

A background image showing a bundle of fiber optic cables with glowing blue and green light points, set against a dark blue gradient.

STRATEGY AND LONG-TERM AMBITION

Thierry LE HÉNAFF
Chairman and CEO

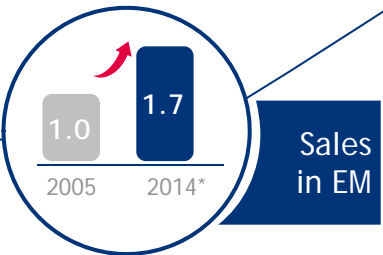
ARKEMA
INNOVATIVE CHEMISTRY

MAJOR MILESTONES

2005-2014


ARKEMA
INNOVATIVE CHEMISTRY

INCREASED PRESENCE IN EMERGING MARKETS



THIOCHEMICALS

Kerteh



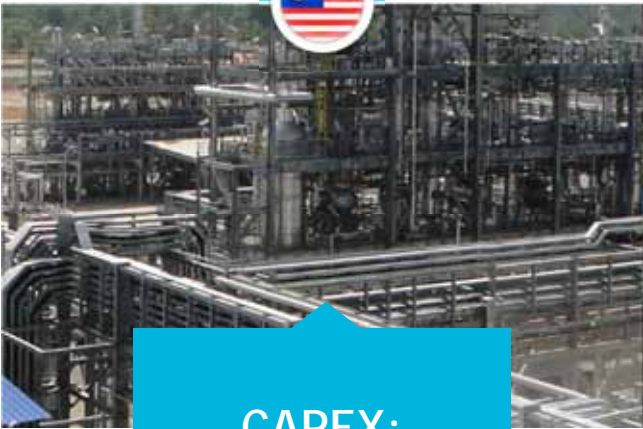
ACRYLICS

Taixing



**PVDF, FLUOROGASES,
COATEX, COATING RESINS
NEW R&D CENTRE**

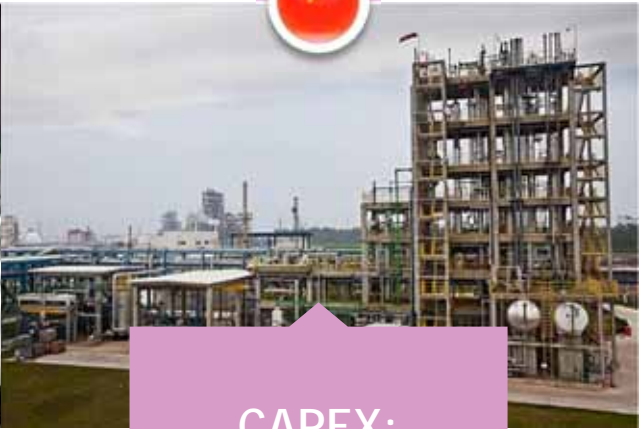
Changshu

**CAPEX:
€200 M**



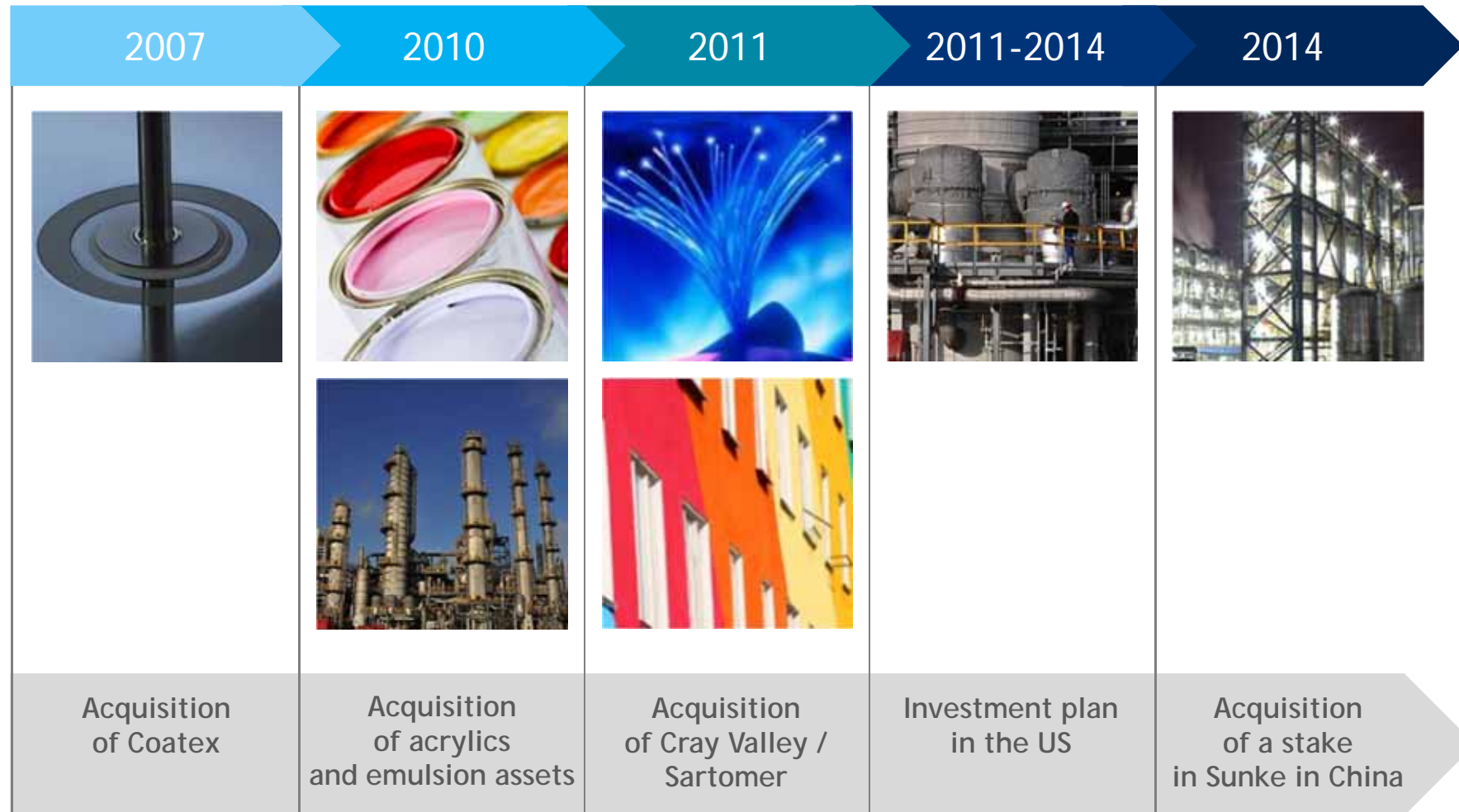
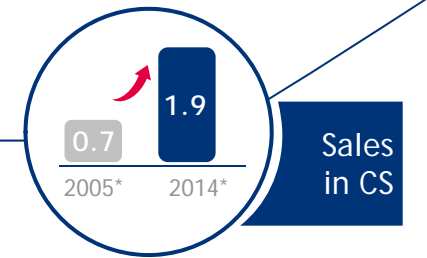
**INVESTMENT:
US\$240 M****



**CAPEX:
€250 M**

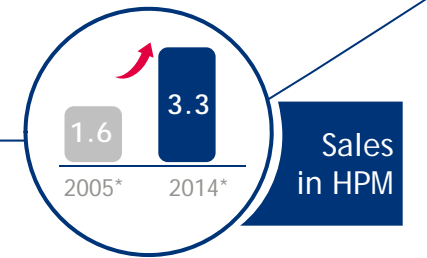
* 2014 proforma sales including Bostik
 ** Access to a production capacity of 160kt of acrylic acid per year







CREATION OF AN INTEGRATED AND GLOBAL ACRYLICS VALUE CHAIN



* 2014 proforma sales including Bostik and using new reporting; 2005 using new reporting

STRONG DEVELOPMENT OF HIGH PERFORMANCE MATERIALS

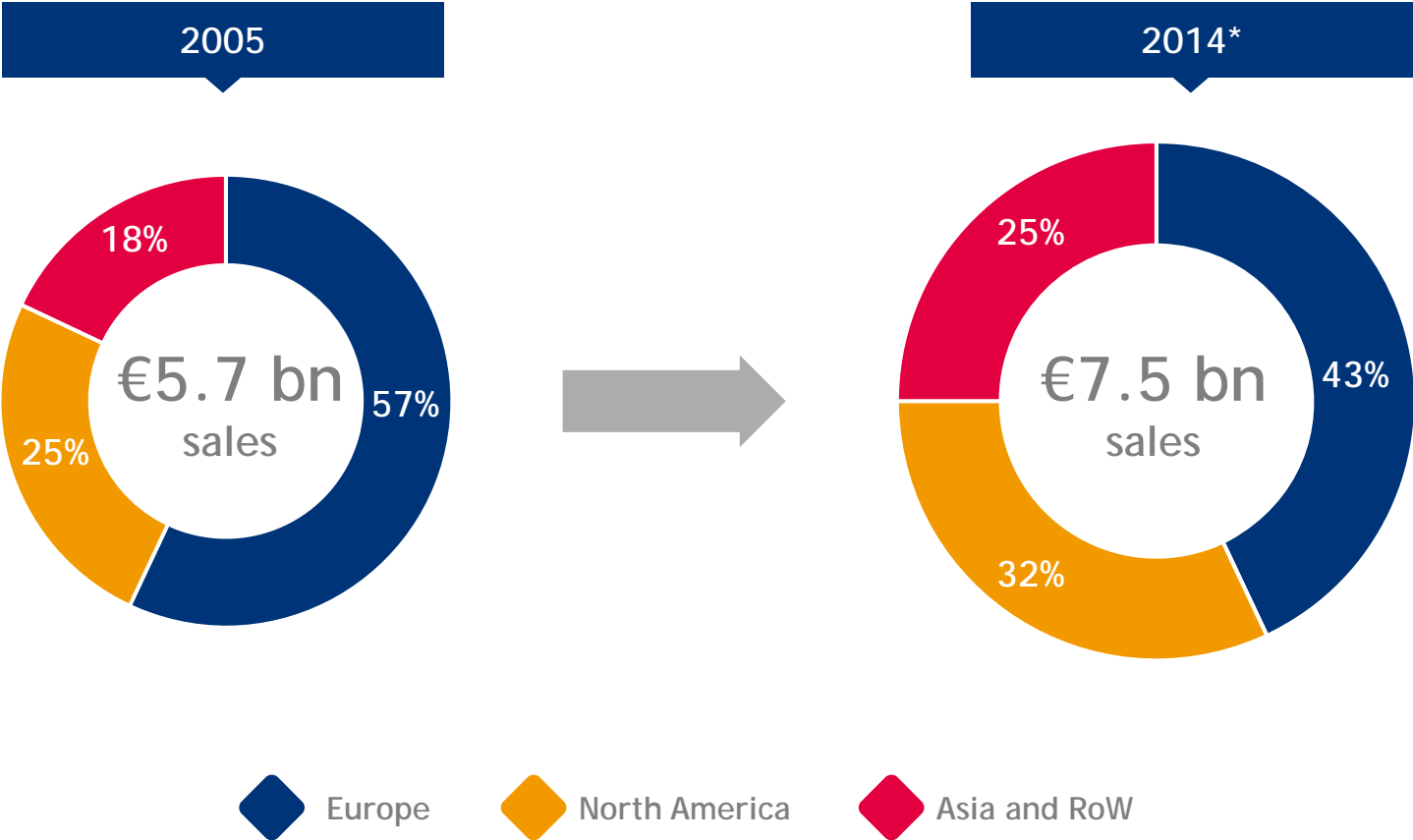


2007	2011	2012	2015
		 	 
New molecular sieves production line in Inowroclaw (Poland) and Honfleur (France)	New PVDF production unit in Changshu (China)	Acquisition of Hipro Polymers PA10 and Casda Biomaterials	50% increase in PVDF production capacities in Changshu (China)
			Acquisition of Bostik #3 worldwide in adhesives

* 2014 proforma sales including Bostik and using new reporting; 2005 using new reporting

A MORE BALANCED GLOBAL FOOTPRINT

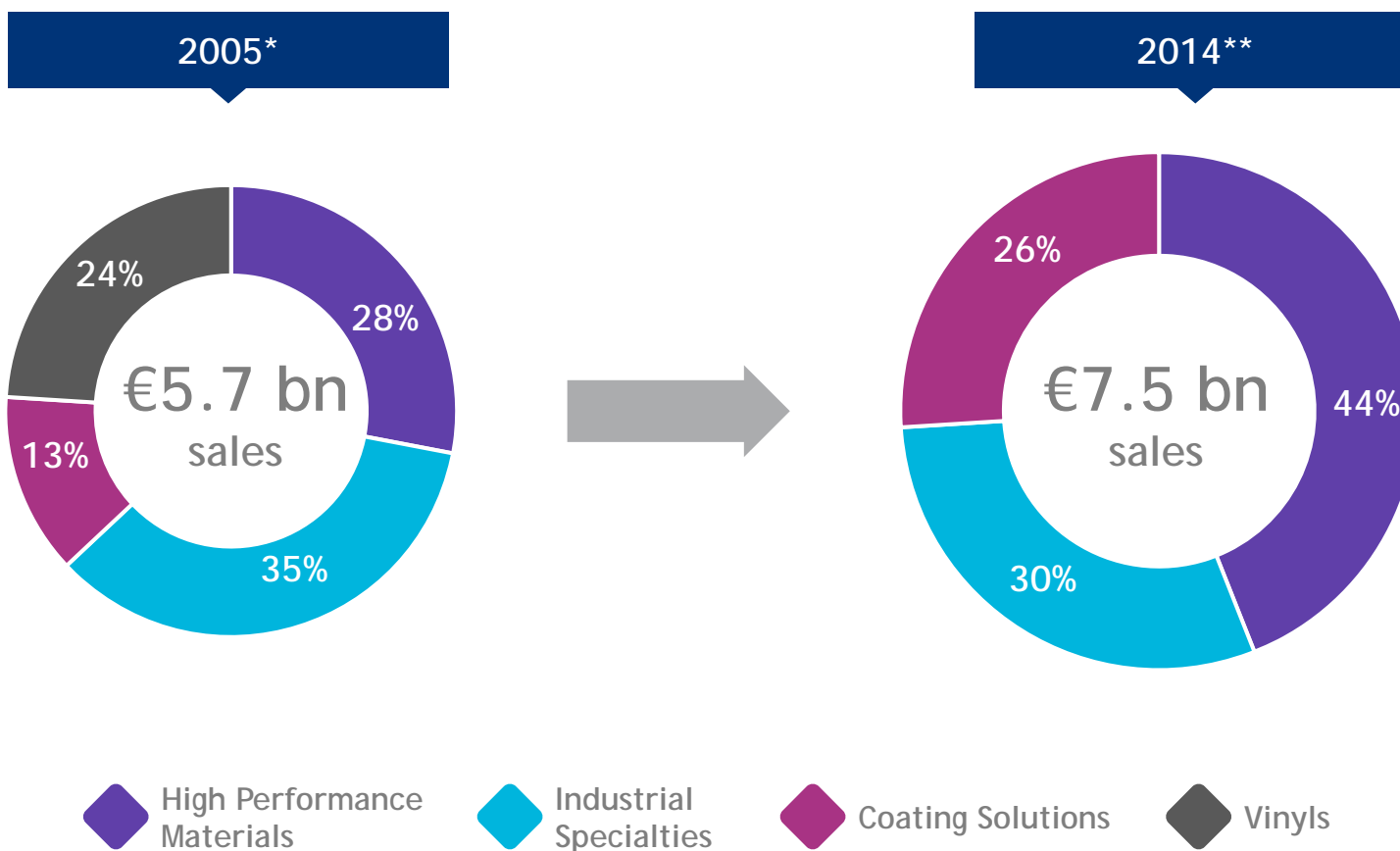
SALES BY REGION



* 2014 proforma sales including Bostik

MORE FOCUSED AND HIGHER QUALITY PORTFOLIO

SALES BY SEGMENT

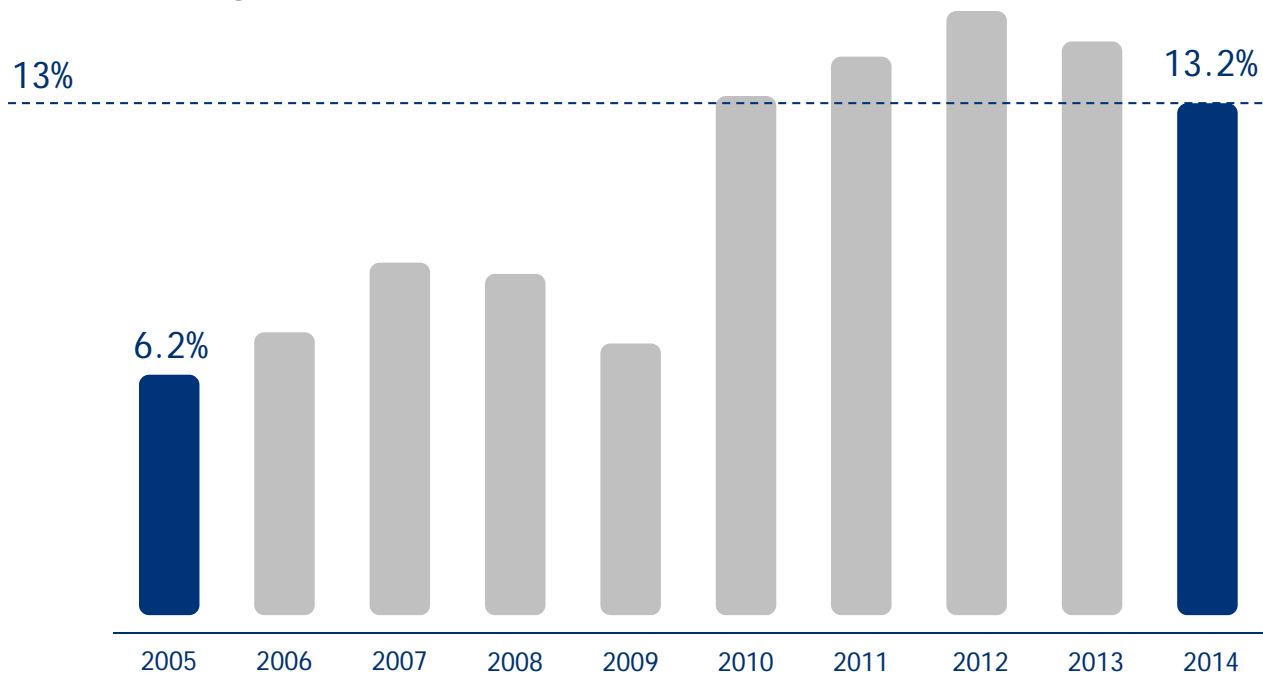


* Using new reporting

** 2014 proforma sales including Bostik and using new reporting

CHANGE OF SCALE IN PROFITABILITY

EBITDA MARGIN



Spin-off:

GDP: 4.9%
 Acrylics: peak cycle
 €/US\$: 1.24

Share price: €26.54

2014:

GDP: 3.4%
 Acrylics: close to low cycle
 €/US\$: 1.33

Share price (25/06/2015) €66.16

+149% in 9 years

CAC40 +2% over the same period

ARKEMA TODAY

ARKEMA
INNOVATIVE CHEMISTRY

ARKEMA TODAY



€7.5 bn*
sales



19,200
employees
worldwide



A presence in
50 countries



137
production sites

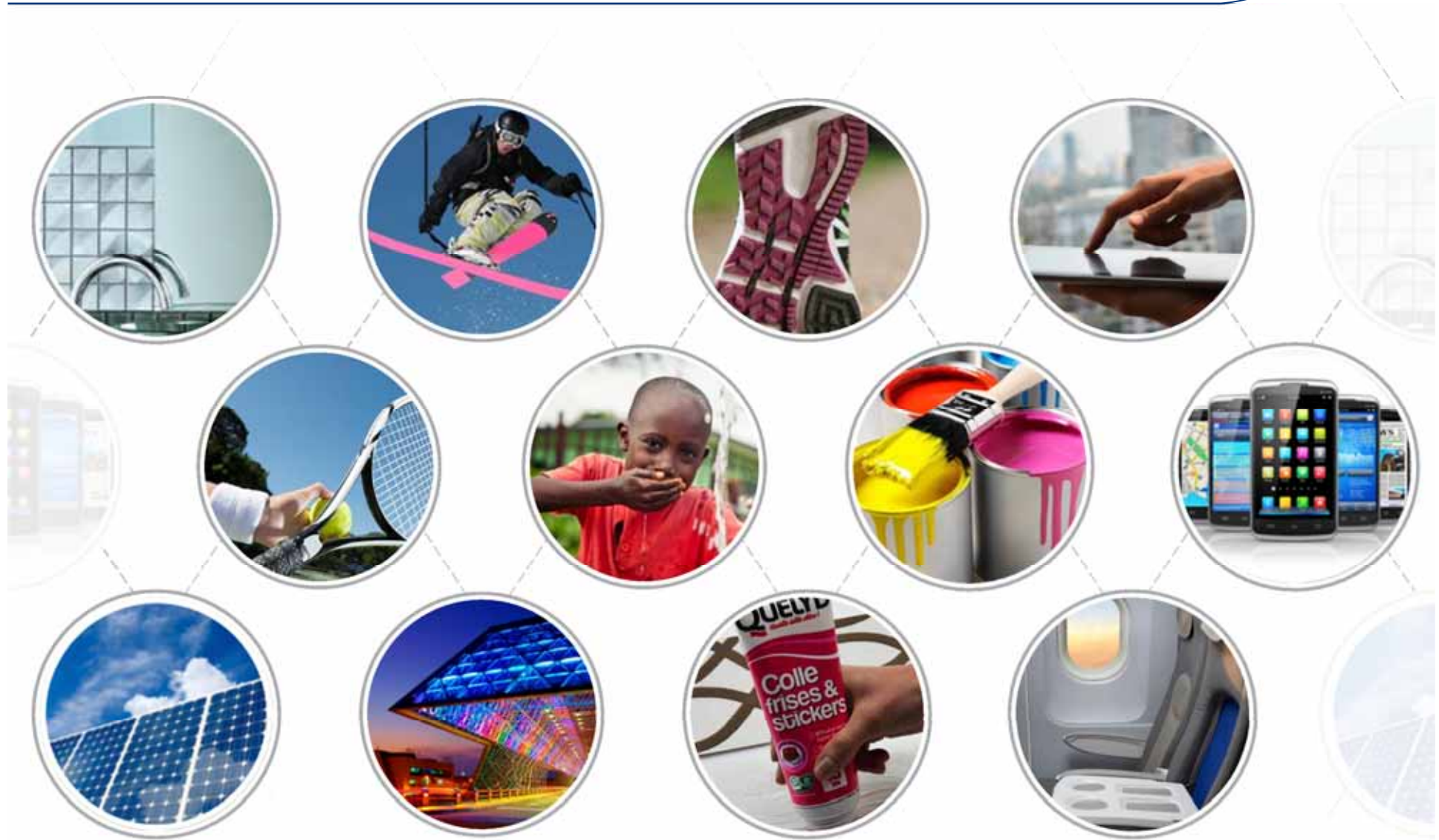


3 R&D
and innovation
geographical
hubs

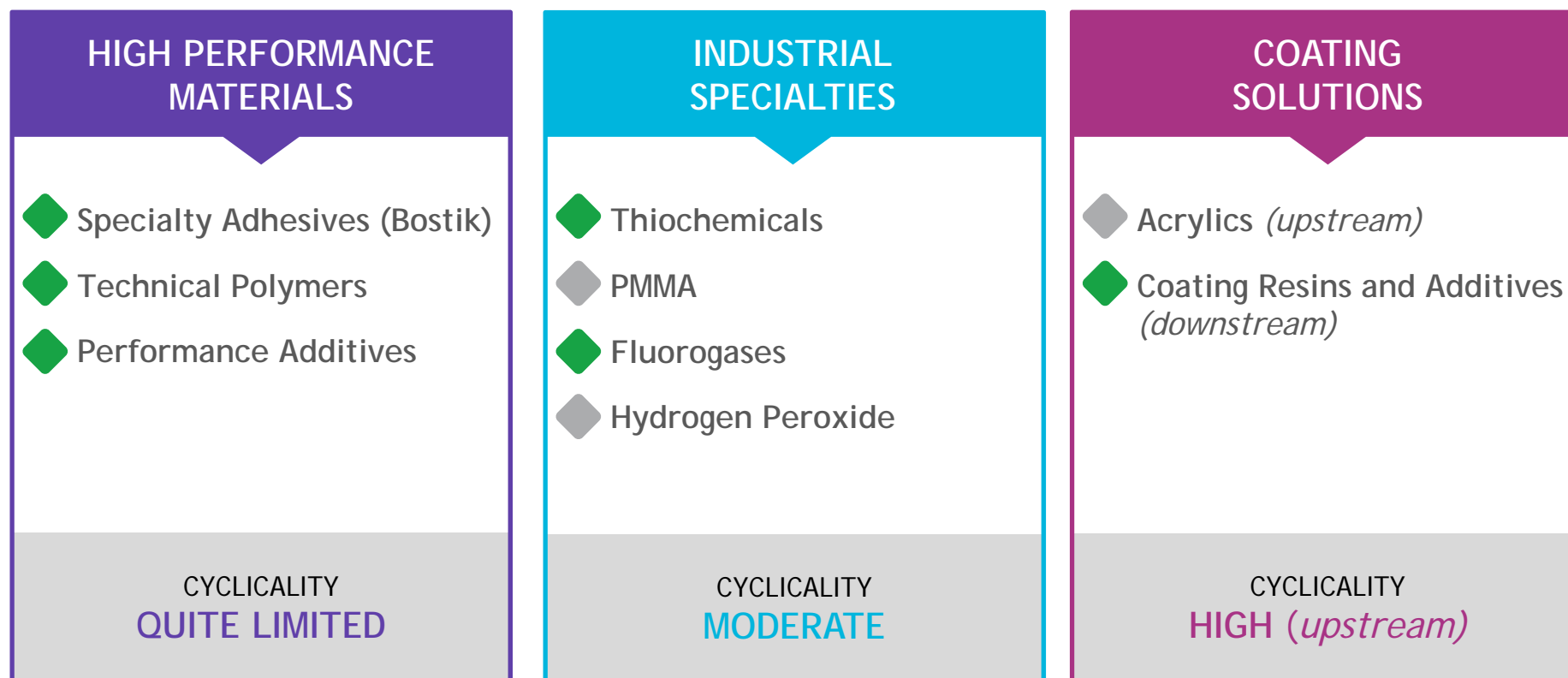
- ▶ Entrepreneurial culture
- ▶ Strong focus on partnerships and relations with customers
- ▶ Balanced global footprint
- ▶ Competitive world-scale units on 3 continents
- ▶ Technology leaderships
- ▶ Highly skilled and committed management team
- ▶ Strong innovation pipeline
- ▶ Leading positions by segment (#1 to #3 WW)

* 2014 proforma sales including Bostik

MARKETS AND CUSTOMERS ARE AT THE HEART OF THE COMPANY



OUR PORTFOLIO



- ◆ Business with growth above GDP attracting more investments
- ◇ Business primarily focused on cash generation

YOUR MAIN CURRENT QUESTIONS ANSWERED

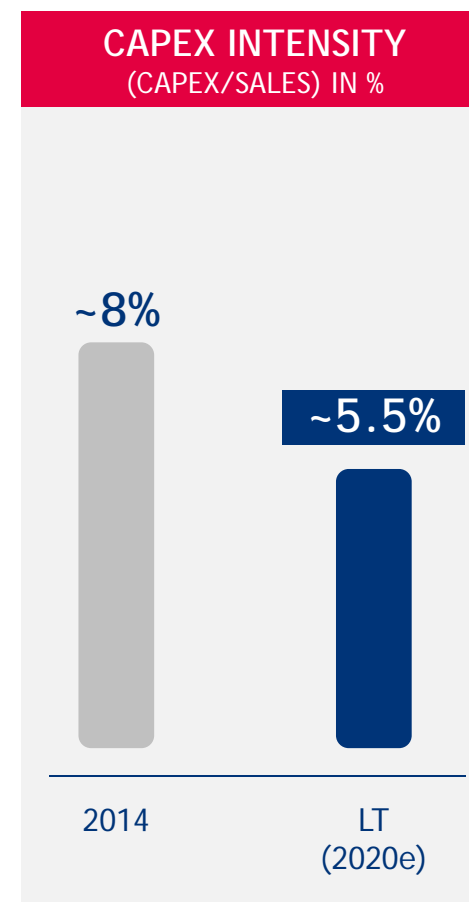
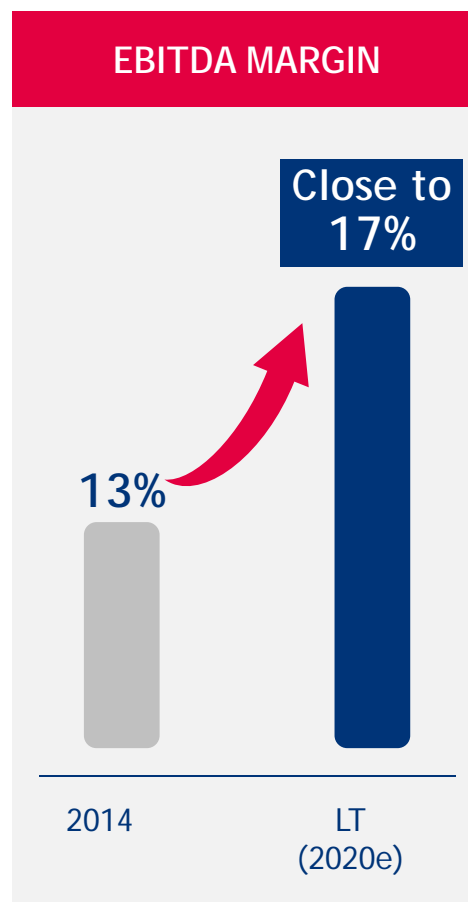
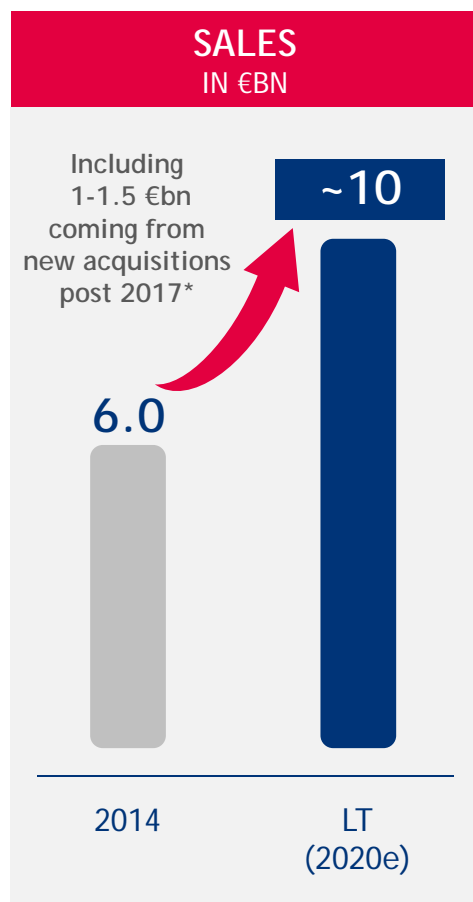
Bostik	<ul style="list-style-type: none">▶ Synergies starting to ramp up▶ Promising performance in the first months
Thiochemicals in Malaysia	<ul style="list-style-type: none">▶ Successful start-up completed▶ Strong contribution expected from 2Q'15
Acrylics	<ul style="list-style-type: none">▶ Challenging market conditions▶ Mid-cycle conditions still assumed in 2017
Specialty polyamides	<ul style="list-style-type: none">▶ Stabilization of market conditions confirmed▶ Better first semester versus last year with good margin % level
Fluorogases	<ul style="list-style-type: none">▶ Short-term: confirmation of progressive improvement of pricing▶ Mid- and long-term: recovery action plan in progress
Disposal program	<ul style="list-style-type: none">▶ Project to divest Sunclear* (€180 m sales, €105 m EV) announced on 18 June 2015
Operational excellence	<ul style="list-style-type: none">▶ €50 m achieved in 2013-2014

* Subject to the information - consultation process of works councils in France

LONG-TERM AMBITION

ARKEMA
INNOVATIVE CHEMISTRY

OUR LONG-TERM AMBITION



Defined in normalized market conditions (*Acrylics in mid-cycle, €/US\$ at 1.15, brent at US\$70/b,...*)

Net debt / EBITDA ~1.5x

* Beyond Bostik and Jurong acquisitions

MAIN STRATEGIC DIRECTIONS

1

ACCELERATE GROWTH
OF HIGH PERFORMANCE
MATERIALS

2

SELECTIVE GROWTH IN
INDUSTRIAL SPECIALTIES

3

REINFORCE ACRYLICS
DOWNSTREAM

4

FINALIZE THE FULL
GEOGRAPHICAL
BALANCING

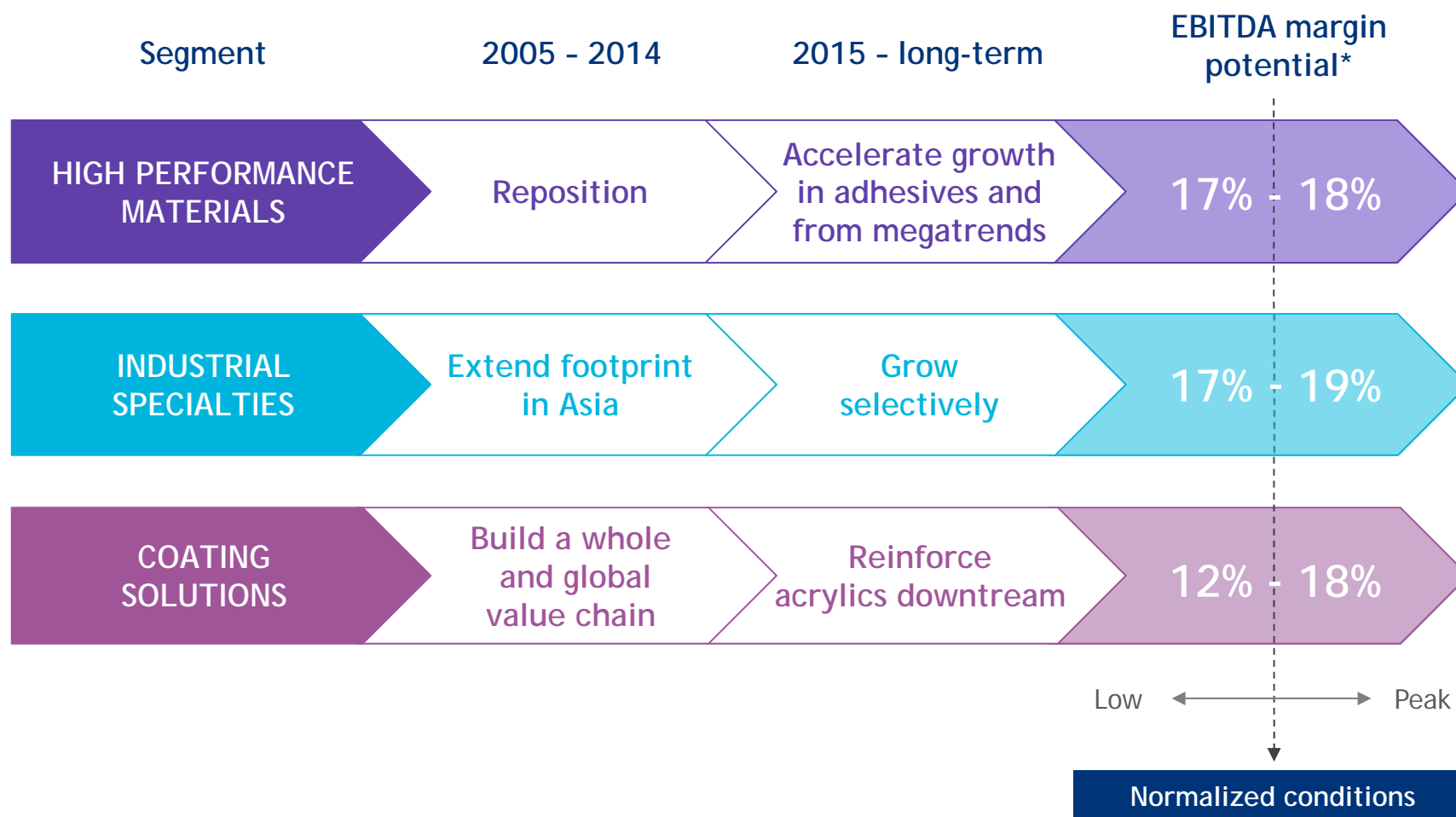
5

DISPOSAL OF NON-CORE
ASSETS

6

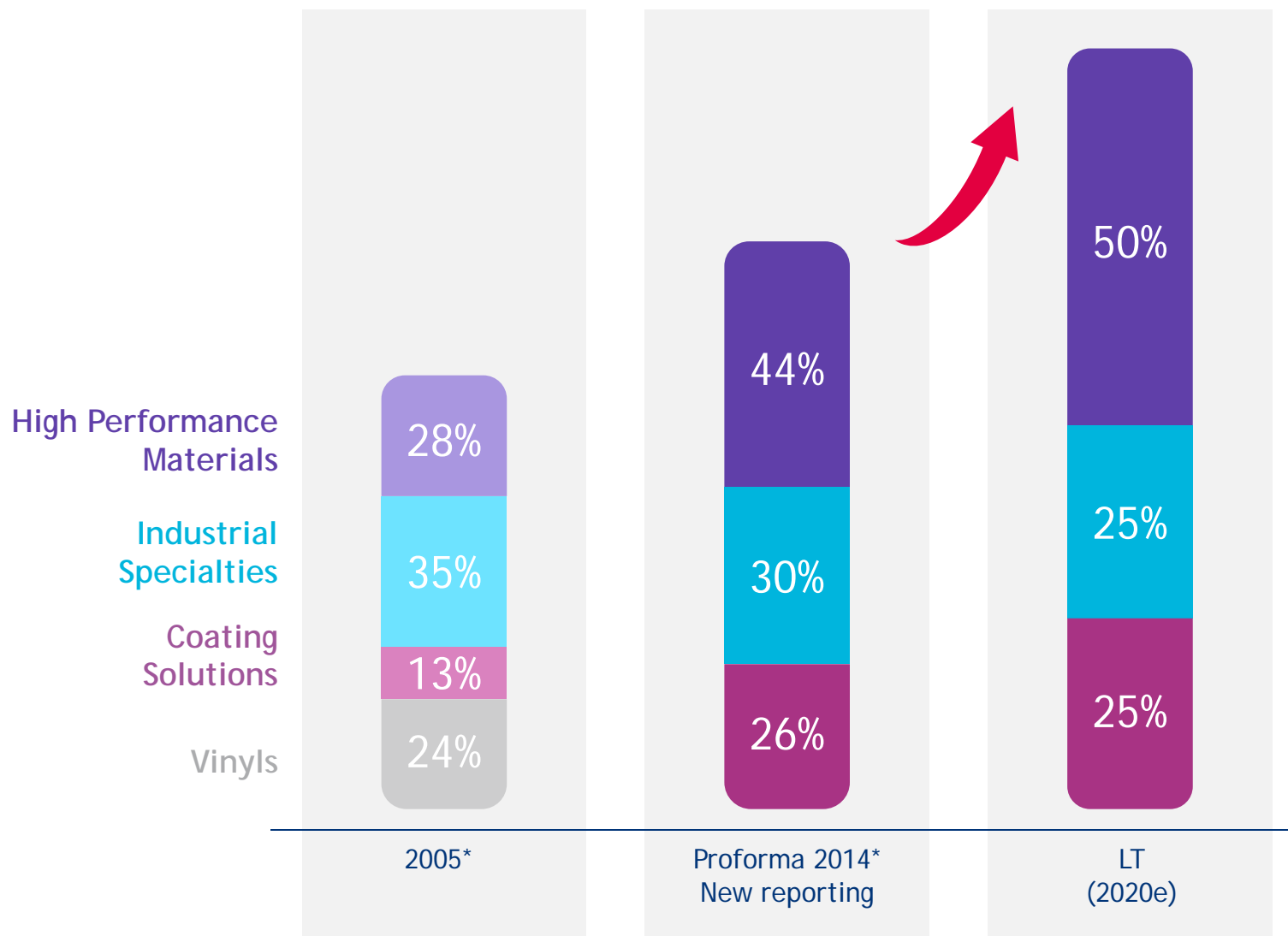
MAINTAIN EMPHASIS
ON OPERATIONAL
EXCELLENCE

A DIFFERENTIATED STRATEGY BY SEGMENT



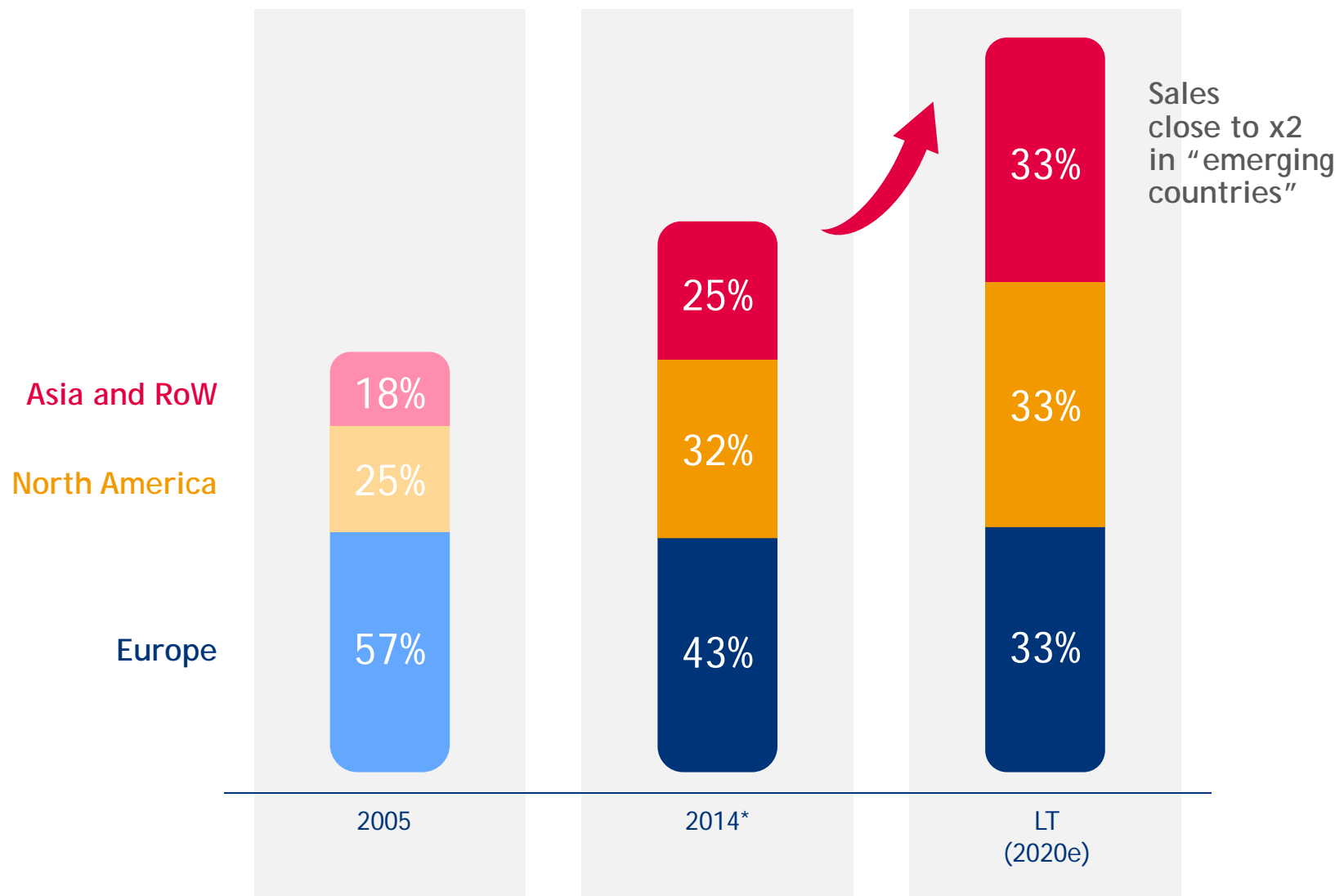
* Corporate costs = 0.6% of sales to be deducted from sum of the part

ACCELERATE GROWTH OF HIGH PERFORMANCE MATERIALS



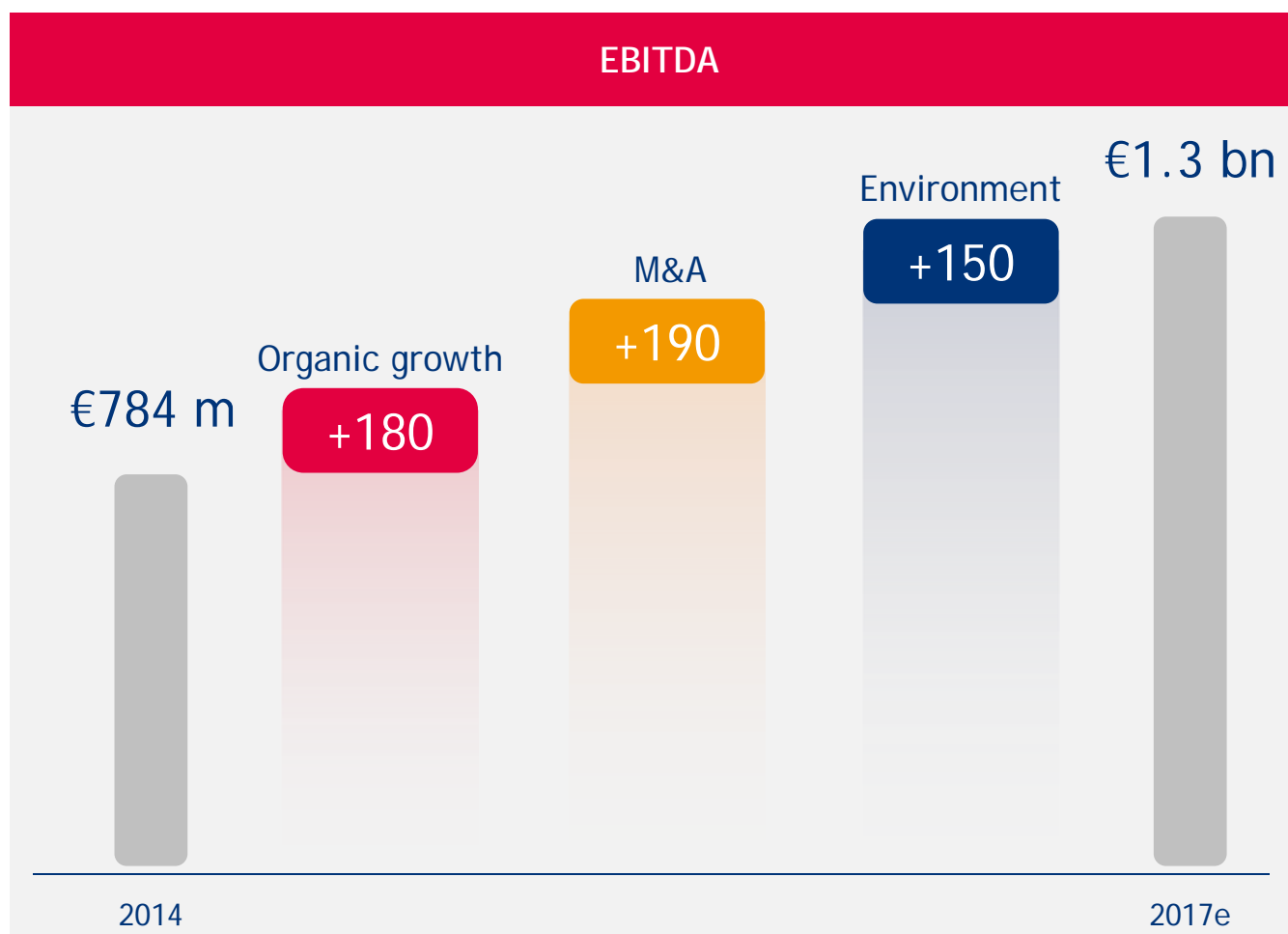
* 2014 proforma sales including Bostik; 2005 using new reporting

TOWARDS A FULLY BALANCED GLOBAL FOOTPRINT



* 2014 proforma sales including Bostik

2017 EBITDA OBJECTIVE CONFIRMED



Defined in normalized market conditions (*Acrylics in mid-cycle, €/US\$ at 1.15, brent at US\$70/b,...*)

Gearing at ~40%

MAIN ELEMENTS SUPPORTING 2017 OBJECTIVE

ORGANIC GROWTH

MAIN DRIVERS

- ▶ Thiochemicals in Malaysia
- ▶ Bostik growth: +€50 m
- ▶ Internal measures in Fluorogases: +€40 m
- ▶ O&G in filtration and adsorption
- ▶ Acrylics in the US

OTHER DRIVERS

- ▶ Other organic
 - ▶ Operational excellence gains
 - ▶ Inflation on fixed costs
- ⇒ 3 elements offsetting each other

M&A

ACQUISITIONS

- ▶ Bostik (initial €158 m)
- ▶ 1st step of Sunke acquisition
- ▶ 2nd step of Sunke acquisition
with Sunke contribution defined in mid-cycle conditions

DIVESTMENTS

- ▶ €700 m sales to be divested
- ▶ Project to divest Sunclear in PMMA (€180 m sales)*

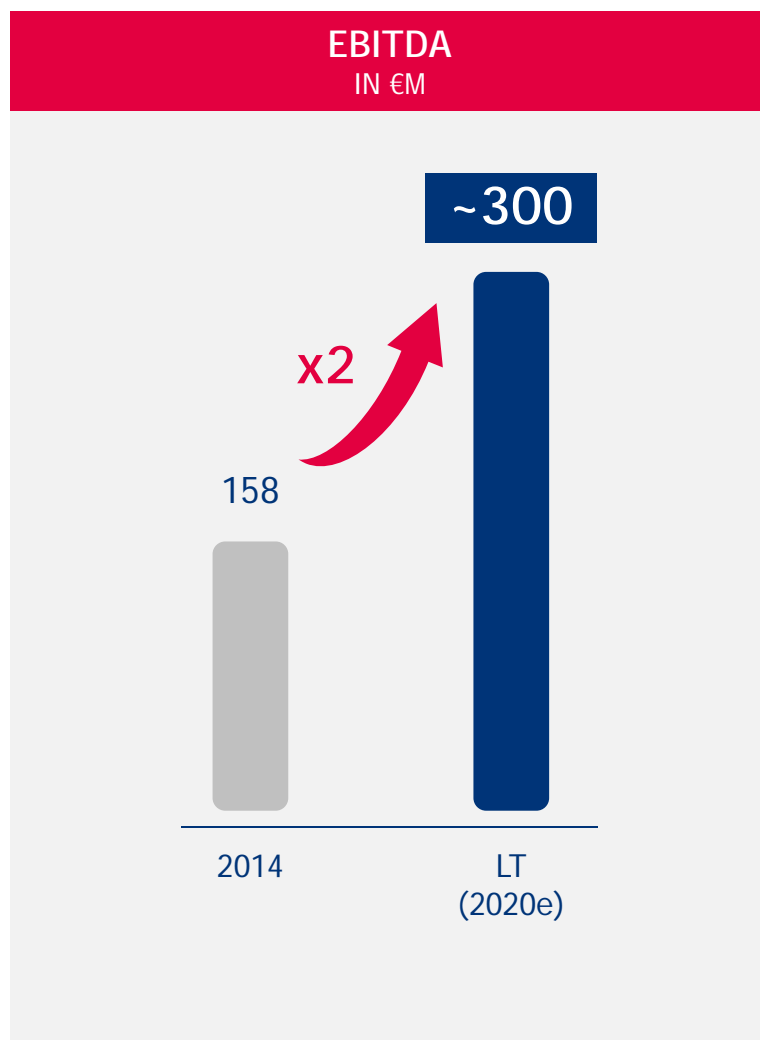
EXTERNAL ENVIRONMENT

NORMALIZED

- ▶ Acrylics in mid-cycle
(currently low-cycle)
- ▶ Fluorogases: +€40 m from better pricing environment
(currently gradually improving)
- ▶ FX rate: €/US\$ at 1.15
(currently ~1.12)
- ▶ PMMA: normalization of market conditions
(currently close to high-cycle)
- ▶ Brent: US\$70/b
(currently ~US\$64/b)

* Subject to the information - consultation process of works councils in France

A STRONG AMBITION FOR BOSTIK



Smooth integration

- ▶ In a very positive spirit
- ▶ Highly committed teams
- ▶ Synergies well on track with short-term focus on costs
- ▶ Promising start of the year
- ▶ Strict benchmarking of competition

2017 objective confirmed

- ▶ +30% EBITDA versus 2014 (excluding acquisitions)

Long-term ambition broadened

- ▶ 14 to 15% EBITDA margin ambition confirmed
- ▶ x2 EBITDA versus 2014

3 main levers

- ▶ Accelerate implementation of strategy focused on emerging countries, global branding, focused innovation, operational excellence
- ▶ Bolt-on acquisitions
- ▶ Synergies with Arkema in the longer run (acrylics value chain, structural bonding)

SOME MAJOR GROWTH DRIVERS 1/2



THIOCHEMICALS
Kerteh



ACRYLICS
Taixing

COMPOSITE MATERIALS

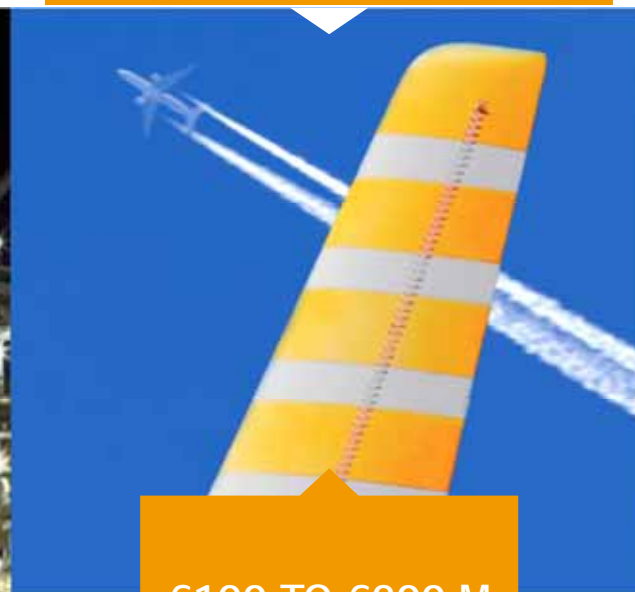


**US\$120 M SALES
MID-TERM**

**FURTHER
THOUGHTS
UNDERWAY**



**€70 M EBITDA*
MID-TERM
in mid-cycle
conditions**



**€100 TO €200 M
NEW SALES
LONG-TERM**

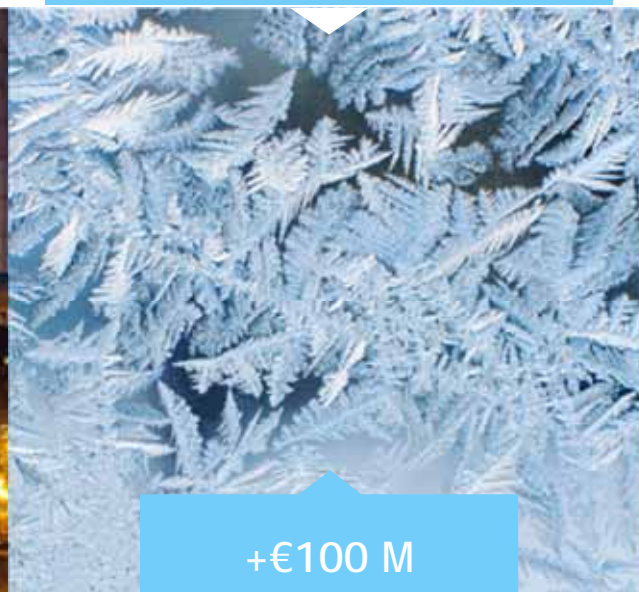
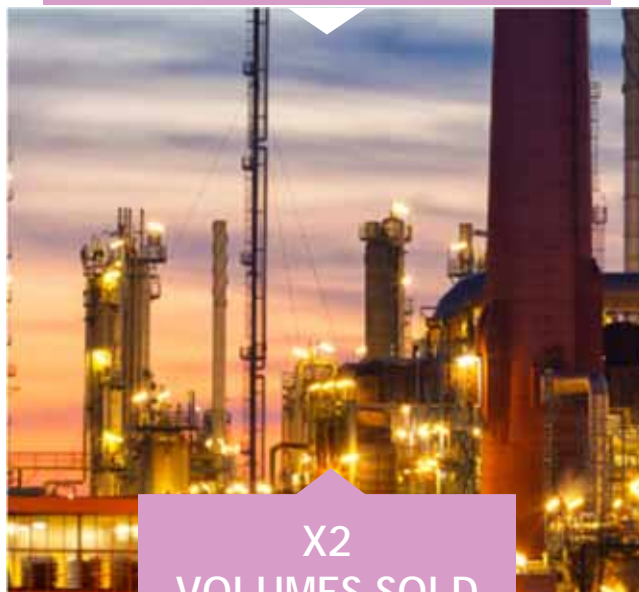
* Subject to the exercise of the option to increase our share in Sunke and access a total production capacity of 320kt of acrylic acid per year

SOME MAJOR GROWTH DRIVERS 2/2

MOLECULAR SIEVES
FOR OIL & GAS

FLUOROGASES
IMPROVEMENT

DEVELOPMENT
IN MIDDLE EAST



X2
VOLUMES SOLD
MID-TERM
(Honfleur expansion
~€60 m CAPEX)

+€100 M
EBITDA
MID-TERM
(Action plan)

X2
SALES
LONG-TERM



INNOVATIVE CHEMISTRY: ARKEMA'S DNA

COMPOSITES

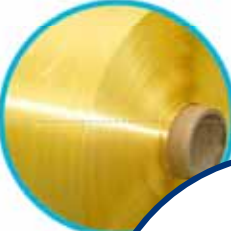
ELIUM
ARKEMA



KEPSTAN
ARKEMA



POLYSTRAND
ARKEMA



BOSTIK

Flame-retardant
adhesives
for aircraft



Genius fix



Seal & reseal



**CAPITAL
MARKETS DAY
SHOWROOM**



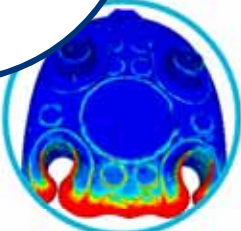
RILSAN
HT
ARKEMA



RILSAN
CLEAR
ARKEMA



KYNAR
ARKEMA



Fluid
simulation



Plant modeling
for design and training



Molecular
modeling

ADVANCED MATERIALS

MANUFACTURING PROCESS

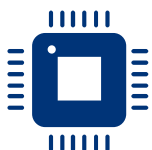
OPERATIONAL EXCELLENCE

TARGET: €100 M GAINS IN 2017 VERSUS 2014

PRIORITIES



SAFETY / ENVIRONMENT



TECHNOLOGY LEADERSHIP

- ▶ Process innovation
- ▶ New projects management



MANUFACTURING EXCELLENCE

- ▶ Competitiveness
- ▶ Reliability



NEW GLOBAL SUPPLY CHAIN INFORMATION SYSTEM

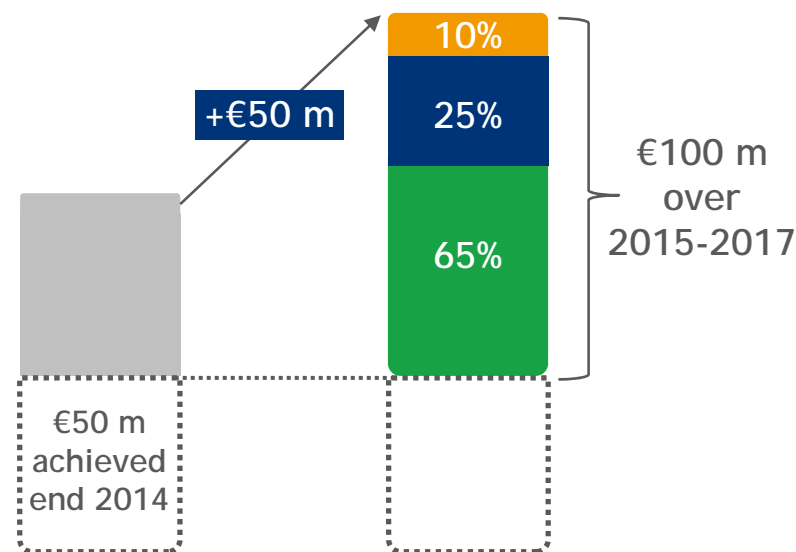


PEOPLE QUALITY AND ENGAGEMENT

NEW PLAN

Previous plan
2013-2017
€100 m

New plan
2013-2017
€150 m



◆ Competitiveness*

◆ Goods & Services procurement

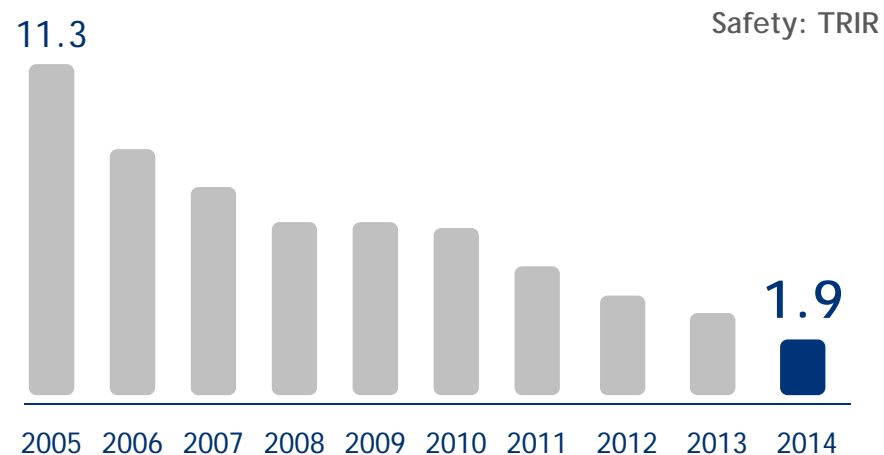
◆ Variable costs: yield, energy savings, etc.

* Excluding competitiveness actions in Fluorogases

SAFETY ALWAYS IN MIND



KEY ACHIEVEMENTS



2020 TARGETS

- ▶ TRIR: 1.7
- ▶ 100% of sites implementing peer observation
- ▶ 100%* of AIMS** audited sites

SAFETY OF OUR EMPLOYEES AND UNITS IS A CORE VALUE

* In the last three years

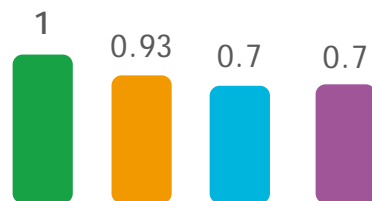
** Arkema Integrated Management System encompasses ISO 90001, ISO 14001 and OHSAS 18001 requirements

ACT RESPONSIBLY

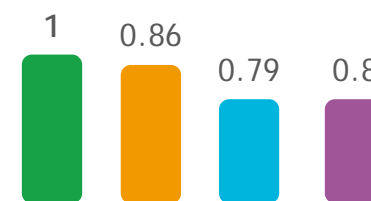


KEY ACHIEVEMENTS AND TARGETS

EMISSION OF GREENHOUSE GASES



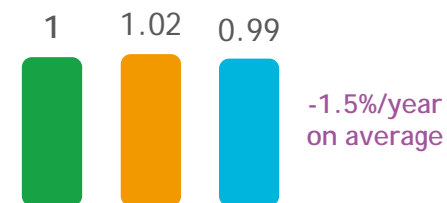
EMISSION OF VOLATILE ORGANIC COMPOUNDS*



CHEMICAL OXYGEN DEMAND



NET PURCHASES OF ENERGY



◆ 2012
 ◆ 2013
 ◆ 2014
 ◆ 2020 Target

CONSTANTLY REDUCING OUR ENVIRONMENTAL FOOTPRINT

* Excluding first declaration of the Hengshui site in China

PORTFOLIO OPTIMIZATION

ACQUISITIONS

- ▶ 2015-2016
 - Integrate and ramp up Bostik and Sunke
 - Small bolt-on acquisitions such as Oxido
- ▶ January 2016: decision to exercise the option to increase share in Sunke (base case)
- ▶ 2020 target: bolt-on acquisitions representing a total of €1 bn to €1.5 bn sales post 2017
- ▶ 3 priorities to reinforce portfolio
 - Engineering plastics
 - Adhesives
 - Acrylics downstream
- ▶ Permanent benchmark with organic growth projects

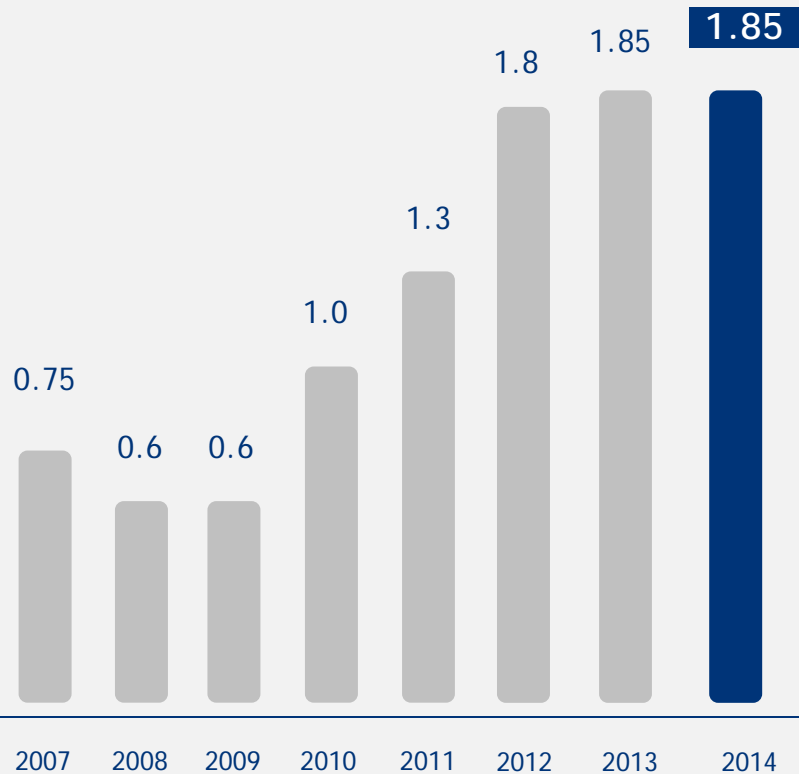
DIVESTMENTS

- ▶ Target to divest €700 m sales of non-core activities between 2015 and 2017
- ▶ First step: project to divest Sunclear* (€180 m sales of PMMA distribution)
- ▶ ~€500 m sales remaining

* Subject to the information - consultation process of works councils in France

DIVIDEND GROWTH SUPPORTED BY PROFIT DEVELOPMENT

DIVIDEND
IN € / SHARE



The dividend has grown at 14% per year on average since 2007

Arkema has delivered its objective of reaching a 30% payout ratio. The Group aims at maintaining this level on average for the coming years and at paying a stable to growing dividend each year.

A key element of shareholder return

ARKEMA KEY TAKE-AWAYS 1/2

AN IN-DEPTH TRANSFORMATION OVER THE PAST 10 YEARS

- ▶ Structurally higher profitability
- ▶ Very significant value creation
- ▶ Far better positioning (geography, business portfolio, innovation pipeline)
- ▶ Strong and consistent execution of defined strategy
- ▶ More volatile and lower growth macro-economic environment today

FULL AWARENESS OF PROGRESS AREAS

- ▶ Further reduce volatility of portfolio
- ▶ Improve cash flow generation
- ▶ Turnaround of Fluorogases
- ▶ Better balance upstream-downstream in Acrylics

ARKEMA KEY TAKE-AWAYS 2/2

CLEAR STRATEGIC PRIORITIES MID- AND LONG-TERM

- ▶ Accelerate development of High Performance Materials through innovation and bolt-on acquisitions
- ▶ Leverage full potential of the new Adhesives platform (Bostik)
- ▶ Five main complementary growth priorities
 - Thiochemicals in Asia (Kerteh plant)
 - Next generation of fluorogases and upstream integration in fluorspar
 - Acrylics downstream
 - Composite and advanced thermoplastics
 - Additives for oil & gas
- ▶ Emphasis on operational excellence
- ▶ Disposal of non-core assets

COMMITTED TO CREATE STRONG VALUE FOR OUR SHAREHOLDERS

- ▶ Clear path to increase profitability over time
- ▶ Disciplined cash allocation
- ▶ Solid balance sheet
- ▶ Dividend growth supported by profit development

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. 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 and changes in general economic and business conditions. These risk factors are further developed in the reference 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 for 2015, 2014, 2013, 2012, 2011, 2010, 2009, 2008, 2007, 2006 and 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.

The definition of the main performance indicators used can be found in the reference document filed with the French *Autorité des Marchés Financiers* and available on www.finance.arkema.com

A background image showing a bundle of fiber optic cables with light reflecting off them, creating a bokeh effect of blue and green lights. The cables are arranged in a fan shape, pointing towards the top left.

STRATEGY AND LONG-TERM AMBITION

Thierry LE HÉNAFF
Chairman and CEO

ARKEMA
INNOVATIVE CHEMISTRY