

ARKEMA

2022
**Annual general
meeting**

19 May 2022

2021 performance



Arkema in a nutshell

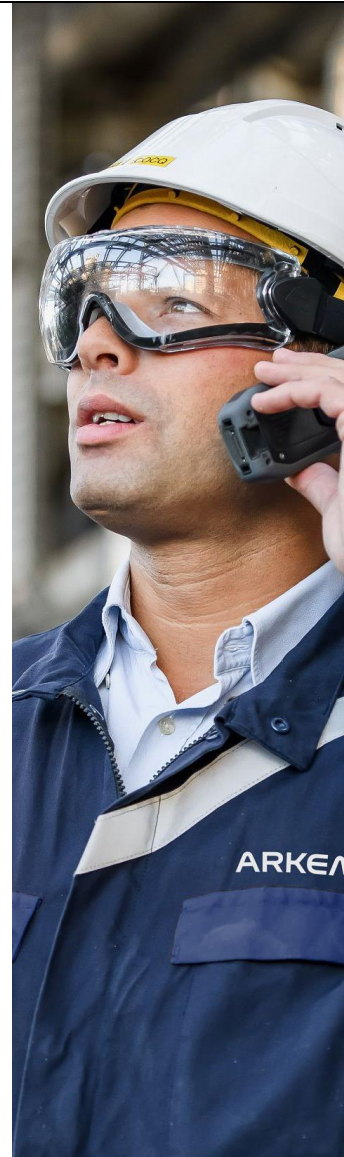
2021
performance

€9.5 billion
sales

18.1 %
EBITDA
margin

€758 m
Capital expenditure⁽¹⁾

€243 m
R&D expenditure



20,200
employees

55
countries

141
production
sites

3
regional R&D
hubs

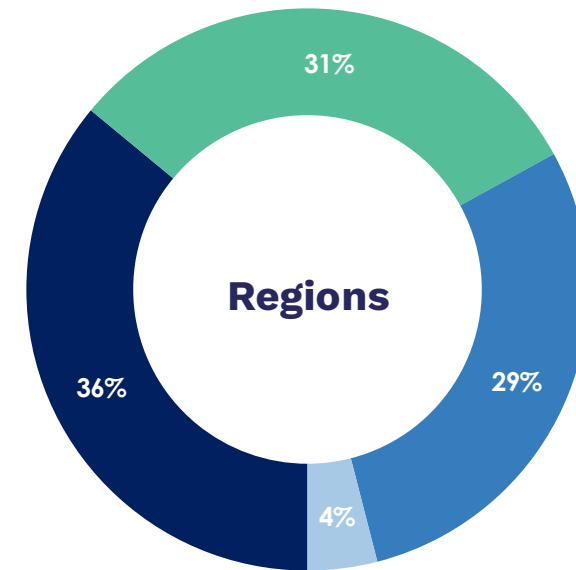
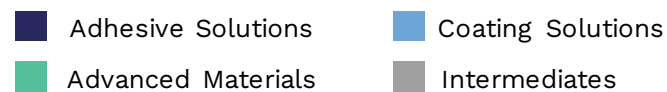
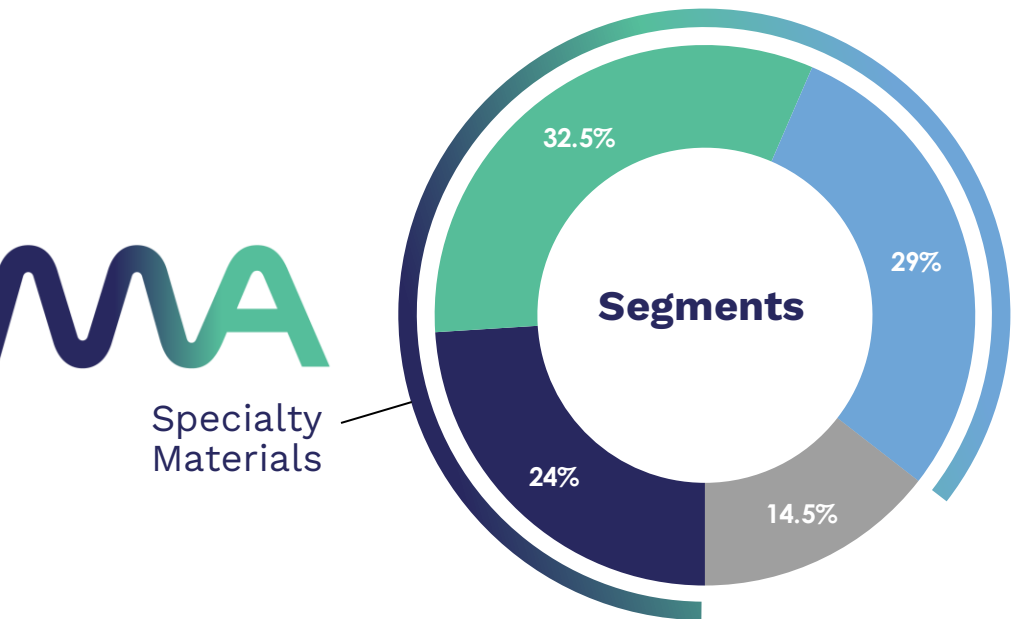
1. Recurring and exceptional capital expenditure

2021 Data

A portfolio focused on Specialty Materials and a balanced geographic footprint

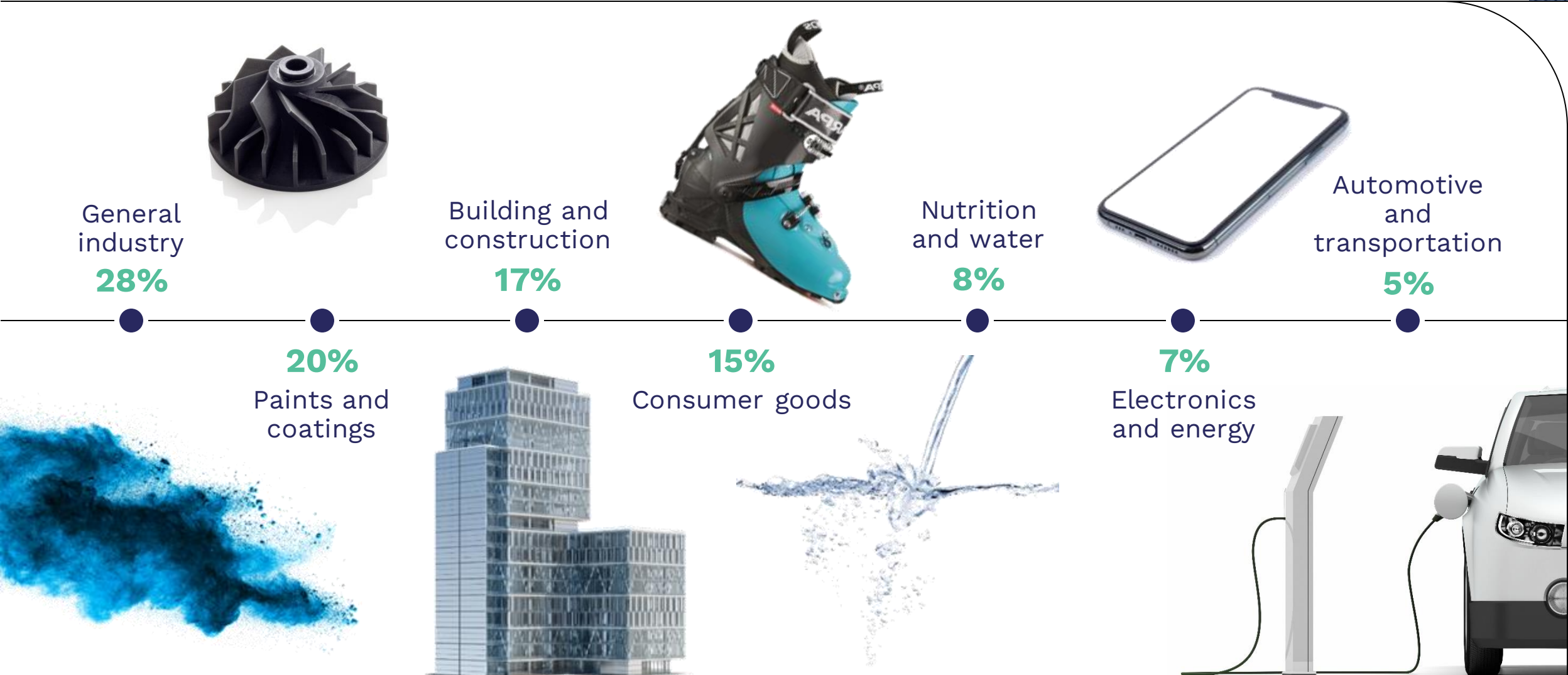
2021
performance

Breakdown of 2021 sales



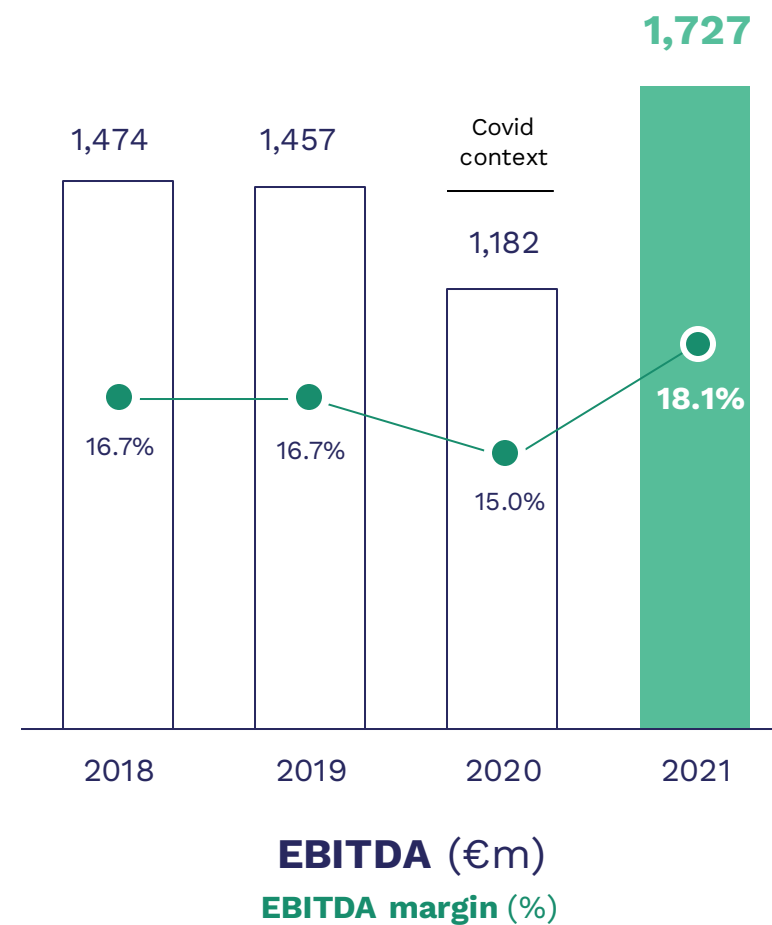
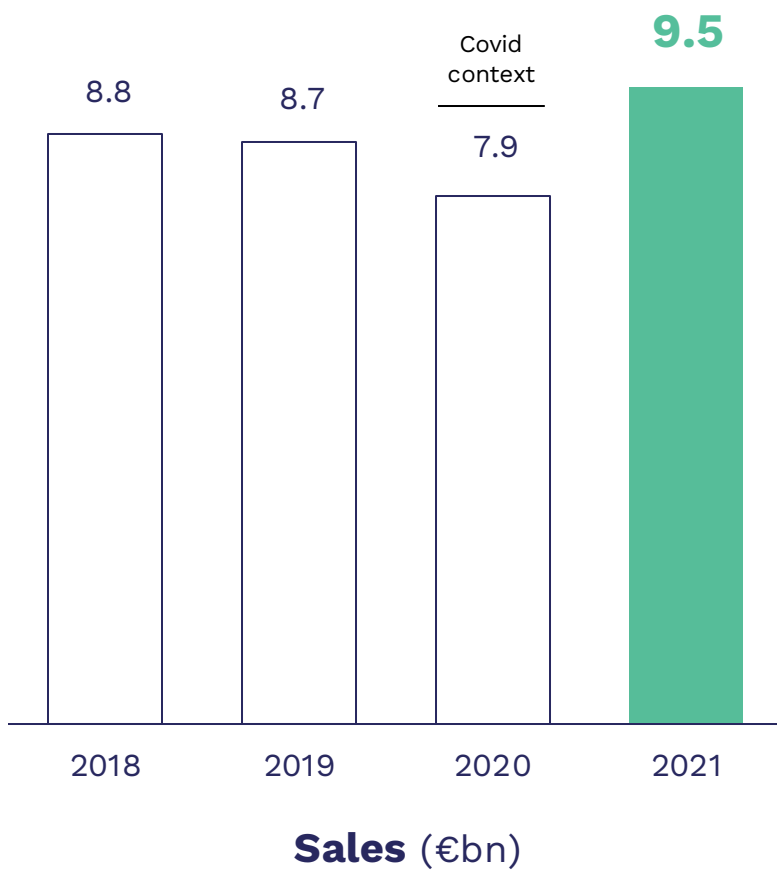
Diversified end markets

2021 performance



Excellent financial performance in a demanding context

2021
performance



→ **Best-in-class safety** level in the industry

1.0

accident per million hours worked (TRIR)

1.0 in 2020

→ **Reinforced actions** in **process safety**

3.1

process safety events per million hours worked (PSER)

4.0 en 2020

→ **Significant progress** in our **Climate plan**

-34%

greenhouse gas emissions versus 2015

-23% in 2020

→ **Continued strengthening** of **diversity**

24%

of women in senior management and executive positions

23% in 2020



2021 data

A recognized non-financial performance

2021
performance

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

→ **3rd place in DJSI World 2021**

« Chemicals » category

CSA score by S&P Global : **82**



Rating : **A**



B for climate change

ecovadis

Among the best
performing **1%**
in the sector



V.E

Superior percentile
across all sectors

Score : **67**



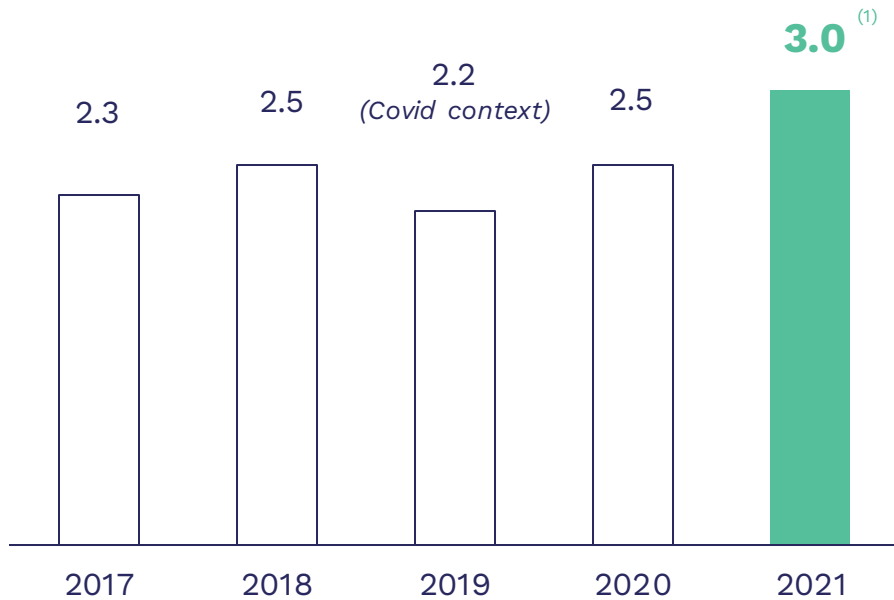
ISS ESG

1st decile (global)
(Sept 2021)

CAC 40[®] ESG

Inclusion in the new Euronext index
(2021)

→ **Gradual increase in the dividend**



Dividend
(in €/share) per fiscal year

→ **€300m share buyback program** finalized in November 2021

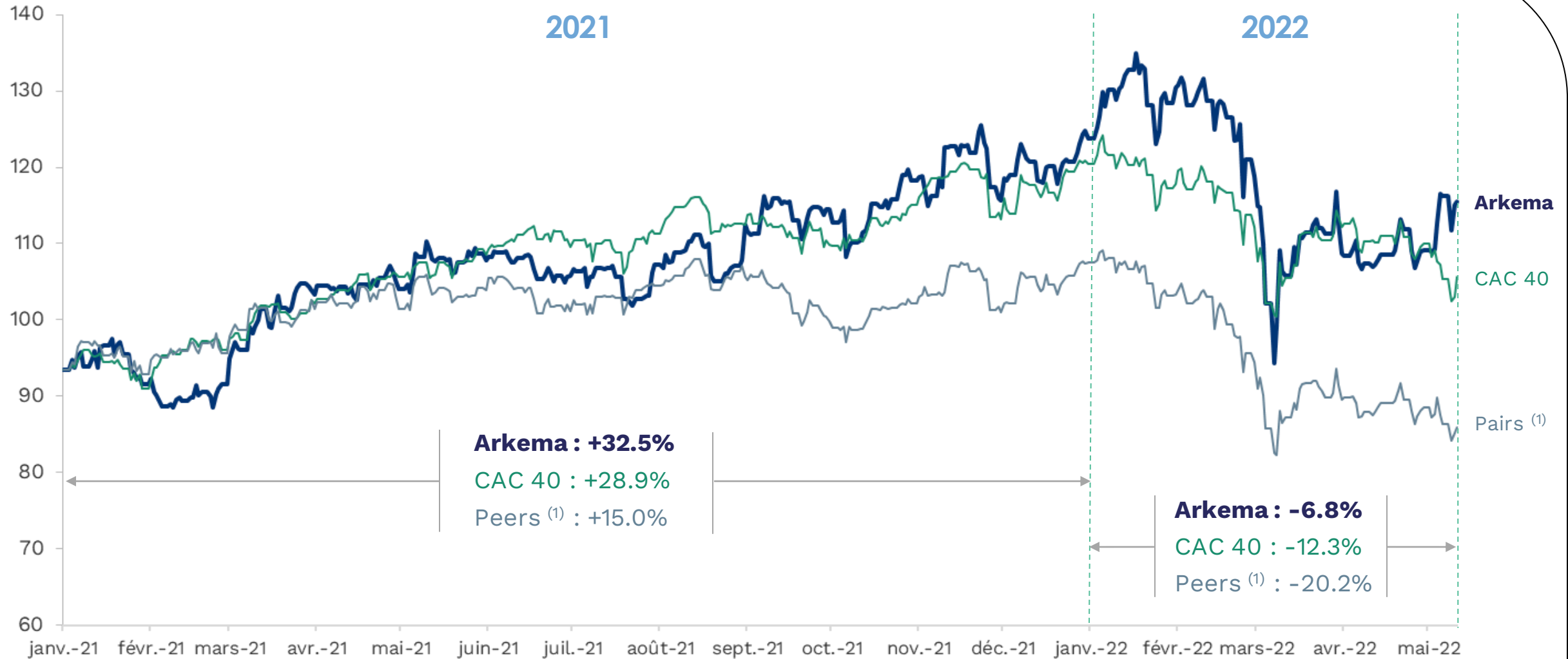
→ **Share capital reduction** of 3.2% by cancelling shares in January 2022



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

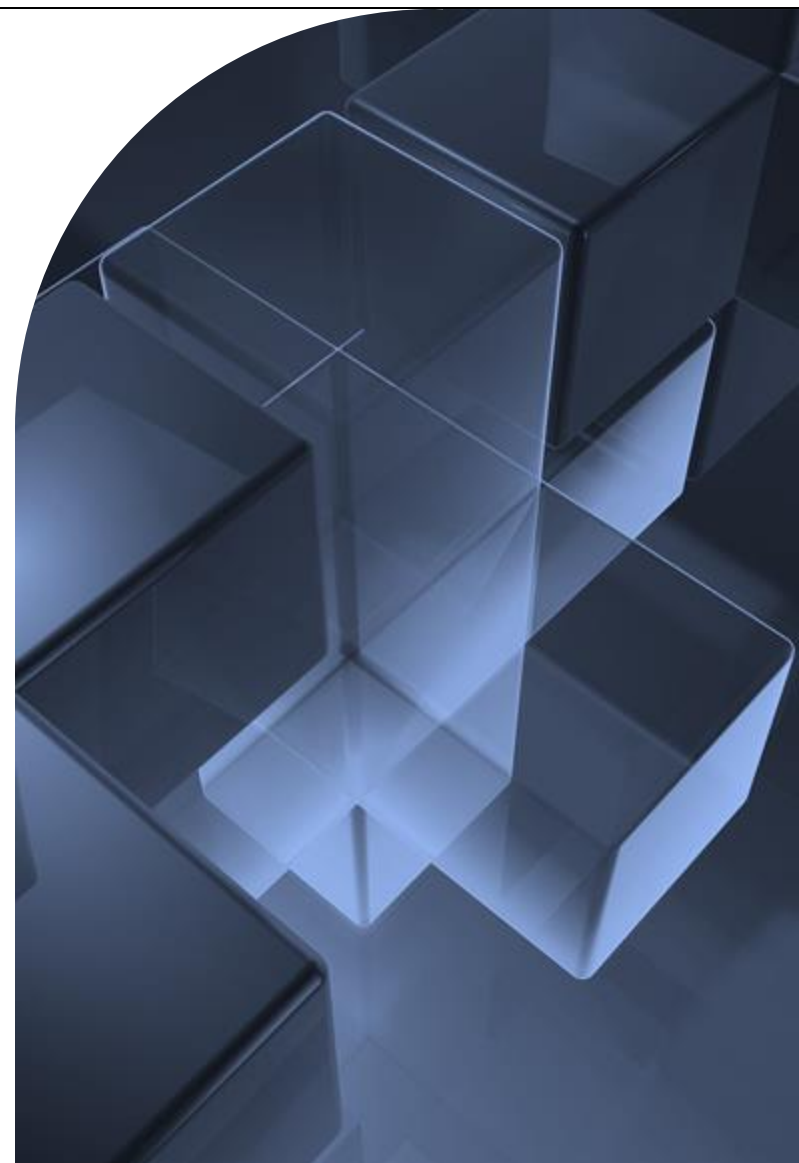
Share price evolution since 1st January 2021

**2021
performance**



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

2021 highlights



Innovative materials for a sustainable world

Adhesive
Solutions



Advanced
Materials



The Group's 5 values that support our ambition

Simplicity

Solidarity

Inclusion



Performance

Empowerment

Transformational acquisition with Ashland's performance adhesives

A first-class leader in high performance adhesives in the United States



Acquisition finalized on
28 February 2022

Enterprise value : **US\$1,650 m**

8.7x EBITDA after pre-tax synergies

US\$360 m
sales ⁽¹⁾

> 25%
EBITDA margin ⁽¹⁾

~330 employees

6 production sites

1. Including *pro forma* adjustments, 2021e data

Bolt-on acquisitions in Specialty Materials

2021
highlights



- Hybrid technology sealants and adhesives in Brazil
- Construction



- Innovative adhesive solutions in Texas
- Residential buildings



- Adhesive solutions in South Africa
- Woodwork, packaging, construction and DIY



- Regeneration of high performance polymers



PMMA

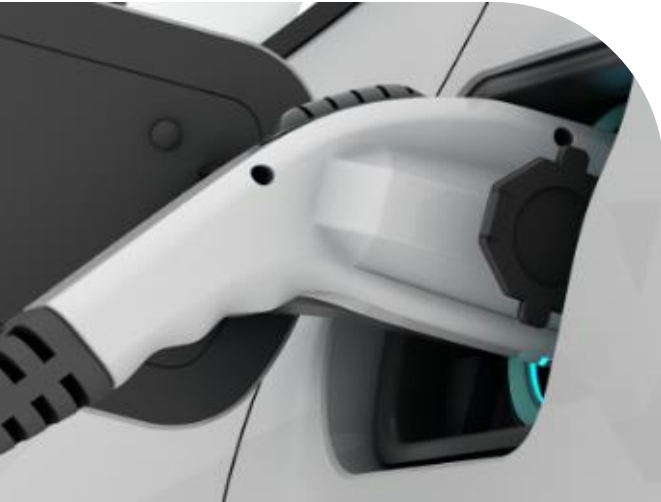


- Divestment to **Trinseo** on **3 May 2021**
- Enterprise value : **€1,137 m**, *i.e.* > **9x** EBITDA

Epoxides



- Divestment to **Cargill** in **December 2021**
- Enterprise value : **US\$38.8 m**, *i.e.* ~**10x** EBITDA



Stake acquisition

Start-up specialized in the production of high performance batteries



erpro3Dfactory

Stake acquisition

Company specialized in large-series additive manufacturing

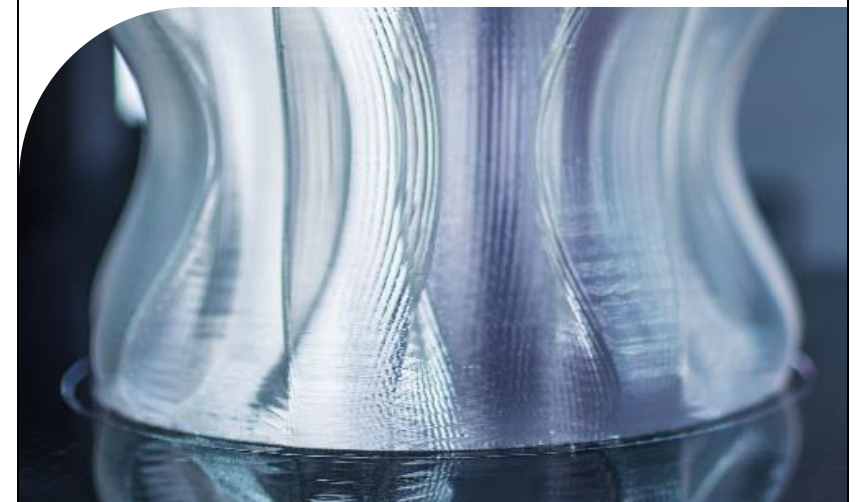


MORROW

Partnership

Development of solutions for high voltage batteries

With the kind authorization of Morrow Batteries





High Tack Premium

Fast-setting adhesives
in construction
and DIY



Born2Bond®

High performance hot-
melt adhesives



Vitel®

“Heat Seal” solution
for food packaging



Brilliance

High performance
fixing adhesives



Kynar® CTO

New renewable PVDF for lithium-ion batteries



Elium®

Fully recyclable glass fiber boat made from Elium® composite parts



Elium® composite parts for 100% recyclable wind turbine blades



Sensio™

Bio-based and biodegradable surfactants, for more sustainable detergence

With the kind authorization of Brunswick



Reafree[®], Sartomer[®]

Solvent-free powders
and UV coating
technologies in new
energies

Sarbio[®], Synaqua[®] Crayvallac[®] Coapur[™]

Renewable high
performance resins
and additives in
construction



Sartomer[®]

UV photocure resins in electronics
and lifestyle

Strong engagement of Group employees

TOP EMPLOYER 2022 in 4 countries



ARKEMA CARES 2021 Global engagement survey

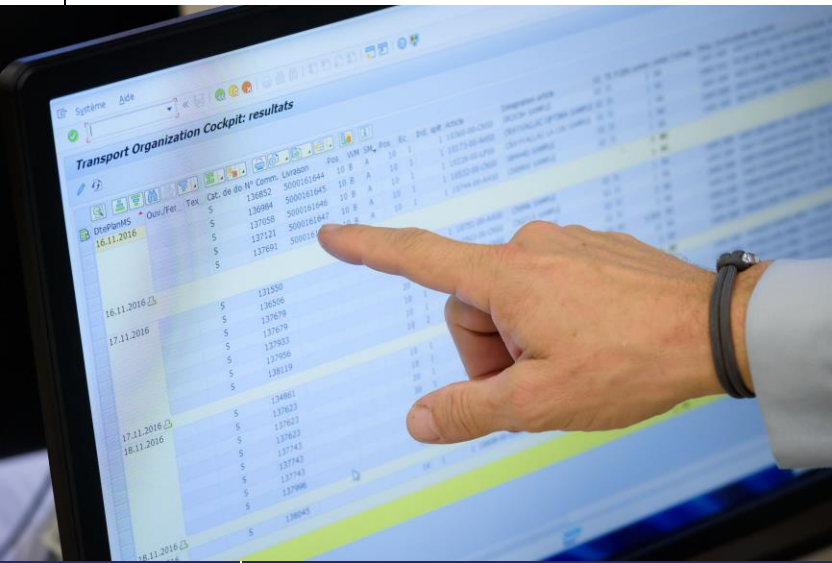
82%

of employees
are fully engaged





- Strengthening of the cross-functional **One-Arkema** approach with global key account managers
- New customer portal enabling **real-time order tracking**

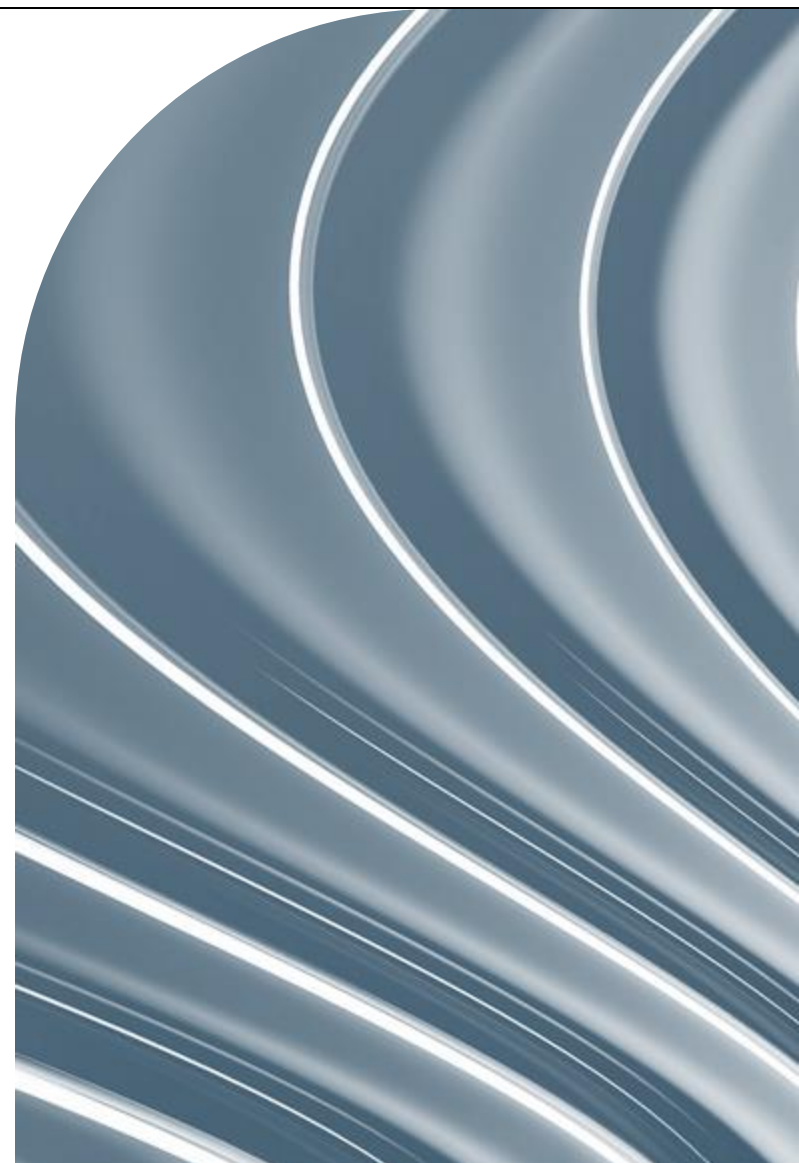


82%
of customers satisfied
or extremely satisfied



- Improvement of the Group's **websites**
- New management tools for **transportation** and **shipment tracking**

2021 financial performance



Sales
€9,519 m

+25.9% vs 2020

at constant scope and
currency

EBITDA
€1,727 m

18.1% EBITDA margin

Record level

Adjusted net income

€896 m

€11.88 per share

Net debt
€1,177 m

0.7x EBITDA

Adhesive Solutions (24% of Group sales)

2021 financial performance

in €m	2021	2020	Change
Sales	2,278	1,996	+14.1%
EBITDA	316	261	+21.1%
EBITDA margin	13.9%	13.1%	

- Sustained demand in construction and DIY, and recovery in high performance industrial adhesives
- Shortages of numerous important raw materials in the 2nd half
- Strong progress of EBITDA and EBITDA margin up by 80bps at 13.9%, despite the marked raw materials inflation

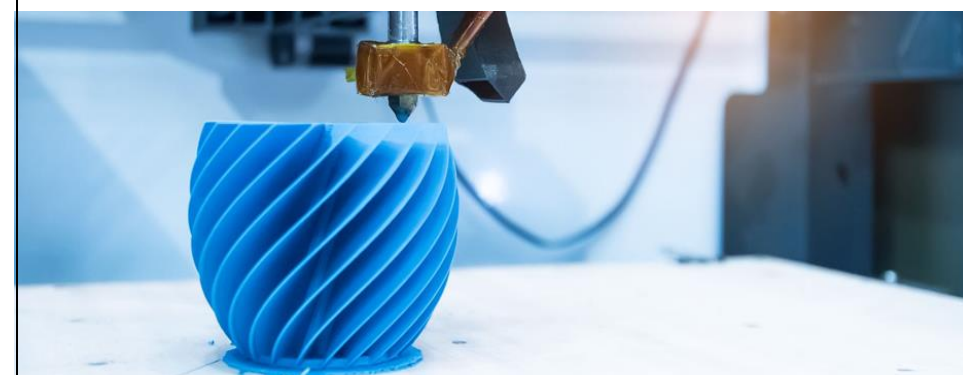
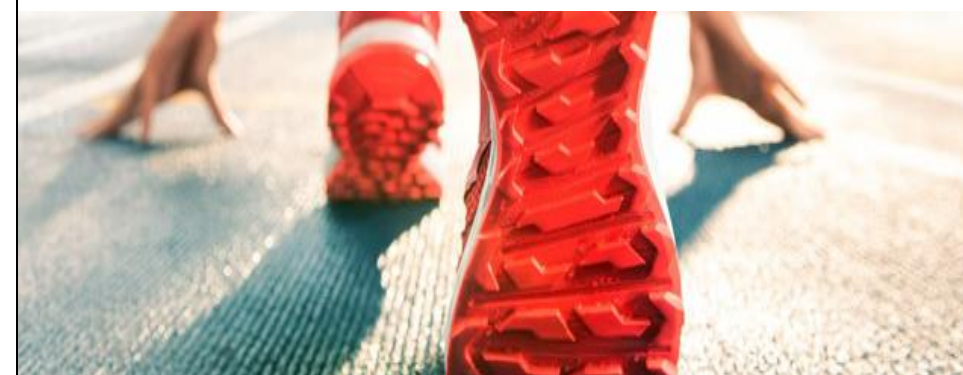


Advanced Materials (32.5% of Group sales)

2021 financial
performance

in €m	2021	2020	Change
Sales	3,087	2,527	+22.2%
EBITDA	662	496	+33.5%
EBITDA margin	21.4%	19.6%	

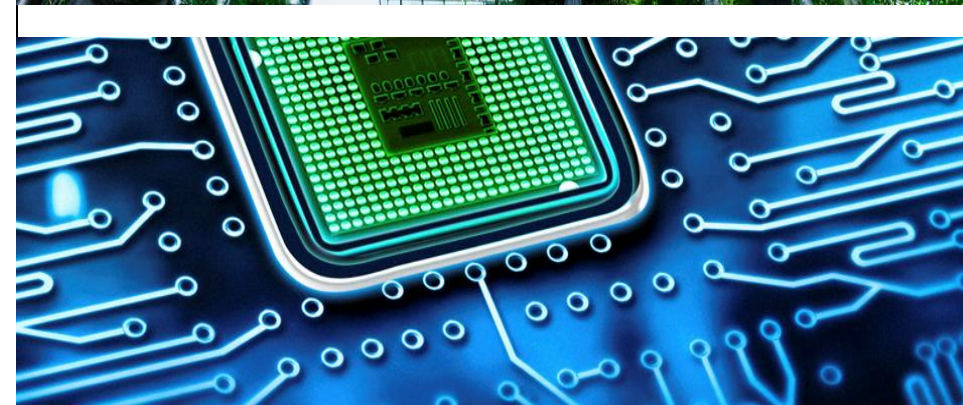
- Acceleration of demand for high performance solutions, in particular in batteries, bio-based consumer goods, sports and water filtration
- EBITDA up strongly, reflecting notably the excellent year of High Performance Polymers



Coating Solutions (29% of Group sales)

in €m	2021	2020	Change
Sales	2,746	1,911	+43.7%
EBITDA	525	261	+101.1%
EBITDA margin	19.1%	13.7%	

- Good dynamic in decorative paints, 3D printing, industrial coatings, graphic arts and electronics
- Acceleration of the demand for more environmentally friendly solutions
- Doubling of EBITDA benefiting also from more favorable conditions in upstream acrylics



Intermediates (14.5% of Group sales)

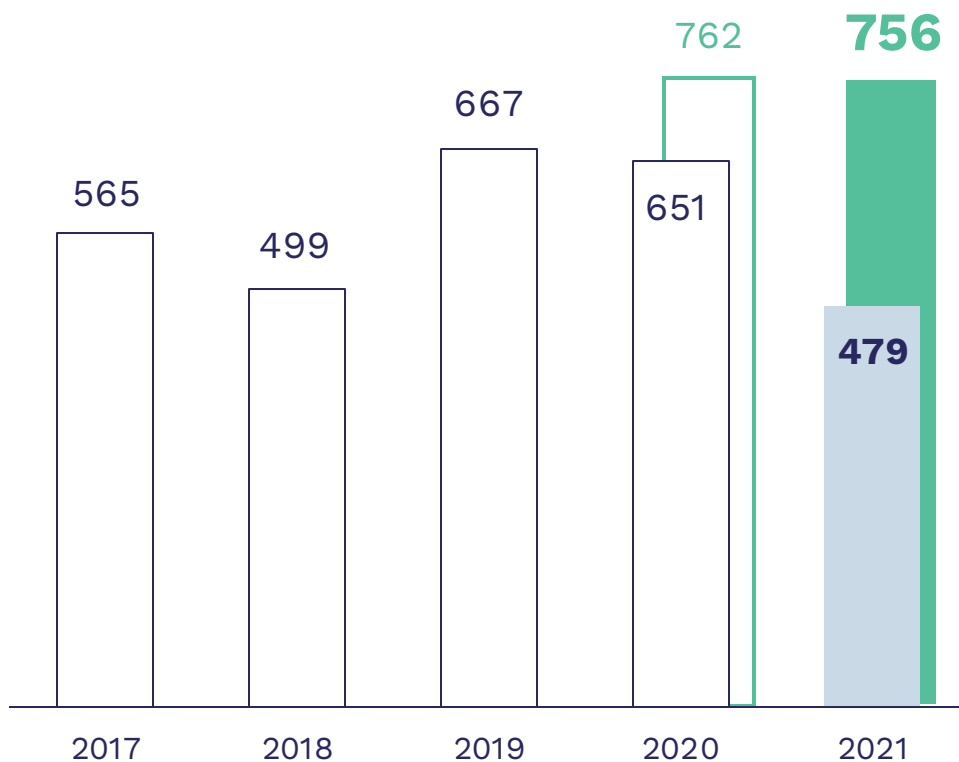
in €m	2021	2020	Change
Sales	1,378	1,425	-3.3%
EBITDA	316	231	+36.8%
EBITDA margin	22.9%	16.2%	

- Divestment of PMMA in May 2021 and of Functional Polyolefins in June 2020
- Much more favorable market conditions in acrylics in Asia relative to the low level of previous years
- Solid performance in Fluorogases



Strong cash generation

Free cash flow (€m)
Recurring cash flow (€m)



→ **EBITDA to cash conversion rate**

43.8%

In line with the long-term target of 40%

→ **Tightly controlled working capital**

12.7% of sales at end-December 2021

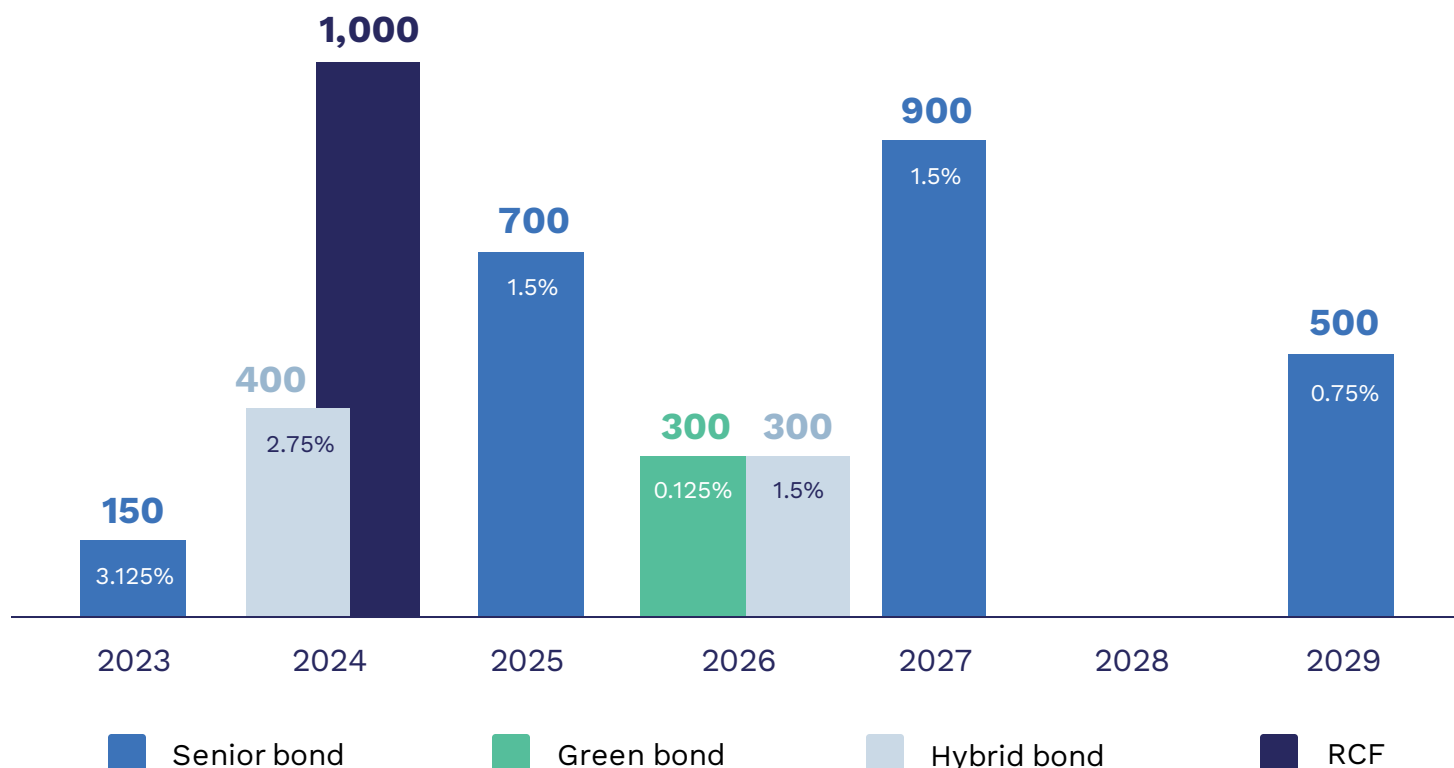
→ **Recurring and exceptional capital expenditure**

€758 m

Including the 2 major projects of PA11 in Singapore and hydrofluoric acid with Nutrien in the United States

Well-established financial resources

in €m



→ **Average maturity**
4.6 years

→ **RCF**
One year extension (July 2024)
Integration of **3 CSR criteria**

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

Key figures for 1st quarter 2022

2021 financial
performance

Sales
€2,887 m

+30% vs 1Q'21

at constant scope and
currency

EBITDA
€619 m

21.4% EBITDA margin

Adjusted net income

€376 m

€4.96 per share

Net debt
€2,703 m

1.4x LTM EBITDA

- Market conditions remain positively oriented at the beginning of the second quarter, but with disparities between regions and end markets and an increased lack of visibility regarding the environment. The health situation in China, the war in Ukraine, high raw materials and energy cost inflation, and logistics disruptions are all factors that could weigh on global demand going forward.
- In this demanding context, the Group will endeavor to optimize supply chain management and continue to dynamically adjust its selling prices. Moreover, Arkema will pursue its cutting-edge innovation to develop, in partnership with its customers, its Specialty Materials.
- While remaining attentive to the evolution of the macroeconomic environment, the Group aims to reach in second-quarter 2022 a strong increase in its EBITDA compared with the prior year, driven in particular by high organic growth in Advanced Materials and Coating Solutions. The Adhesive Solutions segment, still impacted by certain raw materials shortages, will benefit from the integration of Ashland's adhesives business.
- Arkema now aims to achieve in 2022, at constant scope, Specialty Materials EBITDA and Group EBITDA slightly above the record level of 2021.
- Lastly, the Group will continue to implement its strategy, in line with its ambition to become a pure Specialty Materials player in 2024.



→ **Approval of the consolidated and parent company financial statements for 2021**

(1st and 2nd resolutions)

→ **Renewal of the share buyback authorization : 2022 programme** (15th resolution)

Duration : **18 months** - Ceiling : **10%** of the Company's share capital for a maximum price set at €160 per share

→ **Renewal of delegations to the Board to increase the Company's share capital**

- ***With preferential subscription rights*** (16th resolution) – Ceiling : **50%** of the Company's share capital
- ***Without preferential subscription rights with a priority period*** (17th resolution) – Ceiling : **10%** of the Company's share capital
- ***Without preferential subscription rights through a private placement or contribution in kind*** (18th and 20th resolutions) - Ceiling : **10%** of the Company's share capital

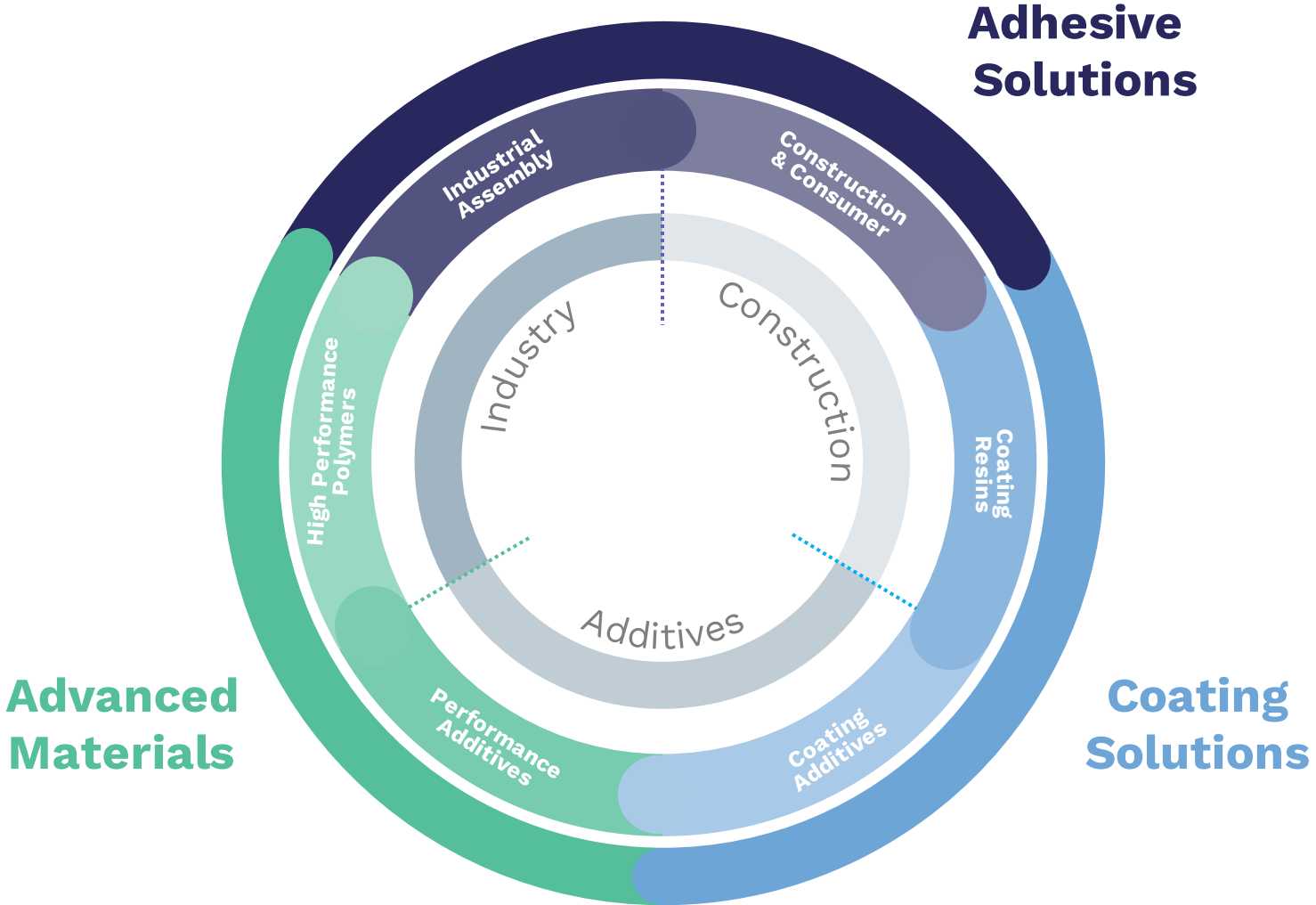
Global ceilings : 50% of the Company's share capital and 10% of the Company's share capital for capital increases without PSR (22nd resolution)

Duration : **26 months**

Prohibited during periods of a take-over bid on the Company's shares

Strategy and ambition





Become a Specialty Materials leader



Sales of
€10 to **11 bn**

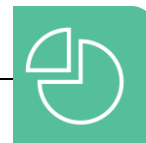
EBITDA margin of
17%

Organic growth
3 to **3.5%** / year



Cash generation **> 40%**

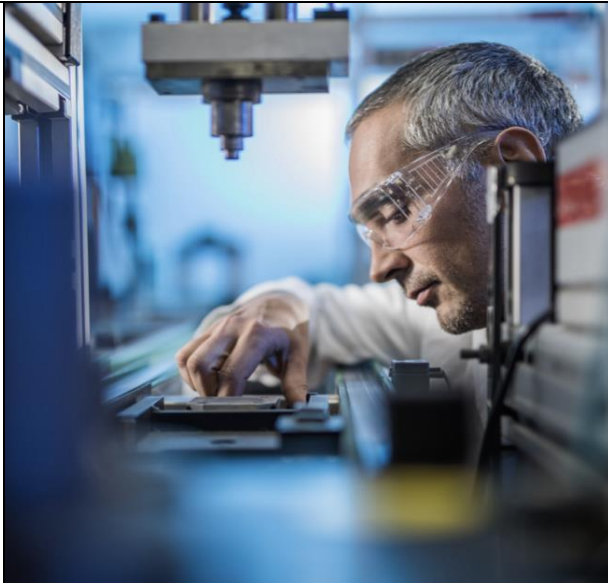
Strict financial discipline



Deconsolidation of
the Intermediates
segment



A strategy supported by 4 levers



Strengthen
Specialty Materials
with **bolt-on
acquisitions**

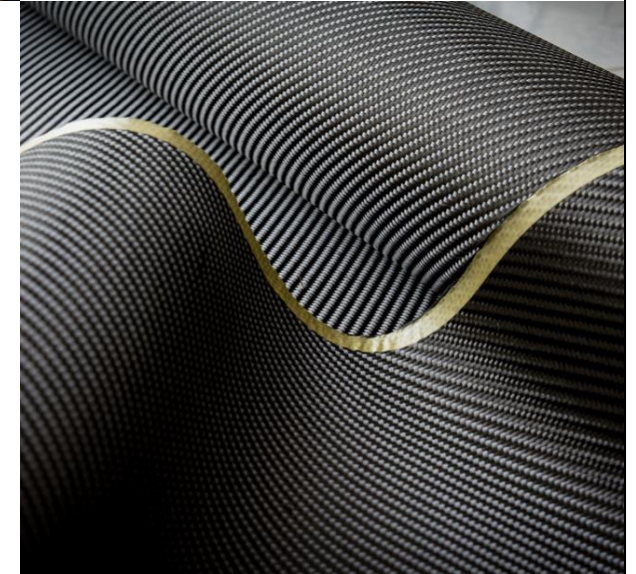


Rank among the
best-in-class
chemicals
companies in
terms of **CSR**

Accelerate
organic growth
and **sustainable
innovation**



Pursue
**operational and
commercial
excellence**
initiatives



Major 100% bio-based polyamide project in Singapore



Rilsan® polyamide 11

+50% global capacity in Singapore

Start-up mid-2022

€450 m Capex and €100 m EBITDA at maturity

New PA11 powder resins capacity in Changshu, China (1Q'23)



Bio-based,
renewable



Recyclable

Transportation, sports, consumer electronics, bio-textiles, 3D printing, consumer goods



Hydrofluoric acid

40 kT/year supply in partnership with Nutrien in Aurora, US

Start-up mid-2022

US\$150 m investment



20-fold reduction of CO₂ emissions vs traditional processes

Batteries, electronics, water treatment

High-return capex in Advanced Materials



Kynar® PVDF

+50% capacity in Changshu, China (end-2022)

+50% capacity in Pierre-Bénite, France (1Q'23)

Li-ion batteries, water filtration, specialty coatings, electronics



Bio-based, renewable



Recyclable



Less emissive



Pebax®

+25% global capacity in Serquigny, France (mid-2023)

Sports, consumer goods



Bio-based, renewable



Recyclable

Sustainable growth at the heart of our developments



Sartomer®

+100% photocure resins capacity in Nansha, China (2H'23)

Electronics, renewable energies



Solvent-free



Less emissive



Forane®

15 kT/year 1233zd capacity in Calvert City, United States (end-2023)

Housing thermal insulation, battery thermal management

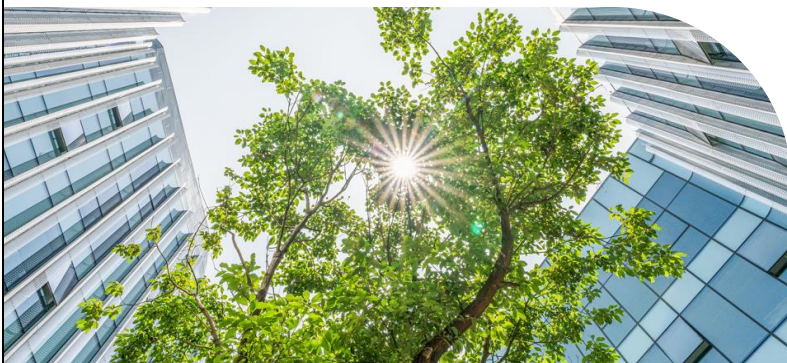


Less emissive

Acceleration in global megatrends

Strategy
and ambition

Sustainable development and climate change



Urbanization and social change



Resource scarcity



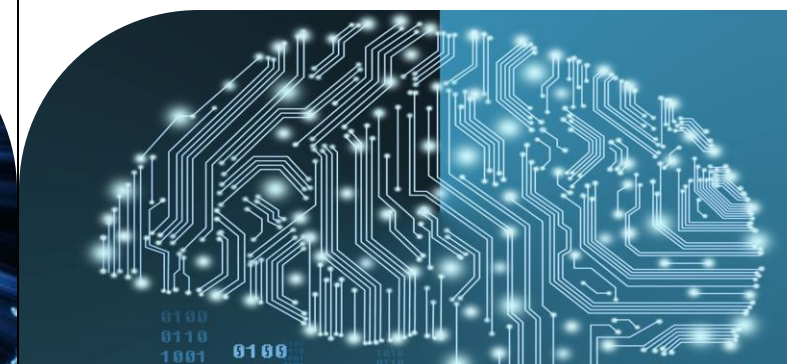
Volatility



Geopolitics



Technological transformation

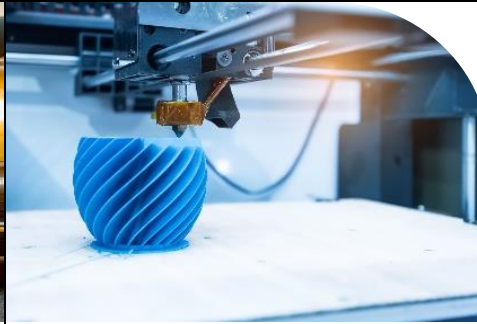


Growing opportunities fueled by our innovation

Strategy
and ambition



New energies and clean mobility



Lightweight materials and design



Living comfort and home efficiency



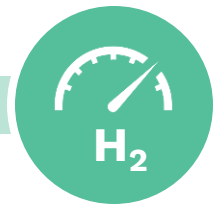
Natural resources and the circular economy



Electronics solutions



Battery



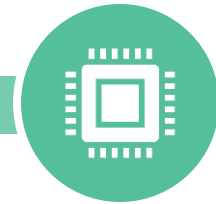
Hydrogen



Lifestyle



Home



Electronics

We hope to generate

€1.5 bn

of additional sales by
2030*

*vs €1.0 bn
previously announced*

* Compared with 2019

Technology and market access synergies

**Adhesive
Solutions**

**Advanced
Materials**

**Coating
Solutions**

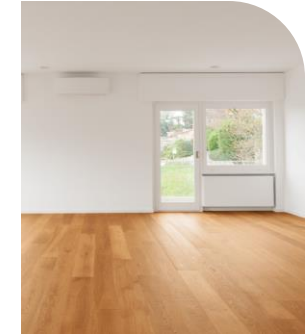


- Based around our expertise in Materials science (design, formulation, polymerization)
- Customers, end markets and applications in common
- Innovation driven by sustainable development
 - 222 patents filed in 2021
 - 90% linked to sustainable development



Water filtration

Bostik adhesives
& Orgasol® powders



Performance coatings

Orgasol® additives
& acrylic resins

**Advanced
Materials**

**Adhesive
Solutions**

**Coating
Solutions**

3D printing for composites

Bostik adhesives
& Sartomer® resins



Batteries

€1 bn

sales in **batteries**
by 2030

New centre of excellence

in Pierre-Bénite, FR

Partnerships with new players

Verkor, Morrow

Dedicated **cooperation**
with **CNRS** in France and
with numerous **start-ups**

- Cathode and separators
- Electrolyte salts
- Battery pack
- Cooling line
- Cell assembly
- Sensors

- Electrolyzers
- H₂ tanks
- Fuel cells

Hydrogen

A more recent roll-out
with **significant growth potential**

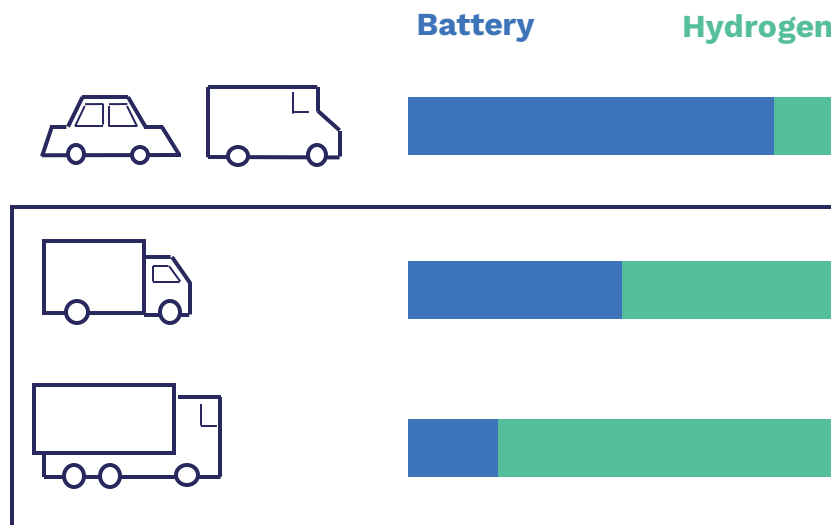
Considerable potential in hydrogen tanks



Levers in hydrogen mobility

- Preference for **strong autonomy** and **fast refuelling**
- Vehicles with **high energy and power** needs
- Regions with a **constrained electrical** network capacity

→ For medium and heavy-duty trucks



→ For transportation to recharging stations

Source : Hydrogen Council, McKinsey – Roadmap towards zero emissions: The complementary role of BEVs and FCEVs



Impermeability to hydrogen

Resistance to high pressure

Lightness of materials

→ Considerable needs in materials for type IV and V H₂ tanks

- **High performance materials** that can endure the highest pressure (up to 700 bars)
- **Renewable and recyclable** solutions

→ Our materials are very well positioned

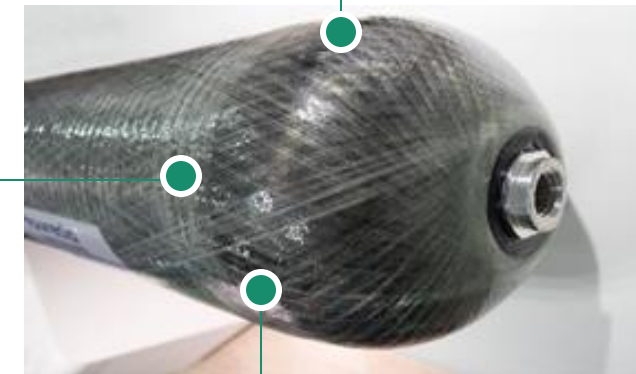
Type IV

RILSAN[®]

Bio-based, recyclable PA11
Impermeable liner

ELIUM[®]

Recyclable resin
Composite shell



Type V

RILSAN[®] MATRIX **RILSAN[®]**

Recyclable resin

Single-tape composite shell



3 key properties to substitute current composites



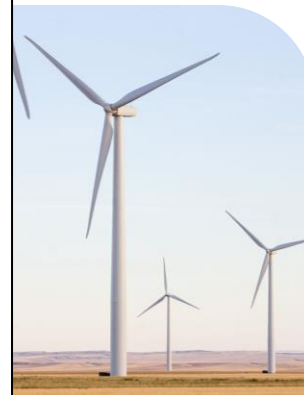
High performance

Processability & productivity

Recyclability

ELIUM[®]

A unique solution with a vast potential of applications



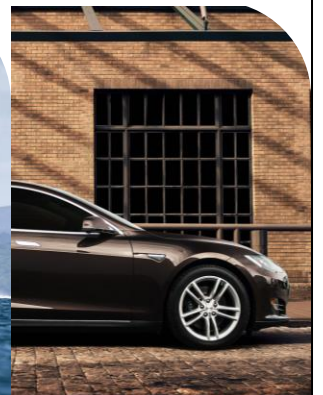
Wind power



Civil engineering



Nautical



Mobility

The first 100% recyclable wind turbine blade

ZEBRA PROJECT

Zero wastE Blade ReseArch

Consortium

62
meter long
(prototype)

14
tons made from
Elium® resin

100%
recyclable



Avec l'aimable autorisation de LM Wind Power

Our approach in terms of CSR

Continued progress



Safety and environment

Act as a responsible chemicals manufacturer

Contribution to solutions for a more sustainable world



Climate

Participate in efforts against global warming

Sustainable solutions offering

Increase the positive impact

Circular economy

Manage resources responsibly

Participate in efforts against global warming



Solar power on the Clear Lake, US site

Supply of green electricity by Celanese Corporation for the whole platform

142 GWh per year of renewable energy (power consumption of ~ 15,000 US homes)

~33% of the site's annual electricity consumption

Climate plan objective

-38%

greenhouse gas emissions*
in 2030 vs 2015

-34% in 2021

* scope 1 direct emissions and those of substances that deplete the ozone layer plus indirect scope 2 emissions.



Energy efficiency improvement

Launch in 2020 of the program to optimize steam traps in Europe, extended to Asia and America

48 GWh of energy savings in 2021

Sustainable solutions offering : increase the positive impact



Reduction of a building's energy consumption

Bostik **solvent-free** butyl strips

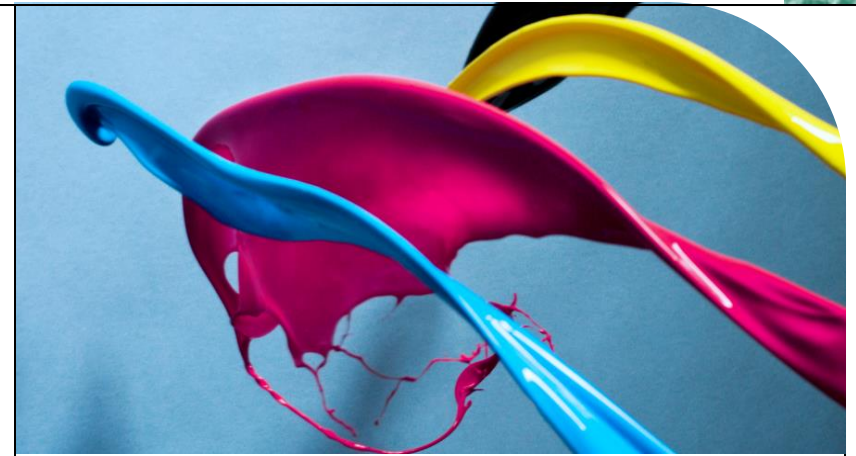
Sustainable waterproofing around buildings' windows, doors and on roofs

ImpACT+ objective

65%

of sales that contribute significantly to the UN's Sustainable Development Goals in 2030

51% in 2021



Low VOC emission binders

Range of high performance **water-based** Synaqua® binders in the coatings area

Derived from **co-products of the forestry industry**

Mechanical recycling program



Production stage

End-of-life



Recycled raw materials



Acquisition of Agiplast in 2021

a leader in the **regeneration** of high performance polymers

Maximize the use of renewable and recyclable raw materials

10% of sales with products made from renewable or recycled raw materials* in 2021

Maintain products and materials in the product-use loop

* content of renewable or recycled raw materials \geq 25%

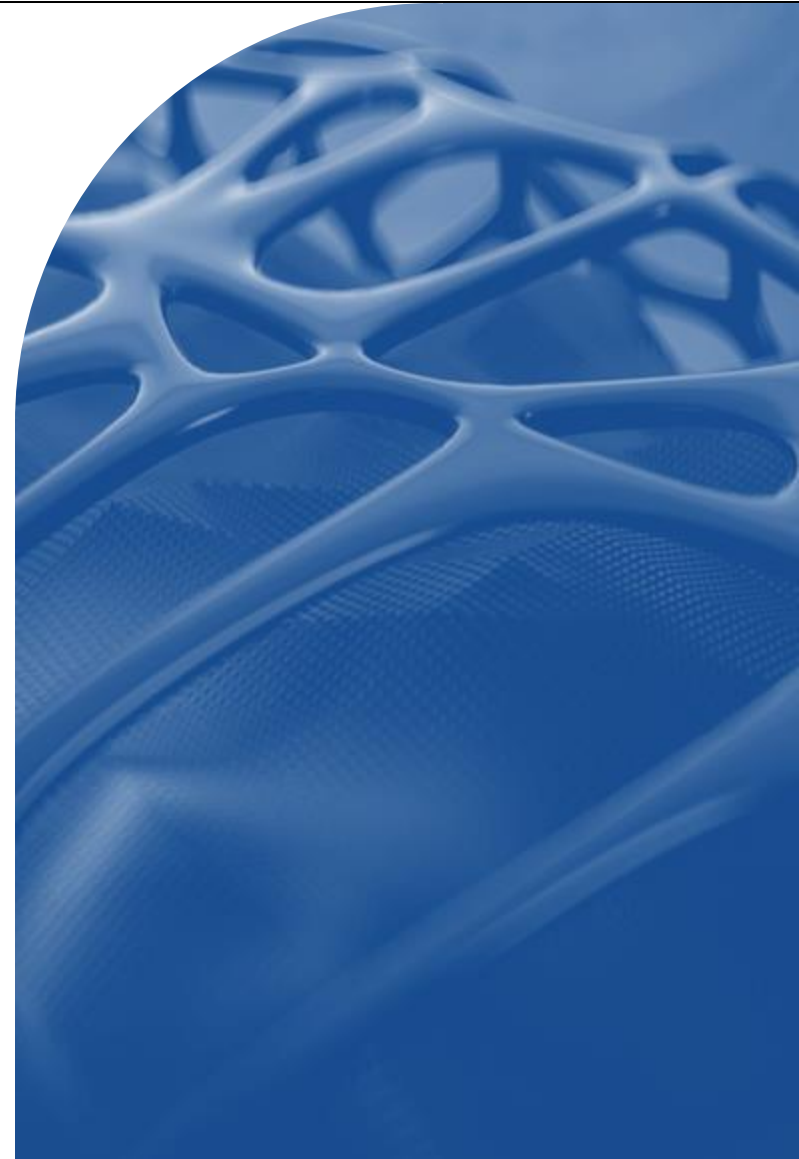


European consortium

Co-development of **bio-based** and **recyclable** packaging

26 partners (including Bostik) across the whole **value chain**, **10** countries

Governance



Board of Directors

92%
attendance rate

11 meetings including

- 1 seminar dedicated to strategy
- 1 executive session

Senior independent director since 2016

- Attends governance roadshows
- Leads the executive session
- Regular contact with directors and in particular the Chairman of the Nominating, Compensation and Corporate Governance Committee regarding all subjects linked to the functioning of the Board

Audit and Accounts Committee

96%
attendance rate
6 meetings

Nominating, Compensation and Corporate Governance Committee

100%
attendance rate
3 meetings

Innovation and Sustainable Growth Committee

100%
attendance rate
1 meeting

- **Continuation of Arkema's ambition** to become a global leader in Specialty Materials and setting of the 2024 strategy and targets
- **Review of risks** in the context of the Covid crisis and the geopolitical environment
- **M&A operations linked to the strategy** : divestment of PMMA and acquisition of Ashland's adhesives, Poliplas, Agiplast and Permoseal
- **Progress report of major strategic projects** : bio-based polyamide plant in Singapore and hydrofluoric acid plant in the United States in partnership with Nutrien
- **Review of non-financial achievements and of the CSR roadmap.** Set-up of the Innovation and Sustainable Growth Committee
- Preparation for the **evolution of the Board of Directors' composition**
- **Share buyback program** for an amount of €300 million

Composition

14 members

73%

independence rate

1 director representing shareholder employees

2 directors representing employees

1 senior independent director

45% of women

En experienced and diversified Board

- **Skills** : **industry, chemicals, CSR, finance, M&A, general management**
- **Internationalization** : significant experience abroad, 3 foreign directors and 1 overseas resident

An independent and selective appointment process :

Clear definition of directors' appointment process described in the Board of Directors' internal rules

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

Evolution of the Board of Directors : renewal and appointment proposals



MARIE-ANGE DEBON

Renewal as a senior independent director

- Chairman of the Audit and Accounts Committee
- Broad experience as a high-level executive and in the public and private sectors



FONDS STRATÉGIQUE DE PARTICIPATIONS

Renewal as a director

- Represented by Isabelle Boccon-Gibod
- Member of the Audit and Accounts Committee and of the Innovation and Sustainable Growth Committee



DIRECTOR REPRESENTING SHAREHOLDER EMPLOYEES

Appointment

M. Nicolas Patalano, *proposed by the Supervisory Board of the FCPE Arkema Actionnariat France*

- Medium Term Project Technician within the High Performance Polymers Business Line at Arkema

Nomination supported by the Board of Directors



PHILIPPE SAUQUET

Renewal as an independent director

- Member of the Nominating, Compensation and Corporate Governance Committee
- Experience as a high-level executive in industry and varied expertise in the chemicals area

Directors' 2022 compensation policy and compensation paid in 2021

- Compensation policy for directors (excluding the Chairman and Chief Executive Officer) (10th resolution)**

Retention of allocation modalities approved by the general meeting in 2020

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

- Increase of the maximum global envelope (12th resolution)**

€900,000 per year instead of €800,000

- Amount of global compensation paid in 2021 : €683,750 (13th resolution)**

Compensation policy for the Chairman and Chief Executive Officer (11th resolution)

Policy **approved by the annual general meeting of 19 May 2020 (94.8%) for 4 years** and confirmed by the annual general meeting of 20 May 2021 (95.5%)

Fixed compensation

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

Variable compensation

Target 120% and maximum 180% of fixed compensation

3 quantitative criteria (135% maximum)

EBITDA (45%), cash flow generation (45%) and contribution of new developments (45%)

Qualitative criteria (45% maximum)

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%)

Performance shares

Final vesting wholly subject to **5 performance criteria** including **1 multi-indicator non-financial criterion**

30,000 shares

- Outperformance: 120% maximum
- In case of achievement rates of < 50% of two criteria, rate limited to 100% for the remaining criteria
- Vesting period of **3 years** (+ holding period of **2 years**)

Other elements

Pension (20% of fixed + variable)

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

Non-compete benefit* 1 year (fixed + variable)

Benefits in kind

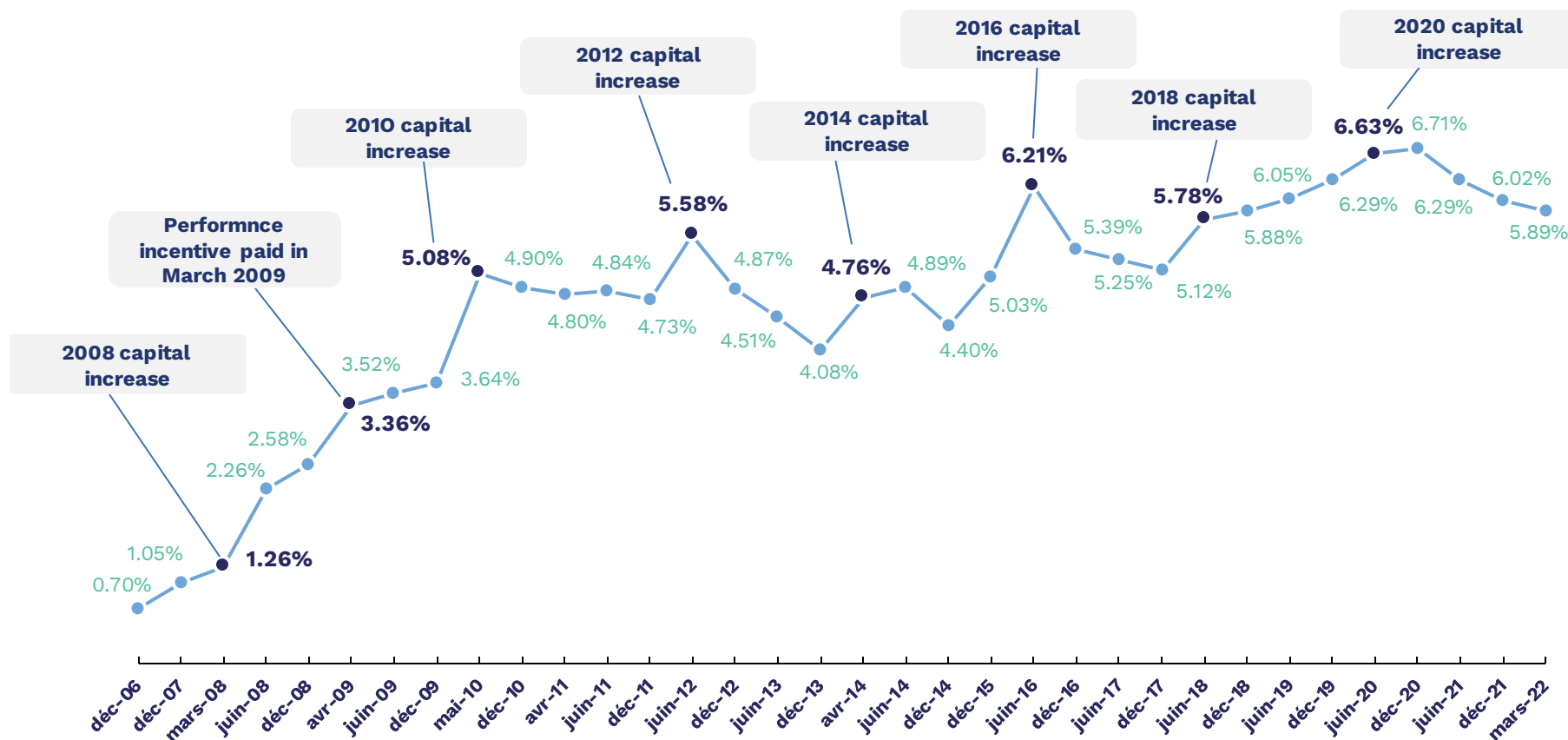
**The cumulative payment of those 2 benefits shall not exceed 2 years (fixed + variable)*

Elements of the Chairman and Chief Executive Officer's 2021 compensation subject to approval (14th resolution)

	AMOUNT	DESCRIPTION
Fixed compensation	€1,000,000	Fixed for 4 years during the renewal of the Chairman and Chief Executive Officer's term of office as a director on 19 May 2020. Start date postponed to 01/01/21 in the context of the Covid-19 pandemic.
Variable compensation	€1,800,000	<p>Fixed every year by the Board of Directors and set depending on the achievement of specific and demanding quantitative and qualitative objectives, aligned with the Group's strategy and priorities. Can reach up to 180% of the fixed annual compensation.</p> <ul style="list-style-type: none"> • 3 quantitative criteria : EBITDA, recurring cash flow and new developments • Qualitative criteria : implementation of the Group's long-term strategy and top priorities, operational management (including the CSR policy)
Performance shares	30,000* shares (€2,457,300 IFRS value) <i>* 36,000 in case of outperformance</i>	<p>5 performance criteria : 20% of the final allocation for each</p> <ul style="list-style-type: none"> • EBITDA margin of the Specialty Materials platform • EBITDA to cash conversion rate • Comparative Total Shareholder Return • Return on capital employed of the Specialty Materials platform • CSR : TRIR, environment (GHG and water consumption) and share of women in management
Other elements	€560,000 €6,720	<ul style="list-style-type: none"> • Pension • Company car

Capital increase reserved for the beneficiaries of a Company Savings Plan (23th resolution)

- Continuation by the Group of its **dynamic policy in terms of employee shareholding** in 2022 in order to **involve the greatest number of employees in its development**
- Proposal to the Group's employees to subscribe for Arkema shares at advantageous conditions **every two years**
- Maximum amount requested: **€13,500,000**



Renewal of the delegation of authority granted to the Board of Directors to carry out capital increases reserved for employees requested in the 23th resolution

→ **Objective : continue to closely involve management and certain employees in the Group's medium-term development and stock market performance**

- Around 1,500 employees concerned

→ **Plans wholly subject to demanding performance conditions**

- 4 financial criteria : EBITDA margin of the Specialty Materials platform (20%) ; EBITDA to cash conversion rate (20%), comparative TSR (15%) and ROACE of the Specialty Materials platform (20%)
- 1 composite CSR criterion (25%) : climate (50%) and multi-indicator (diversity, process safety and circular economy) (50%)
- Outperformance 120%, and if 2 criteria do not reach at least 50%, rate limited to 100% for the other criteria

→ **Final vesting after 3 years + holding period of 2 years in France (4+0 abroad)**

→ **Maximum amount : 1,500,000 shares**

Renewal of the authorization granted by the annual general meeting in 2019

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 2021 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 2021 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