



Our approach to sustainability:

Playing an active role in the ecological and societal transition



« Faced with the major societal and environmental challenges of our time, Arkema is mobilizing all its scientific expertise in materials to work with its partners and customers to develop innovative, high-performance, and responsible solutions. Together, we are shaping a more sustainable future. »

Thierry Le Hénaff,
CEO of Arkema

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Manifesto

The world is experiencing a wave of profound and rapid change, with the hope that it will be positive for future generations. Everywhere, actions are being taken to address societal, environmental, climate, and economic challenges, and to help preserve the planet.

Deeply committed to the world of Specialty Materials, the men and women of Arkema are mobilized through their technological expertise and spirit of innovation. Materials science is our shared passion. It not only enables us to create new materials and develop promising solutions, but also to help shape the future we aspire to:

- By providing answers to today's and tomorrow's challenges through high-performance, innovative materials, adhesives, and coatings.
- By putting our expertise, our diversity, and the talent of our people at the service of our partners and customers in their quest for sustainable performance.
- By acting as a responsible industry leader, placing health and safety, climate and environmental challenges, as well as natural resource management, at the heart of our actions.
- By fostering open dialogue with our stakeholders to better meet their expectations.

At Arkema, this is what brings us together: combining social progress, environmental transition, and economic development to accompany this wave of change towards a more sustainable world.

A CSR policy built around three pillars

Three strong commitments structure the Group's CSR policy, aimed at creating long-term value for all its stakeholders.



SUSTAINABLE SOLUTIONS DRIVEN BY INNOVATION

Arkema's ambition is to deliver sustainable, innovation-driven solutions that contribute to the United Nations Sustainable Development Goals (SDGs).

RESPONSIBLE MANUFACTURER

Arkema's goal is to rank among the world's leading industry players for safety and for reducing its environmental impact.



AN EMPLOYER OF CHOICE AND AN OPEN DIALOGUE WITH STAKEHOLDERS

Arkema strengthens its position as a top employer while fostering open and constructive dialogue with all stakeholders.



1. SUSTAINABLE SOLUTIONS DRIVEN BY INNOVATION



Arkema evaluates its products through sustainability criteria, following the *Portfolio Sustainability Assessment (PSA)* methodology of the *World Business Council for Sustainable Development (WBCSD)*.

This approach takes into account the social, environmental, and economic dimensions as a whole and applies to all of the Group's activities. Products are assessed in their applications and

in the geographical areas where they are sold. As far as knowledge allows, **the approach covers the entire value chain**, from raw materials to the end of product life.

In 2024,

53%

of assessed sales make a significant contribution to the SDGs (ImpACT+)

Our objective,

60%

of ImpACT+ sales by 2030

By the end of 2024, 89% of sales had been assessed, and 53% of them made a significant contribution to the SDGs (ImpACT+). Arkema has set a strategic objective of reaching 60% of ImpACT+ sales by 2030.

To achieve this objective, the Group is implementing **voluntary actions across three main levers**: the continuous improvement of solutions, sustainable innovation in products and applications, and the active promotion of ImpACT+ solutions.





Four sustainable innovation programs guide our R&D projects



Lightweight and designed materials



Bio-based or bio-synthesized materials



Circular economy



More efficient and virtuous processes

> 90%

of new patents filed each year are related to sustainable development

Arkema, committed to a life cycle assessment approach for its products

Arkema evaluates the environmental performance of its products through Life Cycle Assessment (LCA), a methodology that translates the full inventory of inputs and outputs (raw materials, energy, emissions) into measurable environmental impacts.

On request, Arkema shares LCA data with its customers, helping them assess the environmental footprint of their own products across the full value chain.

In 2024,

68%

of sales have undergone a life cycle assessment (LCA)

Cutting-edge technologies serving 5 key markets

The Group has identified five fast-growing key markets, powered by major sustainability trends, and invests over 50% of its R&D expense.

Across each market, Arkema delivers a comprehensive “One Arkema” offering, bringing together cutting-edge technologies and complementary products from its three specialty segments — Adhesives Solutions, Advanced Materials, and Coating Solutions.



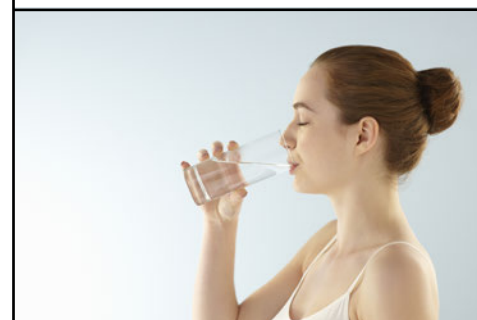
Green energy and electric mobility

Lifestyle and sustainable consumer goods



Efficient buildings and homes

Advanced electronics



Health and well-being



Placing the circular economy at the heart of our innovation

Arkema's approach to the circular economy is built on three pillars:

Preserving and responsibly managing raw materials, in particular by integrating renewable and recycled resources into our products and packaging.



Minimizing the environmental impact of our operations by optimizing water and energy use, cutting waste, and relying on low-carbon energy across the majority of our sites worldwide.

Eco-designing materials that are recyclable, that enhance the recyclability of the applications they go into, or that extend their useful life.



Innovations illustrating our circular economy approach

To strengthen our commitment and accelerate **our transition to a circular economy**, we joined the Ellen MacArthur Foundation's Network in 2024. As the world's leading circular economy network, bringing together ambitious and like-minded organizations worldwide, the

Foundation is committed to speeding up the transition to a circular economy based on three principles: eliminating waste and pollution, keeping products and materials in use, and regenerating natural systems.

In 2024,

11%

of the Group's sales were generated from products incorporating renewable and/or recycled raw materials

25%

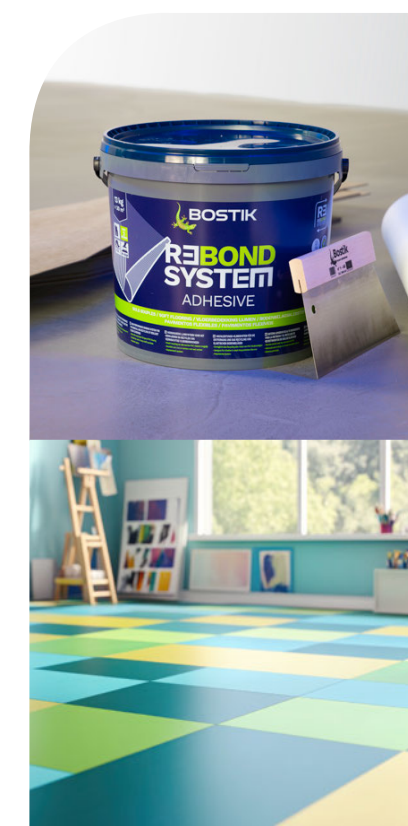
represents the minimum share of renewable and/or recycled materials in these products

R3BOND® SYSTEM: innovating for sustainable flooring

R3BOND® SYSTEM is a patented flooring adhesive solution, made of a **75% bio-based¹** adhesive combined with a flexible woven backing. It enables the installation and removal of vinyl floor coverings (rolls or planks) without contaminating the backing, even after several years. The result: floor coverings can be recycled at the end of their life, avoiding incineration or landfill — a real breakthrough in a sector where recycling remains complex.

Another advantage: the subfloor stays clean, free from adhesive residues of the previous covering, which significantly reduces renovation time and costs (no need for primer or leveling compound). A more cost-effective solution serving the circular economy.

1 Up to 75% bio-based carbon according to standard EN 16640:2017





Virtucycle®, offering recycled high-performance polymers

Arkema offers the Virtucycle® recycling program through its subsidiary Agiplast, a company specialized in the regeneration of high-performance polymers, and supports its customers in the eco-design of products made from recycled raw materials.

The recycled grades of polyamides 11 and 12, elastomers, and PVDF fluoropolymers maintain their properties, feature a significantly lower carbon footprint than virgin materials, and meet demanding performance standards while providing a traceable supply chain. These products are recycled at the production site Agiplast in Italy through a mechanical process powered entirely by renewable electricity.

Fast Glue Ultra+, an ultra-strong adhesive, 60%* bio-based

Designed for multiple repairs, this adhesive offers instant bonding and strength comparable to the best products on the market — with far superior performance in moisture resistance and heat durability.

In addition, its recycled and recyclable packaging (cardboard and aluminum) reflects Bostik's commitment to the circular economy and waste reduction.

*Bio-based carbon verified according to ASTM D6866 standard



Reafree® incorporates up to 40% recycled PET into the composition of its powder coating resins

Solvent-free and generating little waste, this technology is becoming more circular through the use of waste from recycled PET bottles, replacing fossil-based raw materials. The result: a reduction of Reafree®'s carbon footprint by up to 20% compared to fossil-based raw materials.



Cecabase RT® and WarmGrip®: combining recyclability and energy savings in road pavements

Thanks to their proven effect on the viscosity of warm-mix asphalt, and added in very small amounts to the bitumen and gravel mix, Cecabase RT® and WarmGrip® surfactants enable up to 50% reclaimed asphalt pavement to be incorporated while lowering application temperatures by 40 °C — delivering considerable energy savings. In addition to reducing carbon footprint and VOC emissions, they also improve working conditions on construction sites. Deployed in the United States, Germany, and France, these additives have been used in award-winning infrastructure projects, including Boulder County, Colorado (NACo Award – Transportation category), and are now approved in several U.S. states.

Kynar Aquatec® PVDF extends the lifespan of reflective roofs

Reflective white roofs deliver significant energy savings, reducing air conditioning needs in both new and existing buildings by nearly 25%. Protected by a Kynar Aquatec® topcoat resistant to UV and dirt, these white roofs maintain their solar reflectivity for over 20 years — lasting 3 to 5 times longer than traditional paints. As a result, this Kynar Aquatec®-based solution helps avoid costly renovation projects.



In 2024, Arkema was awarded the *Solar Impulse Efficient Solution label* for its Kynar Aquatec® PVDF coatings for reflective roofs.



2. RESPONSIBLE MANUFACTURER



Committed to the climate



Having been mobilized for many years in the fight against global warming, Arkema has strengthened its climate plan in line with the Paris Agreement.

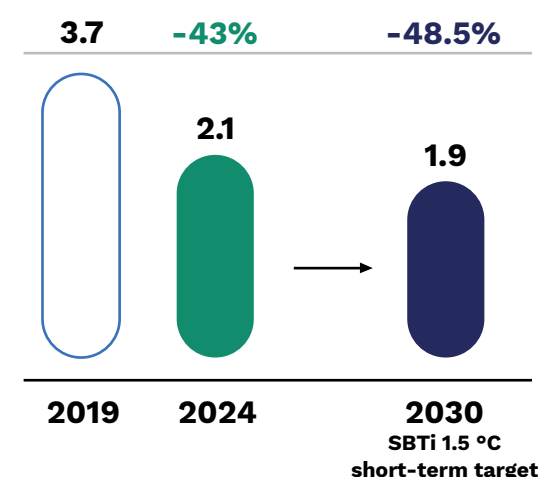
In 2023, Arkema set new ambitious targets for 2030, aligned with a 1.5°C trajectory and approved by the independent global body Science Based Targets initiative (SBTi).

Our goal is to reduce our greenhouse gas (GHG) emissions by **48.5%** for scopes 1 and 2, and by **54%** for scope 3

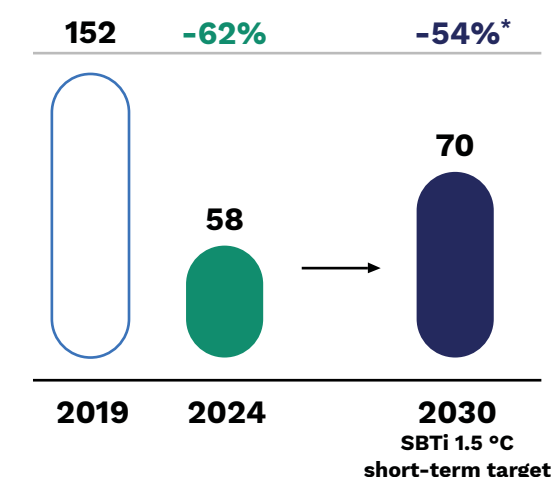
by 2030 compared to 2019, thereby paving the way towards a Net-Zero ambition by 2050.

This commitment is further supported by decarbonization investments that could reach a cumulative €400 million over the 2022–2030 period.

Scopes 1 + 2 (Mt CO₂e)



Scope 3 (Mt CO₂e)



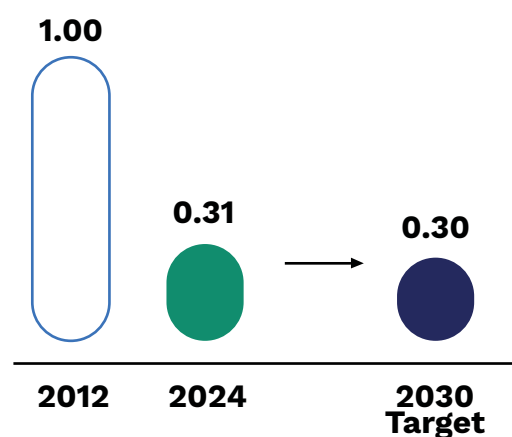
*Having **exceeded in 2024 its initial 2030 short-term target** for scope 3 emissions, the Group intends to pursue its decarbonization efforts and has set a new, more ambitious goal: a 67% reduction in scope 3 emissions by 2030 compared to 2019, to reach 50 Mt CO₂e by 2030.



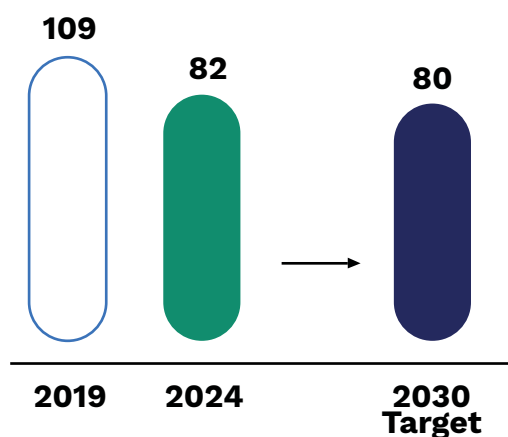
Reducing its environmental footprint

To reduce the environmental footprint of its activities, the Group implements actions to lower its consumption of resources such as energy and water, reduce air and water emissions linked to its operations, and expand the use of renewable energy.

Emissions into water
(EFPI* Chemical Oxygen Demand – COD)



Water withdrawals
(Mm³)



*EFPI (Environmental Footprint Performance Indicator): a methodology for assessing emission or resource consumption intensities in relation to production volumes, with 2012 as the baseline year.

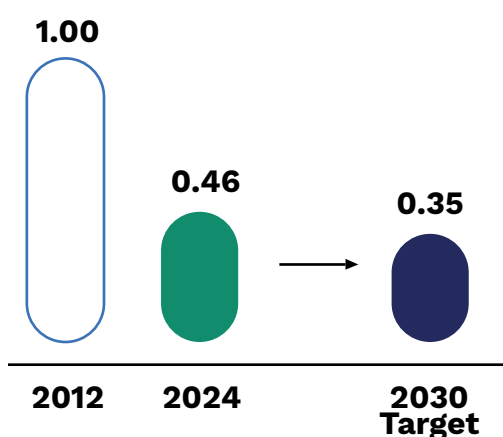
Optim'O Program

The Optim'O Program, launched in 2016, embodies the Group's commitment to responsible water resource management across all its industrial sites. It brings together all actions aimed at reducing water consumption, recycling industrial water, improving the quality of water discharged into the environment—particularly by lowering Chemical Oxygen Demand (COD)—and anticipating water stress scenarios.

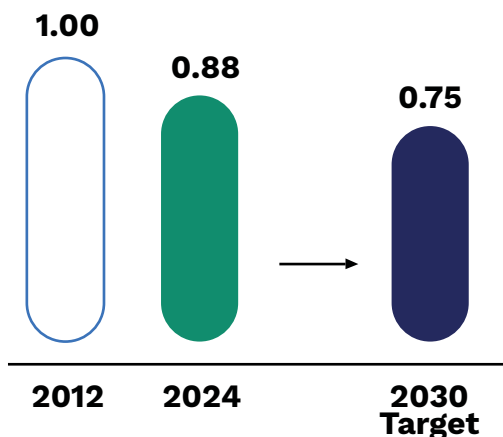
As part of its long-term vision, the program sets ambitious targets for 2030: a 70% reduction in COD emissions (EFPI) compared to 2012, and a 27% decrease in water withdrawals from natural sources compared to 2019, while ensuring sustainable water management practices at all sites located in water-stressed regions.



Air emissions
(EFPI* Volatile Organic Compounds – VOC)



Net energy purchases
(EFPI*)



Commitment to biodiversity with Act4nature international



Convinced of the importance and urgency of protecting biodiversity, Arkema renewed its commitment with Act4nature in 2024 and set new ambitions, notably regarding its value chain, the measurement of the impact of its sites and products on biodiversity, and raising awareness among all its employees about biodiversity issues.

Arkema Energy Program



The Arkema Energy Program aims to improve energy efficiency across the Group's industrial sites through a structured and consistent approach.

With multiple projects — including best practices in insulation, steam trap maintenance, process control, and energy consumption optimization — the program also supports the development of new, less energy-intensive technologies.

A transition to low-carbon energy

In 2024, 32% of the Group's electricity needs were covered by renewable sources and 72% by low-carbon electricity, including nuclear power. Arkema notably signed major renewable power purchase agreements in the United States and China.

In addition, Arkema entered into long-term biomethane supply agreements with ENGIE, providing 300 GWh/year for the production of Rilsan® polyamides in France, as well as 25 GWh/year for Bostik sites in France.





Engaging our employees on climate and environmental challenges

Launched in 2023, Go for the Planet is an internal program dedicated to environmental and climate issues.

Driven by Executive Management, it takes an educational and inclusive approach. It engages everyone on a daily basis through accessible, multi-format learning tailored to diverse professions and cultures. Its conviction: **to act, one must first understand.**



Climate Fresk

Among the key levers of the program, Climate Fresk deployed across all our sites, creates a collective spark by raising awareness of climate issues in a fun and collaborative way.

By the end of 2024, more than 7,300 employees had been sensitized thanks to 194 internal facilitators spread across 20 countries on all continents.

A pedagogical communication for all

The Climate School offers e-learning modules to better understand environmental issues and the Group's commitments, complemented by challenges, conferences, and a bi-monthly newsletter sharing insights and educational content.



Awards and funds

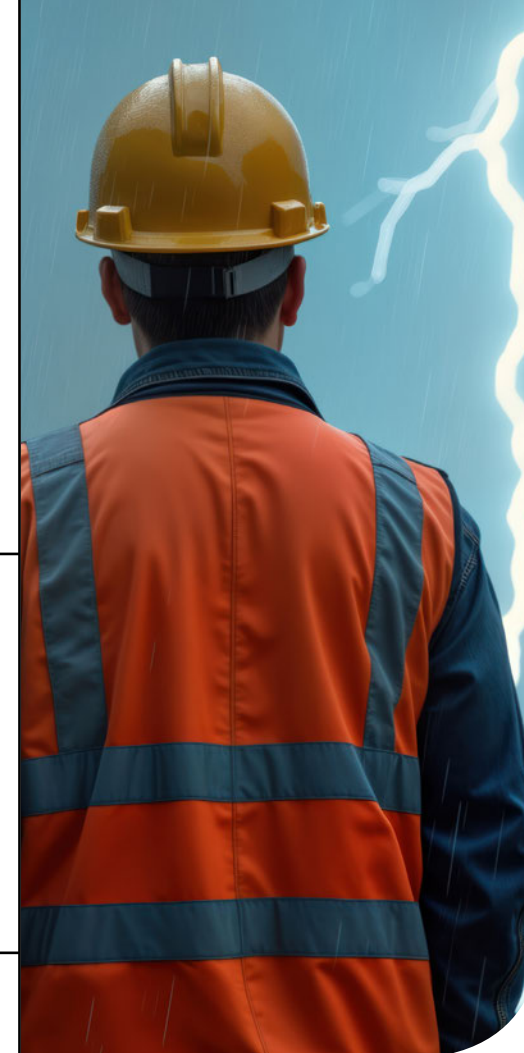
Arkema organizes the Go for the Planet awards, an initiative designed to encourage and highlight exemplary projects with a positive environmental impact. It rewards projects implemented on our sites that are aligned with the Group's priorities. A Fund also supports emerging projects.

In 2024, more than 80 projects were submitted, resulting in 4 Awards and 5 Funds.

Go for the Planet Challenge

A web app originally designed for our employees, now accessible to everyone. Test your knowledge on climate, water, energy, biodiversity, and resources through 5 themed quizzes with nearly 100 questions. Progressive difficulty, anonymous participation, unlimited retries. A fun and educational tool developed by Arkema in collaboration with AXA Climate School and BL évolution.

Learn, grow, share!



Safety for all

Arkema places the health and safety of its employees, as well as that of contractors working on its sites, among its top priorities, convinced that all workplace accidents are preventable.

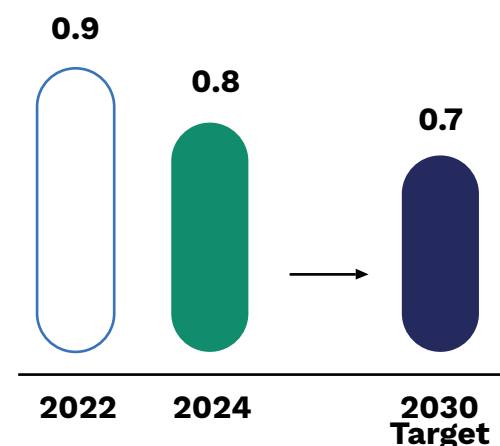


RESPONSIBLE CARE®
OUR COMMITMENT TO SUSTAINABILITY

Acting as a responsible industrial player is a major pillar of the Group's social responsibility. True to its "Responsible Care®" commitment, Arkema is firmly engaged in a continuous improvement process in safety and health protection, as well as in achieving operational excellence in the management of its facilities.

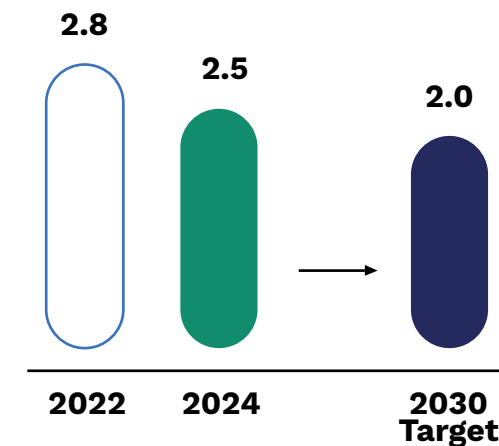
Arkema's TRIR performance ranks among the best in the chemical industry. This achievement is the result of action plans deployed over the past several years to raise awareness among employees and contractors of the Group's safety requirements.

TRIR*
(Total Recordable Injury Rate)



*TRIR: Number of accidents per million hours worked

PSER**
(Process Safety Events Rate)



**PSER: Process Safety Event Rate per million hours worked

Health and safety: a Group priority



Arkema has established a safety culture through its "Safety always in mind" and "The Essentials" programs. The 14 Essentials are golden rules that all Arkema employees and external contractors working on the Group's sites are expected to follow.



3. AN EMPLOYER OF CHOICE AND AN OPEN DIALOGUE WITH STAKEHOLDERS



Building trust-based relationships with stakeholders

Arkema's activities are part of a value chain involving many partners and stakeholders, with whom it is essential to build trust and develop a responsible value chain. To this end, open dialogue with employees and external stakeholders (partners, customers, local communities, etc.) is a cornerstone of the Group's social policy.

The Group strives to foster the individual development and collective engagement of its employees, while promoting diversity, inclusion, and the prevention of discrimination.

In 2024, for the fourth consecutive year, Arkema conducted a survey to measure customer satisfaction and expectations of the Group. The 82% satisfaction rate (+3%) and NPS of 28.9% (+4%), both showing clear progress compared with 2023, recognize Arkema's efforts to meet customer needs, with a strong focus on the priorities they expressed.

Arkema places respect for human rights and fundamental freedoms at the heart of its activities throughout its value chain.



80% of surveyed employees would recommend Arkema as a great place to work — confirmed by the 2023 Arkema Cares global survey.

Arkema certified *Top Employer* in ten countries

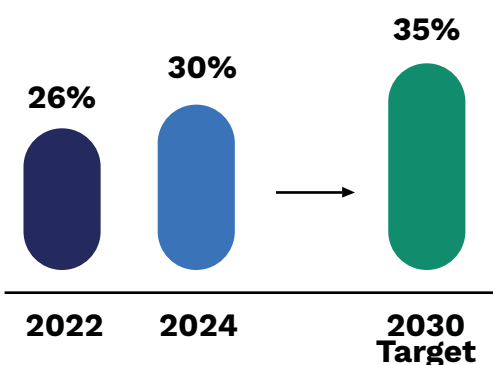
In 2024, Arkema was certified as a Top Employer in five new European countries — Spain, the Netherlands, the United Kingdom, Italy, and Germany — earning the Top Employer Europe label. This recognition adds to the certification already obtained in the Philippines, as well as in France, China, the United States, and Brazil.



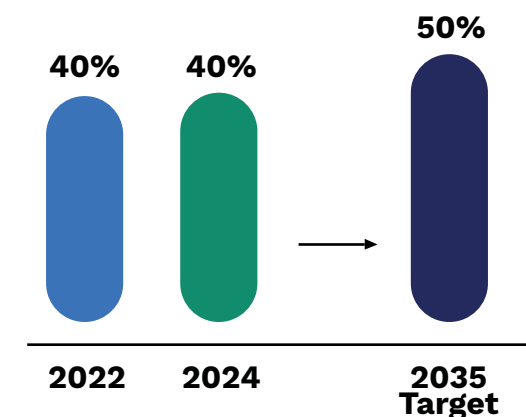


Diversity and inclusion – Key figures of our commitments:

Proportion of women among senior management and executives



Proportion of non-French employees among senior management and executives



Arkema is partnering with UN Women

In order to promote gender equality between in the workplace, Arkema is committed to five fundamental principles of the UN Women program:

- Establish gender-sensitive governance at the highest level of the company
- Treat all women and men fairly at work
- Respect and support human rights and act against discrimination
- Promote education, training, and professional development for women
- Measure and publicly report on progress toward gender equality



An approach of openness and dialogue around our sites

The *Common Ground*® program actively fosters dialogue and exchange with stakeholders at the local level in all the countries where the Group operates. Local communication enables the Group to open its sites to the outside world and build trust-based relationships with all stakeholders. In addition, since 2016, the Arkema Education Fund has financed projects proposed by volunteer employees committed to education, inclusion, or diversity.



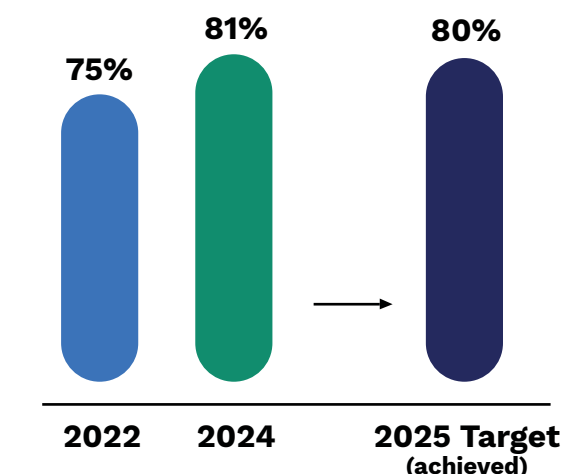
Responsible purchasing

The Group strives to build long-term, balanced, and sustainable relationships based on mutual trust with its suppliers and subcontractors.



Through the Together for Sustainability (TfS) program — an initiative by the chemical industry that aims to evaluate suppliers based on CSR criteria — we promote social responsibility within our supply chain.

Share of purchases from relevant suppliers covered by a TfS assessment

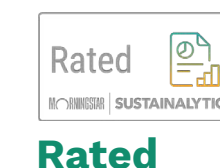


Pragati Program: towards more sustainable castor farming

Launched in 2016 by Arkema, BASF, Jayant Agro-Organics, and the Solidaridad NGO, the program aims to promote the sustainable production of castor seeds — a key raw material for Arkema's polyamide 11 — across social, environmental, and economic dimensions. Since its inception, more than 10,000 farmers in India have been trained in the good practices of the SuCCESS code, 8,000 of them have been certified, and over 100,000 tons of certified castor seeds have been harvested.



Arkema recognized for its CSR performance



Arkema's ESG approach is regularly assessed by external stakeholders, such as customers and rating agencies, which rank the Group among the leaders in the chemical sector for its level of commitment and performance in these areas.





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