



Air Liquide,
a technological leader
dedicated to progress

April 2025

01

Air Liquide in brief

Our profile: A world leader in gases, technologies and services for Industry and Health

Air Liquide is a world leader in gases, technologies and services for Industry and Health.



Present in 60 countries with 66,500 employees, the Group serves more than 4 million customers and patients.

Oxygen, nitrogen and hydrogen are **essential small molecules** for life, matter and energy. They embody Air Liquide's **scientific territory** and have been at the core of the company's activities since its creation in 1902.



Taking action today while preparing the future is at the heart of Air Liquide's strategy.



With **ADVANCE**, its strategic plan for 2025, Air Liquide is targeting a **comprehensive performance**, combining financial and extra-financial dimensions.

Positioned on **new markets**, the Group benefits from **major assets** such as its business model combining **resilience** and **strength**, its ability to innovate and its **technological expertise**. The Group develops solutions contributing to **climate** and the **energy transition**—particularly with hydrogen—and takes action to **progress** in areas of healthcare, digital and high technologies.

Air Liquide's revenue amounted to more than 27 billion euros in 2024.



Air Liquide is listed on the Euronext Paris stock exchange (compartment A) and belongs to the CAC 40, CAC 40 ESG, EURO STOXX 50, FTSE4Good and DJSI Europe indexes.



Données de 2024

A world leader in gases, technologies, and services for...



Industry

Sustainable solutions for a wide range of industrial sectors (energy, metals, food, chemicals, automotive, pharmaceuticals, semiconductors, etc.) **and for transportation.**



Healthcare

- Patients at home
- Hospitals
- Specialty ingredients



Air Liquide

A world leader in industrial gases and related services

A unique model

Our profile

~66,500 committed employees in 60 countries

Extensive scientific & technical expertise in industrial gases (oxygen, nitrogen, hydrogen, etc.)

> 4 million customers & patients

> 6,500 employees dedicated to Innovation & Technology

6 Innovation and Technologies Campuses

15,000 patents

2 industrial gases production models
>Centralized production >On-site production at customers'

3 industrial gases distribution networks
> 9,700 km of pipelines for large quantities
~ 20 M cylinders for small quantities
~ 10,000 trucks for medium quantities

Our business model

Long-term vision and sustainable growth strategy

A diverse customer base and a wide range of applications

Major ability to innovate

Long-term customer contracts, indexed to energy prices

Management and optimization of production and distribution chain

Active involvement in new markets

Global presence and local activity

Our activities



Serving almost all economic sectors

LARGE INDUSTRIES
Industrial gases in large quantities in the framework of long-term partnerships



Chemicals
Refining
Metals

INDUSTRIAL MERCHANT
Industrial gases in small and medium quantities, application technologies, small equipment and related services serving a wide range of customers



Materials & energy
Automotive & fabrication
Food & pharmaceuticals
Technology & research
Entrepreneurs & distributors

ELECTRONICS
Ultra-pure gases in large quantities and development of new molecules



Semiconductors
Photovoltaic
Flat panels

HEALTHCARE
Medical gases, products and services to support patients and customers in hospital and at home



Hospitals
Home healthcare
Specialty ingredients

GLOBAL MARKETS & TECHNOLOGIES
Molecules, equipment and services to support of energy transition and deep tech⁽²⁾



Energy transition
Deep tech⁽²⁾

ENGINEERING & CONSTRUCTION
Plants and equipment for industrial gas production



Customers choosing to insource their industrial gas needs

2024 figures published on february 21, 2025.

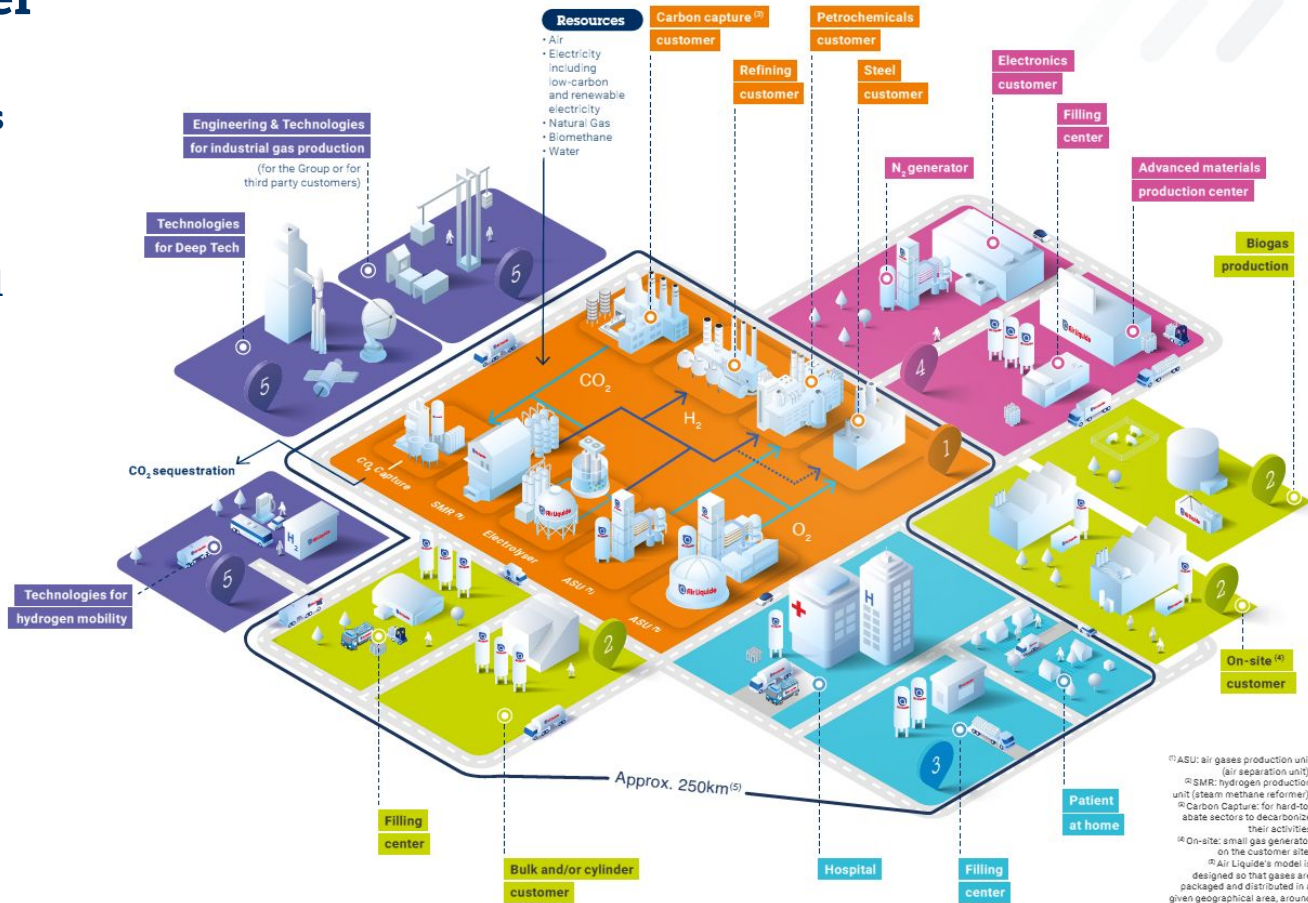
(1) Percentage of 2024 Group revenue.

(2) Disruptive technologies based on scientific breakthroughs that can fundamentally change design and production methods.

Our Industrial model

A unique model that combines resilience, innovation and synergies to create sustainable value at the heart of major industrial basins.

- 1 Large Industries
- 2 Industrial Merchant
- 3 Healthcare
- 4 Electronics
- 5 Engineering & Technologies



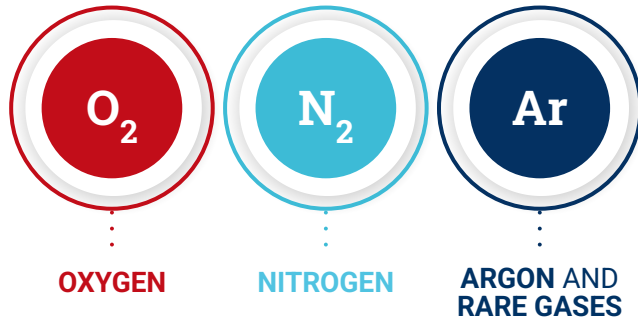
(1) ASU: air gases production unit
 (2) SMR: hydrogen production unit
 (3) Carbon Capture: for hard-to-abate sectors to decarbonize
 (4) On-site: small gas generator on the customer site
 (5) Air Liquide's model is design so that gases are packaged and distributed in a given geographical area, around 250 km maximum from the production site

(1) ASU: air gases production unit (air separation unit).
 (2) SMR: hydro production unit (steam methane reformer).
 (3) Carbon Capture: for hard-to-abate sectors to decarbonize their activities
 (4) On-site: small gas generator on the customer site.
 (5) Air Liquide's model is designed so that gases are packaged and distributed in a given geographical area, around 250 km maximum from the production site.

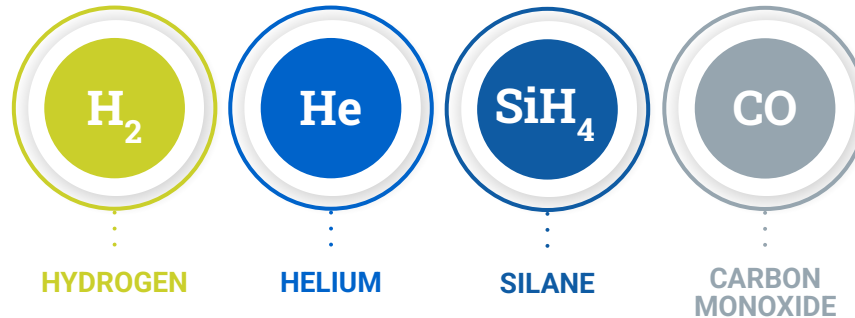
Our scientific territory: Essential small molecules

Oxygen, nitrogen and hydrogen are essential small molecules for life, matter and energy. They embody Air Liquide's scientific territory and have been at the core of the company's activities.

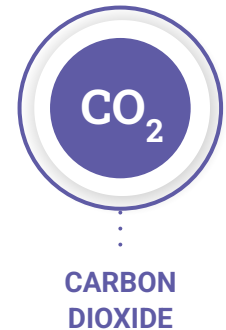
Separating the **components of air** to take advantage of their properties



Producing and managing molecules from the **natural resources** of the planet



Manage **key molecules**



02

Our 2025 strategic plan

Our Strategic Plan is built on 4 pillars



Delivering
strong financial
performance



Decarbonizing
the planet



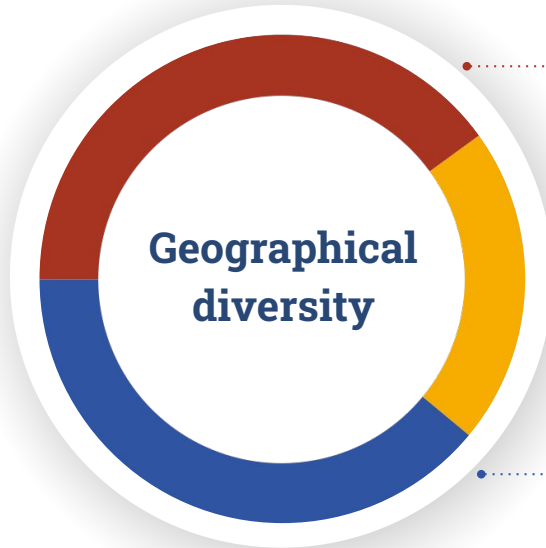
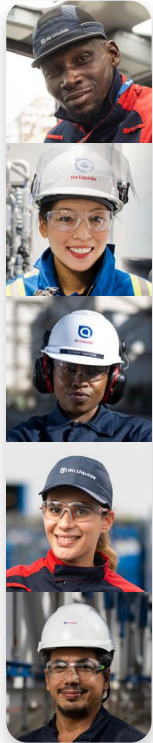
Unlocking
progress
via technology



Acting
for all



Employee diversity



AMERICAS
39 %

ASIA-PACIFIC
21 %

EMEA⁽²⁾
40 %

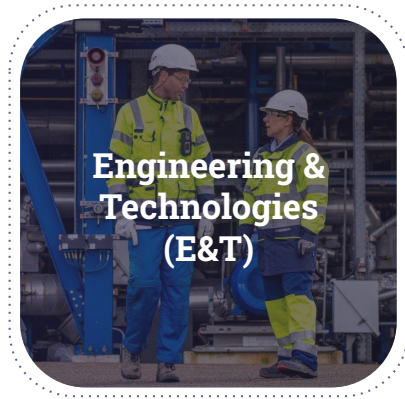
~ 66,500 employees⁽¹⁾

Diversity
of nationalities,
of backgrounds et
of expertise

(1) 2024 figures
(2) Europe, Middle East, Africa

Innovation & Technology

The Global Business Unit **Innovation & Technology (InnoTech)** strengthens Air Liquide's position as a **key tech player**, by leveraging the combined expertise of all entities involved in innovation, technology development and project delivery. This GBU allows the Group to capitalize on **growth opportunities**, particularly in energy transition, electronics and to create value for its customers.



Maritime

Biogas Solutions

Air Liquide
Advanced Materials



6,500+
employees ⁽¹⁾

(1) 2024 Figures.

A Foundation dedicated to research and local communities



FUNDAMENTAL RESEARCH

Support basic research on **respiratory diseases and air quality.**



JOBS INTEGRATION

Contribute to professional integration for people who need extra support to get into the jobs market through innovative approaches.



SOLIDARITY

Support to solidarity actions, particularly in **education, training, disability, access to healthcare...** with the help of Group's employees.

Pillars of our ESG strategy

Our sustainability priorities



For the Environment

Contribute to a low-carbon society and to the protection of the environment



Reducing CO₂ emissions



Preserving water



Protecting biodiversity



For Healthcare

Improve the quality of life of patients and the access to medical oxygen



Improving the quality of life of patients with chronic diseases at home.



Facilitating access to medical oxygen in low- and middle-income countries



For All

Strive to act as a trusted partner with all our stakeholders



Safety



Engaging with our employees: creating a safer, more collaborative and inclusive work environment

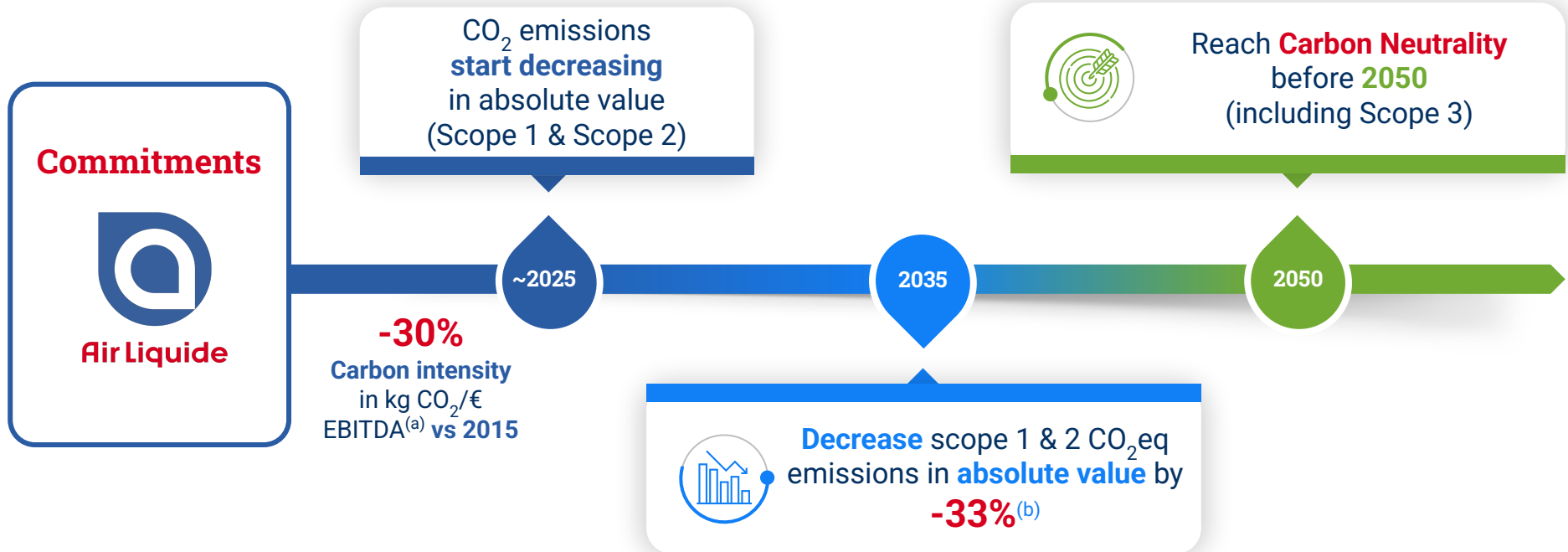


Supporting local communities



Building a best-in-class governance to nourish close relationships with stakeholders

Abatement of CO₂: Setting a trajectory to reach Carbon Neutrality



(a) at 2015 exchange rate and excluding IFRS16 for greenhouse gas emissions scopes 1 and 2
(b) from 2020 Market based emissions of 32.5 million tonnes CO₂eq (Scope 1+2)

Hydrogen, a cornerstone of the energy transition

2050
>20%
of final world
energy
demand⁽¹⁾

Power
generation,
buffering



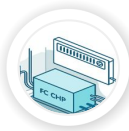
Transportation



Industry
energy



Building
heating and
power



Industrial
feedstock
(CCU, DRI)



OUR ENGAGEMENT

➤ **Decarbonize our production assets** to develop a competitive low-carbon H₂ offering at large scale.

➤ **Create value by decarbonizing our customer's processes**, leveraging our long-term relationships.

➤ **Be a key enabler of the Hydrogen society** thanks to our assets, technology, and expertise.

(1) Hydrogen for net zero

For Health: for patients and for the sustainability of healthcare systems

Our commitments and associated progress

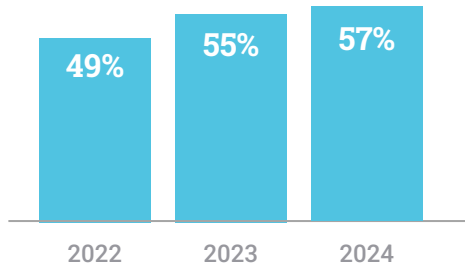
In Home Healthcare



Improving the **quality of life of chronic patients** at home

140 patient-centric initiatives developed

Percentage of patients with personalized care plans



In low-and-middle-income countries



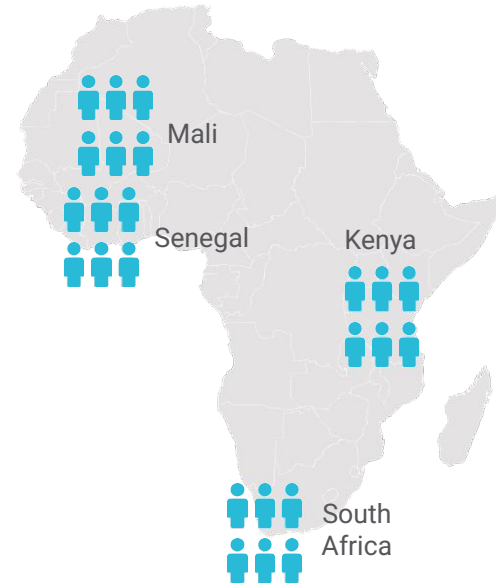
Facilitating access to medical oxygen

> 2.7 m

people in Africa facilitated with access to oxygen.

~300

healthcare centers in South Africa, Senegal, Kenya and Mali benefiting from Access Oxygen™.



Thank you