

## Air Liquide announces new organization and leadership team in U.S.

press release

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### Air Liquide in the U.S.

Air Liquide companies in the U.S. employ more than 5,000 employees in over 200 locations, and offers industrial and medical gases, equipment and related services.

### Air Liquide in the Americas

- Headquartered in Houston, Texas
- 10,000 employees
- 2012 gas & services revenues: \$4.1 billion (22% of global revenues)

Air Liquide announces a **realignment of its executive management team in the U.S.** in conjunction with Air Liquide Group's recently introduced strategic organization and growth plan.

Leading the Americas is **Michael J. Graff** as Chairman & CEO of American Air Liquide Holdings, Inc., and Chairman of Air Liquide USA LLC and Air Liquide Canada Inc. Graff has responsibility for North, South and Central America as well as the Caribbean and has been at the helm of the Americas business operations since 2008. Graff also serves as Senior Vice President and Member of the Executive Committee of Air Liquide S.A. and has responsibility for the Group's global electronics business and worldwide safety functions.

Reporting to Graff and leading the company's U.S. industrial gas business operations is **John Buckley**, CEO of Air Liquide USA LLC. Buckley has recently joined Air Liquide from Dow, where he most recently served as President of its Angus Chemical subsidiary.

Commented Graff: ***"This new platform, and the leadership team now in place, will provide the strategic leadership to drive and optimize our activities and better leverage our competencies and resources. We are now well positioned to ensure our capacity for profitable growth into the future with greater strength and agility backed by a renewed focus on competitiveness and innovation."***

In order to increase the proximity to customers and markets, the organization of Air Liquide Group centers around the corporate headquarters in Paris as its base and three main hubs located in Houston, Frankfurt and Shanghai, with the Americas Zone headquartered in Houston. The management of each hub has broad responsibility and authority for the operations and investment decisions of that region.

*Note to editors: Full bios and photos for Graff and Buckley are available upon request.*

**Air Liquide is the world leader in gases for industry, health and the environment**, and is present in **80 countries** with **close to 50,000 employees**. Oxygen, nitrogen, hydrogen and rare gases have been at the core of Air Liquide's activities since its creation in 1902. Using these molecules, Air Liquide continuously reinvents its business, anticipating the needs of current and future markets. The Group innovates for the good of society while delivering profitable growth and consistent performance.

**Innovative technologies** that curb polluting emissions, lower industry's energy use, recover and reuse natural resources or develop the energies of tomorrow, such as hydrogen, biofuels or photovoltaic energy... Oxygen for hospitals, home healthcare, fighting nosocomial infections... Air Liquide combines many products and technologies to develop valuable applications and services not only for its customers but also for society.

**A partner for the long term**, Air Liquide relies on employee commitment, customer trust and shareholder support to pursue its vision of sustainable, competitive growth. The **diversity** of Air Liquide's teams, businesses, markets and geographic presence provides a solid and sustainable base for its development and strengthens its ability to push back its own limits, conquer new territories and build its future.

*Air Liquide explores the best that air can offer to preserve life, staying true to its Corporate Social Responsibility and sustainable development approach. In 2012, the Group's revenues amounted to € 15.3 billion of which 82% were generated outside France. Air Liquide is listed on the Paris Euronext stock exchange (compartment A) and is a member of the CAC 40 and Dow Jones Euro Stoxx 50 indexes.*