



Minutes

COMBINED GENERAL MEETING
OF MAY 4, 2021



Benoît Potier

Chairman and Chief Executive Officer

THANK YOU FOR PARTICIPATING!

The Combined General Meeting, chaired by Benoît Potier, Chairman and Chief Executive Officer, was held exceptionally behind closed doors at the Paris Innovation Campus in Les Loges-en-Josas, France on May 4, 2021.

The shareholders, who represented 57.49% of voting rights, i.e. 113,729 shareholders, adopted all the proposed resolutions. A total of 271,316,445 votes were cast out of the 471,919,579 shares entitled to a voting right, with one share granting entitlement to one vote.

Under the special regulatory framework set up due to the circumstances pursuant to article 8 of Decree No. 2020-418 of April 10, 2020, the Board of Directors has appointed two scrutineers from among the shareholders that, to the Company's knowledge on the date of the Notice of meeting, hold the largest number of voting rights, are able to attend the General Meeting, and accept this role. Hence, Amundi, represented by Ms Corinne Ferrière, and BNP Paribas Asset Management, represented by Mr Michael Herskovich, were appointed as scrutineers. Ms Fabienne Lecorvaisier, Executive Vice President of the Group, was appointed as the Meeting Secretary.

The webcast of the Combined General Meeting is available on our website www.airliquide.com.

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For a more detailed presentation of the Group, visit our website www.airliquide.com





BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT

Board of Directors following the General Meeting



Benoît POTIER

Chairman and CEO



Jean-Paul AGON

Independent Director
Lead Director



Siân HERBERT-JONES

Independent Director



Sin Leng LOW

Independent Director



Annette WINKLER

Independent Director



Philippe DUBRULLE

Director representing
the employees



Geneviève BERGER

Independent Director



Brian GILVARY

Independent Director



Xavier HUILLARD

Independent Director



Anette BRONDER

Independent Director



Kim Ann MINK

Independent Director



Fatima TIGHLALINE

Director representing
the employees



Pierre BREBER

Independent Director



Aiman EZZAT

Independent Director



Bertrand DUMAZY

Independent Director

Statutory Auditors

ERNST & YOUNG et Autres
 Represented by Jeanne Boillet
 and François-Guillaume Postel

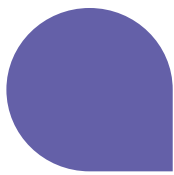
PricewaterhouseCoopers
 Represented by Françoise Garnier
 and Séverine Scheer

Social Economic Committee Delegate

Pierre GAC

Executive Management and Executive Committee

Benoît Potier	Chairman and CEO	Born in 1957 – French
Michael J. Graff	Executive Vice President in charge of the Americas and Asia Pacific hubs and the Electronics World Business Line. Chairman of the Board of Airgas	Born in 1955 – American
François Jackow	Executive Vice President in charge of the Europe Industries, Europe Healthcare, and Africa / Middle East & India hubs, together with the Healthcare World Business Line and the Customers Global Function	Born in 1969 – French
Fabienne Lecorvaisier	Executive Vice President and Chief Financial Officer in charge of the Finance & Operations Control Corporate Functions and General Secretariat	Born in 1962 – French
Guy Salzgeber	Executive Vice President in charge of the following Global and Corporate Functions: Innovation, Intellectual Property, Digital & IT, Safety, Public & International Affairs and Sustainable Development. He also supervises the Global Markets & Technologies activity	Born in 1958 – French
Jean-Marc de Royere	Senior Vice President in charge of Inclusive Business. He chairs the Air Liquide Foundation.	Born in 1965 – French
François Venet	Senior Vice President in charge of Strategy and supervising Large Industries business line and the Engineering & Construction activity	Born in 1962 – French
François Abrial	Group Vice President in charge of the Asia Pacific hub	Born in 1962 – French
Pascal Vinet	Group Vice President Chief Executive Officer of Airgas	Born in 1962 – French
Armelle Levieux	Group Vice President in charge of Human Resources	Born in 1973 – French
Susan Ellerbusch	Vice President in charge of the Large Industries and Electronics activities in the United States	Born in 1967 – American
Matthieu Giard	Vice President in charge of H2-Force, the Hydrogen Energy and Industrial Merchant World Business Lines, Procurement Global Function and the Performance Improvement Program	Born in 1974 – French
Émilie Mouren-Renouard	Vice President in charge of Innovation, Digital & IT, Intellectual Property, and the Global Markets & Technologies activity	Born in 1979 – French
Diana Schillag	Vice President in charge of the Healthcare World Business Line and the Europe Healthcare hub	Born in 1974 – German



RESULTS OF THE VOTE ON THE RESOLUTIONS

All the resolutions were approved.

	In favor		Against		Abstention
	VOTES	%	VOTES	%	
ORDINARY GENERAL MEETING					
1 Approval of the Company financial statements for the fiscal year ended December 31, 2020.	268,076,208	99.47%	1,438,953	0.53%	1,801,284
2 Approval of the consolidated financial statements for the fiscal year ended December 31, 2020.	268,080,480	99.47%	1,434,284	0.53%	1,801,681
3 Appropriation of 2020 earnings; setting of the dividend.	270,713,720	99.81%	515,813	0.19%	86,912
4 Authorization granted to the Board of Directors for a period of 18 months to allow the Company to trade in its own shares.	264,761,442	97.69%	6,260,878	2.31%	294,125
5 Renewal of the term of office of Mr Xavier Huillard as Director.	266,025,402	98.20%	4,887,177	1.80%	403,866
6 Appointment of Mr Pierre Breber as Company Director.	269,704,297	99.58%	1,126,431	0.42%	485,717
7 Appointment of Mr Aiman Ezzat as Company Director.	269,050,512	99.39%	1,653,623	0.61%	612,310
8 Appointment of Mr Bertrand Dumazy as Company Director.	170,764,770	63.08%	99,957,031	36.92%	594,644
9 Statutory Auditors' Special Report on agreements covered by the articles L. 225-38 et seq. of the French Commercial Code.	268,028,192	99.97%	71,812	0.03%	2,673,320
10 Approval of the elements of remuneration paid during or awarded in respect of the fiscal year ended December 31, 2020 to Mr Benoît Potier.	248,045,025	91.78%	22,208,570	8.22%	1,062,850
11 Approval of information relating to the remuneration of corporate officers stated in article L. 22-10-9 I of the French Commercial Code.	250,473,821	92.65%	19,867,461	7.35%	975,163
12 Approval of the remuneration policy applicable to Executive Officers.	245,014,647	91.47%	22,852,723	8.53%	3,449,075
13 Approval of the remuneration policy applicable to Directors.	267,471,655	99.42%	1,548,432	0.58%	2,296,358
EXTRAORDINARY GENERAL MEETING					
14 Authorization granted to the Board of Directors for a period of 24 months to reduce the share capital by cancellation of treasury shares.	269,268,640	99.29%	1,913,832	0.71%	133,973
15 Delegation of authority granted to the Board of Directors for a period of 26 months in order to increase the share capital via the issuance of ordinary shares or marketable securities conferring entitlement, immediately and/or in the future, to the Company's share capital, with retention of shareholder preferential share subscription rights for a maximum par value amount of 470 million euros.	264,989,746	97.75%	6,088,883	2.25%	237,816
16 Authorization granted to the Board of Directors for a period of 26 months to increase the issuance amount of equity securities or marketable securities in the event of over-subscription.	262,921,345	97.03%	8,044,999	2.97%	350,101
17 Delegation of authority granted to the Board of Directors for a period of 26 months to perform share capital increases, with cancellation of preferential subscription rights, reserved for members of a company or Group Savings Plan.	268,965,030	99.20%	2,158,149	0.80%	192,297
18 Delegation of authority granted to the Board of Directors for a period of 18 months to perform share capital increases, with cancellation of preferential subscription rights, reserved for a category of beneficiaries.	268,563,825	99.07%	2,524,734	0.93%	226,917
ORDINARY GENERAL MEETING					
19 Powers for formalities.	270,386,361	99.97%	79,665	0.03%	850,419

2020 RESULTS

"While 2020 was an abnormal year because of the public health crisis, it allowed Air Liquide to once again demonstrate the remarkable robustness of its business model, which is built on the balance in its portfolio between growth and resilience activities."

Fabienne Lecorvaisier, Executive Vice President and Chief Financial Officer

See the overview of activities in 2020 at:
<https://www.airliquide.com/activities2020>

2020 KEY GROUP FIGURES

- **Revenue:** 20,485 million euros, nearly stable at -1.3%^(a)
- **Recurring operating income:** 3,790 million euros, an increase of +3.6%^(a)
- **Operating margin:** 18.5%, a strong improvement of +80 basis points excluding energy
- **Net profit:** 2,435 million euros, a significant increase of +8.6% as published, +11.2% excl. the currency impact
- **Return on capital employed after tax:** 8.6%^(b), stable
- **Net earnings per share:** 5.16 euros, significant improvement of +8.5%
- **2020 Dividend per share:** 2.75 euros, + 1.9%

(a) Comparable change excluding the currency, energy (natural gas and electricity) and significant scope impacts.

(b) ROCE/Return on Capital Employed calculated with recurring net profit excluding IFRS 16.

KEY PERFORMANCE POINTS

- **Good performance of Group revenue**
 - Resilient Gas & Services revenue
- **Solid performance**
 - Significant improvement in operating margin
 - Net profit growth
 - Record cash flow from operating activities/revenue
 - Significant decrease in net debt
- **Dynamic investment cycle**
 - Investment decisions exceeding 3 billion euros remain at an exceptionally high level
 - Near 45% of investment opportunities linked to energy transition

Good resilience of Group revenue

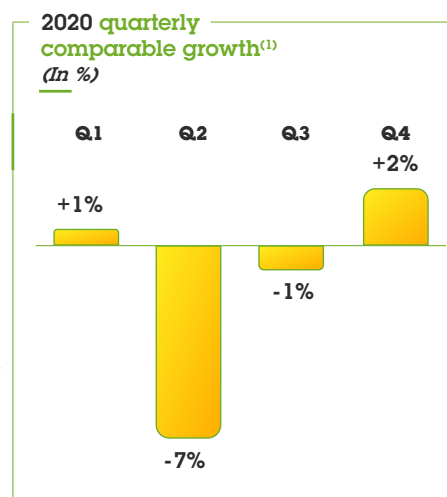
Air Liquide ended fiscal year 2020 with revenue **in excess of 20 billion euros**. Revenue grew during the fourth quarter, and was almost flat on a comparable full-year basis, in a context of global public health and economic crisis. By comparison, worldwide industrial production was down over the same period.

Gas & Services, which represent 96% of Group revenue, held firm with 2020 revenue very similar to that of 2019 on a comparable basis. Business was notably driven by the strong increase in Healthcare and Electronics revenue. In terms of geography, the increase in revenue in Europe and good momentum in China offset the relative weakness of North America.

Consolidated **Engineering & Construction** revenue, which was down -23% over the year, recovered markedly during the fourth quarter, posting an increase of +24%^(a).

Lastly, **Global Markets & Technologies** was up +6% in 2020 on a comparable basis. Growth was particularly strong in biogas, with the start-up of new units.

Group revenue trends



Operating performance

Air Liquide's performance remained particularly strong considering the context. The Group's **operating margin** markedly improved by 80 basis points in 2020, excluding the energy price impact, thus reaching a record high in the Group's history of **18.5%**.

Although revenue remained stable, **Recurring Operating Income** was up **4%** on a comparable basis as a result, reaching close to 4 billion euros.

Significant increase in operating margin



Structural levers

Efficiencies

Objective of €400 M /year

Price

€441 M

Above target

Portfolio management



Exceptional measures

The three main drivers of this margin increase were, once again, **structural efficiencies**, for **441 million euros**, which significantly exceeded the 400 million euros annual target, active price management, and active portfolio management. In addition to this, the Group also introduced exceptional cost-reduction measures in response to the economic crisis.

Thanks to the good performance of operations and the capital gain on the sale of Schülke, the Group's **net profit** reached more than **2.4 billion euros** despite the pandemic, representing a **significant increase of almost 9%** on a published basis and more than 11% excluding the currency impact.

Cash flow from operating activities also reached a record level at **24%** of revenue. This helped to significantly reduce Group net debt. The net debt-to-equity ratio was at **56%** at end-2020, compared with 64% a year earlier. Air Liquide has now returned to a level of net debt equivalent to before the Airgas acquisition, which strengthens the Group's balance sheet.

Recurring **return on capital employed after tax** was stable, at **8.6%**, compared to 2019 despite the decline in business due to the public health crisis.

Dynamic investment cycle

Investment decisions in 2020

> €3 Bn

12-month Portfolio of opportunities

€3.1 Bn



44% Energy transition

A very high level of investment decisions

Investment momentum remained good despite the highly uncertain context. As was the case in 2019, **investment decisions** exceeded **3 billion euros**. The 12-month portfolio of opportunities even continued to expand, reaching 3.1 billion euros, **of which 45% related to energy transition-based projects**.

This performance underlines the Group's excellent positioning on key markets, such as healthcare, energy transition and technology, in particular digital technology. Air Liquide can therefore look forward to the future and its growth prospects with confidence.

In 2020, Air Liquide's three non-financial key performance indicators improved, whether they were safety-related, diversity-related or carbon intensity-related.

In 2020, the Group demonstrated the strength of its business model and the effectiveness of its strategy, which are supported by its global presence and the diversity and balanced nature of its portfolio, by once again delivering performance that is both profitable and responsible.

Revenue growth across all business lines during the first quarter of 2021

The gradual recovery continued and Group revenue posted solid growth of almost **4%** on a comparable basis. All business lines saw a return to growth. Medical oxygen sales remained above normal levels and offset the impact of bad weather in the United States. Moreover, performance remained very strong.

In a context of limited local lockdowns in first half and recovery in second half, Air Liquide is confident in its ability to further increase its operating margin and to deliver recurring net profit growth, at constant exchange rates.

ACT FOR THE BENEFIT OF ALL

"I am convinced that nobody will succeed by themselves and no company will win in the long run if they thrive alone. We must act now, all together, to be effective in the present and prepare for the future, if we hope to have a positive impact on the society of tomorrow."

Benoît Potier, Chairman & CEO



The year 2020 will go down in history. A **collective history** – because it has disrupted the entire world – but also **each individual's history**, as it has impacted the course of our lives. More than ever before, we realize the extent to which our destinies as individuals, companies and communities are interlinked. These destinies are affected by our personal **health**, the health of the **economy**, and that of **the planet**.

In Air Liquide's business, raw materials such as oxygen and hydrogen are **essential molecules for life, matter and energy**. The nature of the crises we have experienced, whether health-related, economic or climate-related, clearly demonstrates that our core business and products are at the heart of human progress, and therefore of our common future.

The Covid-19 crisis was no exception and underlined **Air Liquide's contribution** in terms of public health, as well as its **potential** in terms of the environment. We are therefore more aware than ever of the **responsibility** as well as the economic and social **impact** that our Group could have on the future. At a time when we can hope for a gradual end to the pandemic thanks to vaccines and a return to global growth, we are taking the next steps which will **take us into the future**.

So, what is the best path to take to invent this **common future**, a future which is promising for our Group and all of its stakeholders? In practical terms, how can Air Liquide **act in everyone's interest**?

Learning from our recent past

Takeaways from 2020

The year 2020 confirmed the **strength of Air Liquide's model** and the **resilience of its activities**. The results for 2020 were extremely positive in an unprecedented context. Those for the first quarter are also very encouraging.

Thanks to its international foothold, in almost 80 countries, its presence across almost **all economic sectors** and a proven **business model**, our Group has managed to resist well.

In addition to these structural factors, Air Liquide has made choices in the recent past which have today confirmed its **resilience** and **agility**. Starting with that of a decentralized, network organization, based on collaboration and accountability, and which ensures both agility and adaptability. When these are placed at the service of the customer, they strengthen creativity and increase customer satisfaction, which guarantee stability.

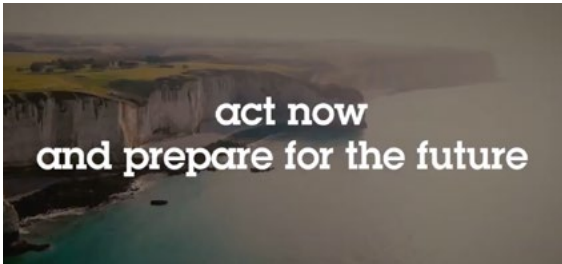
Air Liquide's teams have also shown that they are able to take action. In 2020, it was clearly **the Group's men and women** who made all the difference. They all fully stepped up in the fight against the public health crisis. I would, once again, like to thank them all, as the battle was long.

During this period, although our attention is focused on daily issues, it is nevertheless important not to lose sight of the future. This is why

Air Liquide continues to innovate, time and again, to **prepare the future**. This is, quite naturally, the case at the Paris Saclay Innovation Campus but also across the globe, by rallying all of our resources.

Check out the video about the commitment of men and women at Air Liquide "Take action in the present and prepare the future."

Watch the video: <https://www.airliquide.com/mobilization2020>



Capturing the markets of the future and meeting our social commitments

Air Liquide's story is, first and foremost, a **growth story**. Today, to drive this growth, we must take advantage of the opportunities present on the markets with the strongest momentum and those which serve the best interests of all. This is why the Group has chosen to target three major markets: **climate** and the energy transition, **health**, and **technologies**.

The energy transition and climate change market

ACHIEVING CARBON NEUTRALITY

These past 12 months have marked a fundamental shift, with an acceleration in the awareness among companies regarding the **impact of the climate** and the **environment** on their activities. It is an economic struggle, but also a social struggle.

Several sectors are currently faced with the need to **act to reduce their carbon footprint**. This includes both reducing their own greenhouse gas emissions as well as finding solutions or new processes to facilitate the emergence of a low-carbon society.

As part of its Sustainable Development Goals, on March 23, Air Liquide announced its aim of **achieving carbon neutrality by 2050**, in line with the Paris Agreement, and to **decrease its emissions by 33% in absolute value** as of 2035.

This is an extremely ambitious goal for an industry as energy-intensive as ours. It is mainly thanks to the **modernization of the Group's assets**, **CO₂ capture**, and use of **renewable energies** that this target should be achievable.

Hydrogen will play a major role in reaching these goals.

DEVELOPING THE HYDROGEN SEGMENT

This a subject that fascinates and intrigues in equal measures as **hydrogen** will undeniably be a determining factor in the implementation

(a) Source: McKinsey report.

of a low-carbon society. In 2050, around 18% of global energy demand could be met by hydrogen^(a). Air Liquide has been a leader in hydrogen for more than 50 years and manages **the entire hydrogen value chain and its applications**.

In recent decades, Air Liquide has played a driving role in promoting and developing this solution. The creation of the **Hydrogen Council** in 2017 was, in this respect, a key step. Currently, more than **100 global companies** are represented.

Major investments

Faced with global warming, hydrogen represents **hope** and is a tangible and realistic **solution**. The post-Covid economic stimulus plans of the major industrial countries have extensively incorporated hydrogen solutions. Around **60 billion euros** will therefore be spent across the globe in the years to come to support the establishment of the segment. France has committed to spending 7 billion euros and Germany 9 billion euros.

By 2035, Air Liquide intends to invest **8 billion euros** in the hydrogen value chain, with the aim of developing a competitive and wide scale low-carbon hydrogen offering. This represents both enormous **growth potential** and a **significant contribution** to the development of a sustainable society. By 2035, Group revenue from hydrogen will increase threefold **from 2 billion euros currently to more than 6 billion euros**. Naturally, the price of CO₂ and tax conditions will set the pace for the segment's ramp-up.

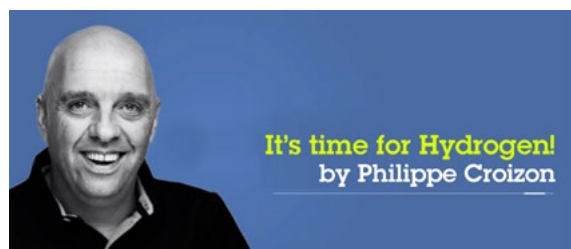
First of all, heavy mobility

What is certain is that hydrogen use will become part of our **daily lives** in several forms: for heating, lighting and, of course, transport. The first mobility markets are likely to be those related to **heavy professional mobility** such as trains, boats and buses, for which hydrogen is a highly interesting and competitive alternative. Planes will then follow.

But why start with heavy mobility when we generally associate hydrogen with passenger cars? With heavy mobility, the supply of energy is based in set locations: buses, ferries and trains for example carry out the exact same journey, numerous times, and often cover long distances. The supply of hydrogen, with storage at the point of departure and the point of arrival only, is therefore highly efficient. With the result being the advent of **zero emissions** and **zero noise** mobility. Hydrogen is therefore set to become part of our daily lives.

See the testimony of Philippe Croizon, a very special person who now incorporates hydrogen into his very high-level sporting endeavors.

Watch the video: <https://www.airliquide.com/philippecroizontestimonial>



Hydrogen production

The first issue is therefore to mass-produce hydrogen in liquid form for mobility. This will be achieved at **Air Liquide's future Nevada plant**, which will provide hydrogen to California where more than **10,000 hydrogen-powered cars** are already on the roads.

The second issue is obviously to produce **carbon-free hydrogen**. To do so, **electrolysis** is the technology of choice. Thanks to its expertise and positioning, Air Liquide has already established several partnerships in this field. The partnership with **Hydrogenics** in North America and, more recently, with **Siemens Energy** in Europe for large projects, will contribute to the Group's shift to large scale carbon-free production. The aim is to install **3,000 megawatts of capacity by 2030**.

The production of carbon-free hydrogen via electrolysis is already a reality. In Bécancour, Canada, Air Liquide recently inaugurated the **largest membrane electrolyzer in the world** with capacity of **20 megawatts**. In France, Air Liquide has announced the **H2V Normandy** project. A major project which aims to build a large-scale electrolyzer complex of up to **200 megawatts**.

SUPPORTING OUR CUSTOMERS IN THEIR EFFORTS TO REDUCE THEIR CARBON FOOTPRINT

Let us now take a look at the way in which the Group can **support its customers** who, like Air Liquide, are confronted with the challenge of **reducing their carbon footprint**. This notably includes our **Large Industries** customers: chemical companies, refiners, steel producers which rely on us almost on a daily basis.

To meet their expectations, Air Liquide already has a very wide selection of solutions, ranging from the supply of gases - mainly oxygen and hydrogen, which are low-carbon themselves - to CO₂ capture and liquefaction technologies.

In the steel industry for example, Air Liquide has announced a partnership with **thyssenkrupp** to inject hydrogen into blast furnaces, to partially replace pulverized coal. More recently, a memorandum of understanding was signed with ArcelorMittal to develop the use of low-carbon hydrogen and CO₂ capture technologies in Dunkirk, with a view to reducing the site's emissions.

In other cases, some of Air Liquide's customers decide to entrust us with the **management of their assets** in order to optimize costs and reduce emissions. This is true, for example, of **Sasol** in South Africa, where the Group is set to take over the largest oxygen production site in the world, with the aim of **reducing its CO₂ emissions by 30% to 40%**.

As we have seen, **climate and the energy transition** are opening up **unprecedented economic prospects** for Air Liquide, but they are not the only ones.

Healthcare markets

Against the backdrop of the **public health crisis**, in addition to an increase in **chronic diseases** and an **aging** population, it goes without saying that the subject of healthcare is as crucial as it is universal.

In hospitals, medical oxygen and nitrogen oxide have demonstrated their major utility during the pandemic. **High-flow oxygen therapy** has helped adapt the care of the most seriously affected Covid patients.

Its use will continue beyond the crisis and new medical gases could prove to be very beneficial in the years to come.

In **home healthcare**, Air Liquide aims to improve the health and quality of life of chronically ill patients - whether they suffer from respiratory issues, diabetes or Parkinson's - thanks in particular to the power of its digital tools. Digital solutions are set to be game changers, allowing for the **personalization** and **monitoring of treatment**. Paying for Air Liquide's service according to a patient's treatment adherence will allow the costs of care to be correlated to the results obtained.

At the same time, in medium and low income countries, the Group has committed to **facilitating access to medical oxygen**, mainly in rural areas.

Technology-related markets

In technologies, Air Liquide's largest market is **electronics**, a sector enjoying rapid growth. In a silicon wafer, which is used as a support for semi-conductors, microstructures are made up of a multitude of nanometric layers. The previous generation had **30 layers** of semi-conductors; the new generation now stacks up more than **250**. This technological performance was made possible thanks to the precision of the **etching gases** developed by Air Liquide.

In Electronics, Air Liquide's offering also includes an **environmental dimension**. An example: Air Liquide is working with **TSMC** in Taiwan to equip a latest generation plant with ultra-high purity and low-carbon hydrogen and oxygen. The plant will produce the three-nanometer chips that will be **10% to 15% more efficient** and integrated into smartphones, computers and tablets available for sale by 2022.

Another key market, **the digital market**. With more than one billion items of data collected and processed each day, digital solutions are part of all new offers which allows Air Liquide to generate growth, operational and environmental efficiency, customer satisfaction, and thus increase its value added. This is the case for **Large Industries**, with plants which are entirely remotely operated. This is also the case for the **cylinder business** which is becoming "smart" and "connected", hence optimized logistics. And this is also the case, of course, in **Healthcare**, where patient monitoring and digital solutions go hand in hand.

And lastly, a word on **ultra-high technologies** such as **space, deep cryogenics** and **quantum technology**. These markets are rapidly changing markets, synonymous with the future by excellence and global differentiation for the Group.

A work environment in line with our values and the evolution of society

Acting for the benefit of all also involves facilitating a work environment that is in line with the Group's values and the society as a whole. Our **employees** are, quite naturally, Air Liquide's main **asset**. We firmly believe that **human potential** is unlimited, and that everyone can use **their talents** and **reinvent themselves**. It is in line with this belief that we organize our career paths. We would like to continue, and this is a priority, to ensure a safe, inclusive and motivating work environment.

To do so, we have defined several goals, including:

- **promoting inclusion and diversity**, with the aim of increasing the percentage of women among managers and professionals to 35% by 2025;
- introducing **common basis of care coverage** for all employees with, for example, **14 week maternity leave** worldwide;
- providing employees with the opportunity to take part in **local projects**, in line with our sustainable development goals and the work of the Foundation;
- the permanent introduction, which has already been established, of **the option to work from home twice a week** as of the end of the pandemic.

Lastly, in terms of **corporate governance**, the Group will continue to implement **best practices**.

Staying close and moving forward together

Acting for the benefit of all requires, of course, steady growth, but also remaining close and moving forward together. Air Liquide is proud to have been able, during this crisis, to maintain its **close relationship** with its shareholders.

To achieve this, the Group was forced to completely overhaul its approach with a remote **Shareholders' Committee**, greater **digital communication**, the full mobilization of Shareholder Services advisors and the modernization of the Personal online Account. An example: right now, you can now become an Air Liquide shareholder in just **three clicks**.

Alongside our major institutional investors, currently **470,000 individual Air Liquide shareholders** have placed their trust in us, of which **50,000 new shareholders** which the Group was very pleased to welcome in 2020. But we want to go even further. With this in mind, at the very beginning of April, Air Liquide launched a communication campaign **on social networks** to welcome new shareholders in the **30-45 year old** age group.



We would like to highlight, for all current and future shareholders, the **long-term performance of the Air Liquide share price** and the benefits of the Group's **shareholding policy**.



The dividend proposed this year was **2.75 euros per share**, representing a **1.9%** increase and reflecting the excellent performance in 2020 and our confidence in the future. The Board of Directors also decided on the principle of a **new free share attribution for every ten shares held**, which is considered for June 2022.

We would like, this year more than ever, to offer our heartfelt thanks to our shareholders for their **trust** and their **loyalty**. We strive each day to be more deserving of it.

CONCLUSION

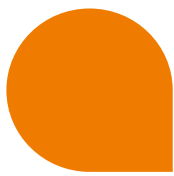
*"History, not to mention our own history, will judge how well we **handle this crisis** and its **challenges**. **Financial performance** and **sustainable development** are the core of our growth model. Performance must therefore become "global": financial, industrial, social, human and environmental. All of these themes are inseparable.*

*The history we will write together will be built on transformations and innovations, and on collaborations and successes. It will take place at the crossroads of the **individual**, the **company** and **society**.*

*This destiny **with our future** is something we are prepared to seize with its uncertainties and its numerous opportunities. So yes, we have confidence in the Group's ability to act in everyone's interest.*

More than ever, let's invent and live the future. "

Benoît Potier



GOVERNANCE AND REMUNERATION

"In 2020, Air Liquide not only served as a full-fledged Citizen enterprise as it tackled the pandemic and showed exceptional agility in combating the public health crisis. The Group also prepared for the road ahead and set ambitious non-financial goals to work toward a sustainable future "

Jean-Paul Agon, Lead Director

Composition of the Board of Directors

The General Meeting renewed the term of office of **Xavier Huillard** as a Director for a period of four years and appointed three new Directors: **Pierre Breber**, **Aiman Ezzat** and **Bertrand Dumazy**.

- Pierre Breber is an American citizen and Vice President and Chief Financial Officer of Chevron, where he has held several management positions spanning a career of over 30 years. He will bring to the Board his strong operational and financial skills and his very international profile.
- As Chief Executive Officer of Capgemini, Aiman Ezzat will bring to the Board his extensive experience in the digital sector, his financial expertise, his knowledge of many industrial sectors and the perspective of a chief executive from a major international group.
- Bertrand Dumazy, Chairman and CEO of Edenred, will bring to the Board his managerial skills acquired at several global companies

in both the industrial and service sectors, together with his experience in digital transformation and change management.

The Board of Directors acknowledged that the term of office of **Thierry Peugeot** expired at the close of the General Meeting. The Board of Directors very warmly thanked Thierry Peugeot for his contribution to the work of the Board of Directors, of which he has been a member since 2005, and to the work of the Audit and Accounts Committee, of which he has been a member since 2012.

Since October 1, 2020, the Board has a new Director representing employees, **Fatima Tighlaline**, who was appointed by the European Works Council.

The Board of Directors is now composed of **15 members**: 13 members appointed by the General Meeting, including six women and seven foreign nationals, and two Directors representing employees. This composition reflects the diversity, complementarity of profiles, experience, expertise and cultures that the Board seeks.

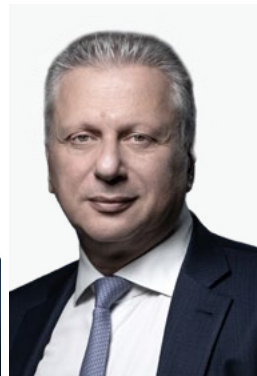
View the experiences of Pierre Breber, Aiman Ezzat and Bertrand Dumazy.

Watch the videos:

<https://www.airliquide.com/group/pierre-breber>

<https://www.airliquide.com/group/aiman-ezzat>

<https://www.airliquide.com/group/bertrand-dumazy>



Work of the Board and Committees

Work of the Board

The Board met seven times in 2020 and paid close attention to **the impact of the Covid-19 pandemic** on the Group and the measures introduced to protect the health of its employees, the analysis of the Group's **performance** (financial and non-financial), the Group's **strategy** and **investment decisions** in connection with the Climate objectives, **Hydrogen** and the **energy transition**, **Social and Environmental Responsibility** and work relating to the new ESG/climate objectives, and **Governance**.

Work of the Committees

- **The Audit and Accounts Committee** monitored the impact of the Covid-19 public health crisis, reviewed the Group's financial statements and financing policy, and monitored debt and cash management. It also monitored the efficiency program, reviewed risks and related control measures and reviewed General Control missions.

- **The Appointments and Governance Committee** selected candidates in accordance with the Board's diversity policy and continued with its work relating to succession plans for the Chairman and Chief Executive Officer, and the management teams. It reviewed the non-discrimination, diversity and gender mix policy for the management bodies and proposed gender mix objectives.
- **The Remuneration Committee** recommended that the objectives for the 2020 variable portion of the Chairman and Chief Executive Officer's remuneration should not be readjusted despite the public health crisis. It reviewed the remuneration policy of the Executive Officer and the adaptation of the remuneration policy of Directors.
- **The Environment and Society Committee** examined the environmental and societal risks and monitored the Climate objectives. The Committee also reviewed the Extra-financial Performance Declaration, the vigilance plan and the materiality matrix. It also monitored the development of the new ESG/ climate objectives.

Remuneration

2020 remuneration of Benoît Potier

The General Meeting approved the elements of remuneration of the Chairman and CEO, Benoît Potier, which was paid in 2020 or awarded in respect of 2020.

This remuneration includes:

- **a fixed portion**, which totaled **1.325 million euros** (the same since 2018);
- **a variable portion** of around **1.460 million euros**, down around 29% compared to 2019. This decrease reflects the impact of the public health crisis, as the **financial criteria objectives** (which are based on net earnings per share and revenue), which were set at the beginning of 2020 before the spread of the pandemic, could not be fully achieved. Upon the recommendation of the Remuneration Committee, the Board however decided not to adjust these objectives in order to fully reflect the reality of the year. In terms of **qualitative objectives**, the Board noted the quality of the executive's performance in terms of **CSR** (with in particular the continued deployment of the Sustainable Development strategy), **organization and human resources**, and **individual performance**, which were exceptional during the unprecedented crisis.
- **a performance share award** valued at around **2.25 million euros**, stable since 2018.

Information relating to the 2020 remuneration of Benoît Potier is provided on pages 180 to 187 of the 2020 Universal Registration Document.

Remuneration of corporate officers

The General Meeting approved the information relating to the remuneration of all corporate officers, including the Directors, and which included:

- **the remuneration of Benoît Potier compared to the Company employees' average and median remuneration.** For 2020, the corresponding ratios were **49** and **70** respectively;

(a) Long-term incentive element (performance shares/stock options).

- **a comparison of the annual change in remuneration and performance over the past five years.** In terms of five-year compound annual growth rate (CAGR), the increase in consolidated sales growth and net profit indicators was significantly higher than the increase of the executive's remuneration;
- **the remuneration of non-executive Directors.**

This information is available on pages 161 to 179 of the 2020 Universal Registration Document.

Remuneration policy

The General Meeting approved the remuneration policy of Executive Officers and Directors.

REMUNERATION OF EXECUTIVE OFFICERS

The remuneration policy of the Executive Officers is in line with the one approved in 2020. Benoît Potier's **total annual target remuneration** for 2021 will remain **stable**.

The **financial criteria (quantifiable) of the variable annual portion** remain unchanged and are based on net earnings per share and revenue. **Individual criteria (qualitative)** include objectives related to CSR, organization and human resources, and individual performance.

Performance conditions applicable to LTI^(a) also remain unchanged and are based on Return On Capital Employed (ROCE), TSR (with dividends reinvested) and carbon intensity. All of these criteria reflect the Company's strategy, which combine economic performance and sustainable development.

The remuneration policy was prepared taking into account **employment conditions and the remuneration of employees**.

Moreover, the **pension insurance contract**, which was approved last year, has been maintained. Following the introduction of the PACTE law, the defined contribution retirement plan, applicable to all employees and executives, has been collectively transferred to a mandatory company retirement savings plan (PERO).

This information is available on pages 188 to 195 of the 2020 Universal Registration Document.

DIRECTORS' REMUNERATION

In terms of Directors' remuneration, the Group's policy is **in line with previous practices**, with a **predominantly variable remuneration** which **depends on each Director's attendance** at meetings.

The policy approved by the General Meeting now allows Directors **attending meetings remotely** to be remunerated in the same way as if they attend in person. This change reflects the adjustment of attendance means during the public health crisis, with the Board having observed that remote attendance offered qualitative conditions that were equivalent to in-person attendance, thanks in particular to the digital tools introduced by Air Liquide. This change took effect as of September 2020 and does not call into question the Board's preference for in-person attendance whenever possible.

This information is available on page 196 of the 2020 Universal Registration Document.

QUESTIONS/ ANSWERS

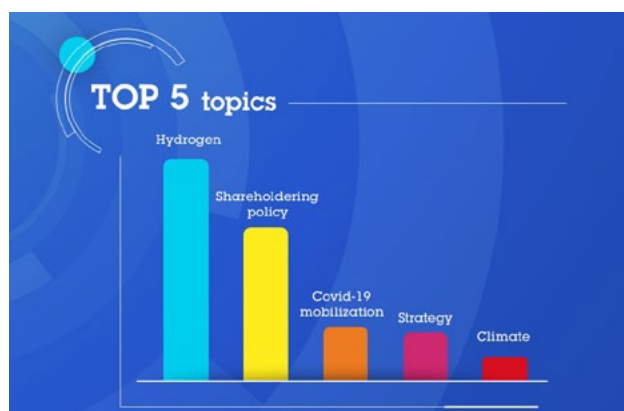


Questions asked prior to the General Meeting

In accordance with the option offered by the law, the Board of Directors' responses to the written questions raised prior to the General Meeting were published in the Shareholders/2021 Annual General Meeting section of the Company's website, at www.airliquide.com.

These questions notably covered the energy transition, as well as social and societal issues. All questions asked prior to the General Meeting and their answers remain available on the website.

Questions submitted by Internet users^(a)



In order to maintain the spirit of dialog, which Air Liquide believes is very important, shareholders were able to:

- between April 22 and May 3, 2021, ask their questions via a dedicated online platform, which was accessible on the www.airliquide.com website.

- on May 4, during the General Meeting's Q&A session, ask their questions live, spontaneously, using audio and video facilities which were conceived and developed especially for the event.

More than 350 questions were received. Five topics were of most interest: hydrogen, shareholding policy, the Group's efforts in the fight against the pandemic, Group strategy, and the climate.

Topics	Questions No.
Hydrogen	
Hydrogen-powered vehicles	2
Distribution network	4
Production	5
Competition	6
Safety	11
Shareholding policy	
Distribution of free shares	7
Covid-19 mobilization	
Air Liquide's mobilization in India	1
Air Liquide Foundation	13
Group strategy	
Space exploration	3
Benoît Potier's successor	8
China	9
Healthcare: Value-based approach	12
Digital	14
Climate	
Biomethane	10

(a) There is no legal framework for these questions which neither fall within the legal framework of written questions addressed to the Company prior to the General Meeting, nor of discussions with shareholders.

Question no. 1

AIR LIQUIDE'S MOBILIZATION IN INDIA

I have read that Air Liquide is supporting India in its fight against the Covid-19 pandemic. Can you tell us more about this?

Benoît POTIER: This is, unfortunately, a subject that is relevant to us all. First a short summary: Air Liquide has been present in India for only a short period of time in terms of the Group's history, between fifteen and twenty years. Our activity in the country is modest, mainly in the North and West of India and we have very few oxygen production plants.

In the current situation, the subject is obviously the production of medical oxygen. Air Liquide's first move was to mobilize all of our teams in India 24/7, so around 550 people, to produce and deliver this oxygen to all hospitals under the best possible conditions. Currently we are mostly making deliveries to hospitals and a lot less to our industrial customers.

But this of course is not enough. We have also set up logistics outside of India, in cooperation with the French government which has taken measures to provide support to India through a chain of solidarity.

As we have production plants available in the Middle East, notably in Qatar, we have also set up a supply chain with containers that are sent from Europe to Qatar. From there they are filled with liquid oxygen, then shipped to India by boat. This represents a first stage, of around 300 tons of oxygen, which are the oxygen quantities required to treat 10,000 patients a day.

Of course, this is still not enough: the country needs a lot more oxygen. We will, in the weeks ahead, try to significantly step up this provision, by mobilizing other Group assets and by looking at what we are able to produce at all of the plants in countries that are near to India. I am thinking of Europe, but also of course the Middle East. So, in the long term, we can consider that we will be able to multiply these quantities of oxygen by two or three, even four, and save as many lives as possible.

So there you have it for Air Liquide's main contribution. It represents exceptional efforts by our teams in response to this pandemic in India.

Question no. 2

HYDROGEN-POWERED VEHICLES

What will the European and global market shares for hydrogen-powered vehicles be in 2030? If the figures are high, in what way will Air Liquide contribute?

Benoît POTIER: As you are aware, the major hydrogen markets are fairly broad markets as they are related to mobility, and within this field you have the passenger car market, but also other markets. We are focusing on the energy market: producing, storing and returning electricity to the energy network. We are focusing on process heat, buildings and, of course, on markets where hydrogen plays a role as a raw material - such as the steel, chemicals and refining industries.

Within the mobility market, which accounts for 20% to 25% of the hydrogen market, if we look ahead to 2050, we believe that the

hydrogen penetration rate in the passenger car market could reach 25% especially in the medium and large car segment, in other words mainly high-end cars. We believe that small cars are more likely to remain electric battery powered.

And although this 25% is achievable, the penetration rates for buses, trains and trucks will be even better. In these segment, we expect rates of 35% to 40% by 2050. It is a long way off, but this growth will come in stages. The first stage which we are aiming for is obviously 2030, for which we have more precise targets. Then, between 2030 and 2040, I think that we will see a fairly significant ramp up in these hydrogen markets.

Air Liquide is present across the entire hydrogen chain, from production, to transport – or in other words delivery –, logistics, distribution and applications. We are capable of providing the supply of hydrogen, from the production through to the application stage.

Question no. 3

SPACE EXPLORATION

Recent news highlights space exploration a great deal. What role does Air Liquide intend to play in this area?

Benoît POTIER: It is true that, today, we are at the Group's Paris Saclay Innovation center. So it is inevitable that the subject of space has come up. So, what is Air Liquide's background in terms of space? First of all, this relationship began on Earth. It began a very long time ago when Air Liquide took part in the manufacturing of the cryogenic propulsion system and fuel for the European heavy launch vehicle, which is now the Ariane heavy launch vehicle. And we remain the main supplier of oxygen and hydrogen required to operate this launch vehicle.

But that's not all. We are also present, and have been for several years, in the world of satellites. Products such as Air Liquide's are required to launch satellites into space. For example, xenon, which is extremely heavy and which allows satellites to be controlled very precisely. And then the captors for instruments to take photos of the universe require cooling. In that respect, we have the best refrigeration systems in the world. And so, there you have it for Air Liquide's second presence.

If we want to go further towards the future: the Moon is the future; and then, maybe Mars. And so, what does this involve? What role can Air Liquide play? What is important to understand is that, in space, two products are essential to humans: water and oxygen. Water, because obviously we need it to live, we need to drink. And oxygen, is essential for astronauts. But water is also the source of hydrogen and oxygen. And separating water to produce hydrogen and oxygen means that we have fuel for launch vehicles. It is therefore imaginable to have stations that fuel these vehicles between Earth and the Moon.

But even further out, is Mars. The atmosphere on Mars is 95% CO₂ and then a little oxygen, nitrogen and other molecules. And in this respect, the major challenge would be to separate this CO₂ into carbon and oxygen. The day that we succeed in doing so, is the day when we can contemplate life on Mars.

So, as you can see, Air Liquide's expertise in space can be expressed in the past, present and even future tense with the Moon and Mars.

Question no. 4

HYDROGEN DISTRIBUTION

The expensive barrier in the hydrogen solution for vehicles is the implementation of an extensive distribution network. What specific measures are Air Liquide and other players introducing to be an active part of this?

Fabienne LECORVAISIER: The development of a distribution network, a network of mobility service stations is one of the subjects that needs addressing, but it is not the only one.

An entire logistics chain needs to be set up: liquefaction, transport and distribution to the points of sale, which do not currently exist, with very low temperature requirements for liquid hydrogen, and safety requirements of course, which are not easy to manage.

At Air Liquide, we believe that our core business is the upstream portion of the hydrogen chain and that we must focus our investment capacity on production, liquefaction and transport to distribution points. How, therefore, at the same time can we ensure that the network of stations continues to grow? At the beginning, we took part in pilot projects that were in truth small partnerships, often with carmakers such as Toyota. We did this on the East coast of the United States. We did this in Japan.

Then, slightly larger consortia started to develop bringing together carmakers, energy suppliers, industrial gas suppliers and public-sector players. This was the case, for example, in Germany for the development of hydrogen charging station networks on the motorways.

Finally, new financing means are emerging, investment funds for hydrogen infrastructure. We believe that these investment funds will help develop downstream distribution networks more rapidly. Moreover, government and European Union support programs will help with the roll out of these networks, through the allocation of grants and subsidies in the various regions.

Question no. 5

JOINT OXYGEN AND HYDROGEN PRODUCTION

As part of hydrogen production projects, in particular via electrolysis, we should see the joint production of oxygen, which will be produced at the same time as hydrogen in the electrolyzers. Large quantities of additional oxygen could therefore be available on the market. Are these additional quantities likely to disrupt, or undermine, the current oxygen market? And can these newly available quantities open up new markets?

Benoît POTIER: This question highlights the impact that the mass development of hydrogen can have on another product, in this case oxygen. Let's start by taking a look at the technicalities of this. As you know, a water molecule is made up of hydrogen and oxygen. And in terms of mass, there is eight times more oxygen than hydrogen. Therefore, when you generate two grams of hydrogen, you also generate sixteen grams of oxygen for eighteen gram, one mole of water. Thus, each time we produce hydrogen using electrolysis, we also produce oxygen.

This oxygen has an important feature, it has ultra-high purity, which is a very good thing. However, when we take a closer look, the amount of energy required to separate this water molecule into hydrogen

and oxygen is fairly high. And that is what currently makes hydrogen relatively expensive, but this cost will obviously decrease over time. Therefore, depending on whether we spend more or less in terms of energy costs for the production of oxygen, this oxygen is more or less free. This is an interesting comparison to draw, because we have reached, in more or less a century, maturity in terms of oxygen production technologies via air distillation.

That is what we are currently doing at Air Liquide because the scale effects have allowed us to produce this oxygen with very low levels of energy and therefore at an extremely competitive price. I would like to give you a figure. The oxygen units at the Sasol site in South Africa produce 5,000 tons per day, which is the equivalent of 625 tons of hydrogen per day. Producing this oxygen via electrolysis, and therefore in co-production with hydrogen, would require 1,450 megawatts of electricity, in other words a unit of a nuclear power plant. The amount of energy to produce this oxygen and hydrogen combined would be considerable.

Therefore, to summarize, I do not see any particular threat for our oxygen business in the short term, or even over the next 10 years. But we will, however, remain cautious and apply all possible synergies.

Question no. 6

COMPETITION IN HYDROGEN MOBILITY

How do you stand up against the increasing number of opportunistic competitors in the hydrogen mobility sector? Are you claiming your position as leader? Are there barriers to entry? Is there room for everyone? Is concentration ripe in this sector?

Benoît POTIER: We're still asking ourselves the same questions when it comes to future hydrogen markets. How do we enter? Who are our competitors? What is Air Liquide's positioning specifically in relation to the major energy providers? Energy providers essentially produce electricity along with oil and gas for the petroleum industry. Those are just two industries liable to be affected by hydrogen, but they're not alone. If we take a closer look, there is also the chemical industry. The chemical industry both consumes and produces hydrogen. Then there's mobility. So we have a certain number of sectors that are potentially hydrogen users or producers.

What's particular about Air Liquide is that it's at the crossroads of all of these industries and has already been positioned for decades along the entire value chain. Which means we can produce hydrogen either from natural gas or from electricity. This lets us gear this production toward all these industries.

We are also rather unique along with a handful of other industrial gas competitors in the fact that we can purify, liquefy and transport it, which is key when it comes to bringing this hydrogen to all markets. That is really our core business. Distributing hydrogen at service stations is a new business in which Air Liquide currently has no presence but where we have certain skills. We have already sold 120 stations worldwide and we anticipate building partnerships in this area.

Lastly, in markets upstream of this distribution, we have the skills in how to store and use hydrogen and manage hydrogen safety. Which means we have a value added along the entire chain while remaining at the crossroads of all of these industries. I think that the positioning of Air Liquide in the hydrogen market, now and in the future, is extremely strong. We will obviously be able to maintain it and leverage the benefits for our entire Group.

Question no. 7

DISTRIBUTION OF FREE SHARES

I have had Air Liquide shares now for six years and I am very satisfied. In light of the situation, will you continue to distribute free shares next September?

Benoît POTIER: With the Board of Directors, we decided in principle to award one free share for ten shares held in June 2022. So it's a little bit beyond September 2021, but we have to set it against the backdrop of two years of pandemic.

We were delighted and proud last year to be able to maintain the Air Liquide dividend. You are aware of all of the debates that happened in France, not to mention other countries in Europe, regarding the dividend. We also considered the future: we made projections and published our forecasts. With all of these factors, we felt that this year we could commit to distributing free shares in June 2022.

In terms of Air Liquide's overall shareholding policy, the free share attribution is a principle we are extremely committed to. Why? Because it's a way to best capitalize on the number of shares you own. By multiplying this number by the share price on the day we distribute, the shareholder portfolio value remains unchanged. But over time the share price goes back up. And in the end you, the shareholder, are assured of an increase in the value of your dividend with each distribution of free shares. This is a very important principle. It is demanding for the Group because it forces us to increase the dividend and in turn to always perform relatively well in terms of profit, since we have to increase profits every year.

At Air Liquide, as you've seen, we are very committed to the distribution of free shares and there is no reason to call it into question despite the pandemic. We will therefore carry on with this principle albeit with an adjusted timetable this year.

Question no. 8

BENOÎT POTIER'S SUCCESSOR

Is there a succession plan for Benoît Potier? And when do you think it will be put in motion?

Benoît POTIER: At Air Liquide, plans are being made the day a Group CEO takes office on who will succeed him. I'm referring to something former Air Liquide Chairman & CEO Édouard de Royere said: on taking office, he was concerned about who his successor would be. And I think that Alain Joly, also an Air Liquide Chairman, had the same concern.

In this tradition, of course it's something we're concerned about. I'm concerned about it. You might say it's now been a certain number of years that I began thinking about it from day one. But obviously it's something we take to heart along with the Board of Directors and Appointments Committee, to prepare for any succession not only the Chief Executive Officer, but heads of teams. We commit to it each year, with the Executive Committee regarding leadership and management and with the Appointments Committee regarding the Board.

As soon as we are ready, as soon as this plan is updated, we will communicate it. Which is the rule, and we're happy to do it with all stakeholders, which of course means the shareholders first and foremost. But it isn't yet the right time.

Question no. 9

CHINA

We know that the share of revenue achieved by the Group in the Asia-Pacific region is around 22%, I believe. But we don't know exactly what it is in China. Given how important the country is for global growth over the next few years, do you have a special focus when it comes to China? And do you plan to boost your investments in that part of the world?

Fabienne LECORVAISIER: Through its various business lines, the Group's revenue in China is approximately 2 billion euros, which accounts for about 10% of our business. It's a country we have invested enormously in over the past fifteen years – some 3 billion euros – with the goal of expanding our business lines and becoming a leader in "Tier-1" or top-quality customers, whether this means international customers settling in China or local customers.

In terms of Large Industries, we are developing a basin strategy by attempting to expand our presence in key industrial basins.

Of course we are supporting the development of Electronics in China, which is growing faster than global electronics on average with very strong support from the government. There again, we are working with international customers and local champions.

When it comes to the Industrial Merchant business, we are developing a strategy that takes its inspiration directly from Airgas, the company we bought in 2016 in the United States, with small acquisitions to gradually increase our market share and specifically develop the "cylinder" market with capillary logistics to deliver to small customers directly.

In addition, the hydrogen, hydrogen-energy and mobility business lines are beginning to grow in China. Specifically we are building partnerships so that initially we can develop all services related to heavy vehicles, truck fleets and captive fleets such as buses.

China is currently 50% of Large Industries, 25% of Electronics and 25% of Industrial Merchant business. Healthcare is also expanding. It's still a small business because it is very complicated in China for a non-Chinese company to obtain the necessary licenses in the healthcare field.

We have some 5,000 employees there. We increased our revenue by over 3% in 2020 despite the fact that the pandemic made the first half of the year extremely difficult. And in the first quarter of 2021 we grew 13% with the rather extraordinary rebound in the Chinese economy and growth of as much as 30% in our Industrial Merchant activities.

So we have a very significant presence in China while at the same time we want to invest in the country to sustain both the development of our international customers and local players.

Question no. 10

CLIMATE: BIOMETHANE

Does Air Liquide have biomethane activities in France? If so, in what proportion compared to the Group's entire business? And if not, do you have any plans?

Benoît POTIER: Biomethane is a very attractive topic. In Loges-en-Josas, at our Innovation Center, we are increasing our knowledge of the upstream section, the digester section. That accounts for less than 1% of our revenue in France. That said, it's a rapidly growing business. Why is Air Liquide in biomethane? Because at first we had biogas purification technologies, i.e., what comes out of the digesters.

Digesters are these types of reactors in which you put agricultural discharge, which ferments with bacteria to produce a gas. And this gas is a mix of biomethane, meaning natural gas, CO₂ and nitrogen. It has to be purified and to do this we rely on Air Liquide membrane technologies. That is how Air Liquide got into biomethane. So our business remains modest in terms of revenue percentage, but it's growing.

We already have operations in France. We are in the process of developing new projects. To give you a sense of the scale, there are some twenty projects underway at the moment in the world of biomethane and 90 biogas service stations. They provide fuel to heavy transport vehicles, for the most part trucks or buses, which refuel with bio natural gas. The activity is environmentally sound and extremely attractive for the future, not to mention something we can also combine with hydrogen since producing hydrogen with biomethane is by definition low-carbon production.

We have biomethane projects in France, Europe (Italy, United Kingdom, Germany, Northern Europe) and the United States where we are already fairly developed. Biomethane has a future in a certain number of developed countries, including France.

Question no. 11

HYDROGEN VEHICLE SAFETY

At what point is it reasonable to just follow suit when it comes to hydrogen? On a personal note, I rode in a hydrogen-powered Volvo twenty years ago with the tank in the trunk. I didn't feel safe.

Benoît POTIER: It's an important issue because it's safety-related. First let me tell about my own experience. For three years now I have been going to the office every morning in a hydrogen car that essentially has the fuel tank in the trunk. So on a personal level it's not something that's made me anxious in a long time. Why? Essentially because the technology we currently use compared to those from twenty years ago that you mentioned has evolved a lot.

Tanks are now made using resin-soaked carbon fiber. These technologies come from the aeronautics industry and are extremely tested and robust. It is a high-pressure tank. The hydrogen is also

routed inside the vehicle into the fuel cell. All of this is now well within our grasp.

As an expert in the field of hydrogen, we obviously work with a certain number of industrialists in this and other sectors to improve both intrinsic safety and regulations.

The idea behind it is that in the future when hydrogen is being developed, we will effectively be able to guarantee safety for all. In this regard I must say that the role trade unions used to play, which is now taken over by the world Hydrogen Council, is very important because the Council is a multi-sector organization. All of the major industries are represented: automotive, chemicals, refining, energy, technologies, etc. All of these industries come together precisely to work in tandem on a certain number of issues including safety. So I think that by having the greatest minds in the world around a table, we will be able to guarantee hydrogen safety. But this requires vigilance, because hydrogen remains an industrial product that we need to know how to manage and manipulate, obviously taking all necessary precautions.

Question no. 12

HEALTHCARE: VALUE-BASED APPROACH

In the Shareholder's Guide you talk about a new approach to healthcare based on value. What does the term "value" mean for you personally and for Air Liquide?

Benoît POTIER: In the field of healthcare, Air Liquide could have limited itself to simply supplying molecules to the sector, as it does with other industries. But for a number of years now we have been developing activities in care and home healthcare. Meaning we work closely with patients. And as patients have grown closer, the human factor is closer, too.

Currently, the home healthcare business is a business involving a relationship between a healthcare professional and a patient. So this relationship needs to be built on values. And these are values Air Liquide has thought about. They are values involving ethics. They are values of professionalism. They are human-centered values because behind our product and our equipment is a woman or man in a difficult situation, someone who needs medical assistance. We have defined these values. We rely on a certain number of principles of action that are communicated to all of our employees invested in this relationship with the patient.

But when you say the word "value" you also mean economic value. This is the second meaning, since we might also say that the goal at Air Liquide and at a Group like ours is, in the end, to make a profit. This is also true of Healthcare. What we currently mean is that we are committed to ensuring that this value is recognized by the patient in the quality of care we provide them. We are currently set up with healthcare authorities to be paid based on the actual value, both in terms of medical value and quality of life, delivered to the patient. And more and more we're measuring this value digitally.

That's what we mean in terms of "value" in our Healthcare approach. "Value" in the sense of ethics but also economic value. These two pillars will guide our development in the future.

Question no. 13

AIR LIQUIDE FOUNDATION

Against the backdrop of the global pandemic, which your teams broadly stepped up to confront, I would like to know whether the Air Liquide Foundation is also contributing to this commitment of solidarity and in what ways? And more globally, what initiatives and projects is it undertaking or could it sponsor specifically in terms of local development, because it seems to me that the Foundation can take action anywhere the Group operates?

Fabienne LECORVAISIER: As you are aware, our Foundation supports numerous projects across the globe. 365 projects since it was created in 2008 with two main themes: scientific research and education into respiratory diseases, in addition to local development of territories namely by integrating young people into the work world. So it was altogether natural that given the health crisis, the Air Liquide Foundation developed a specific initiative. It therefore committed 2 million euros to support scientific projects and emergency social assistance projects.

These 10 scientific projects will help to better understand the virus, how it is transmitted, improve care and understand its long-term effects on the respiratory system. In addition to 21 emergency social assistance projects spearheaded by the Foundation's partner organizations, associations on all continents with assistance to provide food and protective equipment and launch initiatives designed to rebuild connections during this period of isolation.

This will continue into 2021, namely through research projects related to what are being called "long Covid" consequences, i.e., those affecting patients that still suffer symptoms long after getting the virus. Lastly, in terms of social assistance, projects related to the economic consequences of this crisis.

Those are the Foundation's initiatives with very specific actions this year of course related to Covid-19.

Question no. 14

DIGITAL

I am a computer engineer and I would like to know how you are incorporating digital into your industrial policy.

Benoît POTIER: Digital is nearly everywhere already. It is in what we call the "transactional" dimension. This refers to all transactions we carry out with our customers, both in e-commerce and in the various communication networks. Nowadays we want to start ordering something on the phone, finalize the order on our computer and potentially review it or check the status on our tablet. All of these channels need to be connected. It's also about sharing information for the merchants and the customers.

And digital also exists in operations. We currently have 96 sites around the world, plants that are managed by our SIO i.e Smart Innovative Operations system. These digital systems were designed and implemented by Air Liquide. We have seven large management centers throughout the world and are already able to engage in preventive and predictive maintenance to avoid equipment breaking and triggering shutdowns and costs.

We also have the entire bulk and liquid product logistics. And at this moment we are in the process of finalizing the new logistics for cylinders. So you see, digital is everywhere in our operations. This is obviously also true for Healthcare, since we have connected patients. We have a program called "Chronic care connect," which already connects 2,400 patients directly with Air Liquide teams.

Lastly, for all of our corporate functions, whether this means the service centers sharing finance, training, human resource management, customer and employee surveys, communications or you, our shareholders, for managing all of the shares, we use digital.

So, as you can see, we are extremely well equipped and digital is already a reality within the Group.



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Air Liquide - Company established for the study and application of processes developed
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