



COMBINED ANNUAL GENERAL MEETING **2026**

**THURSDAY 21 MAY 2026
AT 10 A.M. (PARIS TIME)**

Théâtre des Sablons
70, avenue du Roule
92200 Neuilly-sur-Seine

The general meeting will also be broadcast live and a replay available on Arkema's website in the section Investors/Annual general meeting



MESSAGE FROM THIERRY LE HÉNAFF

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

**Ladies and gentlemen,
dear shareholders,**

I am pleased to invite you to Arkema's combined annual general meeting which will take place on Thursday 21 May 2026 at 10 a.m. at the Théâtre des Sablons in Neuilly-sur-Seine.

This general meeting will be an opportunity to review the performance of the Group in 2025, a year marked by a particularly challenging macroeconomic environment and contrasted dynamics between Europe, America and Asia. In this context, Arkema paid particular attention to cost and cash flow optimization, all while preserving its long-term vision.

We thus continued to implement our strategy for more sustainable solutions, while preserving our R&D expenses and advancing in the execution of our major projects. Three new units, positioned in attractive and high-growth markets, started up in 2025: additional DMDS (an additive used in biofuel production) capacity in the United States, a new Forane® 1233zd line for the thermal management of buildings, and a new Rilsan® Clear transparent polyamide unit, downstream from our biobased PA11 plant in Singapore. These projects will support the future growth of the Group.

I would like also to underline the progress and the very good results achieved in terms of CSR. The Group has notably continued to reduce its environmental footprint, with a 48.7% reduction of emissions on Scopes 1 and 2 in 2025 compared with 2019. It has also reinforced its objective in terms of water withdrawals and introduced a new target for waste treatment, two important priorities for Arkema.

I would like to associate all Arkema teams with our achievements, as they demonstrated great agility and unwavering commitment throughout last year in adapting to market conditions.

Finally, the Board of Directors, reaffirming the importance of the dividend as a key element of the shareholder return policy, is proposing the distribution of a dividend of 3.60 euros per share, stable compared with last year.

In this notice you will find the agenda for this meeting, the resolutions submitted to your approval, the practical information on how to participate, as well as a reminder of the 2025 results and various information regarding our governance.

I hope, together with the members of the Board of Directors, to once again see many of you there. The general meeting is a special moment for exchange and offers each shareholder the chance to take part in important decisions for the future of the Group by participating in the vote.

I would like to thank you for your trust and loyalty.

Thierry Le Hénaff
Chairman and Chief Executive Officer

HOW TO TAKE PART IN THE ANNUAL GENERAL MEETING?

The combined annual general meeting will take place at **10:00 a.m. (Paris time) on Thursday 21 May 2026 at the Théâtre des Sablons, 70, avenue du Roule, 92200 Neuilly-sur-Seine – France⁽¹⁾**. The registration desk will open at 9:00 a.m. Access to the room will be possible from 9:30 a.m. and will not be allowed after 10:30 a.m. The annual general meeting will also be broadcast live and a replay will be available on the Company's website in the section Investors/Annual general meeting at:

www.arkema.com/global/en/investor-relations/annual-general-meeting/

The annual general meeting is only open to Arkema's shareholders regardless of the number of shares held.

To take part in the general meeting, you are required to provide evidence of your status as a shareholder of Arkema **five business days before the date of the meeting, i.e., by 0:00 a.m. (Paris time) on 14 May 2026**.

How to provide evidence of your status as a shareholder of Arkema?

If your shares are registered

The evidence of your status as shareholder is provided by having your shares registered in your name in the direct or administered registered account **at the latest at 0:00 a.m. (Paris time) on 14 May 2026**. You do not need to do anything else.

If you hold bearer shares

The evidence of your status as shareholder is provided by a **certificate of shareholding** (*attestation de participation*) issued by your **financial intermediary** (bank, stockbroker or any other party who manages the share account in which your Arkema shares are held). Your financial intermediary is your **only contact** for these matters.

How to vote?

To vote, you may:

1. **attend** the annual general meeting **in person**;
2. **vote** or give proxy to the Chairman or appoint as your proxy a person of your choice who will be attending the general meeting **by post**; or
3. **vote** or give proxy to the Chairman or appoint as your proxy a person of your choice who will be attending the general meeting **online on the secure VOTACCESS platform**.

In all cases, you must either:

- complete the attached voting form (see "How to fill out the voting form?" on page 5) and send it back;
- log into the secure dedicated website and follow the procedure described hereafter for online voting.

Shareholders who have cast a vote by post, voted online, given a proxy to another person, or requested an admission card will not have the right to participate in the general meeting in another way.

⁽¹⁾ As provided for in article R. 225-67 of the French Commercial Code, the convening notice to this meeting is published in the *Bulletin des Annonces Légales Obligatoires* on 29 April 2026.

1. If you wish to attend the annual general meeting in person

You must request an admission card⁽¹⁾:

By post

Fill in box A on the voting form, fill in your name, first name and address, or make sure they are correct if already mentioned, **date** and **sign** the form.

- If your shares are registered: send the form back to **Uptevia** using the pre-paid envelope provided.
- If you hold bearer shares: contact your **financial intermediary**, who will inform you on the procedure to follow.

@ Online

- **If your shares are registered:** log into the secure VOTACCESS platform:
 - if you are a **direct registered shareholder**, via your Investors Area at <https://www.investors.uptevia.com/> using your usual access codes, or
 - if you are an **administered shareholder**, via the website VoteAG at <https://www.voteag.com> using the temporary access codes sent to you together with your notice of meeting.
- **If you hold bearer shares:** contact the bank or broker holding your account in order to confirm whether they are connected to the VOTACCESS platform and if so, whether such access is subject to any specific terms of use.

Only the holders of bearer shares whose bank or broker is connected to the VOTACCESS platform may request their admission card online.

If the bank or broker holding your account is connected to the VOTACCESS platform, you need to log into its website using your usual access codes, click on the icon on the line corresponding to your Arkema shares and follow the instructions on screen.

Once logged in, follow the instructions on screen.

Should you encounter any problem, you can contact Uptevia's services on 0 800 115 153 (from France) or +33 (0)1 49 37 82 40 (outside France).

2. If you do not attend the annual general meeting and wish to give your proxy to a person of your choice or vote by post

You may choose one of the three options mentioned on the **voting form** and described hereafter, then fill in your name, first name and address or make sure they are correct if already mentioned, before **dating** and **signing** the form:

- **vote by post:** fill in box **B** "I vote by post"; or
- **give your proxy to the Chairman of the general meeting:** fill in box **C** "I hereby give proxy to the Chairman of the general meeting". In this case, the Chairman will **vote in favour** of the proposed resolutions agreed by the Board of Directors on your behalf; or
- **appoint another shareholder of Arkema, your spouse, a partner** with whom you have entered into a civil partnership **or any other person or legal entity** of your choice as your proxy: fill in box **D** "I hereby appoint" and fill in the identity of the person who will attend the meeting on your behalf.

To be duly taken into account, appointments or dismissals of proxy by post must be received **at the latest three calendar days** before the date of the general meeting.

- If your shares are registered: send the voting form to Uptevia using the provided pre-paid envelope.
- If you hold bearer shares: contact **your financial intermediary**, who will inform you on the procedure to follow.

⁽¹⁾ It is recalled that shareholders holding bearer shares only need an admission card to attend in person the annual general meeting. They do not need to request a certificate of shareholding unless they have lost their admission card or they have not received it on time.

3. If you do not attend the annual general meeting and wish to give your proxy to a person of your choice or vote online

The vote online is to be carried out *via* the secure VOTACCESS platform which offers the same options as the voting form.

• **If your shares are registered:**

Log into the secure VOTACCESS platform:

- if you are a **direct registered shareholder**, *via* your Investors Area at <https://www.investors.uptevia.com/> using your usual access codes, or
- if you are an **administered shareholder**, *via* the website VoteAG at <https://www.voteag.com> using the access codes sent to you together with your notice of meeting.

Once logged in, follow the instructions on screen.

Should you encounter any problem, you can contact Uptevia's services on 0 800 115 153 (from France) or +33 (0)1 49 37 82 40 (outside France).

• **If you hold bearer shares:**

- if the bank or broker holding your account is connected to the VOTACCESS platform:

Log into its website using your usual access codes, click on the icon on the line corresponding to your Arkema shares and follow the instructions on screen.

Please contact the bank or broker holding your account in order to confirm whether such access is subject to any specific terms of use;

- if the bank or broker managing your account is not connected to VOTACCESS platform:

You can only appoint or revoke a proxy electronically by sending an email to:
ct-mandataires-assemblees@uptevia.com.

This email must mention Arkema and contain the date of the general meeting, your name, first name, address, and banking details and the name, first name and, if possible, address of the proxy.

You must ask your bank or broker holding your share account to send confirmation in writing to: Uptevia - Service Assemblées – 90-110, esplanade du Général de Gaulle – 92931 Paris La Défense Cedex.

To be duly taken into account, appointments or dismissals of a proxy sent electronically must be received **at the latest by 3:00 p.m. (Paris time) the day before** the general meeting.

Shareholders **may access the VOTACCESS platform** from **Wednesday 29 April 2026 at 12:00 noon (Paris time) until Wednesday 20 May 2026 at 3:00 p.m. (Paris time)**. Shareholders are advised not to wait until the last day to vote, in order to avoid any difficulties accessing the platform.

Whichever option you choose, only those shares held in the share account **5 business days prior to the general meeting, i.e., on 14 May 2026 at 0:00 a.m. (Paris time)** will be taken into account.

If shares are sold or transferred after this record date, the certificate of shareholding will remain valid and votes cast or proxies granted by the seller will be taken into account.

Whatever your mode of participation, you can ask written questions, no later than the fourth business day preceding the date of the annual general meeting, *i.e.* Friday 15 May 2026 (at midnight, Paris time), under the conditions set out in the notice prior to the combined annual general meeting published in the *Bulletin des Annonces Légales Obligatoires* under number 2600681 on 1st April 2026.

How to fill out the voting form?

YOU WISH TO ATTEND THE ANNUAL GENERAL MEETING IN PERSON:

fill in box **A** to receive your admission card.

A Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
 Quelle que soit l'option choisie, noircir comme ceci **A** ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this **A**, date and sign at the bottom of the form
 JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card: date and sign at the bottom of the form



Société Anonyme au capital de 760 608 310 €
 Siège social : 51, ESPLANADE DU GÉNÉRAL DE GAULLE, 92900 PUTEAUX LA DEFENSE
 445 074 685 RCS Nanterre
<https://www.arkema.com/global/investor-relations/annual-general-meeting/>

ASSEMBLÉE GÉNÉRALE MIXTE
 convoquée le jeudi 21 mai 2026 à 10h00 (heure de Paris),
 au Théâtre des Sablons
 70 avenue du Roule, 92200 Neuilly-sur-Seine
COMBINED GENERAL MEETING
 to be held on Thursday, May 21st, 2026 at 10:00 am (Paris Time),
 at Théâtre des Sablons
 70 avenue du Roule, 92200 Neuilly-sur-Seine

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account
 Nominatif Registered
 Porteur Bearer
 Vote simple Single vote
 Vote double Double vote
 Nombre d'actions Number of shares
 Nombre de voix - Number of voting rights

B **NOTE PAR CORRESPONDANCE / I VOTE BY POST**
 Cf. au verso (2) - See reverse (2)

Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration, à l'EXCEPTION de ceux que je signale en noircissant comme ceci **B** l'une des cases "Non" ou "Abstention" / I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this **B**, for which I vote « No » or « I abstain ».

	1	2	3	4	5	6	7	8	9	10	Oui / Yes <input type="checkbox"/>	A	B
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Abs.	<input type="checkbox"/>	<input type="checkbox"/>
	11	12	13	14	15	16	17	18	19	20	Oui / Yes <input type="checkbox"/>	C	D
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Abs.	<input type="checkbox"/>	<input type="checkbox"/>
	21	22	23	24	25	26	27	28	29	30	Oui / Yes <input type="checkbox"/>	E	F
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Abs.	<input type="checkbox"/>	<input type="checkbox"/>
	31	32	33	34	35	36	37	38	39	40	Oui / Yes <input type="checkbox"/>	G	H
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Abs.	<input type="checkbox"/>	<input type="checkbox"/>
	41	42	43	44	45	46	47	48	49	50	Oui / Yes <input type="checkbox"/>	J	K
Non / No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Non / No	<input type="checkbox"/>	<input type="checkbox"/>
Abs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Abs.	<input type="checkbox"/>	<input type="checkbox"/>

Si des amendements ou des résolutions nouvelles étaient présentés en assemblée, je vote NON sauf si je signale un autre choix en noircissant la case correspondante :
 In case amendments or new resolutions are proposed during the meeting, I vote NO unless I indicate another choice by shading the corresponding box
 - Je donne pouvoir au Président de l'Assemblée Générale / I give proxy to Chairman
 - Je m'abstiens / I abstain from voting
 - Je donne procuration [cf. au verso renvoi (4)] à M. ou Mme, Raison Sociale pour voter en mon nom / I appoint [see reverse (4)] Mr or Mrs, Corporate Name to vote on my behalf

Pour être pris en considération, tout formulaire doit parvenir au plus tard :
 To be considered, this completed form must be returned no later than:

à / to : UPTEVIA le 18 mai 2026 à 23h00 (heure de Paris) / May 18th, 2026 at 11:00 pm (Paris time)
 Service Assemblées 90-110 Esplanade du Général de Gaulle 92931 Paris La Défense Cedex

C **DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE**
 Cf. au verso (3)

I HEREBY GIVE PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
 See reverse (3)

D **DONNE POUVOIR À :** Cf. au verso (4)

I HEREBY APPOINT: See reverse (4)
 M ou Mme, Raison Sociale / Mr or Mrs, Corporate Name
 Adresse / Address

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION: As for bearer shares, the present instructions must be valid only if they are directly returned to your bank.

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire) Cf au verso (1)
 Surname, first name, address of the shareholder (changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form) See reverse (1)

FILL IN YOUR NAME, FIRST NAME AND ADDRESS OR CHECK THEM IF THEY HAVE ALREADY BEEN FILLED IN.

WHATEVER YOUR CHOICE, DO NOT FORGET TO DATE AND SIGN HERE.

YOU DO NOT ATTEND THE ANNUAL GENERAL MEETING AND WISH TO CAST A POSTAL VOTE:

fill in box **B** and follow the instructions.

YOU DO NOT ATTEND THE ANNUAL GENERAL MEETING AND WISH TO GIVE YOUR PROXY TO THE CHAIRMAN OF THE MEETING:

fill in box **C**.

YOU DO NOT ATTEND THE ANNUAL GENERAL MEETING AND WISH TO APPOINT AS YOUR PROXY A PERSON OF YOUR CHOICE WHO WILL BE ATTENDING THE GENERAL MEETING:

fill in box **D** and fill in the name and address of this person.

Nota bene: if you hold bearer shares, please do not send the form directly to Arkema or to Uptevia as it must be accompanied by a certificate of shareholding to be taken into account. Your bank or broker will issue the required certificate and send it, with your voting form, to: Uptevia – Service Assemblées – 90-110, esplanade du Général de Gaulle – 92931 La Défense Cedex – France.

ARKEMA IN 2025

Key figures

All figures contained in this section are provided on a consolidated basis and in accordance with the Group's organization prevailing on 31 December 2025. Alternative performance indicators used by the Group are defined in note 4 to the consolidated financial statements at 31 December 2025 in section 5.3.3 of the 2025 Universal Registration Document.

€9,068m

Sales

-5.0%
vs 2024

€1,251m

EBITDA

13.8%
EBITDA margin

€328m

Adjusted net income

4.34€
per share

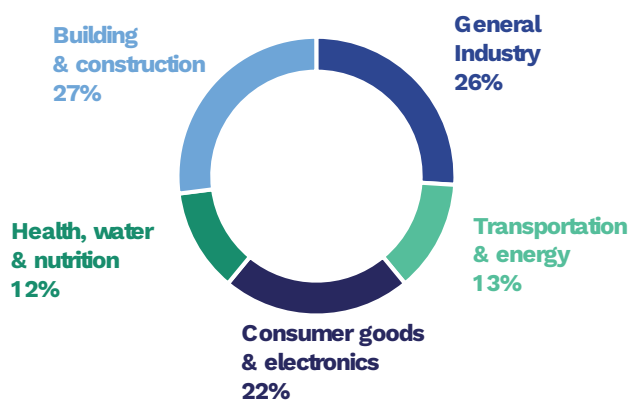
€3.60

Dividend per share*

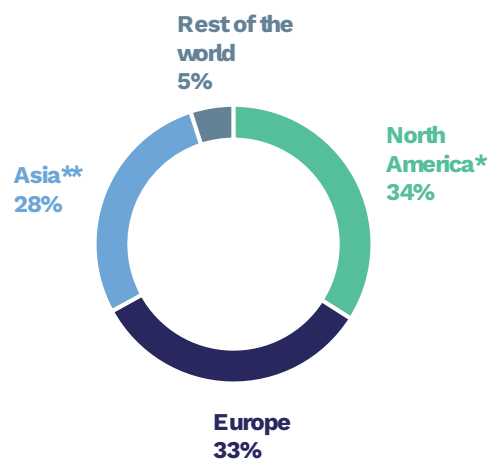
stable
vs 2024

* Dividend proposed at this annual general meeting.

SALES BY END-MARKETS



SALES BY REGION



* United States, Canada and Mexico. ** Asia and Middle East.

20,700

employees

55

countries

154

production sites

3

regional R&D hubs

INCOME STATEMENT KEY FIGURES

<i>(In millions of euros unless otherwise mentioned)</i>	2025	2024	Change
Sales	9,068	9,544	-5.0%
EBITDA ^(a)	1,251	1,532	-18.3%
EBITDA margin ^(a) (EBITDA as % of sales)	13.8%	16.1%	-
Recurring operating income ^(a) (REBIT)	564	895	-37.0%
REBIT margin ^(a) (REBIT as % of sales)	6.2%	9.4%	-
Operating income	288	586	-50.9%
Net income – Group share	63	354	-82.2%
Adjusted net income ^(a)	328	616	-46.8%
Earnings per share <i>(in euros)</i>	0.52	4.51	-88.5%
Adjusted net income per share ^(a) <i>(in euros)</i>	4.34	8.23	-47.3%

BALANCE SHEET KEY FIGURES

<i>(In millions of euros unless otherwise mentioned)</i>	31/12/2025	31/12/2024
Shareholders' equity	7,032	7,761
Net debt and hybrid bonds ^(a)	3,170	3,241
Net debt and hybrid bonds to EBITDA ratio ^(a)	2.5	2.1
Capital employed ^(a)	10,402	11,429
Working capital ^(a) on sales <i>(in %)</i>	12.5%	13.8% ⁽¹⁾
Net provisions ⁽²⁾	583	657

(1) Excluding Dow's laminating adhesives business.

(2) Provisions net of non-current assets (see section 5.1.9 of the 2025 Universal Registration Document).

CASH FLOW STATEMENT KEY FIGURES

<i>(In millions of euros unless otherwise mentioned)</i>	2025	2024
Cash flow from operating activities	997	1,121
Free cash flow ^(a)	390	358
Recurring cash flow ^(a)	464	419
Recurring capital expenditure ^(a) and exceptional capital expenditure ^(a)	636	761

NON-FINANCIAL KEY FIGURES

	2025	2024
SAFETY		
Total recordable injury rate (TRIR) ⁽¹⁾	0.8	0.8
Process safety event rate (PSER)	2.1	2.5
CLIMATE AND ENVIRONMENT⁽²⁾		
Greenhouse gas emissions (Scopes 1 and 2)	0.513	0.58
Greenhouse gas emissions (Scope 3)	0.36	0.38
Volatile organic compound emissions	0.44	0.46
Chemical oxygen demand	0.34	0.31
Water withdrawals	0.72	0.75
Net energy purchases	0.88	0.88
INNOVATION		
Percentage of patent applications filed relating to sustainable development/number of patents	93%	90%
Percentage of sales that significantly contribute to the United Nations' Sustainable Development Goals ⁽³⁾	57%	53%
SOCIAL		
Percentage of women in senior management and executive positions	31%	30%
Percentage of non-French nationals in senior management and executive positions	41%	40%

(1) Number of injuries per million hours worked (including injuries not resulting in time off work). TRIR includes injuries to both Group and subcontractor employees.

(2) Greenhouse gas emissions in absolute terms relative to 2019. Water withdrawals (excluding water sales to third parties) in absolute terms relative to 2019. In EFPI terms relative to 2012 for the other indicators.

(3) On the basis of an assessment of 91% of the Group's third-party sales in 2025 and 89% in 2024.

^(a) Alternative Performance Indicator: please refer to note 4 to the consolidated financial statements at 31 December 2025 in section 5.3.3 of the 2025 Universal Registration Document for concordance tables and definitions.

Group's financial performance in 2025

After two years marked by significant destocking and declining volumes, the macroeconomic situation remained complex in 2025. The overall level of demand was affected by the wait and-see attitude of all market players following the successive announcements of reciprocal tariff hikes initiated by the United States, and geopolitical tensions also worsened.

In this context, Arkema's EBITDA stood at €1,251 million and its EBITDA margin at 13.8%, both down compared with 2024. On the other hand, cash generation improved despite the drop in EBITDA, with recurring cash flow of €464 million.

Sales

At €9,068 million, Group sales were down 2.1% compared with 2024 at constant currencies. Volumes decreased by 1.6% on the previous year, reflecting the overall weak demand environment in Europe and North America as well as the tight inventory management by customers in the fourth quarter. On the other hand, Asia, notably China, remained more dynamic on the whole year. The price effect stood at a negative 2.1%, mainly impacted by the low cycle in upstream acrylics and the unfavorable mix effect in refrigerants linked to the transition from old to new generation, the pricing in other activities being overall resilient with a modest price decrease of 0.9% in a context of declining costs for certain raw materials. The dynamic observed in several key attractive markets at the heart of Arkema's growth and innovation strategy was confirmed with sales up 16% on average compared to last year in batteries, sports, 3D printing, healthcare and new-generation fluorospecialties with low Global Warming Potential. Group sales also benefited from a 1.6% positive scope effect corresponding essentially to the acquisition of Dow's laminating adhesives. Lastly, the currency effect was a negative 2.9%, reflecting mainly the devaluation of the US dollar and several Asian currencies against the euro since the second quarter of 2025.

The geographical breakdown of sales showed a slight increase of Asia and the rest of the world in 2025, accounting for 33% of Group sales (32% in 2024), while North America decreased to 34% (35% in 2024) and Europe stayed stable at 33%.

EBITDA and recurring operating income

Group EBITDA amounted to €1,251 million in 2025 and the EBITDA margin stood at 13.8%. Compared to the previous year, EBITDA was mostly impacted by low cycle conditions in upstream acrylics and significant decline in old-generation refrigerants, both businesses representing less than 15% of Group sales in 2025, and by an unfavorable currency effect of around €40 million. The other activities confirmed their resilience, showing a limited year-on-year EBITDA decrease at constant exchange rates despite the weak demand environment and the material destocking observed in the fourth quarter. The Group benefited indeed from the strong momentum in its new

business developments in attractive markets and by its volume growth in Asia, in particular in the battery and sports sectors. This performance was also supported by the ongoing ramp-up of the major projects, with an additional EBITDA contribution of around €60 million compared to 2024. Furthermore, the streamlining of operations as well as the strict control of costs through a number of initiatives enabled the Group to offset fixed cost inflation over the year and achieve around €90 million of fixed and variable cost savings. However, R&D expenses were up 4% at constant currencies, as innovation remains more important than ever, in order to stay differentiated and catch new opportunities linked to megatrends.

At €687 million, recurring depreciation and amortization were up compared to previous year, mainly due to the integration of Dow's laminating adhesives and the start-up of new production units, partially offset by a favorable currency effect. Recurring operating income (REBIT) therefore amounted to €564 million and REBIT margin came in at 6.2%.

Net income – Group share

Net income – Group share totaled €63 million in 2025 (€354 million in 2024). Excluding the post-tax impact of non-recurring items, adjusted net income amounted to €328 million versus €616 million in 2024, and represented €4.34 per share (€8.23 per share in 2024).

Net income – Group share included other income and expenses representing a net expense of €132 million, which corresponds mainly to restructuring charges, notably linked to the Jarrie site reorganization, as well as acquisition and disposal costs.

It also integrated €144 million in depreciation and amortization resulting from the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses.

Moreover, it included a financial result more important than in 2024, which represented a net expense of €125 million reflecting mainly the increased cost of debt as well as lower interest on invested cash.

Finally, in line with the evolution of the Group's operating performance, net income – Group share included an income tax expense down €50 million compared with 2024, standing at €100 million in 2025. Excluding exceptional items, the effective tax rate stood at 20% of recurring operating income (22% in 2024).

Dividend

The Board of Directors has decided that it would recommend, at the annual general meeting of 21 May 2026, to maintain the dividend stable at €3.60 per share for 2025, in line with the group's attractive dividend policy and taking into consideration the strength of the balance sheet. The dividend will be paid entirely in cash as from 27 May 2026, with an ex-dividend date on 25 May 2026.

Performance by segment in 2025

Adhesive Solutions segment

Following the integration of Bostik in 2015, the Group developed the Adhesive Solutions segment notably by making a number of bolt-on acquisitions in the construction sector – in particular in sealants and flooring solutions – as well as in high performance industrial adhesives and engineering adhesives.

Adhesive Solutions are organized into two Business Lines:

- **Construction & Consumer**, which includes solutions for construction and building renovation (adhesive solutions for floors, tiles, waterproofing, joints, assembly, insulation and wall and floor surface preparation); and
- **Industrial Assembly**, which includes solutions in industrial adhesives for durable goods (transport, batteries, assembly, etc.) and consumer goods (hard and flexible packaging, labels and tapes, etc.), as well as in hygiene. Dow's lamination adhesives for flexible packaging have been integrated into this Business Line since December 2024.

<i>(In millions of euros)</i>	2025	2024	Change
Sales	2,737	2,722	+0.6%
EBITDA ^(a)	365	412	-11.4%
EBITDA margin ^(a)	13.3%	15.1%	
Recurring operating income ^(a) (REBIT)	256	323	-20.7%
REBIT margin ^(a)	9.4%	11.9%	

Sales in the Adhesive Solutions segment came in at €2,737 million, up 3.6% on the previous year at constant currencies, benefiting in particular from a 7.0% positive scope effect related to the acquisition of Dow's flexible packaging laminating adhesives business. In an overall weak demand environment in industrial adhesives, volumes were down 2.5% on the previous year and were also impacted by the slowdown observed in the United States in the second half, particularly in packaging, transportation and construction. Price effect was limited to a negative 0.9%, reflecting notably the decrease of certain raw materials costs. Sales also included a 3.0% negative currency effect.

Segment EBITDA stood at €365 million, reflecting notably the lower volumes and the unfavorable currency effect. The EBITDA margin was down to 13.3%, and close to 14.0% excluding the 60 bps dilutive effect of Dow's laminating adhesives business, which is in its integration phase.

Advanced Materials segment

Broadly exposed to the major challenges of sustainable development, the Advanced Materials segment offers a wide range of high-tech solutions. Thanks to substantial investments in innovation and R&D, these address the growing and increasingly complex needs of customers in the fields of lightweight materials, renewable energies (batteries, wind power, solar power, etc.), bio-based or recyclable materials, and in new production methods (3D printing), particularly for cutting-edge sectors such as green energy and electric mobility, advanced electronics, sustainable lifestyle and goods, efficient buildings and homes, as well as health and well-being.

Advanced Materials are organized into two Business Lines:

- **High Performance Polymers**, materials with excellent mechanical, chemical and thermal resistance properties that can be used in a very wide range of high-value added applications; and
- **Performance Additives**, comprising tailor-made solutions essential for improving the properties of certain materials, and which play a critical role for Arkema's customers to optimize their production processes and accelerate the implementation of their sustainable development roadmaps.

<i>(In millions of euros)</i>	2025	2024	Change
Sales	3,441	3,562	-3.4%
EBITDA ^(a)	616	707	-12.9%
EBITDA margin ^(a)	17.9%	19.8%	
Recurring operating income ^(a) (REBIT)	205	336	-39.0%
REBIT margin ^(a)	6.0%	9.4%	

At €3,441 million, sales in the Advanced Materials segment were broadly stable on the previous year at constant currencies, with overall volumes flat (negative 0.1%) and limited price effect (negative 0.3%). High Performance Polymers showed 2% organic growth on the year, weighted on the first half, and benefiting from the significant ongoing growth in key attractive markets such as batteries, sports, 3D printing, healthcare and fluorospecialties, as well as the positive dynamic in Asia, while volumes were down in Europe and in the US. This was globally offset by Performance Additives, whose volumes and prices were slightly down, reflecting beyond the demand environment, the impact of the reorganization of the Jarrie site in hydrogen peroxide, as well as the geographical mix. Segment sales included also a negative 3.0% currency effect

^(a) Alternative Performance Indicator: please refer to note 4 to the consolidated financial statements at 31 December 2025 in section 5.3.3 of the 2025 Universal Registration Document for concordance tables and definitions.

Segment EBITDA amounted to €616 million and was mainly impacted by the negative currency effect, the unfavorable mix evolution in Performance Additives, as well as the lower volumes in Europe and in the US in High Performance Polymers. In this context, the EBITDA margin stayed at the good level of 17.9%. At the same time, the Group pursued the execution of its major projects that will continue to ramp up over the coming years and has successfully started up the DMDS and 1233zd new capacities in the US, as well as the new Rilsan® Clear unit, downstream of its PA11 plant in Singapore, in January 2026.

Coating Solutions segment

The Coating Solutions segment includes the entire range of Arkema’s materials and technologies for the coating market (decorative paints, industrial coatings, and high-tech coatings for high-growth markets such as advanced electronics, electric mobility, 3D printing and renewable energies, data centers). Thanks to its high performance solutions, innovative technologies and strong customer proximity, Arkema is a global leader in this market, that is exposed to increasingly strict environmental standards. This coherent group of activities is backed by a competitive upstream in acrylics.

The segment is organized into two Business Lines: **Coating Resins** and **Coating Additives**.

<i>(In millions of euros)</i>	2025	2024	Change
Sales	2,176	2,455	-11.4%
EBITDA ^(a)	194	301	-35.5%
EBITDA margin ^(a)	8.9%	12.3%	
Recurring operating income ^(a) (REBIT)	68	174	-60.9%
REBIT margin ^(a)	3.1%	7.1%	

Sales in the Coating Solutions segment stood at €2,176 million, down 11.4% year-on-year. Volumes decreased by 4.9% in a weak demand environment in the coatings market, notably in construction and decorative paints, in Europe and North America. The price effect stood at a negative 4.0%, reflecting mostly the low cycle conditions in upstream acrylics. Lastly, sales were impacted by a negative 2.5% currency effect.

In this context, segment EBITDA decreased significantly to €194 million, despite the better resilience of downstream activities. EBITDA margin decreased to 8.9%.

Intermediates segment

The Intermediates segment combines two activities in which the Group has strong positions and high quality assets, but in which results are more volatile: Fluorogases and Asia Acrylics.

<i>(In millions of euros)</i>	2025	2024	Change
Sales	681	768	-11.3%
EBITDA ^(a)	162	198	-18.2%
EBITDA margin ^(a)	23.8%	25.8%	
Recurring operating income ^(a) (REBIT)	134	157	-14.6%
REBIT margin ^(a)	19.7%	20.4%	

At €681 million, sales in the Intermediates segment were down 11.3% compared to last year. They were impacted by a strong price decline at a negative 8.6%, mainly linked to refrigerants in the United States, which have nonetheless improved in the last quarter of the year. Volumes increased by 6.0%, supported essentially by acrylics in Asia, and to a lesser extent by refrigerants in the United States. The scope effect was a negative 5.4%, corresponding to the disposal of non-strategic assets in sebacic acid in China in 2024. The currency effect was a negative 3.3%.

At €162 million, EBITDA was impacted by the decline in refrigerants in the first half of the year, while acrylics in Asia improved slightly. The EBITDA margin stood at the high level of 23.8%.

^(a) Alternative Performance Indicator: please refer to note 4 to the consolidated financial statements at 31 December 2025 in section 5.3.3 of the 2025 Universal Registration Document for concordance tables and definitions.

Cash flow and net debt at 31 December 2025

In 2025, the Group's net cash flow represented a sharp net inflow of €381 million (versus a net inflow of €181 million in 2024), and included a limited net outflow of €9 million from portfolio management operations. In 2024, the net cash outflow from portfolio management operations totaled €177 million, reflecting primarily the acquisitions of Dow's flexible packaging laminating adhesives business and Arc Building Products.

Consequently, free cash flow, corresponding to net cash flow excluding the impact of portfolio management operations, was up almost 9% and totaled €390 million for the year (€358 million in 2024). This includes a non-recurring cash outflow of €74 million, corresponding mainly to restructuring expenses and costs related to the reorganization of activities at the Jarrie site in France.

Recurring cash flow therefore amounted to €464 million, higher than last year (€419 million in 2024), and well above the €300 million revised guidance. It includes a sharp reduction in capital expenditure to €636 million (€761 million in 2024), below the €650 million target. The Group also confirms its objective of around €600 million in capital expenditure in 2026 after a significant wave of growth investment in recent years.

As a result, operating cash flow showed a limited decrease of 7% on the previous year, despite the more pronounced decline in EBITDA, to €1,100 million (€1,180 million in 2024). This includes:

- an operating performance down, in a challenging macroeconomic context;

- a positive €145 million change in working capital, reflecting the tight management carried out by teams;
- an increase in the cost of debt, reflecting recent bond issues and lower interest on invested cash, with a €112 million outflow (€58 million outflow in 2024);
- an unfavorable evolution in "Change in fixed asset payables" of €24 million (favorable movement of €27 million in 2024), mainly attributable to lower capital expenditure;
- a decrease in taxes, in line with the evolution of the Group's operating performance compared to 2024.

The EBITDA to operating cash conversion rate stood at 88%, above the 70% target announced by the Group at the Capital Markets Day in September 2023.

Net debt and hybrid bonds totaled €3,170 million at end-December 2025 compared with €3,241 million at 31 December 2024. This evolution was primarily attributable to the cash flows detailed hereabove and also includes the payment of a €3.60 dividend per share for 2024 representing a total payout of €272 million, the €33 million cost of share buybacks carried out by the Group and €24 million in interest paid on hybrid bonds. At end-2025, net debt and hybrid bonds represented 2.5x last twelve months EBITDA.

Outlook

In a global macroeconomic environment marked so far by overall weak demand, adverse currency effects and limited visibility, the Group will continue to focus on the elements under its control.

Arkema will rely on the ramp-up of its major projects in high value-added innovative applications in the US and in Asia in which it has invested in the last few years. Their additional EBITDA contribution is expected to reach around €50 million in 2026 versus 2025, supported also by the three new production capacities recently started up.

The Group will also continue to tightly control its working capital and operating costs with the aim to offset fixed cost inflation in 2026. Furthermore, Arkema will pursue the streamlining and simplification of its organization and anticipates headcount

to decline by around 3% per year over the next three years. In addition, the Group will manage its capital expenditure at around €600 million in 2026, leaving space for targeted investments in attractive markets.

Based on these elements, the Group targets a slight EBITDA growth in 2026 at constant currencies.

Arkema will also continue to implement its strategic roadmap on Specialty Materials, leveraging its cutting-edge innovation, strengthening partnerships with its customers, and deploying its portfolio of technologies to support the development of solutions for a less carbon-intensive and more sustainable world.

Results of the Company in the last five years

<i>(In millions of euros unless otherwise indicated)</i>	2021	2022	2023	2024	2025
I – FINANCIAL POSITION AT YEAR-END					
a) Share capital	767	750	750	761	761
b) Number of shares issued	76,736,476	75,043,514	75,043,514	76,060,831	76,060,831
II – OPERATIONS AND RESULTS					
a) Sales (excluding taxes)	114	121	124	148	139
b) Income before tax, depreciation, impairment and provisions	2	80	104	224	232
c) Income taxes	22	8	11	12	10
d) Employee profit sharing	-	-	-	-	-
e) Income after tax, depreciation, impairment and provisions	282	101	350	244	252
f) Amount of profits distributed	222	254	261	272	274 ^{(1) (2)}
III – EARNINGS PER SHARE <i>(in euros)</i>					
a) Income after tax but before depreciation, impairment and provisions	0.31	1.17	1.53	3.10	3.19
b) Income after tax, depreciation, impairment and provisions	3.68	1.35	4.66	3.20	3.32
c) Net dividend per share	3.00	3.40	3.50	3.60	3.60 ⁽²⁾
IV – EMPLOYEE DATA					
a) Number of employees	9	10	10	12	12
b) Total payroll	10	10	10	11	11
c) Amounts paid to employee benefit bodies in the year	4	9	7	8	8

(1) The total dividend distribution is calculated on the basis of the number of shares existing at 31 December 2025 and granting dividend rights. The total may vary if the number of shares carrying dividend rights changes up to the ex-dividend date depending, for example, on the number of treasury shares (which do not carry dividend rights) held by the Company.

(2) Subject to approval by the 2026 annual general meeting.

GOVERNANCE

Composition of the Board of Directors at 31 December 2025

The Board of Directors comprises fourteen members including:

- eight independent directors;
- one member representing shareholder employees; and
- two members representing employees.

The Board of Directors includes six women.

The Board of Directors set up three permanent and specialized committees: the Audit and Accounts Committee, the Nominating, Compensation and Corporate Governance Committee and the Innovation and Sustainable Growth Committee.

The Board of Directors met seven times in 2025, including a one-day session dedicated to strategy, and one on-site meeting of two days in Houston, Texas (United States). The directors visited the Clear Lake site, which produces acrylic monomers and the Beaumont site, which produces DMDS (Thiochemicals). The attendance rate of all directors at 2025 meetings was 96%.

GOVERNANCE

SUMMARY OF THE BOARD OF DIRECTORS COMPOSITION

	Nationality	Age	Independent director	Year of first appointment	Year current term expires	Other directorships in listed companies	Audit and Accounts Committee	Nominating, Compensation and Corporate Governance Committee	Innovation and Sustainable Growth Committee	Expertise ⁽¹⁾
Thierry Le Hénaff Chairman and Chief Executive Officer	French	62		2006	2028	1				Chairman and Chief Executive Officer
Philippe Allart representing employees	French	51		2024	2028	None		● ⁽²⁾		R&D and knowledge of the Group
Bpifrance Investissement represented by Sébastien Moynot	French	53		2021	2029	3 ⁽³⁾			●	Credit, guarantees, industry, CSR, innovation and M&A
Séverin Cabannes	French	67	◆	2023	2027	1		●		Executive management, finance, banking, new information technologies, chemicals, industry
Marie-Ange Debon	French	60	◆	2018	2026	1	Chairwoman			Executive management, accounting, finance, M&A and industry
Fonds Stratégique de Participations represented by Isabelle Boccon-Gibod	French	57		2014	2026	2 ⁽³⁾		●	●	Industry, finance, M&A, innovation and CSR
Ilse Henne	Belgian	53	◆	2021	2029	1		●		Industry, finance and transformation
Ian Hudson	British and Swiss	68	◆	2019	2027	None		●	Chairman	Executive management, chemicals, finance, innovation and CSR
Florence Lambert	French	53	◆	2023	2027	1			●	Executive management, industry, innovation and CSR
Hélène Moreau-Leroy	French	61	◆	2015	2027	None		●		Industry, M&A and governance
Nicolas Patalano representing shareholder employees	French	54		2022	2026	None				Chemicals and knowledge of the Group
Thierry Pilenko	French and American	68	◆	2021	2029	1		Chairman		Executive management, industry, M&A and governance
Susan Rimmer representing employees	British and French	50		2020	2028	None			●	CSR and knowledge of the Group
Philippe Sauquet	French	68	◆	2021	2026	None		●		Industry, chemicals, CSR and M&A

◆ Independence in accordance with the AFEP-MEDEF Code criteria set out in the Board of Directors' Internal Rules and as assessed by the Board of Directors.

● Member.

(1) For more details, see the directors' skills matrix in the introductory chapter of the 2025 Universal Registration Document in the "Governance" section.

(2) For Committee matters relating to compensation.

(3) Concerns only directorships held by the permanent representative.

Director proposed for reappointment

The terms of office as directors of Marie-Ange Debon, Philippe Sauquet and Fonds Stratégique de Participations, whose permanent representative is Isabelle Boccon-Gibod, are due to expire at the end of the annual general meeting. The Board of Directors proposes that you renew these mandates for a new term of 4 years under the **4th to 6th resolutions**. The biographies as of 31 December 2025 of these directors are exposed here below.

MARIE-ANGE DEBON	Independent director and Chairman of the Audit and Accounts Committee	
	Nationality: French	
Date of first appointment: 18 May 2018 Date of last renewal: 19 May 2022 Date term expires: AGM held to approve financial statements for 2025 financial year Number of shares held at 31 December 2025: 550 Business address: La Poste, 9, rue du Colonel-Pierre-Avia, 75015 Paris, France	Professional experience Born in 1965, Marie-Ange Debon is a graduate of France's École des hautes études commerciales (HEC) and École nationale d'administration (ENA) and holds a Master's degree in law. She serves as independent director of TotalEnergies and, since October 2025, as Chairwoman and Chief Executive Officer of La Poste. Before joining La Poste in 2025, Marie-Ange Debon held several positions in both the public and private sectors, including as auditor and then as magistrate at the Cour des Comptes (national audit office) from 1990 to 1994. She served as Deputy Chief Executive Officer at France 3 from 1994 to 1998. In 1998, she began working with the Thomson Group as Deputy Chief Financial Officer, and in July 2003 became General Secretary. In 2008, she joined Suez as General Secretary and member of the Executive Committee. In 2013, she was appointed Head of the international division (North America, Asia, Pacific, Africa, India) and between March 2018 and December 2019 served as Deputy CEO in charge of France, Italy, Central and Eastern Europe. In August 2020, she became Chairwoman and Group Chief Executive Officer, Keolis, the public transport group, until October 2025. She is Vice-President of Medef International and Chairwoman of Union des Transports Publics et Ferroviaires.	
Other offices currently held** France → Chairwoman and Chief Executive Officer, La Poste → Member of the Board of Directors, TotalEnergies* International → None	Other offices held in the past five years but now expired** Expired in 2025 → Chairwoman of the Executive Board, Keolis Expired from 2021 to 2024 → Member of the Board of Directors, Technip Energies* → Member of the Board of Directors and Chairwoman of the Audit committee, Technip-FMC*	

* Listed company. ** Outside the Arkema Group.

PHILIPPE SAUQUET	Independent director and member of the Nominating, Compensation and Corporate Governance Committee	
	Nationality: French	
Date of first appointment: 9 November 2021 Date of last renewal: 19 May 2022 Date term expires: AGM held to approve financial statements for 2025 financial year Number of shares held at 31 December 2025: 2,830 Business address: 14 bis, rue Raynouard, 75016 Paris, France	Professional experience Born in 1957, Philippe Sauquet is a graduate of France's École Polytechnique and École Nationale des Ponts et Chaussées and holds a Master's degree in Industrial Management from the University of California, Berkeley in the United States. He has served as President of KréVal since 2021. Since January 2025, Philippe Sauquet has also been a member of the Board of Directors of Alcatel Submarine Networks. In October 2025, he also joined the European Advisory Board of Envision, a company with significant activities in wind turbines and batteries. Philippe Sauquet held a number of senior management positions within the TotalEnergies Group over more than 30 years, including member of the Executive Committee between 2014 and 2021, President of Gas, Renewables & Power and Executive Vice President of Strategy & Innovation between 2016 and 2021, as well as President of Refining & Chemicals between 2014 and 2016. In the last decade, Philippe Sauquet was also a key figure in TotalEnergies' strategy to diversify into renewable energies and low-carbon solutions.	
Other offices currently held** France → Member of the Board of Directors, Axens → President, KréVal → Member of the Board of Directors, Alcatel Submarine Networks International → Member of the Board of Directors, Blue Elephant Energy	Other offices held in the past five years but now expired** Expired in 2025 → None Expired from 2021 to 2024 → President of Gas, Renewables & Power and Executive Vice President of Strategy & Innovation, TotalEnergies* → Member of the Executive Committee, TotalEnergies*	

* Listed company. ** Outside the Arkema Group.

<p>FONDS STRATÉGIQUE DE PARTICIPATIONS (FSP)</p>	<p>Director</p>	
<p>Date of first appointment: 15 May 2014</p> <p>Date of last renewal: 19 May 2022</p> <p>Date term expires: AGM held to approve financial statements for 2025 financial year</p> <p>Number of shares held at 31 December 2025: 5,946,391</p> <p>Business address: ISALT, 14, boulevard de la Madeleine 75008 Paris, France</p>	<p>Professional experience</p> <p>Fonds Stratégique de Participations (FSP) is a long-term investment vehicle aimed at supporting French businesses over the long term with their growth and transition projects. It acquires large stakes in companies and plays a role in their governance through membership on their Board of Directors or Supervisory Board. It is owned by seven French insurance companies, namely BNP Paribas Cardif, CNP Assurances, Crédit Agricole Assurances, Groupama, BPCE Vie, Société Générale Assurances, and Suravenir. FSP currently holds stakes in eight French companies, all of which are leaders in their respective fields: Seb, Arkema, Eutelsat, Tikehau Capital, Valeo, Soitec, Verkor and Robertet. FSP is managed by ISALT, which is the French acronym for “Strategic Investments in Long-Term Equity”.</p>	
<p>REPRESENTED BY: ISABELLE BOCCON-GIBOD</p>	<p>Permanent representative of the FSP, member of the Audit and Accounts Committee and the Innovation and Sustainable Growth Committee</p> <p>Nationality: French</p>	
<p>Date appointed: 15 May 2014</p> <p>Business address: Arkema, 51, esplanade du Général de Gaulle, 92800 Puteaux - La Défense - France</p>	<p>Professional experience</p> <p>Born in 1968, Isabelle Boccon-Gibod is a graduate of the École Centrale de Paris in France and the University of Columbia in the United States. She is a director of Legrand, where she chairs the Audit Committee, and of Constellium. Since October 2025, she has also been Chairwoman of the Supervisory Board of Braincube Holding, a company that has developed an artificial intelligence tool to optimize industrial production.</p> <p>She was previously a member of the National Investment Strategy Board (<i>Conseil national d'orientation</i>) at Bpifrance, Vice-President of the MEDEF Economic Commission, director of Paprec Group and Chairwoman of the Board of Directors of glassmaker Arc. Prior to this, she was Executive Vice-President of Arjowiggins group and an Executive Director of Sequana group. She also chaired Copacel, the French association of paper industries, until the end of 2013. Between 2021 and 2024, Isabelle Boccon-Gibod designed and co-directed the CSR and supply-chain masterclass at École Centrale Supélec. She is also a photographer and author.</p>	
<p>Other offices currently held**</p> <p>France</p> <ul style="list-style-type: none"> → Director, Legrand* → Director, CONSTELLIUM* → Chairwoman of the Supervisory Board, Braincube Holding SAS → Chairwoman, Observatoire Conseil → Chairwoman, DEMETER <p>International</p> <ul style="list-style-type: none"> → None 	<p>Other offices held in the past five years but now expired**</p> <p>Expired in 2025</p> <ul style="list-style-type: none"> → Chairwoman of the Board of Directors, Arc Holding SAS <p>Expired from 2021 to 2024</p> <ul style="list-style-type: none"> → Director, SilMach → Director, Centre Technique du Papier → Director, GTT* → Director, Paprec 	

* Listed company. ** Outside the Arkema Group.

The overview of the **4th to 6th resolutions** is detailed on pages 28 and 29 below.

Director representing employee shareholders

The term of office of Nicolas Patalano, director representing employee shareholders, is due to expire at the end of the annual general meeting. Pursuant to article 10.2 of the Company's Articles of Association, the Supervisory Boards of FCPE Arkema Actionnariat France and FCPE Arkema Actionnariat International have respectively proposed the candidacies of Nicolas Patalano and Uwe Michael Jakobs. As there is only one position of director representing employee shareholders to be filled, only the candidate having obtained the greatest number and at least the majority of votes shall be appointed.

The Board of Directors supports the renewal of the term of office of Nicolas Patalano in view of the number of shares held by the FCPE Arkema Actionnariat France (4,540,086 shares, *i.e.* 5,97% of the share capital of the Company at the 31 December 2025) and has therefore approved the **7th resolution**. Consequently, the Board of Directors has not approved **resolution A** relating to the appointment of Uwe Michael Jakobs.

NICOLAS PATALANO	Director representing shareholder employees Nationality: French
Date of first appointment: 19 May 2022	Professional experience Born in 1971, Nicolas Patalano holds a degree in process engineering from the Institut de Génie Chimique in Toulouse. He is currently Medium Term Project Technician in Arkema's High Performance Polymers Business Line. Since joining the Group in 1998, Nicolas Patalano has held various positions within Arkema, including Process Technician, Industrial Hygiene Manager and Site Contract Manager in the HSE department, as well as Medium Term Correspondent in the Orgasol® manufacturing line. In addition, he has held several positions within Group employee representative bodies for the CFE-CGC trade union, including Union Delegate, Central Union Representative and Group Coordinator. He is Chairman of the regional union body <i>Syndicat Régional Chimie Pyrénées Garonne</i> .
Date term expires: AGM held to approve financial statements for 2025 financial year	
Business address: Arkema, 51, esplanade du Général de Gaulle, 92800 Puteaux - La Défense - France	
Other offices currently held	Other offices held in the past five years but now expired**
France <i>Within the Group</i> → Member of the Supervisory Board, FCPE Arkema Actionnariat France	Expired in 2025 → None
International → None	Expired from 2021 to 2024 → None

* Listed company. ** Outside the Arkema Group.

UWE MICHAEL JAKOBS	Nationality: German
	Professional experience Uwe Michael Jakobs is a member of the Supervisory Board of the Arkema Actionnariat International company mutual fund and his candidacy is proposed by this fund. Uwe Michael Jakobs, currently Senior Area Sales and Key Account Manager of the Specialty Polyamides business within Arkema GmbH, has held various positions as Global and Local Key Account Manager and Business Development Manager for this business which he joined in 2008, and before that for the PMMA division in Western Europe. He also chairs the local works council at the Düsseldorf/Vastorf site, is a member of the central works council of Arkema GmbH, and is spokesman for the Arkema GmbH economic committee.
Other offices currently held	
France <i>Within the Group</i> → Member of the Supervisory Board, FCPE Arkema Actionnariat International	
International → None	

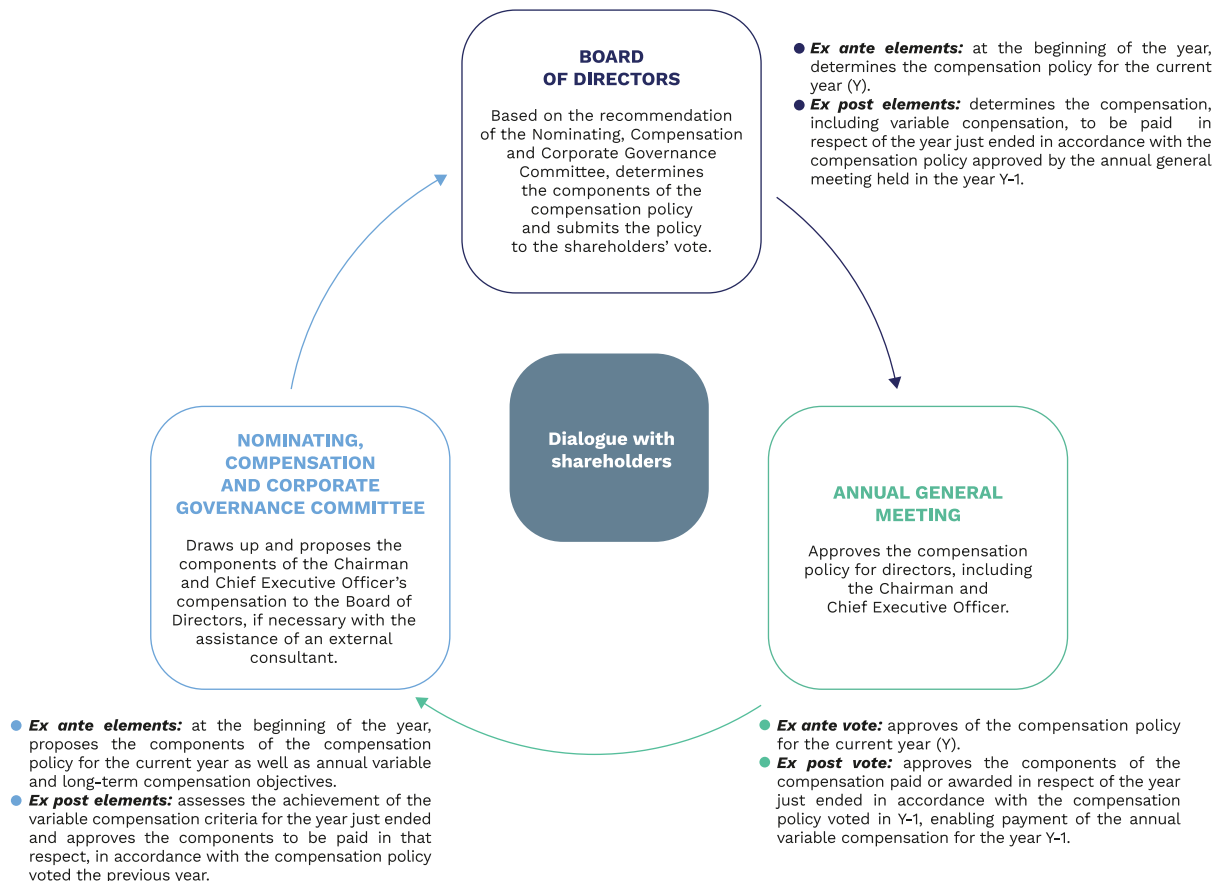
The overview of the **7th resolution and resolution A** is detailed on pages 28 and 29 below.

Compensation of executive directors

Compensation policy for executive directors

The Chairman and Chief Executive Officer is the Company's sole executive director.

The following diagram illustrates the discussion and decision processes used in order to determine and approve the compensation policy for the executive director and its implementation:



General principles

The policy and principles governing the compensation of the Chairman and Chief Executive Officer are globally defined by the Board of Directors at each renewal of his term of office, *i.e.*, every four years, for the duration of his term of office, on the recommendation of the Nominating, Compensation and Corporate Governance Committee, if necessary with the assistance of external consultants specialized in governance and/or compensation, whose objectivity has been verified. The Board of Directors conducts an overall assessment of the Chairman and Chief Executive Officer's compensation package, as well as a detailed review of its components, to ensure that the compensation package remains simple, easy to understand, balanced and consistent. In particular, it ensures that the compensation policy is attractive and aligned with the Group's medium and long-term strategic priorities and that it reflects both the Group's financial performance and the Chairman and Chief Executive Officer's individual performance and responsibilities. It also takes account of the Chairman and Chief Executive Officer's role as founder of the Group.

The Chairman and Chief Executive Officer does not take part in the discussions of the Nominating, Compensation and Corporate Governance Committee or those of the Board of Directors concerning his compensation.

This compensation policy takes account of the social interest of the Company and its subsidiaries, and contributes to the set-up of the strategy and the strengthening of the Group, in its various dimensions, and in particular commercial, industrial, R&D, financial and social aspects. It consequently provides for an annual variable compensation which incentivizes, rewards and compensates the achievement of annual financial targets, the contribution to the Group's new developments, and the implementation of the strategy in particular through major investment projects and the operational management of the business which also takes into account the Group's CSR challenges. The compensation policy for the Chairman and Chief Executive Officer aims to provide incentives and to secure loyalty, in accordance with market practice for equivalent positions in similar French and international chemical companies and in French companies with similar market capitalizations, and in order for the compensation structure to be competitive and consistent with those of such companies. The Board of Directors also takes into

account the compensation and employment conditions of the employees of the Company, and in particular the equity ratios and the Group's earnings over the same period, as disclosed in section 3.4.2.2 of the 2025 Universal Registration Document. It lastly ensures that this compensation policy is consistent with the policy applicable to all executives of the Group.

The compensation policy for the Chairman and Chief Executive Officer, which was amended upon Thierry Le Hénaff's reappointment as director in 2024 in accordance with the principles summarized above, was thus approved at the annual general meeting of 15 May 2024 under the 7th resolution, with a favorable vote of 94.91% and confirmed by the annual general meeting of 22 May 2025, with a favorable vote of 96.50%.

In accordance with the applicable laws, this policy, unchanged for 2026, will be submitted to the annual general meeting to be held on 21 May 2026 (**9th resolution**).

All the information required in accordance with article L. 22-10-8 II of the French Commercial Code are detailed in the 2025 Universal Registration Document on pages 129 to 135 and includes, among other information, the information submitted to the shareholders' vote at the annual general meeting in the **9th resolution**.

SUMMARY OF THE COMPENSATION PRINCIPLES FOR THE EXECUTIVE DIRECTOR

Components of compensation	Objective	Components excluded from compensation and limits
Annual fixed compensation	Recognize and reward the responsibilities inherent in the position of Chairman and Chief Executive Officer and in the performance of his duties, taking into account his experience and length of service within the Group, as well as the Group's scope and its operating environment. It is determined based on the Group's profile, trends in employee compensation and benchmarking against the compensation paid to corporate executive officers of comparable industrial companies and/or from the chemical sector.	
Annual variable compensation	Incentivize, recognize and reward the achievement of annual financial and non-financial objectives in accordance with the Group's strategy and results.	Ceilings ⁽¹⁾ : <ul style="list-style-type: none"> • Target bonus: 120% of annual fixed compensation. • Maximum bonus: 180% of annual fixed compensation. No deferral of the allocation of variable compensation in the form of shares. No claw-back clause.
Long-term compensation: performance shares	Incentivize and retain the executive director by aligning his interests to those of the Group and its shareholders.	Ceilings ⁽¹⁾ : 33,000 shares per year (up to 20% more in the event of outperformance).
Pension benefits	Enable the executive director to build up a supplementary pension, replacing the supplementary defined benefit pension plan closed in 2016.	20% of total annual compensation (fixed and variable).
Severance payment	In the event of forced departure, grant a severance payment subject to performance conditions assessed over the three years preceding departure.	Capped at twice the annual fixed and variable compensation ⁽²⁾ . Gradual reduction of the severance payment between 60 and 65 years old. No severance payment due after 65 years old or in the event of retirement at the same time as departure.
Non-compete benefit	In the event of departure, prevent the executive director from engaging in an activity that competes with Arkema's businesses, either on his own behalf or on behalf of another company, for a period of one year.	Monthly benefit for a maximum period of one year, corresponding to 100% of monthly compensation calculated by reference to fixed compensation in the year of departure and the average of the last two years of variable compensation paid prior to departure. If simultaneously applied with the severance payment, the cumulative amount may not exceed two years of fixed and variable compensation.
Other benefits	Provide social protection.	

(1) Ceilings approved by the annual general meeting of 15 May 2024 for the term of office.

(2) Capped at twice the annual fixed and variable compensation if combined with the non-compete benefit.

SUMMARY OF THE EXECUTIVE DIRECTOR'S COMPENSATION

Components of compensation	
Annual fixed compensation	€1,150,000
Annual variable compensation	<ul style="list-style-type: none"> Target bonus: 120% of annual fixed compensation. Maximum bonus: 180% of annual fixed compensation.
Deferred variable compensation	N/A
Exceptional compensation	N/A
Directors' compensation	N/A
Stock options	N/A
Long-term compensation: performance shares	Ceiling: 33,000 shares per year (up to 20% more in the event of outperformance).
Other long-term compensation	N/A
Pension	20% of total annual compensation (fixed and variable).
Benefits in kind	Company car
Severance payment	<p>Capped at twice the annual fixed and variable compensation.</p> <p>Gradual reduction of the severance payment between 60 and 65 years old.</p> <p>No severance payment due after 65 years old or in the event of retirement at the same time as departure.</p>
Non-compete clause	100% of the monthly compensation calculated on the basis of the sum of the fixed compensation for the year of departure and the average of the annual variable compensation paid for the two years prior to departure (for a maximum of one year).
Executive officer unemployment insurance	Yes

Components of the compensation due or awarded to the Chairman and Chief Executive Officer for 2025 submitted to a shareholder vote

In accordance with the provisions of article L. 22-10-34, II of the French Commercial Code, the components of compensation due or awarded to Thierry Le Hénaff, Chairman and Chief Executive Officer of the Company, for the year ended 31 December 2025, as stated below, is submitted to the shareholders' vote at the annual general meeting of 21 May 2026 (**11th resolution**).

In 2025, annual fixed compensation amounted to €1,150,000 and, as in 2024, the maximum achievable amount of annual variable compensation was 180% of annual fixed compensation, in compliance with the compensation policy approved by the annual general meeting of 15 May 2024 and confirmed by the annual general meeting of 22 May 2025.

Components of compensation submitted to a shareholder vote	Amounts paid during 2025	Amounts awarded for the 2025 financial year or accounting valuation	Presentation
Fixed compensation	€1,150,000	€1,150,000	In the context of the reappointment of Thierry Le Hénaff as director, approved at the annual general meeting of 15 May 2024, his annual fixed compensation was set at €1,150,000 per year as of 15 May 2024 for the duration of his term of office.
Annual variable compensation	€1,631,387	€1,320,660	<p>The maximum achievable amount of variable compensation due in respect of 2025 was 180% of annual fixed compensation. The Board of Directors set the amount of variable compensation due in respect of 2025 based on the achievement of specific, precise and demanding quantitative and qualitative targets approved by the Board of Directors at its meeting on 26 February 2025, as follows:</p> <ul style="list-style-type: none"> concerning the three quantitative criteria related to the Group's financial performance, the achievement rates in relation to their maximum were as follows: <ul style="list-style-type: none"> 8.20% for the EBITDA criterion, for which the maximum weighting represents 45%, and which reached €1,251 million in 2025, at the low end of the guidance range of €1,250 million to €1,300 million, adjusted during the year to take in account the particularly challenging macroeconomic environment for the entire chemical industry, which weighed on volumes and acrylic margins. This performance also includes the unfavorable mechanical effects relating to the evolution of currencies for €42 million on the one hand, and to the sharper than expected decrease of old-generation fluorogases subject to regulation on the other hand. The EBITDA margin, close to 14%, held up relatively well, supported by the Specialty Materials which confirm their resilience with an EBITDA decrease limited to 5% compared with last year at constant currencies and a margin at a good level of 15.7% (based on the perimeter defined in the new segmentation before allocation of corporate costs);

- 50% for the recurring cash flow criterion, for which the maximum weighting represents 45%. Recurring cash flow in 2025 reached €464 million (free cash flow adjusted for exceptional capex and non-recurring cash flows), well above the €300 million guidance, that was adjusted during the year in line with the EBITDA range. It exceeds last year's level despite the significant results decrease and represents 37% of EBITDA. It takes into account an operating cash flow of 88% of the EBITDA, above the 70% target set at the September 2023 Capital Markets Day, and reflecting the Group's solid operating performance despite a demanding external environment. It also highlights the controlled evolution of the working capital, which stood at 12.5% of sales at end-December 2025, as well as good control of capital expenditure, down compared to the forecast at the start of the year; and
- 100% for the new business developments criterion, for which the maximum weighting represents 45%. The Board of Directors took into account in its calculation, as it does every year, the commercial successes of the main innovation platforms, assessed using a tracking table by Business Unit and segment, the evolution of the margin on variable costs of various products, applications or markets, the great majority of which being pre-defined, the development of new customers also targeted, and the growth in emerging geographies. For 2025, the Board noted in particular the following examples of significant developments: high-performance sealants and adhesives, notably the new ranges for the construction sector, polymers and additives for batteries (electric vehicles and energy storage systems), high-performance and bio-based polymers for sports applications, sustainable consumer goods and 3D printing, new-generation fluorogases with low global warming potential as well as progress in advanced electronics notably with the development of PIAM's polyimides in new foldable and ultra-thin mobile phone models.

The variable compensation due in respect of the quantitative criteria thus amounts to 71.19% of the annual fixed compensation out of a maximum of 135%; and

- **concerning the qualitative criteria**, with a maximum weighting of 45%, half of which was linked to the implementation of the Group's strategy and main operational priorities, and the other half to elements of financial and operational management, the majority of which were quantifiable, the following achievements were noted:
 - regarding the implementation of the Group's strategy and main operational priorities: 2025 was marked by the completion of several major industrial projects that will contribute to the evolution of Arkema's profile towards Specialty Materials, in line with the strategy announced at the September 2023 Capital Markets Day and by the first benefits of their commercial ramp-up, by a high level of NBD, as mentioned above, delivering on the Group's innovation policy and the allocation of innovation efforts to high growth markets, by the integration of the acquisition of Dow's flexible packaging adhesives business, as well as by the progress in the implementation of the strategy in the battery market and the launch of the data center platform;
 - regarding the financial and operational management components: the Board has taken into account the consolidation of workstation safety performance with a very good TRIR level of 0.8 accidents per million hours worked and a LTIR of 0.4, that of process safety with a PSER of 2.1 incidents per million hours worked, the lowest level ever recorded, and the solidity of cybersecurity initiatives, an area without notable incidents in 2025. The Board also noted the progress of the vast majority of environmental indicators. In particular, it was able to assess the further reduction in the Group's GHG emissions in 2025 compared to 2024, in Scopes 1 + 2, and in Scope 3, in line with the 2030 objectives. The Group's strict management to adapt to the challenging economic context of low demand resulted in fixed costs 3.3% below budget, a 2.2% headcount reduction, an optimized level of working capital and capex below budget. On the social field, the Board also noted the Group's progress in terms of gender diversity, with an increase in the proportion of women in senior management to 31% at the end of 2025, as well as the continued strengthening of internal processes in terms of talent management and succession plans.

In light of all of these elements, the Board of Directors has set the achievement rate of these criteria at 97%. As a result, the amount of the variable compensation due in respect of qualitative criteria was set at 43.65% of the annual fixed compensation out of a maximum of 45%.

In total, the 2025 annual variable compensation amounts to €1,320,660, i.e., 63.80% of the maximum. It represents 114.84% of the 2025 annual fixed compensation out of a maximum of 180% (versus 149.07% in 2024).

The payment of this annual variable compensation is subject to shareholders' approval at the annual general meeting of 21 May 2026 of the components of the Chairman and Chief Executive Officer's compensation in accordance with the conditions provided for under article L. 22-10-34, II of the French Commercial Code (*Code de commerce*) in the 11th resolution. This compensation shall only be paid after this date.

GOVERNANCE

Deferred variable compensation	N/A	N/A	Thierry Le Hénaff receives no deferred variable compensation.
Exceptional compensation	N/A	N/A	Thierry Le Hénaff receives no exceptional compensation.
Compensation for serving as a director	N/A	N/A	Thierry Le Hénaff receives no compensation from Arkema for serving as a director.
Stock options	N/A	N/A	Thierry Le Hénaff does not receive any stock options.
Performance shares	N/A	€1,519,620 (on the basis of the IFRS 2 valuation)	<p>Making use of the authorization granted by the annual general meeting of 22 May 2025 (14th resolution), at its meeting of 6 November 2025, the Board of Directors awarded 33,000 performance shares (representing 0.04% of share capital) to Thierry Le Hénaff (out of a total of 376,945 shares granted to 1,807 grantees, representing less than 10% of the performance share grant taking the potential outperformance into account).</p> <p>The shares will vest at the end of a three-year period subject to a presence condition and the achievement of five performance targets based on the following: consolidated EBITDA margin, the EBITDA to operating cash conversion rate, comparative Total Shareholder Return, return on average capital employed (ROACE) of the Group and Arkema's CSR performance (comprising four indicators: the climate (50%) and the process safety event rate (PSER), the water withdrawals and the percentage of women in senior management and executive positions (50%)). The weighting of all the criteria remains as per 2023 and as follows: EBITDA margin and EDITDA to operating cash conversion rate each account for 20%, TSR and ROACE for 15% each, and the criterion measuring CSR performance for 30%. The vesting period is followed by a two-year mandatory holding period. Further details on the criteria may be found in section 3.5.1 of the 2025 Universal Registration Document.</p> <p>In the event of outperformance, and pursuant to the aforementioned performance conditions set out in section 3.5.1 of the 2025 Universal Registration Document, this award could rise to 120% of the maximum awarded.</p>
Pension	€556,279	€494,132	<p>Since 7 June 2016, when the supplementary defined benefit pension scheme (governed by article L. 137-11 of the French Social Security Code) from which he benefited was terminated, Thierry Le Hénaff benefits from an additional annual payment corresponding to 20% of his total fixed and variable compensation for the year concerned, to enable him to build up his supplementary retirement benefits, year after year.</p> <p>Thierry Le Hénaff has committed to invest this entire amount, net of any contributions and tax, in savings vehicles dedicated to financing his supplementary retirement benefits.</p>
Benefits in kind	N/A	€6,720	Thierry Le Hénaff has the use of a company car and is covered by corporate officer unemployment insurance.

Components of compensation paid or awarded for 2025 already approved by the annual general meeting

Severance payment	No payment ⁽¹⁾		<p><i>Thierry Le Hénaff is entitled to severance payment in the event of his forced departure. The amount is calculated by reference to the achievement of three demanding conditions set by the Board of Directors and approved by the annual general meeting, and cannot exceed twice his total annual gross fixed and variable compensation. The calculation base is the fixed annual compensation for the year in which the forced departure occurs and the average of the last two years of variable compensation paid prior to departure.</i></p> <p><i>The amount of the payment is calculated based on three demanding conditions, accounting for 70%, 15% and 15% of the total respectively:</i></p> <ul style="list-style-type: none"> <i>annual variable compensation: on average, the annual variable compensation paid during the three years preceding departure would have to be at least 80% of the target variable amount;</i> <i>TRIR: average TRIR (total recordable injury rate) for the three years preceding departure would have to be less than or equal to 1.1 accidents per million hours worked, making Arkema a leader for the industry as a whole; and</i> <i>operating cash conversion rate (now named EBITDA to operating cash conversion rate): this conversion rate must be equal to or greater than 70% and will be determined using the average conversion rate for the three years preceding the departure date.</i> <p><i>In addition, the Board of Directors has decided to gradually reduce the maximum termination indemnity that would be payable to 18 months of total annual gross compensation (fixed and variable) in case of a departure beyond 60 years of age, and 12 months of total annual gross compensation (fixed and variable) beyond 62 years and six months of age. No compensation would be paid in the event of departure beyond the age of 65.</i></p>
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Non-compete compensation	N/A	<p><i>Thierry Le Hénaff is subject to a non-compete clause, in accordance with the legal provisions and recommendations of the AFEP-MEDEF Code, whereby, in the event of termination of his office as Chairman and Chief Executive Officer, for whatever reason, he will be bound by a non-compete obligation, limited to a period of one year from the effective date of termination.</i></p> <p><i>The purpose of this non-compete clause is to prohibit Thierry Le Hénaff, in consideration of an indemnity to be paid to him under the conditions set out below, for a period of one year from the effective date of termination of office, from engaging, directly or indirectly, in an activity that competes with Arkema's businesses, either on his own behalf or on behalf of another company. An activity that competes with Arkema's businesses means any specialty chemicals activity carried on in the same geographic regions and sectors as those of the Arkema Group when the term of office ends.</i></p> <p><i>In consideration of the non-compete undertaking, and throughout the term of the agreement, Thierry Le Hénaff will receive a monthly indemnity equal to 100% of his monthly compensation calculated based on the sum of his fixed compensation for the year in which his term of office ended and the average of his annual variable compensation paid for the last two years prior to the effective termination date. A monthly payment will be made throughout the period of this non-compete agreement.</i></p> <p><i>Any breach of this non-compete obligation will require Thierry Le Hénaff to repay the monthly indemnities he has already received and the Company will no longer be liable to pay the remaining indemnities through to the end of the one-year period.</i></p> <p><i>The Board of Directors may decide to waive this non-compete clause up to the effective date of termination of Thierry Le Hénaff's office at the latest. In such an event, he would no longer be bound by the constraints of the non-compete clause referred to above and the Company would be released from any commitment to pay him a non-compete compensation.</i></p> <p><i>It should be noted that Thierry Le Hénaff will only be entitled to this indemnity if his departure is not concomitant with his retirement. Moreover, Thierry Le Hénaff will not be entitled to the indemnity once he reaches the age of 65. In these two cases, Thierry Le Hénaff will be released from his obligations.</i></p> <p><i>Lastly, in accordance with the recommendations of the AFEP-MEDEF Code, in the event of the simultaneous application of the severance payment and the non-compete compensation, the cumulative amount of these indemnities will not exceed two years of fixed and variable compensation (as defined above).</i></p>
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(1) Estimate of the maximum amounts payable at 31 December 2025, in a theoretical case of forced departure and the fulfillment of three conditions, in accordance with the provisions of article L. 22-10-9, I, 4° of the French Commercial Code: €2,706,594.

Equity ratios between the compensation of the Chairman and Chief Executive Officer and the average and median compensation of the Company's employees as well as the annual change in the Chairman and Chief Executive Officer's compensation, the Company's performance, the average compensation of the Company's employees other than executives and the above-mentioned equity ratios over the last five years, are described in section 3.4.2.2 of the 2025 Universal Registration Document on pages 136 and 137.

Compensation policy for non-executive directors

General principles

The compensation of non-executive directors is reviewed every four years, at the end of the Company's Chairman and Chief Executive Officer's term of office as a director. It was last reviewed and adopted at the annual general meeting of 15 May 2024 with the following modifications:

- an increase in variable compensation for attending specialized committee meetings from €2,500 to €2,750 per meeting;
- an increase in variable compensation for the chairman attending specialized committee meetings from €5,000 to €5,500 per meeting;
- an increase in the variable compensation for exceptional committee meetings of a shorter duration to €1,375 (from €1,250) and €2,750 for the chairman (from €2,500); and
- an increase in the additional annual fixed compensation of the senior independent director to €20,000 (from €10,000).

Since the annual general meeting of 19 May 2022, the maximum annual remuneration that the Board of Directors may distribute among its members and those of the specialized committees is €900,000.

As a result, the amount and the conditions of the allocation of directors' compensation applicable since 15 May 2024 for a four-year period and consequently unchanged for 2026, were as follows:

- an annual fixed amount of €25,000 per director paid on a *pro rata* basis in the event of a change during the year; and
- a predominant variable amount based on directors' attendance, as follows:
 - €3,500 per director present at a Board of Directors' meeting, except for exceptional meetings, which are of a shorter duration and for which the variable amount is set at €1,750,
 - €2,750 per director present at a specialized committee meeting (excluding the chairman) except for exceptional meetings, which are of a shorter duration and for which the variable amount is set at €1,375, and

- €5,500 per committee chairman present at a specialized committee meeting except for exceptional meetings, which are of a shorter duration and for which the variable amount is set at €2,750.

The senior independent director receives an additional annual fixed compensation of €20,000.

If this exceeds the maximum amount awarded for the year, the Board of Directors will scale back the compensation to comply with the overall limit.

In accordance with the recommendations of the AFEP-MEDEF Code, these compensation arrangements for directors (excluding the Chairman and CEO) take account of the directors' membership of the Board of Directors and/or its committees and their effective participation in meetings, by making the variable portion of their compensation predominant to ensure their commitment to their duties.

The amounts allocated are adapted to the level of liabilities entrusted to directors and the time they must devote to their duties. The compensation and employment conditions of the Company's employees are taken into account when analyzing the consistency of the compensation structure as part of the process of determining and revising the compensation policy. These amounts are also designed to comply with Group policy on preventing potential conflicts of interests between the directors and the Company.

The Chairman and Chief Executive Officer and directors exercising executive functions within a Group company do not receive any compensation for their duties as directors or committee members.

In accordance with the provisions of article L. 22-10-8 II of the French Commercial Code, the compensation policy of non-executive directors as voted at the annual general meeting of 15 May 2024 for a period of 4 years is again submitted, unchanged, to the shareholders' vote at the annual general meeting under the **8th resolution**.

Implementation of compensation policy for 2025

In accordance with the compensation policy applicable in 2025 and set out above, compensation awarded to non-executive directors for 2025 amounted to €677,250 (compared with €667,917 for 2024), allocated as indicated in the following table based on the attendance rates provided in section 3.3.2.3 of the 2025 Universal Registration Document. For information, only one extraordinary meeting of the Board of Directors was held in 2025.

COMPENSATION RECEIVED BY NON-EXECUTIVE DIRECTORS (TABLE 3 OF AMF RECOMMENDATIONS)

(In euros)	2025		2024	
	Amounts awarded	Amounts paid ⁽¹⁾	Amounts awarded	Amounts paid ⁽¹⁾
Philippe Allart, director representing employees ⁽²⁾⁽³⁾	None	None	None	None
Isabelle Boccon-Gibod, permanent representative of FSP, director	72,500	72,500	71,500	70,750
Séverin Cabannes, director	64,250	64,250	63,750	63,250
Marie-Ange Debon, director	80,750	80,750	79,750	78,750
Ilse Henne, director	59,750	62,500	62,000	55,500
Ian Hudson, director	80,750	80,750	79,250	77,750
Florence Lambert, director	56,000	56,000	55,500	55,250
Hélène Moreau-Leroy, senior independent director	78,750	74,170	73,667	68,000
Sébastien Moynot, permanent representative of Bpifrance Investissement, director	56,000	55,500	55,500	55,250
Nathalie Muracciole, director representing employees ⁽³⁾⁽⁴⁾	-	-	None	None
Nicolas Patalano, director representing shareholder employees ⁽³⁾	None	None	None	None
Thierry Pilenko, director	69,750	68,750	68,750	65,250
Susan Rimmer, director representing employees ⁽³⁾	None	None	None	None
Philippe Sauquet, director	58,750	58,750	58,250	58,000
TOTAL	677,250	673,920	667,917	647,750

(1) Amounts paid in 2024 and 2025 based on the payment arrangements chosen by each of the directors.

(2) Philippe Allart has been director representing employees since 2 July 2024.

(3) Philippe Allart, Nicolas Patalano, Nathalie Muracciole and Susan Rimmer do not receive any compensation for their functions as directors.

(4) Nathalie Muracciole's term of office expired on 2 July 2024.

Nicolas Patalano, director representing shareholder employees, and Susan Rimmer and Philippe Allart, directors representing employees, are paid a salary by Arkema France in their capacity as employees. Ian Hudson, director of Arkema International, also receives an expense allowance in respect of this term of office. The other members of the Board of Directors (non-executive directors) did not receive any other compensation or benefits from the Company or any other Group entity in 2025.

In accordance with the provisions of article L. 22-10-34 I of the French Commercial Code, the compensation of the non-executive directors referred to above, together with the compensation referred to in article L. 22-10-9 I of the French Commercial Code and summarized on pages 20 to 23 of this brochure, are submitted to the shareholders' vote at the annual general meeting under the **10th resolution**.

PROPOSED AGENDA AND RESOLUTIONS

Proposed agenda for the combined annual general meeting

Resolutions submitted to the ordinary general meeting

1. Approval of the Company's financial statements for the year ended 31 December 2025.
2. Approval of the consolidated financial statements for the year ended 31 December 2025.
3. Allocation of profit for the year ended 31 December 2025 and setting of the dividend.
4. Reappointment of Marie-Ange Debon as a member of the Board of Directors.
5. Reappointment of Philippe Sauquet as a member of the Board of Directors.
6. Reappointment of Fonds Stratégique de Participations as a member of the Board of Directors.
7. Reappointment of Nicolas Patalano as director representing employee shareholders⁽¹⁾.
- A. Appointment of Uwe Michael Jakobs as director representing employee shareholders⁽¹⁾.
8. Approval of the compensation policy for directors, other than the Chairman and Chief Executive Officer.
9. Approval of the compensation policy for the Chairman and Chief Executive Officer.
10. Approval of the information on the compensation of directors referred to in article L. 22-10-9 I of the French Commercial Code (*Code de commerce*).
11. Approval of the components of compensation paid or awarded to the Chairman and Chief Executive Officer for the year ended 31 December 2025.
12. Appointment of Forvis Mazars & Associés as statutory auditor responsible for certifying the financial statements.
13. Appointment of Ernst & Young Audit as statutory auditor responsible for certifying sustainability disclosures.
14. Authorization granted to the Board of Directors to carry out a share buyback program.

Resolutions submitted to the extraordinary general meeting

15. Delegation of authority granted to the Board of Directors to issue shares or securities giving access to existing shares in the Company, with preferential subscription rights for shareholders.
16. Delegation of authority granted to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, by means of a public offering other than that referred to in article L. 411-2 1° of the French Monetary and Financial Code (*Code monétaire et financier*), without preferential subscription rights but with an optional priority period.
17. Delegation of authority granted to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, without preferential subscription rights, by means of a public offering referred to in article L. 411-2 1° of the French Monetary and Financial Code.
18. Delegation of authority to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, in favor of one or more specifically designated persons, without preferential subscription rights.
19. Delegation of authority granted to the Board of Directors to carry out capital increases as compensation for contributions in kind.
20. Authorization granted to the Board of Directors to increase the number of shares to be issued in the event of excess demand.
21. Overall limit on authorizations to issue shares in the Company immediately and/or in the future.
22. Delegation of authority granted to the Board of Directors to carry out capital increases reserved for members of a company savings plan (*Plan d'Épargne d'Entreprise*), without preferential subscription rights.
23. Amendment of paragraphs 6 and 8 of article 10.2 of the Company's Articles of Association.
24. Amendment of paragraph 8 of article 10.3 of the Company's Articles of Association.
25. Powers to carry out formalities.

⁽¹⁾ As there is only one position of director representing employee shareholders to be filled, only the candidate having obtained the greatest number and at least the majority of votes shall be appointed. The Board of Directors has approved the candidacy of Nicolas Patalano.

Presentation and text of the resolutions proposed by the Board of Directors

Resolutions proposed to the ordinary general meeting

1ST AND 2ND RESOLUTIONS — APPROVAL OF THE FINANCIAL STATEMENTS FOR THE YEAR

Overview

The purpose of the **1st and 2nd resolutions** is to approve respectively the Company's financial statements and the Arkema Group's consolidated financial statements for the year ended 31 December 2025.

First resolution

(Approval of the Company's financial statements for the year ended 31 December 2025)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the Company's financial statements for the year ended 31 December 2025, the Board of Directors' management report and the statutory auditors' reports, approves said financial statements, as well as the transactions reflected therein and described in said reports.

In accordance with the provisions of article 223 *quater* of the French Tax Code (*Code général des impôts*), the annual general meeting approves the expenses and charges mentioned in article 39-4 of said Code, which amounted to €128,966 for the year ended 31 December 2025, and given the Company's tax position in 2025, the non-deductibility of these expenses resulted in an additional current tax charge of €32,241.

Second resolution

(Approval of the consolidated financial statements for the year ended 31 December 2025)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the consolidated financial statements for the year ended 31 December 2025, the Board of Directors'

Group management report and the statutory auditors' report on the consolidated financial statements, approves said financial statements, as well as the transactions reflected therein and described in said reports.

3RD RESOLUTION — ALLOCATION OF PROFIT AND SETTING OF THE DIVIDEND

Overview

The purpose of the **3rd resolution** is to approve the distribution of **a stable dividend of three euros and sixty cents (€3.60) per share**, in line with the group's attractive dividend policy and taking into consideration the strength of the balance sheet. The payout ratio amounts to 83% of the Group's adjusted net income per share.

The shares will trade ex-dividend as of **25 May 2026**. The dividend will be payable as of **27 May 2026**.

Third resolution

(Allocation of profit for the year ended 31 December 2025 and setting of the dividend)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and the statutory auditors' report and having noted that the Company's financial statements for the year ended 31 December 2025

show a profit of €252,405,302.81, plus prior retained earnings of €1,781,141,530.11, decides, as recommended by the Board of Directors, to allocate the distributable profit for the financial year as follows:

Source

Profit for the period	€252,405,302.81
Prior retained earnings	€1,781,141,530.11
Distributable profit	€2,033,546,832.92

Allocation

Legal reserve	€-
Dividend distribution ⁽¹⁾	€273,818,991.60
Retained earnings	€1,759,727,841.32

(1) The total dividend distribution is calculated on the basis of the number of shares existing at 31 December 2025 and granting dividend rights. The total may vary if the number of shares carrying dividend rights changes up to the ex-dividend date depending, for example, on the number of treasury shares (which do not carry dividend rights) held by the Company. The abovementioned dividend distribution is the gross amount, calculated before any taxes or social security contribution that may apply to shareholders depending on their particular situation. Dividends paid to individual shareholders domiciled for tax purposes in France are in principle subject either to a 12.8% flat tax (prélèvement forfaitaire unique - PFU), calculated on the gross amount of the dividend (article 200 A of the French Tax Code), or, if the beneficiary expressly and comprehensively so elects, to taxation on the progressive income tax scale, after application of 40% tax relief (article 158,3.,2° of the French Tax Code). This option is applicable to all income subject to the PFU flat tax, with no possibility of a partial option. It must be exercised by beneficiaries each year when filing their income tax return and no later than the filing deadline. In addition, the dividend is subject to social security contributions at a rate of 18.6%, a percentage of which may be deductible in the event of election of taxation on the progressive income tax scale. Beneficiaries whose reference taxable income exceeds certain thresholds are also subject to an exceptional surtax on high incomes (contribution exceptionnelle sur les hauts revenus - CEHR), provided for in article 223 sexies of the French Tax Code, and, where applicable, a differential contribution on high incomes, provided for in article 224 of the French Tax Code, on a scale adjusted for family status (single persons or equivalent, couples with joint taxation). Shareholders are invited to contact their tax advisor.

Accordingly, the annual general meeting decides to pay a dividend of €273,818,991.60 with regard to the 76,060,831 existing shares at 31 December 2025 corresponding to a distribution of three euros and sixty cents (€3.60) per share, it being specified that full powers are granted to the Board of Directors to set the definitive total amount of the dividend (on the basis of the change in the number of shares carrying dividend rights between 1 January 2026 and the ex-dividend date), the balance of distributable income and consequently the amount to be allocated to retained earnings.

The shares will be traded ex-dividend as of 25 May 2026 and the dividend for the 2025 financial year will be paid as of 27 May 2026.

This dividend will be eligible in full for the 40% tax relief available to individual shareholders domiciled for tax purposes in France as provided for in article 158,3.,2° of the aforementioned Tax Code, under certain conditions and only if the beneficiary has elected for taxation on the progressive income tax scale (see above).

In accordance with the provisions of article 243 bis of the French Tax Code, it is recalled that the dividend paid for the last three financial years was as follows:

Financial year	2024	2023	2022
Dividend distribution (in euros)	271,737,864.00	261,370,004.00	253,830,012.40
Net dividend per share (in euros)	3.60 ⁽¹⁾	3.50 ⁽¹⁾	3.40 ⁽¹⁾

(1) Eligible in full for the 40% tax relief available to individual shareholders domiciled for tax purposes in France as provided for in article 158,3.,2° of the French Tax Code applicable, only under certain conditions, in the event of election of taxation on the progressive income tax scale.

4TH TO 7TH RESOLUTIONS AND RESOLUTION A — COMPOSITION OF THE BOARD OF DIRECTORS

Overview

The terms of office of Marie-Ange Debon, Philippe Sauquet, Fonds Stratégique de Participations, whose permanent representative is Isabelle Boccon-Gibod, and Nicolas Patalano, director representing employee shareholders, expire at the close of this annual general meeting.

On the recommendation of the Nominating, Compensation and Corporate Governance Committee, the Board of Directors proposes to the annual general meeting to reappoint for a four year term:

- **Marie-Ange Debon**, as independent director (4th resolution);
- **Philippe Sauquet**, as independent director (5th resolution); and
- **Fonds Stratégique de Participations**, whose permanent representative would remain **Isabelle Boccon-Gibod**, as director (6th resolution).

The Nominating, Compensation and Corporate Governance Committee has preliminarily verified their availability, as illustrated in particular by their high attendance rates at Board's and committees' meetings, skills and contributions to the work of the Board of Directors, as well as the absence of any conflicts of interest. It also noted that the current composition of the Board of Directors is balanced, with each director bringing his or her own skills that complement those of the other directors. This finding is in line with the conclusions of the Board's self-assessment carried out for the 2025 financial year.

In addition, two candidacies are proposed to this annual general meeting for the position of director representing employee shareholders: Nicolas Patalano (**7th resolution**) by the FCPE Arkema Actionnariat France and Uwe Michael Jakobs (**resolution A**) by the FCPE Arkema Actionnariat International. As there is only one position of director representing shareholder employees to be filled, only the candidate having obtained the greatest number and the majority of votes shall be appointed. On the recommendation of the Nominating, Compensation and Corporate Governance Committee, the Board of Directors has decided to support the candidacy of Nicolas Patalano, member of the Supervisory Board of the FCPE Arkema Actionnariat France, in view of the number of shares held by the FCPE Arkema Actionnariat France (4,540,086 shares, *i.e.* 5.97% of the share capital at 31 December 2025).

In view of these changes and subject to approval of these resolutions, six of the fourteen members of the Board of Directors **would be women** at the close of this annual general meeting, *i.e.* **45%** (excluding directors representing employees and employee shareholders). In addition, with eight independent members, the **independence rate** would amount to **73%** (excluding directors representing employees and employee shareholders), unchanged compared to 2024.

The Board of Directors has also decided that, at the close of the annual general meeting, and subject to approval of said resolutions:

- Marie-Ange Debon will remain chairwoman of the Audit and Accounts Committee;
- Philippe Sauquet will remain a member of the Nominating, Compensation and Corporate Governance Committee;
- Fonds Stratégique de Participations, whose permanent representative is Isabelle Boccon-Gibod, will remain a member of the Audit and Accounts Committee and of the Innovation and Sustainable Growth Committee; and
- Nicolas Patalano would be appointed as member of the Audit and Accounts Committee.

Information concerning Marie-Ange Debon, Philippe Sauquet, Fonds Stratégique de Participations and its permanent representative Isabelle Boccon-Gibod, Nicolas Patalano and Uwe Michael Jakobs, is set out in pages 15 to 17 of this brochure.

Fourth resolution

(Reappointment of Marie-Ange Debon as a member of the Board of Directors)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and noting that the term of office of Marie-Ange Debon expires at the close

of this annual general meeting, decides to reappoint her for a term of four (4) years expiring at the close of the ordinary general meeting to be held in 2030 to approve the financial statements for the year ending 31 December 2029.

Fifth resolution

(Reappointment of Philippe Sauquet as a member of the Board of Directors)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and noting that the term of office of Philippe Sauquet expires at the close

of this annual general meeting, decides to reappoint him for a term of four (4) years expiring at the close of the ordinary general meeting to be held in 2030 to approve the financial statements for the year ending 31 December 2029.

Sixth resolution

(Reappointment of Fonds Stratégique de Participations as a member of the Board of Directors)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and noting that the term of office of Fonds Stratégique de Participations

expires at the close of this annual general meeting, decides to reappoint it for a term of four (4) years expiring at the close of the ordinary general meeting to be held in 2030 to approve the financial statements for the year ending 31 December 2029.

Seventh resolution⁽¹⁾

(Reappointment of Nicolas Patalano as director representing employee shareholders)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and noting that the term of office of Nicolas Patalano as director representing employee shareholders expires at the close of this annual general meeting, decides, in accordance with article 10.2 of the

Company's Articles of Association and article L. 225-23 of the French Commercial Code, to reappoint him for a term of four (4) years expiring at the close of the ordinary general meeting to be held in 2030 to approve the financial statements for the year ending 31 December 2029.

⁽¹⁾ 7th resolution and resolution A: in accordance with article 10.2 of the Company's Articles of Association, as there is only one position of director representing employee shareholders to be filled, only the candidate having obtained the greatest number and at least the majority of votes shall be appointed. The Board of Directors has approved the candidacy of Nicolas Patalano.

Resolution A⁽¹⁾

(Appointment of Uwe Michael Jakobs as director representing employee shareholders)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, having considered the Board of Directors' report and noting that the term of office of Nicolas Patalano as director representing employee shareholders expires at the close of this annual general meeting, decides, in accordance with article 10.2

of the Company's Articles of Association and article L. 225-23 of the French Commercial Code, to appoint Uwe Michael Jakobs as director representing employee shareholders for a term of four (4) years expiring at the close of the ordinary general meeting to be held in 2030 to approve the financial statements for the year ending 31 December 2029.

8TH AND 9TH RESOLUTIONS — APPROVAL OF THE COMPENSATION POLICY FOR DIRECTORS AND THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Overview

In accordance with article L. 22-10-8 II of the French Commercial Code:

- the purpose of the **8th resolution** is to submit to the approval of shareholders the **compensation policy for directors**, other than the Chairman and Chief Executive Officer, as defined by the Board of Directors on the recommendation of the Nominating, Compensation and Corporate Governance Committee and approved by the annual general meeting of 15 May 2024. This policy was reconfirmed by the annual general meeting of 22 May 2025. This compensation policy is presented in the corporate governance report provided for in article L. 225-37 of the French Commercial Code, and detailed in section 3.4.1.1 of the 2025 Universal Registration Document on page 127, and on page 24 of this brochure;
- the purpose of the **9th resolution** is to submit to the approval of shareholders the **compensation policy for the Chairman and Chief Executive Officer** as defined by the Board of Directors, on the recommendation of the Nominating, Compensation and Corporate Governance Committee. This policy, approved by the annual general meeting of 15 May 2024 for the duration of the Chairman and Chief Executive Officer's term of office, was reconfirmed by the annual general meeting of 22 May 2025. This compensation policy is presented in the corporate governance report provided for in article L. 225-37 of the French Commercial Code, and detailed in section 3.4.2.1 of the 2025 Universal Registration Document on pages 129 to 135, and on pages 18 to 20 of this brochure.

Eighth resolution

(Approval of the compensation policy for directors, other than the Chairman and Chief Executive Officer)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the corporate governance report referred to in article L. 225-37 of the French Commercial Code describing the compensation policy for directors, other

than the Chairman and Chief Executive Officer, approves said policy as presented in section 3.4.1.1 of the 2025 Universal Registration Document, in compliance with article L. 22-10-8 II of the French Commercial Code.

Ninth resolution

(Approval of the compensation policy for the Chairman and Chief Executive Officer)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the corporate governance report referred to in article L. 225-37 of the French Commercial Code describing

the compensation policy for the Chairman and Chief Executive Officer, approves said policy as presented in section 3.4.2.1 of the 2025 Universal Registration Document, in compliance with article L. 22-10-8 II of the French Commercial Code.

10TH RESOLUTION — APPROVAL OF THE INFORMATION ON THE COMPENSATION OF DIRECTORS REFERRED TO IN ARTICLE L. 22-10-9 I OF THE FRENCH COMMERCIAL CODE (CODE DE COMMERCE)

Overview

Pursuant to article L. 22-10-34 I of the French Commercial Code, the purpose of the **10th resolution** is to submit to the approval of shareholders the information about the compensation of directors, including the Chairman and Chief Executive Officer, referred to in article L. 22-10-9 I of the French Commercial Code, and presented in the corporate governance report provided for in article L. 225-37 of said code. This information is provided in detail in sections 3.4.1.2 and 3.4.2.2 of the 2025 Universal Registration Document, on pages 127 and 128 and 136 to 141, as well as on pages 25 and 20 to 23 of this brochure.

⁽¹⁾ 7th resolution and resolution A: in accordance with article 10.2 of the Company's Articles of Association, as there is only one position of director representing employee shareholders to be filled, only the candidate having obtained the greatest number and at least the majority of votes shall be appointed. The Board of Directors has approved the candidacy of Nicolas Patalano.

Tenth resolution

(Approval of the information on the compensation of directors referred to in article L. 22-10-9 I of the French Commercial Code)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the corporate governance report referred to in article L. 225-37 of the French Commercial Code, approves

the information provided for in article L. 22-10-9 I of said Code and presented in sections 3.4.1.2 and 3.4.2.2 of the 2025 Universal Registration Document, in compliance with article L. 22-10-34 I of the French Commercial Code.

11TH RESOLUTION — APPROVAL OF THE COMPONENTS OF COMPENSATION PAID OR AWARDED TO EACH OF THE COMPANY'S EXECUTIVE DIRECTOR FOR THE YEAR ENDED 31 DECEMBER 2025

Overview

Pursuant to article L. 22-10-34 II of the French Commercial Code, the **11th resolution** has for purpose to submit to the approval of shareholders the fixed, variable and exceptional components of the total compensation and benefits of any kind paid in the year ended 31 December 2025 or awarded for this ended year to Thierry Le Hénaff, Chairman and Chief Executive Officer and the Company's sole executive director. Payment of the variable compensation due for the past financial year is subject to the approval of this resolution.

The components of the remuneration are set out in detail in section 3.4.2.2 of the 2025 Universal Registration Document, on pages 136 to 141, as well as on pages 20 to 23 of this brochure.

Eleventh resolution

(Approval of the components of compensation paid or awarded to the Chairman and Chief Executive Officer for the year ended 31 December 2025)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the corporate governance report referred to in article L. 225-37 of the French Commercial Code, approves the fixed, variable and exceptional components of the total

compensation and benefits of any kind paid in or awarded for the year ended 31 December 2025 to Thierry Le Hénaff, Chairman and Chief Executive Officer, as presented in section 3.4.2.2 of the 2025 Universal Registration Document, in compliance with article L. 22-10-34 II of the French Commercial Code.

12TH RESOLUTION — APPOINTMENT OF FORVIS MAZARS & ASSOCIÉS AS STATUTORY AUDITOR RESPONSIBLE FOR CERTIFYING THE FINANCIAL STATEMENTS

Overview

The term of office of KPMG Audit as statutory auditor responsible for certifying the financial statements is due to expire at the close of this annual general meeting.

Following a competitive tender process set out in section 3.3.4.1 of the 2025 Universal Registration Document, the Board of Directors proposes to the annual general meeting, on the recommendation of the Audit and Accounts Committee, in the **12th resolution**, to appoint **Forvis Mazars & Associés** as statutory auditor responsible for certifying the Company's financial statements for a period of six financial years, *i.e.*, until the close of the annual general meeting to be held in 2032 to approve the financial statements for the year ending 31 December 2031.

Twelfth resolution

(Appointment of Forvis Mazars & Associés as statutory auditor responsible for certifying the financial statements)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the Board of Directors' report and noting that the term of office of KPMG Audit as statutory auditor responsible for certifying the financial statements, is due to expire at the close of this annual general meeting, decides,

pursuant to articles L. 821-40 *et seq.* of the French Commercial Code, to appoint Forvis Mazars & Associés as statutory auditor responsible for certifying the financial statements for a term of six (6) financial years, *i.e.* until the ordinary general meeting to be held in 2032 to approve the financial statements for the year ending 31 December 2031.

13TH RESOLUTION — APPOINTMENT OF ERNST & YOUNG AUDIT AS STATUTORY AUDITOR RESPONSIBLE FOR CERTIFYING SUSTAINABILITY DISCLOSURES

Overview

The term of office of KPMG Audit as statutory auditor responsible for certifying sustainability disclosures is due to expire at the close of this annual general meeting.

On the recommendation of the Audit and Accounts Committee following a competitive selection procedure based on strict selection criteria, the Board of Directors proposes to the annual general meeting, in the **13th resolution** to appoint **Ernst & Young Audit** as statutory auditor responsible for certifying sustainability disclosures, for a term of six financial years, *i.e.*, until the close of the annual general meeting to be held in 2032 to approve the financial statements for the year ending 31 December 2031.

Thirteenth resolution

(Appointment of Ernst & Young Audit as statutory auditor responsible for certifying sustainability disclosures)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the Board of Directors' report and noting that the term of office of KPMG Audit as statutory auditor responsible for certifying sustainability disclosures is due to expire at the close of this annual general meeting, decides,

pursuant to articles L. 821-40 *et seq.* of the French Commercial Code, to appoint Ernst & Young Audit as statutory auditor responsible for certifying sustainability disclosures for a term of six (6) financial years, *i.e.* until the ordinary general meeting to be held in 2032 to approve the financial statements for the year ending 31 December 2031.

14TH RESOLUTION — SHARE BUYBACKS

Overview

The purpose of the **14th resolution** is to **renew the authorization** granted to the Board of Directors by the annual general meeting on 22 May 2025 to **purchase or arrange for the purchase of shares in the Company**. These operations may be carried out **at any time except from the potential periods of a takeover bid for the Company's shares filled by a third party**.

Main characteristics of the proposed share buyback program

Maximum purchase price: €110 per share excluding fees.

Overall theoretical maximum aggregate amount that may be allocated to the share buyback program (based on the share capital at 31 December 2025): €836,669,141.

Maximum percentage of shares that can be bought back: 10% of the total amount of shares comprising the Company's share capital.

Objectives of the share buyback program: any purpose permitted by law.

Length of the authorization: 18 months.

Use of the previous authorization

For the 2025 financial year, the Company repurchased 410,000 of its own shares to cover free share grant plans and 3,010,175 shares as part of the liquidity agreement.

At 31 December 2025, the Company owned 424,073 treasury shares, including 281,914 allocated for the purpose of covering the performance share plans, thus enabling the Company to proceed to the allocations of performance shares without any dilutive effect, and 142,159 shares held under the liquidity agreement.

Detailed information related to the current and proposed share buyback programs is presented in paragraph 6.2.4 of the 2025 Universal Registration Document on pages 398 to 400.

Fourteenth resolution

(Authorization granted to the Board of Directors to carry out a share buyback program)

The annual general meeting, voting in accordance with the quorum and majority requirements for ordinary general meetings, and having considered the Board of Directors' report, authorizes the Board of Directors, or any person duly authorized to act on its behalf, to purchase or arrange to have purchased shares in the Company in accordance with articles L. 22-10-62 *et seq.* and L. 225-210 *et seq.* of the French Commercial Code, regulation (EU) no. 596/2014 of the European Parliament and of the Council of 16 April 2014 and Title IV of Book II of the general regulations of the French financial markets authority (*Autorité des marchés financiers* - AMF). The number of shares that may be held by the Company under this authorization at any given date may not be greater than 10% of the share capital. The number of shares held by the Company may be adjusted as necessary to take into account transactions that affect the share capital occurring after this annual general meeting. The authorization is granted under the following conditions:

- (i) the maximum purchase price is €110 per share, excluding fees. However, the Board of Directors may adjust the aforementioned purchase price to take into account the impact on the par value of the share of transactions such as a capitalization of share premiums, reserves or earnings giving rise either to an increase in the par value of the shares or the issuance and award of free shares, a stock split or reverse stock split, or any other transaction affecting shareholders' equity;
- (ii) based on the share capital at 31 December 2025, the theoretical amount that may be dedicated to this share buyback program may not exceed €836,669,141;
- (iii) under no circumstances may the Company hold, directly or indirectly, more than 10% of its share capital as a result of the purchases made pursuant to this authorization;
- (iv) the shares bought back and held by the Company shall have no voting or dividend rights; and
- (v) such shares will be able to be purchased, under the conditions and within the limits, particularly as regards volume and price, permitted by law at the date of the transaction in question, on one or more occasions, by any and all means, including on the market or over the counter, by way of block acquisitions, securities giving access to shares in the Company or derivative financial instruments or warrants traded on a regulated market or over the counter, directly or through an investment services provider or a member of a regulated market referred to in article L. 225-206 of the French Commercial Code, under the conditions permitted by the market authorities and at the times the Board of Directors or its delegated representative deems appropriate, except during a takeover bid for the Company's shares by a third party.
- (ii) purchasing shares in the Company in order to hold them and subsequently tender them in exchange or as payment for any potential external growth operations, it being specified that the number of shares acquired for this purpose may not exceed 5% of the Company's share capital at the time of the acquisition;
- (iii) putting in place and complying with obligations and in particular delivering shares upon the exercise of rights attached to securities giving immediate or future access by any means to shares in the Company, in particular through redemption, conversion, exchange, presentation of a warrant or otherwise, as well as carrying out any hedging transactions in respect of the Company's obligations regarding such securities, in accordance with the conditions provided for by the market authorities and at the times the Board of Directors or its delegated representative deems appropriate;
- (iv) covering stock option plans granted to employees or executive officers of the Company or its group;
- (v) granting free shares in the Company to employees or executive officers of the Company or its group, particularly under the conditions provided for in articles L. 225-197-1 to L. 225-197-3, L. 22-10-59 and L. 22-10-60 of the French Commercial Code;
- (vi) offering employees the opportunity to acquire shares, whether directly or *via* a company savings plan (*Plan d'Épargne d'Entreprise*), under the terms provided for by law, and notably articles L. 3332-1 *et seq.* of the French Labor Code (*Code du travail*);
- (vii) allocating shares to employees and/or executive directors of the Company and its related companies; and
- (viii) canceling all or some of the purchased shares in order to reduce the Company's share capital.

Acquired shares may be exchanged, sold or transferred by any means on any market, off-market or over-the-counter, including by block sales, in accordance with applicable regulations.

The annual general meeting grants full powers to the Board of Directors, with the possibility to sub-delegate such powers under the conditions set by law, to ensure the implementation of this authorization, and in particular to set the terms and conditions thereof, carry out the share buyback program and notably place all stock market orders, enter into any agreements, prepare and amend any documents, in particular information documents, carry out all formalities, including assigning or reassigning the purchased shares to the various purposes pursued, make all declarations to the AMF and any other bodies and, in general, do whatever may be necessary.

The annual general meeting decides that this authorization is granted to the Board of Directors for a period of eighteen (18) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior authorization granted for the same purpose and in particular that given by the combined annual general meeting of 22 May 2025 in its 12th resolution.

The annual general meeting decides that these share purchases can be made for any purpose permitted by law either now or in the future, and notably for the following purposes:

- (i) implementing market practices allowed by the French financial markets authority (AMF) such as purchasing or selling shares within the scope of a liquidity contract entered into with an investment services provider acting independently, as well as any market practice subsequently permitted by the AMF or by law;

Resolutions proposed to the extraordinary general meeting

15TH RESOLUTION — ISSUES WITH PREFERENTIAL SUBSCRIPTION RIGHT

Overview

The purpose of the **15th resolution** is to **renew the delegation of authority** granted by the combined annual meeting of 15 May 2024 to the Board of Directors **to carry out capital increases** *via* the issue, **with preferential subscription rights**, in France or any other country, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company.

The **maximum nominal amount of the capital increases** that may be carried out pursuant to this delegation of authority is **50% of the share capital** of the Company on the date of this annual general meeting, and the **maximum nominal amount of debt securities** giving immediate or future access to shares in the Company that may be issued under this authorization is **€1,500,000,000**.

These operations may be carried out **at any time except from the potential periods of a takeover bid for the Company's shares filled by a third party**.

This delegation of authority would be granted for a period of **26 months** from the date of this annual general meeting, and it would render ineffective of any prior delegation of authority granted for the same purpose.

Fifteenth resolution

(Delegation of authority granted to the Board of Directors to issue shares and/or securities giving access to existing shares in the Company, with preferential subscription rights for shareholders)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' special report, in accordance with the French Commercial Code, in particular articles L. 225-129 to L. 225-129-6, L. 225-132 to L. 225-134, L. 228-91 *et seq.* and L. 22-10-49:

- (i) authorizes the Board of Directors to carry out one or more capital increases, in the proportions and at the times that it deems appropriate, *via* the issue, with preferential subscription rights, in France or any other country, in euros or any other currency, for subscription in cash or by offsetting due and payable receivables, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company;
- (ii) decides that the maximum nominal amount of the capital increase resulting immediately or in the future from all the issues made pursuant to this delegation of authority is 50% of the Company's share capital at the date of this annual general meeting, which will be included in the overall maximum nominal amount provided for in the 21st resolution submitted to this annual general meeting and which may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
- (iii) decides that the maximum nominal amount of debt securities giving immediate or future access to shares in the Company that may be issued pursuant to this resolution cannot exceed one billion five hundred million euros (€1,500,000,000) or the euro equivalent in a foreign currency or unit of account based on a basket of currencies at the date of the decision to carry out the issue. This amount (a) does not include any redemption premium(s) in excess of par value and (b) applies to all the debt securities that may be issued pursuant to the 15th to 20th resolutions submitted to this annual general meeting, but (c) is independent of, and separate from, the amount of the debt securities that the Board of Directors may authorize or decide to issue in accordance with article L. 228-40 of the French Commercial Code;
- (iv) decides that existing shareholders shall have, in proportion to their shareholding, preferential rights to subscribe for the shares and securities issued pursuant to this resolution, and that the Board of Directors may grant shareholders a right to subscribe for additional shares or securities in proportion to their subscription rights and within the limit of their requests;
- (v) decides that, if subscriptions made by shareholders on the basis of the shares they hold and, where applicable, for additional shares or securities, have not covered the full number of shares or securities issued, the Board of Directors will be able to make use of the possibilities provided for in article L. 225-134 of the French Commercial Code or certain of them in the order it chooses;

- (vi) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;
- (vii) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period; and
- (viii) grants full powers to the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to *inter alia*:
 - set the amount of the issues, the issue price, the nature and characteristics of the securities to be issued, as well as the other terms and conditions of the issue thereof,
 - carry out the planned issues and, where applicable, suspend them,
 - deduct the costs of issuing shares in the Company and the fees related to their admission to trading on a regulated market from the share premium amount related to such transactions, and withhold the necessary sums to bring the legal reserve up to one-tenth of the new share capital after each capital increase,
 - and generally, enter into any agreement, in particular in order to successfully complete the planned issues, take all steps and carry out all appropriate formalities for the issue, listing and financial servicing of the shares and securities issued pursuant to this delegation of authority as well as the exercise of the rights attached thereto.

The annual general meeting decides that this delegation of authority is granted to the Board of Directors for a period of twenty six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior delegation of authority granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 14th resolution.

16TH TO 19TH RESOLUTIONS — ISSUES WITHOUT PREFERENTIAL SUBSCRIPTION RIGHT

Overview

In order to be able to rapidly seize any financial opportunity offered, particularly by the diversity of the financial markets in France and any other country, the Board of Directors may be required to carry out issues that may be placed with investors interested in certain types of financial products. This means that the Board of Directors will have to be able to carry out these issues without preferential subscription rights.

The Board of Directors proposes, on the one hand to renew the 16th, 17th and 19th resolutions granted by the combined general meeting of 15 May 2024 and on the other hand to grant the new 18th resolution. Consequently, the Board proposes to grant it the following delegations of authority:

- pursuant to the terms of the **16th resolution, the delegation of authority to carry out capital increases, by means of a public offering other than that referred to in article L. 411-2 1° of the French Monetary and Financial Code**, *via* the issue, **without preferential subscription rights**, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company. In this context, it is proposed to allow the Board of Directors **the option to grant** shareholders a **priority period** of at least **three days**.

The **maximum nominal amount** of the capital increases that may be carried out pursuant to this delegation of authority is **10% of the Company's share capital** on the date of this annual general meeting, which would be included in the overall limit for issues without preferential subscription rights provided for in the 21st resolution, and **the maximum nominal amount of debt securities** giving immediate or future access to shares in the Company that may be issued pursuant to this delegation of authority is set at **€1,500,000,000**;

- pursuant to the terms of the **17th resolution, the delegation of authority to carry out capital increases, by means of a public offering referred to in article L. 411-2 1° of the French Monetary and Financial Code** *via* the issue, **without preferential subscription rights**, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company.

These issues may only be carried out in order to **directly or indirectly finance an external growth transaction, issue convertible bonds, or repay an external financing arrangement** put in place by the Company.

The **maximum nominal amount** of the capital increases that may be carried out pursuant to this delegation of authority is **10% of the Company's share capital** on the date of this annual general meeting, which would be included in the overall limit for issues without preferential subscription rights provided for in the 21st resolution, and **the maximum nominal amount of debt securities** giving immediate or future access to shares in the Company that may be issued pursuant to this delegation of authority is set at **€1,500,000,000**.

Under the 16th and 17th resolutions, it is proposed that you decide that the **issue price** of shares to be issued or resulting from securities to be issued under the aforementioned resolutions will, **at the Board of Directors' discretion**, be **at least equal** to **(i)** the volume weighted average price on the Euronext Paris regulated market on the last three trading days preceding the day the issue price was set, or **(ii)** the volume weighted average price on the Euronext Paris regulated market on the last trading day preceding the day the issue price was set, or **(iii)** the volume weighted average price on the Euronext Paris regulated market determined during the trading session when the issue price was set, **less, in all cases as appropriate, a maximum discount of 10%**. The maximum discount of 10% is in line with generally accepted market practice, and corresponds to the level of discount previously provided for by the regulations until the entry into force of French law no. 2024-537 of 13 June 2024, known as the "loi Attractivité";

- pursuant to the terms of the **18th resolution, the delegation of authority to decide to carry out capital increases** *via* the issue, **without preferential subscription rights in favor of one or more specifically designated persons**, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company.

The **maximum nominal amount** of the capital increases that may be carried out pursuant to this delegation of authority is **10% of the Company's share capital** on the date of this annual general meeting, which would be included in the overall limit for issues without preferential subscription rights provided for in the 21st resolution, and **the maximum nominal amount of debt securities** giving immediate or future access to shares in the Company that may be issued pursuant to this delegation of authority is set at **€1,500,000,000**.

In accordance with the provisions of articles L. 22-10-52-1 and R. 22-10-32 of the French Commercial Code, the **issue price** of the shares to be issued or resulting from securities to be issued under this delegation of authority, will be set by the Board of Directors, in accordance with the following terms and conditions: the issue price of the new shares will be at least equal to the closing price of the Company's share on the regulated market of Euronext Paris on the last trading day prior to the Board of Directors' decision to increase the share capital in favor of one or more persons specifically designated by the Board of Directors, **less a maximum discount of 10%**; and

- pursuant to the terms of the **19th resolution, the delegation of authority to carry out capital increases as compensation for contributions in kind** granted to the Company in the form of shares or securities giving access to shares in other companies, *via* the issue, **without preferential subscription rights**, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company.

The **maximum nominal amount** of capital increases that may be carried out pursuant to this delegation is **10% of the Company's share capital** on the date of this annual general meeting, which would be included in the limit provided for in the 17th resolution.

These operations may be carried out at any time except from the potential periods of a takeover bid for the Company's shares filled by a third party.

These delegations of authority would be granted for a period of **26 months** from the date of this annual general meeting, with the exception of the delegation of authority under the **18th resolution**, which would be granted for a period of **18 months**, and would render ineffective, from this date, the delegations of authority previously granted for the same purpose.

Sixteenth resolution

(Delegation of authority granted to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, by means of a public offering other than that referred to in article L. 411-2 1° of the French Monetary and Financial Code (Code monétaire et financier), without preferential subscription rights but with an optional priority period)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' special report, in accordance with the French Commercial Code, in particular articles L. 225-129 to L. 225-129-6, L. 225-135 to L. 225-136, L. 228-91 *et seq.* and L. 22-10-51:

- (i) authorizes the Board of Directors to carry out one or more capital increases, in the proportions and at the times that it deems appropriate, *via* the issue, without preferential subscription rights, by means of a public offering (other than that referred to in article L. 411-2 1° of the French Monetary and Financial Code), in France or any other country, in euros or any other currency, for subscription in cash or by offsetting due and payable receivables, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company;
- (ii) decides to cancel the shareholders' preferential subscription rights to the shares or securities to be issued pursuant to this delegation of authority, allowing the Board of Directors, in accordance with the provisions of articles L. 225-135 and L. 22-10-51 of the French Commercial Code, the option to grant shareholders, without giving rise to a negotiable right, a priority period of at least three (3) stock market trading days for subscriptions in proportion to their shareholding and for any additional subscriptions; any remaining unsubscribed securities may be the subject of a public placement in France or any other country, or on the international market;
- (iii) decides that the maximum nominal amount of the capital increase resulting immediately or in the future from all the issues made pursuant to this delegation of authority is 10% of the Company's share capital at the date of this annual general meeting, which will be included in the overall maximum nominal amount provided for in the 21st resolution submitted to this annual general meeting and which may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
- (iv) decides that the maximum nominal amount of debt securities giving immediate or future access to shares in the Company that may be issued pursuant to this resolution cannot exceed one billion five hundred million euros (€1,500,000,000) or the euro equivalent in a foreign currency or unit of account based on a basket of currencies at the date of the decision to carry out the issue. This amount (a) does not include any redemption premium(s) in excess of par value and (b) applies to all the debt securities that may be issued pursuant to the 15th to 20th resolutions submitted to this annual general meeting, but (c) is independent of, and separate from, the amount of the debt securities that the Board of Directors may authorize or decide to issue in accordance with article L. 228-40 of the French Commercial Code;
- (v) decides that if the subscriptions, including where applicable those by shareholders, have not covered the full amount of the issue, the Board of Directors will be able to limit the amount of the transaction under the conditions provided for in article L. 225-134 of the French Commercial Code;
- (vi) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;
- (vii) decides that:
 - the issue price of shares to be issued or resulting from securities to be issued under this delegation of authority will, at the Board of Directors' discretion, be at least equal to (i) the volume weighted average price on the Euronext Paris regulated market on the last three trading days preceding the day the issue price was set or (ii) the volume weighted average price on the Euronext Paris regulated market on the last trading day preceding the day the issue price was set, or (iii) the volume weighted average price on the Euronext Paris regulated market determined during the trading session when the issue price was set, less, in all cases as appropriate, a maximum discount of 10%;
 - the issue price of securities giving immediate or future access to shares in the Company will be set to ensure that the amount received immediately by the Company, increased where applicable by the amount that it is likely to receive at a later date for each share issued as a result of the securities issued, shall be at least equal to the amount mentioned in the bullet point above;
- (viii) decides that the Board of Directors may use this delegation of authority, in whole or in part, for the purpose of paying for securities tendered to a public exchange offering initiated by the Company, within the limits and on the conditions provided for in article L. 22-10-54 of the French Commercial Code;
- (ix) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period; and

- (x) grants full powers to the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to *inter alia*:
- set the amount of the issues, the issue price, the nature and characteristics of the securities to be issued, as well as the other terms and conditions of the issue thereof,
 - carry out the planned issues and, where applicable, suspend them,
 - deduct the costs of issuing shares in the Company and the fees related to their admission to trading on a regulated market from the share premium amount related to such transactions and withhold the necessary sums to bring the legal reserve up to one-tenth of the new share capital after each capital increase,
- and generally, enter into any agreement, in particular in order to successfully complete the planned issues, take all steps and carry out all appropriate formalities for the issue, listing and financial servicing of the shares and securities issued pursuant to this delegation of authority as well as the exercise of the rights attached thereto.

The annual general meeting decides that this delegation of authority is granted to the Board of Directors for a period of twenty six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior delegation of authority granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 15th resolution.

Seventeenth resolution

(Delegation of authority granted to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, without preferential subscription rights, by means of a public offering referred to in article L. 411-2 1° of the French Monetary and Financial Code)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' special report, in accordance with the French Commercial Code, in particular articles L. 225-129 to L. 225-129-6, L. 225-135, L. 225-136, and L. 228-91 *et seq.* and article L. 411-2 1° of the French Monetary and Financial Code:

- (i) authorizes the Board of Directors to carry out one or more capital increases, in the proportions and at the times that it deems appropriate, *via* the issue, without preferential subscription rights, by means of a public offering referred to in article L. 411-2 1° of the French Monetary and Financial Code, in France or any other country, in euros or any other currency, for subscription in cash or by offsetting due and payable receivables, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company;
- (ii) decides that these issues may only be made in order to (a) directly or indirectly finance an external growth transaction, (b) issue convertible bonds, or (c) repay a financing arrangement put in place by the Company;
- (iii) decides to cancel the shareholders' preferential subscription rights to the shares or other securities to be issued pursuant to this delegation of authority;
- (iv) decides that the maximum nominal amount of the capital increases that may be carried out, immediately or in the future, pursuant to this delegation of authority is 10% of the Company's share capital at the date of this annual general meeting, which will be included in the overall limit for issues without preferential subscription rights provided for in the 21st resolution submitted to this annual general meeting and which may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
- (v) decides that the maximum nominal amount of debt securities giving immediate or future access to shares in the Company that may be issued pursuant to this resolution cannot exceed one billion five hundred million euros (€1,500,000,000) or the euro equivalent in a foreign currency or unit of account based on a basket of currencies at the date of the decision to carry out the issue. This amount (a) does not include any redemption premium(s) in excess of par value and (b) applies to all the debt securities that may be issued pursuant to the 15th to 20th resolutions submitted to this annual general meeting, but (c) is independent of, and separate from, the amount of the debt securities that the Board of Directors may authorize or decide to issue in accordance with article L. 228-40 of the French Commercial Code;
- (vi) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;
- (vii) decides that:
- the issue price of shares to be issued or resulting from securities to be issued under this delegation of authority will, at the Board of Directors' discretion, be at least equal to (i) the volume weighted average price on the Euronext Paris regulated market on the last three trading days preceding the day the issue price was set or (ii) the volume weighted average price on the Euronext Paris regulated market on the last trading day preceding the day the issue price was set, or (iii) the volume weighted average price on the Euronext Paris regulated market determined during the trading session when the issue price was set, less, in all cases as appropriate, a maximum discount of 10%,

- the issue price of securities giving immediate or future access to shares in the Company will be set to ensure that the amount received immediately by the Company, increased where applicable by the amount that it is likely to receive at a later date for each share issued as a result of the securities issued, shall be at least equal to the amount mentioned in the bullet point above;
- (viii) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period; and
- (ix) grants full powers to the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to *inter alia*:
- set the amount of the issues, the issue price, the nature and characteristics of the securities to be issued, as well as the other terms and conditions of the issue thereof,
 - carry out the planned issues and, where applicable, suspend them,
 - deduct the costs of issuing shares in the Company and the fees related to their admission to trading on a regulated market from the share premium amount related to such transactions and withhold the necessary sums to bring the legal reserve up to one-tenth of the new share capital after each capital increase,
 - and generally, enter into any agreement, in particular in order to successfully complete the planned issues, take all steps and carry out all appropriate formalities for the issue, listing and financial servicing of the shares and securities issued pursuant to this delegation of authority as well as the exercise of the rights attached thereto.
- The annual general meeting decides that this delegation of authority is granted to the Board of Directors for a period of twenty six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior delegation of authority granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 16th resolution.

Eighteenth resolution

(Delegation of authority granted to the Board of Directors to issue shares in the Company and/or securities giving access to shares in the Company, in favor of one or more specifically designated persons, without preferential subscription rights)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' report, in accordance with the French Commercial Code, in particular articles L. 225-129, L. 225-129-2, L. 225-135, L. 22-10-52-1 and L. 228-91 *et seq.*:

- (i) authorizes the Board of Directors to carry out one or more capital increases, in the proportions and at the times that it deems appropriate, *via* the issue, without preferential subscription rights, in favor of one or more specifically designated persons, in France or any other country, in euros or any other currency, for subscription in cash or by offsetting due and payable receivables, of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company;
- (ii) decides to cancel the shareholders' preferential subscription rights to the shares or other securities to be issued pursuant to this delegation of authority, in favor of one or more specifically designated persons and delegate the designation of these persons to the Board of Directors;
- (iii) decides that the maximum nominal amount of the capital increase resulting immediately or in the future from all the issues made pursuant to this delegation of authority is 10% of the Company's share capital at the date of this annual general meeting, which will be included in the overall maximum nominal amount provided for in the 21st resolution submitted to this annual general meeting, and may in any event not exceed the limits provided for by the regulations applicable on the date of the issue, an amount which may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
- (iv) decides that the maximum nominal amount of debt securities giving immediate or future access to shares in the Company that may be issued pursuant to this resolution cannot exceed one billion five hundred million euros (€1,500,000,000) or the euro equivalent in a foreign currency or unit of account based on a basket of currencies at the date of the decision to carry out the issue. This amount (a) does not include any redemption premium(s) in excess of par value and (b) applies to all the debt securities that may be issued pursuant to the 15th to 20th resolutions submitted to this annual general meeting, but (c) is independent of, and separate from, the amount of the debt securities that the Board of Directors may authorize or decide to issue in accordance with article L. 228-40 of the French Commercial Code;

- (v) decides that if the subscriptions have not covered the full amount of the issue, the Board of Directors will be able to limit the amount of the transaction under the conditions provided for in article L. 225-134 of the French Commercial Code;
- (vi) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;
- (vii) decides that:
- in accordance with articles L. 22-10-52-1 and R. 22-10-32 of the French Commercial Code, the issue price of shares to be issued or resulting from securities to be issued under this delegation of authority, shall be set by the Board of Directors, in accordance with the following terms and conditions: the issue price of the new shares will be at least equal to the closing price of the Company's share on the Euronext Paris regulated market on the last trading day prior to the Board of Directors' decision to increase the share capital in favor of one or more specifically designated persons, less a maximum discount of 10%;
 - the issue price of securities giving immediate or future access to shares in the Company will be set to ensure that the amount received immediately by the Company, increased where applicable by the amount that it is likely to receive at a later date for each share issued as a result of the securities issued, shall be at least equal to the amount mentioned in the bullet point above;
- (viii) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period; and
- (ix) grants full powers to the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to implement this resolution, and to *inter alia*:
- set the amount of the issues, the issue price, the nature and characteristics of the securities to be issued, as well as the other terms and conditions of the issue thereof,
 - designate the person or persons for whom the issue is reserved,
 - determine the number of shares to be allocated to each beneficiary,
 - determine the method of payment for the securities issued or to be issued,
 - carry out the planned issues and, where applicable, suspend them,
 - deduct the costs of issuing shares in the Company and the fees related to their admission to trading on a regulated market from the share premium amount related to such transactions and withhold the necessary sums to bring the legal reserve up to one-tenth of the new share capital after each capital increase,
 - and generally, enter into any agreement, in particular in order to successfully complete the planned issues, take all steps and carry out all appropriate formalities for the issue, listing and financial servicing of the shares and securities issued pursuant to this delegation of authority as well as the exercise of the rights attached thereto.

The annual general meeting decides that this delegation of authority is granted to the Board of Directors for a period of eighteen (18) months from the date of this annual general meeting.

Nineteenth resolution

(Delegation of authority granted to the Board of Directors to carry out capital increases as compensation for contributions in kind)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' report, in accordance with the French Commercial Code, in particular articles L. 225-129, L. 225-129-2, L. 225-147, L. 22-10-53 and L. 228-91 *et seq.*:

- (i) gives full powers to the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to carry out one or more capital increases, as compensation for contributions in kind granted to the Company in the form of shares or securities giving access to shares in other companies, *via* the issue of (i) ordinary shares in the Company, and/or (ii) equity securities in the Company giving immediate and/or future access by any means to other Company equity securities and/or granting entitlement to the award of debt securities, and/or (iii) debt securities giving or potentially giving immediate and/or future access by any means to existing equity securities or equity securities to be issued in the Company, when the provisions of article L. 22-10-54 of the French Commercial Code do not apply;
- (ii) decides that the maximum nominal amount of the capital increases that may be carried out, immediately or in the future, pursuant to this delegation of authority may not exceed 10% of the Company's share capital at the date of this annual general meeting, which is included in the maximum nominal amount provided for in the 17th resolution submitted to this annual general meeting and which may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
- (iii) decides that the maximum nominal amount of debt securities giving immediate or future access to shares in the Company that may be issued pursuant to this resolution cannot exceed one billion five hundred million euros (€1,500,000,000) or the euro equivalent in a foreign currency or unit of account based on a basket of currencies at the date of the decision to carry out the issue. This amount (a) does not include any redemption premium(s) in excess of par value and (b) applies to all the debt securities that may be issued pursuant to the 15th to 20th resolutions submitted to this annual general meeting, but (c) is independent of, and separate from, the amount of the debt securities that the Board of Directors may authorize or decide to issue in accordance with article L. 228-40 of the French Commercial Code;

- (iv) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;
 - (v) decides that the Board of Directors, or any person duly authorized to act on its behalf, will have full powers, under the conditions permitted by law, to implement this delegation of authority; and
 - (vi) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period.
- The annual general meeting decides that this delegation of authority is granted to the Board of Directors for a period of twenty six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior delegation of authority granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 18th resolution.

20TH RESOLUTION — AUTHORIZATION GRANTED TO THE BOARD OF DIRECTORS TO INCREASE THE NUMBER OF SHARES TO BE ISSUED IN THE EVENT OF EXCESS DEMAND

Overview

The purpose of the **20th resolution** is to allow the Board of Directors to **increase the number of shares to be issued**, for the issues carried out pursuant to the 15th to 19th resolutions, within thirty days of the close of the subscription period for the initial issue, at the same price and **within the limit of 15%** of the initial issue subject to compliance with the limit provided for in the resolution authorizing the issue.

Twentieth resolution

(Authorization granted to the Board of Directors to increase the number of shares to be issued in the event of excess demand)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' special report, in accordance with the provisions of article L. 225-135-1 of the French Commercial Code:

- (i) authorizes the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to decide, in the event of the use of the delegations of authority granted by the 15th to 19th resolutions submitted to the annual general meeting and within thirty days of the close of the subscription period for the initial issue, to increase the number of shares to be issued, within the limit of 15% of the initial issue and at the same price as that applied for the initial issue, and up to the limit provided for in the resolution authorizing the issue;
 - (ii) decides that the Board of Directors may not use this delegation of authority without prior authorization from the annual general meeting from the date a takeover bid for the Company's shares is filed by a third party until the end of the offer period; and
 - (iii) gives full powers to the Board of Directors to implement this authorization, in accordance with the law and the regulations.
- The annual general meeting decides that this authorization is granted to the Board of Directors for a period of twenty six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior authorization granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 19th resolution.

21ST RESOLUTION — OVERALL LIMIT ON AUTHORIZATION AMOUNTS

Overview

The purpose of the **21st resolution** is to set an overall **limit on the nominal amount of the capital increases** immediately or in the future, with or without preferential subscription rights, to be carried out pursuant to the 15th to 20th resolutions, to **50% of the Company's share capital** at the date of this annual general meeting.

The maximum nominal amount of capital increases without preferential subscription rights mentioned in the 16th to 19th resolutions would be **10% of the Company's share capital** at the date of this annual general meeting.

Twenty-first resolution

(Overall limit on authorizations to issue shares in the Company immediately and/or in the future)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report, decides to set:

- (i) the maximum overall nominal amount of the immediate or future capital increases that may be carried out pursuant to the delegations of authority and authorizations granted by the 15th to 20th resolutions at 50% of the share capital on the date of this annual general meeting; and
- (ii) the overall limit for issues without preferential subscription rights that may be carried out pursuant to the delegations of authority and authorizations granted by the 16th to 19th resolutions at 10% of the share capital on the date of this annual general meeting;

it being specified that these nominal amounts may be increased, where applicable, by the nominal amount of the shares to be issued in respect of adjustments made to preserve the rights of holders of securities and other rights giving access to shares in the Company, in accordance with the law and any applicable contractual provisions.

22ND RESOLUTION — CAPITAL INCREASE RESERVED FOR MEMBERS OF A COMPANY SAVINGS PLAN

Overview

Since Arkema's stock market listing in 2006, the Group has conducted a dynamic employee share ownership policy, and offers Group employees the opportunity to purchase Company's shares on preferential terms every two years. The last share capital increase reserved for employees took place in September 2024. At 31 December 2025, 9.7% of outstanding shares were owned by employees.

The next share capital increase reserved for employees should take place in the second half of 2026 to continue to give the greatest number of employees possible a stake in the Group's growth. Therefore, the purpose of the **22nd resolution** is to renew the delegation of authority granted by the combined annual general meeting of 15 May 2024 to the Board of Directors to carry out capital increases reserved for members of a company savings plan, **without shareholders' preferential subscription rights**.

The maximum nominal amount of the capital increases that may be carried out pursuant to this delegation of authority is set at **€13,500,000, i.e., less than 2% of the Company's share capital** at the date of this annual general meeting.

The issue price would be equal to the average of the Arkema share's Euronext Paris trading prices for the twenty (20) trading days prior to the date of the decision setting the subscription period opening date, less the maximum discount provided for by law on the date of the Board of Directors' decision. The Board of Directors may however, if it considers it appropriate, reduce or eliminate the abovementioned discount.

This delegation of authority would be granted for a period of **26 months** from the date of this meeting and would render ineffective, from this date, the delegation of authority previously granted for the same purpose.

Twenty-second resolution

(Delegation of authority granted to the Board of Directors to carry out capital increases reserved for members of a company savings plan (*Plan d'Épargne d'Entreprise*), without preferential subscription rights)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors' report and the statutory auditors' special report, in accordance with articles L. 225-129, L. 225-129-2, L. 225-129-6, L. 228-91, L. 228-92, L. 225-138 I and II, and L. 225-138-1 of the French Commercial Code and articles L. 3332-18 et seq. of the French Labor Code:

- (i) authorizes the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, to carry out one or more capital increases *via* the issue, in the proportions and at the times that it deems appropriate, of shares and/or securities giving immediate and/or future access by any means to the Company's share capital, reserved for employees and former employees of the Company and of any French or foreign related companies or groups within the meaning of article L. 225-180 of the French Commercial Code and article L. 3344-1 of the French Labor Code, who are members of a company savings plan (hereinafter, the "Beneficiaries");
- (ii) decides to cancel the shareholders' preferential subscription rights to the shares and securities giving access to shares to be issued pursuant to this delegation of authority and, where applicable, to the shares and other securities granted free of consideration pursuant to this delegation of authority;
- (iii) duly notes that this delegation of authority automatically entails a waiver by the shareholders of their preferential right to subscribe for the Company shares that result from the securities giving access to shares in the Company that could be issued pursuant to this delegation of authority;

- (iv) decides that the maximum nominal amount of the capital increase resulting immediately or in the future from all the issues made pursuant to this delegation of authority is thirteen million five hundred thousand euros (€13,500,000). This limit may be increased, where applicable, by the additional nominal amount of the shares to be issued in order to preserve the rights of holders of securities and other rights granting access to shares in the Company, in accordance with the law and any applicable contractual provisions;
 - (v) decides that the subscription price of the shares to be issued will be equal to the average Arkema share price on Euronext Paris for the twenty (20) trading days prior to the date of the decision setting the subscription period opening date, less the maximum discount provided for by law on the date of the Board of Directors' decision. The Board of Directors may however, if it considers it appropriate, reduce or eliminate the abovementioned discount, in order to take into account, in particular, the local legal requirements applicable in the event of a share offering to members of a company savings plan on the international market or in a foreign country; and
 - (vi) decides that the Board of Directors may grant free shares or securities giving access to shares in the Company to replace all or part of the abovementioned discount and/or the employer's top-up contribution. The total benefit resulting from this grant may not exceed the limits provided for by the laws or regulations pursuant to articles L. 3332-21 and L. 3332-11 of the French Labor Code, and the maximum nominal amount of the capital increases that may be carried out, immediately or in the future, pursuant to the grant of free shares or securities giving access to shares in the Company, shall be included in the limits referred to in paragraph (iv) above.
- The annual general meeting decides that the Board of Directors, or any person duly authorized under the conditions set by law to act on its behalf, will have full powers to implement this resolution and in particular to:
- (a) determine that the subscriptions can be carried out directly by the Beneficiaries or *via* a mutual fund or any other collective undertaking authorized by the regulations;
 - (b) establish, under the conditions required by law, the list of companies or groups whose employees and former employees that are members of one or more company savings plans will be able to subscribe to the shares or securities issued and, where applicable, receive the shares or securities granted free of consideration;
 - (c) set the subscription price of the shares and the opening and closing dates of the subscription period;
 - (d) set the amount of the issues that may be made pursuant to this authorization and, in particular, set the issue price, dates, periods, terms and conditions of subscription, payment, delivery and dividend entitlement (which may be retroactive) and all other terms and conditions of the issues, within the applicable legal and regulatory limits;
 - (e) in the event of a grant of free shares or securities giving access to shares of the Company, set the number of shares or securities giving access to shares in the Company to be issued, the number of shares or securities to be awarded to each Beneficiary, and set the dates, periods, terms and conditions of the grant within the applicable legal and regulatory limits, and in particular, elect either to substitute in whole or in part the grant of said shares or securities giving access to shares in the Company for the discounts provided for above or deduct the equivalent value of the shares or securities granted from the total amount of the employer's top-up contribution, or a combination of both;
 - (f) record the completion of the capital increase for the amount of the shares that will actually be subscribed, after any reduction in the event of oversubscription;
 - (g) determine, where appropriate, the amount of the sums to be capitalized within the limit set above, the shareholders' equity account(s) from which they will be deducted and the dividend entitlement date of the shares created;
 - (h) at its sole discretion and as it deems appropriate, charge the costs of capital increases against the share premium amounts relating thereto and withhold the necessary sums to bring the legal reserve up to one-tenth of the new share capital after each capital increase; and
 - (i) take all necessary measures to complete the capital increases, carry out the related formalities, particularly those concerning the listing of the shares created, amend the Articles of Association accordingly, and generally do whatever may be necessary.

The annual general meeting decides that this delegation of authority is granted for a period of twenty-six (26) months from the date of this annual general meeting. It renders ineffective the unused portion of any prior delegation of authority granted for the same purpose and in particular that given by the combined annual general meeting of 15 May 2024 in its 21st resolution.

23RD AND 24TH RESOLUTIONS — AMENDMENTS OF THE COMPANY’S ARTICLES OF ASSOCIATION

Overview

Order no. 2024-934 of 15 October 2024, transposing Directive (EU) 2022/2381 of the European Parliament and of the Council of 23 November 2022 on improving the gender balance among directors of listed companies and related measures, which will apply to the Company as from 1st January 2027, makes it necessary to amend the Company’s Articles of Association.

In the **23rd resolution**, the Board of Directors proposes to amend paragraphs 6 and 8 of article 10.2 of the Articles of Association, "Director representing employee shareholders", to provide:

- with regard to paragraph 6, that the director representing employee shareholders will now be counted in the calculation of the proportion of directors of each gender provided for by applicable laws and regulations; and
- with regard to paragraph 8, that if a post of director representing employee shareholders falls vacant, it will now be filled, at the discretion of the Board of Directors, either (i) by cooptation by the Board of Directors, for the remainder of his predecessor’s term of office, of one of the candidates appointed under the conditions provided for in article 10.2 of the Articles of Association, in which case ratification of the cooptation will be submitted to the next ordinary general meeting, or (ii) by appointment by the ordinary general meeting under the conditions provided for in article 10.2 of the Articles of Association.

Furthermore, the Board of Directors proposes, in the **24th resolution**, to amend paragraph 8 of article 10.3 of the Articles of Association, "Director representing employees", in order to remove the reference to the fact that directors representing employees are not taken into account in calculating the proportion of directors of each gender provided for in the first paragraph of article L. 225-18-1 and article L. 22-10-3 of the French Commercial Code.

Twenty-third resolution

(Amendment of paragraphs 6 and 8 of article 10.2 of the Company’s Articles of Association)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors’ report, resolves to amend paragraphs 6 and 8 of Article 10.2 “Director representing employee shareholders” of the Company’s Articles of Association as follows:

“10.2 Director representing employee shareholders

(Paragraphs 1 to 5 unchanged)

This director is counted in the calculation of the proportion of directors of each gender provided for by applicable laws and regulations. However, he is not taken into account when determining the minimum or maximum number of directors provided for in article 10.1 above.

(Paragraph 7 unchanged)

If a post of director representing employee shareholders falls vacant for any reason, it will be filled, at the discretion of the Board of Directors, either (i) by cooptation by the Board of Directors, for the remainder of his predecessor’s term of office, of one of the candidates appointed under the same conditions as provided above, in which case ratification of the cooptation will be submitted to the next ordinary general meeting, or (ii) by appointment by the ordinary general meeting under the same conditions as provided above.

(Paragraphs 9 to 11 unchanged)”

Twenty-fourth resolution

(Amendment of paragraph 8 of article 10.3 of the Company’s Articles of Association)

The annual general meeting, voting in accordance with the quorum and majority requirements for extraordinary general meetings, and having considered the Board of Directors’ report, resolves to amend paragraph 8 of article 10.3 “Director representing employees” of the Company’s Articles of Association as follows:

“10.3 Director representing employees

(Paragraphs 1 to 7 unchanged)

The director(s) representing employees is/are not taken into account when establishing the minimum and maximum number of directors provided for in article 10.1 above.

(Paragraphs 9 and 10 unchanged)”

25TH RESOLUTION — POWERS FOR FORMALITIES

Twenty-fifth resolution

(Powers to carry out formalities)

The annual general meeting grants full powers to the bearer of an original, a copy or an excerpt of the minutes of this annual general meeting for the purposes of performing all filing, publicity or other formalities that may be required.



REQUEST FORM FOR ADDITIONAL DOCUMENTS

ARKEMA**COMBINED ANNUAL
GENERAL MEETING 2026****THURSDAY 21 MAY 2026****PLEASE RETURN THE FORM TO ARKEMA****by email**

actionnaires-individuels@arkema.com

by post

ARKEMA

Investor Relations department
51, esplanade du Général de Gaulle
CS 10478 - 92907 Paris La Défense Cedex
France

Documents and information referred to in article R. 225-83 of the French Commercial Code, included in the 2025 Universal Registration Document, are available and/or can be ordered in the Investors section of the Company's website.

I, undersigned

Mrs Mr Company

Name (or company name): First name:

N°: Street:

Postcode: City: Country:

Email address: @

Acknowledge having received the documents relating to the combined annual general meeting of 21 May 2026 and referred to in article R. 225-81 of the French Commercial Code, *i.e.*, the agenda, proposed resolutions and summary presentation of the Company's situation during the year that just ended (together with a table of the last five-year results).

Request Arkema to send me prior to the combined annual general meeting, the documents and information referred to in article R. 225-83 of the French Commercial Code and included in the 2025 Universal Registration Document.

Signed at: on: 2026

Signature

As from 2027, in accordance with Decree No. 2026-94 of 13 February 2026 modernizing how certain types of commercial company communicate with their shareholders, the Company will no longer be required to send out the documents and information referred to in Articles R. 225-81 and R. 225-83 of the French Commercial Code regarding General meetings, as long as such documents and information will be published on its website.



Investor Relations

Postal address:

51, esplanade du Général de Gaulle
CS 10478 - 92907 Paris La Défense Cedex

France

Tél.: +33 (0)1 49 00 80 80

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