

Inspirations

Arkema / 2011 Annual and Sustainable Development Report

FEATURE REPORT

KYNAR®

Positioned in thriving markets, the Kynar® resins enjoy steady growth.

TRENDS

TOP 5

Altuglas®, Reflecting
Imagination
and Creativity

FOCUS

THE NEW ARKEMA

HORIZON

8,600

Kilometers
of Innovation

 **ARKEMA**

The world is our inspiration

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THE NEW ARKEMA

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EDITORIAL



Thierry Le Hénaff,
Chairman & Chief Executive Officer, Arkema

Arkema is now a global leader in all of our business lines.

We are especially well positioned in the alternative-energies and energy-efficiency markets, in high-performance materials, in biosourced materials and in the coatings sector.

Since our spin-off, our profitability has risen to match that of our top competitors and our share price is now 150% higher. These spectacular gains and our excellent performance in 2011 would not have been possible without the commitment and talent of the people who make up the company.

The strong momentum provided by our projects and innovations, and our improved positions in the world's fast-growing regions are our best assets for expanding still faster. Our five-year goal is simple: to become a major global producer of specialty chemicals. When we reach it, we will have transformed Arkema into one of the world's top-tier chemical companies, in just 10 years.

THE NEW ARKEMA

Arkema has undergone a thorough transformation since 2006. Our core focus is now specialty chemicals.

Absorbing Total's coating resins assets has made Arkema a global leader in coating industry materials such as paints, adhesives and inks. The plan to divest our vinyl products business, announced in December 2011, will position us as a major global producer of specialty chemicals. Over the past few years, we shifted the focus of our portfolio to high-value-added chemical sectors and specialty chemical niches. Each of our three areas of excellence – coating materials, industrial specialties and performance products – represents about a third of our sales. A similar adjustment in our geographic focus over the last few years has also paid dividends. We now generate 41% of our revenue in Europe, 33% in North America and 26% in Asia and the rest of the world.

France's leading chemical company and a major global chemical producer, Arkema posts revenue of €5.9 billion⁽¹⁾, employs 13,200 people in 40 countries, and has 84 production sites and facilities in Europe, North America and Asia. We allocate about 2.2% of our revenue to fund R&D efforts at nine R&D centers – six in France, two in the United States and one in Japan. A tenth is under construction in China.

We rank as leading to third-leading global producer across six major product lines: coating materials, acrylic polymer PMMA (polymethyl methacrylate, or acrylic glass),

thiochemicals, fluorocarbon gases, Kynar® PVDF (polyvinylidene fluoride) and specialty polyamides. Each is growing at an annual rate of more than 3.5%, with Kynar® showing an impressive 7%.

A continuous innovation policy centered around sustainability positions us in booming markets, including solvent-free paints, photovoltaic power, rechargeable batteries, energy-efficient facade coatings, windows and roofs, and water purification. These markets are driven by two major cross-disciplinary trends: lighter materials and the growing use of renewable raw materials.

PLAN TO DIVEST VINYL PRODUCTS ACTIVITIES

Employees: around **2,600**

2011 revenue: **€1.1 billion**

22 production sites in 10 countries

A workforce of⁽¹⁾

13,200

Revenue of⁽¹⁾

€5.9 billion

9

R&D centers

1,200

researchers

84

production sites⁽¹⁾

Worldwide
n°1 to n°3

in our core businesses

⁽¹⁾ Revenue, workforce and business sites at end-2011, excluding vinyl product activities subject to divestment project.

THREE AREAS OF EXCELLENCE

Global leadership in coating materials

Acrylic monomers, acrylic latex and emulsions, photocure resins and rheology additives.

An integrated global leader in industrial specialties

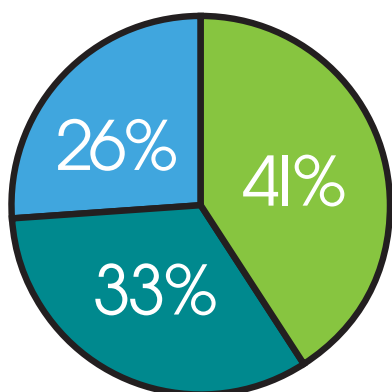
Fluorocarbon gases, thiochemicals, PMMA and hydrogen peroxide.

A range of high-performance technologies

Fluoropolymers, specialty polyamides, molecular sieves and organic peroxides.

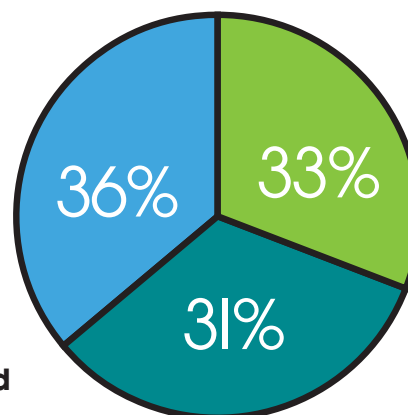
DIVERSE MARKETS,

including automotive, electronics, paint, adhesives, oil and gas, construction, alternative energies, water filtration, refrigeration and air conditioning, animal feed, paper, and health and personal care.



2011 SALES BY REGION

- Europe
- North America
- Asia and Rest of the World



2011 SALES BY PRODUCT AREAS

- Performance Products
- Coating materials
- Industrial Specialties

A MAJOR TRANSFORMATION

Three Questions for Thierry Le Hénaff

Arkema's profitability has soared in the past six years. We are entering a phase of accelerated growth and revising our five-year targets upward.

2011's results confirmed that Arkema is in excellent health. What accounts for your strong showing?

2011 was an action-packed, eventful year involving major projects for our company. We made acquisitions that will shape our future, such as Total's specialty resins businesses (Sartomer and Cray Valley), Seppic's alkoxyates assets, HiPro Polymers' specialty polyamides operations and Casda Biomaterials' sebacic acid activities. We also kept our own internal momentum going, one that increasingly positions Arkema in emerging markets and areas of innovation and sustainable development. Regionally, Arkema made large-scale capital investments in Asia, notably in China at Changshu (fluoropolymers, fluorocarbon gases and Coatex's rheology additives) and in Malaysia (thiochemicals). Last year, our EBITDA (earnings before interest, taxes, depreciation and amortization) – the best measure of our profitability – passed the billion-euro mark for the first time. It has reached a record level, up 28% compared to 2010. With an EBITDA margin of 17.5%, Arkema ranks with the best in the chemical industry.

You've announced plans to divest your vinyl product activities. Why is that a good idea?

This seeming break is, in fact, fully aligned with our continuing focus. Vinyl products,

which accounted for a quarter of Arkema's business five years ago, has shrunk to just 14% at end-2011. Commodity activities such as PVC and specialty chemicals (the rest of Arkema's chemical production) require differentiated strategies and appropriate management to secure their long-term success. This is the reason for the divestment plan and why it makes sense for Arkema and for Vinyl Products segment. A highly motivated buyer, the Klesch Group, stands ready to stabilize and expand the PVC activity. Klesch will preserve the industrial scope, avoiding job cuts and changes in employee status. A solid financial structure, debt-free books, a very experienced and committed management team, and planned capital expenditure will help the business thrive and grow.

Arkema has been totally transformed since it was publicly listed in 2006. What are its new goals?

Arkema wants to be a leading global producer of specialty chemicals. In six years, we have gradually shifted the focus of our portfolio and are now entering a phase of accelerated growth. The strategic course we set in 2006 has not changed: expansion in Asia and other emerging geographies, plus innovation and selective acquisitions in our fields. What has changed is the pace, which is faster.

We're currently working on four new development projects in Asia: two

capacity expansions (fluorocarbon gases and fluoropolymers), a new R&D center in Changshu, China, in 2012, and the commissioning at end-2013 of a thiochemicals facility in Malaysia, in partnership with a South Korean company. In France, we have maintained our strong industrial roots and invested more than €150 million annually to upgrade and expand our production facilities.

And in North America, where we generate more than 30% of our revenue, we definitely plan to make the most of the nascent recovery.

Implementing our strategy based on growth and innovation will enable us to spur our sales. Asia, especially China, should allow us to grow steadily in 2012 and beyond. We now aim to post an EBITDA of €1.25 billion, on revenue of €8 billion, in 2016.

Half of our growth should come from our internal projects and half from acquisitions.



“Arkema’s transformation since we were publicly listed yielded record results in 2011. We surpassed €1 billion in EBITDA four years sooner than originally planned. As a result, we have revised our long-term targets upward.”

Thierry Le Hénaff, Chairman & CEO, Arkema

2011 MAJOR EVENTS



← **January 6, 2011**

Arkema announces major increase in Kynar® fluoropolymer capacity at its Changshu plant in China.



April 13, 2011

Arkema successfully starts up its Kynar® fluoropolymer production unit in China, a fast growing market.

January 27, 2011

→ Arkema and France's *Institut National de l'Énergie Solaire* (INES) set up the first joint research laboratory to develop polymers for photovoltaic applications.



April 11, 2011

CJ CheilJedang and Arkema announce a project to build the world's first bio-methionine plant and a thiochemicals platform, in Kerteh, in the state of Terengganu, Malaysia.



February 21, 2011

Coatex inaugurates its new application laboratory and technical service center in China, at the Changshu site.



June 6, 2011

Arkema consolidates its polyether ketone ketone (PEKK) industrial activities (ultra-high-performance materials used in the aerospace and oil and gas industries) and sells its PEKK medical business.



June 15, 2011

Arkema and Canada Fluorspar Inc. sign a memorandum of understanding to jointly develop a fluorspar mine in Canada.



July 1, 2011

Arkema completes the acquisition of Total's coating and photocure resins assets.

July 7, 2011

Arkema wins France's 2011 Pierre Potier Prize for Innovation for hydrogen peroxide, a clean, eco-friendly solution for wastewater treatment.



October 11, 2011

Inauguration of two new units at the Changshu site in China to produce Kynar® fluoropolymer and Coatex rheology additives.



November 3, 2011

Arkema acquires Seppic's alkoxyate business, expanding its specialty surfactants range. Alkoxyates are key compounds in the manufacture of certain rheology additives for paints and are used as ultra-high-performance concrete additives.



November 21, 2011

Arkema continues to expand in specialty biosourced polyamides resins with the acquisition of China's HiPro Polymers, which produces polyamide 10.10, and Casda Biomaterials, which manufactures sebacic acid, a renewable feedstock for polyamide 10.10.



November 23, 2011

Arkema focuses on specialty chemicals and announces a plan to spin off and divest its vinyl products activities.



THE ALTUGLAS® TOP 5

Luminous, soft to the touch, strong,
and endowed with exceptional optical properties,
Altuglas® fires the imagination of artists and designers.

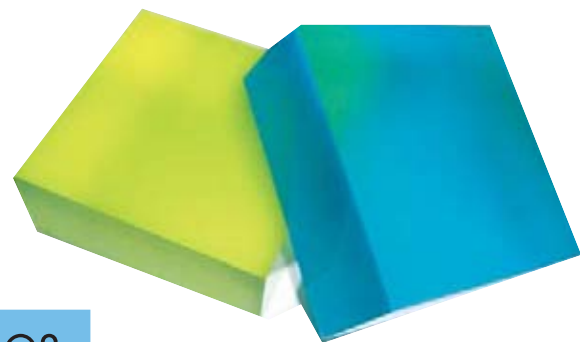
LE MUSÉE VIVANT DES ÂNES DE FRANCE

Le musée vivant des ânes de France, a museum featuring donkeys, opened its doors in May 2011 in Lignères, France. As soon as you enter, your eye is caught by the life-size Grand Noir du Berry donkey, molded of Altuglas®.
Creator: *Matière à penser*



MAKI TABLE

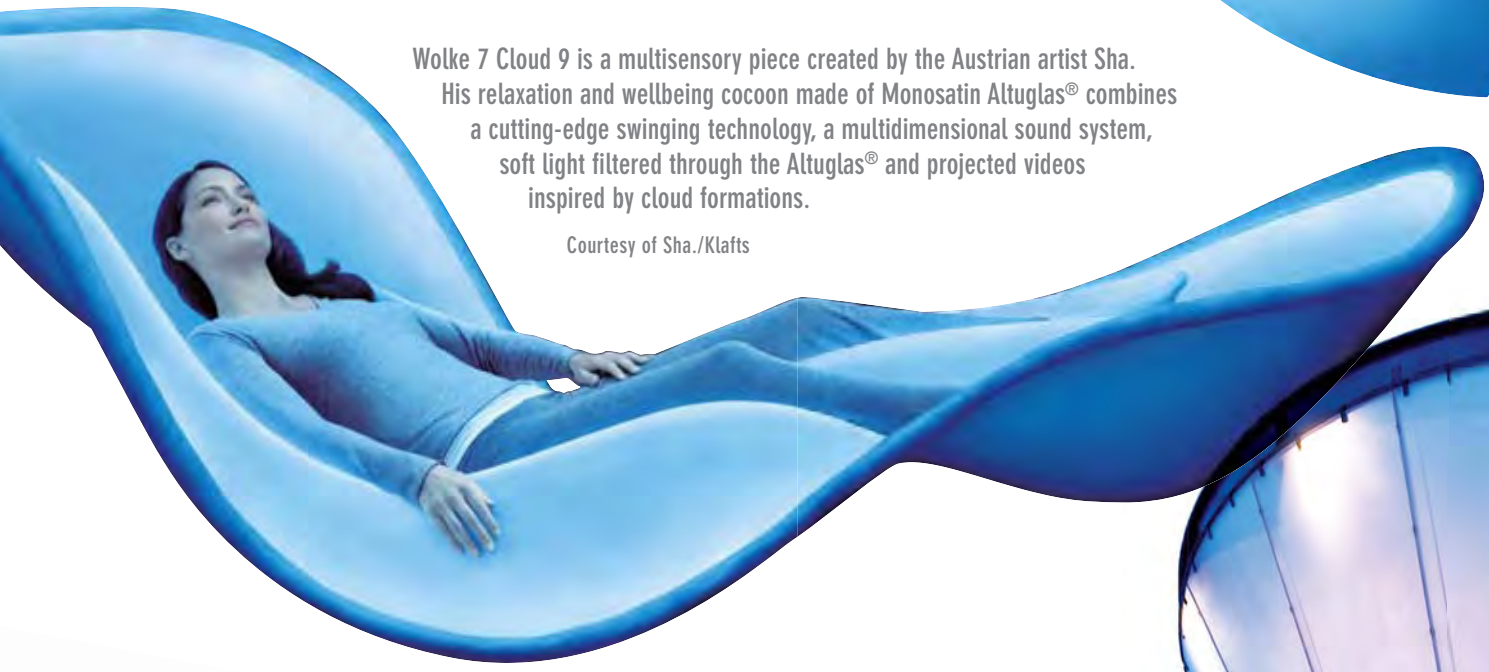
Victor Boeda and Thomas Hoffmann, Fugu® furniture designers and the brand's founders, chose Altuglas® Fluo to light up their Maki table. The fluorescent edges of the Altuglas® sheet atop the inflatable structure glow as if illuminated from within.



WOLK 7 CLOUD 9

Wolke 7 Cloud 9 is a multisensory piece created by the Austrian artist Sha. His relaxation and wellbeing cocoon made of Monosatin Altuglas® combines a cutting-edge swinging technology, a multidimensional sound system, soft light filtered through the Altuglas® and projected videos inspired by cloud formations.

Courtesy of Sha./Klafts



PANORAMIC ROOFS

Altuglas® ShieldUp shock-resistant PMMA makes vehicles lighter and saves fuel. More transparent than glass and half its weight, it is used for panoramic roofs and side windows.



SAMITOUR ART TOWER

Soaring 72 feet above the ground, the Samitaur Art Tower dominates Culver City, California and is clearly visible to the thousands of pedestrians, drivers and transit riders that pass by. Its facade features five giant, transparent Plexiglas® Hi-Def⁽¹⁾ screens that display information and reproductions of artworks including paintings by Van Gogh, Picasso, Matisse and Rothko.

(1) Arkema's PMMA (polymethyl methacrylate) resin and sheet are marketed under the Plexiglas® brand in North and Latin America and the Altuglas® brand in the rest of the world.



A THRIVING GRAFT FOR RESINS

The successful integration of activities acquired in 2011 has produced a new business unit – positioned in booming markets – and makes us a leader in coating materials.

Arkema has a new business unit. The Cray Valley and Cook Composites and Polymers coating resin assets acquired last year from Total merged with our emulsions operations on July 1, 2011 to create Arkema Coating Resins. The graft has taken very well. The new activities are a perfect mate for Arkema's coating market line. They solidify the downstream integration of our acrylics production and add a new dimension to the entire segment, which generates €850 million in revenue.

Headquartered in Cary, North Carolina, the new business unit is led by Dr. Richard D. Jenkins, previously Arkema Emulsion Systems' Global Group President.

Arkema Coating Resins focuses on three strategic priorities to cement its leadership and make further inroads in its market:

- **A multi-technology, multiproduct line**

"This is our core strategy – a unique position in our business," stresses Jean-Christophe Leveugle, Global Director

Strategy and Development, Arkema Coating Resins. Today, Arkema's line encompasses nearly all the resins, additives and emulsions available in the market. Our teams can put together solutions tailored to specific customer demands and can cater to all market trends, especially to meet environmental requirements, with resins and additives based on renewable raw materials (in this case, vegetable oils).

- **A steady stream of innovations**

Arkema Coating Resins allocates 2.5% of its revenue to research and development. A specialized team in Verneuil-en-Halatte, France collaborates with the U.S. R&D team in Cary, North Carolina to find responses to technical issues faced by our customers. This worldwide support will soon be reinforced by a third team of researchers and developers in China.

- **A stepped-up presence in high-growth regions**

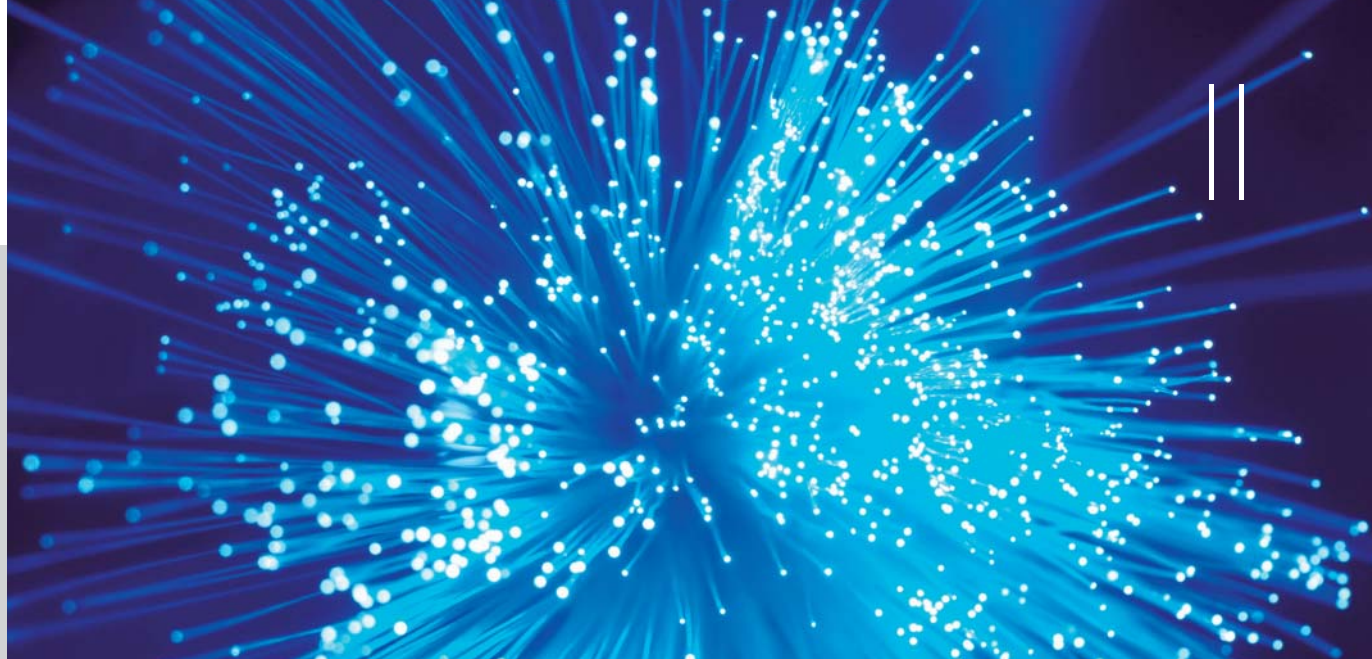
Arkema's expansion plans are focused on the emerging economies of the CIS,

China, Southeast Asia, the Middle East, India and Brazil. "Our coating additives and resins, especially those comprising acrylics, acetyls, liquid and powder polyesters, alkyds based on vegetable oils, and castor oil derivatives, are in high demand in these emerging markets. We will expand some product lines, ones with sizeable markets and ones where our competitors can't match our extensive range of solutions. We're expanding judiciously in these high-growth countries," says Jean-Christophe Leveugle.



SEVEN PRODUCT FAMILIES

are supplied to industrial and decorative coating markets: emulsions, acrylic polyols, polyesters, alkyds, powder resins, rheology additives and opacifiers.



A Bright Outlook

The coating resin business unit is expected to grow in 2012 and beyond. This growth will be driven by the strides made in optimizing processes, output and plant organization, improving the sales organization to stay in step with customer needs, and adapting marketing to better pinpoint needs and gradually achieve excellence. Recent R&D successes – for instance in the area of solvent-free emulsions and opaque polymers that can partially replace titanium dioxide – will also play a role.

In the medium term, expanding capacity at the Changshu site in China and developing projects in other, very high-growth regions will fuel substantial growth. There may even be a few targeted acquisitions to spur it further.

Arkema, a Global Leader in Coating Materials

Starting from upstream acrylic monomers, in which we are fully integrated, Arkema has built a presence across every segment of the coating materials market. The new Arkema Coating Resins business unit is a strong strategic fit with our Coatex rheology additives, Kynar® PVDF⁽¹⁾ polymer binders and Sartomer photocure resins. It offers key customers preferred, quick access to all of our coating solutions worldwide.

(1) Polyvinylidene fluoride



JEAN-CHRISTOPHE LEVEUGLE,
GLOBAL DIRECTOR STRATEGY AND
DEVELOPMENT, ARKEMA COATING RESINS

“We take growth in the regions where we find it and in technologies and applications that are developed by our customers.”



THE MOVERS &

Thierry Le Hénaff leads Arkema with the support of the Executive Committee. Each member oversees a business segment or several support functions.

Our top decision-making body, the Executive Committee meets twice a month to examine strategic issues and growth and development plans, including capital expenditures, new capacity, new production facilities, and new product lines.

To implement Executive Committee decisions, Arkema is organized into 14 business units, which report to three business segments managed by three executive vice presidents of operations. Our corporate departments report to four executive vice presidents and provide support for all activities and operations.

The Executive Committee also supervises the implementation of our strategy, monitors the business and financial performance of our different activities, oversees human resources policy and keeps a very close eye on safety and environmental performance.



Thierry Le Hénaff,
Chairman and Chief Executive Officer



Marc Schuller,
Executive Vice President, Industrial Chemicals



Pierre Chanoine,
Executive Vice President, Performance Products



Otto Takken,
Executive Vice President, Vinyl Products

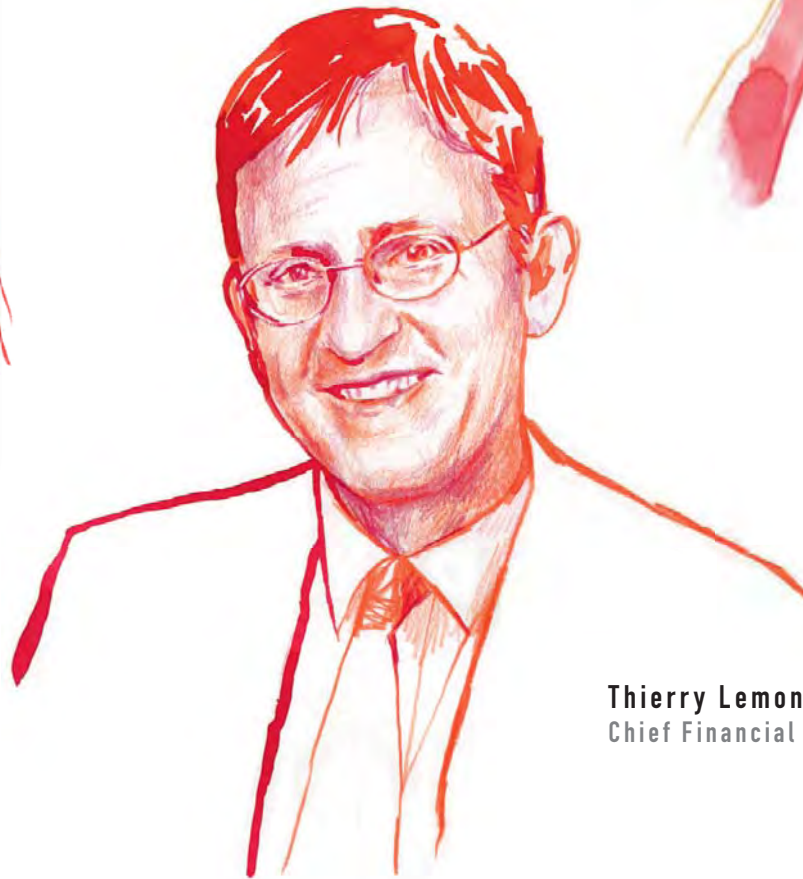
SHAKERS



Michel Delaborde,
Executive Vice President, Human Resources & Communication



Bernard Boyer,
Executive Vice President, Strategy



Thierry Lemonnier,
Chief Financial Officer



Luc Benoit-Cattin,
Executive Vice President, Industry

Luc Benoit-Cattin joined the Executive Committee on July 1, 2011 as Executive Vice President, Industry. He succeeds Alain Devic, who retired.

Mr. Benoit-Cattin was born in Paris in 1963 and is a graduate of the French engineering schools Ecole Polytechnique and Ecole des Mines de Paris. He has held various positions of responsibility over his career, first in government, then for aluminum producer Pechiney and geophysical services company CGG Veritas. Today, as Arkema's Executive Vice President, Industry, he oversees Industrial Safety, Environment, Sustainable Development, Quality, Technology & Construction, Process, Logistics, and Goods and Services Purchasing.

INDEPENDENT OVERSIGHT

The Board of Directors sets Arkema's strategy and oversees its implementation. To bolster its expertise, it has set up three specialized standing committees.

Nine independent directors and one director representing employee shareholders sit on the Board of Directors alongside its Chairman, Thierry Le Hénaff. Their job is to make sure that the company runs smoothly and efficiently. Meeting as often as the company's interests require, the Board of Directors makes decisions about Arkema's major transactions and projects and monitors their implementation and management. It is required to regularly evaluate its own procedures.

Independence and Expertise

In areas requiring additional attention and knowledge, the Board of Directors has created three specialized standing committees.

The primary responsibilities of the Audit & Accounts Committee are to ensure the quality of internal control and the reliability of the information provided both to shareholders and financial markets. It consists of four independent directors, Philippe Vassor, Chairman, Claire Pédini, Laurent Mignon and Jean-Pierre Seeuws. Thierry Lemonnier, Arkema's Chief Financial Officer, is its secretary.

The Appointments, Compensation & Governance Committee is comprised of Thierry Morin, Chairman, François Énaud and Bernard Kasriel, all of whom are independent directors appointed by the Board. Michel Delaborde, Executive Vice President, Human Resources & Communication, is its secretary.

As the name indicates, the committee makes recommendations and proposals concerning the makeup of the Board and its committees, Arkema's compensation policy, and corporate governance principles and best practices. The Strategy Committee is made up of all nine independent directors. It is chaired by Jean-Pierre Seeuws. Bernard Boyer, Executive Vice President, Strategy, serves as its secretary. The committee reviews our primary business directions, such as major strategic avenues or projects proposed by senior management, acquisition and divestment opportunities, and financial and stock exchange transactions.

Continuously Improving Procedures

In early 2012, the Board of Directors commissioned the external consulting firm, Spencer Stuart, to carry out a self-assessment of its procedures. The assessment was conducted by interviewing all the directors and found that 70% of them think that the Board's procedures have continued to improve since the previous evaluation in 2009. The Board of Directors' procedures and compliance with governance rules are rated very satisfactory by more than 80% and satisfactory by 20%, a rather exceptional score according to Spencer Stuart. The Board functions well because it is a genuine, responsible, involved team with a range of complementary skills and expertise.

“On Arkema's board, everyone voices her or his opinion and contributes.”



Thierry Le Hénaff, Chairman and Chief Executive Officer, Arkema



Marc Pandraud, Chairman of Deutsche Bank's activities in France



Thierry Morin, Chairman of the Board of Directors, INPI



Laurent Mignon, Chief Executive Officer, Natixis S.A.



Isabelle Kocher, Chief Financial Officer, GDF Suez



François Enaud, Chairman and Chief Executive Officer, Steria



Bernard Kasriel, former Chief Executive, Lafarge



Jean-Pierre Seeuws, former Chief Executive, Total Chemical Branch



Philippe Vassor, Chairman, Bagnas S.A.S.



Patrice Bréant, Director representing shareholder employees



Claire Pédini, Senior Vice President, Human Resources, Compagnie Saint-Gobain



Positioned in thriving markets, the Kynar® family of fluoropolymers and copolymers enjoys steady growth as we successfully innovate and refashion it to capture new markets.

**MULTI-TASKING,
MULTI-TALENTED
KYNAR®**



ERWOAN PEZRON,
MANAGING DIRECTOR OF THE
FLUOROPOLYMERS BUSINESS UNIT

“A specialty polymer, Kynar® has a highly diversified portfolio of applications centered around the major sustainability trends. It is growing by leaps and bounds not only in Asia, but in Europe and the United States too.”

PROFILE

WORLD LEADER

IN PVDF⁽¹⁾

A
40%

GLOBAL MARKET SHARE

3

PVDF PLANTS IN EUROPE,
THE UNITED STATES AND ASIA



Forty-five years of age and nary a wrinkle: Kynar® has a sharply expanded customer base and a 40% global market share, propelling Arkema to the top of the heap in the polyvinylidene fluoride (PVDF) sector. An impressive performance fueled by continual upgrades and adaptation to new needs.

Unique Characteristics

The remarkable properties of Kynar® PVDF resins and copolymers have opened a world of applications. Durability and outstanding weather resistance are undeniable assets in the paint and coating specialties sector, where Kynar 500® and Kynar Aquatec® are now star brands. Kynar®'s chemical resistance, superior mechanical properties, fire and temperature resistance,

and UV and moisture barrier properties are highly valued in chemical engineering, cables, offshore oil and gas operations, water filtration, photovoltaics and lithium-ion batteries.

As our fluoropolymers and copolymers enjoy steady growth in their traditional markets – paint, cables, chemical engineering, oil and gas – they also see growth in the new promising markets of photovoltaics, lithium-ion batteries and water filtration. Embryonic only five years ago, alternative and renewable energies now represent a significant part of Kynar®'s revenue. In keeping with our long-term strategy, this high-performance material is increasingly used in sustainable development solutions.

DID YOU KNOW?



The fluorine molecule gives fluoropolymers exceptional durability and resistance to chemicals, high temperatures, moisture and UV radiation. PVDF is the easiest fluoropolymer to process, offering myriad options for adapting it to new applications.

(1) Polyvinylidene fluoride.



A New Production Plant in Changshu, China

To meet the growing demand for Kynar®, Arkema has made a large capital investment in PVDF and its monomer, vinylidene fluoride (VF2). Our new plant began operating at the Changshu site in China in March 2011. Arkema's facilities are now evenly distributed among Europe, the United States and Asia. Our new China plant enables us to support the growth of Asian customers and to better meet global demand for PVDF.

New Capacity Expansions

We anticipated another surge in PVDF demand and boosted capacity at our new Changshu plant by another 50%. This added capacity should be in place by mid-2012 and will support our continued fast-paced growth in Asia.

Arkema is also working to expand capacity at our U.S. and French plants. *"In Calvert City, Kentucky, we're going to bump up extrusion capacities in 2012 to meet changing PVDF demand, which is moving away from powder and toward extruded pellets,"* explains Bernard Roche, President of Arkema Inc. Arkema is also examining expanding capacity at the Pierre-Bénite site in France. Some activities, such as offshore oil and gas and photovoltaics, are growing rapidly in Europe and we want to support the growth of our European customers in those markets.

A Better Adapted Production Base

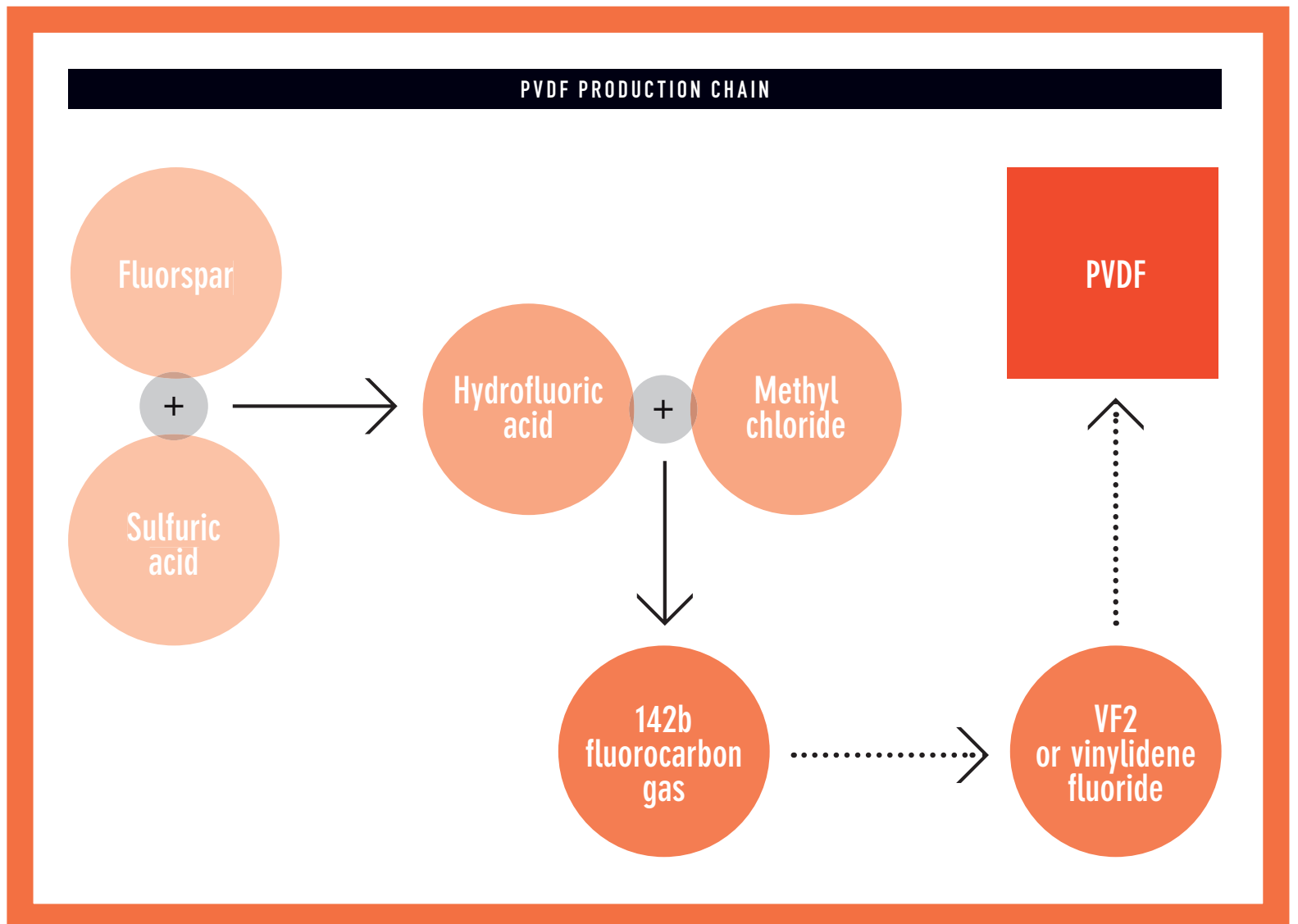
In addition to adding capacity, we are improving production processes, to make them highly cost competitive and reduce environmental impacts by minimizing liquid effluents, solid waste and gaseous releases. *"Our new Chinese plant already features the latest advances in technology, safety and environmental performance,"* says a pleased Erwoan Pezron.

Our production base must be flexible to adapt to market needs. Indeed, all three plants must be as flexible as possible so that they can supply customers with certain types of Kynar®. *"We made a major capital investment in our Calvert City plant in 2010 to increase our ability to produce more industrial grades. We can now be more responsive to our industrial customers."*

Along with a more agile production base, the Fluoropolymers business unit also enhanced the excellence of its supply chain – spanning customer service and logistics – to further differentiate us from our competitors.

Production Chain Management in Europe, North America and Asia

Arkema has acquired extensive expertise in upstream PVDF processes in the last several years. We are proficient across the production chain, from hydrofluoric acid to fluorocarbon gases and fluoropolymers. Arkema has even acquired a major interest in a mine in Canada that extracts fluorspar, an ore used to make hydrofluoric acid.



ERWOAN PEZRON,
MANAGING DIRECTOR OF THE
FLUOROPOLYMERS BUSINESS UNIT

“Right now we’re the only company to have PVDF and VF2 production sites close to customers on three continents: in Europe at Pierre-Bénite, in North America at Calvert City, and in Asia at Changshu.”



An Innovation-Driven Strategy

Since its creation in 1967, Kynar® has been continuously adapted to the changing needs of customers. A few years back, the aqueous emulsion Kynar Aquatec®, created from scratch by Arkema's R&D teams, provided an innovative, high-performance alternative to acrylic paint. And soon new membranes specially adapted for lithium-ion batteries may be brought to market.

When Arkema develops innovations that have no equivalent in the market, we must convince customers and "customers of customers" that a product unlike any other is superior. We often end up creating demand with our new Kynar® developments.



PASCAL QUINTY,
VICE PRESIDENT PROCUREMENT STRATEGY
FOR FLEXIBLE PIPE PRODUCT LINE, TECHNIP

“Arkema and Technip have partnered on the production of offshore flexible pipes since 1972. The trust and mutual confidence built up over 40 years have enabled us to develop specific grades of Kynar® adapted to deep-water exploration, where our pipes must be able to withstand the extreme stresses of high pressures and temperatures.”



Three Research and Development Centers

It is no accident that the Kynar® R&D investment level is higher than in our other activities. Each Kynar® R&D unit has its own specific focus. Research on Kynar® polymerization is conducted at King of Prussia, Pennsylvania in the United States. A center of coatings expertise, this facility also develops industrial paint grades. Our Western France research, development, applications & technology center, Cerdato, based in Normandy, specializes in the processing of melted PVDF, for injected parts, extruded parts and films. Lastly, the Kyoto Technical Center in Japan provides technical assistance to PVDF customers throughout Asia. The Fluoropolymers Business Unit also has a share in Arkema's first R&D center in China, scheduled to open in late 2012.





OUR PHOTOVOLTAICS STORY



It all started in early 2000, when Cerdato developed PVDF films. A decade later, the market for photovoltaic films took off in earnest. In 2003-2004, Arkema began working with various partners in laminated films for solar backsheets, to develop a three-layer insulating film consisting of a polyethylene terephthalate, or PET, core layer between two PVDF layers. Kynar® Film's unique ability to protect PET effectively from solar aging and keep the structure watertight contributes to a longer life for photovoltaic panels. The new film's superiority quickly won over customers, enabling us to grow rapidly in the photovoltaic market and forge new partnerships.

POINTERS

70%

OF THE WORLD'S PHOTOVOLTAIC
MODULES ARE NOW MADE IN CHINA.

1 in 3

SOLAR PANELS
IN THE WORLD NOW
CONTAINS KYNAR®





POINTERS

+7%

THE PROJECTED AVERAGE ANNUAL GROWTH RATE OF KYNAR® BETWEEN NOW AND 2015. IT WILL BE DRIVEN BY STRONG EXPANSION IN ASIA, DEEPWATER OIL AND GAS PRODUCTION, PHOTOVOLTAICS, LITHIUM-ION BATTERIES AND DRINKING WATER PRODUCTION.

Solid Partnerships

Kynar®'s market gains would not have been possible without Arkema's partners. We and our customers grow together. "We have major partners in every market," stresses Erwoan Pezron. "For example, in paints and coatings, we have teamed up with the global frontrunners. In the offshore oil and gas engineering and construction industry, we work with Technip, the world leader. In photovoltaics, we supply five of the

world's biggest panel makers through our partners in Germany, China and Japan. One in three solar panels, on rooftops and in fields, now contains Kynar®. Lastly, in water treatment, we partner with one of the world's leading suppliers in water services. In 2011, we signed five new major partnership agreements."

This strategy of alliances with our customers is part of a virtuous cycle. As a specialty chemicals producer, Arkema invests in research and development,

develops products that create demand and then increases production capacities promptly to satisfy that new demand. Initiating this cycle, producing at a brisk pace and raising our customers' profile is our goal and ambition. That's why it is so important to sign long-term contracts, with terms of three, five and sometimes seven years, to commit to our partners and boost capacities based on their needs.



Fast-Growing Markets

Arkema has always been well positioned in the PVDF and PVDF copolymer markets. All of Kynar®'s markets are flourishing. The photovoltaic power, chemical engineering and oil and gas offshore sectors are still growing fast, including in Europe. Specialty chemicals for paints are as robust as ever, especially in the United States and Asia. At the same time, demand for water filtration membranes is on the rise as water purification needs climb. Lithium-ion batteries are enjoying strong growth with soaring smartphone and tablet sales, and, in the next five to 10 years, will grow with the demand for electric cars. Likewise, Kynar®'s expansion will keep pace with that of photovoltaics. It's safe to say that Kynar® has a bright future.

“Kynar® often achieves success thanks to breakthrough innovations. They set Arkema apart and provide us with additional revenue.”

Erwoan Pezron, Managing Director of the Fluoropolymers Business Unit

MARSEILLE- HENGSHUI: 8,600 KILOMETERS OF INNOVATION

Our acquisition of a pair of Chinese companies – HiPro Polymers and Casda Biomaterials – cements our global leadership in specialty polyamides and meshes perfectly with our strategy.

Just a stone's throw from Shanghai and Changshu in China, HiPro Polymers' teams are hard at work, the production line operating at capacity to meet the steady demand for polyamide 10 resin. At the same time, 2,000 kilometers to the north in Hengshui on the outskirts of Beijing, Casda Biomaterials is producing sebacic acid, the feedstock for polyamide 10. The world's leading maker of sebacic acid also supplies diversified global markets, such as lubricants, plasticizers, anti-corrosion additives and the fast-growing market for biosourced, biodegradable copolymers. Both companies, formerly wholly Chinese owned, joined Arkema in early 2012 and round out our specialty polyamides production. "Our acquisitions in China mesh perfectly with Arkema's strategy. They strengthen our high-tech polyamide solutions, our presence in Asia, where our customers are, and our specialty products made from renewable feedstock," explains Lionel Guerdoux, General Manager, Polyamides.

End-to-End Solutions

With these acquisitions, Arkema has acquired the entire polyamide 10 production chain, including the feedstock supply. Already a world leader in engineered polyamides, we are adding a new line with technical properties very similar to those of our existing product lines, polyamides 11 and 12. The move also sharply boosts our long-chain polyamide production capacity. Arkema is now the only company in the world to have such an extensive polyamide line. "The newly acquired polyamide 10s provide products with technical differentiations that will enable us to speed up our expansion in the transportation, renewable energy and electronics market," says Lionel Guerdoux.

HIPRO POLYMERS AND CASDA BIOMATERIALS

750

new employees at two sites in China

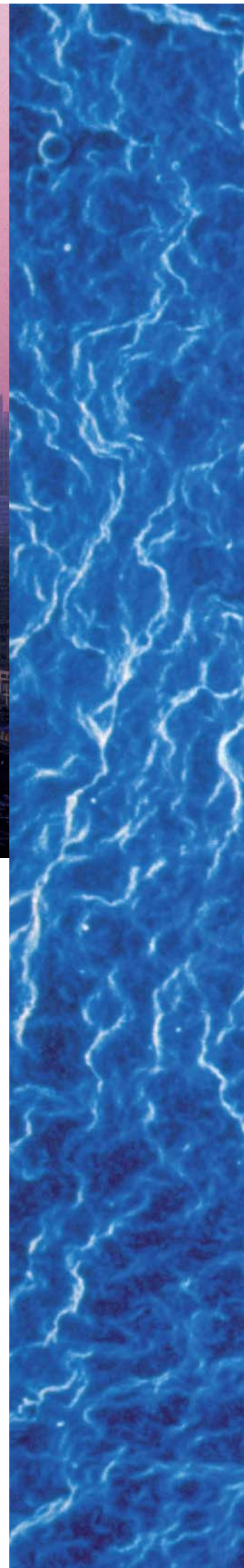
€230

million in estimated combined revenue in 2011

Hengshui
2nd

largest production hub of Arkema,
after Changshu, also in China





Growth in Biosourced Products

Made from castor oil processed by Casda Biomaterials, polyamide 10 expands Arkema's line of biosourced products. Our Rilsan® polyamide 11 resin, also made from castor oil, already clearly differentiates us from our competitors. Now we have solidified our global leadership in very high-performance biosourced polyamides. Growth for such specialty products is expected to hit 15 to 20% a year.

We will strengthen our position still further in 2012 through major capital spending to triple the HiPro Polymers site's production capacity.

Arkema has an integrated process for producing polyamide 11 resin. Derived from castor oil, the monomer, amino 11, is made in France at our Marseille plant. This plant supplies monomer to our Serquigny, France, Birdsboro, Pennsylvania (U.S.) and Changshu, China sites.

Our acquisition of Casda Biomaterials and HiPro Polymers has made us a major player in the castor oil market.

POINTERS

11%

OF ARKEMA'S REVENUE IS NOW GENERATED BY PRODUCTS MADE FROM RENEWABLE FEEDSTOCK, VERSUS 5% SIX YEARS AGO.



DID YOU KNOW?



Sustainable Farming: castor bean plants, whose oil is extracted as a raw material for Arkema's biosourced polyamides, mainly grow in India, in semi-arid regions. The water-efficient plant does not need crop protection products to grow. And unlike other agricultural products used in renewable energies, its cultivation has no impact on food crops.

High Value-Added for Customers

Polyamides 10, 11 and 12 resins are very high-value-added polymers that enable our customers to grow in niche and/or highly technical markets. With an expanded line, we are now even better equipped to cover all their needs for performance polymers. We can keep up with their growth, whether in Asia, North America or Europe. Cars and commercial vehicles, especially trucks, are the top market for specialty polyamide resins, accounting for about 50% of demand. Polyamide resins are used in vehicles for any part that carries gasoline, including tanks, engine parts, and various hoses. They also go into making truck braking systems. These highly sophisticated plastics are increasingly replacing metal and rubber. Easy to work into a wide variety of shapes, they help make vehicles lighter. And since the development of Rilsan® HT (high temperature), they are extremely resistant to heat, even when placed right next to engines.

The energy industry in general and oil exploration in particular are the second-leading market. Polyamide resins are used to make the flexible flowlines that tie platforms into wells and wells to one another.

The remaining demand comes from such varied applications as machine

tool hoses, fiber optic sheathing, athletic footwear soles, and phone shells. A brand new market is also opening in electronics, where high-performance, rigid polyamide resins are a preferred substitute for metal parts.

A Complete R&D Arsenal

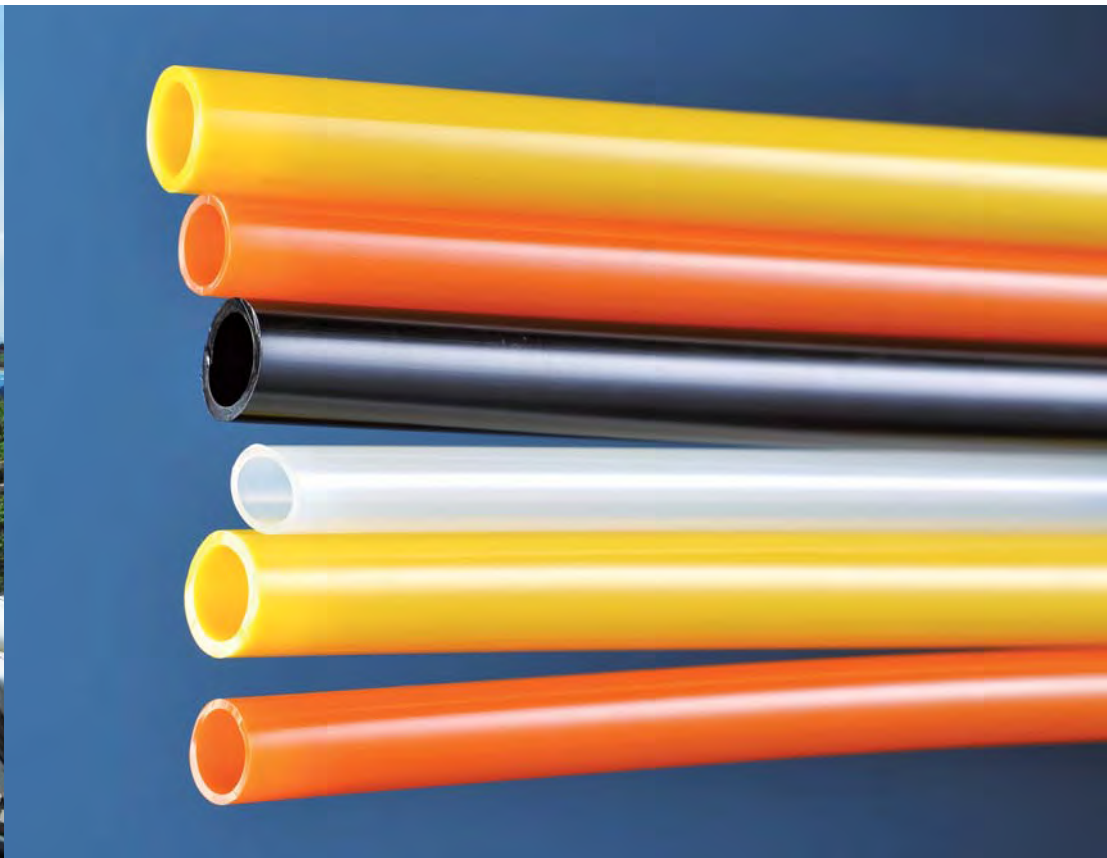
One HiPro Polymers' wedding present to Arkema was a small polymer applications lab. Until this, the Western France research, development, applications & technology center (Cerdato) was our only research and development center dedicated to polymers. Its teams worked in tandem with our technical development satellites in Kyoto, Japan and King of Prussia, Pennsylvania in the United States. "In addition to HiPro Polymers' lab, the future R&D center at the Changshu site in China will include a polyamides unit. Expected in late 2012 or early 2013, this new unit will round out our R&D arsenal. This will enable us to keep up with demand for our polyamide resins, especially biosourced polyamide resins, in China and Southeast Asia. More importantly, we'll be able to adapt our products to the requirements of our customers and future local partners," explains Frédéric Marot-Achillas, Managing Director, Technical Polymers business unit.

Highly Productive Research

For 60 years, Arkema has been the only commercial-scale producer of polyamide 11 resin, which is sourced from plants. Our research on chemicals derived from castor oil has always been prolific. In the last several years, our R&D teams have developed an average of one new family of polymers a year, including Pebax® Rnew thermoplastic elastomer,

Rilsan® Clear Rnew transparent polyamide resin, Platamid® Rnew hot-melt adhesive, and high-temperature Rilsan® HT polyamide resin. At this pace, we can meet and even anticipate customer demand by creating groundbreaking innovations. “We’re going to launch a new line of flexible, high-temperature Rilsan® polyamide resin, dubbed HT 223,” says Frédéric Marot-Achillas. “Perfecting

a product takes several years, so we need to keep our portfolio of innovations well-stocked. Products rolled out this year were invented at least two years ago.” Our new high-performance, recyclable polyamide resins are getting greener, a trend likely to continue. New applications are being found every day, to the satisfaction of Arkema’s customers.



“Our integration of HiPro Polymers and Casda Biomaterials gives us biosourced monomer and polymer production capacity in Asia. Before, we were importing from the United States and Europe to serve the Asia-Pacific market.”

Lionel Guerdoux, General Manager Polyamides

2011 HIGHLIGHTS

In 2011, Arkema joined the CAC Next 20 index. Our share price has been multiplied by 2.5 since the company was spun off in May 2006.



Closer to Shareholders

Arkema's senior management and Investor Relations teams are stepping up contacts with the financial community, organizing a number of one-on-ones with analysts and investors. In 2011, Arkema participated in 12 industry conferences and organized 23 roadshows in Europe and North America.

Arkema interacts regularly with its shareholders through the Shareholder Newsletter, which keeps them posted on

news, reports on performance, challenges and outlook, and briefs them about the products and their applications.

As every year, Arkema participated in the French investor event, Actionaria, in November 2011.

The Shareholders' Club has about 500 members who are invited to tours, conferences and open houses, such as at the *Palais de la découverte* science museum in Paris and at *Les Gobelins* tapestry manufactory.

SHARE PRICE (IN EUROS) AND CHANGE (%)

		2010	2011
Arkema	High	55.30	78.50
	Low	23.71	37.41
	Most recent price (closing)	53.87	54.70
	Annual change	+107.19%	+0.7%
SBF 120	Annual change	+0.06%	-16.2%

For the second year in a row, our share significantly outperformed the SBF 120 index.

FACT SHEET FOR THE ARKEMA SHARE

Listing:
May 18, 2006

Market capitalization on December 31, 2011:
€3.4 billion

Number of shares on Dec. 31, 2011:
61,864,577

Free float:
100%

Listed on:
Euronext (Paris) stock exchange

Indexes:
CAC Next 20, SBF 120,
Euro STOXX Chemicals, MSCI

ISIN code:
FROOIO313833

Ticker symbol:
AKE

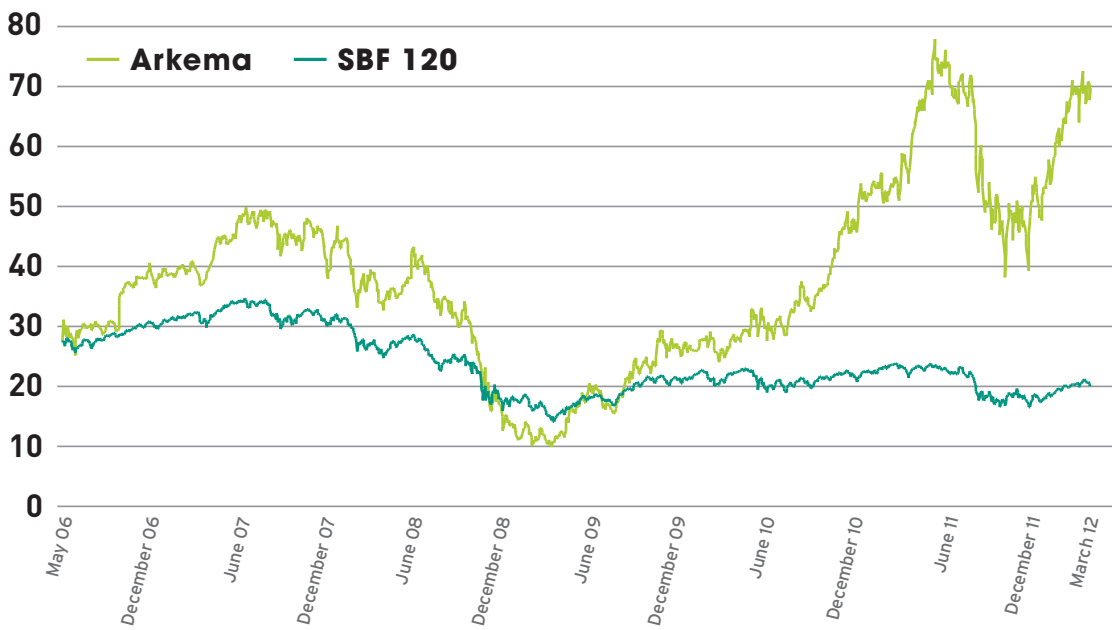
Eligible for the Deferred Settlement Service (SRD) and French equity savings plans (PEA)

Registrar:
BNP PARIBAS SECURITIES SERVICES
CTS - Services aux Emetteurs
Les Grands Moulins de Pantin
9, rue du Débarcadère
93761 Pantin Cedex, France

Toll-free number:
0 800 115 153

E-mail:
paris_bp2s_arkema_actionnaires
@bnpparibas.com

ARKEMA SHARE PERFORMANCE VERSUS THE SBF 120



SHARE PERFORMANCE

(since the Spin-Off)

Listing price:

€27.50

Price on March 31, 2012:

€69.87

High:

€78.50

Low:

€9.71

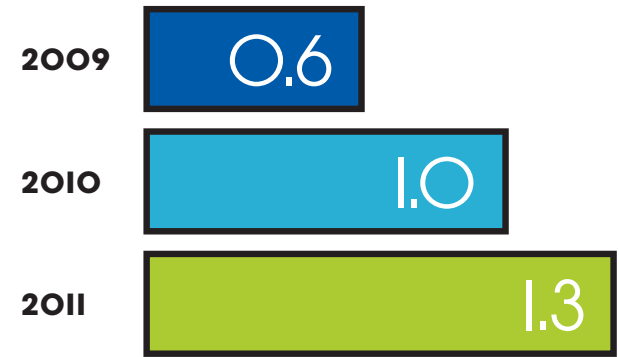
Average daily traded volume in 2011:

€26 M

(versus €9 million in 2010)

DIVIDEND

(per share)

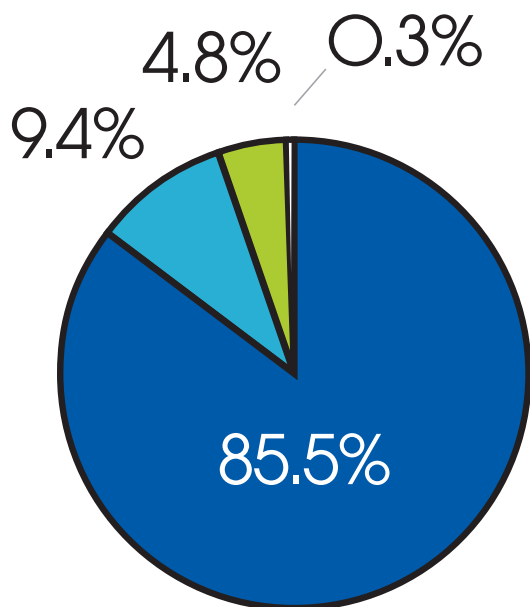


A Dividend of €1.30 Per Share

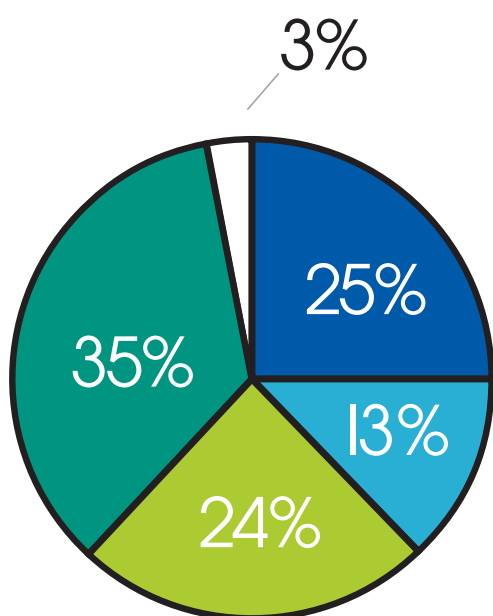
The Board of Directors has decided to propose to the May 23, 2012 Annual Shareholders' Meeting to approve the payment of a dividend of €1.30 per share, up from €1.00 last year, so that shareholders can continue to share in the progress made by Arkema. The dividend also reflects our confidence in our future growth prospects and aligns with our dividend policy, intending to pay every year a stable to reasonably rising dividend.

SHARE CAPITAL BY TYPE OF INVESTOR

(situation at December 31, 2011)



- Institutional shareholders
- Individual shareholders
- Employee shareholders
- Treasury stock



- France
- United Kingdom
- Rest of Europe
- North America
- Rest of the World



2012 CALENDAR

May 23, 2012, in Paris

Annual Shareholders' Meeting

September 18, 2012

Investors Day

August 1, 2012

Second quarter results

November 8, 2012

Third quarter results



CONTACTS

Arkema, Investor Relations

420, rue d'Estienne d'Orves, 92705 Colombes Cedex, France

Telephone: +33 (0)1 49 00 74 63 / Fax: +33 (0)1 49 00 50 24

www.finance.arkema.com

Individual Shareholders

An individual shareholder advisor is available Monday to Friday, from 9:00 a.m. to 12:30 p.m. and 1:30 to 5:00 p.m. at the toll-free number **N°Vert 0 800 01 00 01** (France only). The same number provides 24/7 updates on our real-time share price, financial calendar, news and financial information.

E-mail: Actionnaires-individuels@arkema.com

Institutional Shareholders

E-mail: investor-relations@arkema.com



Excellent financial performance, accelerating Group transformation

**EBITDA ABOVE
1 BILLION EUROS**

+28%

**GROUP PROFILE
STRENGTHENED IN
SPECIALTY CHEMICALS**

- Acquisition of **HiPro Polymers** and **Casda Biomaterials** in bio-sourced polyamides in China (beginning 2012)
- Project to **divest Vinyls Business**⁽²⁾

**VERY SOLID BALANCE
SHEET WITH**

27%
gearing

**UPGRADE OF
LONG-TERM EBITDA
TARGET (2016) AT**

1,250
million euros
(in normalized
environment)

Sales at

€5.9 bn
(+21%)

Adjusted net income at

€574 m
(+33%)

Dividend proposed at

€1.30 per share
(+30%)

Annual Shareholder's
Meeting

May 23, 2012, in Paris

Read the press
release on

www.finance.arkema.com



More information
about Arkema

www.inspirations.arkema.com

Contact **N° Vert 0 800 01 00 01**

APPEL GRATUIT DEPUIS UN POSTE FIXE



A GLOBAL CHEMICAL COMPANY AND FRANCE'S LEADING CHEMICALS PRODUCER, Arkema is building the future of the chemical industry every day. Deploying a responsible, innovation-based approach, we produce state-of-the-art specialty chemicals that provide customers with practical solutions to such challenges as climate change, access to drinking water, the future of energy, fossil fuel preservation and the need for lighter materials. With operations in more than 40 countries, 13,200 employees and 9 research centers, Arkema generates annual revenue of €5.9 billion⁽³⁾ and holds leadership positions in all of its markets with a portfolio of internationally recognized brands. The world is our inspiration.

(1) In application of IFRS 5 rules, income statement items related to vinyls business subject to a divestment project ongoing at the close of the year are presented in the Group consolidated statements on a separate line.

(2) This project remains subject to the information / consultation of workers councils currently ongoing and to the approval by the relevant antitrust authorities.

(3) Turnover and headcount of continuing operations, excluding vinyl products activities subject to divestment project.

THREE WOMEN IN MANAGEMENT

Marie-Pierre Chevallier, Michelle Williams and Julie Zhang, executives at Arkema, talk about their day-to-day successes and their teams' accomplishments.

Marie-Pierre Chevallier, Head of Acrylics business, Michelle Williams, Managing Director of the Hydrogen Peroxide business unit, and Julie Zhang, Kynar® Fluoropolymer Asia General Manager, share a great openness to other cultures and an exceptional knack for teamwork.

Integrating Cultural Differences

"Our business serves customers in North America, Europe and Asia, and our success depends on an excellent grasp of local culture and consumer needs. The ability to learn and adapt is critical, and I am proud to have a capable and diverse team that understands that." asserts Michelle Williams, who is based in the United States. Julie Zhang, who is based in Asia, especially enjoys the global dimension of the Kynar® market: "I like the international aspect of my job. We learn a lot from each other on my team, which has people from different cultural backgrounds." Likewise, Marie-Pierre Chevallier, who is based in France, stresses equal opportunity and is proud to manage a team made up of different nationalities. "We have an American managing Acrylics in the United States. And the European team has a British and a German national at key levels alongside

French colleagues," she says. However, as much as this diversity enriches Arkema, it also comes with its share of challenges, starting with the need to adapt to cultural differences. "The sometimes very different approaches on the team can't be allowed to interfere with working together effectively," she stresses.

Fostering a Positive Attitude

These managers motivate, provide answers, harness the necessary resources, communicate effectively, and manage transparently. And each adds her own touches. Michelle Williams considers leadership and strength of conviction essential and chose a team of people from different cultures with a wide range of complementary experiences. Marie-Pierre Chevallier's management style fosters a positive attitude that energizes the team and frees up initiative and innovation. Julie Zhang stresses great adaptability, combined with a solid team spirit.

All three demand a lot from themselves and from their teams. They expect total professionalism, quick response to new products and markets, enthusiasm and a positive attitude, and a drive to excellence.

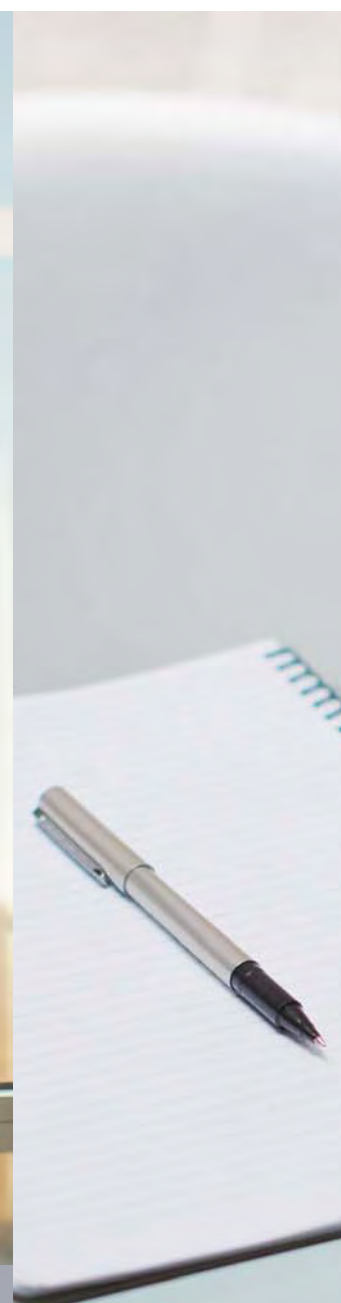


HOW WOMEN LEAD

Do women have their own management style? Some people say there are no differences in the way women and men lead and manage. Eléna Fourès⁽¹⁾ is not one of them. Founder of the Idem Per Idem, a consulting firm specializing in executive development, leadership, and team performance, she has emphasized women's ability to manage time ultra-efficiently and deliver results, their skill in motivating employees and their ability to make decisions. Elena Fourès also believes that the receptivity of women is better suited to averting psychosocial risks, handling teams skillfully and steering clear of conflicts. Avivah Wittenberg-Cox⁽²⁾ writes about the need for businesses to become "gender bilingual." Companies might then tap into the qualities often attributed to women, such as courage, creativity, tenacity, persuasion, tact, and practicality.

(1) Author of *Leadership au féminin* [How Women Lead], Editions Progressor, 2010.

(2) Author of *How Women Mean Business: A Step by Step Guide to Profiting from Gender Balanced Business*, Wiley, 2010.



“We talk together about how to achieve the goals we’ve set for 2012 and the years beyond. The whole team participates in the process to ensure clarity and alignment.”



Michelle Williams, Managing Director, Hydrogen Peroxide Business Unit



“Our strengths are adaptability and the ability to change track fast and analyze all the information coming from different countries to solve any problems that may arise.”

**Julie Zhang, Kynar® Fluoropolymer
Asia General Manager**



“Companies and businesses are in a perpetual change and movement. Agility, motivation and cohesion of the team are key to the dynamics. Keeping the pace is essential to the success: just like a bicycle.”

**Marie-Pierre Chevallier, Managing Director,
Acrylics Business Unit**

Three Continents, three Executives, three Success Stories

An executive’s job is peppered with successes, both big and small. “A major event for me”, says Marie-Pierre Chevallier, “was the successful integration of the Clear Lake team and business in 2010. This was a unique human experience, rich with teamwork and team building. This project was really important to me. With this integration, Arkema is now a leading player in the Acrylics business, with operations not just in Europe, but in the United States as well. Our customers were looking for such a change” stresses Marie-Pierre Chevallier. The same sense of pride is exhibited by Julie Zhang. “Kynar®’s story is studded with successes, including the development of new technologies such as Kynar® Film, Kynar Aquatec®, and Kynar® Foam and the conquering of new markets such as photovoltaics, waterborne coatings and wire and cable. We’re especially proud of the new fluoropolymers production unit at

the Changshu plant near Shanghai. This project is the result of real teamwork,” she explains.

As soon as she took over in 2011, Michelle Williams was determined to make operational excellence a core focus of the business unit. “Our work is focused on the fundamentals: safety, industrial reliability, and productivity,” she says. “Once firmly in place, these essential cornerstones – combined with innovation – will enable our business unit to achieve steady growth.”



SAFETY ALWAYS IN MIND

Arkema's safety responsibilities are to protect our employees, our customers and the people living and working near our facilities.

More than ever, safety is a core focus for Arkema. Our strong commitment to safety involves management and all personnel.

Equaling the Best

Our overall objective is unchanged: to improve our safety performance to equal the best in the industry. That will require continuing and strengthening programs such as the Arkema Integrated Management System (AIMS), deployed in Europe in 2011 and set for implementation in Asia and the United States, as well as sharing experiences and best practices among sites.

We also emphasize the human factor. That is what led to our *Essentials* campaigns. Introduced in 2011, the *Essentials* are simple, clear rules everyone must know and follow

uncompromisingly at all our sites. Each year, three of the 14 rules are deployed over a three-month period including initiatives specific to the *Essential's* topic.

Sharing Best Practices

In North America, all incidents at Arkema Inc. are reported to Bernard Roche, President of Arkema Inc., within a week so they can be analyzed to identify corrective actions. Our U.S. affiliate posted a Total Recordable Injury Rate (TRIR) of 2.46 and a Lost Time Injury Rate (LTIR) of 0.43 in 2011. According to Bernard Roche, most of the credit for the improvement goes to the daily commitment of plant operational managers. A comparative graph posted at the affiliate displays the results for each plant on two axes, representing two indicators: a process incident rate and a personal injury rate. The same graph also plots the performance of the best operators in Arkema Inc. "It's a very powerful – and motivating – assessment tool, because it is a genuine internal benchmark," points out Jeff Dore, Vice President of Manufacturing and Engineering at Arkema Inc. "This tool allows us to schedule inspections by Arkema Inc.'s management at sites near the bottom of the rankings and consider ways we could work on processes or behavior – or both," adds Chris Glover, Director of Industrial Safety.



THE THREE ESSENTIALS IN 2011

deployed in 2011 introduced three simple rules now in effect worldwide



Follow all traffic rules onsite as well as offsite



Only authorized personnel are allowed in designated areas



Wear all required PPE⁽¹⁾ if you will be working in an area where you might be exposed to hazardous chemicals

(1) Personal protective equipment.



STRONG TRANSPARENCY



Arkema communicates systematically and quickly with local media whenever a serious accident or incident occurs. *“Such public disclosure meets a civil society’s expectation for greater transparency and the sharing of more information with people living and working near our facilities. Arkema is an avid supporter of such ‘real-time’ communication and practices it wherever we do business,”* explains Philippe Soreau, Safety and Crisis Management Coordinator. More detailed explanations are then provided to the local equivalent of Community Advisory Panels – known, for instance, by the acronym CLIC in France – which bring industrial sites into regular contact with government, elected officials, neighboring communities, and associations.



The Three Aspects of Industrial Safety

Our industrial safety program focuses on three aspects:



TECHNICAL



which deals with production unit design, facility maintenance and the choice of transportation equipment.



ORGANIZATIONAL



which concentrates on coordination, management, operational quality and procedures. Arkema has adopted guidance called the Arkema Integrated Management System, or AIMS. It is being gradually deployed at all our sites.



HUMAN



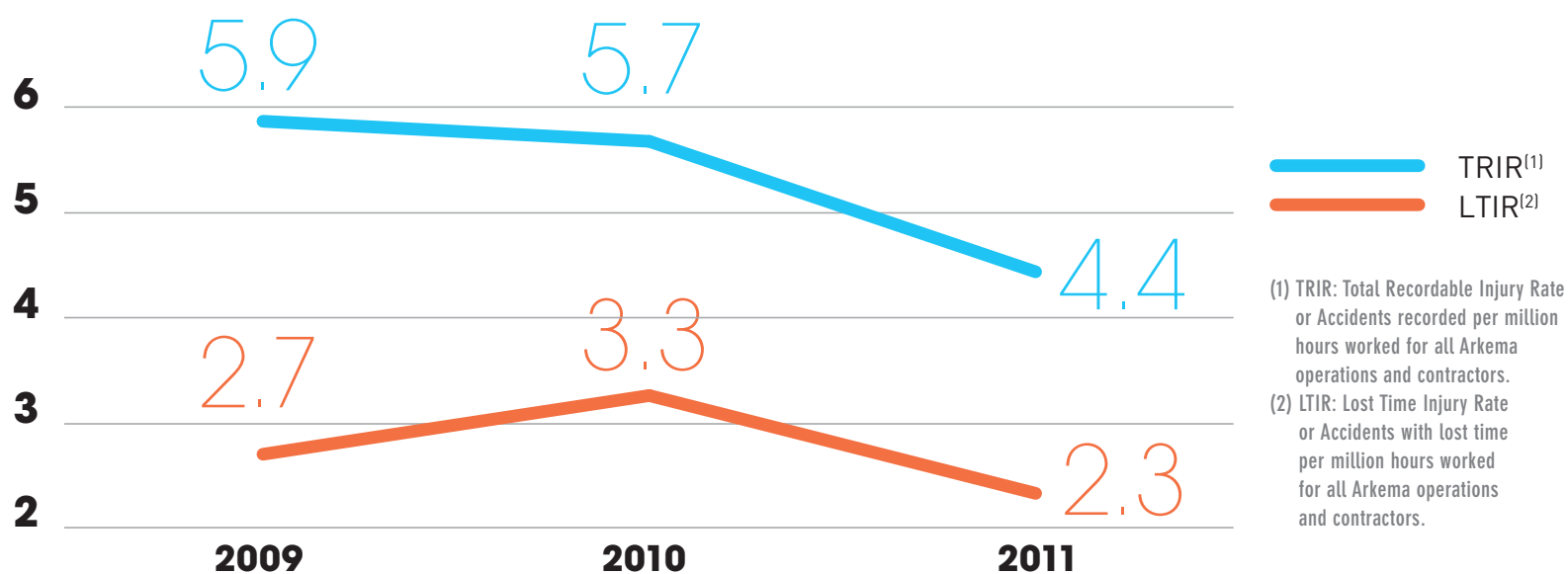
which aims to reduce the risks associated with producing chemicals and foster tireless vigilance concerning daily work routines, travel and transportation, and the use of tools. We have implemented a number of safety initiatives, starting with the education of all Arkema personnel, regardless of job, workplace or location, through our Safety Essentials. We conducted three campaigns in 2011, on road traffic, restricted areas and line breaking hazards.





PERFORMANCE ON THE UPSWING

In 2011, the number of accidents at Arkema reported worldwide declined by more than 20%. The Total Recordable Injury Rate (TRIR) was 4.4, down from 5.7 in 2010. At the same time, the Lost Time Injury Rate (LTIR) dropped to 2.3, versus 3.3 in 2010. Although these figures indicate real improvement, safety is a moving target. We cannot slacken our efforts and must maintain our momentum in technical, organizational and, most especially, human factors.



“If we want to make further progress, we have to work even more on the human factor and instill a genuine safety culture at our company, where prevention is ingrained in everything we do, every day we come into work.”

Luc Benoit-Cattin, Executive Vice President, Industry

REACHING OUT TO THE COMMUNITY

Our 10-year-old local dialogue initiative helps boost the visibility of our plants and creates an understanding of our safety efforts, products and innovations.

Listening, engaging in dialogue, explaining and informing are the cornerstones of Common Ground®, our local communication outreach to people living and working near our plants. This perennial communication effort focuses on our plants' operation, the management of safety, environmental and health risks, our products and their everyday applications, and our innovations. "Rolled out in France in 2002, the Common Ground® initiative has gradually become a real source of expertise and soft skills, shared by more and more sites and countries," explains Gilles Galinier, Vice President, External Communications at Arkema.

It entails a wide variety of actions, including open houses, plant tours, public information meetings, exhibitions, safety days, meetings held at schools, support for local associations and sports partnerships.

Arkema took the opportunity offered by the International Year of Chemistry 2011 to organize nearly 200 events at our production facilities or nearby venues, reaching more



than 6,000 people. In France, combining the second annual *Semaine de l'Industrie* [Industry Week] in March 2012 with the Common Ground® approach recently gave the general public, especially young people and jobseekers, a chance to meet industry employees, understand how plants function and discover the wide array of chemical industry jobs. The Common Ground® "attitude" also picks up its share of awards. Distributed to mark the International Year of Chemistry, the booklet *Journey to the Heart of Chemistry* was singled out for recognition by communication professionals. Above and beyond the awards it has won, the booklet is a perfect illustration of Arkema's willingness and desire to explain the purpose of chemicals and what they bring to everyday life. Education was also front and center in 2011 at the *Palais de la*

découverte science museum in Paris, where the "Amazing Chemistry" exhibition drew nearly 10,000 visitors interested in learning about Arkema's innovations. The exhibition was such a success that it has been extended through 2012.

At the same time, the Arkema Inc. Foundation in the United States is committed to enhancing the quality of life in communities in which it does business in North America. It also makes philanthropic grants and gifts to various social, cultural and educational organizations.

alkyd
alkyd emulsions
vinyl acrylic
styrene acrylic
acrylic
vinyl versatate
polyester
architectural
industrial
rheology modifiers
transportation
maintenance
marine
powder
traffic

doing it your way
just got easier.

Introducing Arkema Coating Resins, your new global resource for coating resins and technology.

By combining the coating resins businesses of Arkema Emulsion Systems, Cook Composites & Polymers and Cray Valley, we're now able to offer you more choices, more answers, and more expertise – in short, more ways to be successful. Our commitment to helping you find the best solution, regardless of technology, is stronger than ever. So you can develop your coating formulations your way.

Visit www.arkemacoatingresins.com to see how we can help. At Arkema Coating Resins, we're focused on your future.

**ARKEMA**
The world is our inspiration



The world is our inspiration

External Communications Department / 420, rue d'Estienne d'Orves / 92705 Colombes Cedex, France
www.arkema.com

Arkema, a French société anonyme with share capital of €623,995,900 – Registered in Nanterre:
RCS 445 074 685 – Dircom 4264E/05.2012/40

