

SUSTAIN- ABILITY BOOK

The 2025 Corporate Social Responsibility edition

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“OUR CSR POLICY IS BASED ON ONGOING DIALOGUE WITH OUR STAKEHOLDERS.”

INTERVIEW

Emmanuelle Bromet,
Arkema Vice President
Sustainable Development

What are the main focuses of Arkema's CSR strategy?

Emmanuelle Bromet — Our CSR policy is based on three closely linked pillars. We place innovation at the heart of our strategy to offer sustainable solutions that support our customers' transition to sustainable performance. We also recognize our responsibilities as an industrial group: safety is our top priority, and we are taking action to reduce our environmental impact while continuously improving our practices. And we place particular importance on dialogue with all our stakeholders, as we believe that CSR performance is built on transparency and long-term collaboration.

Arkema places innovation at the heart of its CSR strategy. In practical terms, what does this mean right now?

E.B. — At Arkema, innovation is part of our identity. It guides our R&D and shapes the evolution of our product portfolio toward solutions that address major environmental and societal challenges. This involves developing specialty materials for key markets such as electromobility, efficient buildings and homes, and consumer goods. It also relies on the systematic integration of life cycle assessment (LCA) and robust evaluation methodologies, as well as strong team engagement, to accelerate the transition toward low-carbon and circular solutions.

In 2025, 57% of our revenue was accounted for by ImpACT+ solutions that contribute significantly to the UN Sustainable Development Goals. We aim to reach 60% by 2030. LCAs currently cover 73% of our revenue, and our ambition is to achieve 90% by 2030.

What progress have you made in terms of our environmental footprint?

E.B. — First, we have made significant progress towards our 1.5°C trajectory by 2030, compared to 2019, as validated by the Science-Based Targets Initiative (SBTi). By the end of 2025, we had hit our targets for Scopes 1, 2 and 3. We are making particular progress in decarbonizing our energy. In 2025, 42% of our electricity came from renewable sources and 78% from low-carbon sources. We are continuing to roll out energy efficiency initiatives across all our sites through the Arkema Energy program. We are also managing our water use more efficiently through the Optim'O program, which helps reduce consumption, improve the quality of our discharges, and anticipate water stress. Building on this progress, we are now aiming for a 30% reduction in our water withdrawals by 2030 compared to 2019. We have also set a new target for our non-recycled waste of 41 kg per ton of production by 2030, building on the efforts already underway at our sites.

How do you work with stakeholders?

E.B. — We can only move our CSR forward if we develop policies in collaboration with all of our stakeholders. In practice, we are in constant dialogue with our suppliers on responsible procurement issues, particularly through the Together for Sustainability (TfS) initiative, through which we assess and support our suppliers with CSR criteria. Customer relations are just as essential: we prioritize actions based on their needs and feedback, and we achieved an 84% satisfaction rate in 2025, with a net promoter score (NPS) up to 39.9%. Our employees are, of course, central to this collective effort. 79% of them would recommend Arkema as an excellent place to work, according to our latest internal survey, Arkema Cares 2025. We have earned Top Employer certification in ten countries. Lastly, we work with local communities, particularly through the Terrains d'entente® program, which fosters community dialogue around our sites.

A CSR POLICY FOCUSED ON THREE PILLARS

Three pillars are at the core of Arkema's commitment to sustainability, underpinning the Group's CSR policy, which is aimed at creating long-term value for all its stakeholders.

SUSTAINABLE SOLUTIONS DRIVEN BY INNOVATION



Arkema strives to offer its customers sustainable solutions driven by innovation, contributing to the Sustainable Development Goals (SDGs) defined by the United Nations.

A RESPONSIBLE MANUFACTURER



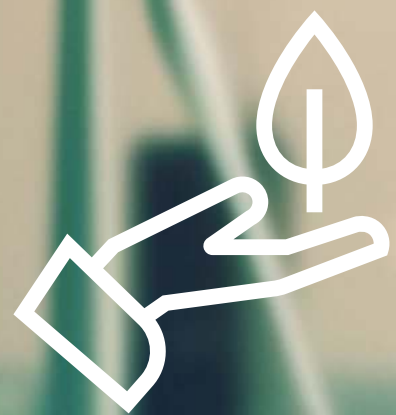
Arkema aims to rank among the top-performing manufacturers for safety and reduced environmental footprint.

A LEADING EMPLOYER FOSTERING OPEN DIALOGUE WITH STAKEHOLDERS



Arkema continues to build on its reputation as a leading employer and fosters open, constructive dialogue with all of its stakeholders.

SUSTAINABLE SOLUTIONS DRIVEN BY INNOVATION



Arkema evaluates its product portfolio against sustainability criteria using the Portfolio Sustainability Assessment (PSA) methodology set out by the World Business Council for Sustainable Development (WBCSD).

This approach takes account of all social, environmental and economic aspects and covers all of the Group's activities. Products are evaluated based on their applications and the regions in which they are sold. The approach covers the entire value chain, from raw materials to end of life, within the limits of current knowledge.

At the end of 2025, 91% of sales had been assessed and

57% contributed significantly to the Sustainable Development Goals or SDGs (ImpACT+). Arkema has set a strategic goal of achieving 60% ImpACT+ sales by 2030.

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

In 2025,

57%

of assessed sales
contributed significantly
to the ImpACT+ SDGs.

Our goal is to achieve

60%

ImpACT+ sales
by 2030.

SUSTAINABLE DEVELOPMENT GOALS





► 4 SUSTAINABLE INNOVATION PRINCIPLES GUIDE OUR R&D PROJECTS



Lightweight materials and design



Bio-based materials and materials obtained through biosynthesis



Circular economy



More efficient and sustainable processes

>90%
of new patents filed each year are related to sustainable development.

► ARKEMA IS COMMITTED TO LIFE CYCLE ASSESSMENT 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) associated with a product's manufacture into measurable environmental impacts. Arkema shares LCA data with its customers on request, helping them assess the environmental footprint of their own products brought to market across the full value chain.

In 2025,

73%
of sales underwent an LCA.

2030 target, cover

90%
of sales.

► ATTRACTIVE TECHNOLOGIES SERVING FIVE KEY MARKETS

The Group has identified five key fast-growing markets driven by major sustainable trends, to which it allocates more than 50% of its R&D spending. For each of these markets, Arkema delivers a comprehensive One Arkema offering, combining cutting-edge technologies and complementary products from its three specialty segments (Adhesives, Advanced Materials and Coating Solutions).



Green energy and electromobility

Sustainable lifestyle and consumer goods



Efficient buildings and homes

Advanced electronics



Health and wellbeing

► THE CIRCULAR ECONOMY:
AT THE HEART OF OUR INNOVATION

ARKEMA'S CIRCULAR ECONOMY APPROACH
IS BASED ON THREE PILLARS:

Preserving and responsibly managing raw materials, particularly by integrating renewable and/or recycled raw materials into our products and packaging.



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

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



► INNOVATIONS ILLUSTRATING OUR CIRCULAR ECONOMY AND SUSTAINABILITY APPROACH

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

worldwide, the Foundation works to accelerate the transition to a circular economy through three principles: eliminating waste and pollution, keeping products and materials in use, and regenerating natural systems.

In 2025,
12%
of the Group's revenue was generated by products incorporating renewable and/or recycled raw materials.

25%
was the minimum proportion of renewable and/or recycled materials in these products.



KERCOAT® AND OPTICOAT® EXTEND
THE LIFE OF RETURNABLE GLASS BOTTLES

Returnable glass bottles are typically reused up to twenty times. Our Kercoat® and Opticoat® solutions can double this lifespan to up to forty cycles, or approximately six years. Kercoat® coating protects bottles by delaying the onset of cracks and scratches, while Opticoat® emulsion conceals marks that can appear during use. Used together or separately, these treatments restore bottles to a near-new appearance, enhancing their consumer appeal and increasing the number of times bottles are reused. This allows our customers to reduce CO₂ emissions by up to 30% compared to returnable bottles without the Kercoat® coating.

KYNAR AQUATEC® PVDF
EXTENDS THE SERVICE LIFE
OF REFLECTIVE ROOFS

Reflective white roofs deliver significant energy savings, reducing energy requirements for air conditioning in new and existing buildings by nearly 25%. Protected by a UV- and stain-resistant topcoat based on Kynar Aquatec®, these white roofs maintain their solar reflectivity for up to 20 years—a lifespan three to five times longer than that of traditional paints. The Kynar Aquatec®-based solution therefore avoids the need for frequent renovation, which can quickly become costly.

OUR KYNAR® PVDF WINS TWO AWARDS



In 2024, Arkema obtained the Solar Impulse Efficient Solution label for its Kynar Aquatec® PVDF solutions for reflective roofing.



Kynar® PVDF is used in many different fields for its exceptional resistance. In 2025, the American Chemical Society awarded one of our research teams the Heroes of Chemistry Award for its work on Kynar® HSV 900 PVDF, a grade used in batteries and manufactured without the use of fluorosurfactants.





EXTENDING BATTERY LIFE WITH INCELLION™ EL

Incellion™ EL binders are designed to extend the lifespan of lithium-ion batteries by improving the durability of anodes. Their excellent adhesion and cohesion properties ensure structurally sound anodes over many charge cycles. By reducing degradation caused by the repeated expansion and contraction of silicon-based

anodes, Incellion™ EL helps maintain consistent electrochemical performance over time. This durability not only extends the battery cycle life but also minimizes replacement frequency, making it a sustainable solution for high-performance energy applications.



VIRTUCYCLE®, SUPPORTING A RANGE OF RECYCLED HIGH- PERFORMANCE POLYMERS

Arkema offers the Virtucycle® recycling program through its subsidiary Agiplast, a company specializing in the regeneration of high-performance polymers, and supports its customers in the eco-design of their products made from recycled raw materials. Recycled grades of polyamides 11 and 12, elastomers and PVDF fluoropolymers retain their original properties, have a significantly lower carbon footprint than virgin materials, and meet exacting performance standards while offering a traceable supply chain. These products are recycled at the Agiplast production site in Italy using a mechanical process powered exclusively by renewable electricity.



ELECTRIC VEHICLE BATTERIES: ARKEMA PLANS FOR THE MAJOR CHALLENGE OF RECYCLING

Electric vehicle (EV) batteries contain rare metals and advanced materials and are packed with innovative solutions. These valuable resources need to be recovered. Arkema is working toward this goal with several solutions designed for recyclers. As part of an Open Innovation strategy, for example, Bostik has developed Prep DB, a primer designed to tackle the challenges posed by vehicle repair and end-of-life recycling. This thermal activation technology enables the bond to break, allowing components to be disassembled without damaging surrounding materials. This is a key feature for separating cells from an end-of-life battery or for replacing a defective cell within the battery pack. The Group is also working with universities and industrial partners to develop hydrogen peroxide grades formulated with additives for use in the hydrometallurgical recovery of metals (nickel, manganese, cobalt), a process that is more energy efficient than pyrometallurgy. Expected to be increasingly used by recyclers, this solution prevents foaming during the dissolution of metal oxides and optimizes recycling yields.

WITH ELIUM® RESIN, COMPOSITES BECOME RECYCLABLE IN THE MARINE AND WIND ENERGY SECTORS

Elium® thermoplastic resin, designed for the manufacture of fully recyclable composites, can be used to make everything from wind turbine blades to boat hulls. While wind turbine blades, currently made from thermoset composites, are not recyclable at end of life and are typically cut up and sent to landfill, Elium® resin will enable a new generation of recyclable blades to be designed with a much better balance of energy use, cost and raw material recovery.

At sea, Elium® thermoplastic resin forms the hull of the Oceanis Yacht 60, the flagship of Bénéteau's monohull range, as well as racing and sailboats built by NST (Neo Sailing Technologies), owned by professional skipper Lalou Roucayrol, whom Arkema has sponsored for many years, and even in speedboats used by the Scottish police. This is set to be a game changer in boatbuilding, which generates 600,000 tons of non-recyclable composite waste each year.





CECABASE® RT AND WARMGRIP®: COMBINING RECYCLABILITY AND ENERGY SAVINGS IN ROAD SURFACES

Thanks to their proven effect on the viscosity of warm mix asphalt, and added in very small proportions to the mix of bitumen and gravel, Cecabase® RT and WarmGrip® surfactants allow the incorporation of up to 50% recycled material from old roads while lowering the production temperature by 40°C, leading to significant energy savings. In addition to reducing the carbon footprint and VOC emissions, they improve working conditions on construction sites. Deployed in the US, Germany and France, these additives have been used on award-winning infrastructure projects, notably in Boulder County, Colorado (NACo Award—Transportation category) and are now approved in several US states.

REAFREE® INCORPORATES UP TO 40% RECYCLED PET INTO ITS POWDER COATING RESINS

This solvent-free technology that generates minimal waste becomes more circular with the use of waste from recycled PET bottles, replacing fossil-based raw materials. The result is a reduction in Reafree®'s carbon footprint of up to 20% compared to fossil-based raw materials.



► BIO-BASED PRODUCTS ARE AT THE HEART OF OUR INNOVATION



KIZEN™ LIME: PACKAGING ADHESIVES WITH A REDUCED CARBON FOOTPRINT

In collaboration with Dow and Nordson, Bostik is now offering a new adhesive solution for end-of-line packaging that helps reduce pressure on fossil resources. Kizen™ LIME is a hot melt adhesive with 100% solid content that is free of solvent and water. It is made with a minimum of 80% renewable materials* and delivers superior performance in terms of quantity and adhesion. Applied at low temperatures, it delivers significant energy and cost savings compared to other adhesives, particularly conventional fully fossil-based adhesives used in earlier melt generations.

(1) With a combination of bio-based materials certified according to EN 16640:2017 and materials with an attributed bio-circular content, certified by ISCC PLUS.



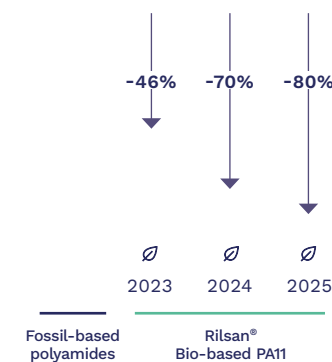
R3BOND® SYSTEM: AN INNOVATION FOR MORE SUSTAINABLE FLOORING

R3BOND® SYSTEM is a patented flooring installation solution consisting of a 75% bio-based⁽¹⁾ adhesive and a flexible woven backing. It allows for the installation and removal of vinyl flooring (rolls or planks) without contaminating the back of the floor covering, even after several years. The flooring can be recycled at end of life instead of being sent for incineration or to landfill, a significant advance in an industry where recycling remains challenging. Another advantage is that the subfloor remains clean and free of adhesive residue from the previous flooring, significantly reducing renovation time and costs (no need for primer or leveling compound). This more economical solution supports the circular economy.

(1) Up to 75% bio-based carbon according to EN 16640:2017.

UNIQUE EXPERTISE IN CASTOR-BASED POLYAMIDES

CARBON FOOTPRINT
(PA11 comparative data vs standard fossil-based polyamides)
Standard ISO 14040/44 and ISO 14067 (kg CO₂e/kg)



Model for Fossil Materials Based on use of Traditional Energy Sources

Our Rilsan® polyamide 11, derived entirely from renewable castor beans, is 100% segregated bio-based. Since 2024, its carbon footprint has improved further to 1.3 kg CO₂e/kg—80% lower than that of fossil-based polyamides—thanks to the use of renewable electricity sources and improved energy efficiency at our production sites. Our efforts to reduce the carbon footprint of Rilsan® polyamide 11 are ongoing, and we aim to reach 1 kg CO₂e/kg by 2030.



FAST GLUE ULTRA+ AND ULTRA K85: 60% BIO-BASED⁽¹⁾ ADHESIVES

Designed for the mass market, Fast Glue Ultra+ is intended for a wide range of repairs. It offers instant bonding and strength comparable to the best products available, with significantly superior performance in terms of resistance to moisture and heat.

Born2Bond Ultra K85 is aimed at professionals. It is the first instant adhesive to withstand up to 1,000 hours at 85°C and 85% relative humidity, and is ideal for bonding substrates exposed to highly variable environmental conditions.

Apart from their different applications, the adhesives share the same technology. They are both 60% bio-based due to the use of a castor oil derivative. Their patented formula was made possible thanks to the crackless manufacturing process, which is more energy-efficient than traditional processes using thermal cracking, and also thanks to the vertical integration within the Arkema Group, which leverages its castor oil expertise.

(1) Bio-based carbon verified according to ASTM D6866.



RESPONSIBLE MANUFACTURER

► COMMITTED TO CLIMATE ACTION



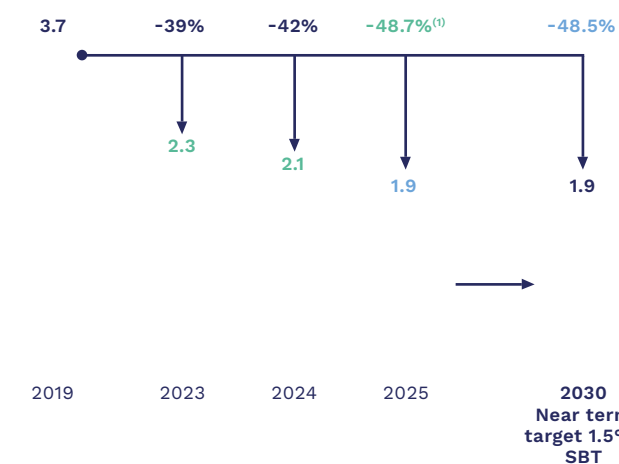
Arkema has been taking action to counter global warming for many years. Its climate plan is aligned with the Paris Agreement and includes ambitious targets for 2030, in line with the 1.5°C trajectory approved by the independent global organization Science Based Targets initiative (SBTi).

Our SBTi targets are to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions by 48.5% and our Scope 3 GHG emissions by 54% by 2030 from the 2019 baseline, paving the way to achieve the net zero ambition by 2050.

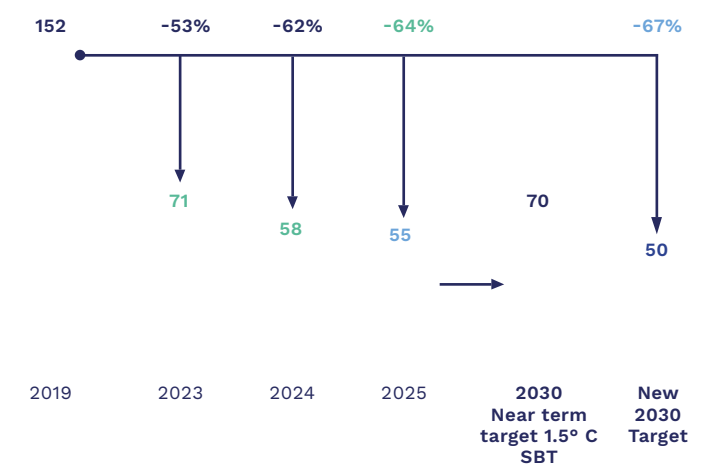
Building on our progress in reducing our Scope 3 emissions, we have set a new, more ambitious internal target to reduce them by 67% by 2030 compared to 2019.

Our climate plan is supported by investments contributing to the Group's decarbonization, which could reach a cumulative total of €400 million over the 2022–2030 period.

**MONITORING OF 1.5° C SBT TARGETS FOR SCOPES 1+2
GHG EMISSIONS REDUCTION (Mt CO₂e)**

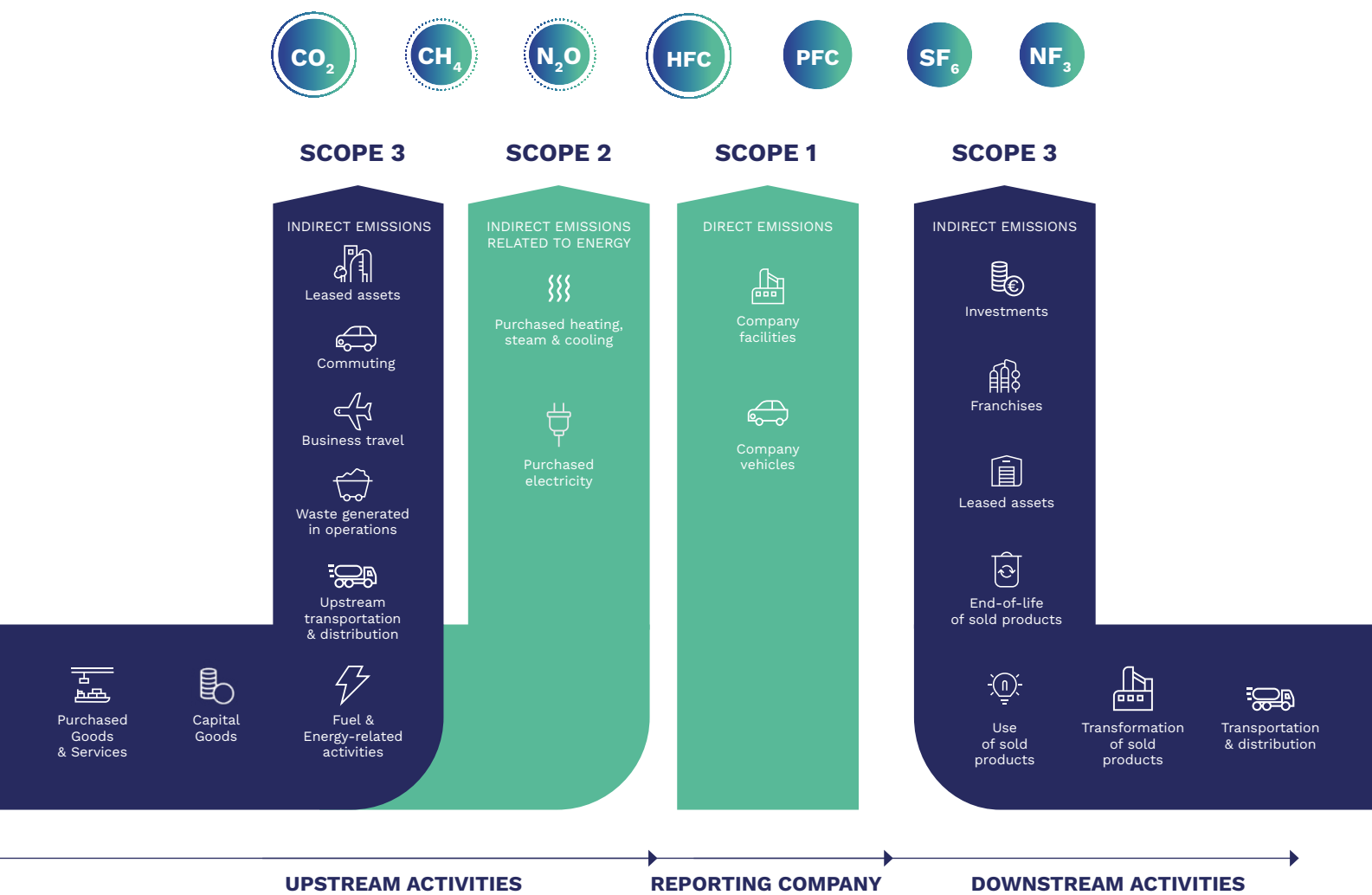


**MONITORING OF TARGETS FOR SCOPE 3
GHG EMISSIONS REDUCTION (Mt CO₂e)**

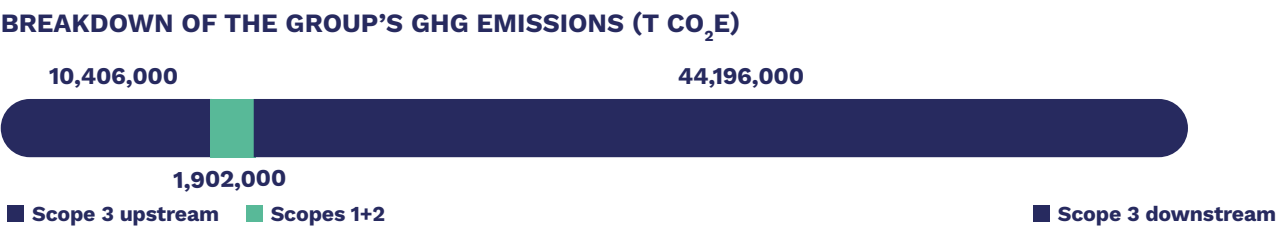


(1) This decrease is the result of the Group's ongoing initiatives to implement its climate plan, particularly its low-carbon energy procurement contracts as well as the reduction in activity at our sites in 2025.

SCOPES: WHAT DO THEY COVER?

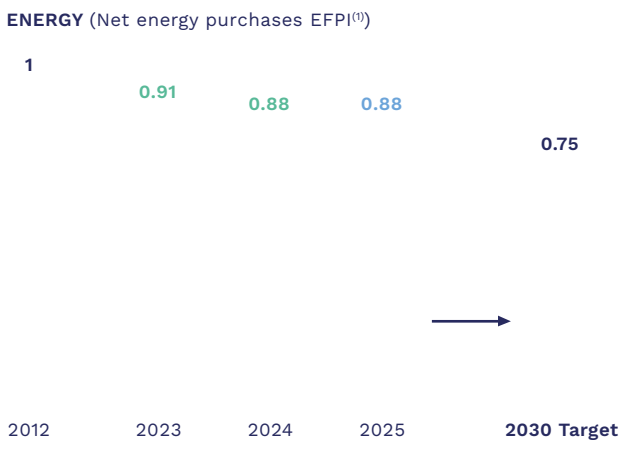


WHAT DO THEY REPRESENT FOR ARKEMA?



ARKEMA ENERGY PROGRAM

The Arkema Energy Program aims to improve energy efficiency at the Group's industrial sites worldwide through a structured, consistent approach. With multiple projects including best practices for insulation, steam trap maintenance, the operation and design of combustion equipment, and the optimization of energy use during low-production periods, the program also makes it easier to develop new, more energy-efficient technologies.



This program, combined with the Group's operational excellence strategy, contributes to the Group's 2030 target of a 25% reduction in net energy procurement, as measured by the Environmental Footprint Performance Indicator (EFPI) relative to 2012.

⁽¹⁾ Environmental Footprint Performance Indicator: a methodology for assessing emission or resource consumption intensities in relation to production volumes, with 2012 as the baseline year.



EXAMPLES OF OUR DECARBONIZATION PROJECTS

The Group is rolling out new patented purification technology at its Carling plant in France, one of Europe's leading acrylic production sites. This significant investment, totaling around €130 million, will reduce the site's emissions by 20% and improve its energy efficiency by 25%. The technology is due to come online in 2026.

At our Lacq-Mourenx plant in France, which specializes in sulfur chemistry, an initial investment in 2022 reduced the site's GHG emissions by 28%. A new project in 2025 included the construction of a sulfur effluent treatment unit using a more efficient process, which will reduce SO₂ emissions by 40% and GHG emissions by more than 10%.

TRANSITION
TO **LOW-CARBON
ENERGY**

In 2025, Arkema signed a biomethane supply contract with ENGIE covering 85% of the annual needs of four of our French sites in the Adhesives segment. The agreement builds on the contract signed in 2023 for the supply of 300 GWh/year of renewable biomethane for the production of Rilsan® polyamides in France, enabling us to further significantly reduce the carbon footprint of our products.

In 2025, 42% of the Group's electricity needs were met by renewable sources, and 78% by low-carbon electricity including nuclear power. Arkema has signed major renewable electricity supply contracts, notably in the US and China.



**LESS EMISSIVE
MODES OF TRANSPORT**

Arkema's downstream transport (delivery of its products to customers) accounted for 271,000 metric tons of CO₂ equivalent in 2025. The Group systematically prioritizes rail and maritime transport, the modes of transport with the lowest carbon footprint. In Europe, approximately 20% of our land-based shipments already involve rail transport. In the US, where the Group uses more river transport, we introduced a new route up the Mississippi to Calvert City in 2025. In China, Sartomer is transferring some of its routes to barges, while in the Netherlands, some routes now run on HVO renewable diesel. In the US, the Coatings Resins BU has switched some of its routes to rail, delivering annual savings of around 400 tons of CO₂.

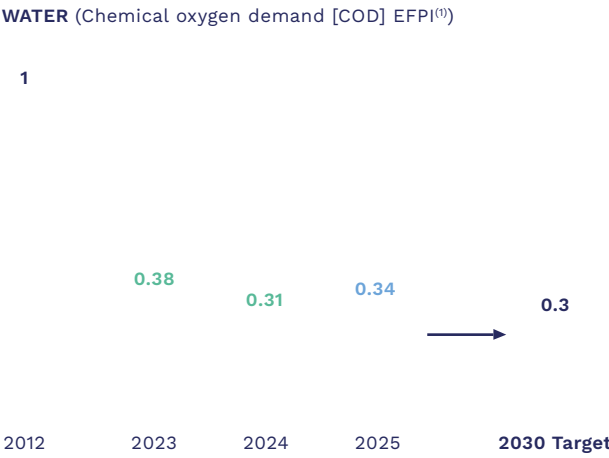
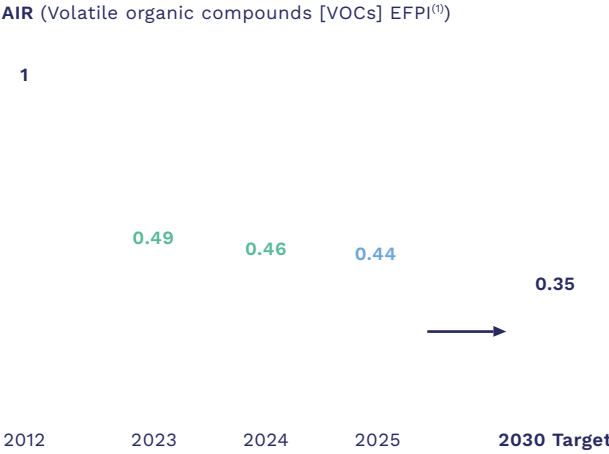
► **REDUCING OUR ENVIRONMENTAL FOOTPRINT**

To reduce the environmental footprint of its operations, the Group is implementing measures aimed at lowering its use of resources such as water, and cutting emissions into air and water.



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. The program encompasses all initiatives aimed at reducing consumption, recycling industrial water, improving the quality of water discharged into the environment—particularly by reducing Chemical Oxygen Demand (COD)—and anticipating water stress situations as part of the necessary adaptation to climate change. An element of its long-term vision, the program aims to achieve a 70% reduction in COD (EFPI) emissions by 2030 compared to 2012, as well as a 30% reduction in water withdrawals from natural sources compared to 2019, while ensuring sustainable water management practices are in place at all sites in water-stressed areas.



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

EXAMPLES OF WATER RESOURCE OPTIMIZATION PROJECTS

Boretto (Italy): reusing water treated by phytoremediation

A winner of the Go for the Planet 2025 fund (see below), this project aims to reduce groundwater withdrawals by reusing water treated through phytoremediation, a process that treats wastewater with plants, microorganisms and substrates, in the plant's cooling towers. We expect this to deliver a 58% reduction in annual water withdrawals and 40,000 m³ of water recovered through phytoremediation and used for the plant's operations.



Calvert City (US): reducing VOCs and water consumption

Our Calvert City site upgraded its hydrogen chloride absorber to significantly reduce its environmental impact. Our US and French teams collaborated on this project, drawing on experience gained at other sites to install new, more efficient packing in the absorber. This has reduced water withdrawals by approximately 30,000 m³ per year, as well as reducing wastewater discharges by a similar amount. This project has also reduced VOCs and GHGs by more than a third.

COMMITMENT TO BIODIVERSITY WITH ACT4NATURE INTERNATIONAL



Arkema is convinced of the important and urgent need to protect biodiversity, and renewed its commitment to Act4nature in 2024. The Group set new goals, including for its value chain, for measuring the impact of its sites and products on biodiversity, and for raising awareness of biodiversity issues among all its employees.



WASTE REDUCTION

To further reduce waste at source and expand recycling streams, the Group has set a 2030 target to reduce non-recovered waste to 41 kg per ton of production.

In recent years, the Group has optimized processes at several of its plants to reduce residue and conserve raw materials. The Taixing site (China), for example, reduced the aqueous waste incinerated from its acrylic process by nearly 460 tons in 2025. The Changshu site in China is continuing its policy of recycling hazardous waste, making a significant contribution to the Group's objective.



► RAISING EMPLOYEES’ AWARENESS OF CLIMATE AND ENVIRONMENTAL ISSUES



Launched in 2023, Go for the Planet is an inclusive, educational, in-house program focusing on environmental and climate issues, led by senior management. It encourages everyone to get involved through multiple formats that reflect our diverse business lines and cultures. Its guiding principle is that, to take action, we must first understand.

THE CLIMATE FRESK

One of the program’s key initiatives is the Climate Fresk, which is deployed across all our sites. This tool expands collective awareness of climate issues in a fun, collaborative way. By the end of 2025, more than 9,000 employees had taken part in the program, guided by 194 internal facilitators spanning 26 countries on every continent.



AN EDUCATIONAL FOUNDATION FOR ALL

The Climate School offers e-learning modules to help employees understand environmental issues and the Group’s commitments. The program includes challenges, conferences and a bimonthly newsletter featuring key insights and educational content.

AWARDS AND FUNDS

Arkema organizes the Go for the Planet Awards, which encourage and reward exemplary environmental projects implemented at our sites that align with the Group’s priorities. Arkema also has a fund that supports emerging projects. In 2025, more than 70 projects were submitted, with four awards and five grants allocated.



GO FOR THE PLANET CHALLENGE

This web app was designed for our employees and is now available to everyone. Test your knowledge of climate, water, energy, biodiversity and resources through five themed quizzes and nearly 100 questions: progressive difficulty, anonymous participation, play as many times as you like. A fun educational tool developed by Arkema in collaboration with AXA Climate School and BL évolution.

SCAN ME



► SAFETY FOR ALL



Arkema believes that all workplace accidents are preventable, and places the health and safety of its employees and the contractors working at its sites among its top priorities.

Being a responsible manufacturer is a key pillar of the Group’s CSR strategy. In line with its commitment to Responsible Care®, the Group is firmly committed to a process of continuous ongoing improvement in health and safety measures, as well as operational excellence in the management of its facilities.

Arkema’s TRIR performance is among the best in the chemicals industry, thanks to action plans implemented in recent years to raise awareness of the Group’s safety requirements among our employees and contractors.

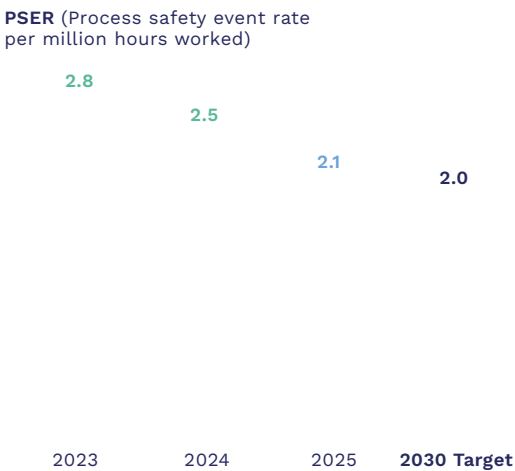
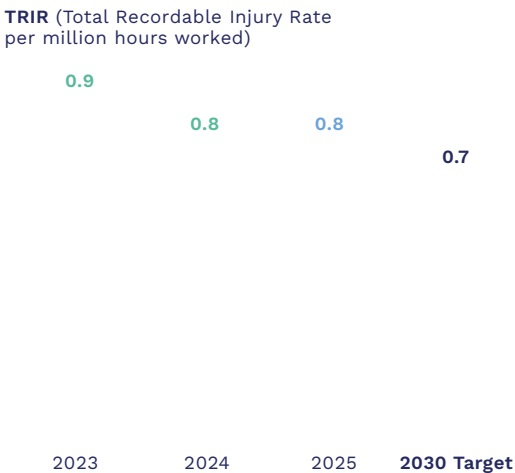
A YEAR FOCUSED ON THE MOVEMENT OF PEOPLE AROUND OUR SITES

Throughout 2025, the Group issued safety messages to raise awareness of risks associated with on-site pedestrian and vehicle flows. These efforts paid off, and the accident rate in this area was reduced by 13 percentage points (27% in 2025 compared to 40% of accidents caused by people moving around sites on foot or in vehicles in 2024). The Group’s goals for 2026 are even more ambitious, with a focus on vehicle safety.



HEALTH AND SAFETY: A PRIORITY FOR THE GROUP

Arkema has established a safety culture through its programs Safety First and The Essentials. The 14 Essentials are golden rules that all Arkema employees and external contractors working at the Group’s sites are expected to follow.





► **BUILDING TRUSTING RELATIONSHIPS WITH STAKEHOLDERS**

Arkema’s operations involve many partners and stakeholders with whom it is essential to build trusting relationships and develop a responsible value chain. Open dialogue with employees and external stakeholders (partners, customers, local residents, etc.) is a cornerstone of the Group’s corporate social policy (CSR).

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

In 2025, for the fifth consecutive year, Arkema conducted a survey to gauge customer satisfaction levels and their expectations of the Group. The satisfaction rate of 84% (up 2.5 points) and the NPS of 39.9% (up 2.5 points) are both significantly higher than in 2024, reflecting recognition of Arkema’s efforts to meet its customers’ needs, with a particular focus on the priorities they have articulated.

The Group fosters individual development and team spirit among its employees while promoting diversity, inclusion and anti-discrimination values.

79%

of employees surveyed would recommend Arkema as an excellent place to work— as confirmed by the Arkema Cares 2025 global survey.



ARKEMA CERTIFIED AS A **TOP EMPLOYER** IN TEN COUNTRIES



In 2025, Arkema was again certified as a Top Employer in France, China, the US and Brazil for the fourth year running and in Spain, the Netherlands, the UK, Italy, Germany and the Philippines for the second year running.



INITIATIVES TO FOSTER **OPENNESS AND DIALOGUE** AROUND OUR SITES

The Terrains d’entente® program actively promotes dialogue and interaction with local stakeholders in all countries where the Group operates. Local engagement allows the Group to open its sites to the wider world and build trust-based relationships with all its stakeholders. Since 2016, the Arkema Fund has supported projects proposed by employees who volunteer with initiatives in education, inclusion and diversity.

► CORPORATE PHILANTHROPY: OUR EMPLOYEES GET INVOLVED



INSPIRING A PASSION FOR SCIENCE WITH **CGÉNIAL** IN FRANCE

Since 2006, Arkema has partnered with the CGénial nonprofit to introduce school students to careers in science and industry. Employees volunteer to visit classrooms, reaching more than 2,000 students each year. The Teachers in the Workplace program, meanwhile, has brought nearly 500 teachers to our sites since the partnership began. These exchanges strengthen the bond between Arkema and schools near our facilities.

PROMOTING PROFESSIONAL INTEGRATION WITH **SPORT DANS LA VILLE** IN FRANCE

In 2023, Arkema became a lead partner of this nonprofit program, which supports more than 10,000 young people annually in underprivileged communities. Our teams are committed to helping young people plan their careers through mentoring and philanthropy, English conversation classes, internships, work-study programs and site visits.



ENCOURAGING EMPLOYEES TO GET INVOLVED WITH **THE ARKEMA FUND**

Created in 2016, the Arkema Fund finances employee-led initiatives with education and inclusion organizations. Arkema has already supported nearly 100 projects in 16 countries, and made donations of more than €1 million. Initiatives cover a wide range of areas including academic support in Italy, help for the homeless in France, support for women in vulnerable situations in Brazil, and educational programs for girls in Guatemala.



BROADENING THE HORIZONS OF **CHINESE** SCHOOLCHILDREN

Since 2016, the Arkema ChemArt Green Innovation Class program has been offering workshops and educational activities in China focused on science, industrial careers, safety and the environment. Volunteer employees visit schools around our sites to raise young people's awareness of environmental issues and help them develop new skills.



SUPPORTING YOUNG PEOPLE IN FAVELAS WITH **GOL DE LETRA** IN BRAZIL

As a Gold partner since 2024, Arkema Brazil supports this UNESCO-approved foundation, set up in 1998 by popular Brazilian World Cup champions Raí and Leonardo. The organization works with 4,500 young people each year in São Paulo and Rio. Our 500 employees in the country are involved in academic support, mentoring and career guidance programs, as well as sports and educational activities, to help improve the employability of 14- to 21-year-olds from the favelas.



SUPPORTING SCIENCE EDUCATION THROUGH **SCIENCE TEACHER** IN THE US

The Arkema Inc. Foundation supports science education in the US through the Science Teacher program, which provides experiment kits to teachers and encourages them to connect with our engineers and researchers. Teachers benefit from educational tools for more

effective and engaging instruction in science subjects, including chemistry, for thousands of school students. In 2025, 47 teachers received this training, ultimately benefiting thousands of elementary and secondary school students.

► DIVERSITY AND INCLUSION—OUR COMMITMENTS

For our employees, an inclusive culture promotes wellbeing and encourages them to be themselves. It also boosts their confidence and engagement, while enhancing the company’s appeal to the outside world. And encouraging our employees to develop their talents also enhances Arkema’s growth potential.



WOMEN@ARKEMA, A NETWORK TO HELP ADVANCE WOMEN WITHIN THE GROUP

The chemical industry has historically been very male dominated. It is important for us to promote women’s roles and careers, especially because gender diversity and diversity in general help boost the Group’s performance.

This is the mission of the global Women@Arkema network: to raise awareness among all employees about gender diversity and to support women in their career paths, with a clear goal

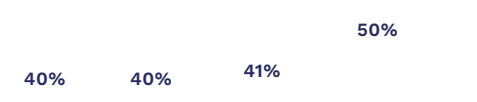
set by the Group: to have at least 30% women in senior management and executive roles by 2030.

Women@Arkema operates in several countries: France, Germany, the US and China. It undertakes a variety of initiatives including mentoring and raising awareness through conferences, webinars, discussion groups and “random lunches” (gatherings attended by female employees and a manager).

PROPORTION OF WOMEN AMONG SENIOR MANAGEMENT AND EXECUTIVES



PROPORTION OF NON-FRENCH EMPLOYEES AMONG SENIOR MANAGEMENT AND EXECUTIVES



PROPORTION OF NON-FRENCH EMPLOYEES AMONG SENIOR MANAGEMENT AND EXECUTIVES



ARKEMA PARTNERS WITH UN WOMEN

- Arkema is committed to five core principles of the UN Women program to promote professional equality between women and men:
- Establish governance that supports gender equality at the highest levels of the Group
 - Treat all women and men equally in the workplace
 - Respect and support human rights and take action against discrimination
 - Promote women’s education, training and professional development
 - Measure and publicize progress achieved toward gender equality

► RESPONSIBLE PROCUREMENT

The Group strives to build long-term, balanced, sustainable relationships with its suppliers and contractors, based on mutual trust. Arkema prioritizes industrial and commercial partners that share its social commitments.

In addition, Arkema continues to raise awareness among its main suppliers to encourage them to reduce the carbon footprint of their products. The Group collects life cycle assessment (LCA) data from all suppliers, gives webinars on its approach and

expectations of suppliers to reduce their carbon footprint in the short and medium term, and holds targeted discussions with key suppliers to identify opportunities for alternative, lower-emission raw materials.

SHARE OF PURCHASES FROM RELEVANT SUPPLIERS COVERED BY A TFS ASSESSMENT



Through the Together for Sustainability (TFS) program—an industry-led initiative aimed at evaluating suppliers against CSR criteria—we promote social responsibility throughout our supply chain. The Responsible Purchasing indicator rose from 68% in 2019 to 80% in 2025, meeting the target and demonstrating the increased integration of CSR criteria within the Group’s supply chain.



PRAGATI PROGRAM FOR MORE SUSTAINABLE CASTOR BEAN FARMING

Launched in 2016 by Arkema, BASF, Jayant Agro-Organics and the NGO Solidaridad, the Pragati program aims to promote the sustainable production of castor beans—a key raw material used to make Arkema’s polyamide 11—in social, environmental and economic contexts. Since its inception, more than 10,000 farmers in India have been trained, audited and certified in the best practices of the SuCESS code, and more than 140,000 tons of certified castor beans have been harvested.

In 2025, Arkema launched a collaborative initiative, the Castor Farmer Education Fund (CFEF), to roll out the sustainable agricultural practices demonstrated as part of the Pragati program to castor bean farming communities in India on a larger scale. The fund is open to all stakeholders in the castor value chain and funds projects to train 150,000 farmers by 2030 and to amplify the social and environmental benefits achieved through the implementation of the SuCESS Code.

► **ARKEMA RECOGNIZED FOR ITS CSR PERFORMANCE**

Arkema’s CSR approach is regularly evaluated by external stakeholders such as customers and rating agencies, who rank the Group among the leaders in the chemical industry for its level of responsibility and performance in these areas.

CDP

CDP, an international nonprofit organization that analyzes environmental elements of the strategies of more than 22,100 companies worldwide, awarded

Arkema an A rating on climate change in 2025, and A- on water management for 2025. This puts Arkema in the top 4% of companies rated by CDP.



ECOVADIS

EcoVadis ratings are primarily monitored by our customers. They relate to the quality of a company’s **CSR management system** in terms of its policies, actions and results. Four aspects are taken into account for EcoVadis ratings: the environment, social and human rights, business ethics and responsible procurement.

EcoVadis also allows us to assess the **CSR performance of our suppliers**, encouraging a responsible approach throughout our entire supply chain. **With a score of 84/100, Arkema ranks among the top 2% of companies rated by EcoVadis and received a gold medal in the December 2025 assessments.**

MSCI

MSCI measures companies’ resilience to social, environmental and governance risks. The methodology involves identifying “leaders and laggards in each

industry” based on their exposure to ESG risks and how they manage those risks compared to their peers. **MSCI has assigned Arkema an AA rating.**



ISS ESG

ISS ESG evaluates companies’ ESG performance and provides investors with in-depth information that enables them to effectively factor sustainability into their investment decisions.

ISS ESG has assigned Arkema a B- Prime rating, ranking us in the top 10% worldwide.

SUSTAINALYTICS ESG

The Sustainalytics ESG Risk Ratings measure a company’s exposure to industry-specific material ESG risks and how it manages those risks.

In September 2025, **Arkema received an ESG risk rating of 22.7 and was assessed**

by Sustainalytics as having a medium risk of experiencing significant financial impacts related to ESG factors.



ARKEMA

**FOR THE WORLD TO CHANGE,
WE MUST CHANGE THE MATERIALS WE USE.**

Beginning the journey to a more sustainable world means embracing innovative materials. At Arkema, we offer a broad spectrum of materials essential for the battery ecosystem, as well as solutions that support the development of hydrogen as a fuel. Arkema makes mobility better by ensuring innovation and responsibility always go hand in hand. **Arkema. Innovative materials for a sustainable world.**

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