

ARKEMA

Full-year 2025 results and highlights

26/02/2026

2025 key takeaways

- ✓ **EBITDA within the guidance range**
in a weak demand environment in the US and Europe, while Asia remained more dynamic
- ✓ **Good resilience of Specialty Materials**
overshadowed by the cyclical impact of acrylics and the decline of old-generation refrigerants
- ✓ **Strict cost discipline**
offsetting fixed cost inflation while increasing R&D expenses
- ✓ **High recurring cash flow**
well above the €300 million guidance, consolidating the strength of the balance sheet
- ✓ **Stability of the dividend**

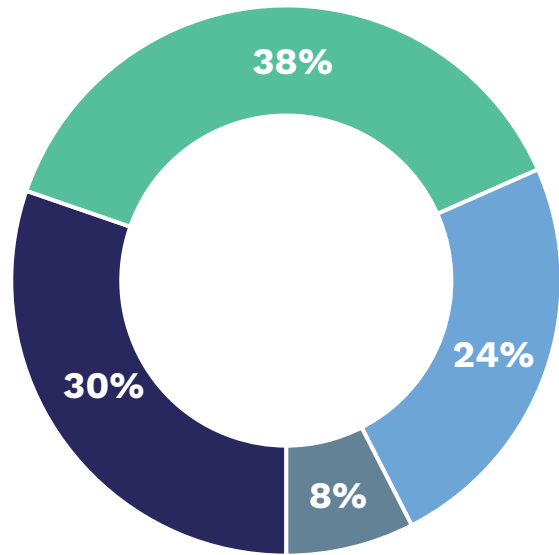
(1) Dividend proposed at next AGM on 21 May 2026

- ▶ **€1,251m**
Group EBITDA
- ▶ **13.8%**
Group EBITDA margin
- ▶ **~€90m**
Fixed and variable cost savings
- ▶ **€464m**
Recurring cashflow
- ▶ **€3.60**
Dividend per share⁽¹⁾

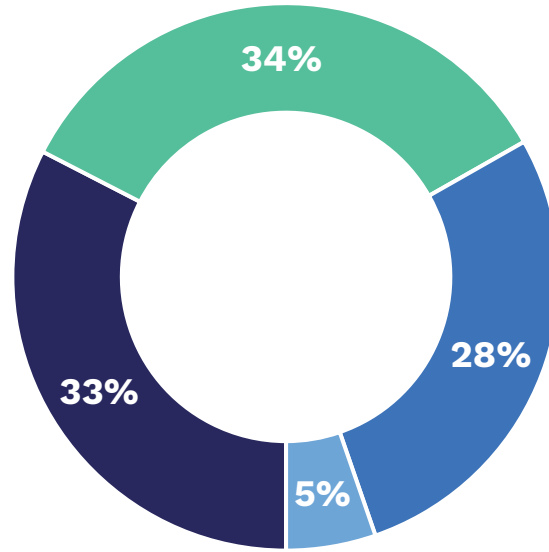
Arkema 2025 overview

A leader in Specialty Materials with a balanced geographical footprint

€9.1bn sales

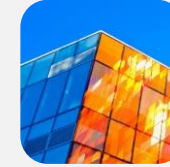


Adhesive Solutions ■ Advanced Materials
Coating Solutions ■ Intermediates



Europe ■ North America
Asia ■ Rest of the world

Markets



Building & Construction
27%



General Industry
26%



Consumer goods & Electronics
22%



Transportation & energy
13%



Health, water & nutrition
12%



55
countries



20,700
employees



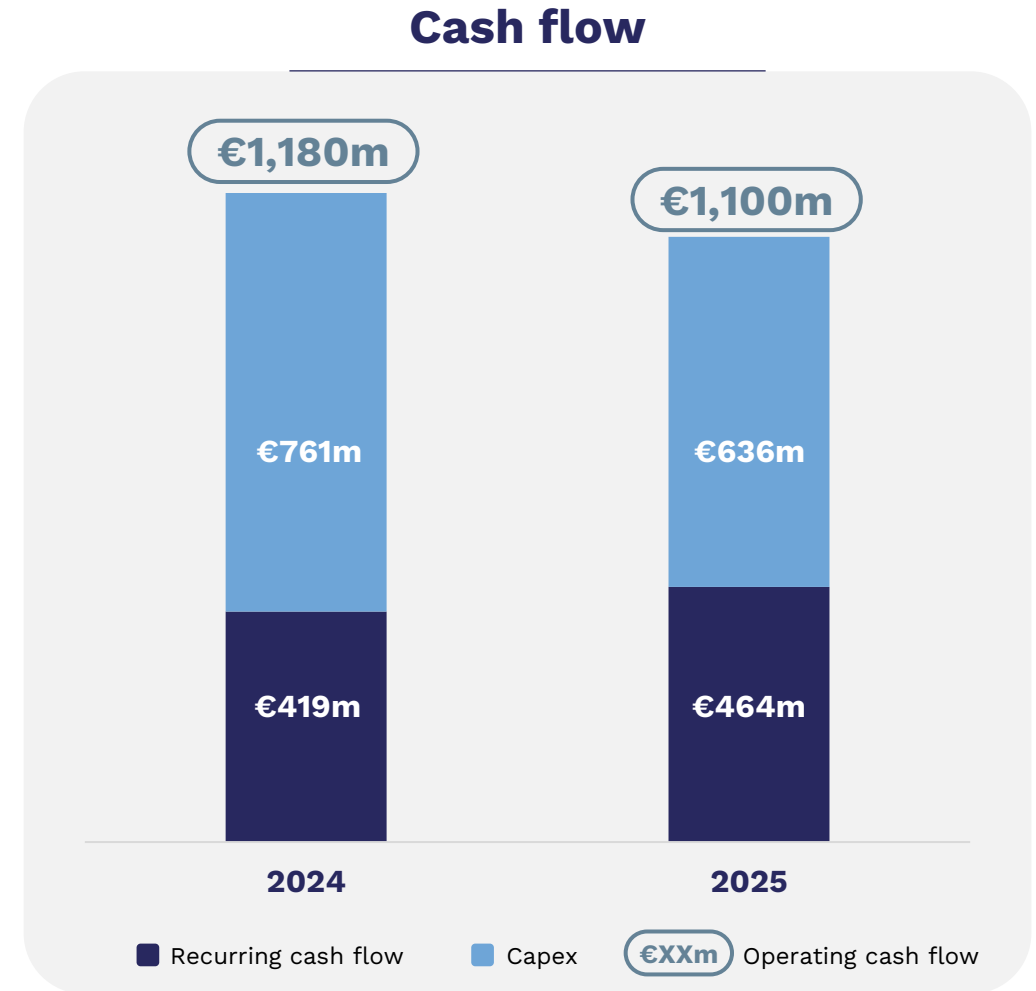
€636m
capex



€284m
R&D expenses

High cash flow generation

- **Continued tight management of working capital**
 - **12.5% of annual sales** at end-2025
- **High recurring cash flow**
 - **€464m** in 2025 (vs €300m revised guidance)
 - **37%** cash conversion rate (vs 27% in 2024)
- **Strong decrease in recurring capital expenditure**
 - **€636m** in 2025 (vs €761m in 2024)



Ongoing ramp up of our major projects

CAPEX

- Bio-based Amino 11 and PA11 (Singapore, China)
- PVDF for batteries, cables and semiconductors (China & US)
- UV curing resins for electronics and medical (China)
- Additive for solar energy and polymers (China)
- Sulfur additive for biofuels and refinery (USA)
- Low GWP fluorospecialty (USA)
- HF with Nutrien (USA)
- Pebax® for sport, electronics and medical (France)

Acquisitions

- PI Advanced Materials (54%)
- Ashland Performance Adhesives
- Dow flexible packaging laminating adhesives

EBITDA contribution of major projects



Combined CAPEX

€1.1bn

Combined EV

€2.4bn¹

1. Including 54% of PIAM. €3.0 bn when taking into account 100% of PIAM

Successful industrial start-ups in 2025



DMDS for biofuels and refineries

Beaumont, US

+35%
Arkema
global capacity



Forane® 1233zd for building insulation

Calvert City, US

15 kt
new production unit



Rilsan® Clear for consumer goods

Singapore

x3
Arkema global
capacity



PVDF for batteries and semiconductors

Calvert City, US

+15%
Arkema capacity
in the US

2025

H1 2026

Acceleration of cost saving initiatives

Expecting to deliver 2028 cost savings target two years in advance



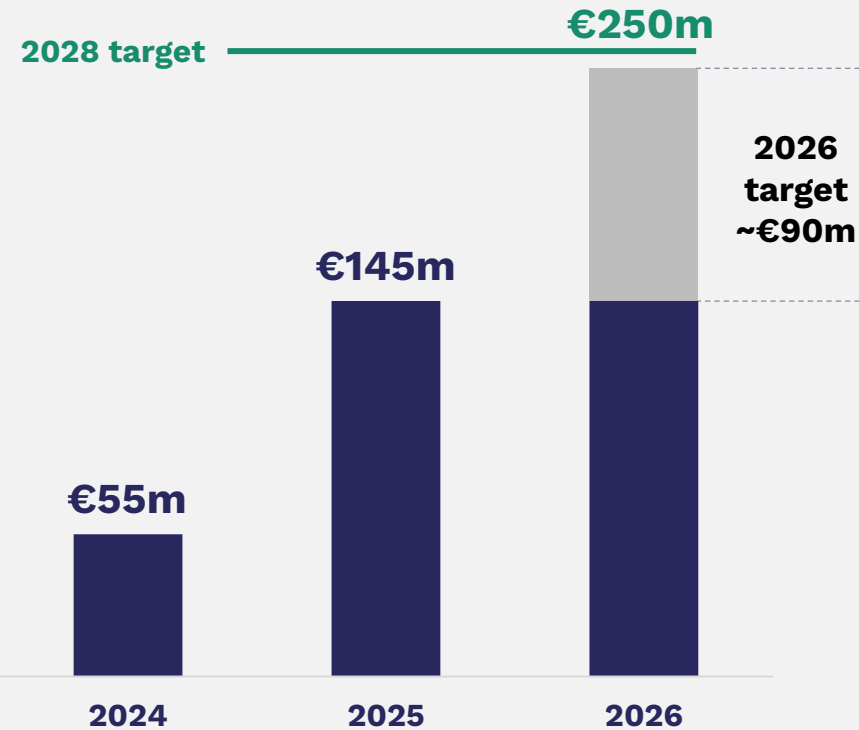
Reduction of discretionary expenses



Review of major procurement contracts and **tightening of operational expenses**



Yield and energy efficiency **improvement**



Cumulative cost savings (€m)

Streamlining and simplification of the organization

Reorganization of Jarrie and Pierre-Bénite sites in France in 2025

460 headcount decrease in 2025, representing 2.2% of headcount

Further headcount reduction expected at around 3%/yr over the next 3 years

Ongoing momentum in key attractive markets



One Arkema portfolio in EV and ESS **batteries**

Ultrafine specialty powders for **3D printing**

High performance and bio-based polymers for **sports goods**

Thermoplastic elastomers and initiators for **healthcare**

Fluorospecialties for thermal management

+16% sales growth in 2025

Launch of a One Arkema datacenter platform

Targeting **> €100m sales** in 2030

Wide range of applications

- Chillers
- Wiring and cable
- Waterproofing
- Direct to Chip and Immersion cooling

Acceleration in next-generation batteries

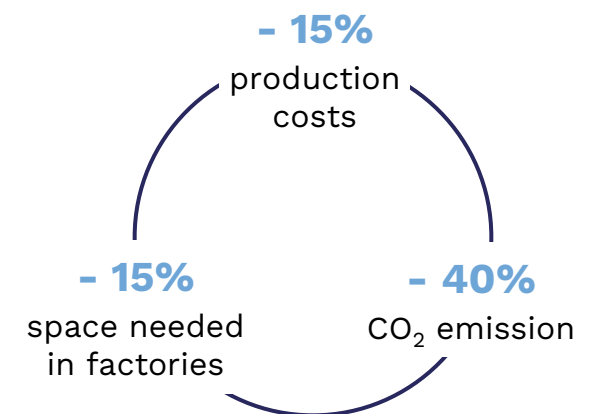
Strategic partnerships in battery separators

- **Two partnerships** with Semcorp and Senior, global leaders in **battery separator technologies**
- **Use of Arkema high performance materials** including Kynar® PVDF and Incellion™ acrylic-based solutions
- **Strengthening Arkema position** in the global battery ecosystem



Solvent-free battery electrodes

- Inauguration of a laboratory dedicated to an **innovative process**
- Dry coating process **reducing environmental impact** of electrodes production



Innovation driving growth and differentiation more than ever

Focus on sustainable innovation



Solvent-free PU adhesives
Enhancing recyclability of flexible packaging



Orgasol® PA12 powders
Outstanding powder recyclability and superior surface quality in 3D printing



High performance protective coatings
Reaching higher resolution PCB and extending service life in demanding electronics application



1,800
researchers



€1.2bn

Sales from products launched in the past 5 years



+4%

YoY increase of R&D expenses at constant FX



226

new patents filed in 2025 of which **93%** related to sustainable development

Polyimide film in aerospace



- **Zenimid™ polyimide film** used in rollable solar array for satellites
- Validating polyimide readiness for real-world space environments

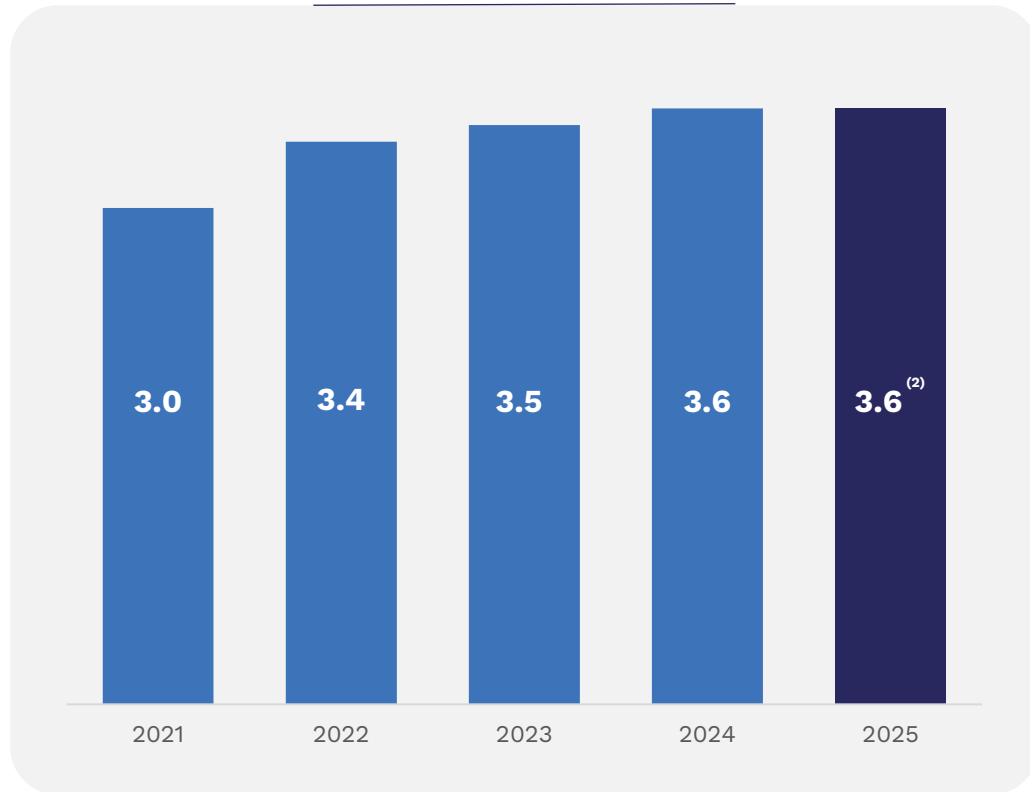
Collaboration with start-up OOOO Ltd. in carbon capture



- Development of gas separation membranes
- **Pebax® elastomers** used for high selectivity and mechanical resistance

Consistent dividend policy

Dividend⁽¹⁾ (€/share)



(1) Dividend per fiscal year

(2) Dividend proposed at next AGM on 21 May 2026

€3.60

Dividend per share
proposed at the next
AGM on 21 May 2026

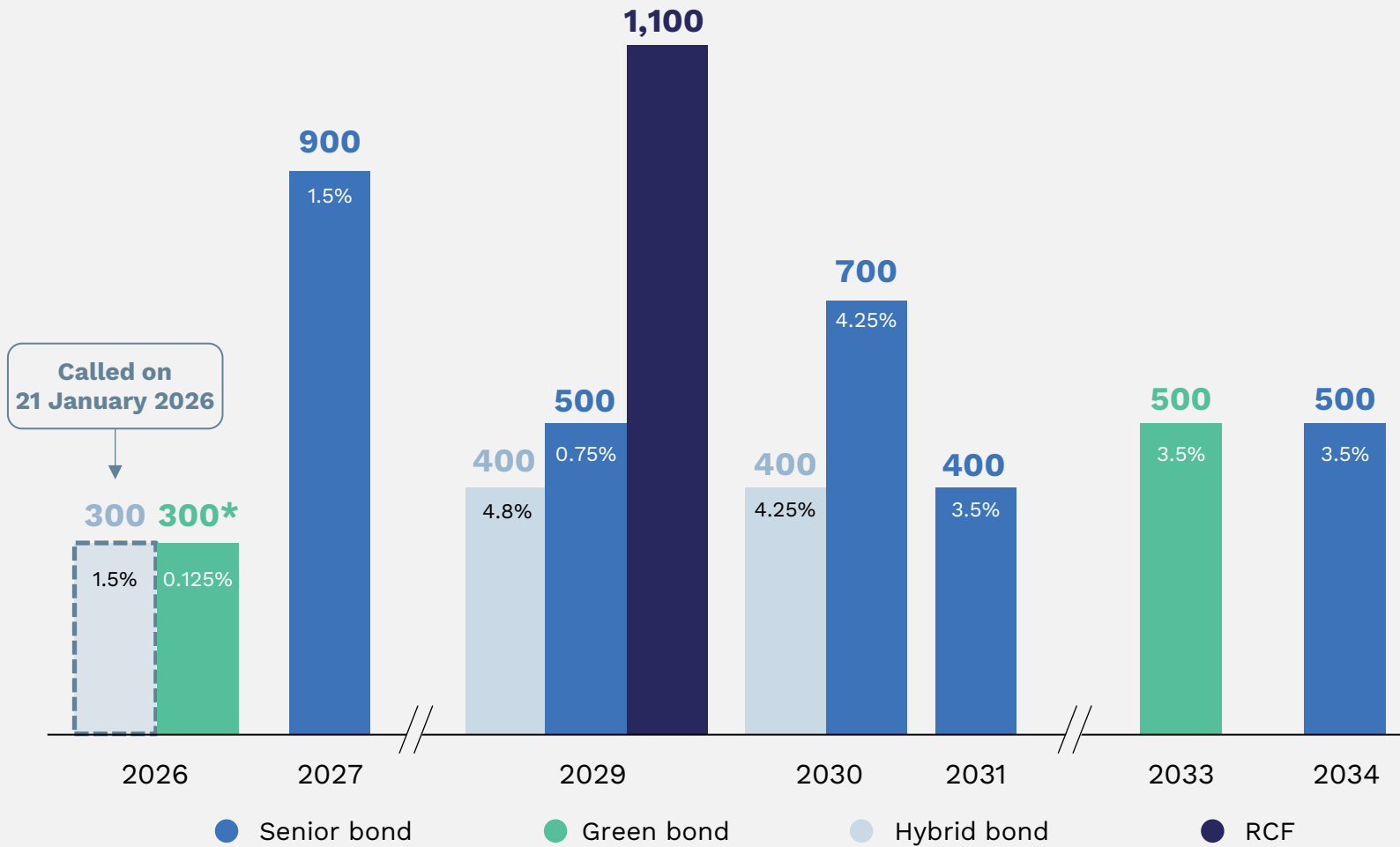
c. €270m

Total dividend
representing around 70%
of 2025 free cash flow

5%/y

Annual growth
of the dividend
since 2021

2026 debt maturities already refinanced



* Maturity date on 14 October 2026

Figures in €m

Issuance of a **€500m green bond** in September 2025 (3.5% rate, 8-year maturity)

Extended **debt¹ maturity to 4.4 yrs** at end-2025

Average coupon¹ of 2.54% at end-2025

1. Excluding hybrids

Strong achievements in non-financial performance

Sustainable solutions

- **Significant progress** of ImpACT+ score
57% of sales
2030 target : 60%
- **Increasing share** of renewable or recycled raw materials
12% of sales
- **Expansion** of Life Cycle Assessment coverage
73% of sales
2030 target : 90%

Safety

- **Solid level maintained** on workforce safety
TRIR at **0.8**
2030 target : 0.7
- **Strong performance** on process safety
PSER at **2.1**
2030 target : 2.0

Environment

- **Continuous decrease** of GHG emissions
-48.7% on Scopes 1+2 vs 2019
-64% on Scope 3 vs 2019
- **2030 target exceeded in 2025** on water withdrawals
2025 : **79 Mm³**
Strengthened 2030 target
76 Mm³
- **New target defined** on waste treated without recovery
2025 : **44 kg/t of production**
New 2030 target
41 kg/t of production

Our employees at the heart of our strategy

84%

of employees satisfied with the Group as a place to work (Arkema Cares internal satisfaction survey – 72% for industry benchmark)

Top Employer

certification renewed in 10 countries



9.7%

of Arkema shares held by employees at 31 December 2025

Commitment to diversity¹

31% of women

41% of non-French nationals

1. In senior management and executive positions at end-2025

Major CSR achievements

Recognition of leading sustainability performance

with award of Ecovadis Gold Medal and CDP top ratings maintained (A on Climate Change and A- on Water Security)



Measure of avoided CO₂ emissions

on innovative products, with the Net Zero Initiative methodology supported by Carbone 4

New biomethane supply agreement

with ENGIE, for 4 Bostik sites in France



Creation of the Castor Farmer Education Fund,

a collaborative initiative designed to support castor farming communities in India

Outlook FY'26

Global macro marked so far by **overall weak demand**, adverse currency effects and limited visibility

EBITDA
Slight growth at constant currencies

Major projects
+€50m EBITDA vs 2025

Continuous **ramp-up of major projects** in high value-added innovative applications

Leaving space for **targeted investments** in attractive markets

Capex
~€600m

Fixed and variable costs
€90m savings

Strict management of operations, targeting to **offset fixed cost inflation**

Revised segmentation from 2026

26/02/2026

New segmentation to better reflect Specialty Materials' dynamics and performance

New segmentation

starting in 2026

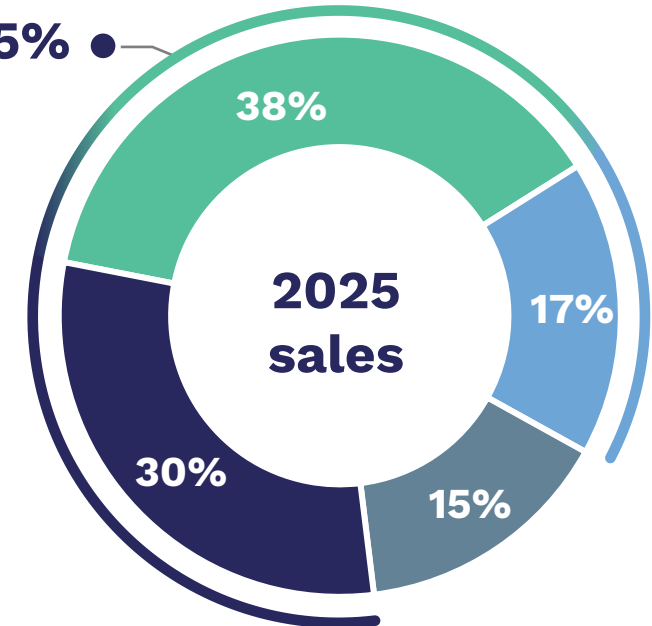
3 Specialty Materials segments

- Resilient and structurally growing platforms
- Central to Arkema's long-term value creation

Primary Materials segment

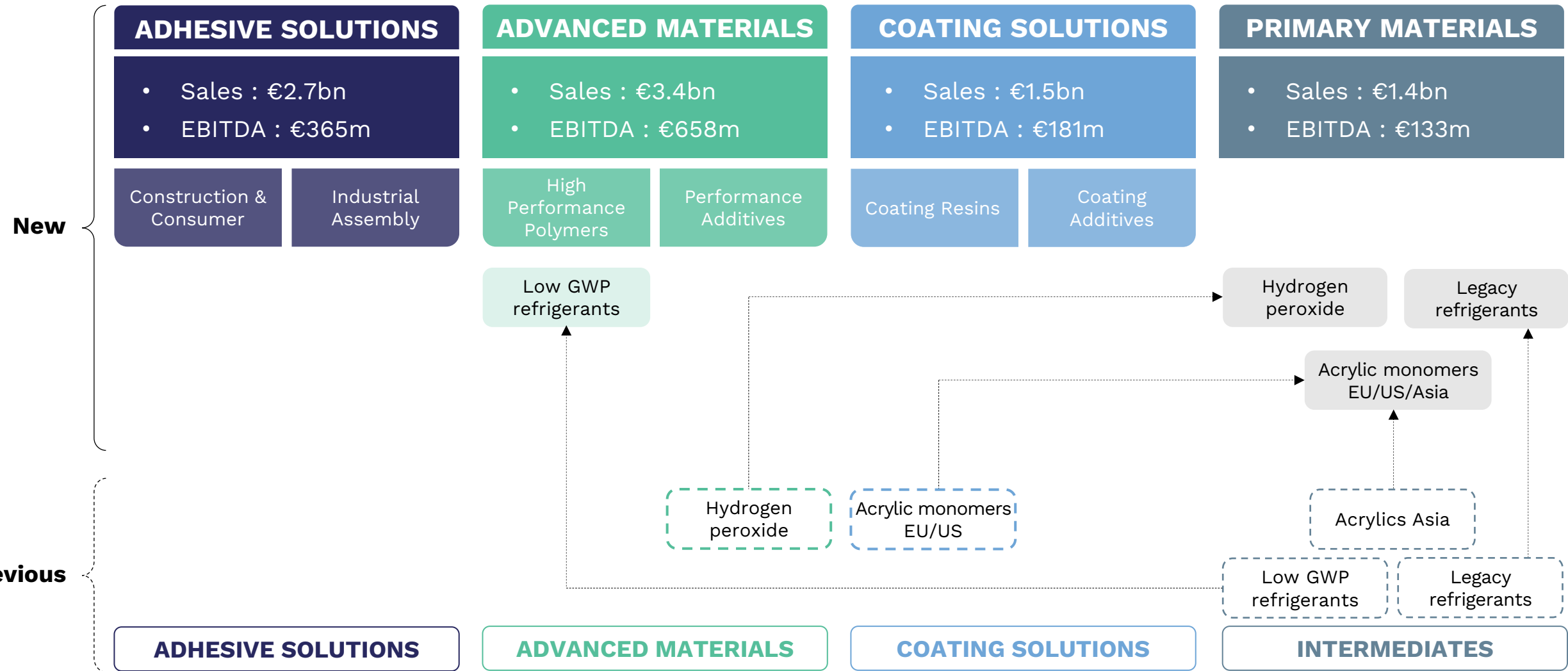
- Global acrylic monomers business
Increased cyclicity in recent years
- Legacy refrigerants
Largely expected to phase out around 2030
- Hydrogen peroxide business
Local and cyclical activity

Specialty
Materials
85%



Advanced Materials ■ Coating Solutions
Adhesive Solutions ■ Primary Materials

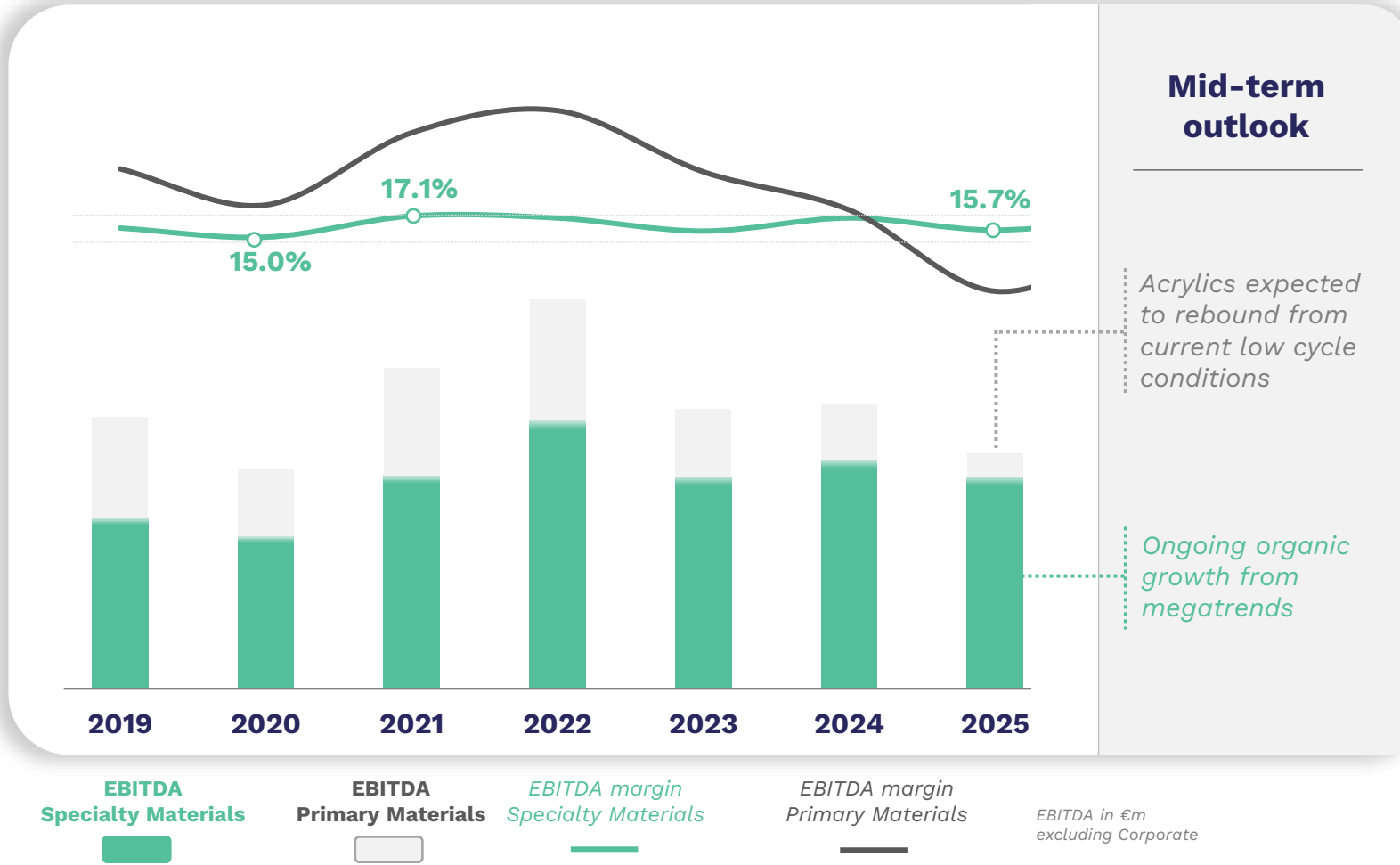
Revised segmentation – Effective from 2026



Restated FY'25 figures – Non audited estimates for information purpose only

Solid resilience of Specialty Materials

New segmentation EBITDA evolution over 2019-25 (€m)



New Specialty Materials

Key figures

- **210 bps**
EBITDA margin range
 over 2019-25 period

- **-5%**
Limited EBITDA decrease
 in 2025 vs 2024 at constant FX

- **+4%/yr**
EBITDA CAGR
 over 2019-25 period

High cash generation from acrylic monomers over the cycle

A high cash return business facing increased volatility

€1.3 bn
cumulative cash¹
since 2010

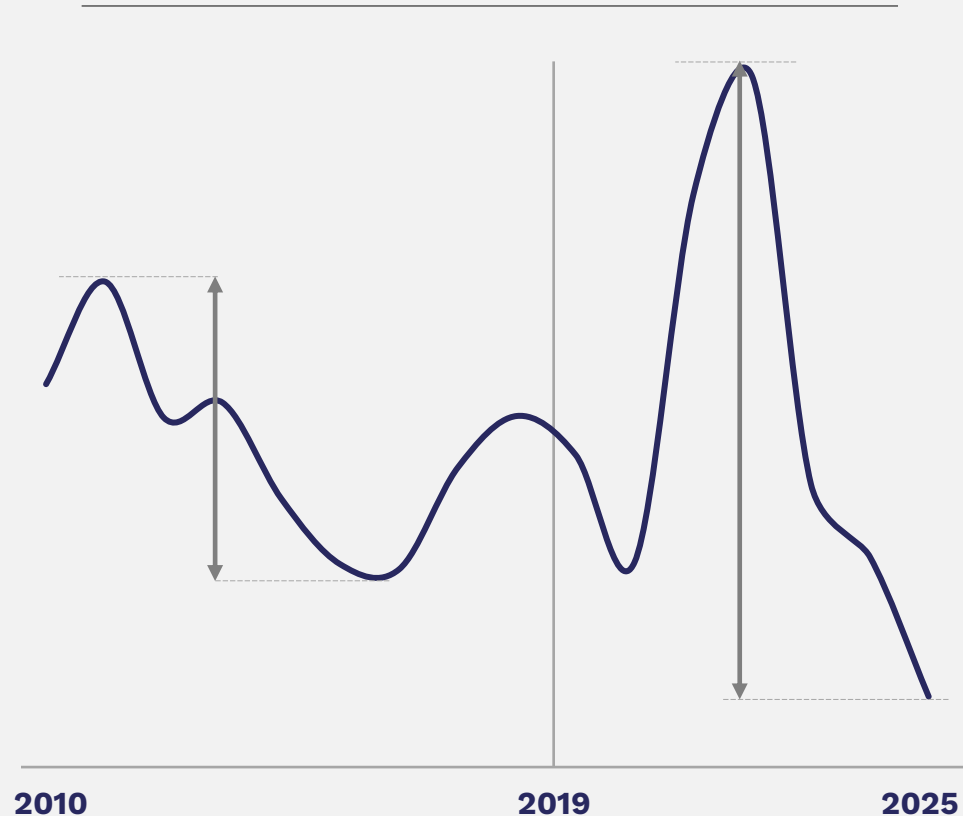
with limited M&A
(<€300m)

Stronger volatility
in Europe and US
after covid and tariffs

Funding the
acquisitions in
Specialty Materials

1. Cash = EBITDA – Capex
(Worldwide Acrylic Monomers business)

EBITDA evolution (EU/US)



Key strengths

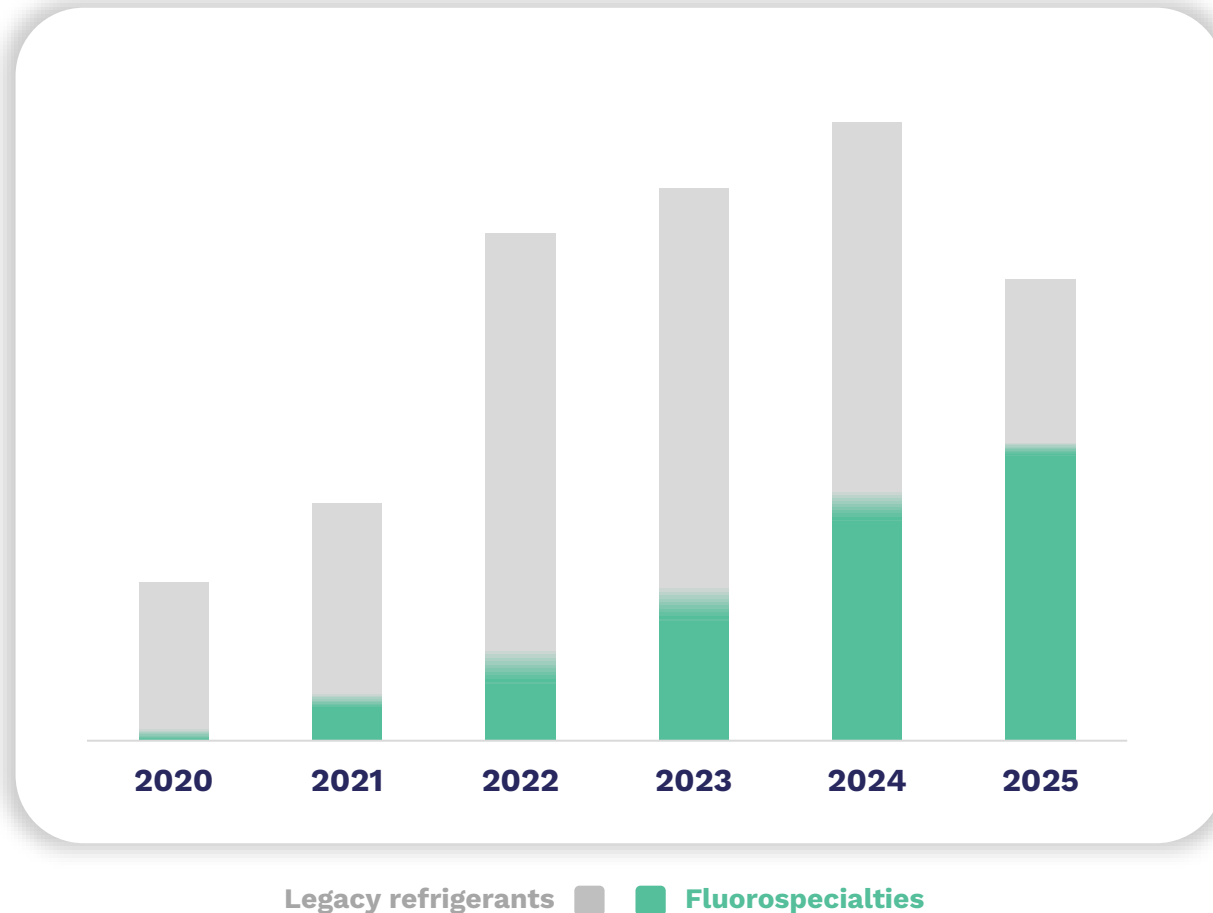
Strong commercial positions

World-scale industrial sites in the **3 regions** with a focus on **competitiveness** and **decarbonization**

Profitability expected to rebound mid-term from current low cycle conditions

Refrigerant gases accelerating towards next generation

EBITDA evolution over 2020-25 (€m)



€750m cash generation¹ from legacy refrigerants since 2020 (CMD)

Legacy refrigerants largely expected to phase out around 2030

Next-generation, low GWP solutions benefiting from innovation and broadened offering to be integrated into Fluorospecialties portfolio with high growth potential

1. Cash generation = EBITDA - Capex

Key figures on revised segmentation

2025 restated figures under new segmentation

Non audited estimates for information purpose only

<i>in millions of euros</i>	Adhesive Solutions	Advanced Materials	Coating Solutions	Primary Materials	Corporate	FY'25
Sales	2,737	3,376	1,542	1,380	33	9,068
EBITDA	365	658	181	133	-86	1,251
EBITDA margin	13.3%	19.5%	11.7%	9.6%		13.8%
Recurring depreciation and amortization	-109	-368	-64	-133	-13	-687
Recurring operating income (REBIT)	256	290	117	0	-99	564
REBIT margin	9.4%	8.6%	7.6%	0.0%		6.2%
CAPEX intensity	3.0%	8.6%	3.0%	13.6%*		7.0%

* including decarbonization capex for the acrylics plant in France, down to 8.8% excluding this project



Detailed Q4 & FY 2025 results

2025 financial highlights

€9,068m sales

→ **Down 2.1%** vs 2024 at constant FX

- Overall weak demand environment in the US and Europe while Asia remained more dynamic
- Negative 2.1% price effect impacted mainly by low cycle in upstream acrylics and unfavorable mix effect in refrigerants linked to the transition from old to new generation
- Ongoing momentum with +16% YoY sales growth in key attractive markets such as batteries, sports, 3D printing, healthcare and fluorospecialties

€1,251m EBITDA

13.8% EBITDA margin

→ Good resilience of Specialty Materials overshadowed by the cyclical impact of acrylics and the decline of old-generation refrigerants

→ Additional EBITDA contribution from **major projects at around €60 million**

→ **Strict cost discipline** offsetting inflation while increasing R&D expenses

→ Unfavorable currency effect of around €40m

€328m adj. net income

→ Representing **€4.34** per share

€3,170m net debt
and hybrid bonds

→ **High recurring cash flow of €464 million**, well above the €300 million guidance, consolidating the strength of the balance sheet

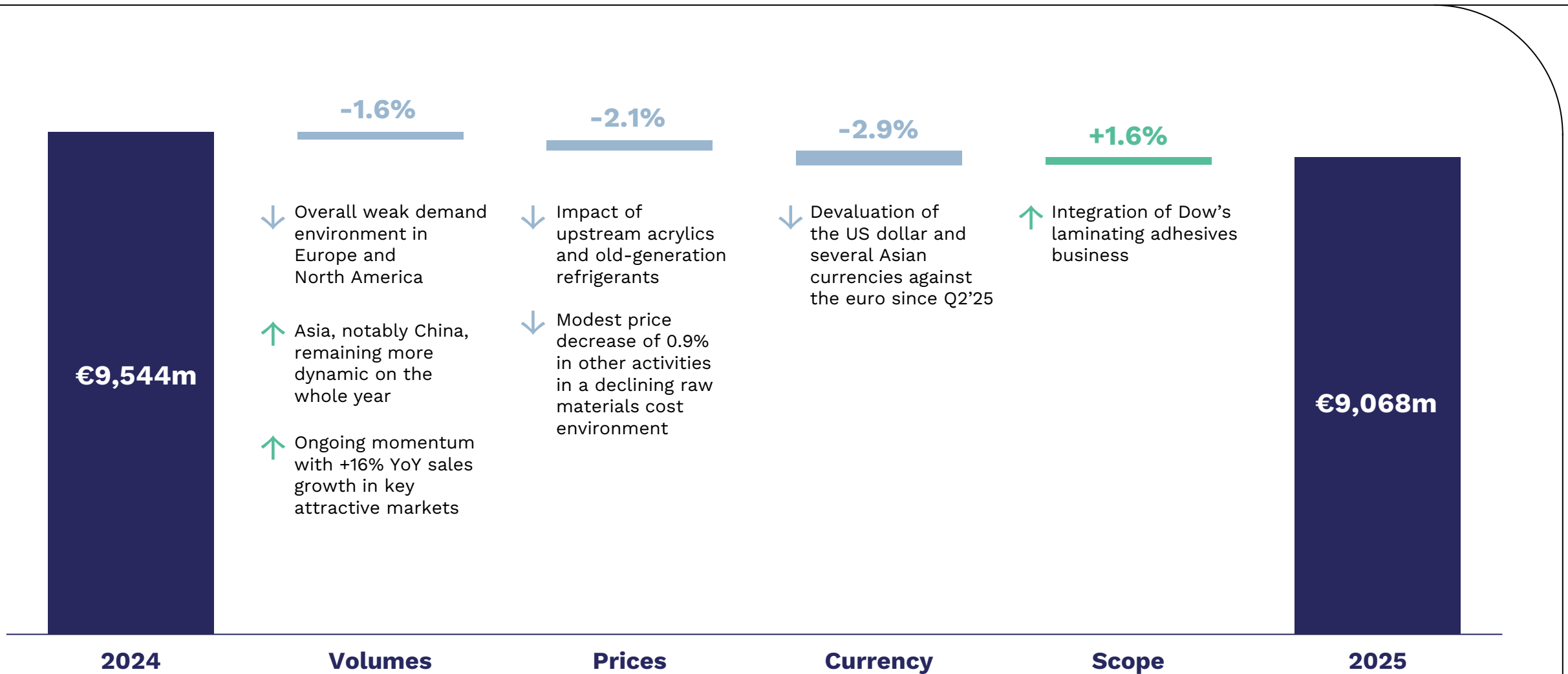
→ Net debt and hybrid bonds slightly down compared to end-2024

Key figures

in €million

	Q4'25	Q4'24	Change	2025	2024	Change
Sales	2,105	2,273	-7.4%	9,068	9,544	-5.0%
EBITDA	248	324	-23.5%	1,251	1,532	-18.3%
Specialty Materials	215	311	-30.9%	1,175	1,420	-17.3%
Intermediates	46	24	+91.7%	162	198	-18.2%
Corporate	-13	-11		-86	-86	
EBITDA margin	11.8%	14.3%		13.8%	16.1%	
Specialty Materials	11.2%	14.8%		14.1%	16.2%	
Intermediates	26.3%	14.5%		23.8%	25.8%	
Recurring operating income (REBIT)	64	145	-55.9%	564	895	-37.0%
REBIT margin	3.0%	6.4%		6.2%	9.4%	
Adjusted net income	33	96	-65.6%	328	616	-46.8%
Net debt and hybrid bonds	3,170	3,241		3,170	3,241	

Sales evolution reflecting market conditions and currency effect

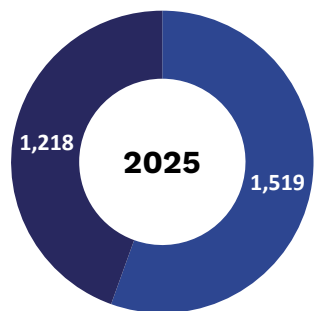


Adhesive Solutions (30% of Group sales in 2025)

Key figures

in €m	Q4'25	Q4'24	Change	2025	2024	Change
Sales	631	654	-3.5%	2,737	2,722	+0.6%
EBITDA	70	91	-23.1%	365	412	-11.4%
EBITDA margin	11.1%	13.9%		13.3%	15.1%	
REBIT	39	67	-41.8%	256	323	-20.7%

Sales by Business Line



■ Construction & Consumer
■ Industrial Assembly

Sales development

	Q4'25	2025
Volumes	-1.8%	-2.5%
Prices	-2.0%	-0.9%
Currency	-4.6%	-3.0%
Scope	+4.9%	+7.0%

2025 highlights

→ Sales up 3.6% at constant FX

- **Volumes down 2.5%**
 - Overall weak demand in industrial adhesives
 - Slowdown in the US in H2, particularly in packaging, transportation and construction
- **Price effect limited to a negative 0.9%** reflecting notably the decrease of certain raw materials costs
- **7.0% positive scope effect** related to the acquisition of Dow's laminating adhesives business

→ EBITDA at €365m

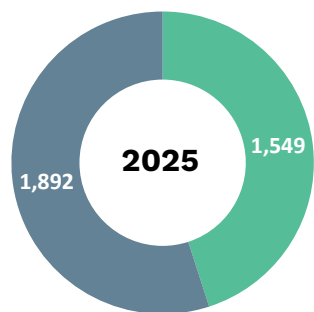
- Lower volumes and adverse FX vs 2024
- More pronounced seasonality at the end of the year
- EBITDA margin close to 14% excluding the 60 bps dilutive effect of Dow's laminating adhesives business

Advanced Materials (38% of Group sales in 2025)

Key figures

in €m	Q4'25	Q4'24	Change	2025	2024	Change
Sales	820	881	-6.9%	3,441	3,562	-3.4%
EBITDA	113	166	-31.9%	616	707	-12.9%
EBITDA margin	13.8%	18.8%		17.9%	19.8%	
REBIT	1	58	-98.3%	205	336	-39.0%

Sales by Business Line



- High Performance Polymers
- Performance Additives

Sales development

	Q4'25	2025
Volumes	-2.8%	-0.1%
Prices	+1.0%	-0.3%
Currency	-5.1%	-3.0%
Scope	-	+0.0%

2025 highlights

→ Broadly stable sales at constant FX

- Overall volumes flat and limited price effect
- 2% organic growth in HPP, weighted on H1, benefiting from significant ongoing growth in key attractive markets and positive dynamic in Asia
- Performance Additives down, reflecting the demand environment, the impact of Jarrie site reorganization and the geographical mix

→ EBITDA standing at €616m

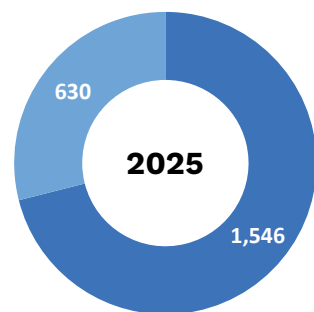
- Negative FX
- Unfavorable mix evolution in Performance Additives and lower volumes in the US and in Europe in HPP
- EBITDA margin at the good level of 17.9%
- Major projects continuing to ramp up and successful start-up of 3 new capacities

Coating Solutions (24% of Group sales in 2025)

Key figures

in €m	Q4'25	Q4'24	Change	2025	2024	Change
Sales	472	565	-16.5%	2,176	2,455	-11.4%
EBITDA	32	54	-40.7%	194	301	-35.5%
EBITDA margin	6.8%	9.6%		8.9%	12.3%	
REBIT	0	20	-100.0%	68	174	-60.9%

Sales by Business Line



- Coating Resins
- Coating Additives

Sales development

	Q4'25	2025
Volumes	-4.7%	-4.9%
Prices	-7.2%	-4.0%
Currency	-4.6%	-2.5%
Scope	-	-

2025 highlights

→ Sales down 11.4%

- Weak demand in the coatings market, notably in construction and decorative paints, in Europe and North America
- Low cycle conditions in upstream acrylics
- Negative FX

→ EBITDA significantly down to €194m

- Impact of upstream acrylics market conditions and volumes decline
- Better resilience of downstream activities
- EBITDA margin down to 8.9%

Intermediates (8% of Group sales in 2025)

Key figures

in €m	Q4'25	Q4'24	Change	2025	2024	Change
Sales	175	165	+6.1%	681	768	-11.3%
EBITDA	46	24	+91.7%	162	198	-18.2%
EBITDA margin	26.3%	14.5%		23.8%	25.8%	
REBIT	39	15	+160.0%	134	157	-14.6%

Sales development

	<u>Q4'25</u>	<u>2025</u>
Volumes	+6.9%	+6.0%
Prices	+6.3%	-8.6%
Currency	-7.1%	-3.3%
Scope	-	-5.4%

2025 highlights

→ Sales down 11.3%

- **Strong price decline of 8.6%**, linked to refrigerants in the United States, which have nonetheless improved in Q4'25
- **Volumes up 6.0%**, supported essentially by acrylics in Asia and to a lesser extent by refrigerants in the US
- **Scope and FX at a negative 8.7%**

→ EBITDA standing at €162m

- Decline in refrigerants in H1'25
- Acrylics in Asia improving slightly
- EBITDA margin at the high level of 23.8%

High cash flow generation

in €million

	Q4'25	Q4'24	2025	2024
EBITDA	248	324	1,251	1,532
Taxes	-30	-54	-128	-199
Cash items included in the financial result	-29	-17	-112	-58
Change in working capital and fixed assets payables ⁽¹⁾	356	277	121	-60
Other	4	-48	-32	-35
Operating cash flow	549	482	1,100	1,180
<i>EBITDA to operating cash conversion rate</i>			88%	77%
Recurring capital expenditure	-265	-325	-636	-761
Recurring cash flow	284	157	464	419
<i>EBITDA to cash conversion rate</i>			37%	27%
Non-recurring cash flow	-15	-9	-74	-61
Free cash flow	269	148	390	358
Net cash flow from portfolio management operations	-4	-135	-9	-177
Net cash flow	265	13	381	181

→ **2025 tax rate**
20% of REBIT (excl. exceptional items)

→ **Increased cash outflow related to the financial result** on higher cost of debt and lower interest on invested cash

→ **Tight working capital management**
12.5% of annual sales
(13.8% at end-2024)

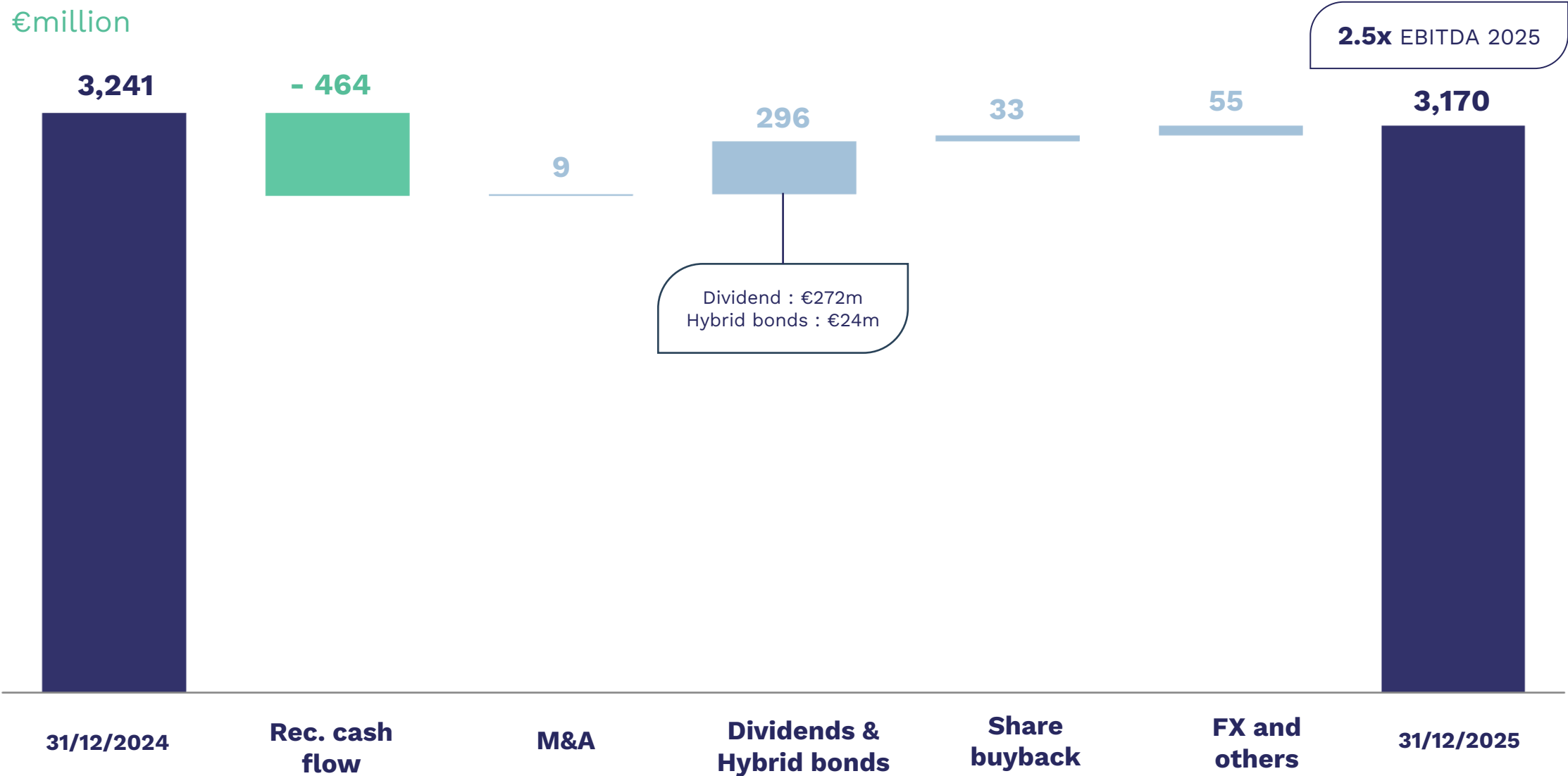
→ **Capital expenditure**

- Sharply down to **€636m** in 2025 after a significant wave of growth Capex
- Target to reduce to ~€600m in 2026

(1) Excluding non-recurring items and impact of portfolio management

Net debt slightly down

in €million



Disclaimer

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

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

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

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

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

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

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

Definitions and reconciliation tables for the main alternative performance indicators used by the Group are provided in the "Arkema full-year 2025 results press release" available on Arkema's website at: www.arkema.com/global/en/investor-relations/

[arkema.com](https://www.arkema.com)

ARKEMA