

Colombes, November 23, 2010

Arkema announces an ambitious 5-year growth plan

During its Investor Day that takes place today in Paris, Arkema announces its 2015 targets and emphasizes its growth strategy for the next five years. At the end of this new development phase, in 2015, Arkema has the ambition to generate above 1 billion euros EBITDA, corresponding to 14%¹ EBITDA margin.

Since its spin off in May 2006, Arkema has implemented a transformation strategy, which will enable it to double the Group EBITDA in 2010 versus 2005. The Group cost structure was significantly improved and the business portfolio was successfully repositioned on high added value products with a better geographical footprint.

For the next five years, Arkema will accelerate its growth strategy with the ambition to build one of the global industry leaders.

Innovation, faster growth in emerging countries and bolt on acquisitions will be the main components of this development project.

In 2015, Group sales should total around 7.5 billion euros¹ versus around 5.8 billion euros end 2010. This strong increase should be supported by:

- innovation on sustainability which should generate around 400 million euros new sales in next 5 years. Alternative energies, water treatment, composite materials and bio-plastics will be the main drivers of this innovation,
- 60% increase of sales in emerging countries, especially in Asia,
- selective acquisitions in our best product lines representing around 1 billion euros additional sales. This acquisition program will be completed by divestments of small non-core businesses representing around 300 million euros sales.

Strict control of fixed costs and maintaining a solid balance sheet will remain priorities in Arkema's new development phase.

Presentations at the Investor Day will be available on the website www.finance.arkema.com.

*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, 14,000 employees and eight research centers, Arkema generates annual revenue of €5.8 billion and holds leadership positions in all its markets with a portfolio of internationally recognized brands. **The world is our inspiration.***

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Assumptions :

- Mid-cycle conditions in a normalized environment
- Worldwide GDP growth at 3 % / year over the period
- Oil price and raw material index at current levels
- €/€ exchange rate at 1.35