

The background of the slide features a series of concentric, wavy lines in shades of blue and green, creating a sense of depth and movement. The lines are more pronounced on the right side and fade into a solid blue background on the left.

# ARKEMA

2 0 2 5  
ANNUAL GENERAL MEETING

**ARKEMA**

# **2024 Review**





# 2024 key figures

2024  
review

**€9.5bn**

sales

**16.1%**

EBITDA margin

**€761m**

capital expenditure

**€278m**

R&D expenditure



**21,150**

employees

**55**

countries

**157**

production sites

**17**

R&D centers

# Our employees at the heart of our action



2024  
review

## TRIR

Accidents per million hours worked

2023	2024
0.9	0.8

2030 Target  
0.7

## PSER

Process safety events per million hours worked

2023	2024
2.8	2.5

2030 Target  
2.0



## Percentage of women

In senior management and executive positions

2023	2024
29%	30%

2030 Target  
35%

## Percentage of Non-French nationals

In senior management and executive positions

2023	2024
40%	40%

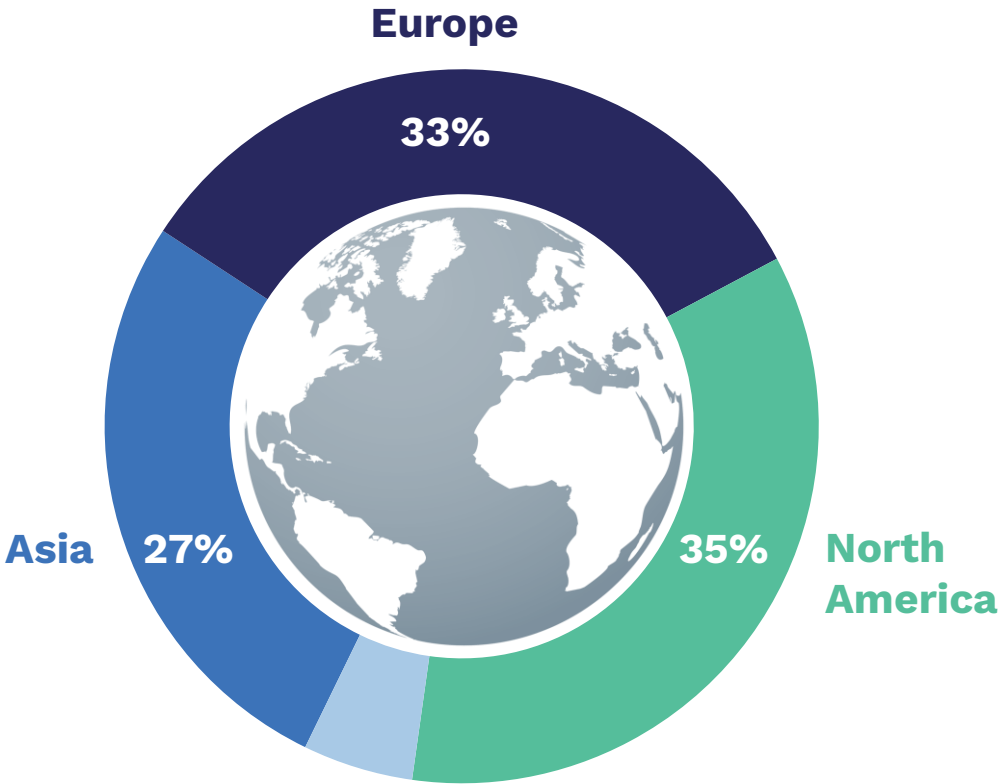
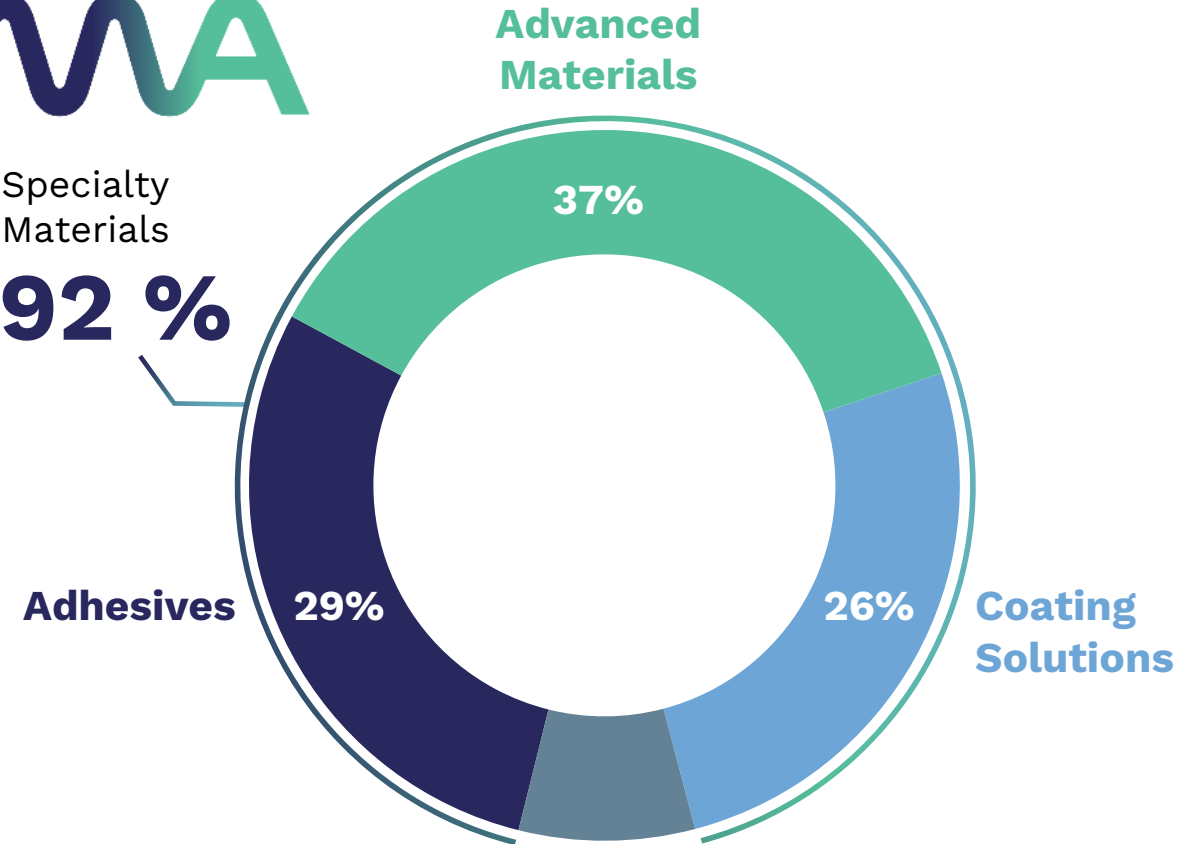
2035 Target  
50%

# A Group driven by 3 complementary specialty segments and a balanced geographical footprint

2024  
review



Specialty  
Materials  
**92 %**



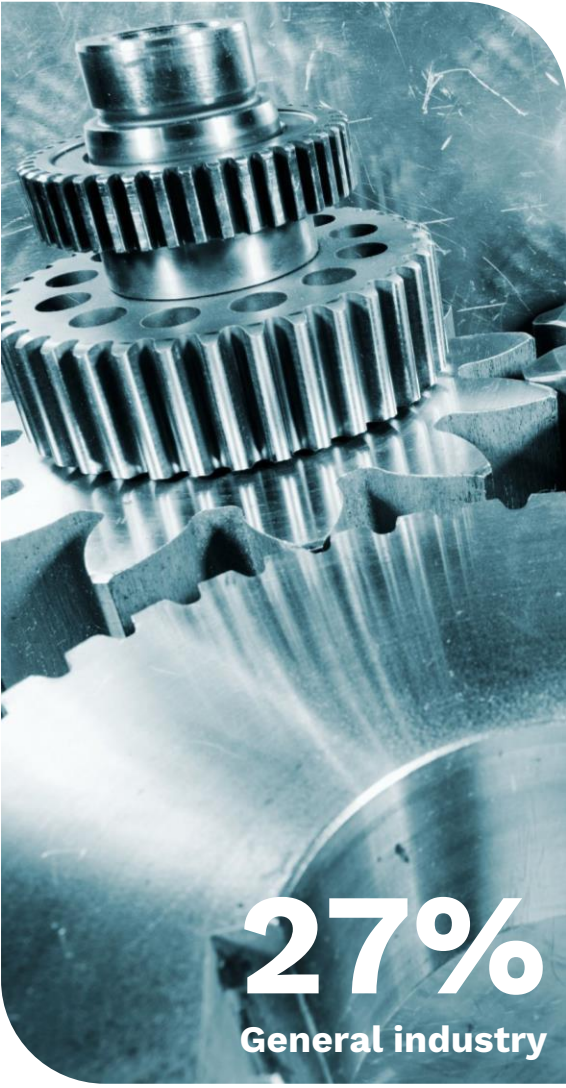
% of 2024 sales



# Diversified and attractive end markets



2024  
review



2024 figures



# A robust and resilient financial performance

2024  
review

## Sales

**€9,544m**

in 2024

**€9,514m** in 2023

## EBITDA

**€1,532m**

in 2024

**€1,501m** in 2023



## Comparative EBITDA margin evolution



1. HB Fuller, Sika, BASF, Clariant, Covestro, Dow, Evonik, Syensqo (Solvay before 2023), Wacker, Lanxess

# An attractive return to shareholder

2024  
review

Dividend<sup>1</sup> (in €/share)



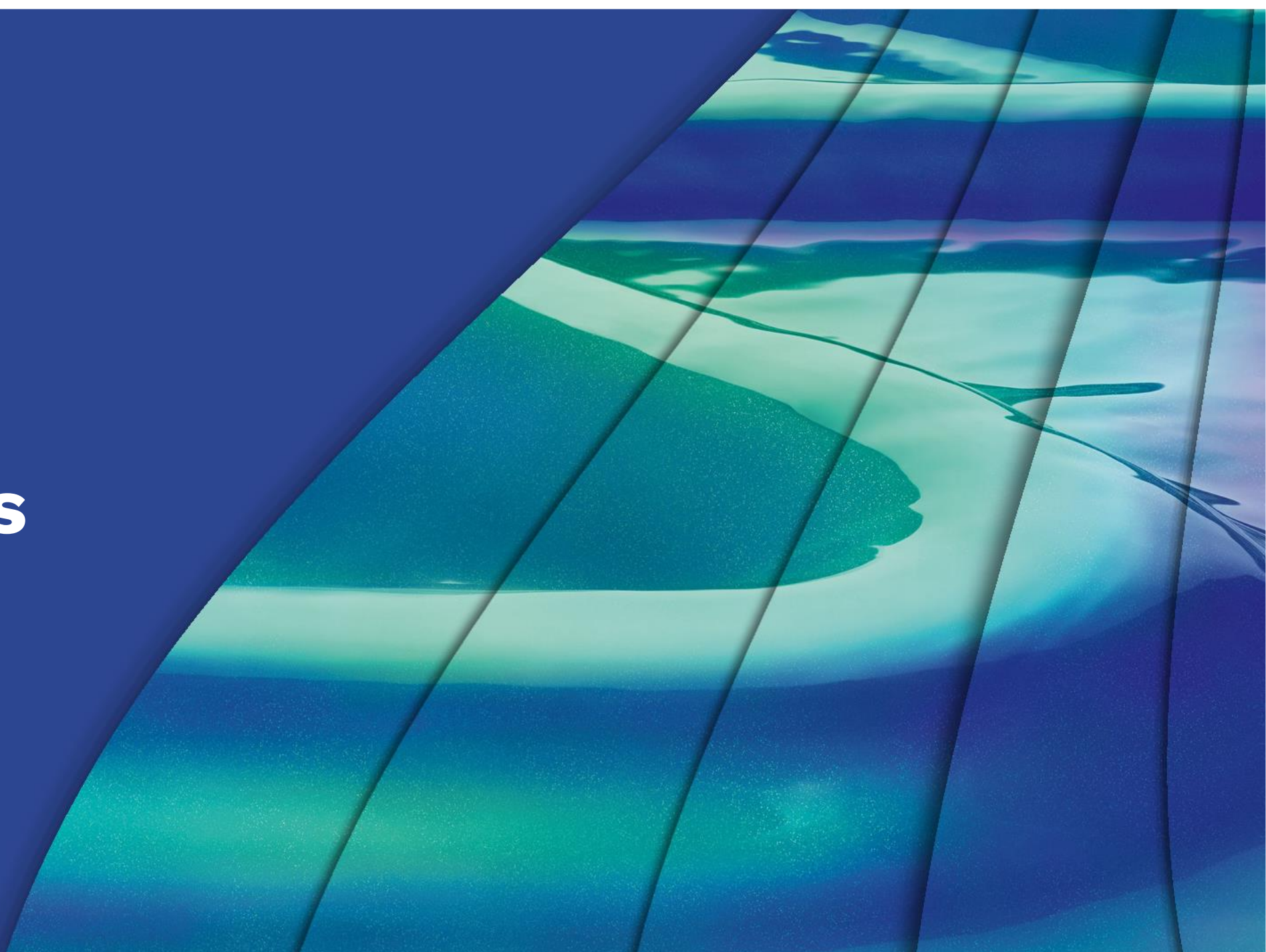
1. Dividend allocated for the year Y and paid in year Y+1  
2. Proposal submitted to the vote of today's annual general meeting

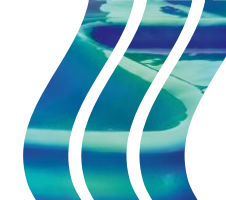
- ▶ Dividend<sup>2</sup> of €3.60 / share proposed for 2024
- ▶ **+10%** per year in average over the 2020-24 period
- ▶ In line with the policy of **steady increase of dividend**



ARKEMA

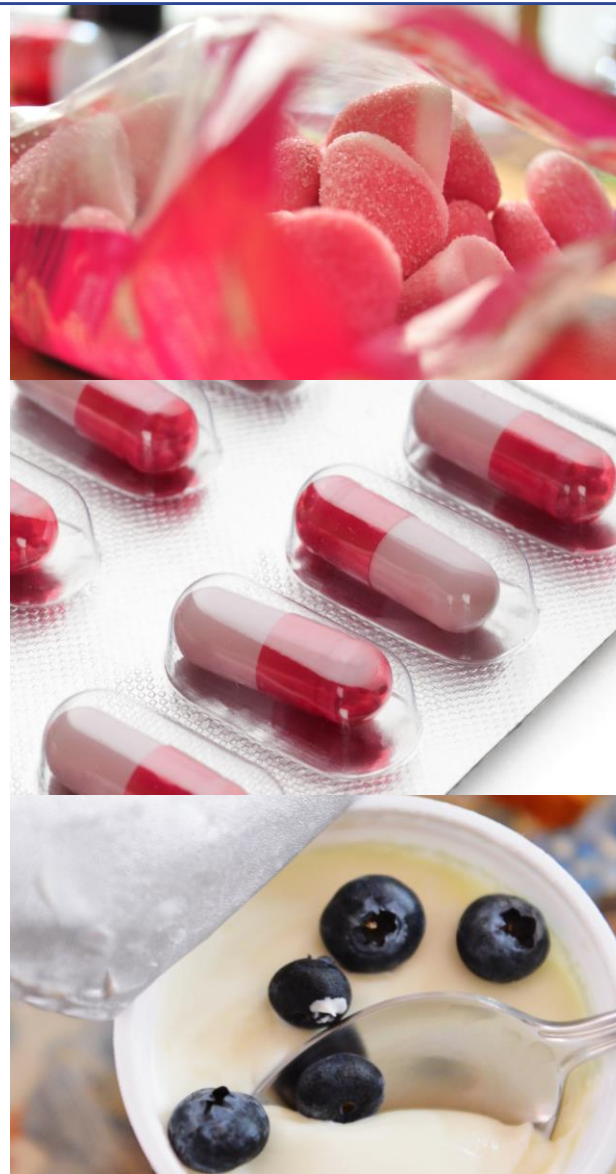
# 2024 highlights





## Dow laminating adhesives for flexible packaging

- ▶ **Proven technologies** (solventless adhesives, heat resistant...)
- ▶ **5 production sites** worldwide
- ▶ Markets supported by the demand for more sustainable solutions (food, medical)



## A strong complementarity with Bostik

- ▶ Strengthening of the Bostik range with **high value-added applications**
- ▶ Positioning as a **key player** in flexible packaging with the full range of market technologies
- ▶ **Rationalization** of commercial organizations and industrial footprint
- ▶ High level of synergies estimated at **US\$30m in EBITDA** within 5 years



# Realization of the investment for Carling plant decarbonization



## An innovative process for acrylic acid purification

**€130m**  
Total capex

**- 25%**  
Site energy consumption

**- 20%**  
Site CO<sub>2</sub> emissions

Start-up  
**in the course of 2026**



## A critical step successfully completed

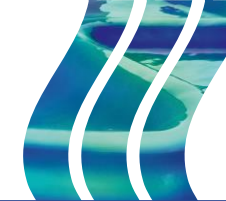
**4**  
distillation columns  
installed

**60**  
meters long

**150**  
tonnes each

**~100**  
engaged collaborators

# Our polymers at the heart of circular economy

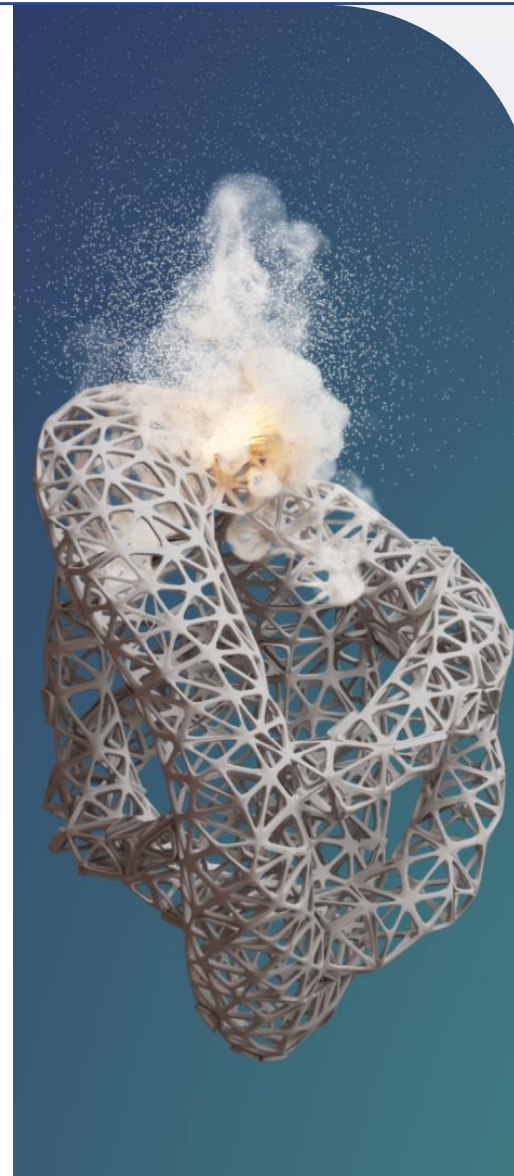


2024  
highlights



## Partnership with Authentic Material

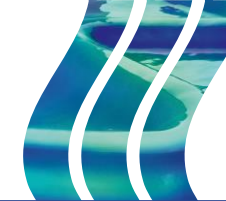
- ▶ **Bio-circular thermoplastic composite materials** for high-end products
- ▶ Made of **recycled** leather and **bio-based** PA11
- ▶ **Recycled and recyclable alternative** to plastics used in fashion and consumer goods industries



## A recyclable solution for 3D printing

- ▶ **High recyclability** of Orgasol® PA12 powders
- ▶ Conservation of **constant properties** over several production cycles
- ▶ Limited needs for virgin material





## **New Kizen™ LIME range**

- ▶ > 80% of renewable ingredients
- ▶ Reduction of carbon footprint of packaging solutions



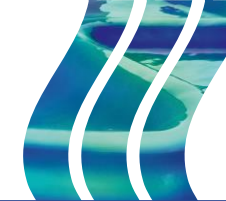
## **Born2Bond™ Ultra K85**

- ▶ 60% of bio-based ingredients
- ▶ High performance adhesives for electronics market



## **Fast Glue Ultra+**

- ▶ 60% of bio-based materials
- ▶ Sustainable innovation for the biggest segment of consumer adhesives



## A leader in Mass Balance offer

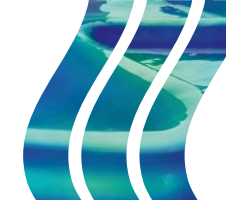
- ▶ Mass Balance ISCC+ certifications in the **3 geographical areas**
- ▶ **Full range of bio-attributed solutions**, covering all the major technologies, from acrylic monomers to specialty resins



## Technical textiles with lower carbon footprint

- ▶ Encor® range for **protective coatings for textiles**
- ▶ Waterborne resins **up to 30% bio-based**
- ▶ Up to **40% reduction of carbon footprint** compared to traditional acrylics solutions





**Sophie Fouillat**

**Executive Vice-President  
Strategy**



**Tilo Quink**

**Senior Vice-President  
Performance Additives**



**Laurent Tellier**

**Senior Vice-President  
High Performance Polymers  
and Fluorogases**

# A Group recognized as an employer of choice

2024  
highlights

Once again certified  
**Top Employer Europe**  
for 2025



Certification in  
**10 countries** representing  
**> 80% of collaborators**

Pour changer  
le monde, il faut  
la bonne formule.

#WhatAreYouMadeOf

Member of Forbes ranking  
« **World's Top Companies for  
Women 2024** »

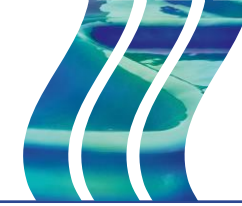
THE BEST  
EMPLOYERS  
FOR WOMEN

Forbes  
2024

POWERED BY STATISTA



# A renewed societal commitment



**2024  
highlights**

8<sup>th</sup> year of the Pragati program for **sustainable castor farming** in India



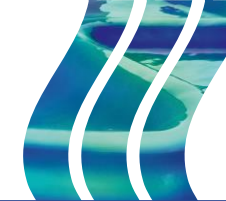
Alexis Hanquiquant, **athlete sponsored by Arkema**, paralympic triathlon champion in Paris 2024

Hundreds of children gain access to opera with Arkema, **patron** of ***Théâtre des Champs-Élysées***



Since 2019, Arkema has supported the **development of women's football**





## A modern ecosystem for the collaborators and stakeholders of the Group

- ▶ Modern and collaborative workspaces
- ▶ An ideal location to **facilitate interaction** with stakeholders and reinforce the Group's attractiveness



## A demonstration of Arkema's know-how and innovations

- ▶ Numerous **sustainable solutions** of Arkema used in the building
- ▶ New showroom « Le Lab » showcasing **Arkema's innovations**





ARKEMA

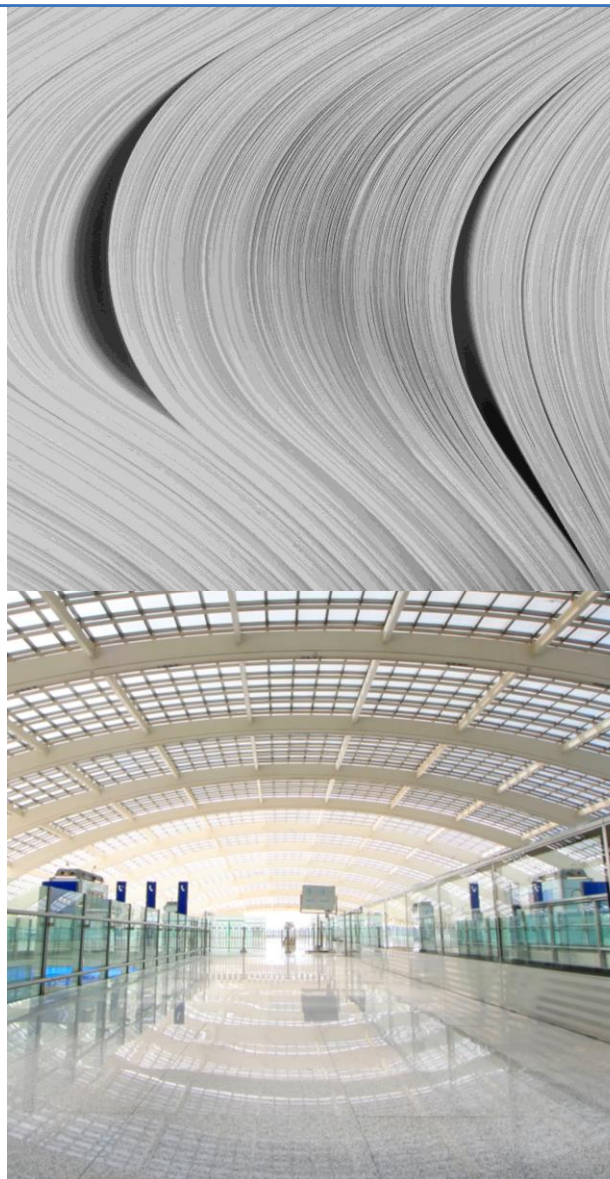
# 2024 financial performance





Sales  
**€9,544m**  
Stable vs 2023

EBITDA  
**€1,532m**  
16.1% EBITDA margin



Adjusted net income  
**€616m**  
8.23 € per share

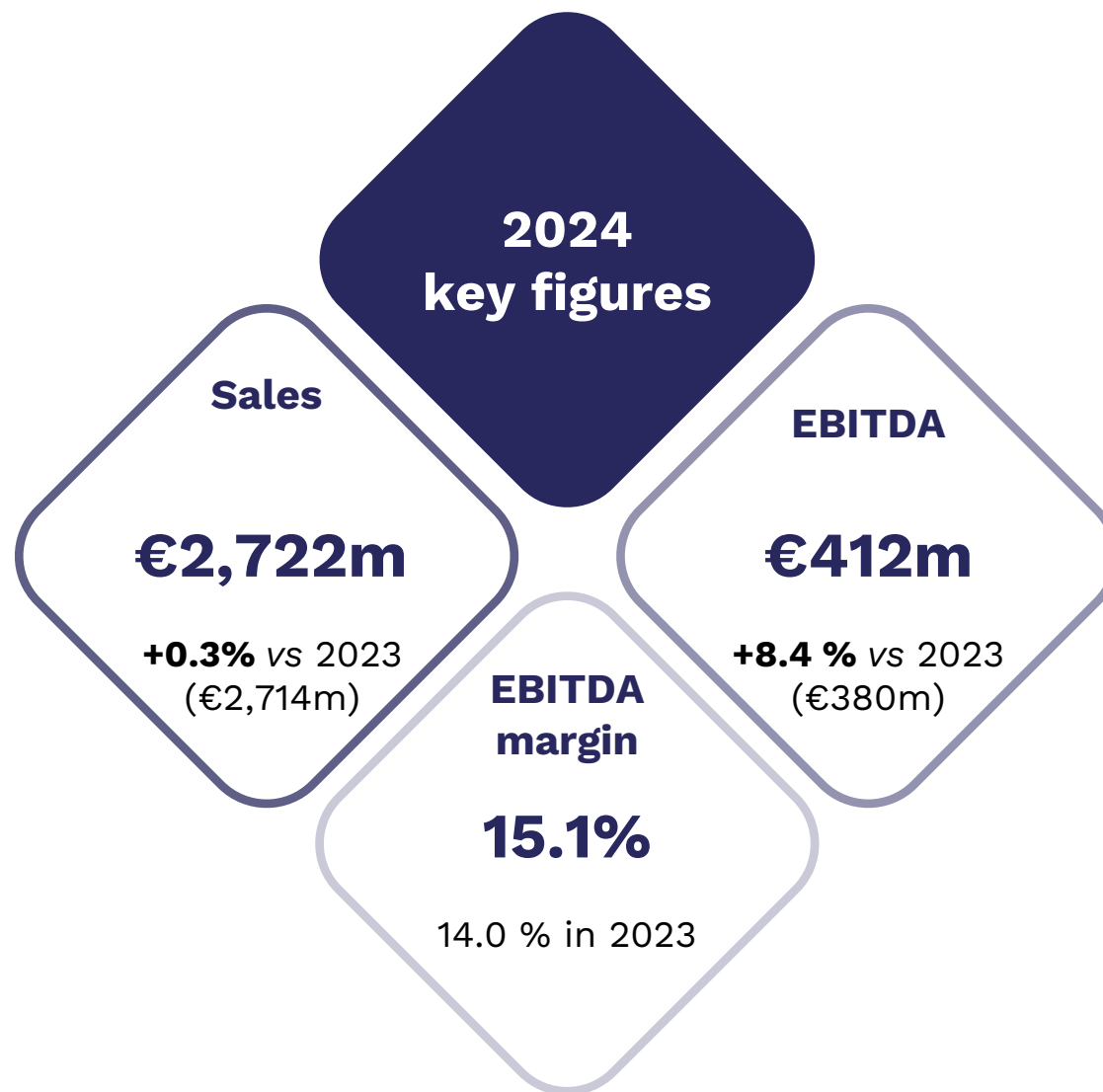
Net debt  
and hybrid bonds  
**€3,241m**  
2.1x EBITDA 2024



# Adhesives Solutions (29% of Group sales)



**2024  
financial  
performance**

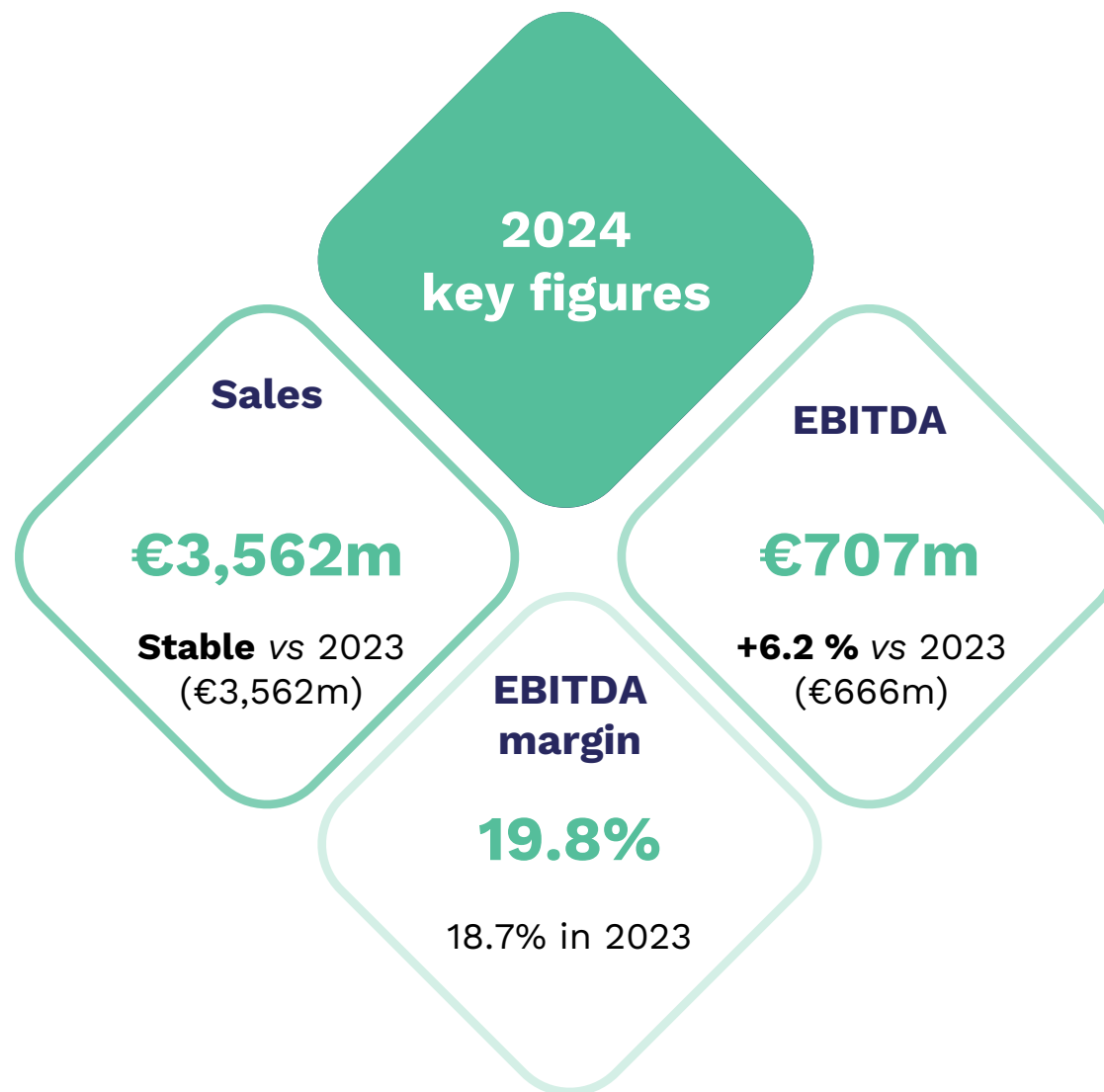


- ▮ **Growth in demand** in industrial adhesives, and construction market stabilized at a low level
- ▮ **Strong increase of EBITDA** including the contribution of the latest acquisitions
- ▮ **Record level** of EBITDA margin at 15,1% reflecting the improvement of product mix and operational excellence initiatives

# Advanced Materials (37% of Group sales)

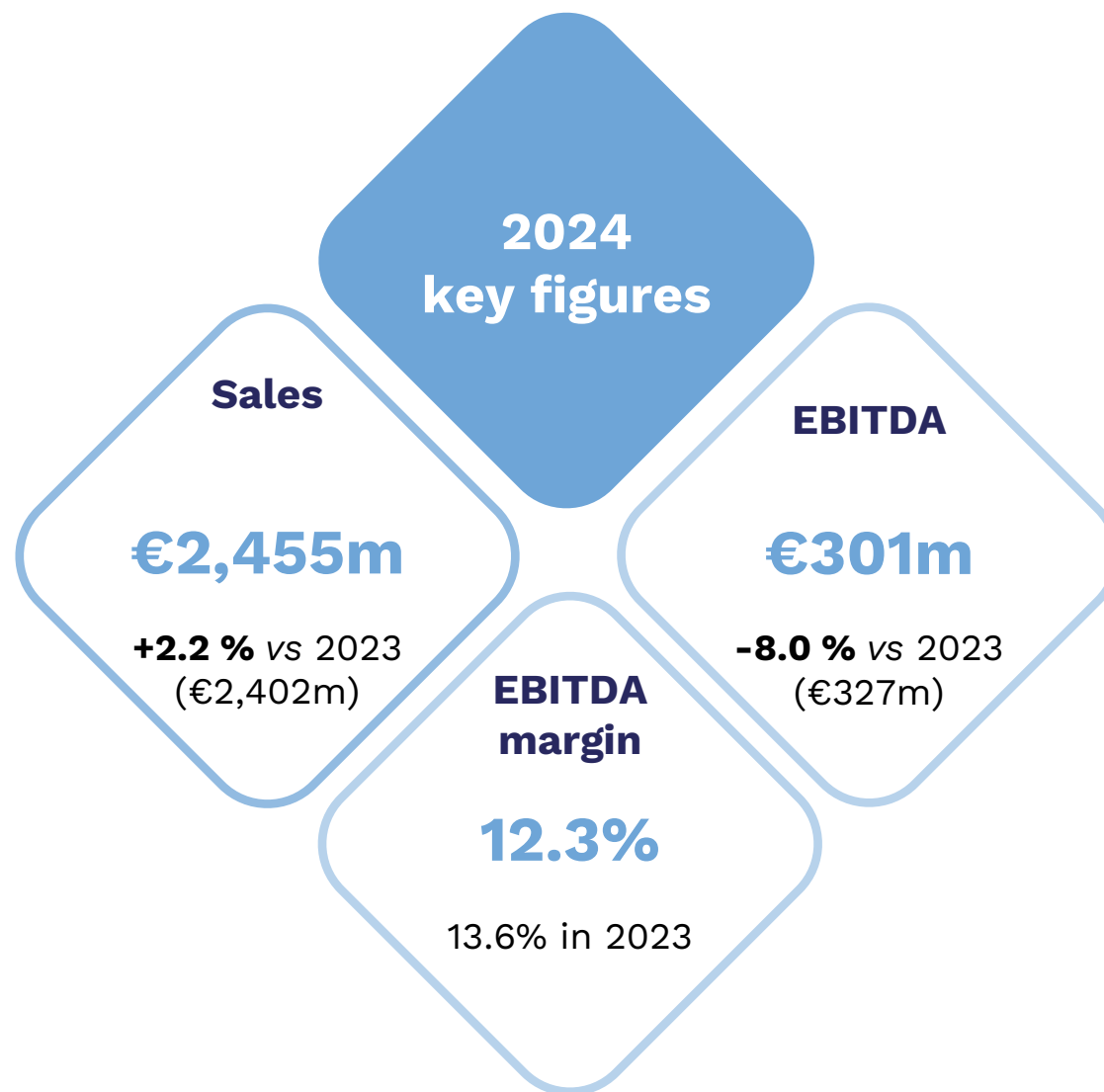


**2024  
financial  
performance**



- ▶ **Positive dynamics in Asia** partially offset by the marked decline in Europe
- ▶ **Good growth in High Performance Polymers** supported notably by the battery, sports, energy and medical markets
- ▶ **EBITDA growth** benefiting from the contribution of new applicative developments and PIAM consolidation



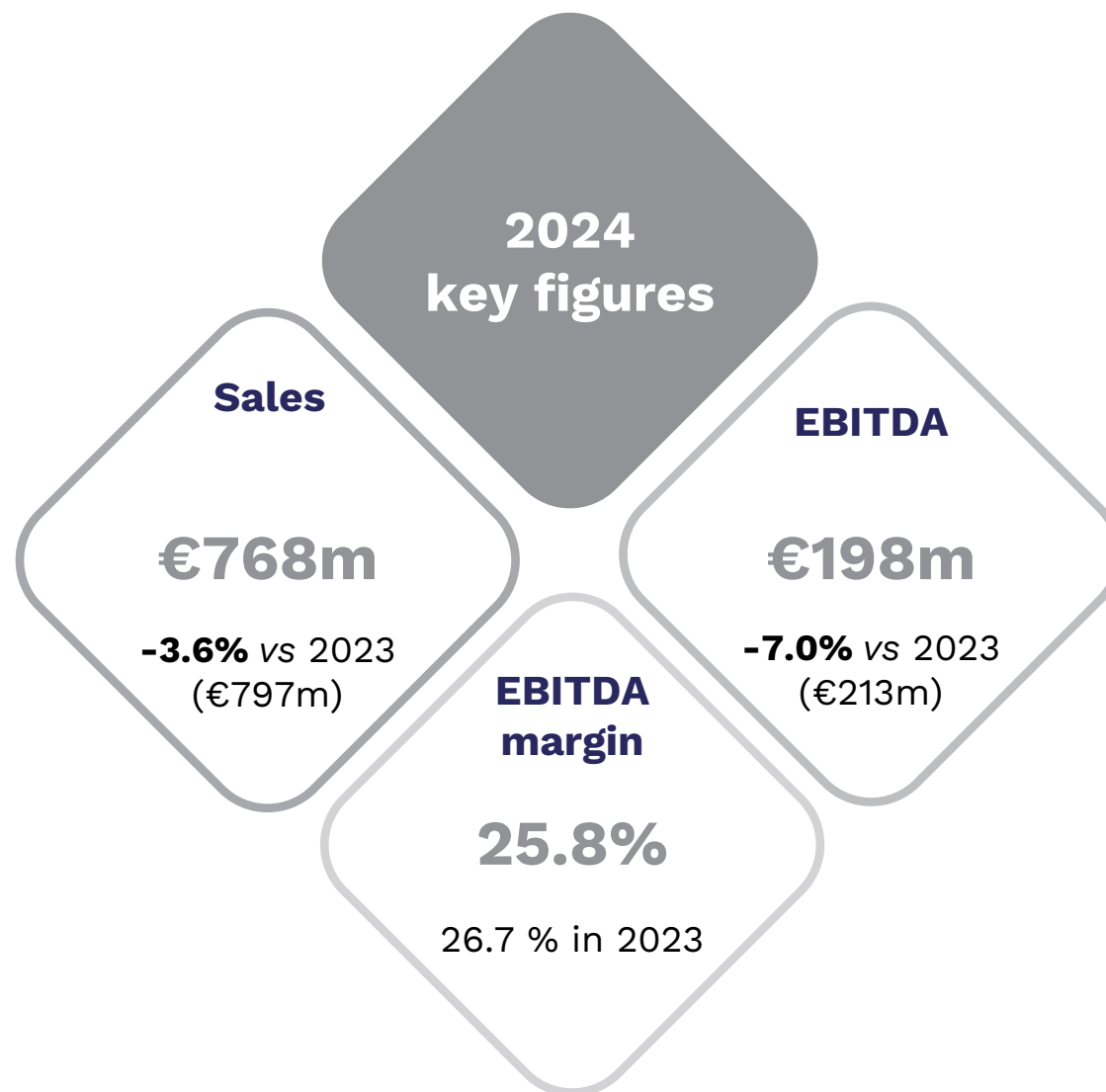


- **Increase of volumes** in the segment's downstream activities in particular in industrial coatings and electronics
- Development of **high value-added solutions** focused notably on sustainability
- EBITDA impacted by **low cycle market conditions** in upstream acrylics

# Intermediates (8% of Group sales)



**2024  
financial  
performance**



- Decline in volumes linked to the quota mechanisms in **refrigerant gases** largely offset by the increase in prices
- Market conditions stabilized at a low point in **acrylics in China**
- Resilience of the EBITDA margin at the **very good level** of 25.8%

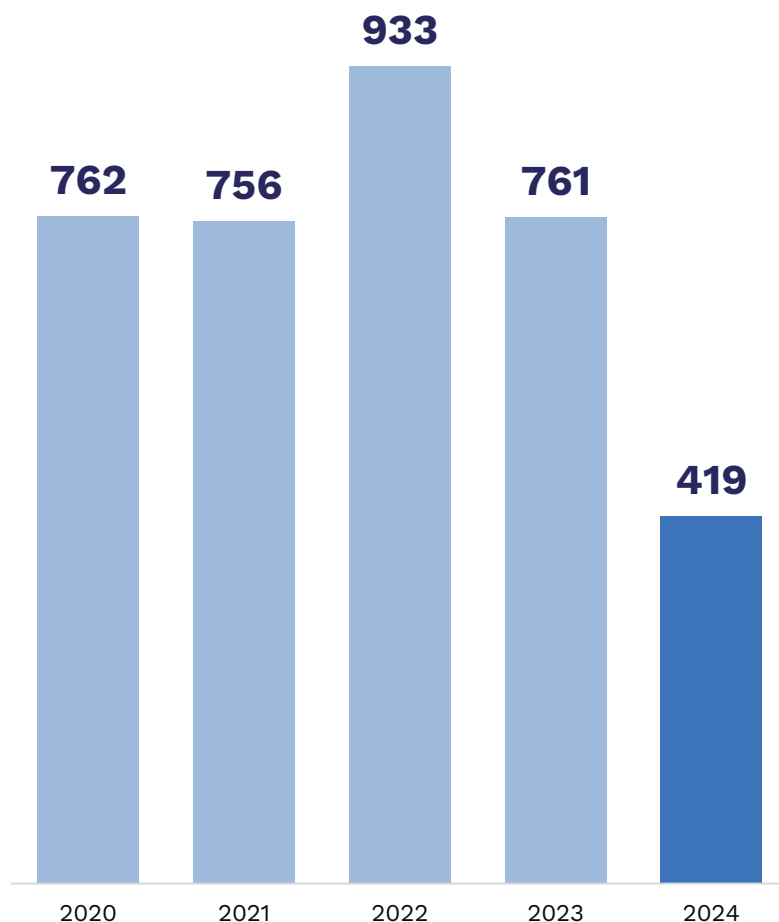


# A cash generation reflecting the finalization of major growth projects

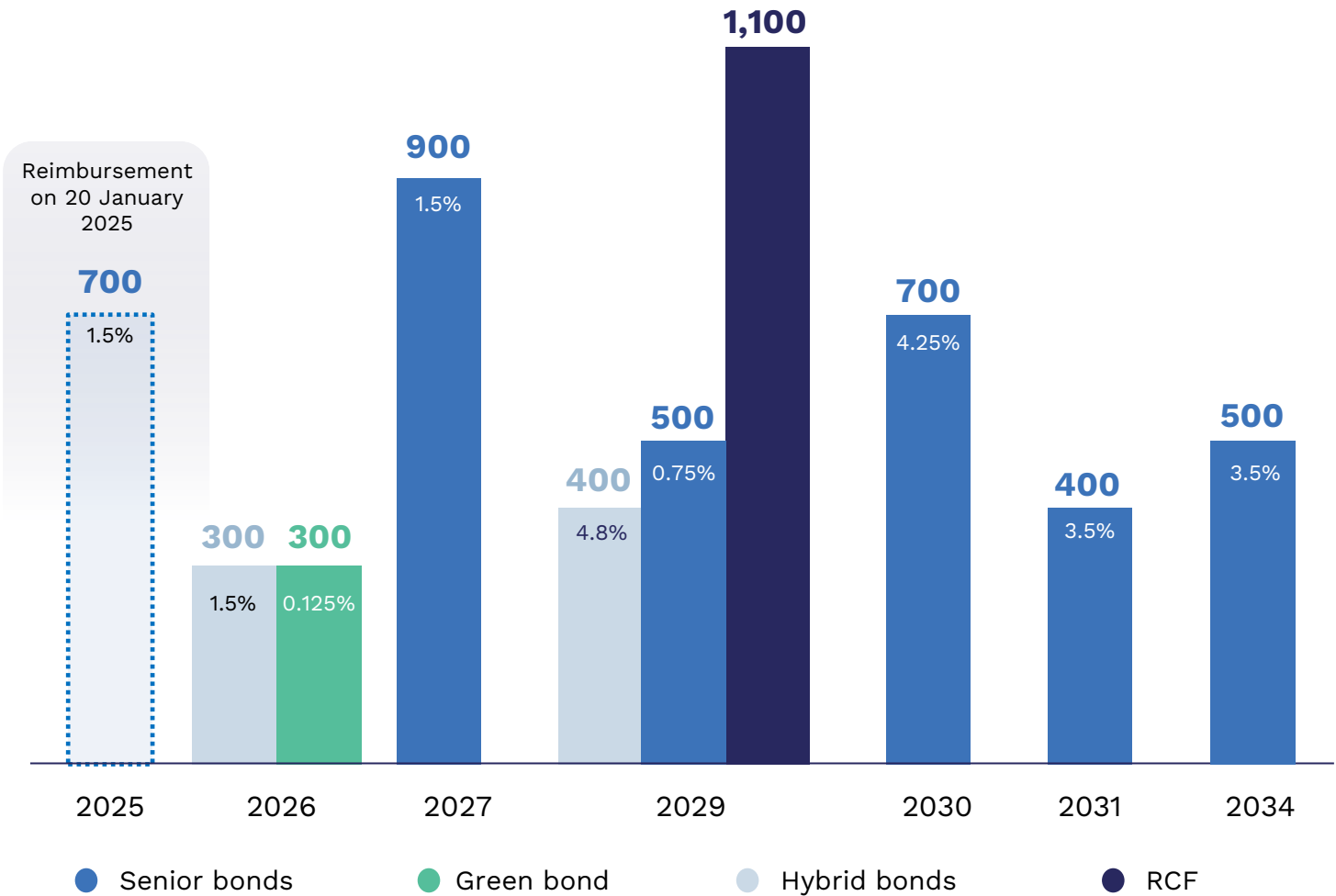
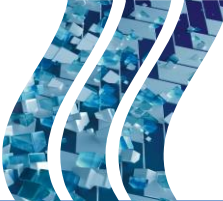


**2024  
financial  
performance**

## Recurring cash flow (€m)



- Strict management of **working capital** at **13.8% of sales** at end-December 2024
- **EBITDA to operating cash conversion rate at 77%** (in line with the 70% target)
- **Recurring capex at €761m** reflecting the high density of growth projects



- **Refinancing** of €400m of hybrid bond in March 2024
- **Issuance** of a €500m senior bond in September 2024
- **Reimbursement** of a €700m senior bond in January 2025
- Solid financial rating
  - Moody's : **Baa1** stable outlook
  - S&P : **BBB+** positive outlook



# Key 1<sup>st</sup> quarter figures and 2025 outlook



**2024  
financial  
performance**

Sales

**€2,381m**

+1.7 % vs Q1 2024

EBITDA

**€329m**

13.8% EBITDA margin

Adjusted net income

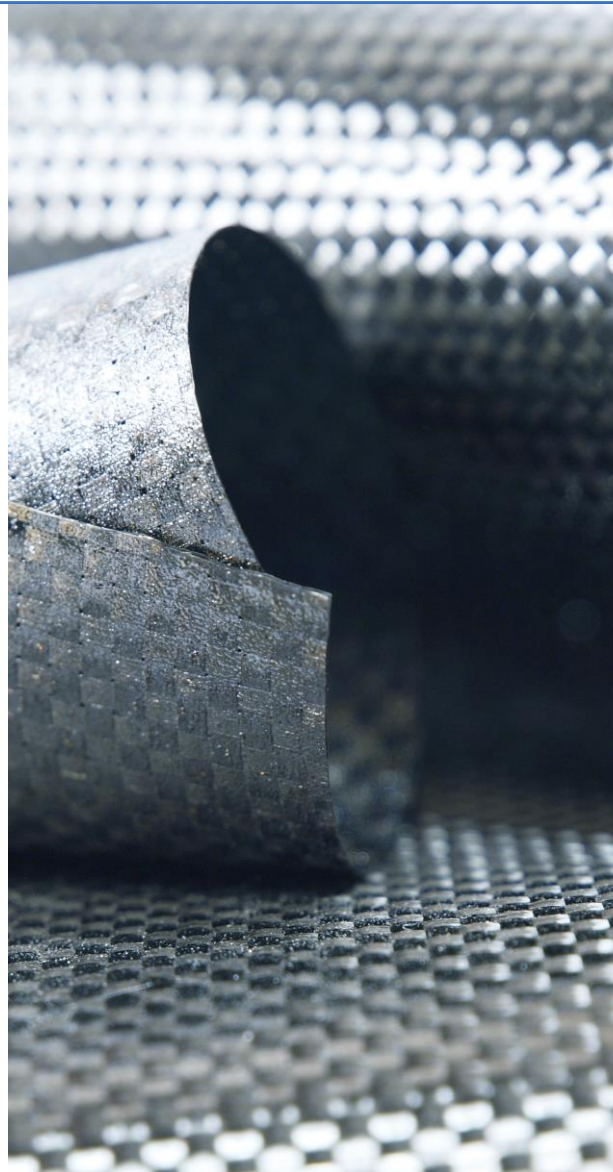
**€99m**

€1.31 per share

Net debt and hybrid bonds

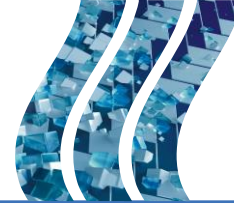
**€3,425m**

2.3x last-twelve-months EBITDA



## 2025 Outlook

- Uncertain global economic environment marked by weak demand outside of Asia
- Relying on its industrial footprint close to customers in the three major regions of the world, Arkema anticipates a limited direct impact from the recent increase in tariffs, but will remain vigilant about their effect on the macroeconomic environment and the global demand
- In this context, the Group aims to achieve in 2025 an EBITDA at least equal to last year's at constant exchange rates and a significantly increasing recurring cash flow of close to €600 million, unless a major slowdown in global growth occurs due to geopolitical disruptions



## **Approval of the Company's and consolidated financial statements for 2024**

(1<sup>st</sup> and 2<sup>nd</sup> resolutions)

## **Renewal of the share buyback authorization**

(12<sup>th</sup> resolution)

- ▶ Ceiling : **10%** of the Company's share capital for a maximum purchase price set at €130 per share
- ▶ Duration : **18 months**

## **Renewal of the authorization to reduce the Company's share capital**

(13<sup>th</sup> resolution)

- ▶ On one or more occasions, by the cancellation of all or part of the shares acquired notably under the buyback authorization granted in the 12<sup>th</sup> resolution
- ▶ Maximum nominal amount : **10 % of the Company's share capital per 24 months period**
- ▶ Duration of authorization : **24 months**



ARKEMA

# Continuation of the strategy





A **SIGNATURE**

FOR A **VISION**

## INNOVATIVE **MATERIALS** FOR A SUSTAINABLE WORLD

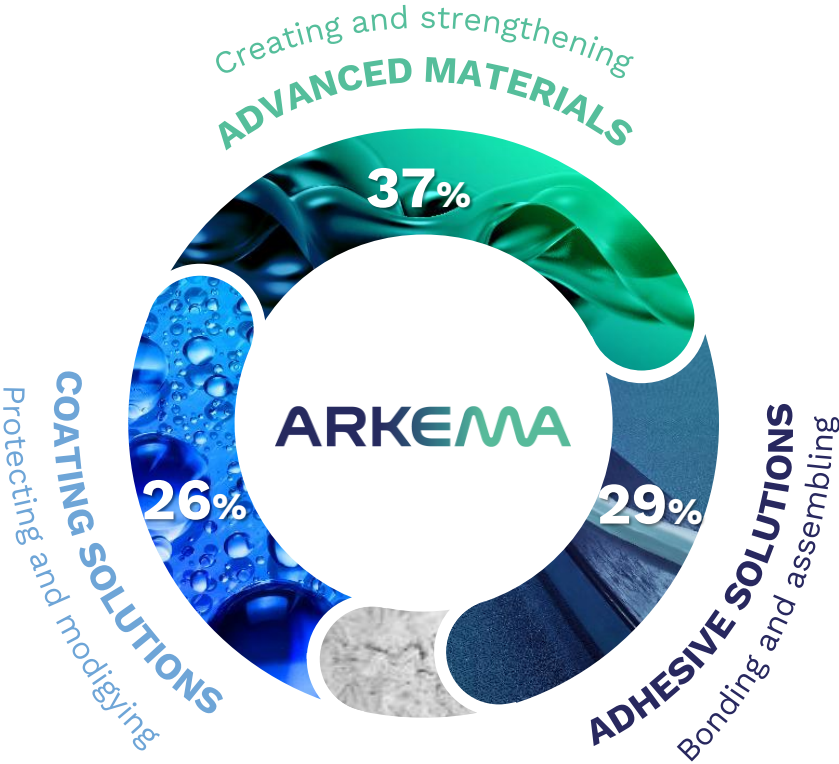
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« Be a Specialty Materials leader, **offering innovative and sustainable solutions** to address our customers' current and future challenges





**3 complementary segments**  
defined by unique capabilities



● **INTERMEDIATES**  
Fluorogases and Asia Acrylics

2024 data

To bring solutions to  
**5 key high-growth markets**

Green energy and  
electric mobility



Advanced  
electronics



Sustainable  
lifestyle and  
goods



Efficient buildings  
and homes



Health and  
well-being

# High density of projects in North America and Asia to support our ambition



- Acquisitions
- Organic growth CAPEX

## North America

- Ashland Performance Adhesives
- Dow laminating adhesives
- Additive for biofuels and refinery
- Low GWP fluorospecialty
- HF with Nutrien
- PVDF for batteries

**Announced in 2025**

## Europe

- Pebax® for sports goods

## Asia & Rest of the world

- PI Advanced Materials (54%)
- Bio-based Amino 11 and PA11
- Additive for renewable energy
- PVDF for batteries
- UV curing resins for electronics and medical

Additional EBITDA

**> €400m**

in 2028 vs 2024



## Startup of production of Amino 11 and bio-based Rilsan® PA11 at Singapore in 2024



## Cutting-edge performances



1. Including units in China to develop the speciatly polyamides range  
2. Compared to polyamides resins using fossil raw materials and energy sources

## Attractive end markets





# Startup of 3 attractive industrial investments during the 1<sup>st</sup> semester of 2025



## Fluorospecialty for building insulation

- ▶ New unit for 1233zd
- ▶ US\$60m investment in Calvert City (US)



## Additive for biofuels and refining

- ▶ 35% increase of our global capacities of DMDS
- ▶ €130m investment in Beaumont (US)



## Niche additive for renewable energy

- ▶ Capacity of organic peroxides site multiplied by 2.5
- ▶ €50m investment in Changshu (China)

# Growth opportunities confirmed for PI Advanced Materials



## Growth drivers

**New product launches in mobile devices**  
(foldable, 5G)

High-value-added **ultra-thin films** in mobile and display



Growth in **semiconductors**, and **batteries**

New certifications and sales development in **the US** and **Europe**

**+165% EBITDA**  
in 2024 vs 2023

- **Promising start of the year 2025**
- **Market growth** and **PI penetration rate** increase in smartphones







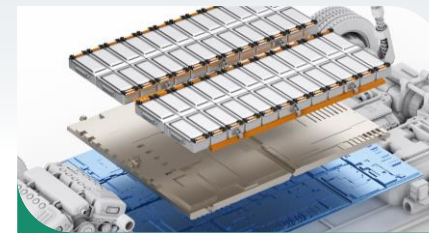
### Films



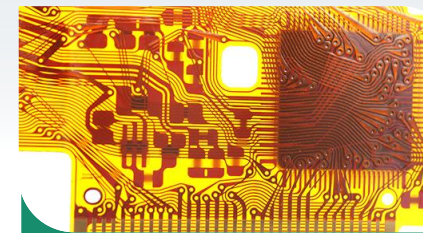
- Flexible printed circuit boards
- Polyimide Copper Clad laminate
- Graphite sheet
- Insulation tape



Smartphones



EV / Battery



Smart & foldable device

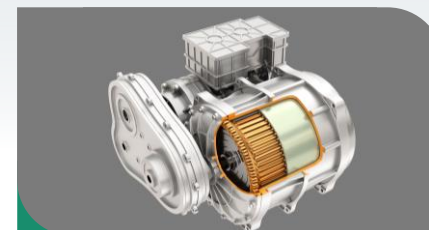
### Varnish



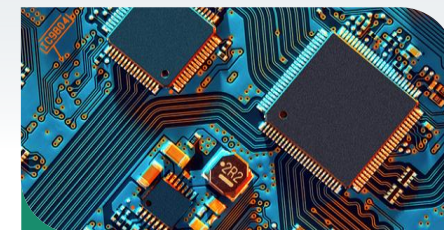
- Insulation tape
- OLED display
- Insulation
- Photo-sensitive PI



Display



Electric motor



Semiconductors

### Stock shape



- Aerospace and defense components
- High-purity applications



Semiconductors (manufacturing)



# Progress in new generation batteries



## Stake acquisition in Tiamat

Pioneering start-up in new  
generation sodium-ion  
batteries



## Acquisition of 78% in Proionic

Leading start-up in the field of  
ionic liquid for next generation  
lithium-ion batteries



## Partnership with Prologium

Collaboration in materials for  
new generation lithium-ceramic  
batteries for electric mobility

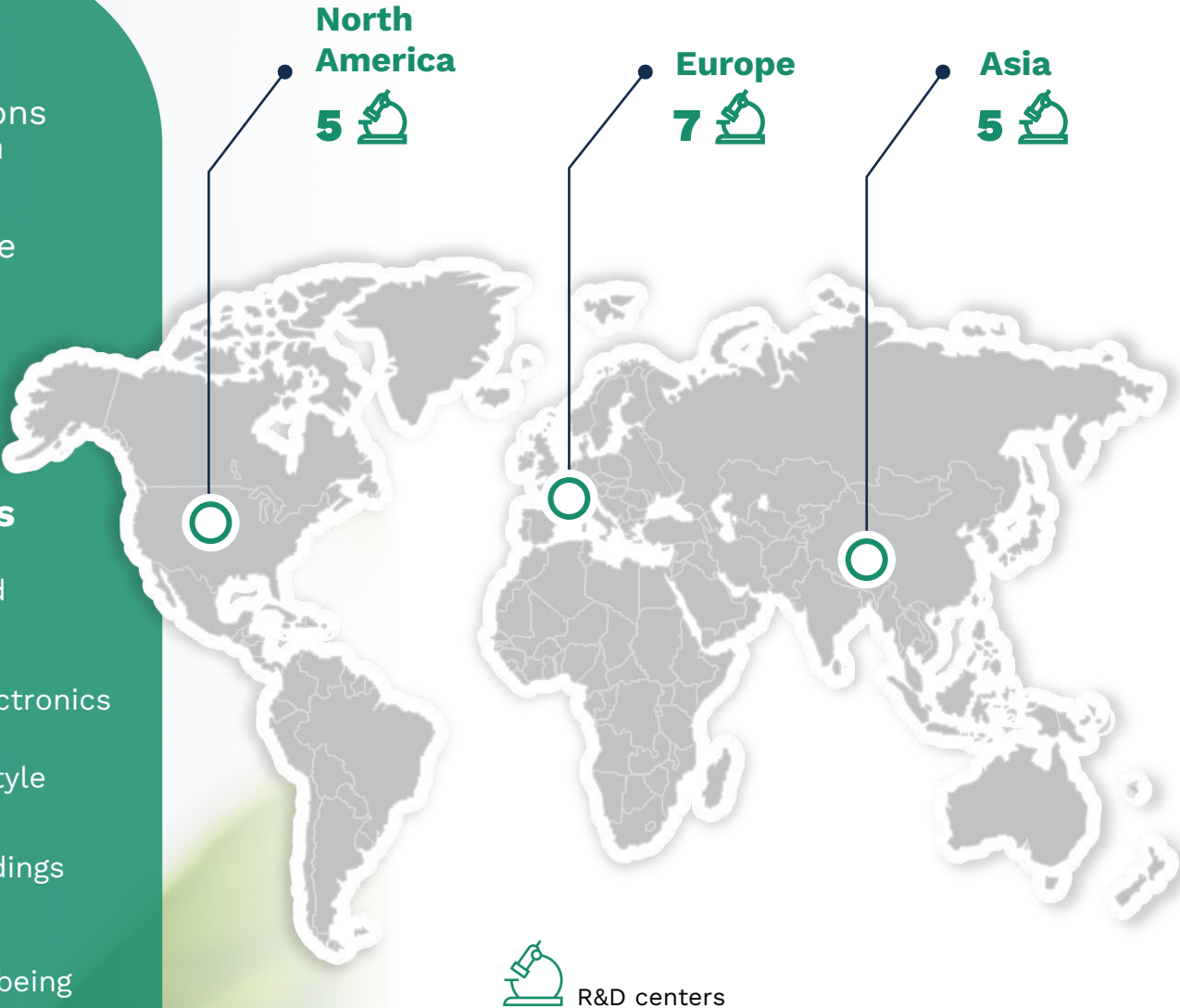
# Sustainable innovations for a changing world



**245**  
new patent applications  
filed in 2023 of which  
**> 90 %**  
relating to sustainable  
development

**A R&D focused  
on our key markets**

-  Green energy and electric mobility
-  Advanced electronics
-  Sustainable lifestyle and goods
-  Efficient buildings and homes
-  Health and well-being



**Group programs on transversal themes,** which contribute to the decarbonization of our value chain



Lightweight materials and design



Bio-based or bio-synthesized materials



Circular economy



More efficient and virtuous processes



### Performant and bio-based fertilizer coatings

- ▶ **Fluidiram® et Dustrol®** custom-made coating agents for fertilizers protection
- ▶ **> 99% of bio-based material**
- ▶ Development of **special grades** for Organic Farming certification
- ▶ **Co-developments** in partnership with our large customers



### Powder coatings made from recycled material

- ▶ **Solventless** powder coatings including up to **40% of recycled PET** coming from plastic bottles
- ▶ **Utilization of a recycled PET flow non usable** by bottle manufacturers
- ▶ Partnership with PET recyclers and paints manufacturers





### Adhesives for efficient and recyclable packaging

- ▶ **Bostik SF10M and M-Resin adhesives** for flexible food packaging
- ▶ Compatible with **recycling channels** of mono-material polyethylene or polypropylene films
- ▶ **Certification** by the organization RecyClass  
RecyClass



### Removable adhesives to enable repair and recycling

- ▶ **R3BOND® system** for flooring applications
- ▶ **75% of bio-based materials** and use of recycled plastics packaging
- ▶ **Optimization** of both costs and timelines of refurbishment

# Specialty materials optimizing energy, resources and performance

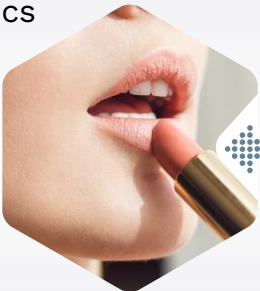


Strategy

Fast Glue Ultra+ Adhesive  
Internal co-development  
> 60% bio-based



Sustainable  
cosmetics



Bio-based  
Oleris® range



Cooling fluid  
for datacenters



Castor plant



Castor beans



Castor oil



100% bio-based  
Amino 11



100% bio-based  
Rilsan® PA11



Circular  
economy  
Recyclable



Virtucycle®  
ARKEMA

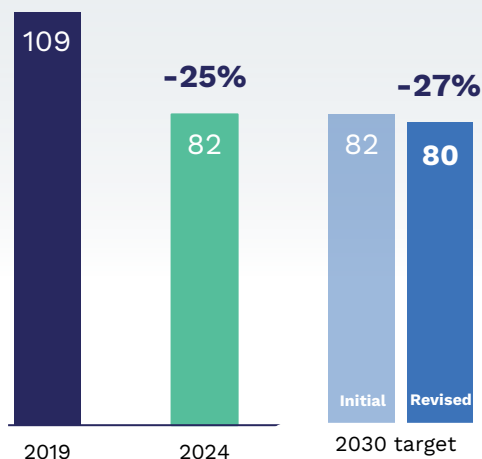


Sustainable  
goods

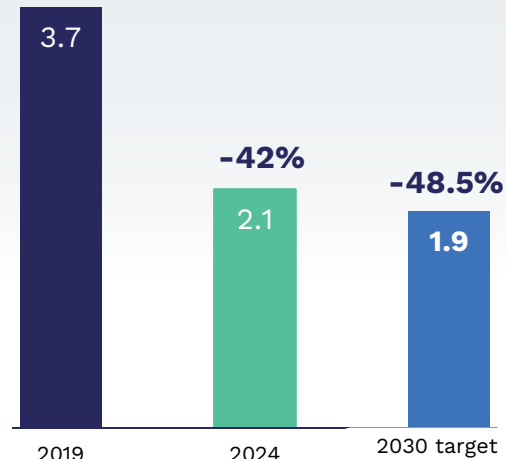
# Strengthened 2030 targets on several CSR indicators



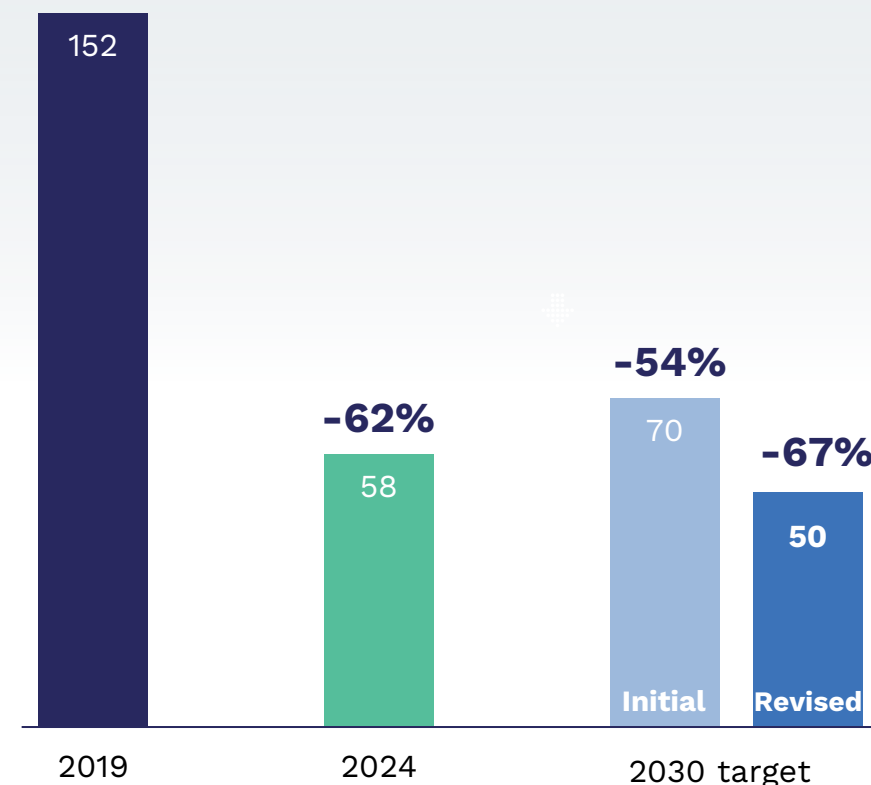
**Water withdrawals**  
(in million of cu.m)



**Scopes 1 & 2 GHG emissions**  
(in Mt CO<sub>2</sub>e)



**Scope 3 GHG emissions**  
(in Mt CO<sub>2</sub>e)



- Continuation of Group's **climate plan deployment** in 2024, and decrease of most emissive activities
  - **42% decrease** of greenhouse gas emissions on scope 1 and 2 vs 2019, in line with 2030 target
  - **Setting of a more ambitious 2030 objective** on scope 3 emissions, SBTi target being already exceeded at end 2024

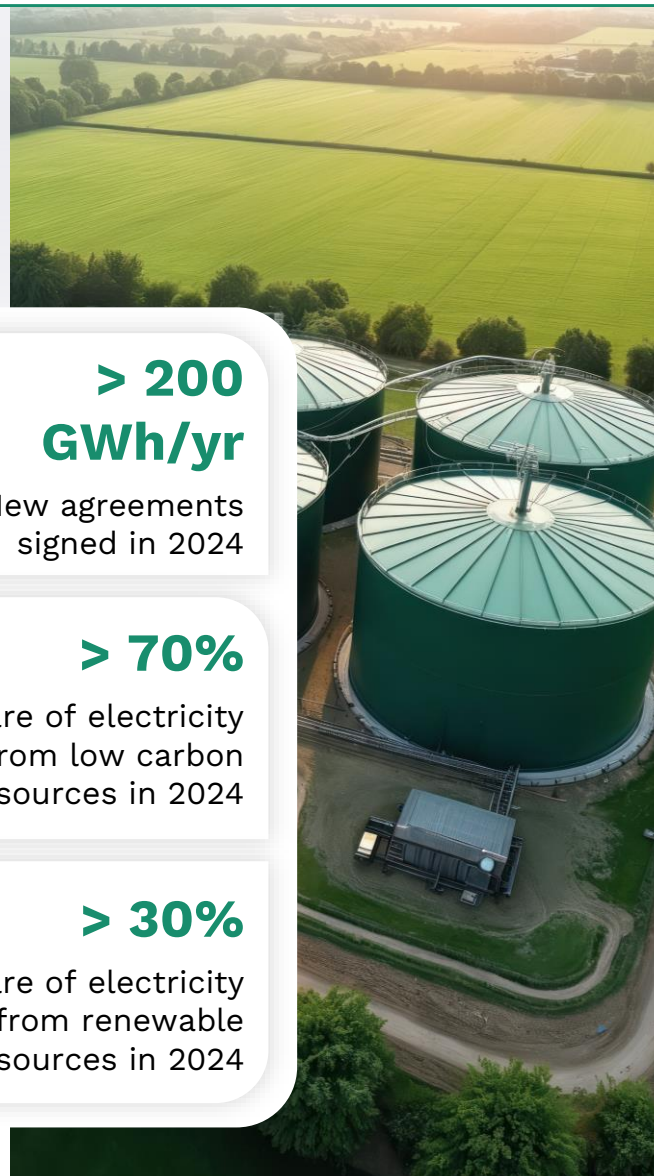


# New long-term agreements for renewable energy supply



## Signing of several *Power Purchase Agreements*

- ▶ New agreements in the **US and China**
- ▶ Duration of contract **exceeding 10 years** on average
- ▶ Essential approach to **reduce our scope 2** emissions



**> 200  
GWh/yr**

New agreements  
signed in 2024

**> 70%**

Share of electricity  
coming from low carbon  
sources in 2024

**> 30%**

Share of electricity  
coming from renewable  
sources in 2024

## Biomethane supply agreement with ENGIE

- ▶ 8-year contract for **25 GWh/year**
- ▶ Supply of **4 Bostik sites in France**
- ▶ Around **85% of** the annual gas **consumption** of these sites
- ▶ Following the 300 GWh/year contract signed in 2023 with ENGIE

# A CSR performance recognized by rating agencies and external labels



ISS ESG 

Rating **B<sup>-</sup>**



vs 2023

ecovadis

**Top 2%**



vs 2023

CDP

**A** on climate change  
**A<sup>-</sup>** on water security



vs 2023

MSCI 

Rating **A**



vs 2023

**European Responsible Care Awards**

for our water consumption reduction program

**19 ISCC+ certifications**

obtained in the 3 geographical areas

**Solar Impulse Efficient Solutions labels**

for Kynar Aquatec® and Rilsan® PA11 products range

**Numerous external awards**

in China including Green Supply Chain Management Award

# Corporate Sustainability Reporting Directive

## A lever in the service of sustainability at Arkema



Strategy

### European Green Deal objectives



**Allocate** capital flows



**Integrate** sustainability into risk management



**Promote** transparency and the long term

2017

NFRD<sup>(1)</sup> – Non-Financial Reporting Directive



2021

Environmental taxonomy



2024

CSRD<sup>(2)</sup>  
1<sup>st</sup> sustainability report



- **Confirmation** of the relevance of our CSR strategy
- **Putting in perspective** the Group's results
- **Engaging** teams
- Standardization and **structuring** of the sustainability report (chapter 4)
- **Governance and role** of the Audit Committee
- First **audited** report (unqualified)

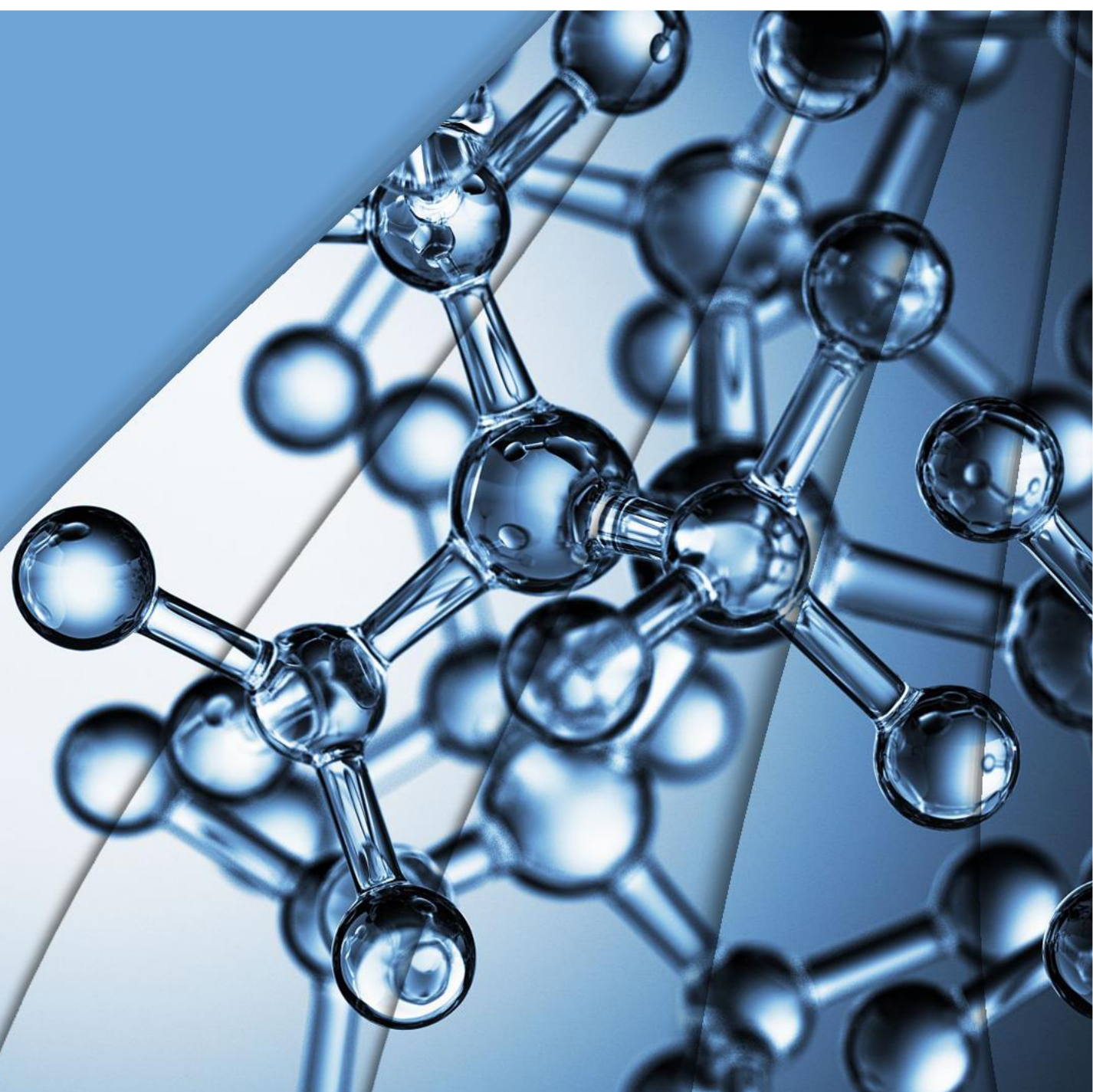
<sup>(1)</sup> NFRD – Non financial Reporting Directive

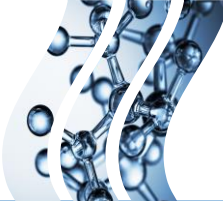
<sup>(2)</sup> CSRD – Corporate Sustainability Reporting Directive








ARKEMA

# Governance





## Composition as of 31 December 2024

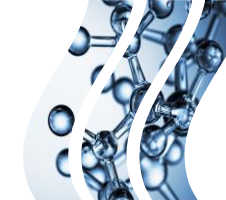
-  **14** members (including the Chairman and CEO)
-  **73%** independence rate
-  **1** director representing employee shareholders
-  **2** directors representing employees
-  **45%** women

- Members renewal since 2021 has allowed to **maintain a high level of independence**, and **enrich and diversify** the Board of Directors' competencies
- Complementarity of competencies and profiles : management of a publicly traded group, knowledge of **chemistry** and **industry**, experience in **finance** and **M&A**, **sustainable development** competencies, including **climate, sustainable innovation and societal challenges**
- Benefit from long-standing **international** experiences **(50%)** complemented by **4 foreign-nationals** directors
- Strong and independent personalities within the Board
- A continuous commitment of directors to Arkema's strategy and its major projects, supported by a continuous and fluid dialogue

## Age of directors and of Chairman

- Possibility to appoint or reappoint a director for a term of 4 years up to and including the age of 70 **(17<sup>th</sup> resolution)**
- The Chairman cannot exceed 72 years **(18<sup>th</sup> resolution)**

# Evolution of Board of Directors: reappointment proposals (4<sup>th</sup> to 6<sup>th</sup> resolutions)



## Ilse HENNE

### Independent director

- Member of the Audit and Accounts Committee
- Senior executive international experience in an industrial company
- Deep knowledge of Arkema markets, of finance, and of technological and environmental transitions
- Belgian national and living in Germany



## Bpifrance Investissement

### Director

- Representative of Lac1 fund holding 7.1% of share capital
- Deep knowledge of Arkema markets, of technological and environmental transitions, and of governance



## Thierry PILENKO

### Independent director

- Chairman of the Nominating, Compensation and Corporate Governance Committee
- Long standing experience as Chairman and CEO of a publicly traded company in a highly international industrial environment
- Deep knowledge of technologies, of the US market and of governance
- French-American dual citizenship



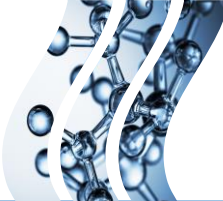
## Sébastien MOYNOT

### Permanent representative of Bpifrance Investissement

- Member of the Innovation and Sustainable Growth Committee
- Member of the steering committee of Bpifrance Investissement Large Cap
- Deep knowledge of various industrial sectors, of innovation, and of renewable energies and recycling fields



# Governance of the Board and committees



## Board of directors

97%

Attendance rate  
7 meetings including:

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

## Senior independent director

Oversees the proper functioning of governance structures

## Audit and Accounts Committee

100%

Attendance rate  
6 meetings

## Nominating, Compensation and Corporate Governance Committee

100%

Attendance rate  
4 meetings

## Innovation and Sustainable Growth Committee

93%

Attendance rate  
3 meetings

## Assessment of the Board’s operating procedures led by an independent consulting firm for 2024

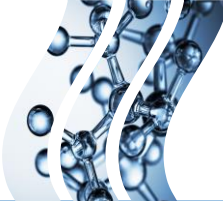
A well-balanced, experienced and diversified Board, capable of understanding new challenges

A benchmark for efficiency and organization : an advanced level

Chairman’s leadership which facilitates discussion and leaves room for debate and questions

Specialized committees working well and fulfilling their role in relation to the Board and the directors

# Compensation policy for directors and compensation awarded in 2024



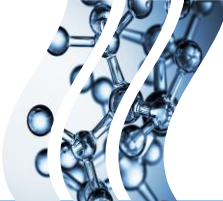
- **Compensation policy for directors (excluding Chairman and CEO)**  
7<sup>th</sup> resolution
- Continuation of the distribution methods approved by the general meeting of 2024

	Board of Directors	Committees		Senior independent director	
		Member	Chairman		
Fixed part	€25,000	-	-	€20,000	
Variable part per session linked to physical presence	€3,500	€2,750	€5,500	-	-
Variable part per session in the event of a meeting of shorter duration	€1,750	€1,375	€2,750	-	-

Maximum overall envelope: **€900,000 per year**

**Amount of total compensation awarded in 2024 : €667,917 – 9<sup>th</sup> resolution**

# Compensation policy for the Chairman and CEO (8<sup>th</sup> resolution)

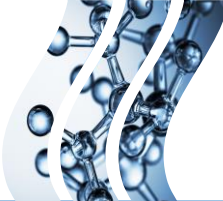


## Policy approved by the general meeting in 2024 for 4 years by a vote of 94.91%

<b>Fixed annual compensation</b>	€1,150k	<b>Various</b>	Company car, executive officer unemployment assurance, Group personal risk and health insurance plan
<b>Variable annual compensation</b>	<p>Up to 180% of fixed annual compensation</p> <p>3 quantitative criteria (EBITDA, recurring cash flow and contribution of new business development) for 75% of the amount</p> <p>1 qualitative criterion relating to the Group’s priority areas for 25%</p>	<b>Indemnity in case of forced departure</b>	<p>18 months (fixed + variable) maximum subject to performance criteria over the 3 years preceding the date of termination:</p> <ul style="list-style-type: none"><li>▶ Average annual variable compensation <math>\geq</math> 80% of the target VC (accounting for 70% of the indemnity)</li><li>▶ Average TRIR <math>\leq</math> 1.1 (15% of the indemnity)</li><li>▶ Average operating cash conversion rate <math>\geq</math> 70% (15% of the indemnity)</li></ul>
<b>Retirement</b>	20% of annual compensation (fixed + variable)		<b>Non-compete clause for a period of one year</b>
<b>Performance shares</b>	33,000 shares subject to performance criteria (up to 120% in the event of outperformance and if two of the criteria do not reach 50%, the maximum award rate is capped at 100% for each of the other criteria)		<b>The Board’s discretionary powers in case of exceptional circumstances</b>



# Elements of the 2024 compensation of the Chairman and CEO subject to approval (10<sup>th</sup> resolution)



	Amount	Description
Fixed remuneration	€1,094,363*	Set for 4 years upon renewal of the term of office of the Chairman and Chief Executive Officer on 15 May 2024. * In 2024 : determination in application of a <i>pro rata</i> of €1,000,000 until 14 May 2024 and €1,150,000 from 15 May 2024
Variable remuneration	€1,631,387 149.07% of annual fixed compensation	Set annually by the Board of Directors and determined based on the achievement of specific, precise and demanding quantitative and qualitative targets, aligned on Group's strategy and its priorities. Can reach up to 180% of the annual fixed compensation. <ul style="list-style-type: none"><li>3 quantitative criteria: EBITDA, recurring cash flow and new business developments (135%)</li><li>Qualitative criteria : implementation of the Group's long-term strategy and main operational priorities, operational management (including CSR policy) (45%)</li></ul>
Performance shares	33,000* share * Up to 20% additional in the event of outperformance	5 performance criteria: <ul style="list-style-type: none"><li>Group EBITDA margin (20%)</li><li>Operating cash conversion rate (20%)</li><li>Comparative Total Shareholder Return (15%)</li><li>Group's Return on average capital employed (ROACE) (15%)</li><li>CSR (30%) :<ul style="list-style-type: none"><li>One half : climate trajectory</li><li>Other half, in equal parts: process safety events rate (PSER), circular economy and percentage of women in senior management and executive positions</li></ul></li></ul>
Other elements	20% (fixed + variable) Benefits in kind	<ul style="list-style-type: none"><li>Pension</li><li>Company car</li></ul>

# Performance shares (14<sup>th</sup> resolution)

- ▶ **Target** : involve more closely executives and certain employees (**approximately 1,700 beneficiaries**) to the Group's development, to its medium-term stock performance

- ▶ Maximum number of shares granted:
  - ▶ **1,650,000**, i.e. **nearly 2.2% of the share capital**

- ▶ Duration of authorization:  
**38 months**

## Demanding performance criteria aligned with the 2028 objectives

- ▶ 4 financial criteria (70%) : Group EBITDA margin (20%), operating cash conversion rate (20%), comparative TSR (15%) and Group's Return on average capital employed (15%)
- ▶ 1 composite CSR criterion (30%) : carbon trajectory (50%) and multi-indicators (diversity, process safety and water withdrawals) (50%)
- ▶ If two of the criteria do not reach 50%, the maximum award rate is capped at 100% for each of the other criteria

## Vesting period of 3 years + holding period of 2 years



**Renewal of the authorization granted to the Board of Directors to award free performance shares (14<sup>th</sup> resolution)**

# Disclaimer

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

In a context marked by strong geopolitical tensions, where the evolution of the world economy remain uncertain, the retained assumptions and forward-looking statements could ultimately prove inaccurate.

Such statements are based on management's current views and assumptions that could ultimately prove inaccurate and are subject to material risk factors such as among others, changes in raw material prices, currency fluctuations, implementation pace of cost-reduction projects, rising geopolitical tensions, and changes in general economic and business conditions. These risk factors are further developed in the 2024 Universal Registration Document.

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

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

Financial information since 2005 is extracted from the consolidated financial statements of Arkema. Quarterly financial information is not audited.

The business segment information is presented in accordance with Arkema's internal reporting system used by the management.

Definitions and reconciliation tables for the main alternative performance indicators used by the Group are provided in the "Arkema full-year 2024 results press release" available on Arkema's website at : [www.arkema.com/global/en/investor-relations/](http://www.arkema.com/global/en/investor-relations/)