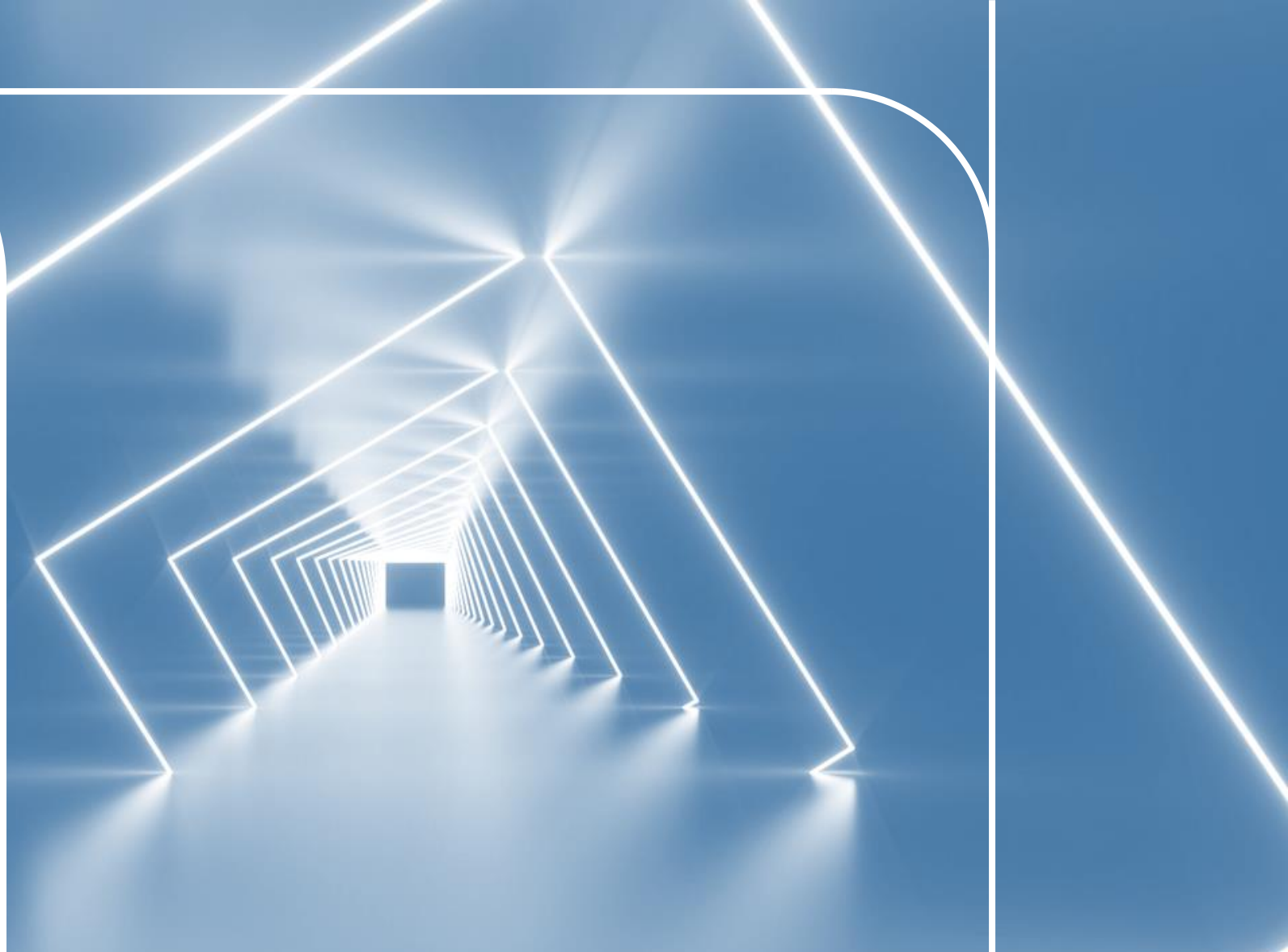
With Ashland's adhesives, a leadership position in pressure sensitive adhesives

The most complete and integrated pressure sensitive adhesives (PSA) global offering on the market

- Including **4 major technologies**: hot melt, water-based, UV, specialty acrylic solutions
- Leveraging :
 - the recent acquisition of **Ashland's adhesives**
 - our position in the **acrylic value chain**
 - **a strong reputation** with customers
- Serving a wide variety of demanding applications in adhesive tapes, labels and specialty films



Governance



Board of Directors

91%
attendance rate

10 meetings including

- 1 one-day seminar dedicated to strategy
- 1 executive session
- 1 on-site session in France or abroad (2 days)

Senior independent director since 2016

- Takes part in governance roadshows
- Leads the executive session
- Privileged point of contact for directors on matters relating to the Board's functioning

Audit and Accounts Committee

4 members

96%
attendance

6 meetings

Nominating, Compensation and Corporate Governance Committee

4 members

*Including 1 member
representing employees*

100%
attendance

3 meetings

Innovation and Sustainable Growth Committee

5 members

*Including 1 member
representing employees*

100%
attendance

3 meetings

Activity of the Board of Directors in 2022: specific examples

- **Continuation of Arkema's ambition** to become a global leader in Specialty Materials and definition of the strategy and objectives for 2024
- Progress report on **major strategic projects**: monitoring of the partnership with Nutrien Ltd for the supply of hydrofluoric acid and of the construction project for the production plant of bio-based polyamides in Singapore
- **Review of risks** in the context of the cold wave in the United States and its consequences on the supply of energy, the rise in the price of raw materials and logistical constraints, of the evolution of Covid variants and of the crisis related to Russia's conflict with Ukraine
- **M&A operations aligned with the strategy**: closing of the acquisitions of Ashland's performance adhesives, Permoseal (South Africa), Polimeros Especiales (Mexico), disposal of Febex (Switzerland)
- Review of the Group's insurance policy for 2022 and 2023
- Authorization to **renew the Euro Medium Term Notes (EMTN) program** for a maximum amount of €5 billion
- **Review of non-financial achievements and of the CSR roadmap**: particularly relating to the climate, in the context of acquisitions and investments carried out, and of Arkema's commitment to a 1.5°C carbon trajectory
- Preparation for the **evolution of the Board of Directors' composition**

Composition

14 members

64%

independence rate

1 director representing employee shareholders

2 directors representing employees

1 senior independent director

45% women

An experienced and diversified Board

- Skills: **industry, chemicals, CSR, finance, M&A, general management**
- **Internationalization**: significant experience abroad (46%) and 4 directors of foreign nationality (31%)

An independent and selective nomination process

Clear definition of the process for appointing directors described in the internal rules of the Board of Directors – 3 actors:

- **Nominating, Compensation and Corporate Governance Committee**: selection of candidates taking into account the objectives of diversification of the Board's composition - with the support of a recruitment consultant
- **Board of Directors**: validation of proposed candidates – ensures that the composition of the Board allows it to carry out its missions with independence and objectivity
- **Annual general meeting**: election of directors and renewal of their terms of office

Evolution of the Board of Directors: proposals for renewals and appointments



H  L  NE MOREAU-LEROY

Renewal as an independent director

- Senior independent director
- Member of the Nominating, Compensation and Corporate Governance Committee
- Long international experience, and as a high-level manager in an industrial sector with a high technological content



IAN HUDSON

Renewal as an independent director

- Member of the Audit and Accounts Committee and Chairman of the Innovation and Sustainable Growth Committee *
- Extensive international experience and high-level management in the specialty chemicals sector, circular and sustainable economy

* In replacement of Victoire de Margerie



FLORENCE LAMBERT

Appointment as an independent director

- Extensive experience in research and innovation concerning new technologies and the energy transition, and knowledge of the institutional world in the fields of decarbonized energy and the world of start-ups
- Member of the Innovation and Sustainable Growth Committee **



S  VERIN CABANNES

Appointment as an independent director

- Extensive experience as a high-level manager in the banking, chemicals and new information technologies sectors; expertise in finance and financial markets
- Member of the Audit and Accounts Committee **

** Subject to the approval of the proposals by the annual general meeting

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Compensation policy for directors in 2023 and compensation awarded in 2022

→ Director compensation policy (excluding Chairman and Chief Executive Officer) (9th resolution)

Retention of allocation terms approved by the annual general meeting in 2020

	Board of Directors	Committees		Senior independent director
		Member	Chairmanship	
Fixed compensation	€25,000			€10,000
Variable compensation linked to physical presence (per session)	€3,500	€2,500	€5,000	
Variable compensation in case of a shorter meeting (per session)	€1,750	€1,250	€2,500	

→ Maximum global envelope: €900,000 per year

→ Amount of global compensation paid in 2022: €650,250 (11th resolution)

Compensation policy for the Chairman and Chief Executive Officer (10th resolution)

Policy **approved by the annual general meeting of 19 May 2020 for 4 years** and confirmed by the annual general meeting of 19 May 2022

Fixed compensation

€1,000,000 for the Chairman and Chief Executive Officer's term of office (as from 01/01/2021 in the context of Covid)

Variable compensation

Determined according to the achievement of precise, specific and ambitious quantitative and qualitative objectives aligned with the Group's strategy and its priorities (maximum 180% of fixed compensation)

3 quantitative criteria (maximum 135% of fixed)

EBITDA (45%), recurring cash flow (45%) and contribution of new business developments to Group results (45%)

Qualitative criteria (maximum 45% of fixed)

Half linked to the implementation of the Group's long-term strategy (50%) and the other half to elements of the Group's operational management (50%), with a third of quantifiable elements

Performance shares

Definitive vesting fully subject to **5 performance criteria** including **1 multi-indicator non-financial criterion**

30,000 shares

- Outperformance: 120% maximum
- In the event of an achievement rate < 50% for two criteria: rate capped at 100% for the remaining criteria
- **3-year** vesting period (+ **2-year** holding period)

Other elements

Retirement (20% of fixed + variable)

Severance payment *: 2 years (fixed + variable) maximum, subject to performance criteria over 3 years

Non-compete commitment *: 1 year (fixed + variable)

Benefits in kind

* The cumulative payment of those 2 benefits shall not exceed 2 years (fixed + variable)

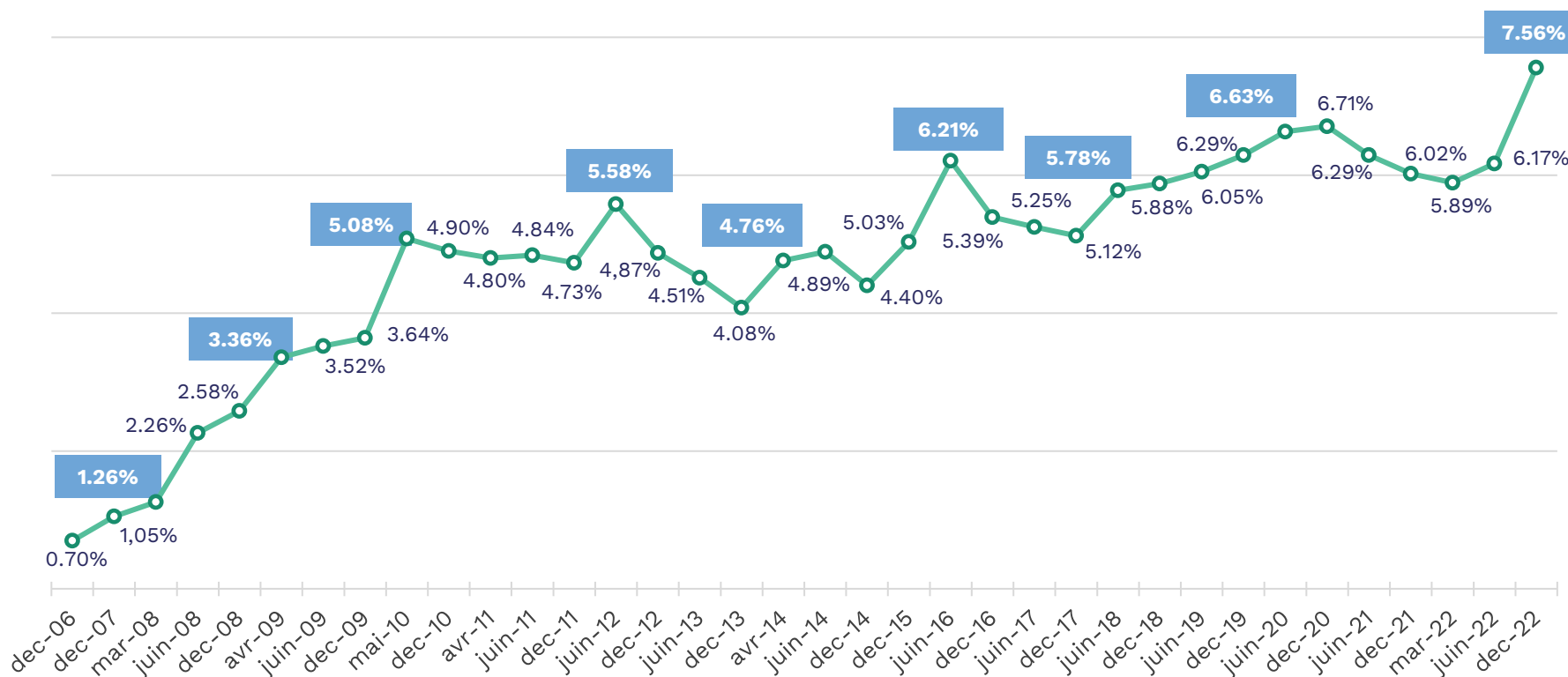
Elements of the 2022 compensation of the Chairman and Chief Executive Officer submitted for approval (12th resolution)

	AMOUNT	DESCRIPTION
Fixed compensation	€1,000,000	Fixed for 4 years upon renewal of the term of office of the Chairman and Chief Executive Officer on 19 May 2020. Start date postponed to 01/01/21 in the context of the Covid-19 pandemic.
Variable compensation	€1,791,000	<p>Set annually by the Board of Directors and determined according to the achievement of precise and demanding quantitative and qualitative objectives, aligned with the Group's strategy and its priorities. Can reach up to 180% of annual fixed compensation.</p> <ul style="list-style-type: none"> • 3 quantitative criteria: EBITDA, recurring cash and new business developments (135% of fixed) • Qualitative criteria: implementation of the long-term strategy and the main priorities of the Group, operational management (including the CSR policy) (45% of fixed)
Performance shares	30,000 ¹ shares (€2,047,800 IFRS value)	<p>5 performance criteria:</p> <ul style="list-style-type: none"> • EBITDA margin of the Specialty Materials platform (20% ²) • EBITDA to cash conversion rate (20% ²) • Comparative Total Shareholder Return (15% ²) • Return on capital employed of the Specialty Materials platform (20% ²) • CSR (25% ²) : for half: Climate – for the other half, in equal parts: Process safety event rate (PSER), circular economy and share of women in senior management and executive positions
Other elements	€558,200 €6,720	<ul style="list-style-type: none"> • Pension • Company car

1. 36,000 in case of outperformance 2. Share of the global allocation

Capital increase reserved for members of a Company Savings Plan (14th resolution)

- Continuation by the Group of its dynamic policy in terms of employee shareholding in 2023 in order to **involve the greatest number of employees in its development**
- Proposal to Group employees to subscribe to Arkema shares under advantageous conditions **every two years**
- Maximum amount requested: **€13,500,000**



Renewal of the delegation granted to the Board of Directors for the purpose of carrying out capital increases reserved for employees requested in the **14th resolution**

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.

In the current context, where the Covid-19 epidemic persists across the world, and where the consequences of the Russian offensive in Ukraine and the economic sanctions against Russia on geopolitical equilibriums and the world economy remain uncertain, the retained assumptions and forward looking statements could ultimately prove inaccurate.

Such statements are based on management's current views and assumptions that could ultimately prove inaccurate and are subject to material risk factors such as among others, changes in raw material prices, currency fluctuations, implementation pace of cost-reduction projects, development of the Russian offensive against Ukraine, developments in the Covid-19 situation, and changes in general economic and business conditions. These risk factors are further developed in the 2022 Universal Registration Document.

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 since 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 main performance indicators used by the Group are defined in the 2022 Universal Registration Document. As part of the analysis of its results or to define its objectives, the Group uses in particular the following indicators:

EBITDA margin: corresponds to EBITDA as a percentage of sales, EBITDA equaling recurring operating income (REBIT) plus recurring depreciation and amortization of tangible and intangible assets

REBIT margin: corresponds to the recurring operating income (REBIT) as a percentage of sales

Free cash flow: corresponds to cash flow from operations and investments excluding the impact of portfolio management

EBITDA to cash conversion rate: corresponds to the recurring cash flow divided by EBITDA