The Air Liquide Group at a glance

- World leader in gases, technologies and services for Industry and Health
- Present in 80 countries
- More than 50,000 employees (2013)
- More than 2 million customers and patients
- 9 Research & Development centers, 15 Engineering centers
- Around 300 patents per year
- 2013 Revenue: €15,225 million
- 2013 Net profit: €1,640 million
Innovation and technology at the heart of the Air Liquide development

- R&D: more than 1,000 researchers
- 35 nationalities in 10 main centers (Europe, Asia, USA)
- 60% of the R&D projects led as public-private partnerships
- Over 60% of the Group’s R&D budget devoted to projects related to life, the environment and sustainable development
- 321 new inventions patented in 2013
The Group's activities

- The Group is structured into four World Business Lines:
  - **Large Industries**: users of large volumes of industrial gases and energy solutions (chemicals, refining, metals, etc.)
  - **Industrial Merchant**: gases in small and medium quantities for diversified sectors
  - **Electronics**: ultra-pure gases, specialty gases, new molecules and the provision and implementation of customized products and services for manufacturers of semi-conductors and TFT-LCD screens and in the photovoltaic sector
  - **Healthcare**: home healthcare, medical gases, medical hygiene, respiratory medical equipment and specialty chemicals

- The Group is supported by its **Engineering & Construction** division, which designs and manufactures production units for both Air Liquide and its third party customers.

- Other Activities are **Welding** and **Diving**.
The Industrial Merchant activity

- This activity, which gathers 20,000 employees, supplies a wide range of different gases, application equipment and services to industries of all sizes requiring variable quantities, distributed in bulk (liquid form) or in cylinders (gaseous form).

- The Industrial Merchant business line serves a wide range of markets and customers - craftsmen, SMEs, large multi-national industrial groups - offering comprehensive gas solutions for the implementation and optimization of their industrial processes. The business line’s core activity primarily consists in gas distribution. Supported by a global network of business experts and extensive geographical coverage, Air Liquide provides its customers with innovative solutions including industrial gases, application equipment and related services.

The activity is centered around five major markets:

- Automotive & Manufacturing
- Food & Pharmaceuticals
- Materials & Energy
- Technology & Research
- Craftsmen & Distributors

2013 revenue: €5,081 million
The Large Industries activity

Offering gas and energy solutions for global manufacturers to improve the efficiency of their processes and help them preserve the environment.

- **Refining and energy conversion**
  - Hydrogen is used at refineries to remove the sulfur content from crude oil in order to **produce cleaner fuels**. It is also used in large quantities to **convert heavy oil** products into light products such as diesel and jet fuel.
  - Oxygen is required for transforming **coal** or **natural gas** into liquid fuels or chemical products and for producing electricity through the capture and storage of CO₂. It also helps improve the performance of certain air separation units and **recycle petroleum residues** by means of a gasification process.

- **Chemicals**
  The chemicals industry consumes large quantities of air, hydrogen and carbon monoxide gases for the manufacture of intermediate chemicals which are used in many industrial sectors including the automotive, construction and textile industries. Oxygen, for example, is used to produce ethylene oxide, an intermediate chemical of **polyester**, hydrogen is used for the synthesis of caprolactam, an intermediate chemical of **nylon**, and carbon monoxide is used in the manufacture of **polyurethane** foams, used for insulation, among other things.

- **Metals**
  Using oxygen helps improve the **productivity** and **energy performance** of steelworks whilst reducing atmospheric emissions. Nitrogen favors the transportation of powdered coal to power blast furnaces. Argon is used in the manufacture of stainless steel.

2013 revenue: €4,940 million
The Healthcare activity

Supporting patients in hospitals and in their homes through the provision of a range of services and equipment.

- **Home healthcare**
  Treatment administered at home is generally better accepted by patients suffering a chronic pathology and improves their everyday quality of life.
  - Artificial respiration (oxygen therapy, sleep apnea, etc.)
  - Nutritional assistance
  - Treatment by drip (pain, insulin therapy, etc.)
  - Equipment at home (medical bed, wheelchair, etc.)

- **Medical gases**
  Medical gases (oxygen, nitrous oxide, etc.) are medicines. They can treat, relieve pain, anaesthetize, operate, assist breathing and preserve cells.

- **Medical hygiene**
  A wide range of products and service for disinfection and sterilization to fight hospital-borne infections.

- **Respiratory medical equipment**
  Medical equipment can be used to help patient ventilation in hospitals, intensive care units, operating theatres and recovery rooms.

- **Specialty chemicals**
  Seppic designs, manufactures and supplies healthcare specialty ingredients – excipients and active ingredients – for the personal care, pharmaceutical and vaccine industries.

2013 revenue: €2,689 million
The Electronics activity

- Supplying ultra-pure fluids for the flat-screen, semi-conductor and photovoltaic industries, all of which are using increasingly advanced technologies.

  - **Ultra-pure fluids**
    - **Carrier gases** (nitrogen, oxygen, hydrogen, argon, helium, etc.), **specialty gases** (silane, nitrogen trifluoride, etc.), **chemical liquids**: the fluids used in fabs (semi-conductor production plants) are ultra-pure. New molecules are constantly being developed.

  - **Fluid management**
    - Teams working at customer facilities take full responsibility for managing fluids onsite.

  - **Equipment**
    - Air Liquide’s Electronics teams design, manufacture and install fluid distribution equipment.

2013 revenue: €1,127 million
The Engineering & Construction division

- Air Liquide designs and builds gas production units for both the Group and its customers whilst developing innovative and reliable solutions based on Air Liquide's proprietary technologies and offered at a competitive price:
  - Design and execution of solutions for the Group's markets with a portfolio of specific technologies (Cryogenics, Syngas, Clean conversion, etc.)
  - Development of certain markets thanks to our portfolio of Lurgi technologies (oleo-chemicals, polymers, extraction of natural gas, etc.).

- The Engineering & Construction division is renowned for being a competent and reliable industrial partner in rapidly-expanding markets (chemicals, energy, etc.).

- The Engineering & Construction division consists of
  - 4,000 employees around the world
  - 15 engineering centres and 3 production workshops

- Air Liquide Global E&C solutions focuses on innovation and development, thus fostering a certain openness towards new markets for the Group. It offers industrial solutions designed to preserve our planet’s resources.

2013 revenue: €803 million
Other Activities

■ **Welding and cutting equipment**

Air Liquide Welding promotes a complete range of equipment (welding stations, cutting machines for metals) and consumable products. Air Liquide Welding also brings solutions through automation and robotization.

■ **Diving**

Through its subsidiary Aqua Lung, Air Liquide promotes equipment and products for professional and sports divers.

2013 revenue: €585 million
The Foundation was set up in 2008 with the aim of supporting projects in those countries in which the Group is present, in the following 3 fields:
- environment,
- healthcare and respiration,
- micro-initiatives.

Since its creation, it has funded 145 projects in 37 countries.

Support of Micro-Initiatives designed to promote local development sponsored by employees of the Group.
A strong shareholding structure

- **400,000 individual shareholders** who hold 37% of the capital.
- **214,000 shareholders hold registered shares.** The number of shareholders with registered shares has widely progressed over the past ten years with the implementation of the premium of fidelity.

Since its creation, Air Liquide has been able to fund its development on the support and the loyalty of its shareholders.

- **Shareholder services:** a dedicated 26-member team.

- Direct and daily contact thanks to several channels of communication:
  - A toll-free number
  - A shareholder reception office at head-office
  - An Internet site: [www.airliquide.com](http://www.airliquide.com)
  - An email address: shareholders@airliquide.com
  - An iPhone and Androïd application (in French)
  - A shareholder app for iPad
Board of Directors

Benoît Potier
Chairman and Chief Executive Officer
- Chairman of the European Round Table of Industrialists (ERT)
- Director: Danone

Thierry Desmarest
Lead Director and Chairman of the Appointments and Governance Committee, member of the Remuneration Committee
- Director: Sanofi, Renault S.A., Renault S.A.S and Bombardier Inc.
- Honorary Chairman, Director: Total S.A.

Gérard de la Martinière
Director and Chairman of the Audit and Accounts Committee
- Director: Schneider Electric S.A., Standard & Poor’s Credit Market Services France SAS, Allo-Finances

Cornelis van Lede
Director and Chairman of the Remuneration Committee, member of the Appointments and Governance Committee
- Director: Air France-KLM
- Member of the Supervisory Board: Royal Philips Electronics N.V.
- Chairman of the Supervisory Board: Royal Imtech N.V.

Thierry Peugeot
Director and member of the Audit and Accounts Committee

Paul Skinner,
Director and member of the Audit and Accounts Committee
- Non-executive Director: Standard Chartered plc, Tetra Laval Group

Karen Katen,
Director and member of the Appointments and Governance Committee
- Director: Harris Corporation, Home Depot, Armgo Pharmaceuticals, Catamaran Inc.
Board of Directors

Jean-Paul Agon, Director and member of the Remuneration Committee
- Chairman and CEO: L’Oréal
- Director: Galderma Pharma S.A. (Switzerland)

Siân Herbert-Jones, Director and member of the Audit and Accounts Committee
- Chief Financial Officer and member of the Executive committee: Sodexo Group

Pierre Dufour, Director
- Senior Executive Vice-President of Air Liquide
- Director: Archer Daniels Midland Company

Sin-Leng Low, Director
- Senior Advisor : Sembcorp Development Ltd
- Chairman: Sino-Singapore (Chengdu) Innovation Park Development Co., Ltd. (in which Sembcorp Development holds a 50% stake)

Annette Winkler, Director
- Vice-President : Daimler AG, head of Smart

Philippe Dubrulle, Director representing the employees
- Production manager, Air Liquide Advanced Technologies
General Management

Benoît POTIER
Chairman and CEO

Born in 1957 – French citizenship
- Ecole Centrale des Arts et Manufactures (Paris)
- Officer of the Legion of Honor, Officier de l’Ordre National du Mérite
- Management programs:
  - INSEAD (European Institute of Business Administration)
  - Wharton International Forum

Since 1981 with Air Liquide, Benoît Potier has handled many aspects of Air Liquide’s business.

Since his appointment as Corporate Chief Executive in 1997, he has assumed global responsibility for operations and development.

Benoît Potier has been Chairman and CEO since 2006.

Memberships
- Chairman, ERT (European Round Table of Industrialists)
- Director, Danone Group
- Director, École Centrale des Arts et Manufactures
- Member, INSEAD French Council
Pierre DUFOUR
Senior Executive Vice-President

Born in 1955 – Canadian citizenship
- Science degree in Civil Engineering from Ecole Polytechnique (University of Montreal)
- Master’s degree in Civil Engineering from Stanford University, Advanced Management Program (Harvard Business School), Doctor Honoris Causa from University of Montreal
- Member of the Board of Directors of Archer Daniels Midland Company

Pierre Dufour joined the Air Liquide Group in 1997, as Vice-President Worldwide Engineering.

In 1998, he was appointed Group Industrial Director, overseeing the technical aspects of operations and maintenance for the Group worldwide.

He has been a member of the Group’s Executive Committee since 2000 and has served as Executive Vice-President since 2002. He was notably responsible for operations in North and South America, Africa, in the Middle-East, and in charge of the World Business Line Large Industries.

Since July 2000 Pierre Dufour has served as President and Chief Executive Officer of American Air Liquide Holdings Inc. and in November 2007 he was appointed Senior Executive Vice-President.

From January 1, 2010, Pierre Dufour has supervised the Americas, Africa-Middle East and Asia-Pacific zones, Large Industries World Business Line, as well as Engineering & Construction.

In 2012, Pierre Dufour was appointed to the Board of Directors of the Air Liquide Group. He is based in Frankfurt.

Prior to joining the Air Liquide Group, he was Executive Vice-President of SNC-LAVALIN, Inc., a leading engineering contractor based in Montreal, Canada; he held the position from 1991 to 1997. He began his career with SNC-LAVALIN, Inc. in 1976.
Jean-Pierre DUPRIEU  
Executive Vice-President

Born in 1952 – French citizenship
- Master's degree from the Institut National Agronomique Paris Grignon - Specialized in « Food Industry »
- Institut de Contrôle de Gestion de Paris
- Member of the Supervisory Board of Michelin

Jean-Pierre Duprieu joined Air Liquide in 1976: he has spent his entire career with the Group, holding various commercial, operational and strategic positions.

In 1985, he was appointed Assistant to the Chief Executive Officer of the Group, a position which gave him the opportunity to work on many strategic missions. Then he spent three years as Vice-President of Sales and Marketing for the French Operations.

In 1991, he became General Manager of the Industrial Gas Operations for the Group in France.

In 1995, he supervised several subsidiaries within the Group (South America, Canada, Italy …).

In 2000, Jean-Pierre Duprieu was appointed Senior Vice-President and member of the Group's Executive Committee, overseeing Europe, the Middle East and Africa.

In 2005, Jean-Pierre Duprieu was named Director of the Asia-Pacific zone and the Electronics World Business Line, based in Tokyo.

Since January 1, 2010, Jean-Pierre Duprieu has been supervising Europe and Healthcare activities. He was appointed Executive Vice-President on February 15, 2011.

Jean-Pierre Duprieu is also responsible for the Welding activities.
Executive Committee of the Group

François Darchis, Senior Vice-President
- Born in 1956 – French citizen

Jean-Marc de Royere, Senior Vice-President
- International
- Corporate Social Responsibility
- Born in 1965 – French citizen

Michael J. Graff, Senior Vice-President
- Americas
- Electronics WBL, Safety and Industrial Systems (SIS)
- Born in 1955 - American citizen

Fabienne Lecorvaisier, Vice-President
- Finance and Operations Control
- Diving activities
- Born in 1962 – French citizen

Guy Salzgeber, Vice-President
- Western Europe
- Born in 1958 - French citizen

Augustin de Roubin, Vice-President
- South America
- Born in 1953 - French citizen
Executive Committee of the Group

Mok Kwong Weng, Vice-President
- Deputy Head of Asia
- Born in 1953 - Singaporean citizen

François Abrial, Vice-President
- Human Resources
- Born in 1962 - French citizen

Pascal Vinet, Vice-President
- Healthcare Global Operations
- Born in 1962 - French citizen

François Jackow, Vice-President
- Group Strategy
- Large Industries WBL, CSR Customer Initiative
- Born in 1969 - French citizen

François Venet, Vice-President
- Asia-Pacific
- Born in 1962 - French citizen
Air Liquide, 110 years of innovation and development

- **1902**: Georges Claude and Paul Delorme perfect a process to liquify air by separating its components. First drops of liquid air and creation of the company bearing the same name. Paul Delorme is the company’s first chairman.

- **1906**: International expansion begins in Belgium and Japan, followed by Canada.

- **1913**: Air Liquide is listed on the Paris Stock Exchange.

- **1945**: After the war, Jean Delorme, Air Liquide’s second chairman, works hard to restore, modernize, and expand the industrial capacity.

- **1957**: Launch of the Large Industries activity and construction of pipeline networks to serve several large industrial centers around the world.

- **1962**: Beginning of the space adventure.

- **1986**: Air Liquide pursues expansion in the U.S., acquiring the Big Three Company, and in many other countries, in particular in Europe and Asia.

- **1995**: Creation of Air Liquide Healthcare: a structure and teams to supply medical gases, materials and services, dedicated exclusively to the medical sector, first hospitals, then homecare.

- **2001**: Acquisition of Messer Griesheim operations in South Africa, Trinidad & Tobago, Canada, Egypt, Argentina and Brazil.

- **2003**: Creation of a joint venture with BOC in Japan – Japan Air Gases (JAG), which strengthens Air Liquide’s presence in the Far East.

- **2004**: Acquisition of Messer Griesheim’s assets in Germany, the UK and the US.

- **2005**: Successful integration of Messer’s activities, development of Large Industries, notably through hydrogen, increase of presence in new territories, performance of the Healthcare Business Line, technology and innovation development.

- **2006**: Air Liquide sets up offices in Kuwait and reinforces its presence in Japan with the acquisition of 100% of Japan Air Gases (JAG).

- **2007**: Air Liquide announces the acquisition of Linde Gas UK in the United Kingdom and finalizes the purchase of four joint ventures in South-East Asia: Soxal (Singapore), Eastern Industrial Gases (Thailand), Vietnam Industrial Gases (Vietnam) and Brunox (Brunei).

- **2008**: Investment of world-scale hydrogen unit to serve Rotterdam/Antwerp basin and launch of the Horizon Hydrogen Energy (H2E) program.

- **2012**: Healthcare acquisitions of LVL Médical in France and Gasmedi in Spain.

- **2013**: Start up of the world’s largest helium purification and liquefaction unit in Qatar. Air Liquide celebrates its 100 years as a listed company on the Paris Stock Exchange.
Air Liquide

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