



DECISIONS OF THE BOARD OF DIRECTORS' MEETING OF 25 FEBRUARY 2026 REGARDING THE COMPONENTS OF THE COMPENSATION OF THIERRY LE HÉNAFF, CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Arkema's Board of Directors, at its meeting held on 25 February 2026, set as follows the components of the compensation of Thierry Le Hénaff, Arkema's Chairman and Chief Executive Officer, based on the recommendations of the Nominating, Compensation and Corporate Governance Committee.

COMPONENTS OF COMPENSATION DUE FOR 2025

For 2025, the annual variable compensation was determined taking into account the achievement of specific, precise and ambitious quantitative and qualitative targets approved by the Board of Directors at its meeting of 26 February 2025.

In accordance with the Chairman and Chief Executive Officer's compensation policy approved by the annual general meeting of 15 May 2024 for the term of his office as a member of the Board, *i.e.*, four years, the maximum weighting of each criterion for 2025 was equal-weighted at 45% each, up to a maximum global award rate of 180%.

The Board of Directors has analyzed the most notable achievements of Arkema and its Chairman and Chief Executive Officer in 2025, and the way the Group adapted to the challenging macroeconomic context that impacted the world economy and the chemical industry. In view of its assessment of all the achievements as of 31 December 2025, the Board of Directors set the amount of the variable compensation due in respect of 2025 as follows:

- **concerning the three quantitative criteria** related to the Group's financial performance, the achievement rates in relation to their maximum were as follows:
 - ✓ 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 operational management, most 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 has been set at 43,65% of fixed annual compensation out of a maximum of 45%.

In total, the 2025 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.

Thierry Le Hénaff's total annual gross compensation for 2025 would therefore comprise of €1,150,000 in fixed compensation and €1,320,660 in variable compensation, *i.e.*, a total amount of €2,470,660.

Given the variable compensation for 2025, the component enabling the constitution of a retirement fund, in place since the supplementary defined benefit pension scheme to which the Chairman and Chief Executive Officer was entitled was terminated, and due in respect of 2025, amounts to €494,132.

COMPENSATION POLICY FOR 2026

In accordance with the compensation policy of the Chairman and Chief Executive Officer approved by the annual general meeting of 15 May 2024, with a favorable vote of 94.91%, in the context of the renewal of Thierry Le Hénaff's term of office as director, for the duration of the term of office, the Board of Directors, at its meeting of 25 February 2026 did not modify the compensation components for 2026, the main elements of which are recalled hereafter:

- the annual gross fixed compensation of Thierry Le Hénaff of 1,150,000 euros for 2026;
- the structure of the annual variable compensation of the Chairman and Chief Executive Officer for 2026 which may reach a maximum of 180% of the annual fixed compensation. It will remain based on quantitative criteria of the same nature as previous years and related to the Group's financial performance, consistent with the objectives communicated externally: EBITDA, recurring cash flow and contribution of new developments, representing a maximum of weighting of 135% of the annual fixed compensation. The weighting of each criterion remains unchanged at a maximum of 45% each. Along with the quantitative criteria, qualitative criteria representing also a maximum weighting of 45% of the fixed compensation are, as in past years, related to the priority areas of the Group, including the implementation of the long-term strategy and its main priorities by the Chairman and Chief Executive Officer for one half and to the operational and financial management of the Group for the other half and for which precise quantified targets have been integrated as every year for the majority of the elements which make it up;

For 2026, the Board of Directors will focus in particular on:

- ✓ in terms of long-term strategy: the continued transformation of the Group's profile in accordance with the September 2023 Capital Markets Day guidelines, focusing on areas of innovation linked to sustainable development and new consumer habits (new energies, advanced electronics, bio-sourced and recycled polymers, additives and polymers integrated into solutions that contribute to the energy transition, high performance adhesives and sealants, pressure sensitive adhesives, upstream integration in low-carbon HF in the United States, etc.); as part of the implementation of the strategy, the commercial ramp-up of the major industrial projects completed these last years in Asia and the United States, the strengthening of the One Arkema approach notably in advanced electronics, batteries, paints and data centers, the leveraging of the progress made around high growth markets and key technologies including the contribution of high performance sealants, Pebax® for sports, 3D printing via the Orgasols®, the new-generation fluorogases, PIAM in electronics, adhesives for flexible packaging, as well as the update of the strategic thinking in a changing world with the definition of the 2030 ambition;
 - ✓ in terms of financial and operational management of the company (with a majority of quantifiable elements): the consolidation of safety and environmental performance in line with the various 2030 objectives and the implementation of the carbon trajectory validated by the SBTi, the finalization of the new distillation project in Carling (acrylics in France), the realization of new business developments and R&D effort, the continued streamlining and simplification of the organization and processes, continued savings in fixed and variable costs, the reflection on new structural competitiveness initiatives, the strict control of capex and working capital, the continued progress in talent management and succession plans, as well as new considerations regarding targeted industrial investments with attractive paybacks to support growth in high-growth markets.
- all of the other components comprising Thierry Le Hénaff's compensation's structure, and in particular the allocation of 33,000 performance shares as part of the future 2026 performance share plan, which could result in an overall vesting of up to 120% of the initial allocation, in the event that targets are significantly exceeded, pension benefits, severance pay as well as the non-compete clause.

Moreover, for 2026, as for every year, the Board of Directors shall have the option of amending certain performance criteria related to the Chairman and Chief Executive Officer's annual variable compensation or to his long-term compensation in the form of performance shares, and/or of increasing or decreasing one or several of the parameters attached to these criteria (weighting, trigger thresholds, objectives, targets, etc.), half of the qualitative criteria must in any event be related to the implementation by the Chairman and Chief Executive Officer of the Group's long-term strategy and its main priorities, and the other half to the Group's operational management, the non-financial performance being included in these criteria. This option may be used by the Board of Directors only in the event of exceptional circumstances outside of Arkema's control, not taken into account by the criteria or parameters initially set out in this policy for annual variable compensation or long-term compensation in the form of performance shares, that would have a significant impact on the company's performance, and which were unforeseeable at the time the Board approved this policy

with a view to presenting it to the annual general meeting (including any crisis similar to Covid-19 displaying these characteristics).

In any event, any such amendments or changes shall not result in the modification of the maximum weighting of the quantitative component of the annual variable compensation and the maximum weighting of its qualitative component, nor modify the maximum number of shares that could vest under the annual performance share plans.

These amendments or changes shall only be made for the purpose of reflecting more accurately the Chairman and Chief Executive Officer's effective performance in light of the circumstances that led to this option being exercised in applying the compensation policy. In this respect, the Board of Directors shall be especially careful to ensure that any such changes be fully correlated to the Group's performance in light of the circumstances, to the benefits accruing to shareholders and to the situation of all stakeholders.

The Board of Directors shall make its decision on the recommendation of the Nominating, Compensation and Corporate Governance Committee, and any use of this option must be justified in terms of the related circumstances and alignment with shareholders' interests. Any use of this discretionary option, which does not constitute a departure from the remuneration policy within the meaning of article L. 22-10-8 III paragraph 2 of the French Commercial Code, will be made public by the Board.

Lastly, the Board of Directors approved the terms of the draft resolutions on these components of the Chairman and Chief Executive Officer's compensation, which will be submitted to shareholders' approval at the annual general meeting to be held on 21 May 2026. All of the reports, summary tables and draft resolutions thus approved will appear in Arkema's 2025 Universal Registration Document.
