



**CONSOLIDATED
FINANCIAL
STATEMENTS
at 31 December 2025**

26 February 2026

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Consolidated financial statements

1 Statutory auditors' report on the consolidated financial statements

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This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English-speaking users. This statutory auditors' report includes information required by European regulations and French law, such as information about the appointment of the statutory auditors or the verification of the information concerning the Group presented in the management report. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Arkema

Year ended December 31, 2025

Statutory auditors' report on the consolidated financial statements

To the Annual General Meeting of Arkema,

Opinion

In compliance with the engagement entrusted to us by your annual general meetings, we have audited the accompanying consolidated financial statements of Arkema for the year ended December 31, 2025.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with the independence requirements of the French Commercial Code (Code de commerce) and the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes) for the period from January 1, 2025 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No. 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Valuation of intangible assets and property, plant and equipment

Risk identified	Our response
<p>Your Group subjects the recoverable value of its intangible assets and property, plant and equipment to impairment tests, the terms of which are described in Note 9.5 to the consolidated financial statements. As at December 31, 2025, these fixed assets, including goodwill, amounted to M€ 8,942 in net value, i.e. 62.8% of your Group's total assets.</p> <p>We considered the valuation of these fixed assets to be a key audit matter given their particularly significant value in your Group's consolidated financial statements, and because determining their recoverable value – based on future discounted cash flow projections – relies on the use of assumptions made by General Management, as stated in Note 9.5 to the consolidated financial statements.</p>	<p>We examined the compliance of the method applied by your Group with IAS 36, particularly with regards to the identification of groups of assets for which the impairment tests are performed.</p> <p>We assessed the terms for implementing these impairment tests as well as the data and assumptions used. In particular, we:</p> <ul style="list-style-type: none">analyzed the process for developing the cash flow projections used in the plan prepared by your Group for the purpose of impairment testing. We assessed whether these projections had been approved by General Management;compared the main assumptions used for these tests with those of the five-year plan validated by the Executive Committee;assessed the consistency of the assumptions used to estimate the impacts related to the Group's climate challenges and expected or likely regulatory changes in environmental matters;compared the estimates used for previous periods with the actual figures;compared, against external references, the discount rates;validated the arithmetical accuracy of the calculations, including that of the sensitivity analyses, following the methods described in Note 9.5 to the consolidated financial statements;reconciled the book value of assets for each CGU tested with the corresponding accounting balances and allocations;analyzed the consistency of the information and of the parameters used in these tests, with regards to (i) our understanding of the sectors in which your Group operates, (ii) our assessment of the five-year plan, (iii) our interviews with your Group's Management and (iv) considering the elements that could affect certain assets;analyzed the compliance of the information provided in the notes to the consolidated financial statements with IAS 36.

Environmental risks

Risk identified	Our response
<p>The areas of activity in which your Group operates present a risk of incurring its environmental liability. Your Group assesses its exposure to these risks and presents, in its consolidated financial statements, an estimate of its liabilities and contingent liabilities relating to costs arising from commitments or from legal, regulatory or contractual obligations, or those arising from your Group's practices or public commitments, as described in Note 11 to the consolidated financial statements. As at December 31, 2025, these provisions amounted to M€ 196. The liabilities and contingent liabilities are listed in Note 11.2 to the consolidated financial statements.</p> <p>We considered the valuation and the presentation in the notes of these liabilities and contingent liabilities to be a key audit matter, given that they are estimates, and given their sensitivity to regulatory developments, the uncertainties as to the technical solutions to be implemented, and their materiality in the consolidated financial statements.</p>	<p>Our work, with the help of our environmental risk assessment specialists, consisted in:</p> <ul style="list-style-type: none">examining the procedures for identifying and recording the risks of incurring your Group's liability in environmental matters;obtaining an understanding of the risk analysis carried out by Management, and examining the corresponding documentation;analyzing the assumptions used by your Group to estimate exposure and the amount of provisions or their nature of contingent liabilities;comparing the information provided in the notes to the consolidated financial statements with that required by IFRS.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information relating to the Group given in the Board of Directors' management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other Legal and Regulatory Requirements

Format of preparation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by statutory auditors regarding the annual and consolidated financial statements prepared in the European single electronic format, that the preparation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (Code monétaire et financier), prepared under the Chairman and Chief Executive Officer's responsibility, complies with the single electronic format defined in Commission Delegated Regulation (EU) No. 2019/815 of 17 December 2018. Regarding consolidated financial statements, our work includes verifying that the tagging thereof complies with the format defined in the above-mentioned regulation.

On the basis of our work, we conclude that the preparation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF (Autorité des marchés financiers) agree with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Arkema by your annual general meeting held on June 23, 2005 for KPMG S.A. and on May 10, 2006 for ERNST & YOUNG Audit.

As at December 31, 2025, KPMG S.A. was in the twenty-first year of total uninterrupted engagement (including twenty years since the securities of the Company were admitted to trading on a regulated market) and ERNST & YOUNG Audit was in the twentieth year.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users made on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (Code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management in the consolidated financial statements.
- Assesses the appropriateness of Management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report significant deficiencies, if any, in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) No. 537/2014, confirming our independence within the meaning of the rules applicable in France as set out in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code (Code de commerce) and in the French Code of Ethics for Statutory Auditors (Code de déontologie de la profession de commissaire aux comptes). Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, February 25, 2026

The Statutory Auditors

French original signed by

KPMG S.A.

François Quédiñiac

ERNST & YOUNG Audit

Laurent Vitse

2 Consolidated financial statements at 31 December 2025

Consolidated income statement

<i>(In millions of euros)</i>	Notes	2025	2024
Sales	(4.10 & 4.11)	9,068	9,544
Operating expenses	(6.1.2)	(7,454)	(7,605)
Research and development expenses	(6.1.3)	(284)	(278)
Selling and administrative expenses		(910)	(920)
Other income and expenses	(6.1.5)	(132)	(155)
Operating income	(6.1.4)	288	586
Equity in income of affiliates	(10.1 & 10.2)	(1)	(6)
Financial result	(12.1)	(125)	(73)
Income taxes	(8.1)	(100)	(150)
Net income		62	357
Attributable to non-controlling interests		(1)	3
Net income – Group share		63	354
<i>Earnings per share (in euros)</i>	(13.7)	0.52	4.51
<i>Diluted earnings per share (in euros)</i>	(13.7)	0.51	4.49

Consolidated statement of comprehensive income

<i>(In millions of euros)</i>	Notes	2025	2024
Net income		62	357
Hedging adjustments		(6)	(3)
Other items		0	—
Deferred taxes on hedging adjustments and other items		0	(1)
Change in translation adjustments	(13.6)	(569)	153
Other recyclable comprehensive income		(575)	149
Impact of remeasuring unconsolidated investments		(15)	(3)
Actuarial gains and losses	(7.3)	21	8
Deferred taxes on actuarial gains and losses		(5)	(2)
Other non-recyclable comprehensive income		1	3
TOTAL OTHER COMPREHENSIVE INCOME		(574)	152
Total comprehensive income		(512)	509
Attributable to non-controlling interests		(42)	(22)
Total comprehensive income – Group share		(470)	531

Consolidated balance sheet

<i>(In millions of euros)</i>	Notes	31 December 2025	31 December 2024
ASSETS			
Goodwill	(9.1)	2,865	3,071
Other intangible assets, net	(9.2)	2,142	2,373
Property, plant and equipment, net	(9.3)	3,935	4,227
Investments in equity affiliates	(10.1 & 10.2)	9	11
Other investments	(10.3)	33	50
Deferred tax assets	(8.2)	151	155
Other non-current assets	(10.4)	285	327
Total non-current assets		9,420	10,214
Inventories	(6.2)	1,142	1,348
Accounts receivable	(6.2)	1,185	1,312
Other receivables and prepaid expenses	(6.2)	202	201
Income taxes recoverable	(8)	100	101
Current financial derivative assets	(12.2)	8	20
Cash and cash equivalents	(12.4)	2,188	2,013
Assets held for sale		—	—
Total current assets		4,825	4,995
TOTAL ASSETS		14,245	15,209
LIABILITIES AND SHAREHOLDERS' EQUITY			
Share capital	(13.1)	761	761
Paid-in surplus and retained earnings		6,292	6,439
Treasury shares	(13.3)	(30)	(22)
Translation adjustments	(13.6)	(180)	348
Shareholders' equity – Group share		6,843	7,526
Non-controlling interests		189	235
Total shareholders' equity		7,032	7,761
Deferred tax liabilities	(8.2)	429	435
Provisions for pensions and other employee benefits	(7.3)	340	391
Other provisions and non-current liabilities	(11.1)	382	456
Non-current debt	(12.3)	3,802	3,680
Total non-current liabilities		4,953	4,962
Accounts payable	(6.2)	971	1,074
Other creditors and accrued liabilities	(6.2)	438	424
Income taxes payable	(8)	71	82
Current financial derivative liabilities	(12.2)	24	32
Current debt	(12.3)	756	874
Liabilities associated with assets held for sale		—	—
Total current liabilities		2,260	2,486
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		14,245	15,209

Consolidated cash flow statement

<i>(In millions of euros)</i>	Notes	2025	2024
Net income		62	357
Depreciation, amortization and impairment of assets		838	802
Other provisions and deferred taxes		(63)	2
(Gains)/Losses on sales of long-term assets	(3.3)	(11)	(1)
Undistributed affiliate equity earnings		1	7
Change in working capital	(6.2)	156	(87)
Other changes		14	41
Cash flow from operating activities		997	1,121
Intangible assets and property, plant and equipment additions	(4.3)	(636)	(761)
Change in fixed asset payables	(6.2)	(32)	34
Acquisitions of operations, net of cash acquired	(3.2)	2	(150)
Increase in long-term loans		(58)	(132)
Total expenditures		(724)	(1,009)
Proceeds from sale of operations, net of cash transferred	(3.3)	0	3
Change in fixed asset receivables		8	(7)
Proceeds from sale of intangible assets and property, plant and equipment		20	10
Repayment of long-term loans		80	63
Total divestitures		108	69
Cash flow from investing activities		(616)	(940)
Issuance/(Repayment) of shares and paid-in surplus	(13.1)	—	63
Acquisition/sale of treasury shares	(13.3)	(33)	(35)
Issuance of hybrid bonds	(13.2)	399	399
Redemption of hybrid bonds	(13.2)	—	(400)
Dividends paid to parent company shareholders	(13.4)	(272)	(261)
Interest paid to bearers of subordinated perpetual notes	(13.2)	(24)	(16)
Dividends paid to non-controlling interests and buyout of minority interests		(4)	(2)
Increase in long-term debt	(12.3)	505	502
Decrease in long-term debt	(12.3)	(448)	(791)
Increase/(Decrease) in short-term debt	(12.3)	(409)	334
Cash flow from financing activities		(286)	(207)
Net increase/(decrease) in cash and cash equivalents		95	(26)
Effect of exchange rates and changes in scope		80	(6)
Cash and cash equivalents at beginning of period		2,013	2,045
Cash and cash equivalents at end of period	(12.4)	2,188	2,013

Consolidated statement of changes in shareholders' equity

<i>(In millions of euros)</i>	Share capital	Paid-in surplus	Hybrid bonds	Retained earnings	Translation adjustments	Treasury shares	Shareholders' equity – Group share	Non-controlling interests	Shareholders' equity
At 1 January 2025	761	1,117	700	4,622	348	(22)	7,526	235	7,761
Cash dividend	—	—	—	(296)	—	—	(296)	(8)	(304)
Issuance of share capital	—	—	—	—	—	—	—	—	—
Capital reduction by cancellation of treasury shares	—	—	—	—	—	—	—	—	—
Acquisition/sale of treasury shares	—	—	—	—	—	(33)	(33)	—	(33)
Grants of treasury shares to employees	—	—	—	(25)	—	25	0	—	0
Share-based payments	—	—	—	16	—	—	16	—	16
Issuance of hybrid bonds	—	—	400	(1)	—	—	399	—	399
Redemption of hybrid bonds*	—	—	(300)	—	—	—	(300)	—	(300)
Other	—	—	—	1	—	—	1	4	5
Transactions with shareholders	—	—	100	(305)	—	(8)	(213)	(4)	(217)
Net income	—	—	—	63	—	—	63	(1)	62
Total income and expenses recognized directly through equity	—	—	—	(5)	(528)	—	(533)	(41)	(574)
Total comprehensive income	—	—	—	58	(528)	—	(470)	(42)	(512)
At 31 December 2025	761	1,117	800	4,375	(180)	(30)	6,843	189	7,032

* The perpetual hybrid bonds issued in 2020 amounting to €300 million were reclassified under "current debt" following the Group's announcement, in the fourth quarter of 2025, of its intention to exercise its option to call these bonds on 21 January 2026.

<i>(In millions of euros)</i>	Share capital	Paid-in surplus	Hybrid bonds	Retained earnings	Translation adjustments	Treasury shares	Shareholders' equity – Group share	Non-controlling interests	Shareholders' equity
At 1 January 2024	750	1,067	700	4,537	170	(21)	7,203	252	7,455
Cash dividend	—	—	—	(277)	—	—	(277)	(2)	(279)
Issuance of share capital	11	50	—	—	—	—	61	—	61
Capital reduction by cancellation of treasury shares	—	—	—	—	—	—	—	—	—
Acquisition/sale of treasury shares	—	—	—	—	—	(35)	(35)	—	(35)
Grants of treasury shares to employees	—	—	—	(34)	—	34	0	—	0
Share-based payments	—	—	—	40	—	—	40	—	40
Issuance of hybrid bonds	—	—	400	(1)	—	—	399	—	399
Redemption of hybrid bonds	—	—	(400)	—	—	—	(400)	—	(400)
Other	—	—	—	4	—	—	4	7	11
Transactions with shareholders	11	50	0	(268)	—	(1)	(208)	5	(203)
Net income	—	—	—	354	—	—	354	3	357
Total income and expenses recognized directly through equity	—	—	—	(1)	178	—	177	(25)	152
Total comprehensive income	—	—	—	353	178	—	531	(22)	509
At 31 December 2024	761	1,117	700	4,622	348	(22)	7,526	235	7,761

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Note 1 Highlights

1.1 Portfolio management

On 23 December 2025, Arkema announced the proposed divestment to the Indian group Praana of some of its businesses in impact modifiers and processing aids, additives used in the manufacture of PVC profiles, pipes and packaging, as well as engineering plastics. These activities, part of the Coating Solutions segment, generated €44 million in sales in 2024, and concern the global scope for Methyl Methacrylate Butadiene Styrene (MBS) copolymers, as well as the European and Asian scope for acrylic copolymers (AIMPA). This project

entails the divestment of the Vlissingen production facility in the Netherlands, which employs 50 people. The Group will retain the Mobile plant (United States), as well the entirety of its American AIMPA businesses. The assets and liabilities held for sale are not material. This proposed divestment is expected to be finalized in the first semester of 2026 and is subject to a preliminary information and consultation process involving the employee representative bodies in the Netherlands.

1.2 Other highlights

In May 2025, Arkema successfully issued €400 million of undated hybrid bonds with a 4.25% coupon and a first call date after five years. The proceeds of this issue, which contributes to diversifying Arkema's financing resources, was mainly used to refinance one of its two outstanding hybrid bonds, amounting to €300 million, which was redeemed on 21 January 2026.

In September 2025, the Group issued a green bond for a total amount of €500 million with an eight-year maturity and an annual coupon of 3.50%. This issue builds on Arkema's first green bond, issued five years ago to finance the 100% bio-based Rilsan® polyamide 11 plant in Singapore. It enables the Group to further align its financing strategy with its sustainability commitments, particularly regarding the climate and the development of sustainable and innovative solutions.

For more details, see note 12.3 "Debt".

In October 2025, Arkema announced a project related to the evolution of the industrial activities of its Pierre-Bénite site in France, providing for the closure of two historic fluorogas production lines. With this project, the Pierre-Bénite site would thus be refocused on the fluoropolymers activity, a range of high value-added specialty materials serving attractive markets such as batteries and semiconductors.

In addition, following the abrupt cessation of its salt supply by its historical supplier Vencorex, which has been placed in receivership by its Thai shareholder PTT GC, Arkema has had to reorganize the activities of its Jarrie site in France in order to ensure its future by refocusing on hydrogen peroxide, chlorate and perchlorate activities, sectors in which Arkema is one of the world leaders, resulting in the shutdown of the chlorine, soda, methyl chloride and technical fluids production activities.

Note 2 Accounting policies and new standards

Arkema, a major player in Specialty Chemicals and Advanced Materials, is a French limited liability company (*société anonyme*) with a Board of Directors, subject to the provisions of book II of the French Commercial Code and all other legal provisions applicable to French commercial companies. The Arkema Group's LEI is 9695000EHMS84KKP2785.

The Company's head office is currently at 51 Esplanade du Général de Gaulle, 92907, Paris La Défense (France). The Company was incorporated on 31 January 2003 and the shares of Arkema have been listed on the Paris stock exchange (Euronext) since 18 May 2006. The Group's parent company is Arkema S.A.

The Group's consolidated financial statements at 31 December 2025 were prepared under the responsibility of the Chairman and CEO of Arkema and were approved for publication by the Board of Directors of Arkema on 25 February 2026. They will be submitted to the approval of the shareholders' general meeting of 21 May 2026.

The consolidated financial statements at 31 December 2025 were prepared in accordance with the IFRS (International Financial Reporting Standards) issued by the IASB (*International Accounting Standards Board*) as released at 31 December 2025 and the IFRS endorsed by the European Union at 31 December 2025.

The accounting framework and standards adopted by the European Commission can be accessed from the following website:

https://finance.ec.europa.eu/regulation-and-supervision/financial-services-legislation/implementing-and-delegated-acts/international-accounting-standards-regulation_en

The accounting policies applied in preparing the consolidated financial statements at 31 December 2025 are identical to those used in the consolidated financial statements at 31 December 2024, except for IFRS standards, amendments and interpretations, as adopted by the European Union and the IASB, that are mandatory for accounting periods commencing on or after 1 January 2025 (and which had not been applied early by the Group), namely:

Amendments to IAS 21	Lack of exchangeability	Adopted by the European Union on 13 November 2024
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Application of these amendments had no significant impact on the financial statements at 31 December 2025.

The standards, amendments and interpretations published by the IASB and the IFRS IC (IFRS Interpretations Committee) which are not yet mandatory for accounting periods commencing on or after 1 January 2025 (and which have not been applied early by the Group) are:

Amendments to IFRS 7 and IFRS 9	Classification and Measurement of Financial Instruments	Adopted by the European Union on 28 May 2025
Amendments to IFRS 7 and IFRS 9	Contracts Referencing Nature-dependent Electricity	Adopted by the European Union on 1 July 2025
IFRS 18	Presentation and Disclosure in Financial Statements	Not adopted by the European Union at 31 December 2025
IFRS 19	Subsidiaries without Public Accountability: Disclosures	Not adopted by the European Union at 31 December 2025
Amendments to IFRS 19	Subsidiaries without Public Accountability: Disclosures	Not adopted by the European Union at 31 December 2025
Amendments to IAS 21	Translation to a Hyperinflationary Presentation Currency	Not adopted by the European Union at 31 December 2025

The Group does not expect application of the amendments to IFRS 7, IFRS 9 and IAS 21, or of IFRS 19 and its amendments, to have a significant impact. An impact analysis of IFRS 18 is currently underway.

Preparation of the consolidated financial statements in accordance with IFRS requires Group management to make estimates and determine assumptions that can have an impact on the amounts recognized in assets and liabilities at the balance sheet date, and have a corresponding impact on the income statement. Management made its estimates and determined its assumptions on the basis of past experience and taking into account different factors considered to be reasonable for the valuation of assets and liabilities. These financial statements are based on information available at the closing date. Use of different assumptions could have a material effect on these valuations. The main assumptions made by management in preparing the financial statements are those used for measuring the recoverable value of property, plant and equipment and intangible assets, pension benefit obligations, deferred taxes and provisions. The disclosures provided concerning contingent assets and liabilities and off-balance sheet commitments at the date of preparation of the consolidated financial statements also involve the use of estimates.

The estimates and judgments incorporating the impacts of climate change in particular are detailed in note 5.

The consolidated financial statements are prepared in accordance with the historical cost convention, except for certain financial assets and liabilities which are recognized at fair value.

The consolidated financial statements are presented in millions of euros, rounded to the nearest million, unless otherwise indicated.

The functional operating currency of foreign companies in the scope of consolidation is their local currency, in which most of their transactions are denominated. Their balance sheets are translated into euros on the basis of exchange rates at the end of the period. The statements of income and of cash flows are translated using the average exchange rates during the period. Foreign exchange differences resulting from translation of the financial statements of these subsidiaries are recorded either in "Translation adjustments" in shareholders' equity in the consolidated financial statements for the Group share, or in "Non-controlling interests" for the share not directly or indirectly attributable to the Group. In exceptional cases, a company's functional currency may differ from the local currency.

In application of IAS 21 "The effects of changes in foreign exchange rates", transactions denominated in foreign currencies are translated by the entity carrying out the transaction into its functional currency at the exchange rate applicable on the transaction date. Monetary balance sheet items are restated at the closing exchange rate at the balance sheet date. Gains and losses resulting from translation are recognized in recurring operating income, unless they result from unhedged financing, in which case they are included in the financial result.

In the notes to the financial statements, the main accounting methods are explained in the texts outlined in blue.

Note 3 Scope of consolidation

3.1 Consolidation principles

All material transactions between consolidated companies, and all intercompany profits, are eliminated.

Control

The Group controls an entity when all of the three following conditions are fulfilled:

- (i) the Group holds power over the entity (has effective rights conferring a current ability to direct the entity's relevant activities);
- (ii) the Group is exposed or entitled to variable returns; and
- (iii) the Group has the ability to use its power over the investee to influence the amount of the returns received.

Companies controlled directly or indirectly by the Group are fully consolidated, except for certain entities considered non-significant for the consolidated financial statements.

Joint arrangements

A joint arrangement is an operation over which two or more parties have joint control. Joint control is the contractually agreed sharing of control over an arrangement. It exists only when the decisions about the relevant activities require the unanimous consent of the parties sharing control.

There are two categories of joint arrangements:

- a joint operation is a joint arrangement in which the parties have rights to the assets and obligations for the liabilities. The Group recognizes the assets, liabilities, income and expenses in proportion to its percentage of interest in the capital of the joint operation; and

- a joint venture is a joint arrangement in which the parties have rights to the net assets of the arrangement. The Group applies the equity method to this type of joint arrangement.

To determine the type of joint arrangement, the Group must take the following factors into consideration:

- the structure of the joint arrangement (identifying whether it takes the form of a separate vehicle); and
- when the joint arrangement takes the form of a separate vehicle: the legal form, the terms of the contractual arrangements and other facts and circumstances.

Assessment of other facts and circumstances has led the Group to classify a certain number of joint arrangements as joint operations.

Associates

An associate is an entity over which the Group exercises significant influence. If the Group directly or indirectly holds 20% or more of the voting rights in the issuing entity, it is presumed to exercise significant influence. If it holds less than 20%, significant influence must be demonstrated.

Investments in associates are accounted for under the equity method.

Other investments

Shares owned in companies which do not meet the criteria set out above are included in "Other investments" and recognized in accordance with IFRS 9 (see note 10.3 "Other investments").

3.2 Business combinations

The Group uses the acquisition method for the recognition of business combinations, in accordance with IFRS 3 (Revised).

The identifiable assets acquired and liabilities assumed are stated at fair value at the acquisition date.

Where the business combination agreement provides for a purchase price adjustment, the Group includes the fair value of this adjustment at the acquisition date in the cost of the business combination, even if the adjustment is optional.

Non-controlling interests are measured at the acquisition date, either at fair value (the full goodwill method) or the NCI's proportionate share of net assets of the entity acquired (the partial goodwill method). The decision of which option to use is made for each business combination. Subsequent acquisitions of investments are always recorded in equity, regardless of the choice made at the time of the acquisition.

At the acquisition date, goodwill is measured as the difference between:

- the acquisition price plus the amount of any non-controlling interests in the acquired entity and the fair value of the acquirer's previously held equity interest in that acquired entity; and
- the fair value of identifiable assets and liabilities.

Goodwill is recognized in the balance sheet assets. Contingent liabilities are recognized in the balance sheet when the obligation concerned is current at the acquisition date and their fair value can be reliably measured.

Any negative goodwill arising on an acquisition on favorable terms, and direct acquisition expenses, are recognized immediately in the income statement under "Other income and expenses" (see note 6.1.5 "Other income and expenses").

The Group has a maximum of 12 months to finalize determination of the acquisition price and goodwill.

3.2.1 Finalization of purchase price allocations

The Group has finalized the purchase price allocations for Proionic GmbH and Dow's flexible packaging laminating adhesives business.

For Proionic GmbH, intangible assets stated at fair value primarily comprise technologies and customer relations. They amount to €5 million.

Final goodwill calculated using the partial goodwill method amounts to €9 million and mainly corresponds to the value of expected commercial development.

For Dow's flexible packaging laminating adhesives business, intangible assets measured at fair value primarily comprise technologies. Intangible assets and property, plant and equipment amount to €9 million and €71 million respectively. Final negative goodwill amounts to €5 million.

3.2.2 Acquisitions in 2025

In 2025, the Group did not make any acquisitions.

3.3 Business divestments

In 2025, the Group did not dispose of any assets.

3.4 Warranties related to sales of businesses

When selling businesses, the Group has sometimes granted the purchaser warranties in respect of unrecorded liabilities. In most cases, these warranties are capped and granted for a limited period of time. They are also limited in terms of their coverage to certain types of expenses or litigation. In the majority of cases, they cover risks of occurrence of environmentally related expenses or litigation.

The cumulative residual amount of capped warranties in respect of unrecorded liabilities granted by the Group amounts to €19 million at 31 December 2025 (€37 million at 31 December 2024). These amounts are stated net of provisions recognized in the balance sheet in respect of such warranties.

Note 4 Alternative performance indicators and information by segment

The Group uses performance indicators that are not directly defined in the consolidated financial statements under IFRS and which are used as monitoring and analysis tools. The purpose of these indicators is to provide additional information to illustrate the Group's financial performance and its various activities, notably by eliminating exceptional or non-recurring items in certain cases, to ensure period-on-period comparability. In some cases, the indicators may also provide a consistent basis for comparison with the financial performance of our peers.

The alternative performance indicators used are as follows:

- Recurring depreciation and amortization of property, plant and equipment and intangible assets;
- Working capital;
- Capital employed;
- Adjusted capital employed;
- Net debt;
- Net debt and hybrid bonds;
- Net debt and hybrid bonds to EBITDA ratio;
- Earnings before interest, tax, depreciation and amortization (EBITDA);
- Recurring cash flow;
- Free cash flow;

- Net cash flow;
- Net cash flow from portfolio management operations;
- Non-recurring cash flow;
- Operating cash flow;
- Recurring capital expenditure;
- Exceptional capital expenditure;
- REBIT margin;
- EBITDA margin;
- Recurring operating income (REBIT);
- Adjusted net income;
- Adjusted net income per share;
- Diluted adjusted earnings per share;
- Return on capital employed (ROCE);
- Return on adjusted capital employed;
- EBITDA to cash conversion rate;
- EBITDA to operating cash conversion rate.

These indicators are defined in note 4.12, and notes 4.1 to 4.9 indicate the correspondence of these indicators with their equivalent items in the consolidated financial statements under IFRS.

4.1 Recurring operating income (REBIT) and EBITDA

<i>(In millions of euros)</i>	Notes	2025	2024
OPERATING INCOME		288	586
- Depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses		(144)	(154)
- Other income and expenses	(6.1.5)	(132)	(155)
RECURRING OPERATING INCOME (REBIT)		564	895
- Recurring depreciation and amortization of property, plant and equipment and intangible assets		(687)	(637)
EBITDA		1,251	1,532

Details of depreciation and amortization of property, plant and equipment and intangible assets:

<i>(In millions of euros)</i>	Notes	2025	2024
Depreciation and amortization of property, plant and equipment and intangible assets	(9.1 to 9.4)	(838)	(802)
Of which: Recurring depreciation and amortization of property, plant and equipment and intangible assets		(687)	(637)
Of which: Depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses		(144)	(154)
Of which: Impairment included in other income and expenses	(6.1.5)	(7)	(11)

4.2 Adjusted net income and adjusted earnings per share

<i>(In millions of euros)</i>	Notes	2025	2024
NET INCOME – GROUP SHARE		63	354
- Depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses		(144)	(154)
- Other income and expenses	(6.1.5)	(132)	(155)
- Other income and expenses attributable to non-controlling interests		—	—
- Taxes on depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses		31	34
- Taxes on other income and expenses		20	21
- One-time tax effects		(40)	(8)
ADJUSTED NET INCOME		328	616
Weighted average number of ordinary shares		75,515,945	74,869,439
Weighted average number of potential ordinary shares	(13.7)	75,966,858	75,204,737
ADJUSTED EARNINGS PER SHARE <i>(in euros)</i>		4.34	8.23
DILUTED ADJUSTED EARNINGS PER SHARE <i>(in euros)</i>		4.32	8.19

4.3 Recurring capital expenditure

<i>(In millions of euros)</i>	2025	2024
INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT ADDITIONS	636	761
- Exceptional capital expenditure	—	—
- Investments relating to portfolio management operations	—	—
- Capital expenditure with no impact on net debt	—	—
RECURRING CAPITAL EXPENDITURE	636	761

4.4 Cash flows

<i>(In millions of euros)</i>	2025	2024
Cash flow from operating activities	997	1,121
+ Cash flow from investing activities	(616)	(940)
NET CASH FLOW	381	181
- Net cash flow from portfolio management operations	(9)	(177)
FREE CASH FLOW	390	358
- Exceptional capital expenditure	—	—
- Non-recurring cash flow	(74)	(61)
RECURRING CASH FLOW	464	419
- Recurring capital expenditure	(636)	(761)
OPERATING CASH FLOW	1,100	1,180

4.5 Conversion rate

<i>(In millions of euros)</i>	2025	2024
RECURRING CASH FLOW	464	419
EBITDA	1,251	1,532
EBITDA TO CASH CONVERSION RATE	37.1 %	27.3 %

<i>(In millions of euros)</i>	2025	2024
OPERATING CASH FLOW	1,100	1,180
EBITDA	1,251	1,532
EBITDA TO OPERATING CASH CONVERSION RATE	87.9 %	77.0 %

4.6 Net debt

<i>(In millions of euros)</i>	Notes	31 December 2025	31 December 2024
Non-current debt	(12.3)	3,802	3,680
+ Current debt	(12.3)	756	874
- Cash and cash equivalents	(12.4)	2,188	2,013
NET DEBT		2,370	2,541
+ Hybrid bonds	(13.2)	800	700
NET DEBT AND HYBRID BONDS		3,170	3,241
EBITDA		1,251	1,532
NET DEBT AND HYBRID BONDS TO EBITDA RATIO		2.5	2.1

4.7 Working capital

<i>(In millions of euros)</i>	Notes	31 December 2025	31 December 2024
Inventories	(6.2)	1,142	1,348
+ Accounts receivable	(6.2)	1,185	1,312
+ Other receivables including income taxes recoverable	(6.2)	302	302
+ Current financial derivative assets	(12.2)	8	20
- Accounts payable (operating suppliers)	(6.2)	971	1,074
- Other liabilities including income taxes	(6.2)	509	506
- Current financial derivative liabilities	(12.2)	24	32
WORKING CAPITAL		1,133	1,370

4.8 Capital employed

<i>(In millions of euros)</i>	Notes	31 December 2025	31 December 2024
Goodwill, net	(9.1)	2,865	3,071
+ Intangible assets excluding goodwill and property, plant and equipment, net	(9.2 & 9.3)	6,077	6,600
+ Investments in equity affiliates	(10.1 & 10.2)	9	11
+ Other investments and other non-current assets	(10.3 & 10.4)	318	377
+ Working capital		1,133	1,370
CAPITAL EMPLOYED		10,402	11,429
+ Adjustment*		—	—
ADJUSTED CAPITAL EMPLOYED		10,402	11,429

* Adjustment for acquisitions finalized during the year and disposals announced during the year but not finalized at 31 December.

4.9 Return on capital employed and return on adjusted capital employed

<i>(In millions of euros)</i>	2025	2024
Recurring operating income (REBIT)	564	895
Capital employed	10,402	11,429
RETURN ON CAPITAL EMPLOYED (ROCE)	5.4%	7.8%

<i>(In millions of euros)</i>	2025	2024
Recurring operating income (REBIT)	564	895
Adjusted capital employed	10,402	11,429
RETURN ON ADJUSTED CAPITAL EMPLOYED	5.4%	7.8%

4.10 Information by segment

As required by IFRS 8 "Operating segments", segment information for the Group is presented in accordance with the internal reporting structure that is used by executive management in order to assess financial performance and allocate resources.

Operating income and assets are allocated between segments prior to inter-segment adjustments. Sales between segments take place at market prices.

Arkema is organized around three complementary, coherent segments dedicated to Specialty Materials, namely Adhesive Solutions, Advanced Materials and Coating Solutions, and an Intermediates segment consisting of activities with more volatile results.

The Adhesive Solutions segment is headed by a member of the Executive Committee, and the Advanced Materials, Coating Solutions and Intermediates segments are directed by a Chief Operating Officer who is also a member of the Executive Committee. Both of these segment heads report to the Chairman and CEO, Arkema's chief operating decision-maker as defined by IFRS 8, and are in regular contact with him for the purpose of discussing their segments' operating activities, financial results, forecasts and plans.

The Chief Operating Officer is supported by three other Executive Committee members, who report to him and are respectively in charge of the Coating Solutions segment and each of the two Business Lines ⁽¹⁾ making up the Advanced Materials segment: High Performance Polymers and Performance Additives.

⁽¹⁾ Business Lines are activities or groups of activities.

The content of the segments is as follows:

- Adhesive Solutions comprises the following Business Lines:
 - Construction and Consumer, providing solutions for construction, renovation of buildings, and DIY; and
 - Industrial Assembly, comprising high performance adhesives for durable goods, and adhesive solutions for packaging and non-woven.

The Adhesive Solutions segment supplies technologies used in building activities for businesses and individuals, including sealants, tile and flooring adhesives and waterproofing systems, and technologies used in industry, including state-of-the-art know-how in the automotive, textiles, glazing, flexible and rigid packaging, and hygiene markets.

- Advanced Materials comprises the following Business Lines:
 - High Performance Polymers, consisting of specialty polyamides, PVDF, polyimides, fluorospecialties and PEKK; and
 - Performance Additives, covering interface agents combining specialty surfactants and molecular sieves, organic peroxides, thiochemicals and hydrogen peroxide.

The Advanced Materials segment offers innovative solutions with high added value to meet the major challenges of sustainable development, including lightweighting, new energies, access to water, bio-based products and recycling. These solutions are used in a wide variety of sectors such as the automotive and transportation sectors, oil and gas, renewable energies (photovoltaics, lithium-ion batteries, wind power), consumer goods (sports equipment, packaging, beauty and health products, etc.), electronics, construction, coatings, animal nutrition and water treatment.

- Coating Solutions comprises the following Business Lines:
 - Coating Resins, combining the EU/US acrylics activities and coating resins; and
 - Coating Additives, combining Sartomer photocure resins and Coatex rheology additives and specialties.

This segment offers a broad range of innovative products for decorative paints, industrial coatings and adhesives, and also provides solutions for applications in the paper industry, superabsorbents, water treatment and oil and gas extraction, and in cutting-edge high-growth markets such as 3D printing and electronics.

- The Intermediates segment comprises the following activities:
 - Fluorogases; and
 - Asia Acrylics.

These industrial intermediate chemicals activities, in which Arkema holds leading positions, concern competitive global product lines used in several industrial sectors such as construction, production of cold (refrigeration and air conditioning), the automotive industry, coatings and water treatment.

Functional and financial activities which cannot be directly allocated to operational activities (notably certain research costs and central costs) are brought together in a Corporate segment.

2025 <i>(In millions of euros)</i>	Adhesive Solutions	Advanced Materials	Coating Solutions	Intermediates	Corporate	Total
Sales	2,737	3,441	2,176	681	33	9,068
EBITDA	365	616	194	162	(86)	1,251
Recurring depreciation and amortization of property, plant and equipment and intangible assets	(109)	(411)	(126)	(28)	(13)	(687)
Recurring operating income (REBIT)	256	205	68	134	(99)	564
Depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses	(102)	(35)	(7)	—	—	(144)
Other income and expenses	(28)	(75)	(14)	3	(18)	(132)
Operating income	126	95	47	137	(117)	288
Equity in income of affiliates	—	(1)	—	—	0	(1)
Intangible assets and property, plant and equipment additions	83	326	177	23	27	636
Goodwill, net	1,633	817	371	44	—	2,865
Intangible assets excluding goodwill and property, plant and equipment, net	2,057	2,967	853	148	52	6,077
Investments in equity affiliates	—	9	—	—	—	9
Other investments and other non-current assets	9	107	22	—	180	318
Working capital	376	430	216	38	73	1,133
Capital employed	4,075	4,330	1,462	230	305	10,402
Provisions and other non-current liabilities	(79)	(335)	(65)	(11)	(658)	(1,148)

2024 <i>(In millions of euros)</i>	Adhesive Solutions	Advanced Materials	Coating Solutions	Intermediates	Corporate	Total
Sales	2,722	3,562	2,455	768	37	9,544
EBITDA	412	707	301	198	(86)	1,532
Recurring depreciation and amortization of property, plant and equipment and intangible assets	(89)	(371)	(127)	(41)	(9)	(637)
Recurring operating income (REBIT)	323	336	174	157	(95)	895
Depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses	(108)	(40)	(6)	—	—	(154)
Other income and expenses	(43)	(89)	2	4	(29)	(155)
Operating income	172	207	170	161	(124)	586
Equity in income of affiliates	—	(6)	—	—	—	(6)
Intangible assets and property, plant and equipment additions	89	459	141	21	51	761
Goodwill, net	1,743	899	385	44	—	3,071
Intangible assets excluding goodwill and property, plant and equipment, net	2,232	3,268	854	170	76	6,600
Investments in equity affiliates	—	11	—	—	—	11
Other investments and other non-current assets	12	109	21	—	235	377
Working capital	463	566	273	4	64	1,370
Capital employed	4,450	4,853	1,533	218	375	11,429
Provisions and other non-current liabilities	(94)	(369)	(70)	(13)	(728)	(1,274)

Sales of Specialty Materials, by Business Line:

	2025	2024
Adhesive Solutions	2,737	2,722
<i>of which Construction and Consumer</i>	<i>1,218</i>	<i>1,250</i>
<i>of which Industrial Assembly</i>	<i>1,519</i>	<i>1,472</i>
Advanced Materials	3,441	3,562
<i>of which High Performance Polymers</i>	<i>1,549</i>	<i>1,571</i>
<i>of which Performance Additives</i>	<i>1,892</i>	<i>1,991</i>
Coating Solutions	2,176	2,455
<i>of which Coating Resins</i>	<i>1,546</i>	<i>1,770</i>
<i>of which Coating Additives</i>	<i>630</i>	<i>685</i>

4.11 Information by geographical area

Sales are presented on the basis of the geographical location of customers. Capital employed and gross intangible assets and property, plant and equipment additions are presented on the basis of the location of the assets.

2025 (In millions of euros)	Non-Group sales	Capital employed	Intangible assets and property, plant and equipment additions
Europe	2,953	4,298	355
of which France	649	2,795	309
NAFTA*	3,103	3,595	194
of which United States	2,773	3,408	183
Asia	2,532	2,356	80
of which China**	1,227	655	46
Rest of the world	480	153	7
TOTAL	9,068	10,402	636

* USA, Canada, Mexico.

** China, Hong Kong and Taiwan.

2024 (In millions of euros)	Non-Group sales	Capital employed	Intangible assets and property, plant and equipment additions
Europe	3,123	4,427	360
of which France	704	2,849	310
NAFTA*	3,367	4,101	278
of which United States	2,993	3,871	266
Asia	2,554	2,736	117
of which China**	1,244	744	72
Rest of the world	500	165	6
TOTAL	9,544	11,429	761

* USA, Canada, Mexico.

** China, Hong Kong and Taiwan.

4.12 Definitions of alternative performance indicators

Recurring depreciation and amortization of property, plant and equipment and intangible assets

This alternative performance indicator corresponds to depreciation, amortization and impairment of property, plant and equipment and intangible assets before taking into account:

- (i) depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses; and
- (ii) impairment included in other income and expenses.

The indicator facilitates period-to-period comparisons by eliminating non-recurring items.

Working capital

This alternative performance indicator corresponds to the net amount of current assets and liabilities relating to operating activities, capital expenditure and financing activities. It reflects the Group's short-term financing requirements resulting from cash flow timing differences between outflows and inflows relating to operating activities.

Capital employed

This alternative performance indicator corresponds to the sum of the following:

- (i) the net book value of goodwill;
- (ii) the net book value of intangible assets (excluding goodwill) and property, plant and equipment;
- (iii) the amount of investments in equity affiliates;
- (iv) the amount of other investments and other non-current assets; and
- (v) working capital.

Capital employed is used to analyze the amount of capital invested by the Group to conduct its business.

Adjusted capital employed

This alternative performance indicator corresponds to capital employed adjusted for divestments and acquisitions, to ensure consistency between the numerator and denominator items used to calculate ROCE.

In the case of an announced divestment of a business announced and not finalized by 31 December, the operating income of this business remains consolidated in the income statement, and is therefore included in the calculation of REBIT, whereas items relating to capital employed are classified as assets/liabilities held for sale and are therefore excluded from the calculation of capital employed. To ensure consistency between the numerator and denominator items used to calculate ROCE, capital employed at 31 December is increased by the capital employed relating to the business being sold.

When an acquisition is finalized during the year, operating results are only consolidated in the income statement from the date of acquisition, and not for the full year, while capital employed is recognized in full at 31 December. When the acquisition has not generated a material contribution to the year's earnings, in order to ensure consistency between the numerator and denominator items used to calculate ROCE, capital employed at 31 December is reduced by the capital employed relating to the acquired business, unless they are considered as not material.

Net debt

This alternative performance indicator corresponds to the sum of current and non-current debt less cash and cash equivalents.

Net debt and hybrid bonds

This alternative performance indicator corresponds to the amount of net debt and hybrid bonds.

Net debt and hybrid bonds to EBITDA ratio

This alternative performance indicator corresponds to the ratio of net debt and hybrid bonds to EBITDA. The indicator measures the level of debt in relation to the Group's operating performance, and provides a consistent basis for comparison with our peers.

Earnings before interest, tax, depreciation and amortization (EBITDA)

The IFRS item most similar to this alternative performance indicator is operating income.

The indicator corresponds to operating income before taking into account:

- (i) recurring depreciation and amortization of property, plant and equipment and intangible assets;
- (ii) other income and expenses; and
- (iii) depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses.

This indicator is used to assess the Group's operating profitability and its ability to generate operating cash flow before changes in working capital, capital expenditure and cash flow from financing and tax expenses. It also facilitates period-to-period comparisons by eliminating non-recurring items, and provides a consistent basis for comparison with our peers.

Recurring cash flow

This alternative performance indicator corresponds to free cash flow excluding non-recurring or exceptional items, i.e., non-recurring cash flow and exceptional capital expenditure. The indicator enables period-to-period comparisons by eliminating the impact of exceptional or non-recurring items and portfolio management, and provides a consistent basis for comparison with our peers. It is used to assess the Group's ability to generate cash to finance its shareholder returns, non-recurring or exceptional items and acquisitions.

Free cash flow

This alternative performance indicator corresponds to net cash flow before taking into account net cash flow from portfolio management operations. It enables period-to-period comparisons by eliminating portfolio management, and provides a consistent basis for comparison with our peers.

Net cash flow

This alternative performance indicator corresponds to the sum of two IFRS items, cash flow from operations and cash flow from net investments. It provides an estimate of Group cash flow before changes in cash flow from financing activities.

Net cash flow from portfolio management operations

This alternative performance indicator corresponds to cash flows from acquisitions and divestments as described in notes 3.2.2 "Acquisitions in 2025" and 3.3 "Business divestments".

Non-recurring cash flow

This alternative performance indicator corresponds to cash flow from other income and expenses, as described in note 6.1.5 "Other income and expenses".

Operating cash flow

This alternative performance indicator corresponds to free cash flow before taking into account intangible assets and property, plant and equipment additions, adjusted for non-recurring cash flows. It is used to assess the Group's ability to generate cash to finance its intangible assets and property, plant and equipment additions, shareholder returns and acquisitions. It corresponds to and replaces the "Operating cash flow" indicator defined at the Capital Markets Day on 27 September 2023.

Recurring capital expenditure

The IFRS item most similar to this alternative performance indicator is intangible assets and property, plant and equipment additions. Recurring capital expenditure includes all intangible assets and property, plant and equipment additions, adjusted for exceptional capital expenditure, investments linked to portfolio management operations and investments with no impact on net debt (financed by third parties). This indicator enables period-to-period comparisons by eliminating exceptional items, and provides a consistent basis for comparison with our peers.

Exceptional capital expenditure

Alternative performance indicator corresponding to a very limited number of capital expenditure items for major development projects that the Group presents separately in its financial communication due to their size and nature.

REBIT margin

This alternative performance indicator corresponds to the recurring operating income (REBIT) to sales ratio. It facilitates period-to-period comparisons by eliminating non-recurring items, and provides a consistent basis for comparison with our peers.

EBITDA margin

This alternative performance indicator corresponds to the EBITDA to sales ratio. It facilitates period-to-period comparisons by eliminating non-recurring items, and provides a consistent basis for comparison with our peers. It is also one of the financial performance criteria linked to performance share plans.

Recurring operating income (REBIT)

The IFRS item most similar to this alternative performance indicator is operating income. The indicator corresponds to operating income before taking into account:

- (i) depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses; and
- (ii) other income and expenses.

The indicator assesses the Group's operating profitability before tax and excluding non-recurring items, whatever the financing structure, since it does not take into account financial result. It facilitates period-to-period comparisons by eliminating non-recurring items, and provides a consistent basis for comparison with our peers.

Adjusted net income

The IFRS item most similar to this alternative performance indicator is net income – Group share. This indicator corresponds to net income – Group share before non-recurring items. Exceptional or non-recurring items correspond to:

- (i) other income and expenses, net of applicable taxes;
- (ii) depreciation and amortization related to the revaluation of property, plant and equipment and intangible assets as part of the allocation of the purchase price of businesses, net of applicable taxes; and
- (iii) one-time tax effects unrelated to other income and expenses and relating to events that are exceptional in terms of frequency and amount, such as the recognition or impairment of deferred tax assets, or the impact of a change in tax rates on deferred taxes.

This indicator enables us to assess the Group's profitability by taking account of not only operating items, but also the Group's financing structure and income taxes. It facilitates period-to-period comparisons by eliminating non-recurring items, and provides a consistent basis for comparison with our peers.

Adjusted earnings per share

This alternative performance indicator is calculated by dividing adjusted net income for the period by the weighted average number of ordinary shares outstanding during the period.

Diluted adjusted earnings per share

This alternative performance indicator corresponds to earnings per share adjusted for the dilutive effect of all potential ordinary shares. It is calculated by dividing adjusted net income for the period by the weighted average number of potential ordinary shares outstanding during the period.

Return on capital employed (ROCE)

This alternative performance indicator corresponds to the ratio of recurring operating income (REBIT) for the period to capital employed at the end of the period. It is used to assess the profitability of capital expenditure over time.

Return on adjusted capital employed

This alternative performance indicator corresponds to the ratio of recurring operating income (REBIT) for the period to the adjusted capital employed at the end of the period. It is used to assess the profitability of capital expenditure over time, by adjusting items relating to capital employed acquired during the period or in the course of disposal to bring them into line with the items used in REBIT.

EBITDA to cash conversion rate

This alternative performance indicator corresponds to the ratio of recurring cash flow to EBITDA. The indicator is used to assess the Group's ability to generate cash to finance, in particular, returns to shareholders, exceptional capital expenditure and acquisitions.

EBITDA to operating cash conversion rate

This alternative performance indicator corresponds to the ratio of operating cash flow to EBITDA. The indicator provides a consistent basis for comparison between periods and with our peers, whatever the growth strategy adopted, whether external growth through acquisitions or internal growth through capital expenditure. It is also one of the financial performance criteria linked to performance share plans. It corresponds to and replaces the "Operating cash conversion rate" indicator defined at the Capital Markets Day on 27 September 2023.

Note 5 Climate issues

Committed to the fight against global warming for many years, in 2023 Arkema strengthened its climate plan, aligned with the objectives of the Paris Agreement, and defined more ambitious targets for 2030 with a 1.5°C trajectory, approved by the Science Based Targets initiative (SBTi), an independent global body. Its goal is to reduce its Scopes 1 and 2 emissions by 48.5% and its Scope 3 emissions by 54% by 2030 compared with 2019. After exceeding its SBTi-approved Scope 3 emissions target in 2024, the Group has set the new, more ambitious, target of a 67% reduction in Scope 3 greenhouse gas emissions by 2030 with respect to 2019.

As part of this climate plan, the Group is also targeting a 25% reduction in its net energy purchases by 2030 versus 2012 (EFPI intensive indicator).

To meet these Scope 1 and 2 targets, the Group is constantly improving its production processes and looking to improve energy efficiency at its sites by leveraging innovation, particularly through its Arkema Energy program. It is also pursuing its efforts to purchase energy from low-carbon

sources. For Scope 3, Arkema takes action on the most significant categories upstream, notably through supplier commitment initiatives to reduce the carbon footprint of their products, or by increasing the proportion of bio-based or recycled raw materials; and downstream, by reducing its most emissions-intensive activities, upgrading its products to sustainable solutions, or developing recycling channels.

In addition, its climate plan is supported by investments aimed at furthering decarbonization, which could represent a cumulative amount of €400 million over the 2022-2030 period (see note 9.5 "Asset value monitoring")

In the context of Arkema's 2030 targets, climate issues are taken into account in its capital expenditure decisions, its raw materials and energy supply contracts, and its analyses of potential acquisition projects. In operational terms, capital expenditure decisions factor in an internal carbon price which is validated by the Group Executive Committee and is in line with the assumptions used in impairment testing.

In preparing the consolidated financial statements, management has identified estimates and judgments that may be impacted by the effects of climate change. They are listed below and are boxed in green in each of the notes:

Subject	Notes	Content
Sustainable capital expenditure	9.3 Property, plant and equipment	<ul style="list-style-type: none"> Capital expenditure undertaken to date and aimed at furthering the Group's decarbonization goals include the projects at Carling, Lacq and Taixing, as well as the Arkema Energy program.
Measurement of non-financial assets	9.3 Property, plant and equipment	<ul style="list-style-type: none"> The Group takes climate issues into account when determining the useful lives of its fixed assets, and considers that such issues do not materially impact the value of its fixed assets at 31 December 2025.
	9.5 Asset value monitoring	<ul style="list-style-type: none"> Assumptions used in impairment testing (cash flow projections and sensitivity analyses).
Provisions	11.1.2 Other provisions	<ul style="list-style-type: none"> Environmental provisions cover, in particular, expenses related to physical risks associated with climate change.
Sustainable financing	12.3.1 Analysis of net debt by category	<ul style="list-style-type: none"> Two green bonds were issued in 2020 and 2025 for €300 million and €500 million, respectively. The syndicated credit line is linked to three CSR criteria (greenhouse gas emissions, volatile organic compound emissions and the total recordable injury rate).
Share-based payments	7.4.2 Free share grants	<ul style="list-style-type: none"> Performance share grants partly depend on achieving environmental targets, such as the reduction of greenhouse gas emissions. This target determines 15% of the total grant in 2025 (15% in 2024).
Compliance with laws and regulations	6.2.3 Greenhouse gas emissions allowances (EUAs)	<ul style="list-style-type: none"> Greenhouse gas emissions allowances (EUAs) held by the Group at the reporting date cover the operational needs of the Group's European units, with no foreseeable shortfall until the end of phase 4. The Group does not have any trading activity in respect of CO₂ emissions allowances.
Low-carbon energy contracts	6.3.2 Contractual commitments related to the Group's operating activities	<ul style="list-style-type: none"> Arkema has signed multi-year contracts to purchase renewable energy certificates (RECs). When material, these contracts are included within off-balance sheet commitments at the time they are entered into, and later recognized within intangible assets when the certificates are acquired. They give rise to the recognition of an expense when they are used.
	9.3 Property, plant and equipment	<ul style="list-style-type: none"> Arkema has signed multi-year low-carbon power purchase agreements (PPA). These PPAs are analyzed on a case-by-case basis to determine whether they meet the criteria for recognition as property, plant and equipment or as a lease, which depends on the characteristics of the assets and the applicable contractual provisions.

Note 6 Other information relating to operating activities

6.1 Income statement

6.1.1 Sales

Sales consist of sales of chemicals produced or marketed by the Group. They are measured at the fair value of the consideration received or receivable, net of returns, trade discounts and volume rebates. Sales are recognized when control of the goods is transferred to the customer. The transfer of control is determined mainly on the basis of the terms and conditions of the sales contracts.

6.1.2 Operating expenses

Operating expenses correspond to the full cost of sales excluding research and development expenses and selling and administrative expenses which are reported on specific lines.

6.1.3 Research and development expenses

Research and development expenses include salaries, purchases, external services and amortization, and are recognized as incurred. Grants received are recognized as a deduction from research expenses.

The Group recognizes France's research tax credit (CIR) as a deduction from operating expenses.

6.1.4 Operating income

Operating income is calculated as all income and expenses not relating to the financial result, equity affiliates or income taxes.

6.1.5 Other income and expenses

Other income and expenses concern a limited number of well-identified non-recurring items of income and expense of a particularly material nature that the Group presents separately in its income statement in order to facilitate understanding of its recurring operational performance. These items of income and expense notably include:

- impairment losses in respect of property, plant and equipment, intangible assets and financial assets;
- gains or losses on sale of assets, acquisition costs, negative goodwill on acquisitions on favorable terms and the valuation difference on inventories between their fair value at the acquisition date and their production cost;
- expenses related to capital increases reserved for employees;
- start-up costs related to capital expenditure that is considered exceptional;
- large restructuring and environmental expenses which would hamper the interpretation of recurring operating income (including substantial modifications to employee benefit plans and the effect of onerous contracts); and
- material expenses related to litigation and claims whose nature is not directly related to ordinary operations.

(In millions of euros)	2025			2024		
	Expenses	Income	Net	Expenses	Income	Net
Restructuring and environment	(106)	3	(103)	(46)	2	(44)
Goodwill impairment	—	—	—	—	—	—
Asset impairment (excluding goodwill)	—	—	—	(11)	—	(11)
Litigation and claims	(10)	2	(8)	(28)	9	(19)
Gains (losses) on sales and purchases of assets	(18)	—	(18)	(30)	—	(30)
Other	(3)	—	(3)	(51)	—	(51)
TOTAL OTHER INCOME AND EXPENSES	(137)	5	(132)	(166)	11	(155)

In 2025, restructuring and environmental expenses mainly concern restructuring, in particular expenses incurred by the Advanced Materials segment in relation to the reorganization of the Hydrogen Peroxide activities at the Jarrie site in France. They also relate to the reorganization of the Adhesives Solutions segment and the fluorogases activities at the Pierre-Bénite site. (See note 11.1.2 "Other provisions".) Expenses related to litigation and claims were primarily

attributable to legal fees for ongoing proceedings in the United States. Lastly, the income and expenses relating to sales and purchases of assets mainly correspond to the proposed divestment in plastic additives activities and the acquisition of Dow's flexible packaging laminating adhesives business.

In 2024, restructuring and environmental expenses mainly concerned the Corporate segment in the United States, as well as Adhesive Solutions and Advanced Materials. Specific asset impairments were mainly recognized in the Hydrogen Peroxide activities for the Jarrie site in France. Expenses relating to litigation and claims mainly concerned the Advanced Materials segment, with, in particular, the cost of restoring the Günzburg site affected by a flood which reached millennial flood levels, as well as the Corporate segment, with legal costs relating to ongoing proceedings in the United States. The income and expenses relating to sales and purchases of assets were mainly attributable to the

acquisition of Dow's flexible packaging laminating adhesives business. The item "Other" primarily includes start-up costs for the Singapore platform and expenses related to the capital increase reserved for employees in the second half of 2024.

The total impairment (including goodwill impairment) included in other income and expenses amounts to a net expense of €(7) million at 31 December 2025 compared with a net expense of €11 million at 31 December 2024. In 2025, this amount is included under expenses relating to sales and purchases of assets.

6.2 Working capital

6.2.1 Cash flows

Cash flows in foreign currencies are translated into euros using the average exchange rates of each period. Cash flow statements exclude foreign exchange differences arising from the translation into euros of assets and liabilities recognized in balance sheets denominated in foreign currencies at the end of the period (except for cash and cash equivalents).

The change in working capital reported in the cash flow statement amounts to a negative €156 million in cash flow from operating activities and €24 million in cash flow from investing activities.

<i>(In millions of euros)</i>	31 December 2024	Changes in scope	Monetary flows in the cash flow statement (operating and investing activities)	Translation adjustments	Other non-monetary flows	31 December 2025
Inventories	1,348	—	(134)	(72)	—	1,142
+ Accounts receivable, excluding fixed asset receivables	1,304	1	(41)	(80)	1	1,185
+ Other receivables, including income taxes recoverable	302	—	27	(13)	(14)	302
- Accounts payable, excluding fixed asset payables	862	—	(16)	(46)	—	800
- Other liabilities, including income taxes	506	6	24	(16)	(11)	509
TOTAL OPERATING CATEGORIES	1,586	(5)	(156)	(103)	(2)	1,320
+ Fixed asset receivables	8	—	(8)	(1)	—	—
- Other creditors and fixed asset payables	212	—	(32)	(9)	—	171
TOTAL INVESTING CATEGORIES	(204)	—	24	8	—	(171)
+ Current financial derivative assets and liabilities	(12)	—	2	1	(7)	(16)
TOTAL WORKING CAPITAL ^(a)	1,370	(5)	(130)	(94)	(9)	1,133

(a) Alternative performance indicator: see note 4 for concordance tables and definitions.

6.2.2 Inventories

Inventories are valued in the consolidated financial statements at the lower of cost and net realizable value, in accordance with IAS 2 "Inventories". Cost of inventories is generally determined using the weighted average cost (WAC) method.

Cost of manufactured product inventories includes raw material and direct labor costs, and an allocation of production overheads and depreciation based on normal production

capacity. Start-up costs and general and administrative costs are excluded from the cost of manufactured product inventories.

The net realizable value is the sale price as estimated for the normal course of business, less estimated costs for completion and sale.

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Inventories (cost)	1,261	1,465
Valuation allowances	(119)	(117)
Inventories (net)	1,142	1,348
<i>Of which:</i>		
Raw materials and supplies	417	462
Finished products	725	886

6.2.3 Greenhouse gas emissions allowances (EUAs)

In the absence of an IFRS standard or interpretation relating to accounting for CO₂ emissions allowances, the following treatment has been adopted:

- allowances allocated without payment of consideration are recognized for nil value; and
- transactions carried out in the market are recognized at the transaction amount.

For the management of its combustion installations and process emissions, the Group is exposed to the risks arising from the European Union Emissions Trading Scheme (EU ETS) for greenhouse gases, which was introduced by the European Union in 2005. In phase 4, which began in 2021 and will continue until the end of 2030, the number of EU allowances (EUAs) for greenhouse gas emissions held in inventory at year-end covers the operational needs of the Group's European units, with no foreseeable shortfall until the end of phase 4. The Group does not have any trading activity in respect of CO₂ emissions allowances. However, in the normal course of its operations, the Group may carry out transactions on the market.

6.2.4 Accounts receivable, other receivables and prepaid expenses

Accounts receivable amount to €1,185 million net at 31 December 2025 (€1,312 million at 31 December 2024) and include a bad debt provision of €18 million at 31 December 2025 (€21 million at 31 December 2024). The maturities of accounts receivable net of provisions are presented in note 12.5.4 "Credit risk". Other receivables and prepaid expenses notably include receivables from governments in an amount of €135 million at 31 December 2025 (€129 million at 31 December 2024), including €120 million of VAT (€109 million at 31 December 2024).

6.2.5 Accounts payable, other creditors and accrued liabilities

Accounts payable amount to €971 million at 31 December 2025 (€1,074 million at 31 December 2024).

Other creditors and accrued liabilities mainly comprise employee-related liabilities for €279 million at 31 December 2025 (€285 million at 31 December 2024) and amounts owing to governments for €78 million at 31 December 2025 (€77 million at 31 December 2024), including €45 million of VAT (€43 million at 31 December 2024).

6.3 Off-balance sheet commitments related to operating activities

6.3.1 Off-balance sheet commitments related to the Group's operating activities

The main commitments given are summarized in the table below:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Guarantees granted	124	150
Comfort letters	—	—
Contractual guarantees	37	11
Customs and excise guarantees	40	34
TOTAL	201	195

Guarantees granted are mainly bank guarantees in favor of local authorities and public bodies (state agencies, environmental agencies) in respect of environmental obligations or concerning classified sites, as well as rent guarantees for the Group's new headquarters.

6.3.2 Contractual commitments related to the Group's operating activities

In the normal course of business, the Group has signed multi-year purchase agreements for raw materials and energy for the operational requirements of its factories, in order to guarantee the security and continuity of supply. Signature of such contracts over initial periods generally comprised between one and ten years is a normal practice for companies in the Group's business sector in order to cover their needs.

These purchase commitments were valued taking into account, on a case-by-case basis, Arkema's financial commitment to its suppliers, as certain of these contracts include clauses which oblige the Group to take delivery of the minimum volumes as set out in the contract or, otherwise, to pay financial compensation to the supplier. Depending on the case, these commitments are reflected in the purchase contracts in the form of notice periods, indemnification to be

paid to the supplier in case of early termination of the contract or "take or pay" clauses. The value of these agreements thus corresponds to the minimum amount payable to suppliers as indemnification in the event of termination of the contracts or failure to take delivery of the minimum contractual quantities, less any quantities that can be resold on the market when the Group is able to do so (even though this may not be its intention upon entering into the agreements).

Some lease or purchase commitments do not fall within the scope of IFRS 16. Many of them are irrevocable purchase commitments described above, and service contracts or asset provision contracts that are not identified or controlled by Arkema at 31 December 2025. Only the irrevocable portion of outstanding future purchases has been valued.

The corresponding amounts are included in the table below at 31 December 2025.

The total amount of the Group's financial commitments is €1,020 million at 31 December 2025 (year Y) maturing as follows:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Y	—	293
Y+1	276	148
Y+2	129	96
Y+3	104	85
Y+4	94	80
Y+5 until expiry of the contracts	417	427
TOTAL	1,020	1,129

These commitments include the Group's multi-year low-carbon power purchase agreements and contracts to purchase renewable energy certificates.

At 31 December 2025, all of these low-carbon power purchase agreements and contracts to purchase renewable energy certificates are for the Group's own use, and benefit from the own-use exemption.

The main contracts at 31 December 2025 are shown in the table below:

Region	Number of contracts	Start dates	End dates	Contract duration <i>(years)</i>	Volume <i>(GWh per year)</i>
Europe	1	2026	2045	20	20
NAFTA*	12	2021-2025	2028-2045	3-21	435
TOTAL	13				455

* USA, Canada, Mexico.

Note 7 Workforce, personnel expenses and employee benefits

7.1 Workforce

	Adhesive Solutions	Advanced Materials	Coating Solutions	Intermediates	Corporate	Total
Employees at 31 December 2025	7,157	9,080	3,768	506	137	20,648
Employees at 31 December 2024	7,268	9,333	3,809	521	151	21,082

	France	Rest of Europe	NAFTA*	Asia	Rest of the world	Total
Employees at 31 December 2025	7,058	3,720	4,034	4,766	1,070	20,648
Employees at 31 December 2024	7,199	3,733	4,140	4,937	1,073	21,082

* USA, Canada, Mexico.

7.2 Personnel expenses

Personnel expenses, including free share grants (see note 7.4 "Share-based payments"), amount to €1,742 million in 2025 (€1,717 million in 2024).

They comprise €1,317 million of wages and salaries and IFRS 2 expenses (€1,304 million in 2024) and €425 million of social security charges (€413 million in 2024).

7.3 Provisions for pensions and other employee benefits

In accordance with IAS 19 (Revised) "Employee benefits":

- payments made in the context of defined contribution plans are recognized in expenses of the period; and
- obligations in respect of defined benefit plans are recognized and valued using the actuarial projected unit credit method.

Post-employment benefits

For defined benefit plans, the valuation of obligations under the projected unit credit method principally takes into account:

- an assumption concerning the date of retirement;
- a discount rate which depends on the geographical region and the duration of the obligations;
- an inflation rate;
- assumptions in respect of future increases in salaries, rates of employee turnover and increases in health costs; and
- the most recent mortality statistics for the countries concerned.

Returns on plan assets are in line with discount rates.

Differences which arise between the valuation of obligations and forecasts of such obligations (on the basis of new projections or assumptions) and between forecasts and outcomes of returns on plan assets are termed actuarial gains and losses, and are recorded in other non-recyclable comprehensive income.

When a plan is amended or created, the entire past service cost is immediately recognized in the income statement.

A pension asset may be generated where a defined benefit plan is overfunded. The amount at which such an asset is recognized in the balance sheet may be subject to a ceiling, in application of IAS 19.64 and IFRIC 14.

Other long-term benefits

In respect of other long-term benefits, and in accordance with applicable laws and regulations, provisions are recognized using a simplified method. Thus, if an actuarial valuation using the projected unit credit method is required, actuarial gains and losses and all past service costs are recognized immediately in the provision, with a corresponding entry being recognized in the income statement.

The net expense related to pension obligations and other employee benefit obligations is recognized in recurring operating income, with the exception of:

- the effect of curtailments or settlements of plans, which are presented under the "Other income and expenses" caption in the case of substantial modifications to such plans; and
- the net interest expense and the actuarial gains and losses related to changes in the discount rate on other long-term benefits, which are classified within the financial result caption.

At 31 December 2025, provisions for pensions and other employee benefits break down as follows:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Pension obligations	227	262
Healthcare and similar coverage	36	42
Dispensation from work	11	13
Post-employment benefits	274	317
Long service awards	66	74
Other long-term benefits	66	74
Provisions for pensions and other employee benefits	340	391

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Provision recognized in liabilities	340	391
Amount recognized in assets	(4)	(4)
Net provisions for pensions and other employee benefits	336	387

Characteristics of the principal plans

In accordance with the laws and practices of each country, the Group participates in employee benefit plans offering retirement, healthcare and similar coverage, and special termination benefits. These plans provide benefits based on various factors including length of service, salaries and contributions made to the national bodies responsible for the payment of benefits.

These plans are either defined contribution plans or defined benefit plans. In certain cases they can be either partly or totally funded by investments in dedicated plan assets, mutual funds, general funds of insurance companies or other assets.

The main features of the principal defined benefit plans are as follows:

- in the United States, the largest defined benefit plan is the "Employee Pension Plan". This plan has been frozen for several years and no new rights can be earned except in the case of a few employees. Under this plan, beneficiaries receive a lump sum or an annuity when they retire. The plan is pre-funded, and the assets funding it are subject to the minimum funding rules laid down in the federal Pension Protection Act. A complementary healthcare plan covering certain medical expenses or insurance premiums for retired employees and their dependents is still open to new members; this plan is not pre-funded by plan assets. In 2020, to reduce exposure to financial risk and volatility, some of the Employee Pension Plan obligations were outsourced to an insurance company together with the corresponding assets. This resulted in a US\$31 million decrease in assets and a US\$29.5 million decrease in obligations, with the difference recorded in the 2020

income statement. An additional transfer was carried out in 2021, resulting in a US\$42.9 million decrease in assets and a US\$44.6 million decrease in obligations, with the difference recorded in the 2021 income statement;

- in France, the top hat pension plans are closed to new members. One of these plans is managed by an insurance company and pre-funded by plan assets. The other plan has been terminated insofar as it concerns the Chairman and Chief Executive Officer, following the resolution adopted at the annual general meeting of 7 June 2016. The portion of the plan related to other beneficiaries was closed and transferred to external management in 2016. The retiree top-up healthcare plan is also closed and is not pre-funded. Other benefit plans (bonuses, long service awards and retirement gratuities) pay out lump sums; they are open to all employees and are partly pre-funded;
- in Germany, all defined benefit plans are closed to new members. Plan participants receive a monthly payment once they retire (the normal retirement age is set at 65). Only certain plans are pre-funded, involving non-significant amounts;
- in the Netherlands, the defined benefit plans for Arkema and Bostik were open until 31 December 2015 and were then replaced by defined contribution plans from 1 January 2016. Rights vested at 31 December 2015 were transferred to external management; and
- in the United Kingdom, no further rights have been able to be earned under any existing plan for several years now. The UK plans are pre-funded through a pension fund.

7.3.1 Expense in the income statement

The expense related to defined-benefit plans breaks down as follows:

<i>(In millions of euros)</i>	2025				2024			
	Total	Pension obligations	Healthcare and similar coverage	Dispensation from work	Total	Pension obligations	Healthcare and similar coverage	Dispensation from work
Current service cost	14	13	—	1	14	12	1	1
Past service cost	(3)	(2)	—	(1)	—	—	—	—
Settlements	—	—	—	—	—	—	—	—
Interest expense	22	20	2	—	22	20	2	—
Expected return on plan assets	(11)	(11)	—	—	(10)	(10)	—	—
Other items	—	—	—	—	—	—	—	—
(INCOME)/EXPENSE	22	20	2	0	26	22	3	1

7.3.2 Change in net provisions over the period

<i>(In millions of euros)</i>	Pension obligations		Healthcare coverage		Dispensation from work		Total post-employment benefits	
	2025	2024	2025	2024	2025	2024	2025	2024
Net liabilities/(assets) at 1 January	258	265	42	45	13	14	313	324
Provision recognized in liabilities	262	267	42	45	13	14	317	326
Amount recognized in assets	(4)	(2)	—	—	—	—	(4)	(2)
(Income)/Expense for the period	20	22	2	3	—	1	22	26
Contributions paid to plan assets	(16)	(16)	—	—	—	—	(16)	(16)
Net benefits paid by the employer	(13)	(13)	(4)	(4)	(2)	(2)	(19)	(19)
Changes in scope	—	2	—	—	—	—	—	2
Reclassification as assets held for sale under IFRS 5	—	—	—	—	—	—	—	—
Actuarial gains and losses recognized in shareholders' equity	(20)	(5)	(1)	(3)	—	—	(21)	(8)
Translation adjustments	(6)	3	(3)	1	—	—	(9)	4
Net liabilities/(assets) at 31 December	223	258	36	42	11	13	270	313
Provision recognized in liabilities	227	262	36	42	11	13	274	317
Amount recognized in assets	(4)	(4)	—	—	—	—	(4)	(4)

7.3.3 Benefit obligations and provisions at 31 December

a) Change in actuarial liabilities

<i>(In millions of euros)</i>	Pension obligations		Healthcare and similar coverage		Dispensation from work	
	2025	2024	2025	2024	2025	2024
Actuarial liabilities at 1 January	478	457	42	45	13	14
Current service cost	13	12	—	1	1	1
Net interest expense	20	20	2	2	1	—
Past service cost (including curtailments)	(2)	—	—	—	(1)	—
Settlements	—	—	—	—	—	—
Plan participants' contributions	—	—	—	—	—	—
Benefits paid	(41)	(32)	(4)	(4)	(2)	(2)
Changes in scope	—	2	—	—	—	—
Reclassification as assets held for sale under IFRS 5	—	—	—	—	—	—
Actuarial gains and losses recognized in shareholders' equity	(22)	(11)	(1)	(3)	(1)	—
IFRIC decision recognized in shareholders' equity	—	—	—	—	—	—
Reclassifications	—	18	—	—	—	—
Translation adjustments	(25)	12	(3)	1	—	—
Actuarial liabilities at 31 December	421	478	36	42	11	13

b) Change in fair value of plan assets

Plan assets are mainly located in the United States, France and the United Kingdom.

<i>(In millions of euros)</i>	Pension obligations	
	2025	2024
Fair value of plan assets at 1 January	(220)	(192)
Interest income	(11)	(10)
Settlements	—	—
Plan participants' contributions	—	—
Employer contributions	(16)	(16)
Benefits paid from plan assets	28	19
Changes in scope	—	—
Reclassification as assets held for sale under IFRS 5	—	—
Actuarial gains and losses recognized in shareholders' equity	(4)	6
Reclassifications	6	(18)
Translation adjustments	18	(9)
Fair value of plan assets at 31 December	(199)	(220)

c) Obligations in the balance sheet

	Pension obligations		Healthcare and similar coverage		Dispensation from work	
	31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
<i>(In millions of euros)</i>						
Unfunded actuarial liabilities	83	91	36	42	11	13
Funded actuarial liabilities	339	387	—	—	—	—
Fair value of plan assets	(199)	(220)	—	—	—	—
(Surplus)/Deficit of assets relative to benefit obligations	223	258	36	42	11	13
Asset ceiling	—	—	—	—	—	—
Net balance sheet provision	223	258	36	42	11	13
<i>Provision recognized in liabilities</i>	227	262	—	42	—	13
<i>Amount recognized in assets</i>	(4)	(4)	—	—	—	—

Changes in recent years in the obligation (now including the dispensation from work mechanism), the value of the plan assets and actuarial gains and losses are as follows:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024	31 December 2023	31 December 2022
Obligations for pensions, healthcare and similar coverage and dispensation from work	468	533	516	518
Plan assets	(199)	(220)	(192)	(203)
Net obligations	269	313	324	315
Actuarial (gains) and losses on actuarial liabilities				
• experience adjustments	(6)	4	11	6
• effects of changes in financial assumptions	(19)	(12)	13	(173)
• effects of changes in demographic assumptions	(3)	—	(5)	1

d) Pre-tax amount recognized through equity during the valuation period

	Pension obligations		Healthcare and similar coverage		Dispensation from work	
	31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
<i>(In millions of euros)</i>						
Actuarial (gains) and losses generated in the period	(27)	(5)	(1)	(3)	(1)	—
Effect of the surplus cap and the asset ceiling	—	—	—	—	—	—
Total amount recognized in equity	(27)	(5)	(1)	(3)	(1)	—
Cumulative actuarial (gains) and losses recognized in equity	84	111	(97)	(96)	(4)	(3)

e) Composition of the investment portfolio

	Pension obligations							
	At 31 December 2025				At 31 December 2024			
	France	UK	Rest of Europe	USA	France	UK	Rest of Europe	USA
Shares	25%	22%	16%	51%	14%	26%	14%	50%
Bonds	19%	39%	50%	40%	11%	37%	46%	38%
Property	2%	—%	—%	6%	2%	—%	—%	9%
Monetary/Cash assets	—%	1%	2%	3%	—%	2%	2%	3%
Investment funds	—%	36%	—%	—%	—%	35%	—%	—%
Funds held by an insurance company	54%	—%	27%	—%	73%	—%	29%	—%
Other	—%	3%	5%	—%	—%	—%	9%	—%

Pension assets are mainly invested in listed financial instruments. Funds are managed in the interests of beneficiaries and of the Group in a manner suited to the liability profile and in compliance with applicable regulations.

f) Actuarial assumptions

The main assumptions for pension obligations and healthcare and similar coverage are as follows:

	31 December 2025					31 December 2024				
	France	Germany	UK	Rest of Europe	USA	France	Germany	UK	Rest of Europe	USA
Discount rate	4.25	3.60	5.60	4.00	5.30	3.50	3.60	5.50	3.26	5.50
Rate of increase in salaries	3.14-3.5	3.00	N/A	2.10-4.0	3.80	2.90-3.50	3.00	N/A	2.10-3.50	3.80

The discount rate is determined based on indexes covering bonds by issuers with an AA credit rating, for maturities consistent with the duration of the above obligations.

The rate of increase in healthcare costs has a negligible impact in the United States as a ceiling has been applied since mid-2006, and in Europe since 2008. The impact has been limited to the rate of inflation during the period over which rights vest.

A change of plus or minus 0.50 points in the discount rate has the following effects on actuarial liabilities at 31 December 2025:

Pension obligations, healthcare and similar coverage and dispensation from work <i>(In millions of euros)</i>	31 December 2025	
	Europe	USA
Increase of 0.50	(13)	(9)
Decrease of 0.50	14	9

A change of plus or minus 0.50 points in the rate of increase in salaries has the following effects on actuarial liabilities at 31 December 2025:

Pension obligations, healthcare and similar coverage and dispensation from work <i>(In millions of euros)</i>	31 December 2025	
	Europe	USA
Increase of 0.50	6	5
Decrease of 0.50	(6)	(4)

g) Provisions by geographical area

31 December 2025	France	Germany	UK	Rest of Europe	USA	Rest of the world	Total
Pension obligations	112	62	1	1	34	13	223
Healthcare and similar coverage	18	—	—	—	18	—	36
Dispensation from work	11	0	0	0	0	0	11

31 December 2024	France	Germany	UK	Rest of Europe	USA	Rest of the world	Total
Pension obligations	113	72	2	11	56	4	258
Healthcare and similar coverage	19	—	—	—	22	1	42
Dispensation from work	13	0	0	0	0	0	13

h) Cash flows

The contributions to be paid by the Group in 2026 for funded benefits are estimated at €8 million.

The benefits to be paid by the Group in 2026 in application of defined benefit plans are valued at a total of €22 million, including €16 million for pension obligations, €4 million for healthcare and similar coverage and €2 million for dispensation from work.

7.4 Share-based payments

In application of IFRS 2 "Share-based payments", the free shares granted to management and certain Group employees are measured at their fair value at the date of grant, which generally corresponds to the date of the Board of Directors' meeting that granted the free shares.

The fair value of rights under free share grants corresponds to the opening market price of the shares on the day of the Board of Directors' meeting that decides on the grant, adjusted for dividends not received during the period. The expense recognized also reflects the probability that the presence condition will be fulfilled. This expense is included in personnel expenses on a straight-line basis over the vesting period of the rights.

7.4.1 Stock options

The Board of Directors decided several years ago not to introduce any further stock option plans, and there are no remaining stock option plans outstanding.

7.4.2 Free share grants

On 6 November 2025, the Board of Directors decided to introduce two free performance share plans for employees, particularly people in positions of responsibility whose work has an influence on the Group's results.

Performance shares are generally granted on the condition of continued presence within the Group and achievement of financial and non-financial objectives.

These targets include a greenhouse gas emissions reduction target (climate indicator determining 15% of the total grant in 2025 (15% in 2024)).

Movements in the free share grant plans existing at 31 December 2025 are as follows:

Plan	Grant date	Vesting period	Holding period	Total number of free shares granted	Number of shares subject to performance conditions	Fair value (euros per share)	Number of shares vested in 2025	Number of shares canceled in 2025	Total number of shares still to be granted at 31 Dec. 2025
2021-2	9 Nov. 2021	4 years	-	124,713 ⁽¹⁾	105,293	83.92	119,746	1,035	-
2022-1, 2	9 Nov. 2022	3-4 years	0-3 years	52,255	-	63.45-70.51	3,530	209	48,505
2022-3	9 Nov. 2022	3 years	2 years	234,715 ⁽²⁾	219,835	68.26	194,751	31,454	-
2022-4	9 Nov. 2022	4 years	-	128,540 ⁽³⁾	106,515	66.15	-	2,420	119,435
2023-1	8 Nov. 2023	3 years	2 years	247,665 ⁽⁴⁾	232,980	69.45	-	3,590	238,165
2023-2	8 Nov. 2023	4 years	-	126,995 ⁽⁵⁾	102,800	67.68	-	2,960	120,410
2024-1, 2	5 Nov. 2024	3-4 years	0-3 years	64,093	-	61.90-63.65	-	-	64,093
2024-4	5 Nov. 2024	3 years	2 years	243,330 ⁽⁶⁾	229,545	64.48	-	2,800	240,410
2024-5	5 Nov. 2024	4 years	-	126,595 ⁽⁷⁾	102,790	61.90	-	2,570	123,775
2025-1	6 Nov. 2025	3 years	2 years	248,290 ⁽⁸⁾	234,790	35.14	-	120	248,170
2025-2	6 Nov. 2025	4 years	-	128,655 ⁽⁹⁾	101,935	31.82	-	130	128,525

(1) May be raised to 145,772 in the event of outperformance.

(2) May be raised to 278,682 in the event of outperformance.

(3) May be raised to 149,843 in the event of outperformance.

(4) May be raised to 294,261 in the event of outperformance.

(5) May be raised to 147,555 in the event of outperformance.

(6) May be raised to 289,239 in the event of outperformance.

(7) May be raised to 147,153 in the event of outperformance.

(8) May be raised to 295,248 in the event of outperformance.

(9) May be raised to 149,042 in the event of outperformance.

The amount of the IFRS 2 expense recognized in respect of free shares at 31 December 2025 is €16 million (€27 million at 31 December 2024).

7.5 Compensation of key management personnel

Key management personnel of a group, as defined in IAS 24, are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity.

The key management personnel of the Group are the directors and the members of its Executive Committee.

The compensation and benefits of any kind recognized in expenses by the Group are as follows:

(In millions of euros)	2025	2024
Salaries and other short-term benefits	12	11
Pensions, other post-employment benefits and contract termination benefits	—	—
Other long-term benefits	—	—
Share-based payments	4	8

Salaries and other short-term benefits comprise all types of compensation recorded, including variable amounts, bonuses, attendance fees and benefits in kind.

The Chairman and Chief Executive Officer is entitled to a contractual indemnity in the event of non-voluntary departure, up to a maximum of twice his total gross annual compensation (fixed and variable), subject to achievement of performance criteria.

Note 8 Income taxes

Current income taxes

Current taxes are the amount of income taxes that the Group expects to pay in respect of taxable profits of consolidated companies in the period. They also include adjustments to current taxes in respect of prior periods.

The French tax consolidation regime enables certain French companies in the Group to offset their taxable income when determining the tax expense for the entire French tax group. The overall tax expense is payable by Arkema, as the parent company of the tax group. Tax consolidation regimes also exist in countries outside France.

Deferred taxes

The Group uses the liability method whereby deferred taxes are recognized based upon the temporary differences between the financial statement and tax basis of assets and liabilities, as well as on tax loss carryforwards and other tax credits, in accordance with IAS 12 "Income taxes".

Deferred tax assets and liabilities are valued at the tax rates that are expected to apply in the year in which the asset will be realized or the liability settled, on the basis of tax rates (and tax legislation) that have been enacted or virtually enacted at the balance sheet date. The effect of

any changes in tax rates is recognized in income for the period, unless it relates to items that were previously debited or credited through equity. Deferred tax assets and liabilities are not discounted.

Deferred tax assets are recognized to the extent that their recovery is probable. In order to assess the likelihood of recovery of such assets, account is notably taken of the profitability outlook at the end of each period, determined by the Group, and historical taxable profits or losses, particularly for the scope of the French tax consolidation group.

A deferred tax liability is recognized for all taxable temporary differences related to investments in subsidiaries, associates and joint ventures, unless:

- the Group controls the timing of the reversal of the temporary difference; and
- it is probable that this difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset if a legally enforceable right to offset current tax assets and liabilities exists and if they relate to income taxes levied by the same tax authority.

8.1 Income tax expense

The income tax expense breaks down as follows:

<i>(In millions of euros)</i>	2025	2024
Current income taxes	(93)	(164)
Deferred income taxes	(7)	14
TOTAL INCOME TAXES	(100)	(150)

The income tax expense amounts to €100 million in 2025 compared with €150 million in 2024.

Pillar Two provisions are applicable to the Group in 2025. The Group applies the temporary relief from deferred tax accounting. The amount of current tax relating to Pillar Two has been recognized for €1.1 million.

8.2 Analysis by source of net deferred tax assets (liabilities)

The analysis by source of the net deferred tax assets (liabilities) is as follows, before offset of assets and liabilities at fiscal entity level:

<i>(In millions of euros)</i>	31 December 2024	Changes in scope	Reclassifications and IFRS 16	Changes recognized in share- holders' equity	Changes recognized in the income statement	Translation adjustments	31 December 2025
Tax loss and tax credit carryforwards	52	0	(2)	0	46	(2)	94
Provisions for pensions and similar benefits	72	0	—	(5)	(4)	0	63
Other temporarily non-deductible provisions	351	0	33	2	(22)	(19)	345
Deferred tax assets	475	0	31	(3)	20	(21)	502
Valuation allowance on deferred tax assets	(116)	0	0	(1)	(4)	(1)	(122)
Excess tax over book depreciation	191	0	3	0	46	(18)	222
Other temporary tax deductions	448	1	31	0	(23)	(21)	436
Deferred tax liabilities	639	1	34	0	23	(39)	658
NET DEFERRED TAX ASSETS (LIABILITIES)	(280)	(1)	(3)	(4)	(7)	17	(278)

After offsetting assets and liabilities at fiscal entity level, deferred taxes are presented as follows in the balance sheet:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Deferred tax assets	151	155
Deferred tax liabilities	429	435
NET DEFERRED TAX ASSETS (LIABILITIES)	(278)	(280)

As the Group is able to control the timing of the reversal of temporary differences related to investments in subsidiaries and joint ventures, it is not necessary to recognize deferred taxes in respect of these differences.

8.3 Reconciliation between income tax expense and pre-tax income

<i>(In millions of euros)</i>	2025	2024
Net income	62	357
Income taxes	(100)	(150)
Pre-tax income	162	507
French corporate income tax rate	25.83%	25.83%
Theoretical tax expense	(42)	(131)
Difference between French and foreign income tax rates	11	1
Tax effect of equity in income of affiliates	0	(1)
Permanent differences	(8)	17
Change in valuation allowance against deferred tax asset ceiling	(4)	(9)
Deferred tax assets not recognized (losses)	(57)	(27)
INCOME TAX EXPENSE	(100)	(150)

The French corporate income tax rate includes the standard tax rate (25.00% in 2025) and the additional social security contribution. The overall income tax rate therefore stands at 25.83% in 2025.

8.4 Expiry of tax loss carryforwards and tax credits

The Group's unrecognized tax loss carryforwards and tax credits can be used up to their year of expiry, indicated in the table below:

(In millions of euros)	31 December 2025		31 December 2024	
	Base	Income taxes	Base	Income taxes
2025	—	—	1	0
2026	6	1	4	1
2027	17	4	14	3
2028	64	16	63	16
2029*	88	22	113	28
2030 and beyond	74	19	—	—
Tax losses that can be carried forward indefinitely**	1,507	375	1,366	339
TOTAL	1,756	437	1,561	387

* In 2024, the figures are for "2029 and beyond".

** Essentially in France.

The Group's unrecognized tax loss carryforwards and tax credits take into account the changes in the tax rate.

8.5 Income taxes paid

Income taxes paid amount to €107 million.

(In millions of euros)	2025	2024
Income taxes paid	107	133

Note 9 Intangible assets and property, plant and equipment

9.1 Goodwill

Goodwill is initially recognized when a business combination takes place, as described in note 3.1 "Consolidation principles".

Goodwill is not amortized after initial recognition. It is included in the cash-generating units (CGUs) that are subject to impairment tests as soon as any indicators of potential impairment are identified. Impairment tests are performed at least annually, following the methodology described in note 9.5 "Asset value monitoring".

(In millions of euros)	31 December 2025			31 December 2024
	Gross book value	Accumulated depreciation and impairment	Net book value	Net book value
Goodwill	3,364	(499)	2,865	3,071

The breakdown by segment is as follows:

Goodwill by segment	31 December 2025	31 December 2024
	Net book value	Net book value
Adhesive Solutions	1,633	1,743
Advanced Materials	817	899
Coating Solutions	371	385
Intermediates	44	44
Corporate	—	—
TOTAL	2,865	3,071

Changes in the net book value of goodwill are as follows:

<i>(In millions of euros)</i>	2025	2024
At 1 January	3,071	3,040
Acquisitions	(5)	(21)
Impairment	—	(1)
Translation adjustments	(201)	53
Reclassifications	—	—
At 31 December	2,865	3,071

In 2025, the "acquisitions" line corresponds to the reduction in goodwill following the finalization of the purchase price allocation for Proionic GmbH and Dow's flexible packaging laminating adhesives business (see note 3.2 "Business combinations").

In 2024, the "acquisitions" line corresponds to goodwill on FDM Arc Manufacturing Limited, Proionic GmbH and Dow's laminating adhesives business, offset by the reduction in goodwill following the purchase price allocation for POLYTEC PT GmbH Polymere Technologien and PI Advanced Materials.

9.2 Other intangible assets

Other intangible assets mainly include patents and technologies, trademarks, software and IT licenses, capitalized contracts, customer relations, and capitalized research expenses. These intangible assets are recognized in the balance sheet at their acquisition or production cost, less any accumulated amortization and impairment losses recognized following impairment tests as described in note 9.5 "Asset value monitoring".

Intangible assets other than goodwill and trademarks with indefinite useful lives are amortized on a straight-line basis over 3 to 20 years depending on the pattern in which the asset's future economic benefits are expected to be consumed by the entity.

The main categories of intangible assets and the amortization periods applied by the Group are as follows:

- trademarks other than those with indefinite useful lives: useful life of up to 30 years;
- patents: residual period until expiry of patent protection;
- technologies: average useful life;
- software: 3-10 years;
- licenses: term of the contract;
- capitalized contracts: term of the contract;
- customer relations: average useful life;
- capitalized research expenses: useful life of the project; and
- REACH registration fees: protection period of study data.

Trademarks

Acquired trademarks are valued by the relief-from-royalty method.

Software and IT licenses

Software development expenses for the design, programming and test phases are capitalized.

Training costs, expenses related to change management, data transfer and subsequent maintenance costs are recorded as expenses.

Capitalized research and development costs

Under IAS 38 "Intangible assets", development costs are capitalized as soon as the Group can demonstrate, in particular:

- its intention and its financial and technical ability to complete the development project;
- that it is probable that future economic benefits attributable to the development costs will flow to the enterprise, which also implies having successfully completed the main non-toxicity studies relating to the new product; and
- that the cost of the asset can be measured reliably.

Grants received in respect of development activities are recognized as a deduction from capitalized development costs if they have been definitively earned by the Group. The Group also receives public financing in the form of repayable advances for the development of certain projects. Repayment of these advances is generally related to the future revenues generated by the development. The Group recognizes these advances in balance sheet liabilities (in the "Other non-current liabilities" caption) taking account of the probability of their repayment.

REACH (Registration, Evaluation and Authorization of Chemicals)

As no specific IFRS IC interpretations exist on the subject, the Group applies the following methods based on IAS 38:

- when most of the tests required for preparing the registration file have been acquired from a third party, the Group records an operating right in the intangible assets; and
- when most of the expenses involved in preparing the registration file have been carried out internally or outsourced, the Group capitalizes the development costs that meet the requirements for capitalization defined by IAS 38 (see "Capitalized research and development costs" above).

At 31 December 2025, the net book value of intangible assets excluding goodwill amounts to €2,142 million. Changes are as follows:

<i>(In millions of euros)</i>	Patents, technologies and trademarks	Capitalized research expenses	Customer relations	Other intangible assets	Total
At 31 December 2024					
Gross value	1,418	125	1,132	1,073	3,748
Accumulated amortization and impairment	(363)	(94)	(265)	(653)	(1,375)
NET VALUE AT 31 DECEMBER 2024	1,055	31	867	420	2,373
Net changes over the period					
Acquisitions	1	1	(3)	77	76
Amortization and impairment	(54)	(7)	(72)	(73)	(206)
Disposals	0	0	0	0	0
Changes in scope	5	0	1	0	6
Translation adjustments	(28)	0	(36)	(69)	(133)
Reclassifications	(12)	10	13	15	26
TOTAL CHANGES	(88)	4	(97)	(50)	(231)
At 31 December 2025					
Gross value	1,358	135	1,113	1,029	3,635
Accumulated amortization and impairment	(391)	(100)	(343)	(659)	(1,493)
NET VALUE AT 31 DECEMBER 2025	967	35	770	370	2,142

Trademarks essentially comprise the Bostik® and Den Braven® trademarks, which are part of the Adhesive Solutions segment.

9.3 Property, plant and equipment

Gross value

The gross value of items of property, plant and equipment other than rights of use corresponds to their acquisition or production cost in accordance with IAS 16 "Property, plant and equipment". Gross value is not subject to revaluation.

Equipment subsidies are deducted directly from the cost of the assets which they financed. With effect from 1 January 2009 and in accordance with the revised version of IAS 23, borrowing costs that are directly attributable to financing property, plant and equipment that necessarily

take a substantial period of time to get ready for their intended use or sale are eligible for capitalization as part of the cost of the assets for the portion of the cost incurred over the construction period.

Routine maintenance and repairs are charged to income in the period in which they are incurred. Costs related to major maintenance turnarounds of industrial facilities which take place at intervals greater than 12 months are capitalized at the time they are incurred and depreciated over the period between two such turnarounds.

Depreciation and impairment

Depreciation is calculated on a straight-line basis on the basis of the acquisition or production cost. Assets are depreciated over their estimated useful lives by category of asset. The principal categories and useful lives are as follows:

- machinery and tools: 5-10 years
- transportation equipment: 5-20 years
- specialized complex installations: 10-20 years
- buildings: 10-40 years

These useful lives are reviewed annually and modified if expectations change from the previous estimates. Such changes in accounting estimates are accounted for on a prospective basis.

Additional impairment is recognized when a loss of value is observed from impairment tests conducted as described in note 9.5 "Asset value monitoring".

The Group has identified certain assets, such as gas boilers, whose useful lives could be affected by climate-related issues linked to transition risk. However, if these assets were to be replaced by carbon-free solutions, they would be kept until the end of their useful lives as a replacement solution for safety and business continuity reasons.

The remaining useful lives of the Group's other complex installations are fairly short compared with their depreciation periods, ranging from 10 to 20 years. This period is generally shorter for installations with high emissive power, such as those used to produce certain types of fluorogases.

The Group therefore believes that transition risk has no material impact on the useful lives of assets and that no additional impairment is required.

CHANGES IN PROPERTY, PLANT AND EQUIPMENT

Changes in the net book value of property, plant and equipment are as follows:

	31 December 2025			31 December 2024
	Gross book value	Accumulated depreciation and impairment	Net book value	Net book value
<i>(In millions of euros)</i>				
TOTAL PROPERTY, PLANT AND EQUIPMENT EXCLUDING RIGHTS OF USE	11,703	(8,103)	3,600	3,856
Rights of use	597	(262)	335	371
TOTAL PROPERTY, PLANT AND EQUIPMENT	12,300	(8,365)	3,935	4,227

CHANGES IN PROPERTY, PLANT AND EQUIPMENT EXCLUDING RIGHTS OF USE

Changes in the net book value of property, plant and equipment excluding rights of use are as follows:

<i>(In millions of euros)</i>	Land and buildings	Complex industrial facilities	Other property, plant and equipment	Construction in progress	Total
At 31 December 2024					
Gross value	2,510	3,814	4,990	735	12,049
Accumulated depreciation and impairment	(1,594)	(3,263)	(3,308)	(28)	(8,193)
NET VALUE AT 31 DECEMBER 2024	916	551	1,682	707	3,856
Net changes over the period					
Acquisitions	42	259	37	223	561
Depreciation and impairment	(70)	(132)	(316)	(12)	(530)
Disposals	(2)	0	(3)	0	(5)
Changes in scope	5	3	0	0	8
Translation adjustments	(63)	(54)	(106)	(42)	(265)
Reclassifications	72	43	258	(398)	(25)
TOTAL CHANGES	(16)	119	(130)	(229)	(256)
At 31 December 2025					
Gross value	2,481	3,836	4,891	495	11,703
Accumulated depreciation and impairment	(1,581)	(3,166)	(3,339)	(17)	(8,103)
NET VALUE AT 31 DECEMBER 2025	900	670	1,552	478	3,600

Other property, plant and equipment at 31 December 2025 mainly comprises machinery and tools with a gross value of €3,638 million (€3,785 million at 31 December 2024), and accumulated depreciation and provisions for impairment of €2,519 million (€2,533 million at 31 December 2024).

Changes in scope are described in further detail in note 3.2 "Business combinations".

Acquisitions include capital expenditure intended to further the Group's decarbonization goals, representing €44 million in 2025 (€44 million in 2024*). These include a new purification process for the acrylic monomer plant at the Carling site in France, the installation of an innovative catalyst at the Lacq site in France, the replacement of the liquid thermal oxidation system at the Taixing site in China, and the Arkema Energy program.

* Correction made to 2024 data concerning the decarbonization-related share of capital expenditure for the new purification process for the acrylic monomer plant at the Carling site in France.

9.4 IFRS 16 Leases: Rights of use and IFRS 16 debt

From 1 January 2019, the Group's lease obligations are recorded in application of IFRS 16 "Leases". In the balance sheet, the Group recognizes an asset corresponding to the right to use the leased asset, and an equivalent financial liability. In the balance sheet, the Group recognizes an asset corresponding to the right to use the leased asset, and an equivalent financial liability. In the income statement, the lease payment expense is replaced by depreciation of the right to use the asset, recorded in "Depreciation, amortization and impairment", and a financial interest expense, recorded in "Financial result". The cash flow statement is also impacted. The Group records repayments of the financial liability, presented in "Cash flow from financing activities", and a financial interest expense, presented in "Cash flow from operating activities".

The Group first applied this standard at 1 January 2019 under the modified retrospective approach, and opted to use the two exemptions from capitalization allowed for leases of less than twelve months and leases of assets with an individual value of less than US\$5,000 when new. For purposes of simplification, the Group excludes a certain number of subsidiaries from the scope of application of IFRS 16. The combined impact of the excluded lease contracts is not material for the Group.

The right of use is recognized at an amount corresponding to the initial debt, adjusted for prepaid and accrued payments on the original lease, and any estimated repair costs. The right of use is depreciated on a straight-line basis over the term of the lease.

In application of the decision of November 2019 by the IFRS IC, the lease term is the irrevocable period, extended where relevant by any renewal options the Group is reasonably certain to use; in particular, the Group applies the recommendation of 3 July 2020 issued by France's Accounting Standards Authority, ANC, to real estate property leases in France.

The lease obligation at 1 January 2019 was calculated under IFRS 16, applying the discount rates in force at that date over the residual term of the lease.

As the implicit interest rate of the leases is not easily determined, the Group applies a discount rate based on the subsidiaries' estimated incremental borrowing rate.

The principal leases affected by IFRS 16 concern real estate property and logistics equipment, excluding servicing obligations associated with the lease.

At 31 December 2025, the net book value of rights of use related to leases is €335 million.

Changes in the net book value of rights of use are as follows:

<i>(In millions of euros)</i>	Rights of use: real estate assets (head offices, offices)	Rights of use: industrial assets (factories, land, warehouses)	Rights of use: logistics assets (trucks, containers, trolleys)	Rights of use: other assets (cars, etc.)	Total
At 31 December 2024					
Gross value	238	70	273	71	652
Accumulated depreciation and impairment	(79)	(29)	(149)	(24)	(281)
NET VALUE AT 31 DECEMBER 2024	159	41	124	47	371
Net changes over the period					
Acquisitions	8	13	62	16	99
Depreciation and impairment	(28)	(9)	(49)	(14)	(100)
Disposals	(5)	0	(5)	(4)	(14)
Changes in scope	0	0	0	0	0
Translation adjustments	(8)	(3)	(11)	(2)	(24)
Reclassifications	1	0	2	0	3
TOTAL CHANGES	(32)	1	(1)	(4)	(36)
At 31 December 2025					
Gross value	163	72	290	72	597
Accumulated depreciation and impairment	(36)	(30)	(167)	(29)	(262)
NET VALUE AT 31 DECEMBER 2025	127	42	123	43	335

The IFRS 16 debt amounts to €358 million at 31 December 2025 (see note 12.3 "Debt"). The total non-discounted value of the Group's future lease payments amounts to €443 million at 31 December 2025, maturing as follows:

<i>(In millions of euros)</i>	31 December 2025
Within one year	82
1-5 years	221
After 5 years	140
TOTAL	443

At 31 December 2025, the cash outflows associated with leases amount to €101 million for the year, including the financial expenses related to the IFRS 16 debt amounting to €15 million.

The application of exemptions for short-term leases and leases of low-value assets concerns amounts that are not material at Group level.

9.5 Asset value monitoring

The recoverable amount of property, plant and equipment and intangible assets is tested as soon as any indication of impairment is identified. A review to identify if any such indication exists is performed at each year-end, based on a five-year plan validated by the Executive Committee. This impairment test is performed at least once a year and includes goodwill and trademarks with indefinite useful lives.

An asset's recoverable amount corresponds to the greater of its value in use and its fair value less costs to sell.

Tests are performed for each autonomous group of assets, termed Cash Generating Units (CGUs). A CGU is a group of assets whose continued use generates cash flows that are substantially independent of cash flows generated by other groups of assets. They are worldwide business operations, which bring together groups of similar products in strategic, commercial and industrial terms. The value in use of a CGU

is determined on the basis of the discounted future cash flows that are expected to be generated by the assets in question, based upon Group executive management's expectation of future economic and operating conditions over the next five years or, when the asset is to be sold, by comparison with its market value. Impairment is calculated as the difference between the recoverable amount and the carrying amount of the CGU. Because of its unusual nature, any such impairment is presented separately in the income statement under the "Other income and expenses" caption. Impairment may be reversed, up to the maximum carrying amount that would have been recognized for the asset had the asset not been impaired. Impairment losses on goodwill are irreversible (in application of IFRIC 10, impairment losses on goodwill recognized in previous interim accounting periods cannot be written back).

In 2025, the terminal value was calculated based on a perpetuity growth rate of 2% for all these CGUs except Fluorogases and Adhesive Solutions, for which the rates used were 0% and 2.5%, respectively (unchanged from 2024), and mid-cycle cash flows. The after-tax rate used to discount future cash flows and the terminal value is the Group's weighted average cost of capital, estimated at 8.5% in 2025 (8.5% in 2024), except for the Asia Acrylics CGU, for which the rate was 9.0% in 2025 (9.0% in 2024).

Cash flow projections take into account the expected or probable impacts of climate-related issues for the Group, in terms of:

- opportunities for innovation and sustainable growth by reducing the environmental footprint of its products, particularly in the strategic markets of green energy, electric mobility, sustainable lifestyle and construction;
- decarbonization mechanisms, multi-year contracts to purchase low-carbon energy (PPAs) and renewable energy certificates (RECs), and investments by CGUs intended to move closer to the Group's greenhouse gas emissions reduction targets;
- regulatory developments, with the increase in the cost of direct GHG emissions for CGUs (emissions trading schemes such as the ETS, carbon taxes, taxes on energy purchases) and new regulations affecting the fluorogases market. The emissions allowance prices (EU ETS) used in the projections range from €75 per metric ton in 2026 to €100 per metric ton from 2030.

Sensitivity analyses carried out at 31 December 2025, evaluating the impact of reasonable changes in the basic assumptions - in particular the impact of a 1-point increase in the discount rate, or of a change of minus 0.5 of a point in the perpetuity growth rate, or minus 10% in EBITDA, or plus 20% in capital expenditure - confirmed the net carrying amounts of the different CGUs, excluding the Hydrogen Peroxide CGU, for which the maximum exposure in terms of the CGU net carrying amount is approximately €70 million.

In addition, these EBITDA and capital expenditure sensitivity analyses include any climate-related impacts in terms of increases in the price per tonne of CO₂ relating to direct greenhouse gas (GHG) emissions in Europe and additional investments enabling the Group to meet its target to reduce its Scopes 1 and 2 greenhouse gas emissions by 48.5% and its Scope 3 emissions by 67% by 2030 compared with 2019. This target is supported by an increase in investments contributing to decarbonization, which could reach €400 million between 2022 and 2030.

Note 10 Equity accounted companies and other non-current assets

The accounting methods for associates, joint ventures and other investments are described in note 3.1 "Consolidation principles".

The amounts of the Group's commitments to joint ventures and associates are non-significant.

In addition, in the normal course of business, the Group has business relationships with certain non-consolidated companies or with companies which are accounted for under the equity method. The values involved are not significant.

10.1 Associates

The equity value and equity in income (loss) of associates stood at €6 million and a negative €1 million respectively in 2025 (€7 million and a negative €6 million in 2024).

<i>(In millions of euros)</i>	2025		2024	
	% ownership	Sales	% ownership	Sales
Arkema Yoshitomi Ltd.	49%	17	49%	17
CJ Bio Malaysia Sdn. Bhd.	14%	220	14%	182
ERPRO 3D FACTORY	N/A	N/A	—	2
Ihsedu Agrochem Private Ltd.	25%	200	25%	230
TOTAL		438		431

ERPRO 3D FACTORY was removed from the scope of associates in 2025 and is now included in other investments (see note 10.3 "Other investments").

10.2 Joint ventures

The Group no longer has any joint ventures in 2025, following the sale of the Barrflex TU LLC joint venture in 2024.

10.3 Other investments

The main movements in 2024 and 2025 are as follows:

<i>(In millions of euros)</i>	2025	2024
At 1 January	50	52
Acquisitions	—	2
Disposals	—	—
(Increases)/Reversals of impairment	—	—
Change in scope of consolidation	—	—
Translation adjustment	—	—
Change in fair value	(17)	(4)
At 31 December	33	50

10.4 Other non-current assets

(In millions of euros)	31 December 2025			31 December 2024		
	Gross value	Impairment	Net value	Gross value	Impairment	Net value
Pension assets	4	—	4	4	—	4
Loans and advances	223	(12)	211	264	(13)	251
Security deposits paid	70	—	70	72	—	72
TOTAL	297	(12)	285	340	(13)	327

Loans and advances include amounts receivable from the French tax authorities in respect of France's research tax credit (CIR). Loans and advances also include €57 million of receivables on TotalEnergies SE via its subsidiary Legacy Site Services LLC (LSS) related to the remediation costs in respect of closed industrial sites in the United States (see note 11.1.2 "Other provisions/Environmental provisions").

The CIR for 2021 was reimbursed in 2025, amounting to €20 million. The CIR for 2022, amounting to €31 million, will be reimbursed in 2026.

Note 11 Other provisions and other non-current liabilities, contingent liabilities and litigation

11.1 Other provisions and other non-current liabilities

A provision is recognized when:

- the Group has a legal, regulatory or contractual obligation to a third party resulting from past events. An obligation can also result from Group practices or public commitments that create a reasonable expectation among the third parties in question that the Group will assume certain responsibilities;
- it is certain or probable that the obligation will lead to an outflow of resources to the benefit of the third party; and
- its amount can be estimated reliably and corresponds to the best possible estimate of the commitment. In exceptional cases where the amount of the obligation cannot be measured with sufficient reliability, disclosure is made in the notes to the financial statements in respect of the obligation (see note 11.2 "Liabilities and contingent liabilities").

Environmental provisions which are established or reviewed when a business is closed down, or upon a formal request from the authorities, are the subject of an internal review every two years. These provisions are recognized or updated by a dedicated team which calls in specialized external assistance as and when required by the matters identified.

When it is expected that the Group will obtain partial or total reimbursement of the cost that was provided against, the expected reimbursement is recognized in receivables if, and only if, the Group is virtually certain of the receipt.

Long-term provisions, other than provisions for pensions and post-employment benefit obligations, are not inflation-indexed or discounted as the Group considers that the impact of such adjustments would not be significant.

The current (less than one year) portion of provisions is maintained within the "Other provisions and non-current liabilities" caption.

11.1.1 Other non-current liabilities

Other non-current liabilities amount to €14 million at 31 December 2025 versus €13 million at 31 December 2024.

11.1.2 Other provisions

<i>(In millions of euros)</i>	Environmental contingencies	Restructuring	Other	Total
At 1 January 2025	260	20	163	443
Increases in provisions	21	30	26	77
Reversals of provisions on use	(67)	(4)	(26)	(97)
Reversals of unused provisions	(2)	(2)	(24)	(28)
Changes in scope	—	—	—	—
Translation adjustments	(16)	—	(10)	(26)
Other	—	(1)	—	(1)
At 31 December 2025	196	43	129	368
Of which: less than one year	20	3	16	39
Of which: more than one year	176	40	113	329

Furthermore, certain provisions are covered by non-current assets (receivables and deposits):

<i>(In millions of euros)</i>	Environmental contingencies	Restructuring	Other	Total
Total provisions at 31 December 2025	196	43	129	368
Portion of provisions covered by receivables or deposits	57	—	47	104
Deferred tax asset related to amounts covered by the TotalEnergies SE indemnity	17	—	—	17
Provisions at 31 December 2025 net of non-current assets	122	43	82	247

<i>(In millions of euros)</i>	Environmental contingencies	Restructuring	Other	Total
At 1 January 2024	216	30	156	402
Increases in provisions	78	5	35	118
Reversals of provisions on use	(37)	(8)	(32)	(77)
Reversals of unused provisions	(5)	(7)	(8)	(20)
Changes in scope	—	—	—	—
Translation adjustments	8	—	4	12
Other items	—	—	8	8
At 31 December 2024	260	20	163	443
Of which: less than one year	74	6	25	105
Of which: more than one year	186	14	138	338

Furthermore, certain provisions were covered by non-current assets (receivables and deposits):

<i>(In millions of euros)</i>	Environmental contingencies	Restructuring	Other	Total
Total provisions at 31 December 2024	260	20	163	443
Portion of provisions covered by receivables or deposits	97	—	47	144
Deferred tax asset related to amounts covered by the TotalEnergies SE indemnity	29	—	—	29
Provisions at 31 December 2024 net of non-current assets	134	20	116	270

Environmental provisions

Environmental provisions are recognized mainly to cover expenses related to soil and water table clean-up, as well as, to a lesser extent, expenses related to the reinforcement of certain structures to address physical climate risks such as flooding. Environmental provisions are mainly for:

- France for €89 million (€98 million at 31 December 2024); and
- the United States for €95 million (€150 million at 31 December 2024), of which €74 million in respect of former industrial sites covered 100% by the TotalEnergies SE group indemnity (receivable recognized in "Other non-current assets" for an amount of €57 million and €17 million recognized in deferred tax assets) (see note 11.2.2 "Other provisions" b) "Fluorinated substances").

Restructuring provisions

Restructuring provisions are mainly in respect of restructuring measures in France for €36 million (€15 million at 31 December 2024), in Europe excluding France for €5 million (€4 million at 31 December 2024) and in the United States for €2 million (€2 million at 31 December 2024).

Increases in such provisions in the period mainly correspond to the restructuring plans described in note 6.1.5 "Other income and expenses".

Other provisions

Other provisions amount to €129 million and mainly comprise:

- provisions for labor litigation for €80 million (€83 million at 31 December 2024);
- provisions for commercial litigation and warranties for €18 million (€32 million at 31 December 2024);
- provisions for tax litigation for €13 million (€26 million at 31 December 2024); and
- provisions for other risks for €18 million (€22 million at 31 December 2024).

11.2 Liabilities and contingent liabilities

Contingent liabilities arising from changes in the scope of consolidation are presented in note 3.4 "Warranties related to sales of businesses".

IAS 37 defines a contingent liability as:

- a) a possible obligation that arises from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the Group's control; or
- b) a present obligation that arises from past events but is not recognized because (i) it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or (ii) the amount of the obligation cannot be measured with sufficient reliability.

11.2.1 Environment

The Group's business activities are subject to constantly changing local, national and international regulations on the environment and industrial safety, which entail meeting increasingly complex and restrictive requirements. In this regard, these activities can involve a risk of the Group's liability being called upon, particularly in respect of clean-up of sites and industrial safety.

Taking account of the information available, agreements signed with TotalEnergies SE, and the provisions for environmental contingencies recognized, the Group's executive management considers that the environmental liabilities identified at this point are valued and recognized to the best of their knowledge in the financial statements. However if laws, regulations or government policy in respect of environmental matters were to change, the Group's obligations could change, which could lead to additional costs.

The competent authorities have made, are making or may in the future make specific demands that the Group rehabilitate or control emissions at certain sites that it is currently operating, or that it operated or disposed of in the past, at neighboring sites or at sites where the Group stored or disposed of waste.

Sites currently in operation

The Group has many sites of which a certain number may be polluted in view of their age and the range of activities that are carried out on them, or that were carried out on them in the past. As regards these sites, certain situations have been identified and the Group has already carried out certain clean-up work, or otherwise developed action plans and recognized provisions in order to cover future clean-up work.

However, in the light of (i) the uncertainties over the technical means to be implemented, (ii) potential issues that are unknown, (iii) uncertainties over the actual time required for remediation compared with the estimated time (e.g., "pump and treat"), and (iv) potential changes in regulations, the possibility that the expenses the Group will incur will be higher than the amounts covered by provisions cannot be excluded. These potential excess costs relate mainly to the sites in Antwerp (Belgium), Calvert City (United States), Carling (France), Günzburg (Germany), Jarrie (France), Lannemezan (France), Leicester (United Kingdom), Lesgor (France), Loison (France), Mont (France), Pierre-Bénite (France), Ribecourt (France), Rion-des-Landes (France), Riverview (United States), Rotterdam (Netherlands), Saint-Auban (France), and Vlissingen (Netherlands) and could adversely affect the Group's business, results and financial situation.

Pursuant to a prefectural decision issued on 14 June 2023, Arkema is required to perform additional analyses for certain PFAS in the area around the Pierre Bénite site, as well as an environmental assessment (*interprétation de l'état des milieux*) and a health risk assessment. The provisions set aside at 31 December 2025 cover the cost of these studies. Given that (i) the results of these studies are pending, and (ii) regulations may change, it cannot be ruled out that the Group's exposure will be greater than the provisioned amounts.

Closed industrial sites (former industrial sites)

TotalEnergies SE directly or indirectly took over some closed industrial sites at the date of the Spin-Off of Arkema's Businesses on 10 May 2006.

Since the Spin-Off, the businesses exercised on the former sites of Dorlyl SNC (France), Ibos (France), Colmar (France), Bernouville (France), Bonn (Germany) and Wetteren (Belgium) have been closed and the land sold. The businesses carried on at the Zaramillo site in Spain have been closed and the real estate assets have been sold. The businesses carried on at the Chauny (France), Miranda (Spain) and Pierrefitte Nestalas (France) sites have also been closed, without selling the land, and where relevant are covered by provisions for amounts that the Group considers adequate.

Furthermore, the Prefect of the Haute-Savoie region issued a prefectural decision on 6 April 2018 ordering Arkema France to carry out investigations on the Chedde site (France), with regard to the perchlorate production operations. Arkema France has met all requirements.

On 15 October 2021, the Republic and Canton of Geneva filed a petition for summary proceedings with the Administrative Court of Grenoble, notably challenging Arkema France in its capacity as beneficiary of the perchlorate production operations on the Chedde site, and requesting the appointment of an expert to determine the causes, origins and consequences of the perchlorate pollution in the groundwater around Geneva. On 19 November 2021, Arkema France filed a petition with the Grenoble Administrative Court seeking to establish the potential liability of the French Ministry of Armed Forces. By order of 26 January 2022, the Administrative Court of Grenoble granted the Swiss authorities' request for an expert assessment of this matter. The assessment is currently underway.

Sites in operation that have been sold

a) Saint-Fons (Arkema France)

In the sale of the Group's vinyls activities to the Klesch Group in early July 2012, all industrial installations on the Saint-Fons site were transferred to Kem One, apart from the land, which is held under a long-term lease. The agreements for the sale stipulated that Arkema France remains liable for legacy pollution at the site.

The Prefect of the Rhône region issued decisions on 14 May 2007, 19 and 27 June 2012, ordering Arkema France to carry out quality monitoring on underground water and propose a plan to manage the legacy pollution affecting the site (T112 and other pollutants). Following issuance of the most recent prefectural decision on 22 December 2020, Arkema France submitted a new management plan in April 2023 and adjusted its provisions accordingly in 2023. In a prefectural decision issued on 8 December 2025, the DREAL (French Regional Directorate for the Environment, Development and Housing) asked the Arkema Group to excavate buried drums found on the Kem One Saint-Fons site in order to identify potential pollution. However, in the light of (i) potential issues that are unknown, (ii) uncertainties over the actual time required for remediation compared with the estimated time, and (iii) potential changes in regulations, the possibility that the expenses the Group will incur on the Saint-Fons site will be higher than the amounts covered by provisions cannot be excluded.

b) Parrapon mining concession

Under a prior commitment made by the Arkema Group to the French authorities in connection with the transfer of the Parrapon mining concession to Kem One SAS, which was authorized by a ministerial decision of 13 January 2016, the Group will bear the costs that may be payable by Kem One SAS, as concession operator, as a result of surveillance and safety measures for the 31 salt mines which were permanently closed down on 12 February 2014.

To meet the requirements of the authorities, Kem One sent a proposal to the DREAL in a letter dated 21 August 2017 setting out a program of work. At 31 December 2025, the balance of the provision corresponds to an amount considered adequate by the Group to cover the cost of the work.

11.2.2 Litigation, claims and proceedings in progress

Labor litigation

a) Occupational illness (France)

In the manufacture of its products, the Group uses and has used toxic or hazardous substances. Despite the safety and monitoring procedures that have been instituted at Group level and for each production site, Group employees may have been exposed to such substances and may develop specific pathologies as a result of such exposure.

In this respect, like most industrial companies, in the past, the Group has used a variety of insulating or heat-proofing materials containing asbestos in its production facilities. Consequently, certain employees may have been exposed to such materials before they were gradually eliminated and replaced with substitute products.

At its French sites, the Group anticipated the regulatory provisions applicable to asbestos (Decrees no. 96-97 and 96-98 of 7 February 1996 and Decree no. 96-1133 of 24 December 1996). The Group made an inventory of building materials within its premises that contained asbestos, notified employees of the results of these investigations and took the collective and individual protective measures required by the applicable laws. However, claims for occupational illness related to past asbestos exposure have been filed against the Group, mostly for periods before 1980. Given the latency period of asbestos-related pathologies, additional claims for occupational illness are likely to be filed in the years ahead.

The Group has recognized provisions to cover the risks of employer liability claims related to notified cases of occupational illness, which are reversed as appropriate depending on case outcomes.

b) Anxiety suffered as a result of exposure to asbestos or a harmful or toxic substance (Arkema France)

In a ruling of 11 May 2010, the labor chamber of the French Supreme Court (Cour de Cassation) recognized the existence of a prejudice of anxiety, eligible for compensation, for employees who in the past worked on sites included in the list of establishments whose workers were eligible for the early retirement system for asbestos workers.

Two decisions by the French Supreme Court (Cour de Cassation, on 5 April 2019 and 11 September 2019) extended the right to compensation for the prejudice of anxiety to employees who have not worked in an establishment classified as exposing workers to asbestos, but can prove they have been exposed to asbestos, and employees who can prove they have been exposed to a harmful or toxic substance entailing a high risk of developing a serious medical condition.

Fifty-two former employees of the Carling plant have appealed to the employee claims court seeking damages for anxiety suffered as a result of alleged past exposure to trichloroethylene during their working lives. During the proceedings, only 19 employees maintained their action against Arkema France. On 17 April 2025, the employee claims court dismissed all the claims brought by an initial wave of six employees. Only one of the employees has decided to appeal the decision to the Metz Court of Appeal. Fourteen claims are therefore pending before the Court of Appeal or the employee claims court.

A former employee of the Pierre-Bénite site has also lodged several claims with the Lyon employee claims court, including one for the prejudice of anxiety caused by alleged past exposure to various PVDFs used at the Pierre-Bénite site during the time he was employed there.

It is possible that other current or former employees of Arkema France who were effectively exposed to asbestos, who worked on sites that are added by ministerial decision to the official list of eligible sites, or who may have been exposed to carcinogenic or other toxic substances during their working lives, could bring action in the future before an employee claims court to claim compensation for the prejudice of anxiety.

Tax litigation

a) Arkema Quimica Ltda

Arkema's Brazilian subsidiary Arkema Quimica Ltda., which merged with Arkema Coatex Brasil Indústria e Comércio Ltda. on 1 January 2021, started offsetting certain tax assets and liabilities in 2000 following a declaration as to the unconstitutional nature of certain taxes. The Brazilian government contested the justification for this offset and in 2009 claimed repayment of 19.5 million reais (around €6 million). In mid-2017, Arkema Quimica Ltda reassessed its risk and decided to opt into an amnesty program that reduced the amount payable to 6 million reais, to be paid in installments until September 2029. However, the subsidiary chose to repay its debt early in 2025.

b) Arkema Srl

In 2013, the Lombardy Regional Tax office (Italy) conducted a tax inspection of Arkema Srl for the 2008, 2009 and 2010 financial years, subsequently extended to 2011, 2012, 2013 and 2014, after which, among other observations, it contested the purchase prices of products for resale and the level of commission paid to the Company in intragroup transactions, and applied a withholding tax on interest on intragroup financing. The tax reassessments notified for 2008, 2009, 2010, 2011, 2012, 2013 and 2014 amount to €14.7 million including interest and penalties. All of these reassessments were contested and no provisions recognized in this respect. Arkema Srl won all of its disputes in every year except 2011. On 19 October 2021, the Supreme Court overturned the court's decision on the grounds of mistake of law (burden of proof) and remanded the matter back to the court. In 2023, the Company opted to apply a moratorium proposed by Italian regulations, enabling it to put an end to litigation still in progress in exchange for payment of an amount lower than the costs of pursuing the litigation, except for 2011. On 14 July 2023, the Lombardy Court of Appeal ruled against the Company in the last outstanding dispute concerning 2011 (€2 million). As no grounds were given for the ruling, the Company challenged the decision before the French Supreme Court in January 2024. These proceedings remain ongoing in 2025.

Other litigation

a) Harvey (Arkema Inc.)

Since September 2017, Arkema Inc. has been defending, and continues to defend, multiple civil lawsuits that were filed against it by private individuals and governmental entities following flooding as a result of Hurricane Harvey in Crosby, Texas.

One of those cases was certified in May 2022 as a class action for certain claims asserted under federal statutes. A class action settlement was reached in 2023, and in June 2024, the federal court entered a Final Order for that settlement dismissing the case.

All but one of the remaining lawsuits were consolidated in 2020 for pre-trial purposes into a state multi-district litigation pending in Texas court. Most of the claims brought by private individuals have been settled but some remain ongoing. Another group of individuals filed a lawsuit in April 2024, which the court dismissed in December 2024 on legal grounds. The dismissal was upheld in October 2025 by an appellate court panel of the court of appeals, and the plaintiffs have sought by the full appeals court. Arkema Inc. has also settled all cases brought by governmental entities. Most of these settlements are covered by insurance.

b) Fluorinated substances

Arkema Inc., and in some instances Arkema France or Arkema Canada, along with numerous other users and multiple fluorochemical manufacturers, have been sued, and continue to be sued, in the United States and Canada in a substantial number of cases involving per- and poly-fluoroalkyl substances.

The majority of these concern fluorinated substances used in firefighting foams, although other cases continue to be filed unrelated to the use of firefighting foams. The firefighting foams cases are either filed directly in or transferred to a single multi-district litigation action pending in federal court in South Carolina (the "AFFF MDL"). In October 2022, the Court appointed a mediator for the AFFF MDL and ordered in April 2024 all remaining water provider defendants to engage in mediation, which is ongoing. The Court had scheduled a trial in early 2025 for one of two selected property damage (so-called "water-provider") bellwether cases, both of which have since been dismissed. In August 2025, Arkema and several other defendants were dismissed from a bellwether personal injury trial that had been scheduled for trial in October 2025. Since then, the court has adjourned that October 2025 bellwether trial to permit the remaining parties to conduct further settlement negotiations. A substantial number of other cases, both inside of and outside of the AFFF MDL, including other property damage and personal injury matters, are ongoing.

There are also cases involving a former operating site in New Jersey for which Arkema Inc. is indemnified by Legacy Site Services, LLC ("LSS") as more fully described in note 11.3 "Commitments received". LSS acting as exclusive agent for Arkema Inc. reached a proposed settlement with the New Jersey Department of Environmental Protection for certain historical contamination liabilities associated with a former site. The settlement consisted of a payment totaling \$33.95 million, as well as a contingent reserve fund in the initial amount of \$75 million in the form of a letter of credit and/or a self-guarantee to provide additional financial assurance that the remediation activities associated with the West Deptford Property will be completed. This contingent reserve fund is intended to provide backup remediation monies to the state only if the party to the other settlement with NJDEP fails to perform under the terms of its own settlement. This settlement was approved by the court and is now final. LSS is also acting as the exclusive agent for Arkema in a lawsuit filed by Syensqo Specialty Polymers USA before in federal court in New York, seeking indemnification for costs incurred in connection with the remediation of the West Deptford Property. LSS has also reached other smaller settlements with respect to other pending matters and continues to vigorously defend the rest. As indicated in note 11.3 "Commitments received", Arkema is indemnified by LSS for the entirety of these liabilities.

The Group is not, as of the date of these financial statements, in a position, having regard to the information available to it, to estimate the amount of the claims that might finally be upheld against it by the various competent courts after the exhaustion of any avenues of appeal. The Group has taken provisions net of insurance reimbursements for the expected costs of defense associated with these contingent liabilities.

c) Asbestos risk (Arkema Inc.)

In the United States, Arkema Inc. is involved in a number of asbestos-related proceedings in various state courts. The proceedings typically involve claims by third parties (other than employees) relating to (i) alleged exposure to asbestos on the Group's sites, or (ii) exposure to products containing asbestos and sold by former subsidiaries of the Group in the United States and elsewhere. The mix of claims has shifted in recent years away from premises claims and to include

product claims alleging exposure to dental tape and cosmetic talcum products. Most claims against Arkema Inc. are made by third party contractors or product users and are covered by legacy liability insurance, while claims by Arkema Inc. employees are typically processed under the workers' compensation statutes in each state and covered by workers' compensation insurance policies. When claims are not covered by insurance policies, provisions have been made for such claims in an amount which the Group considers sufficient. However, due to the continuing uncertainties as to the outcome of these proceedings, the Group is not, as at the date of these financial statements, in a position, having regard to the information available to it, to estimate the total amount of the claims that might finally be upheld against it by the various competent courts after the exhaustion of any avenues of appeal.

d) Pierre-Bénite (Arkema France)

In France, an environmental summary proceedings procedure (*référé pénal environnemental*) was initiated against Arkema France by several associations on 30 May 2023. The judge dismissed the request on 16 November 2023, upholding the arguments put forward by the Group. The appeal lodged by the associations was deemed inadmissible by the Lyon Court of Appeal. On 18 March 2025, the French Supreme Court (*Cour de Cassation*) rejected the appeals and confirmed the position of the Lyon Court of Appeal. This decision puts an end to the environmental summary proceedings procedure initiated against Arkema France. On 2 August 2024, as a result of a request issued by the Lyon Metropole against the industrial operators of the Pierre-Bénite platform, the Lyon court appointed a panel of experts and ordered an expert proceedings on the presence of PFAS in the environment around the platform and the identification of their various sources. This expert proceedings is currently underway. In the context of a judicial information opened in 2023 following a complaint from the mayor of Pierre-Bénite, law enforcement officers visited our sites in Pierre-Bénite, Cétia, and Colombes HQ on 9 April 2024. Arkema France provided all requested information to the investigators, and subsequently responded to additional requests. On 2 August 2024, the "Bien vivre à Pierre-Bénite" association and several local residents filed an emergency suspension requests and an annulment request before the Lyon administrative court against the Rhône Prefect's order of 14 May 2024 imposing additional requirements on Arkema France at its Pierre-Bénite site, and authorizing in particular the operation of a third PFAS fluorosurfactant-free PVDF production site (eLynx). In an order dated 13 September 2024, the judge dismissed the request for suspension and confirmed that Arkema had complied with all the rules applicable to the development of its activity. On 7 April 2025, the Conseil d'Etat dismissed the appeal lodged by the "Bien vivre à Pierre-Bénite" association, thus putting an end to the request for suspended summary proceedings initiated by the association. The annulment procedure is still ongoing. Arkema France was also informed in 2025 that a law firm was seeking to gather a group of people wishing to file claims in connection with PFAS used by industrial companies on the Pierre-Bénite platform. The summons was served on Arkema France on 29 January 2026. Arkema France is vigorously defending itself in these proceedings.

e) Salt supply disruption at the Jarrie site

With Vencorex France, Arkema's sole supplier of salt to the Jarrie site (France), being placed in receivership in September 2024, discussions were held with Vencorex France's shareholder, the Thai group PTT Global Chemical (PTTGC), on the potential continuity scenarios proposed by Arkema. On 29 November 2024, PTTGC rejected all the continuity scenarios proposed by Arkema (including a transition period to maintain salt supplies). In this context, and in the absence of a viable alternative salt supply solution in terms of cost and quantity specifications, in 2025 Arkema refocused its operations on the chlorate, perchlorate and hydrogen peroxide activities, and some activities at the Jarrie site (chlorine, soda and chlorine derivatives including methyl chloride and technical fluids) have been shut down. This shutdown led to the implementation of a redundancy plan approved by the Auvergne-Rhône-Alpes DREETS (Regional Directorate for the Economy, Employment, Labor and Solidarity) on 31 July 2025. Alongside the restructuring costs associated with the reorganization of the Jarrie site (see note 6.1.5 "Other income and expenses"), the Company has identified contingent liabilities related to this situation, including (i) potential compensation claims from customers due to the supply disruption for the relevant activities, (ii) additional operating costs associated with the reorganization of production flows, and (iii) costs of dismantling and restoring infrastructure, including any environmental remediation obligations in the event of definitive ceasing of activity.

No provision has been made for these contingent liabilities at 31 December 2025, as the impacts of reorganizing the site remain uncertain and difficult to estimate. The Company is closely monitoring developments and will continue its efforts to mitigate potential impacts. On the other hand, receivables from Vencorex France have been fully written down by €2 million (see Note 10.4 "Other non-current assets"). In addition, the assets of the Jarrie site were written down in 2021 as part of the annual asset value monitoring tests (see Note 9.5 "Asset value monitoring").

f) Restructuring of the Pierre-Bénite site

Following the reorganization of the fluorogases activities at the Pierre-Bénite site (see note 6.1.5 "Other income and expenses"), the Company has identified contingent liabilities related to this situation, including (i) additional operating costs associated with the reorganization of production flows, (ii) expenditure to secure the affected site and facilities, and (iii) costs of dismantling and restoring infrastructure, including any environmental remediation obligations in the event of ceasing of activity. No provision has been made for these contingent liabilities at 31 December 2025, as the impacts of reorganization the site remain uncertain and difficult to estimate.

11.3 Commitments received

Commitments received from TotalEnergies SE in 2006

In connection with the Spin-Off of Arkema's Businesses, TotalEnergies SE and certain TotalEnergies companies extended certain indemnities, or assumed certain obligations, for the benefit of the Arkema Group. Some are still in application while others terminated during 2017. The indemnities and obligations concerned are described below, and relate to actual or potential environmental liabilities of the Group arising from certain sites in France, Belgium and the United States, the operations of which in the majority of cases have ceased.

Obligations and indemnities given in respect of Former Industrial Sites

In order to cover certain risks relating to certain industrial sites situated in France, Belgium and the United States in respect of which the Group is or could be held liable, and where, for the most part, operations have ceased (the Former Industrial Sites), TotalEnergies SE companies have entered into indemnity and service agreements with Arkema or its subsidiaries.

Pursuant to these agreements, the obligations and environmental responsibilities associated with these former industrial sites in France and at Rieme in Belgium were transferred to TotalEnergies SE group companies.

Agreement relating to certain former industrial sites located in the United States

In March 2006, Arkema Participations completed the acquisition from Elf Aquitaine Inc. and Arkema France of Arkema Delaware Inc., a holding company for most of the Group's operations in the United States. The negotiated terms of the stock purchase agreement among Elf Aquitaine Inc., Legacy Site Services and Arkema Participations, dated 7 March 2006 (the Arkema Delaware Main SPA) required Elf Aquitaine Inc. to use US\$270 million to capitalize a new subsidiary, Legacy Site Services LLC, to perform remediation services and indemnify the Group against the cost of environmental contamination liabilities incurred by the Group entities covered by this indemnity, and related personal injury and property damage claims associated with contamination at 35 of the Group's closed and formerly operated facilities and 24 third party sites where the Group's liability arises solely out of waste shipments from the sites other than currently operated sites. In exchange for this indemnification, Arkema Participations agreed to grant to Legacy Site Services LLC control over remediation activities and the defense of claims relating to contamination liabilities at these facilities and sites.

The sites currently operated by the Group are excluded from this indemnity, as are sites that received waste associated with current operations of the Group, certain sites where no significant restoration work is currently underway or anticipated, and other sites where the Group could be held liable for environmental pollution. These other sites include, for example, sites where remediation has been conducted in the past or where future remediation costs or liability are believed to be insignificant or non-existent based upon information available at the time when the indemnity was entered into. Arkema Participations has waived any claims against Legacy Site Services LLC, TotalEnergies SE or their respective subsidiaries in respect of the sites not covered by the indemnity.

The Legacy Site Services LLC indemnity covers the costs of restoration and clean-up of the soil and groundwater, the costs of related defense and settlement costs and personal

injury, property and natural resource damages. The indemnity does not cover liabilities unrelated to site remediation, in particular liabilities in respect of products manufactured on the said sites, liability arising from certain dangerous and potentially dangerous substances, particularly asbestos exposure, and criminal liability.

The indemnity described above is capped at US\$270 million. The amount received by Arkema under this indemnity amounts to US\$224 million. At the same time as the stock purchase agreement and the indemnity described above, Legacy Site Services LLC and Arkema Inc. entered into a supplemental contamination indemnity agreement pursuant to which Legacy Site Services LLC will indemnify the liabilities of the Group in excess of US\$270 million, on the same terms, for the same sites and subject to the same exceptions as the indemnity described in the preceding paragraph.

Note 12 Financing, financial instruments and risk management

12.1 Financial result

Financial result includes the cost of debt adjusted for capitalized financial expenses, and as regards provisions for pensions and employee benefits, the interest cost, the expected return on plan assets and the actuarial gains and losses related to changes in the discount rate on other long-term benefits. It also includes the portion of foreign exchange gains and losses corresponding to the interest income/expense reflected by the difference between the spot exchange rate and the forward exchange rate, and the foreign exchange gain/loss on unhedged financing.

<i>(In millions of euros)</i>	2025	2024
Cost of debt	(67)	(29)
Spot/forward exchange rate difference and foreign exchange gain/loss on unhedged financing	(36)	(28)
Financial income/expenses on provisions for pensions and employee benefits	(13)	(15)
Capitalized interest	6	9
Interest expenses on leases	(15)	(10)
Other	0	0
FINANCIAL RESULT	(125)	(73)

In 2025, the change in the cost of debt is linked to the additional cost of new bonds issued during the year and the decrease in investment income.

12.2 Financial assets and liabilities

Financial assets and liabilities principally comprise:

- other investments;
- loans and financial receivables, included in other non-current assets;
- accounts receivable;
- cash and cash equivalents;
- debt and other financial liabilities (including accounts payable); and
- derivatives, reported in other current assets and liabilities.

Other investments

These securities are recognized at fair value in accordance with IFRS 9. In cases where fair value cannot be reliably determined, they are recognized at their historical cost. At the date of application of IFRS 9, the Group opted to record changes in the fair value of unconsolidated investments in "Other comprehensive income", except for investments in the process of liquidation at that date.

In general, other investments acquired by the Group are strategic investments to prepare the Group's long-term development, and are therefore classified as assets/liabilities measured at fair value through other comprehensive income. Nonetheless, in application of IFRS 9 criteria for classification of investments, for investments due to be sold the Group can opt to recognize changes in fair value in profit and loss.

Loans and financial receivables

These financial assets are recognized at amortized cost. They are subject to impairment tests involving a comparison of their carrying amount to the present value of estimated recoverable future cash flows. These tests are carried out as soon as any indicator inferring that the present value of these assets is lower than their carrying amount is identified. As a minimum such tests are performed at each balance sheet date. Any impairment loss is recognized in recurring operating income.

Accounts receivable

Accounts receivable are initially recognized at their fair value. Subsequent to initial recognition, they are recognized at amortized cost. If required, a bad debt provision is recognized on the basis of the risk of non-recovery of the receivables.

Cash and cash equivalents

Cash and cash equivalents are liquid assets and assets which can be converted into cash within less than three months that are subject to a negligible risk of change in value.

Non-current and current debt (including accounts payable)

Non-current and current debt (other than derivatives) is recognized at amortized cost.

Derivatives

The Group may use derivatives to manage its exposure to foreign currency risks and risks of changes in the prices of raw materials and energy. Derivatives used by the Group are recognized at their fair value in the balance sheet, in accordance with IFRS 9. The fair value of these unlisted derivatives is determined by reference to current prices for contracts with similar maturity. They therefore correspond to the "Level 2" category defined in IFRS 7.

Changes in the fair value of these derivatives are recognized within operating income and, for foreign currency instruments, in financial result for the portion of foreign exchange gains and losses corresponding to the interest income/expense reflected by the differences between the spot exchange rate and the forward exchange rate, except for those on instruments which are considered to meet the criteria for cash flow hedge accounting or hedge accounting of a net investment in a foreign operation under IFRS 9.

For items that qualify for cash flow hedge accounting, the effective portion of the change in fair value is recognized in shareholders' equity under the "Total income and expenses recognized directly through equity" caption until such time as the underlying hedged item is recognized through the income statement. Any ineffective portion is recognized in operating income.

A hedge of a net investment in a foreign operation hedges the exposure to foreign exchange risk of the net assets of the foreign operation (IAS 21 "The effects of changes in foreign exchange rates"). The effects of this hedge are recorded directly in shareholders' equity under the "Total income and expenses recognized directly through equity" caption.

12.2.1 Financial assets and liabilities by accounting category

AT 31 DECEMBER 2025

IFRS 9 category: Class of instrument (In millions of euros)	Notes	Assets/ liabilities measured at fair value through profit or loss	Assets/liabilities measured at fair value through other comprehensive income	Assets/ liabilities measured at amortized cost	Total net carrying amount	Fair value level**
Other investments	(10.3)	—	33	—	33	3
Other non-current assets (loans and advances, security deposits paid)	(10.4)	—	4	165	169	1 and 2
Accounts receivable	(6.2)	—	—	1,185	1,185	N/A
Cash and cash equivalents	(12.4)	2,188	—	—	2,188	1
Derivatives*	(12.2.2)	3	5	—	8	2
FINANCIAL ASSETS		2,191	42	1,350	3,583	
Current and non-current debt	(12.3)	—	—	4,558	4,558	N/A
Accounts payable	(6.2)	—	—	971	971	N/A
Derivatives*	(12.2.2)	5	19	—	24	2
FINANCIAL LIABILITIES		5	19	5,529	5,553	

* Derivatives are carried in the balance sheet in the lines "Current financial derivative assets" and "Current financial derivative liabilities".

** The fair value hierarchy is as follows:

- Level 1: assumptions based on quoted prices in active markets for identical assets or liabilities;
- Level 2: assumptions based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability;
- Level 3: assumptions based on unobservable inputs for the asset or liability.

AT 31 DECEMBER 2024

IFRS 9 category: Class of instrument (In millions of euros)	Notes	Assets/ liabilities measured at fair value through profit or loss	Assets/liabilities measured at fair value through other comprehensive income	Assets/ liabilities measured at amortized cost	Total net carrying amount	Fair value level**
Other investments	(10.3)	—	50	—	50	3
Other non-current assets (loans and advances, security deposits paid)	(10.4)	—	4	223	227	1 and 2
Accounts receivable	(6.2)	—	—	1,312	1,312	N/A
Cash and cash equivalents	(12.4)	2,013	—	—	2,013	1
Derivatives*	(12.2.2)	8	12	—	20	2
FINANCIAL ASSETS		2,021	66	1,535	3,622	
Current and non-current debt	(12.3)	—	—	4,554	4,554	N/A
Accounts payable	(6.2)	—	—	1,074	1,074	N/A
Derivatives*	(12.2.2)	11	21	—	32	2
FINANCIAL LIABILITIES		11	21	5,628	5,660	

* Derivatives are carried in the balance sheet in the lines "Current financial derivative assets" and "Current financial derivative liabilities".

** The fair value hierarchy is as follows:

- Level 1: assumptions based on quoted prices in active markets for identical assets or liabilities;
- Level 2: assumptions based on inputs other than quoted prices included within Level 1 that are observable for the asset or liability;
- Level 3: assumptions based on unobservable inputs for the asset or liability.

At 31 December 2025, as at 31 December 2024, the fair value of financial assets and liabilities is approximately equal to the net carrying amount, except in the case of bonds.

12.2.2 Derivatives

The main derivatives used by the Group are as follows:

(In millions of euros)	Notional amount of contracts at 31 December 2025			Notional amount of contracts at 31 December 2024			Fair value of contracts	
	< 5 years and			< 5 years and			31 December 2025	31 December 2024
	< 1 year	> 1 year	> 5 years	< 1 year	> 1 year	> 5 years		
Forward foreign currency contracts	1,899	0	—	2,029	0	—	2	(17)
Commodities and energy swaps	36	53	6	45	67	8	(18)	5
TOTAL	1,935	53	6	2,074	67	8	(16)	(12)

12.2.3 Impact of financial instruments on the income statement

The income statement includes the following items related to financial assets (liabilities):

(In millions of euros)	2025	2024
Total interest income (expenses) on financial assets and liabilities*	(61)	(20)
Impact on the income statement of valuation of derivatives at fair value	3	(14)
Impact on the income statement of operations on other investments	2	11

* Excluding interest costs on pension obligations and the expected return on related plan assets.

The amount of foreign exchange gains and losses recognized in recurring operating income in 2025 is a positive €17 million (positive €7 million in 2024).

12.2.4 Impact of financial instruments on shareholders' equity

At 31 December 2025, the impact of financial instruments net of deferred taxes on the Group's shareholders' equity is a negative €6 million (negative €4 million at 31 December 2024), essentially reflecting the net-of-tax fair value of foreign currency and commodity hedges.

12.3 Debt

Group net debt amounted to €2,370 million at 31 December 2025, taking account of cash and cash equivalents of €2,188 million.

12.3.1 Analysis of net debt by category

(In millions of euros)	31 December 2025	31 December 2024
Bonds	3,476	3,280
Bank loans	25	71
Other non-current debt	11	21
Non-current debt excluding IFRS 16 debt	3,512	3,372
Bonds*	600	700
Syndicated credit facility	—	—
Negotiable European Commercial Paper	—	—
Other bank loans	30	47
Other non-current debt	58	58
Current debt excluding IFRS 16 debt	688	805
Debt excluding IFRS 16 debt	4,200	4,177
Non-current IFRS 16 debt	290	308
Current IFRS 16 debt	68	69
Debt	4,558	4,554
Cash and cash equivalents	2,188	2,013
NET DEBT (a)	2,370	2,541

(a) Alternative performance indicator: see note 4 for concordance tables and definitions.

* Including €300 million of hybrid bonds issued in 2020 reclassified following the Group's announcement in the fourth quarter 2025 of its intention to exercise the early redemption option.

Bonds

- In January 2015, the Group issued a €700 million bond with a fixed coupon of 1.50%, which was redeemed at maturity on 20 January 2025.
- In April 2017, the Group issued a €700 million bond that will mature on 20 April 2027, with a fixed coupon of 1.50%. A further €200 million tap issue was undertaken in June 2017, bringing the total amount of this bond issue to €900 million.

At 31 décembre 2025, the fair value of this bond is €888 million.

- In December 2019, the Group issued a €500 million bond that will mature on 3 December 2029, with a fixed coupon of 0.75%.

At 31 December 2025, the fair value of this bond is €460 million.

In October 2020, the Group issued a €300 million green bond that will mature on 14 October 2026, with a fixed coupon of 0.125%. This bond is entirely dedicated to the financing of Arkema's new, world-scale plant in Singapore to manufacture 100% bio-based Rilsan® polyamide 11.

At 31 December 2025, the fair value of this bond is €296 million.

- In January 2023, the Group issued a €400 million bond that will mature on 23 January 2031, with a fixed coupon of 3.50%.

At 31 December 2025, the fair value of this bond is €404 million.

- In November 2023, the Group issued a €700 million bond that will mature on 20 May 2030, with a fixed coupon of 4.25%.

At 31 December 2025, the fair value of this bond is €729 million.

- In September 2024, the Group issued a €500 million bond that will mature on 12 September 2034, with a fixed coupon of 3.50%.

At 31 December 2025, the fair value of this bond is €485 million.

In September 2025, the Group issued a €500 million bond that will mature on 9 September 2033, with a fixed coupon of 3.50%. The net proceeds of this issue will be used to finance or refinance structural programs that support sustainable development and the ramp-up of major investments launched by the Group, the majority of which are aligned with the EU Taxonomy.

At 31 December 2025, the fair value of this bond is €490 million.

These issues are part of the Group's Euro Medium Term Notes (EMTN) program introduced in October 2013.

- The Group also issued perpetual hybrid bonds with a nominal value of €300 million in January 2020. These bonds have a first call option that can be exercised by the Group between 21 October 2025 and 21 January 2026 and carry an annual coupon of 1.50% until 21 January 2026 (provided they are not redeemed before that date). Arkema has notified the holders of these bonds of its intention to redeem them on 21 January 2026.

Negotiable European Commercial Paper

In April 2013, the Group introduced an annually renewed Negotiable European Commercial Paper program. The maximum amount of this debt program is €2 billion.

No issues are outstanding as part of this program at 31 December 2025.

Syndicated line of credit

On 28 July 2022, the Group amended and extended its syndicated line of credit maturing on 29 July 2024. The amount was increased to €1.1 billion and the maturity extended to 28 July 2027 with two one-year extension options subject to lender approval. These two options were exercised, extending the maturity date to 28 July 2029.

The cost of the credit line is linked to three key CSR criteria for the Group: greenhouse gas emissions, volatile organic compound emissions and the total recordable injury rate (TRIR). These indicators are calculated each year.

This line is intended to finance the general needs of the Group and serves as a back-up facility for the short-term negotiable securities program.

IFRS 16 debt

The maturities of the Group's future lease payments, at non-discounted value, are presented in note 9.4 "IFRS 16 leases: rights of use and IFRS 16 debt".

12.3.2 Analysis of debt excluding IFRS 16 debt by currency

The Arkema Group's debt excluding IFRS 16 debt is mainly denominated in euros.

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Euros	4,133	4,047
South Korean won	27	88
Chinese yuan	19	11
Other items	21	31
TOTAL DEBT EXCLUDING IFRS 16 DEBT	4,200	4,177

Part of the debt in euros is converted through swaps to the accounting currency of internally financed subsidiaries, in line with the Group's policy. At 31 décembre 2025, the swapped portion, mainly in US dollars, represented approximately 20% of gross debt excluding IFRS 16 debt.

12.3.3 Analysis of debt excluding IFRS 16 debt by maturity

The breakdown of debt by maturity, excluding IFRS 16 debt and including interest costs, is as follows:

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Less than 1 year	738	846
Between 1 and 2 years	1,001	382
Between 2 and 3 years	86	989
Between 3 and 4 years	603	68
Between 4 and 5 years	779	631
More than 5 years	1,387	1,749
TOTAL DEBT EXCLUDING IFRS 16 DEBT	4,594	4,665

12.3.4 Changes in liabilities from financing activities

<i>(In millions of euros)</i>	31 December 2024	Changes in scope	Monetary flows in the cash flow statement (financing activities)	Translation adjustments	Non-current/current reclassifications	Other non-monetary flows	31 December 2025
Non-current debt excluding IFRS 16 debt	3,372	—	454	(7)	(307)	—	3,512
Current debt excluding IFRS 16 debt	805	—	(720)	(3)	307	299	688
IFRS 16 debt	377	—	(86)	(25)	—	92	358
- Cash and cash equivalents	2,013	—	95	80	—	—	2,188
NET DEBT ^(a)	2,541	—	(447)	(115)	0	391	2,370

(a) Alternative performance indicator: see note 4 for concordance tables and definitions.

12.4 Cash and cash equivalents

<i>(In millions of euros)</i>	31 December 2025	31 December 2024
Short-term cash advances	4	6
Money market funds	1,299	1,124
Available cash	885	883
CASH AND CASH EQUIVALENTS	2,188	2,013

12.5 Management of risks related to financial assets and liabilities

The Arkema Group's businesses expose it to various risks, including market risks (risk of changes in exchange rates, interest rates and the prices of raw materials, energy and equities), credit risk and liquidity risk.

12.5.1 Foreign currency risk

The Group is exposed to transaction risks and translation risks related to foreign currencies.

The Group hedges the transaction risk mainly through spot foreign currency transactions or through forward transactions over short maturities generally not exceeding two years.

The fair value of the Group's forward foreign currency contracts is a positive €2 million.

In 2025, the euro/US dollar exchange rate changed from 1.0389 at 31 December 2024 to 1.1750 at 31 December 2025.

The amount of foreign exchange gains and losses recognized in recurring operating income excluding other income and expenses in 31 December 2025 is a net gain of €17 million (net gain of €7 million in 31 December 2024).

The portion of foreign exchange gains and losses corresponding to the interest income/expense reflected by the difference between the spot exchange rate and the forward exchange rate recorded in financial result amounts to a net loss of €36 million in 31 December 2025 (net loss of €28 million in 31 December 2024).

The translation effect of a 10% change in the euro/US dollar exchange rate would have an estimated impact on 2025 recurring operating income excluding other income and expenses of around €25 million (around €40 million in 2024).

At 31 December 2025, the Group's balance sheet exposure in transaction currencies other than the euro is as follows:

Group exposure to operating foreign currency risk <i>(In millions of euros)</i>	USD	KRW	CNY	Other currencies
Accounts receivable	245	5	100	129
Accounts payable	(78)	(1)	(66)	(48)
Bank balances and loans/borrowings	(703)	(68)	141	83
Off-balance sheet commitments (forward currency hedging)	(437)	0	59	(239)
NET EXPOSURE	(973)	64	234	(75)

This net exposure comprises all Group companies' outstanding amounts stated in any of the above currencies, whether their accounting currency is one of those currencies or a different currency.

12.5.2 Interest rate risk

Exposure to interest rate risk is managed by the Group's Central Treasury department and simple derivatives are used as hedging instruments. The Group has not entered into any interest rate hedges at 31 December 2025.

An increase (decrease) of 1% (100 basis points) in interest rates would have the effect of increasing (decreasing) the interest on net debt by €6 million.

At 31 December 2025, debt excluding IFRS 16 debt is distributed between variable and fixed rates as follows:

<i>(In millions of euros)</i>	Variable rates			Fixed rates		Total
	Overnight - 1 year	1-5 years	Over 5 years			
Current and non-current debt (excluding IFRS 16 debt)	(676)	(2,120)	(1,404)			(4,200)
Cash and cash equivalents	2,188	—	—			2,188
Net exposure before hedging	1,512	(2,120)	(1,404)			(2,012)
Hedging instruments	—	—	—			—
Off-balance sheet items	—	—	—			—
NET EXPOSURE AFTER HEDGING	1,512	(2,120)	(1,404)			(2,012)

12.5.3 Liquidity risk

The Group's Central Treasury department manages the liquidity risk associated with the Group's debt.

Liquidity risk is managed with the main objective of providing the Group with sufficient financial resources to honor its

commitments, and, in the context of meeting this objective, optimizing the annual cost of the debt.

In almost all cases, Group companies obtain their financing from, and manage their cash with, Arkema France or other Group entities that manage cash pooling mechanisms.

The Group reduces the liquidity risk by spreading maturities, favoring long maturities and diversifying its sources of financing. At 31 December 2025, the Group notably has:

- a €300 million bond maturing on 14 October 2026;
- a €900 million bond maturing on 20 April 2027;
- a €500 million bond maturing on 3 December 2029;
- a €700 million bond maturing on 20 May 2030;
- a €400 million bond maturing on 23 January 2031;
- a €500 million bond maturing on 9 September 2033;
- a €500 million bond maturing on 12 September 2034; and
- a €1.1 billion syndicated credit facility maturing on 28 July 2029. This credit facility is used particularly as a substitute line for the Negotiable European Commercial Paper program (see note 12.3 "Debt").

At 31 December 2025, the Group's debt maturing in more than one year is rated BBB+/stable outlook by Standard & Poor's and Baa1/stable outlook by Moody's.

Negotiable European Commercial Paper issues are rated A-2 by Standard & Poor's.

The Group's net debt at 31 December 2025 amounts to €2,370 million and represents 2.5 times the consolidated EBITDA for the year 2025.

At 31 December 2025, the amount of the unused syndicated credit facility is €1.1 billion and the amount of cash and cash equivalents is €2,188 million.

Note 12.3 "Debt" provides details of the maturities of debt.

12.5.4 Credit risk

The Group is potentially exposed to credit risk on its accounts receivable and as regards its banking counterparties.

Credit risk on accounts receivable is limited because of the large number of its customers and their geographical dispersion. No customer represented more than 3% of Group sales in 2025. The Group's general policy for managing credit risk involves assessing the solvency of each new customer before entering into business relations: each customer is allocated a credit limit, which constitutes the maximum level of outstandings (receivables plus orders) accepted by the Group, on the basis of the financial information obtained on the customer and the analysis of solvency carried out by the Group. These credit limits are revised regularly and, in any case, every time that a material change occurs in the customer's financial position. Customers who cannot obtain a credit limit because their financial position is not compatible with the Group's requirements in terms of solvency only receive deliveries when they have paid for their order.

For several years, the Group has covered its accounts receivable credit risk through a global credit insurance program. Given the statistically low bad debt rate experienced by the Group, the rate of cover is significant. Customers with whom the Group wishes to continue commercial relations but which are not covered by this insurance are subject to specific centralized monitoring.

In addition, the Group's policy for recognizing bad debt provisions in respect of receivables not covered by credit insurance, or the portion of receivables that are not so covered, has three components: receivables are individually provided against as soon as a specific risk of loss (economic and financial difficulties of the customer in question, entry into receivership, etc.) is clearly identified. The Group may also recognize general provisions for receivables that are overdue for such a period that the Group considers that a statistical risk of loss exists. These periods are adapted depending on the Business Lines and the geographical regions in question. Finally, the Group makes sure that the provisions determined in this way are not lower than expected credit losses, which are estimated based on individual credit scores for customers, multiplied by coefficients for the probability of default.

At 31 December 2025, the maturity status of accounts receivable net of provisions is as follows:

Accounts receivable net of provisions <i>(In millions of euros)</i>	31 December 2025	31 December 2024
Receivables not yet due	1,080	1,224
Receivables overdue by 1-15 days	53	58
Receivables overdue by 16-30 days	15	12
Receivables overdue by more than 30 days	37	18
TOTAL NET RECEIVABLES	1,185	1,312

Banking credit risk is related to financial investments, derivatives and credit facilities granted by banks. The Group limits its exposure to credit risk by only investing in liquid securities with first-class commercial banks.

The net carrying amount of financial assets indicated in note 12.2.1 "Financial assets and liabilities by accounting category" represents the maximum exposure to credit risk.

12.5.5 Risk related to raw materials and energy

The prices of certain raw materials used by the Group can be highly volatile, with fluctuations leading to significant variations in the cost price of the Group's products; in addition, because certain of its manufacturing processes have significant requirements in terms of energy resources, the Group is also sensitive to changes in the price of energy. In order to limit the impact of the price volatility of the principal raw materials it uses, the Group may decide to use derivatives matched with existing contracts, or negotiate fixed price contracts for limited periods.

Recognition of these derivatives resulted in an expense of €7 million in the income statement at 31 December 2025 (expense of €8 million at 31 December 2024).

12.5.6 Equity risk

At 31 December 2025, the Company holds 424,073 of its own shares in treasury. These shares are used either to cover the Group's free share grant plans or are held as part of the liquidity contract.

In compliance with IAS 32, changes in share price have no impact on the Group's consolidated net assets.

The equity risk is not material for the Group.

Note 13 Shareholders' equity and earnings per share

At 31 December 2025, Arkema's share capital amounted to €761 million, divided into 76,060,831 shares with a par value of €10.

13.1 Changes in share capital and paid-in surplus

	2025	2024
Number of shares at 1 January	76,060,831	75,043,514
Issuance of shares following the capital increase reserved for employees	—	1,017,317
Issuance of shares following the exercise of subscription options	—	—
Share capital reduction	—	—
Number of shares at 31 December	76,060,831	76,060,831

13.2 Hybrid bonds

At 31 December 2025, the total nominal value of Arkema's perpetual hybrid bonds is €800 million. The breakdown is as follows:

Issue date	Nominal value (in millions)	Currency	Redemption option	Annual coupon rate
25 March 2024	400	EUR	5 years	4.80%
27 May 2025	400	EUR	5 years	4.25%

Arkema has an option to defer payment of coupons for the above bonds.

In accordance with IAS 32, when there is an unconditional right to avoid delivering cash or another financial asset in the form of repayment of principal or interest, an instrument is recognized in shareholders' equity. In application of this principle, the hybrid bonds are recorded in shareholders' equity, and the coupons paid are recorded as dividends in the Group's consolidated financial statements.

13.3 Treasury shares

The Company bought back 417,000 treasury shares in 2025 (excluding the liquidity contract). In addition, 318,027 free shares vested to Group employees (see note 7.4 "Share-based payments").

On 1 October 2024, Arkema appointed Natixis Oddo BHF to implement a liquidity and market surveillance agreement for its ordinary shares, for a period of one year, tacitly renewable.

As part of the liquidity contract, the Company bought back 3,001,242 shares and sold 2,933,302 shares during the year.

	2025	2024
Number of treasury shares at 1 January	257,160	228,901
Purchase of treasury shares (excluding liquidity contract)*	417,000	330,266
Liquidity contract*	67,940	74,219
Grants of treasury shares	(318,027)	(376,226)
Share capital reduction	—	—
Number of treasury shares at 31 December	424,073	257,160

* Transactions on treasury shares take account of the settlement-delivery deadline of two working days.

13.4 Dividends

The combined annual general meeting of 22 May 2025 approved the distribution of a €3.60 dividend per share in respect of the 2024 financial year, or a total amount of €272 million. This dividend was paid out on 28 May 2025.

The Board of Directors has decided to propose a dividend of €3.60 per share to the annual general meeting to be held on 21 May 2026.

13.5 Non-controlling interests

Non-controlling interests amounted to €189 million at 31 December 2025, and correspond mainly to minority interests in PI Advanced Materials.

13.6 Translation adjustments

The change in translation adjustments recognized in other recyclable comprehensive income mainly comprises the impacts of movements in the USD-EUR exchange rate.

13.7 Earnings per share

In accordance with IAS 33, the earnings per share and diluted earnings per share are calculated based on net income (Group share) less the net-of-tax interest paid to bearers of subordinated perpetual notes (hybrid bonds).

After this adjustment, the net income (Group share) is divided by the weighted average number of ordinary shares outstanding since the start of the year to calculate the earnings per share.

Diluted earnings per share corresponds to earnings per share adjusted for the dilutive effect of all potential ordinary shares.

	2025	2024
Weighted average number of ordinary shares	75,515,945	74,869,439
Dilutive effect of stock options	—	0
Dilutive effect of free share grants	450,913	335,298
Weighted average number of potential ordinary shares	75,966,858	75,204,737

<i>(In millions of euros)</i>	2025	2024
Net income - Group share	63	354
Interest on subordinated perpetual notes, net of tax	(24)	(16)
Net income used in calculating earnings per share	39	338

	2025	2024
Earnings per share <i>(in euros)</i>	0.52	4.51
Diluted earnings per share <i>(in euros)</i>	0.51	4.49

Note 14 Statutory auditors' fees

(In millions of euros)	KPMG		Ernst & Young	
	31 December 2025	2024	2025	2024
Statutory audit, review of the individual and consolidated financial statements	1.9	2.4	2.3	2.6
Issuer	0.7	0.7	0.7	0.7
Fully consolidated subsidiaries	1.2	1.7	1.6	1.9
Other non-audit services*	0.2	0.2	0.1	0.2
Issuer	0.1	0.1	0.1	0.1
Fully consolidated subsidiaries	0.1	0.1	—	0.1
Fees for the audit of sustainability information**	0.3	0.3	—	—
SUBTOTAL	2.4	2.9	2.4	2.8
Other services provided by the networks to fully consolidated subsidiaries	—	—	—	—
TOTAL	2.4	2.9	2.4	2.8

* In application of an internal rule validated by the Audit Committee, the amount of fees for other due diligence work and services directly related to the auditors' engagement cannot exceed 30% of fees for the audit of the individual and consolidated financial statements.

** The fees for Forvis Mazars in its capacity as joint statutory auditor responsible for certifying sustainability information amounted to €0.2 million in 2024 and 2025.

Note 15 Subsequent events

None.

Note 16 List of consolidated companies

The percentage of control indicated below also corresponds to the Group's ownership interest.

A/S LIP Bygningsartikler. Nørre Aaby	Denmark	100.00	FC
AEC Polymers	France	100.00	FC
Afinitica Technologies, S.L.	Spain	100.00	FC
Agiplast Italia S.r.l.	Italy	100.00	FC
American Acryl L.P.	United States	50.00	JO
American Acryl NA, LLC	United States	50.00	JO
AMP Trucking, Inc.	United States	100.00	FC
Arkema	France		FC
Arkema (Changshu) Specialty Materials Co., Ltd.	China	100.00	FC
Arkema (China) Investment Co., Ltd.	China	100.00	FC
Arkema (Shanghai) Distribution Co., Ltd.	China	100.00	FC
Arkema (Suzhou) Polyamides Co., Ltd.	China	100.00	FC
Arkema (Taixing) Chemicals Co., Ltd.	China	100.00	FC
Arkema Adesivi S.r.l.	Italy	100.00	FC
Arkema Antwerp	Belgium	100.00	FC
Arkema Argentina S.A.U.	Argentina	100.00	FC
Arkema B.V.	Netherlands	100.00	FC
Arkema Canada Inc.	Canada	100.00	FC
Arkema Chemicals India Private Limited	India	100.00	FC
Arkema Co., Ltd.	South Korea	100.00	FC
Arkema Coatex Brasil Indústria e Comércio Ltda.	Brazil	100.00	FC
Arkema Coating Resins Malaysia Sdn. Bhd.	Malaysia	100.00	FC
Arkema Company Limited	Hong Kong	100.00	FC

Arkema Delaware Inc.		United States	100.00	FC
Arkema France		France	100.00	FC
Arkema GmbH		Germany	100.00	FC
ARKEMA Holding Limited		United Kingdom	100.00	FC
Arkema Hydrogen Peroxide Co., Ltd., Shanghai		China	66.67	FC
Arkema Inc.		United States	100.00	FC
Arkema Insurance Designated Activity Company		Ireland	100.00	FC
Arkema K.K.		Japan	100.00	FC
Arkema Kimya Sanayi ve Ticaret Anonim Şirketi		Turkey	100.00	FC
Arkema Korea Holding Co., Ltd.		South Korea	100.00	FC
ARKEMA Magyarország Kereskedelmi Korlátolt Felelősségű Társaság		Hungary	100.00	FC
ARKEMA MEXICO, S.A. DE C.V.		Mexico	100.00	FC
Arkema Participations		France	100.00	FC
Arkema Peroxides India Private Limited		India	100.00	FC
Arkema Pte. Ltd.		Singapore	100.00	FC
Arkema Pty Ltd		Australia	100.00	FC
Arkema Química S.A.U.		Spain	100.00	FC
Arkema S.r.l.		Italy	100.00	FC
ARKEMA s.r.o.		Czech Republic	100.00	FC
ARKEMA Sp. z o.o.		Poland	100.00	FC
Arkema Thiochemicals Sdn. Bhd.		Malaysia	86.00	FC
ARKEMA UK LIMITED		United Kingdom	100.00	FC
Arkema Yoshitomi, Ltd.		Japan	49.00	SI
ARR MAZ GLOBAL HOLDINGS, S.L.		Spain	100.00	FC
ARR-MAZ Brazil LLC		United States	100.00	FC
ArrMaz Chemicals (Yunnan) Co., Ltd.		China	100.00	FC
ArrMaz China, LLC	(c)	United States	100.00	FC
ARR-MAZ DO BRASIL LTDA.		Brazil	99.99	FC
ArrMaz Gulf Chemicals Ltd.		Saudi Arabia	100.00	FC
ARRMAZ MOROCCO SARLAU		Morocco	100.00	FC
ArrMaz Morocco, LLC		United States	100.00	FC
ArrMaz Products Inc.		United States	100.00	FC
ArrMaz Speciality Chemicals, Inc.		United States	100.00	FC
ARRMAZ TECHNOLOGY AFRICA, SARL		Morocco	100.00	FC
Bostik (Guangzhou) Adhesive Co., Ltd.	(a)	China	100.00	FC
Bostik (Shanghai) Management Co., Ltd.		China	100.00	FC
Bostik (Thailand) Co., Ltd.		Thailand	100.00	FC
Bostik Adhesives Limited		United Kingdom	100.00	FC
Bostik Aktiebolag		Sweden	100.00	FC
Bostik Argentina S.A.		Argentina	100.00	FC
Bostik AS		Norway	100.00	FC
Bostik Australia Pty Ltd		Australia	100.00	FC
Bostik B.V.	(b)	Netherlands	100.00	FC
Bostik Benelux B.V.		Netherlands	100.00	FC
Bostik Bulgaria EOOD	(d)	Bulgaria	100.00	FC
Bostik Canada Ltd.		Canada	100.00	FC
Bostik Croatia d.o.o.	(d)	Croatia	100.00	FC
Bostik Egypt for the production of adhesive materials (Bostik Egypt)		Egypt	100.00	FC
Bostik GmbH		Germany	100.00	FC
Bostik Hellas S.A.		Greece	100.00	FC
Bostik Holding		France	100.00	FC
Bostik Holding A/S		Denmark	100.00	FC
Bostik India Private Limited		India	100.00	FC
Bostik Industries Limited		Ireland	100.00	FC

BOSTİK KİMYA SANAYİ VE TİCARET ANONİM ŞİRKETİ		Turkey	100.00	FC
Bostik Korea Limited		South Korea	100.00	FC
Bostik L.L.C.		Russia	100.00	FC
Bostik Limited		United Kingdom	100.00	FC
Bostik Malaysia Sdn. BHD.		Malaysia	100.00	FC
Bostik Mexicana, S.A. de C.V.		Mexico	100.00	FC
Bostik Nederland B.V.	(b)	Netherlands	100.00	FC
Bostik New Zealand Limited		New Zealand	100.00	FC
Bostik Oy		Finland	100.00	FC
Bostik Philippines, Inc.		Philippines	100.00	FC
Bostik Portugal Unipessoal Lda		Portugal	100.00	FC
Bostik Romania S.r.l.		Romania	100.00	FC
Bostik S.A.		Spain	100.00	FC
Bostik SA		France	100.00	FC
Bostik Schweiz AG		Switzerland	100.00	FC
BOSTIK SOUTH AFRICA (PTY) LTD		South Africa	100.00	FC
Bostik Sp. z.o.o.		Poland	100.00	FC
Bostik S.R.L.	(d)	Moldova	100.00	FC
Bostik Vietnam Company Limited		Vietnam	100.00	FC
Bostik, Inc.		United States	100.00	FC
Bostik-Nitta Co., Ltd.		Japan	80.00	FC
CJ Bio Malaysia Sdn. Bhd.		Malaysia	14.00	SI
Coatex		France	100.00	FC
Coatex Inc.		United States	100.00	FC
Coatex Netherlands B.V.		Netherlands	100.00	FC
CRACKLESS MONOMER Co Ltd		Taiwan	51.00	FC
Delaware Chemicals Corporation		United States	100.00	FC
Den Braven SA (Pty) Ltd.	(b)	South Africa	100.00	FC
DIFI 13		France	100.00	FC
DIFI 14		France	100.00	FC
DIFI 16		France	100.00	FC
ERPRO 3D FACTORY	(g)	France	10.00	SI
Factory of Arkema Chemicals Saudi Arabia	(e)	Saudi Arabia	100.00	FC
FDM ARC Manufacturing Limited		Ireland	100.00	FC
FIXATTI		Belgium	100.00	FC
FIXATTI (CHINA) POLYMER SPECIALTIES Co., Ltd.		China	100.00	FC
Fixatti Holding AG	(b)	Switzerland	100.00	FC
IDEAL WORK Srl		Italy	100.00	FC
Ihsedu Agrochem Private Limited		India	24.90	SI
Jiangsu Bostik Adhesive Co., Ltd.		China	100.00	FC
Lambson Limited		United Kingdom	100.00	FC
Lip Norge AS	(c)	Norway	100.00	FC
Lip Sverige AB		Sweden	100.00	FC
Michelet Finance, Inc.		United States	100.00	FC
MLPC International		France	100.00	FC
Mozzpar S.r.l.	(d)	Italy	100.00	FC
Ozark-Mahoning Company		United States	100.00	FC
PI Advanced Materials Co., Ltd.		South Korea	54.07	FC
Polimeros Especiales, S.A. de C.V.		Mexico	100.00	FC
POLYTEC PT GmbH Polymere Technologien		Germany	100.00	FC
Prochimir		France	100.00	FC
Proionic GmbH		Austria	77.75	FC
PT. Bostik Indonesia		Indonesia	100.00	FC
Sartomer (Guangzhou) Chemicals Ltd.		China	100.00	FC
SDP Holding	(c)	Belgium	100.00	FC

Seki Arkema Co., Ltd.		South Korea	51.00	FC
Shanghai Zhiguan Polymer Materials Co., Ltd.	(b)	China	100.00	FC
Siroflex Limited		United Kingdom	100.00	FC
Société Marocaine des Colles		Morocco	97.01	FC
Sovereign Chemicals Limited		United Kingdom	100.00	FC
Taixing Sunke Chemicals Co., Ltd.		China	100.00	FC
The LightLock Company Limited		Hong Kong	55.00	FC
Thermoplastic Powder Holding AG		Switzerland	100.00	FC
Turkish Products, Inc.		United States	100.00	FC
Usina Fortaleza Indústria E Comércio de Massa Fina Ltda.		Brazil	100.00	FC
Viking Chemical Company		United States	100.00	FC

(a) Companies that changed their name in the period.

(b) Companies merged in the period.

(c) Companies liquidated in the period.

(d) Companies consolidated for the first time in the period.

(e) Companies for which the percentage ownership changed in the period, with no change in control.

(f) Companies for which the percentage ownership changed in the period, with change in control.

(g) Companies deconsolidated in the period.

NB: FC: full consolidation.

JO: joint operation – consolidated based on shares of assets, liabilities, income and expenses.

JV: joint venture – consolidation by the equity method.

SI: significant influence – consolidation by the equity method.