

Bank of America Global Adhesives & Coatings Virtual Fieldtrip

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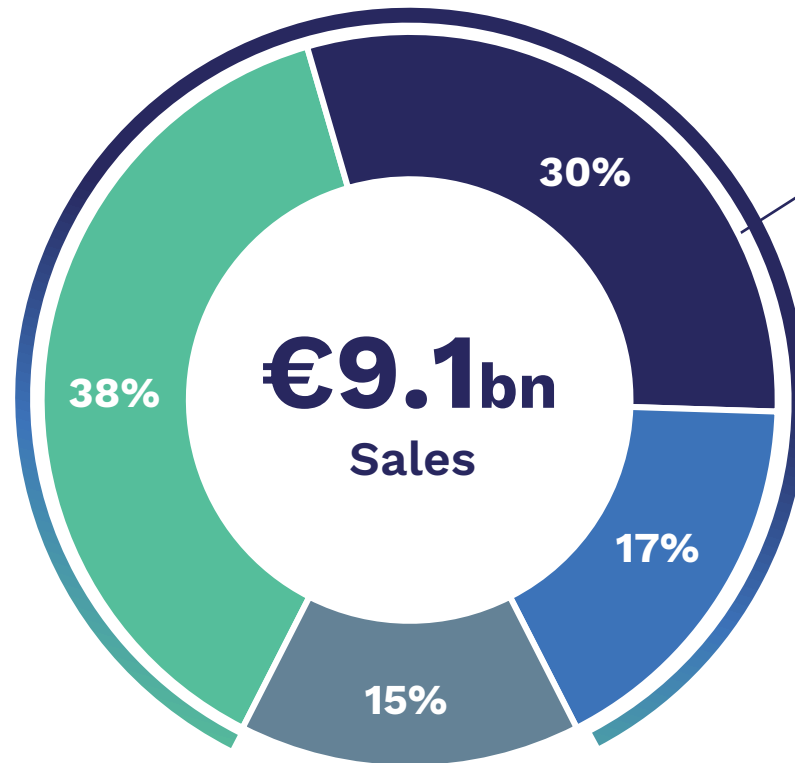
Senior Vice President Adhesive Solutions
Member of Arkema Executive Committee

June 2026

Arkema 2025 overview



Specialty
Materials
85%



Adhesive Solutions

€2.7bn Sales

20,700
employees

55
countries

154
production sites

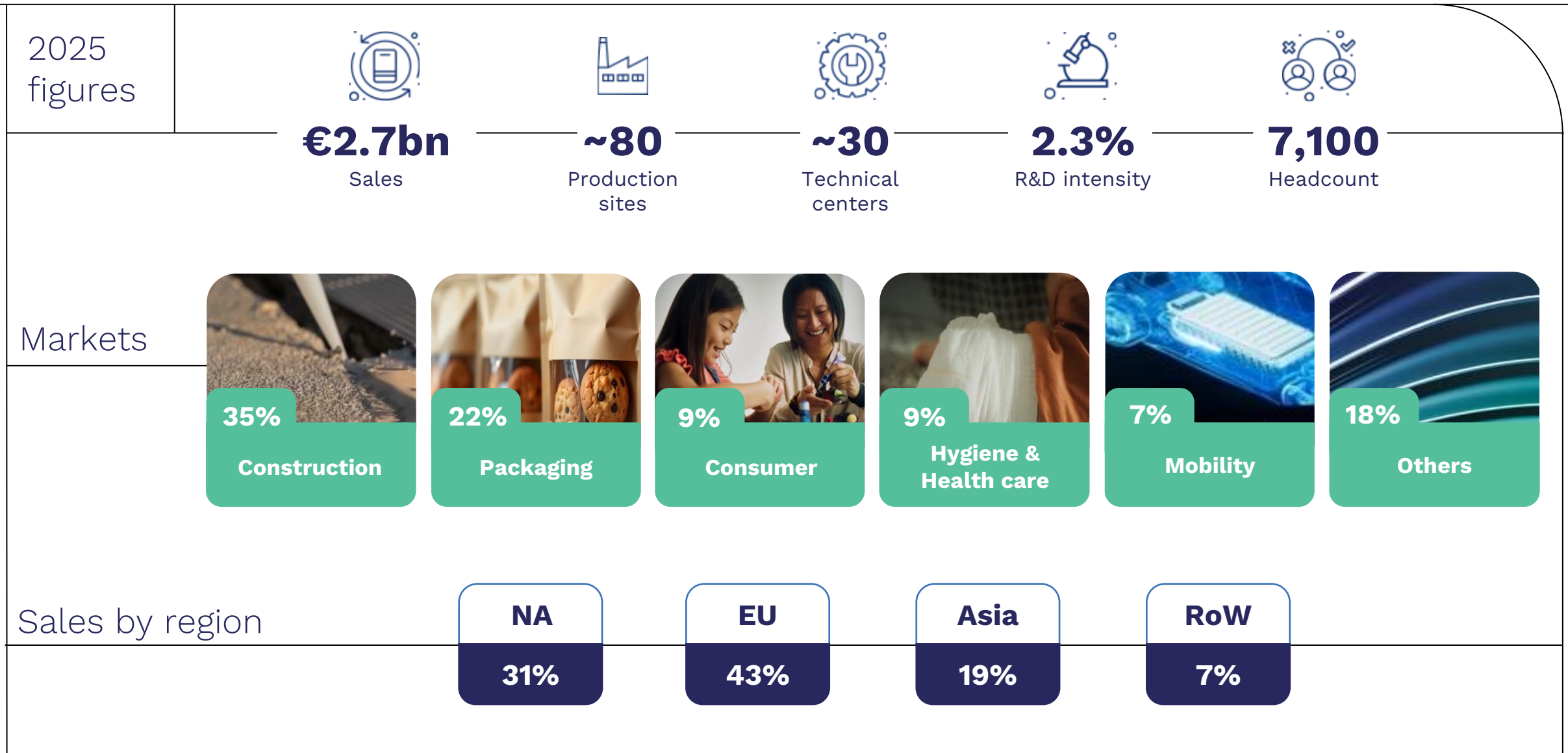
3.1%
of sales allocated to R&D

Advanced Materials

Coating Solutions

Primary Materials

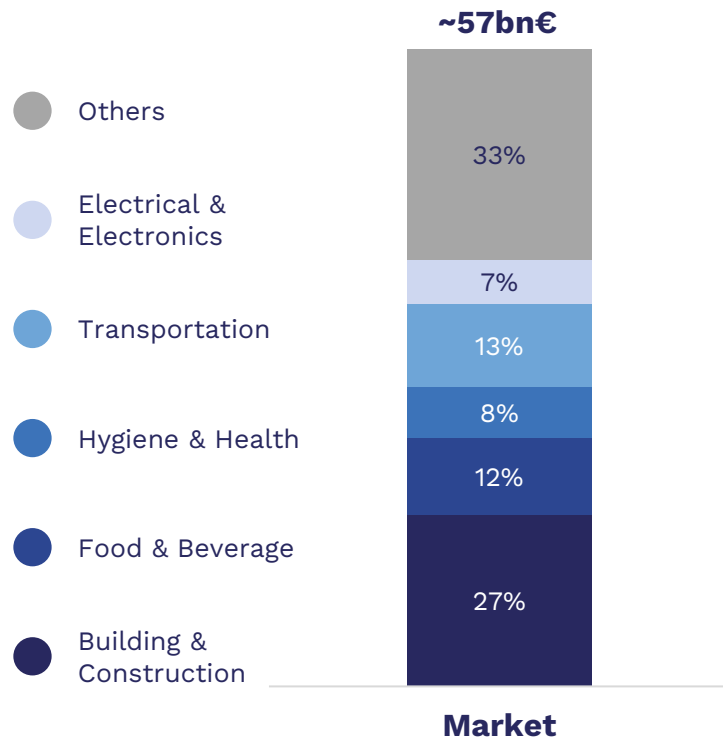
Arkema is #3 global adhesives & sealants player



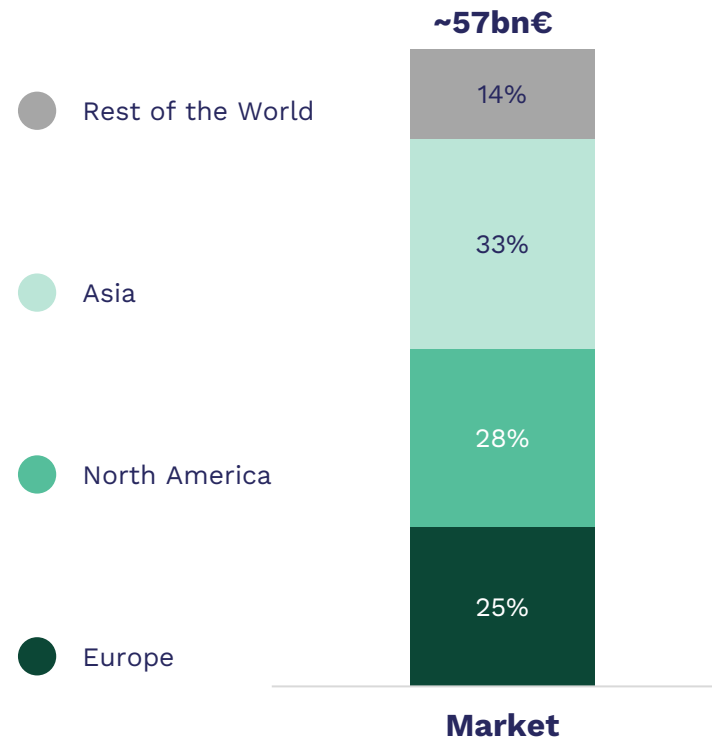
Adhesives & Sealants is a large and diversified growing market

Adhesives & Sealants Market

By end Market



By Region



+3% annual growth
expected in 2025-2030

Urbanization and higher living standard

More sophisticated products
in construction & packaging

Lightweighting

Increasing use of adhesives in transportation

Sustainable products

Rising demand for biobased solutions,
enabling debonding

Higher growth markets

Electronics and medical devices

Fast growing regions

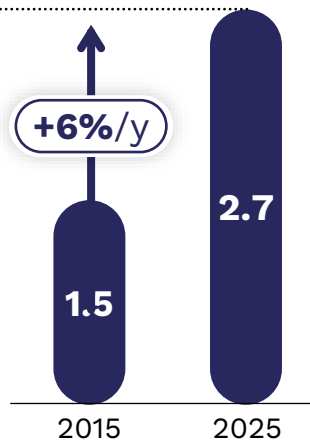
India, China, South-East Asia, Middle East

«Other» includes Woodworking (furniture), Paper & Bookbinding, General Purpose Packaging, various Assembly markets (appliances, HVAC, filters, energy)
Source: S&P Global 2025, 2022, Frost & Sullivan

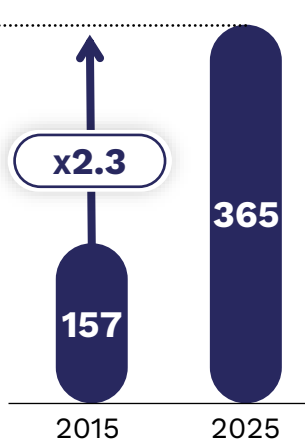
Contributing to the consolidation of the adhesives market

Major acquisitions

Sales, €bn



EBITDA, €m



Bostik
2015


Den Braven
2016

Ashland Performance Adhesives
2022

Dow Flexible Packaging Adhesives
2024

2025 figures


€256m
REBIT


3.1%
Capex intensity

Superior growth on 4 strategic platforms

High performance sealants

#4 worldwide



Construction sealing



Transportation panels



Prefabrication

Flexible packaging

#2 worldwide



Food packaging



Pharmaceutical blister pack



Beverage packaging

Pressure-sensitive adhesives (PSA)

#3 worldwide



HVAC Tapes



Paint protection films



House wrap

Durable goods adhesives

Significant position in high-value niches



Engineered wood



Automotive



EV Battery

A strategy to create lasting value

OUR STRATEGIC PILLARS:

Build and **reinforce** our **global leadership**
in **our 4 strategic platforms**

Increase exposure to **fast-growing**
regions & markets

Invest in R&D to push the boundaries
of material science

Strengthen our **industrial agility** and
pursue **operational excellence** initiatives

Expand our expertise and presence
through **targeted acquisitions**

TO GUARANTEE:

Cutting-edge,
specialized solutions

Customer proximity and **broad**
market coverage

Next-generation adhesives delivering
performance and **durability**

Faster, reliable
and **local support**

Broader geographic reach
and **stronger know-how**

High Performance Sealants: leading technologies and brands

Main markets



80%

Construction



20%

Mobility & Industry

Ambition & priorities

- **Accelerate in Asia** and **US**, leveraging Arkema strong presence
- **Innovate** in our core technologies and grow our **sustainable offer**
- Grow in **mobility** and promote our flagship **SMP Hero products**

Clear technology differentiation

- Leader in **SMP**, solid in **PU**
- **Biobased** and more **sustainable** products

Major brands



A global manufacturing footprint



Strong offer with flagship products



Flexible Packaging: the largest product & technology portfolio

Main markets



80%

Food & Beverage



10%

Health &
Personal Care

Ambition & priorities

- **Leverage** the unique **breadth of the portfolio** following the acquisition of **Dow laminating adhesives**
- Simplify organization and **improve competitiveness**
- Step-up in **Asia**, strengthening manufacturing footprint

Broadest product portfolio in the industry



Unique high-value technologies

- Vitel®
- M-Resin®
- Heat-seal Lacker
- High-performance lamination

Strong position in all regions

- One of the top players in EMEA, North America, APAC and Latam
- Global manufacturing footprint

Well-known brand Adcote™



Pressure Sensitive Adhesives: a strong position in high-performance applications

Main markets



20%

Mobility



10%

Construction

Ambition & priorities

- Expand in **high-value markets**: graphics, medical, specialty tapes
- Establish leadership in **sustainable solutions**
- Accelerate growth and technology localization in **Asia**

Major player in high-performance applications



Paint protection films



Graphics



Medical Tapes

Broadest technology portfolio in the industry

- Solvent-based PSA
- Hot-melt PSA
- Water-based PSA
- UV PSA
- Moisture cure PSA

A large range of sustainable solutions

- Wash-Off label solutions
- Liner-less labels
- Solvent-free UV and moisture-cured PSA

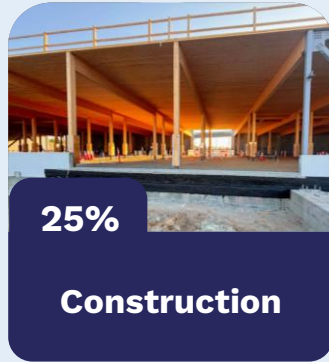
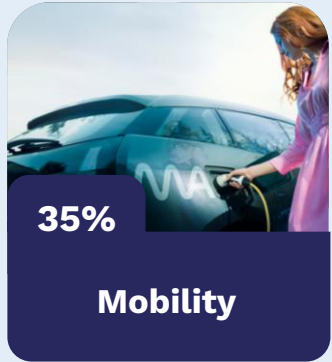
One Arkema

Benefit from the Group vertical integration and global presence

ARKEMA

Durable Goods Adhesives: a broad set of technologies

Main markets



Ambition & priorities

- **Expand in priority and fast-growing markets:** battery, consumer electronics, data centers, engineered wood, building envelope and technical textile
- Accelerate growth and production localization in **Asia**

Attractive markets

with strong growth & profitability



Electronics



Battery



Data centers

Broad technology portfolio and strong R&D



Leadership in specialty hot-melts

- Market leader for high-end products
- One-stop shop
- Strong service support
- Solid vertical integration

Differentiation through sustainability



Disclaimer

The information disclosed in this document may contain forward-looking statements with respect to the financial condition, results of operations, business and strategy of Arkema.

In a context of significant geopolitical tensions, where the outlook for the global economy remains uncertain, the retained assumptions and forward-looking statements could ultimately prove inaccurate.

Such statements are based on management's current views and assumptions that could ultimately prove inaccurate and are subject to material risk factors such as (but not limited to) changes in raw material prices, currency fluctuations, and pace at which the cost-reduction projects are implemented, escalating geopolitical tensions, and changes in general economic and financial conditions.

Arkema does not assume any liability to update such forward-looking statements whether as a result of any new information or any unexpected event or otherwise.

Further information on factors which could affect Arkema's financial results is provided in the documents filed with the French *Autorité des marchés financiers*.

Financial information since 2005 is extracted from the consolidated financial statements of Arkema. Quarterly financial information is not audited. The business segment information is presented in accordance with Arkema's internal reporting system used by the management.

Definitions and reconciliation tables for the main alternative performance indicators used by the Group are provided in section 5 of the URD 2025 available on Arkema's website at: www.arkema.com/global/en/investor-relations/

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