Strong Momentum in All Activities

Benoît Potier – Chairman & CEO

Exane European CEO Conference
14 June 2018
Paris
Air Liquide Today
A New Dimension and Strong Fundamentals

- 80 Countries
- 65,000 Employees
- >3.5 m Customers and Patients
- >€20 bn of Sales in 2017
- >€2 bn Net Profit in 2017
- >€4 bn Cash Flow in 2017
- €45 bn Market Capitalization*

* on December 31, 2017
A Balanced Footprint

Gas & Services revenue in 2017

96% of Group Revenue
Regular and Sustained Performance

Revenue (in €m)\n\[\text{CAGR over 30 years} = +6.0\%\]

Cashflow (in €m)\n\[\text{CAGR over 30 years} = +6.9\%\]

EPS\(^{(1)}\) (in €)\n\[\text{CAGR over 30 years} = +7.5\%\]

Dividend\(^{(1)}\) (in € per share)\n\[\text{CAGR over 30 years} = +8.6\%\]

(1) Adjusted for the 2-for-1 share split in 2007, for attributions of free shares and for a factor of 0.974 reflecting the value of the rights of the capital increase completed in October 2016. (2) Calculated according to prevailing accounting rules over 30 years.
Q1 2018 Activity
Highlights

- Strong quarter in all business lines and geographies
- Group sales up +6%
  - Very high base business
  - Strong LI, thriving bidding activity and improving E&C
- Performance well on track
  - Efficiencies and Synergies delivered
  - Solid cash-flow
Very High Base Business

G&S Quarterly Growth Analysis

+14%  +31%  +29%

Strongest base business since Q2 11

(1) Comparable growth based on 2016 adjusted sales
Group Sales, 6 Quarters of Accelerating Growth

Comparable Sales Growth

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Group</th>
<th>Gas &amp; Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 16</td>
<td>0%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Q1 17</td>
<td>+1.7%</td>
<td>+6.0%</td>
</tr>
<tr>
<td>Q2 17</td>
<td>+2.2%</td>
<td>+5.0%</td>
</tr>
<tr>
<td>Q3 17</td>
<td>+3.4%</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Q4 17</td>
<td>+4.8%</td>
<td>+3.7%</td>
</tr>
<tr>
<td>Q1 18</td>
<td>+5.0%</td>
<td>+6.0%</td>
</tr>
</tbody>
</table>
Robust IM and LI growth in North America

- **LI**: high air gases in the U.S., ramp-ups in South America
- **IM**: very solid in all end markets, strong manufacturing
- **Strong HHC** in South America & Canada
- Low E&I in EL

Solid growth in all activities

- **LI**: very high H₂ volumes and strong cogên
- **Solid IM** despite 1 fewer working day, better pricing
- Sustained HC driven by HHC and Seppic
- Strong Developing Europe
Q1 - Strong Asia, Major Start-up in South Africa

Strong momentum in all activities

- LI: projects ramp-up in China, high volumes
- IM: very strong growth driven by China, improving Australia
- EL: >+10%, including high E&I

Very strong LI with major SU

- Sasol start-up in South Africa
- High loading at Yanbu (Saudi)
- Dynamic LI and IM in Egypt
- Strong HC development
2018 Outlook

Q1 2018

- Group sales up +6%
- High base business
- Buoyant bidding activity
- Performance well on track

2018

“Assuming a comparable environment, Air Liquide is confident in its ability to deliver net profit growth in 2018, calculated at constant exchange rate and excluding 2017 exceptionals\(^1\).”

\(^1\) Exceptional non-cash items having a net positive impact on 2017 net profit
Strategy & Outlook
Air Liquide Ambition

Lead our industry

Deliver long-term performance

Contribute to sustainability
Underlying Trends Structuring our Activities

Energy transition and Climate change

Digital revolution

Changes in the world of Healthcare
Large Industries

Operational excellence

Industrial basins

International

Innovation

Digital

Reliability, competitiveness, flexibility

Reduction in emissions
Industrial Merchant

Industrial transformation
Digital
Climate Change

Digital
Environment
Customer proximity
Innovation
Healthcare

Increase in chronic illness

Technical expertise

Services

Operational excellence

Digital solutions
Electronics

Improved technologies

Innovative molecules

Unique expertise

Digital society

New industrial challenges
The Key Role of Innovation

- Paris-Saclay (France)
- Frankfurt (Germany)
- Seoul (South Korea)
- Shanghai (China)
- Tsukuba/Tokyo (Japan)

- €292m in innovation expenditure
- 3,800 employees

20 June 2018
Exane conference, Paris
The world leader in gases, technologies and services for Industry and Health
Strategy: a Customer-Centric Transformation

For Profitable Growth over the Long-term

- Operational Excellence
  - Customer experience
  - Cost competitiveness

- Selective Investments
  - Aligned with Air Liquide new business profile

- Open Innovation
  - Core
  - Disruptive

- Network Organization
  - Digital workplace
  - Speed
  - Best practices
Mid-Term Financial Objectives

+6% to +8% CAGR 2016-2020\(^{(1)}\)

Efficiencies >€300m on average/year\(^{(2)}\) + Airgas synergies >$300m

>10% after 5-6 years

Maintain “A” range rating

Sales Growth

Group Efficiencies

Strong Balance Sheet

ROCE

Capex/Sales 2017-2020: 10% to 12%

(1) Including Airgas scope effect in 2017 contributing +2% to the CAGR

(2) Over the 2017-2020 period
Corporate Sustainability Objectives

**For better health**
- Foster clean mobility
- Develop Healthcare

**For better environment**
- Help customers lower GHG* emissions
- Grow with reduced carbon intensity
- Continue to improve Safety
- Do business responsibly
- Extend Air Liquide Foundation

*GHG: Greenhouse Gas
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