Credit Investor Presentation

Outstanding performance
Resilient business model
Well positioned for future growth

Full year 2020
Agenda

1. Air Liquide Today
2. Outstanding Year in a Global Crisis Environment
3. Outstanding 2020 Performance Validation of the Business Model
4. Group Credit Profile
5. 2021 Outlook
6. Appendix
Air Liquide Today
Short introduction
A World Leader in Gases, Technologies and Services for Industry & Health

- 78 Countries
- 64,400 Employees
- >3.8 m Customers and Patients
- ~€20.5 bn of Sales in 2020
- >€2.4 bn Net Profit in 2020
- €5.2 bn Cash Flow in 2020*
- ~€60 bn Market Capitalization**

* cash flow from operating activities before changes of working capital
** on December 31, 2020
A Strong Business Model

1. Mutualize assets
2. Liquefaction piggyback
3. Distributors, bolt-on acquisitions

(a) SMR: Hydrogen and carbon monoxide production unit (Steam Methane Reformer)
(b) ASU: Air gases production unit (Air Separation Unit)
(c) On-site: Small local production unit
(d) ESG: Electronic Specialty Gases
A Balanced Footprint

Gas & Services revenue in 2020

- **Healthcare**: 19%
- **Electronics**: 10%
- **Large Industries**: 26%
- **Industrial Merchant**: 45%

- **Americas**: 40%
- **Europe**: 35%
- **Asia-Pacific**: 22%
- **Africa Middle-East**: 3%

**Gas & Services Revenue**: €19.6m
Achievement of NEOS Objectives at the End of 2019

- **Sales Growth**: +6.5% CAGR 2016-2019
- **Group Efficiencies**: >1.1bn€ by 2021-2022
- **ROCE**: >10% by 2021-2022
- **Strong Balance Sheet**: “A” range confirmed
- **“A” range rating**: from 2019 onwards
- **Initial objectives**: rescheduled to 2023-2024 due to Covid-19 and high Energy Transition investments

**Key Points**
- Airgas synergies >300m$ increased to >400m$ from 2019 onwards
- **Target Maintained**: confirmed by 2021-2022 and rescheduled to 2023-2024 due to Covid-19 and high Energy Transition investments

**Credit Investors**
A world leader in gases, technologies and services for Industry and Health
Climate Objectives

A global approach

ASSETS
Reduce our carbon intensity in 2025 vs. 2015 by -30%

CUSTOMERS
Act for clean industry by developing low-carbon solutions

ECOSYSTEMS
Regular and Sustained Performance

CAGR over 30 years\(^{(1)}\)

### Revenue (in €m) +5.3%

### EPS\(^{(2)}\) (in €) +6.7%

### Cashflow (in €m) +6.5%

### Dividend\(^{(2)}\) (in € per share) +8.4%

\(^{(1)}\) Calculated according to prevailing accounting rules over 30 years. \(^{(2)}\) Adjusted for the 2-for-1 share split in 2007, for free share attributions and for the capital increase completed in October 2016.
Outstanding Year in a Global Crisis Environment
Strong 2020 Performance, Well Positioned for the Future

• Significant **performance improvement**

• **Strength of business model** and **portfolio** with a mix of growth (HC, EL, GM&T) and resilience pillars

• **Acceleration** of pre-Covid **trends** benefitting our activities

• **Well positioned** for **future growth** and for the acceleration of **energy transition** through high investments

Thanks to the agility and commitment of all of our teams worldwide!
Outstanding 2020 Performance Facing Covid-19 Situation

Global IP plunged\(^{(1)}\) \(-5\%\) FY 2020

- Sales resisting \(-6.5\%\)
- Improved OIR margin\(^{(2)}\) \(+80\text{bps}\)
- High net profit growth \(+8.6\%\)
- Investment decisions \(>\€3\text{bn}\)

(1) Industrial Production, Source: Coe-Rexecode  (2) Change in Operating Income Recurring on Sales, excluding energy impact
Business Model Validated, Sales Growth in Q4 2020

G&S comparable sales growth in Q4 2020

Recovery continuing in North America

Americas: -1.2%

Growing South America

Europe: +4.3%

Strong HC
Solid Recovery in Western Europe
Growing Eastern Europe

Asia-Pacific: +2.3%

Driven by EL & China

Improving rest of Asia

Middle-East Africa: +3.9%

Middle-East back to growth
Acceleration of pre-Covid Trends Benefitting our Activities

**ENERGY TRANSITION ACCELERATION**
- Low carbon hydrogen offers
- Decarbonization projects

**HEALTHCARE NEW DYNAMISM**
- Digital care development
- Acceleration of value-based offers

**INCREASING STAKE OF TECHNOLOGIES**
- Digital as a value lever for all activities
- Deep cryogenics, fusion, electronic fields, low carbon
Positioning for Future Growth

Investment Opportunities

Shift towards **Energy Transition** and **Electronics**

- **End of 2019**
  - Others: 61%
  - Energy Transition: 25%
  - Electronics: 14%
  - Total: €2.9bn

- **End of 2020**
  - Others: 25%
  - Energy Transition: 44%
  - Electronics: 17%
  - Total: €3.1bn

Shift towards **Europe** and **Asia**

- **End of 2019**
  - Others: 21%
  - Americas: 21%
  - Asia: 34%
  - Europe: 30%
  - Total: €2.9bn

- **End of 2020**
  - Others: 14%
  - Americas: 39%
  - Asia: 34%
  - Europe: 13%
  - Total: €3.1bn

(1) see definition in appendix

22% 21%
30% 27%
13% 14%
34% 39%
44% 17%
61% 14%
Sustainability at the Forefront

Sustainability Day on March 23rd

Addressing:

- Decarbonization
- H₂ ambition
- Societal contribution
- Governance

Making progress on current KPIs

### Carbon Intensity
- 2015: 6.3
- 2020: 4.4
- 2025: 4.4

### Safety
- 2010: 1.9
- 2015: (2)
- 2020: 0.9

### Gender Diversity
- 2010: 24%
- 2015: 30%
- 2020: 30%

- Initial Carbon Intensity Commitment (kg CO2/€ EBITDA⁽¹⁾)
- Lost-Time Frequency Rate of AL Employees (per million hours worked)
- Share of women among Managers and Professionals

(1) Operating Income Recurring before depreciation and at 2015 exchange rate
(2) Airgas acquisition

Addressing:
- Decarbonization
- H₂ ambition
- Societal contribution
- Governance

Sustainability Day on March 23rd

Making progress on current KPIs

### Carbon Intensity
- 2015: 6.3
- 2020: 4.4
- 2025: 4.4

### Safety
- 2010: 1.9
- 2015: (2)
- 2020: 0.9

### Gender Diversity
- 2010: 24%
- 2015: 30%
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- Initial Carbon Intensity Commitment (kg CO2/€ EBITDA⁽¹⁾)
- Lost-Time Frequency Rate of AL Employees (per million hours worked)
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(1) Operating Income Recurring before depreciation and at 2015 exchange rate
(2) Airgas acquisition
Outstanding 2020 Performance Validation of the Business Model
Group Sales Progressive Recovery since Q2

Group comparable sales growth

FY 19: +3.2%
FY 20: -1.3%

Q1: +5%
Q2: +5%
Q3: +3%
Q4: -0%
Q1: +1%
Q2: -7%
Q3: -1%
Q4: +2%
## Comparable Sales Close to FY 2019

<table>
<thead>
<tr>
<th>Sales in €m</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20/19 As published</th>
<th>FY 20/19 Comparable</th>
<th>Q4 20/19 Comparable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas &amp; Services</td>
<td>21,040</td>
<td>19,656</td>
<td>-6.6%</td>
<td>-1.2%</td>
<td>+1.6%</td>
</tr>
<tr>
<td>Engineering &amp; Construction</td>
<td>328</td>
<td>250</td>
<td>-23.7%</td>
<td>-23.0%</td>
<td>+24.1%</td>
</tr>
<tr>
<td>Global Markets &amp; Technologies</td>
<td>552</td>
<td>579</td>
<td>+5.0%</td>
<td>+6.0%</td>
<td>+5.9%</td>
</tr>
<tr>
<td><strong>Group Total</strong></td>
<td><strong>21,920</strong></td>
<td><strong>20,485</strong></td>
<td><strong>-6.5%</strong></td>
<td><strong>-1.3%</strong></td>
<td><strong>+2.0%</strong></td>
</tr>
</tbody>
</table>

**Impacts on FY Group Sales:**  
- 2.0% FX  
- 1.8% Energy  
- 1.4% Significant Scope
Q4 – Improving Americas, Strong Europe

G&S comparable sales growth

**Americas – Continued sequential recovery**

- **FY 19: +1.5%**
- **FY 20: -3.7%**

Sales Q4 2020
€1,908m

- **LI** – Underlying volumes **improving** sequentially
  - Start-up in Argentina
- **IM** – Recovering, esp. in **Packaged Gas**
  - Growing Food, Pharma, improved Metal Fab, Construction still soft
  - Solid **pricing +3.0%**
- **HC** – High Medical O₂ sales
- **EL** – Strong Carrier Gases and E&I

**Europe – Strong HC, recovering IM and LI**

- **FY 19: +3%**
- **FY 20: +1.3%**

Sales Q4 2020
€1,771m

- **LI** – Strong Eastern Europe; one-off sale in Russia
- **IM** – Signs of recovery in Chemicals and Steel driven by Automotive
- **HC** – Sustained Medical O₂, high Equipment sales
Q4 – Strong China and Recovering Rest of Asia

G&S comparable sales growth

Asia – China and EL driving growth

- High volumes in Korea and Singapore
- Flat China due to turnarounds
- Back to growth in Q4
- China +10%
- Improving rest of Asia
- +10% growth in Carrier Gases and Advanced Materials
- Low E&I sales

AMEI – HC Strongly Contributing to Growth

- Growing sales in KSA
- Back to growth, driven by Middle-East and India
- Strong O₂ sales to hospitals
Q4 – Further IM Recovery, LI Back to Growth

**G&S comparable sales growth**

**Industrial Merchant - Progressive Recovery**

- Gases *recovering* in all regions
- Growing Food and Pharma, improving Automotive, low Construction, Energy and Metals
- Very solid pricing at +2.2%

**Large Industries - Better Underlying Volumes**

- All regions *back to growth*, Air gases and H₂ volumes increasing vs Q4 2019
- Less turnarounds, one-off sale in Europe
- Recovery starting in Steel from better Automotive, improvement in Chemicals in Europe, low Refining

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<table>
<thead>
<tr>
<th></th>
<th>FY 19: +2%</th>
<th>FY 20: -6.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales - Q4 2020</td>
<td>€2,233m</td>
<td>€1,330m</td>
</tr>
</tbody>
</table>

Sales - Q4 2020

- €2,233m
- €1,330m

Full year 2020

- FY 20: -6.3%
- FY 20: -0.1%

Credit Investors

- A world leader in gases, technologies and services for Industry and Health
Q4 – Continued High Contribution from HC & EL

G&S comparable sales growth

Healthcare - Sustained Mobilization

- Strong Medical Gases sales
- Recovering Proximity care and Elective surgeries, esp. in the U.S.
- Equipment sales in France still high
- HHC sales growth driven by diabetes in Europe

Sales - Q4 2020

FY 19: +6%
FY 20: +8.5%

Electronics - Continuous momentum ex. E&I

- +7% growth excluding E&I
- Double digit growth of Carrier Gases in all regions
- Stable E&I sales

Sales - Q4 2020

FY 19: +8%
FY 20: +3.9%
### Significant OIR Margin Improvement at +80bps

<table>
<thead>
<tr>
<th>In €m</th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20/19 Comparable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>21,920</td>
<td>20,485</td>
<td>-6.5%</td>
</tr>
<tr>
<td><strong>Purchases</strong></td>
<td>(8,154)</td>
<td>(7,198)</td>
<td>-11.7%</td>
</tr>
<tr>
<td><strong>Personnel Expenses</strong></td>
<td>(4,411)</td>
<td>(4,240)</td>
<td>-3.9%</td>
</tr>
<tr>
<td><strong>Other net income and expenses</strong></td>
<td>(3,423)</td>
<td>(3,119)</td>
<td>-8.9%</td>
</tr>
<tr>
<td><strong>Operating profit before depreciation</strong></td>
<td>5,932</td>
<td>5,928</td>
<td>-0.1%</td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>(2,138)</td>
<td>(2,138)</td>
<td>+0.0%</td>
</tr>
<tr>
<td><strong>Operating income recurring</strong></td>
<td>3,794</td>
<td>3,790</td>
<td>-0.1%</td>
</tr>
<tr>
<td><strong>Group OIR margin</strong></td>
<td>17.3%</td>
<td>18.5%</td>
<td>+120bps</td>
</tr>
<tr>
<td><strong>Group OIR margin excluding energy</strong></td>
<td>18.1%</td>
<td></td>
<td>+80bps</td>
</tr>
<tr>
<td><strong>G&amp;S OIR margin</strong></td>
<td>19.1%</td>
<td>20.4%</td>
<td>+130bps</td>
</tr>
<tr>
<td><strong>G&amp;S OIR margin excluding energy</strong></td>
<td>20.0%</td>
<td></td>
<td>+90bps</td>
</tr>
</tbody>
</table>
Margin Up from Structural Efficiencies and Cost Containment

Structured existing plan +60\(^{(1)}\) bps

Pricing
Efficiencies
Portfolio management

Covid-19 Crisis +20\(^{(1)}\) bps

Cost containment plan quick response to the context
Impact on product mix

Operating Margin\(^{(2)}\) +80 bps

Group

(1) Management best estimate
(2) Operating Income Recurring on Sales, excluding energy impact

25  Full year 2020  Credit Investors  A world leader in gases, technologies and services for Industry and Health
Performance Plan Delivering in 2020

- **IM Price/Mix**
  - Pursued management of pricing
  - FY 2020: +2.6%
  - Softening helium contribution at +0.3% in Q4

- **Efficiencies**
  - Business transformations delivering (Digital, Support centers)
  - Cumulated efficiencies €1.5bn (2017 - 2020)

- **Portfolio management**
  - 9 divestitures:
    - Schülke
    - Reorganization in Japan
    - CryoPDP, Czech Rep. and Slovakia
  - 23 bolt-on acquisitions:
    - US, Europe, China
    - Europe
    - GM&T in Europe
    - E&C in US

Air Liquide
## Strong Net Profit Growth at +8.6% as published

<table>
<thead>
<tr>
<th></th>
<th>FY 19</th>
<th>FY 20</th>
<th>FY 20/19</th>
<th>FY 20/19 Excl. FX</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In €m</strong></td>
<td></td>
<td></td>
<td></td>
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<td>3,794</td>
<td>3,790</td>
<td>-0.1%</td>
<td></td>
</tr>
<tr>
<td>Other non-recurring operating income &amp; expenses</td>
<td>(188)</td>
<td>(140)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>3,606</td>
<td>3,650</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net financial costs and other net financial expenses</td>
<td>(468)</td>
<td>(440)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>(801)</td>
<td>(678)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Tax rate</strong></td>
<td>25.5%</td>
<td>21.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of profit of associates</td>
<td>1</td>
<td>(4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minority interests</td>
<td>96</td>
<td>93</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net profit (Group share)</strong></td>
<td>2,242</td>
<td>2,435</td>
<td>+8.6%</td>
<td>+11.2%</td>
</tr>
<tr>
<td>Earnings per share (in €)</td>
<td>4.76</td>
<td>5.16</td>
<td>+8.5%</td>
<td></td>
</tr>
<tr>
<td>Recurring net profit(^{(1)})</td>
<td>2,307</td>
<td>2,341</td>
<td>+1.5%</td>
<td>+4.4%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Excluding Fujian in 2019. Excluding non-recurring items related to Covid-19, Schülke divestiture, strategic review of asset portfolio and Airgas senior notes in 2020

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**Credit Investors**

A world leader in gases, technologies and services for Industry and Health
Surge in Energy Transition and Electronics Investments

- **Increased level of opportunities**
- Driven by **Energy transition** at 44% and EL
- Several **takeovers**

**Investment Opportunities**

- FY 18: €2.6bn
- FY 19: €2.9bn
- **FY 20: €3.1bn**

**Investment Decisions**

- Q4: high level of decisions especially for EL and Biogas
- 2020: industrial decisions >€3bn despite Covid-19
  - ~22% linked to energy transition and
  - ~13% to efficiency

**Investment Backlog**

- Increased **Backlog**
- **€1.0bn** of yearly sales backlog after full ramp-up

(1) See definitions in appendix, excluding Sasol takeover
2020 Start-Up Contribution to Sales Above Expectations

<table>
<thead>
<tr>
<th>Start-up/Ramp-up Sales Contribution</th>
<th>Start-up date of major projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2020</td>
<td>2021</td>
</tr>
<tr>
<td>€58m</td>
<td>Q1 Asia, US, Russia, Kazakhstan T/O</td>
</tr>
<tr>
<td>FY 2020</td>
<td>Q2 Asia, US, Russia</td>
</tr>
<tr>
<td>€191m</td>
<td>Q3 Asia, US</td>
</tr>
<tr>
<td>FY 2021 Forecast</td>
<td>Q4 US</td>
</tr>
<tr>
<td>~€250m</td>
<td>2021 Forecast</td>
</tr>
<tr>
<td>+ ~€100m</td>
<td>from Sasol ASUs takeover</td>
</tr>
</tbody>
</table>
Group Credit Profile
Net Debt ratios under control
As of Dec 31, 2020

Following the acquisition of Airgas, a world leader in gases, technologies and services for Industry and Health.

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Debt</th>
<th>Net Debt / EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>1,63</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>1,70</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>3.30</td>
<td>1.79x</td>
</tr>
<tr>
<td>2017</td>
<td>2.60</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>2.40</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2.08</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>1,79x</td>
<td>10,609</td>
</tr>
</tbody>
</table>

31 | Full year 2020 | Credit Investors | A world leader in gases, technologies and services for Industry and Health
Record Cash Flow, Significant Deleveraging

Gearing 64.0%
Cash Flow 24.1% of sales +190 bps

Net Debt 31 Dec. 2019 <12,373> Cashflow +4,932 WCR + Other +273 Net Investments (1) <1,971> Dividends (2) <1,380> Lease liabilities (IFRS16) <282> Currency & Scope +204 Net Debt 31 Dec. 2020 <10,609>

(1) Including acquisitions, transactions with minority shareholders, net of divestitures (2) Including share purchases and capital increases

Air Liquide - A world leader in gases, technologies and services for Industry and Health
A Well-diversified Financing Structure
As of December 31, 2020

Sources - Gross debt

Currencies - Net debt

(1) Others: put options granted to minority shareholders.
Financing Structure
As of Dec 31, 2020

Available liquidity

- Holdings’ Confirmed Credit Lines are a mix of bilateral facilities for €1.1bn and a €2.5bn Revolving Credit Facility
- “Adequate” liquidity profile (S&P)

Group gross debt maturity profile

- > 5 years
- Between 1 and 5 years
- < 1 year

£5.4bn

CASH AND CASH EQUIVALENT 33%
CONFIRMED CREDIT LINES 67%

- 7 bilateral facilities: €1.1bn
- 1 syndicated credit line: €2.5bn

Financing Structure
As of Dec 31, 2020

Available liquidity

- Holdings’ Confirmed Credit Lines are a mix of bilateral facilities for €1.1bn and a €2.5bn Revolving Credit Facility
- “Adequate” liquidity profile (S&P)
Financing Structure
As of Dec 31, 2020

Average cost of net debt

Fixed / Variables rates (gross debt)

Average cost of net debt from 2010 to 2020, with a peak in 2012 and a decreasing trend since then. The duration is 5.8 years.

2020 Debt refinancing in excellent market conditions:
- Mar 2020: €100m at 1.081% EMTN 5-year private placement
- April 2020: $500m x 2 at 1% and 1.375% EMTN 5 and 10-year public bond
Diversified Capital Market Debt Well Spread over Time
As of Dec 31, 2020

- USD under rule 144A
- CNY Notes
- USPP
- EMTN

<table>
<thead>
<tr>
<th>Year</th>
<th>USD under rule 144A</th>
<th>CNY Notes</th>
<th>USPP</th>
<th>EMTN</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>815</td>
<td>175</td>
<td>500</td>
<td>326</td>
</tr>
<tr>
<td>2022</td>
<td>326</td>
<td>983</td>
<td>611</td>
<td>100</td>
</tr>
<tr>
<td>2023</td>
<td>611</td>
<td>100</td>
<td>1,000</td>
<td>300</td>
</tr>
<tr>
<td>2024</td>
<td>1,000</td>
<td>1,019</td>
<td>1,000</td>
<td>163</td>
</tr>
<tr>
<td>2025</td>
<td>1,100</td>
<td>81</td>
<td>1,000</td>
<td>1,019</td>
</tr>
<tr>
<td>2026</td>
<td>1,100</td>
<td>600</td>
<td>1,000</td>
<td>1,100</td>
</tr>
<tr>
<td>2027</td>
<td>1,100</td>
<td>100</td>
<td>1,000</td>
<td>1,100</td>
</tr>
<tr>
<td>2028</td>
<td>1,100</td>
<td>407</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2029</td>
<td>1,100</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2030</td>
<td>1,100</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>&gt;2030</td>
<td>611</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
“A” Long Term Credit Rating Commitment

S&P Global Ratings

- Long-term rating: A-
- Short-term rating: A-2
- Outlook: Positive on 24 July 2020
- Rationale:
  - “The resilient business model will limit the downside of the global recession. We view Air Liquide's business model as resilient given its exposure to diverse end-markets and geographies and the significant proportion of long-term contracts. [...] We anticipate improved profitability mainly due to proactive cost management”.
  - “We see Air Liquide as well positioned and in line with industrial gas industry peers with respect to environmental and social risks. The group is heavily focused on environmental factors.”
  - “The outlook remains positive, reflecting that we may raise the rating in the next six-12 months, if adjusted FFO to debt improves sustainably above 30%”.

Moody's

- Long-term rating: A3
- Short-term rating: P-2
- Outlook: Stable on 7 July 2020
- Rationale:
  - “Air Liquide S.A.'s A3 rating with a stable outlook reflects its leading position in the oligopolistic industrial gas market, with a high degree of revenue visibility into long-term take-or-pay contracts in its large industry business unit that contain cost pass-through clauses;[...]. The rating furthermore benefits from its well-spread exposure across different customers, industries and geographies, as well as solid and stable profitability levels. In light of its defensive characteristics, we deem Air Liquide's credit metrics to be consistent with the A3 rating category.”
  - “The stable outlook reflects that Moody's expects Air Liquide to continue to reduce its leverage and to generate substantial cash over the next 18 months.”
2021 Outlook
2021 Guidance

Assumptions:

- **1st half** impacted by Covid-19
- **Recovery** in 2nd half
- Pursued **pricing, efficiency** and **portfolio** management

“In a context of limited local lockdowns in 1st half and recovery in 2nd half, **Air Liquide** is confident in its ability to further increase its operating margin and to deliver recurring net profit\(^{(1)}\) growth, at constant exchange rates.”

\(^{(1)}\) Excluding exceptional and significant items that have no impact on the operating income recurring. Excluding the impact of any US tax reform in 2021.
Appendix
Serving Short Term and Preparing Long Term

Based on 2018-2020 cash flow from operations

Cash Flows 2018-2020

- **€14bn**
  - **Shareholder Remuneration** 30%
  - **Net debt reduction and other items** 10%
  - **Acquisitions** 6%
  - **Industrial Capex** 54%

* including change in working capital requirement, divestitures, capital increases, lease cash outflows, currency & scope

* Dividends
* Incremental dividends from free shares
* Shares buy-back
FY 2020 G&S Revenue Breakdown by Region

- **Americas**: €7.8bn (40%)
- **Europe**: €6.8bn (35%)
- **Asia-Pacific**: €4.5bn (22%)
- **Africa Middle-East**: €1.0bn (3%)

**Gas & Services Revenue**

- **Americas**: 40%
- **Europe**: 35%
- **Asia-Pacific**: 22%
- **Africa Middle-East**: 3%

**Large Industries**

- **Americas**: 68%
- **Europe**: 39%
- **Asia-Pacific**: 33%
- **Africa Middle-East**: 29%

**Industrial Merchant**

- **Americas**: 16%
- **Europe**: 11%
- **Asia-Pacific**: 4%
- **Africa Middle-East**: 2%

**Healthcare**

- **Americas**: 11%
- **Europe**: 2%
- **Asia-Pacific**: 31%
- **Africa Middle-East**: 28%

**Electronics**

- **Americas**: 5%
- **Europe**: 2%
- **Asia-Pacific**: 34%
- **Africa Middle-East**: 4%

**Revenue Breakdown by Industry**

- **Americas**: 68%
- **Europe**: 39%
- **Asia-Pacific**: 33%
- **Africa Middle-East**: 29%

**Regions**

- **Europe**: €6.8bn
- **Americas**: €7.8bn
- **Asia-Pacific**: €4.5bn
- **Africa Middle-East**: €1.0bn
Strong Base Business Improvement

Breakdown of G&S Sales Growth

Base business: +0.9%
Americas

Q4 2020 G&S comparable sales growth

INDUSTRIAL MERCHANT
• Progressive recovery in North America esp. cylinders
• >+10% in South America
• Strong pricing, +3.0%, helium contribution softening

LARGE INDUSTRIES
• Air gases underlying volumes improving sequentially
• Lower turnarounds in the US than Q4 2019
• Start-up in Argentina

HEALTHCARE
• Exceptional sales of Medical O₂ throughout the region
• Recovery of elective procedures in the US
• Strong HHC in Latin America

ELECTRONICS
• Strong Carrier Gases and E&I

Q4 20/19 Comparable Growth: -1.2%

Sales
Q4 2020
€1,908m

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2020</th>
<th>Growth as published</th>
<th>Comparable growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>7,799</td>
<td>-7.8%</td>
<td>-3.7%</td>
</tr>
<tr>
<td>OIR</td>
<td>1,530</td>
<td>-0.4%</td>
<td></td>
</tr>
<tr>
<td>OIR/Sales</td>
<td>19.6%</td>
<td>+140bps</td>
<td>+120bps (1)</td>
</tr>
</tbody>
</table>

(1) Excluding energy impact
Europe

Q4 2020 G&S comparable sales growth

**INDUSTRIAL MERCHANT**
- **Solid recovery**, balanced between cylinders and bulk
- **Back to growth (+0.7%) excl. small divestitures**
- Dynamic East of Europe
- Solid pricing at +1.8%

**LARGE INDUSTRIES**
- One-off sale in Russia
- Signs of recovery in Chemicals and Steel driven by Automotive, esp. in Germany
- Low Refining

**HEALTHCARE**
- Very strong demand for Medical O₂
- High Equipment sales
- Solid HHC activity driven by new patients in diabetes

---

Q4 20/19 Comparable Growth: +4.3%

<table>
<thead>
<tr>
<th></th>
<th>FY 2020</th>
<th>Growth as published</th>
<th>Comparable growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,826</td>
<td>-4.8%</td>
<td>+1.3%</td>
</tr>
<tr>
<td>OIR</td>
<td>1,405</td>
<td>-1.8%</td>
<td></td>
</tr>
<tr>
<td>OIR/Sales</td>
<td>20.6%</td>
<td>+60bps</td>
<td>-10bps (1)</td>
</tr>
</tbody>
</table>

(1) Excluding energy impact

---

45 | Full year 2020 | Credit Investors | A world leader in gases, technologies and services for Industry and Health
Asia-Pacific

Q4 2020 G&S comparable sales growth

INDUSTRIAL MERCHANT
- Growth in Q4, driven by volumes
- China +10%
- Recovering rest of Asia, growing Australia, still low Japan
- Driven by Fabrication, Glass, Electronics assembly and Craftsmen

LARGE INDUSTRIES
- Volume growth in Korea and Singapore
- Flat China with Air gases growth offset by H₂ turnarounds

ELECTRONICS
- +10% growth in
  ✓ Carrier Gases (China, Taiwan, Singapore)
  ✓ Advanced Materials (China, Singapore, Japan)
- Low E&I across the region except China

Q4 20/19 Comparable Growth: +2.3%

Sales
Q4 2020
€1,130m

33%
30%
4%
33%

FY 2020
Growth as published
Comparable growth

<table>
<thead>
<tr>
<th></th>
<th>in €m</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>4,467</td>
<td>-6.8%</td>
<td>-0.1%</td>
<td></td>
</tr>
<tr>
<td>OIR</td>
<td>985</td>
<td>+3.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OIR/Sales</td>
<td>22.0%</td>
<td>+220bps</td>
<td>+180bps(1)</td>
<td></td>
</tr>
</tbody>
</table>

(1) Excluding energy impact
Industrial Merchant Pricing

<table>
<thead>
<tr>
<th>Region</th>
<th>Q4 2020 (%)</th>
<th>FY 2020 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>+3.0%</td>
<td>+3.6%</td>
</tr>
<tr>
<td>Europe</td>
<td>+1.8%</td>
<td>+1.7%</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>-0.6%</td>
<td>+0.0%</td>
</tr>
<tr>
<td>Middle-East &amp; Africa</td>
<td>+2.3%</td>
<td>+2.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>+2.2%</strong></td>
<td><strong>+2.6%</strong></td>
</tr>
</tbody>
</table>
Q4 2020 E&C and GM&T Activities

**Engineering & Construction**
- Sales\(^{(1)}\) **back to growth**
  - €86m  \(+24\%\)
- Strong increase of order intake
  - €393m  \(+16\%\)

\(\text{\footnotesize (1) Comparable growth}\)

**Global Markets & Technologies**
- Sales\(^{(1)}\) driven by dynamic Biogas activity
  - €187m  \(+6\%\)
- Order intake in line with Q3 2020
  - €113m  \(-30\%\)
Backlog Increasing at €3.1bn

Yearly Sales Backlog after full Ramp-ups

See definitions in appendix
## Consolidated P&L

<table>
<thead>
<tr>
<th></th>
<th>In €m</th>
<th>FY 19</th>
<th>FY 20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td>21,920</td>
<td>20,485</td>
</tr>
<tr>
<td><strong>Operating costs</strong></td>
<td>(15,988)</td>
<td></td>
<td>(14,557)</td>
</tr>
<tr>
<td><strong>Operating profit before depreciation</strong></td>
<td>5,932</td>
<td>5,928</td>
<td></td>
</tr>
<tr>
<td><strong>Depreciation and amortization</strong></td>
<td>(2,138)</td>
<td></td>
<td>(2,138)</td>
</tr>
<tr>
<td><strong>Operating income recurring</strong></td>
<td></td>
<td>3,794</td>
<td>3,790</td>
</tr>
<tr>
<td><strong>Other non-recurring operating income &amp; expenses</strong></td>
<td>(188)</td>
<td></td>
<td>(140)</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td></td>
<td>3,606</td>
<td>3,650</td>
</tr>
<tr>
<td><strong>Net financial costs and other net financial expenses</strong></td>
<td>(468)</td>
<td></td>
<td>(440)</td>
</tr>
<tr>
<td><strong>Income taxes</strong></td>
<td>(801)</td>
<td></td>
<td>(678)</td>
</tr>
<tr>
<td><strong>Share of profit of associates</strong></td>
<td>1</td>
<td></td>
<td>(4)</td>
</tr>
<tr>
<td><strong>Profit for the period</strong></td>
<td></td>
<td>2,338</td>
<td>2,528</td>
</tr>
<tr>
<td><strong>- Minority interests</strong></td>
<td></td>
<td>96</td>
<td>93</td>
</tr>
<tr>
<td><strong>- Net profit (Group share)</strong></td>
<td></td>
<td>2,242</td>
<td>2,435</td>
</tr>
<tr>
<td><strong>Basic earnings per share (in €)</strong></td>
<td>4.76</td>
<td></td>
<td>5.16</td>
</tr>
</tbody>
</table>
## Consolidated Balance Sheet Simplified

<table>
<thead>
<tr>
<th></th>
<th>12/31/2019</th>
<th>12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodwill</td>
<td>13,943</td>
<td>13,087</td>
</tr>
<tr>
<td>Fixed assets</td>
<td>22,673</td>
<td>21,401</td>
</tr>
<tr>
<td>Other non-current assets *</td>
<td>1,083</td>
<td>1,123</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td><strong>37,699</strong></td>
<td><strong>35,611</strong></td>
</tr>
<tr>
<td>Inventories &amp; work in-progress</td>
<td>1,532</td>
<td>1,406</td>
</tr>
<tr>
<td>Trade receivables &amp; other current assets</td>
<td>3,379</td>
<td>3,033</td>
</tr>
<tr>
<td>Cash and cash equivalents *</td>
<td>1,057</td>
<td>1,836</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>5,968</strong></td>
<td><strong>6,275</strong></td>
</tr>
<tr>
<td>Assets held for sale</td>
<td>-</td>
<td>91</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>43,667</strong></td>
<td><strong>41,977</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>12/31/2019</th>
<th>12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EQUITY AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders' equity</td>
<td>18,870</td>
<td>18,543</td>
</tr>
<tr>
<td>Minority interests</td>
<td>454</td>
<td>462</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td><strong>19,324</strong></td>
<td><strong>19,005</strong></td>
</tr>
<tr>
<td>Provisions &amp; Deferred tax liabilities</td>
<td>4,573</td>
<td>4,290</td>
</tr>
<tr>
<td>Non-current borrowings</td>
<td>11,567</td>
<td>10,220</td>
</tr>
<tr>
<td>Non-current lease liabilities</td>
<td>1,088</td>
<td>969</td>
</tr>
<tr>
<td>Other non-current liabilities *</td>
<td>308</td>
<td>218</td>
</tr>
<tr>
<td><strong>Total equity and non current liabilities</strong></td>
<td><strong>36,860</strong></td>
<td><strong>34,702</strong></td>
</tr>
<tr>
<td>Provisions</td>
<td>268</td>
<td>316</td>
</tr>
<tr>
<td>Trade payables &amp; other current liabilities</td>
<td>4,396</td>
<td>4,462</td>
</tr>
<tr>
<td>Current lease liabilities</td>
<td>244</td>
<td>218</td>
</tr>
<tr>
<td>Current borrowings *</td>
<td>1,899</td>
<td>2,240</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>6,807</strong></td>
<td><strong>7,236</strong></td>
</tr>
<tr>
<td>Liabilities held for sale</td>
<td>-</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total equity and liabilities</strong></td>
<td><strong>43,667</strong></td>
<td><strong>41,977</strong></td>
</tr>
</tbody>
</table>

* Including fair value of derivatives

<table>
<thead>
<tr>
<th></th>
<th>12/31/2019</th>
<th>12/31/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net debt</strong></td>
<td><strong>12,373</strong></td>
<td><strong>10,609</strong></td>
</tr>
<tr>
<td><strong>Net debt to equity ratio</strong></td>
<td><strong>64.0%</strong></td>
<td><strong>55.8%</strong></td>
</tr>
</tbody>
</table>
## Cash Flow Statement

<table>
<thead>
<tr>
<th>In €m</th>
<th>FY 19</th>
<th>FY 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funds provided by operations</td>
<td>4,859</td>
<td>4,932</td>
</tr>
<tr>
<td>Changes in Working Capital</td>
<td>(37)</td>
<td>364</td>
</tr>
<tr>
<td>Other cash items</td>
<td>(110)</td>
<td>(90)</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td><strong>4,712</strong></td>
<td><strong>5,206</strong></td>
</tr>
<tr>
<td>Purchases of PPE* and intangible assets</td>
<td>(2,637)</td>
<td>(2,630)</td>
</tr>
<tr>
<td>Purchases of financial assets and the impact of changes in scope</td>
<td>(537)</td>
<td>(129)</td>
</tr>
<tr>
<td>Proceeds from sale of subsidiaries, PPE*, intangible and financial assets</td>
<td>589</td>
<td>804</td>
</tr>
<tr>
<td><strong>Net cash in investing activities</strong></td>
<td><strong>(2,585)</strong></td>
<td><strong>(1,955)</strong></td>
</tr>
<tr>
<td>Distribution</td>
<td>(1,237)</td>
<td>(1,387)</td>
</tr>
<tr>
<td>Increase in capital stock</td>
<td>39</td>
<td>44</td>
</tr>
<tr>
<td>Purchase of treasury shares</td>
<td>(148)</td>
<td>(50)</td>
</tr>
<tr>
<td>Transactions with minority shareholders</td>
<td>(31)</td>
<td>(16)</td>
</tr>
<tr>
<td>Change in borrowings and lease liabilities (incl. net interests)</td>
<td>(1,403)</td>
<td>(1,019)</td>
</tr>
<tr>
<td>Impact of Exchange rate changes and net debt of newly consolidated companies &amp; others</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td>Change in net cash and cash equivalents</td>
<td>(652)</td>
<td>822</td>
</tr>
<tr>
<td><strong>Net cash and cash equivalents at the end of the period</strong></td>
<td><strong>897</strong></td>
<td><strong>1,719</strong></td>
</tr>
</tbody>
</table>

* PPE: Property, plant and equipment.
## Impact of Currency and Energy on G&S Revenue

<table>
<thead>
<tr>
<th></th>
<th>in €m</th>
<th>Q1 19</th>
<th>Q2 19</th>
<th>Q3 19</th>
<th>Q4 19</th>
<th>Q1 20</th>
<th>Q2 20</th>
<th>Q3 20</th>
<th>Q4 20</th>
</tr>
</thead>
<tbody>
<tr>
<td>€/USD</td>
<td></td>
<td>+138</td>
<td>+107</td>
<td>+81</td>
<td>+52</td>
<td>+55</td>
<td>+30</td>
<td>(86)</td>
<td>(126)</td>
</tr>
<tr>
<td>€/JP¥</td>
<td></td>
<td>+16</td>
<td>+14</td>
<td>+22</td>
<td>+18</td>
<td>+11</td>
<td>+11</td>
<td>(11)</td>
<td>(9)</td>
</tr>
<tr>
<td>€/ARS</td>
<td></td>
<td>(28)</td>
<td>(20)</td>
<td>(29)</td>
<td>(16)</td>
<td>(16)</td>
<td>(23)</td>
<td>(10)</td>
<td>(26)</td>
</tr>
<tr>
<td>€/BRL</td>
<td></td>
<td>(6)</td>
<td>(2)</td>
<td>+3</td>
<td>(4)</td>
<td>(11)</td>
<td>(22)</td>
<td>(25)</td>
<td>(23)</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td>+21</td>
<td>+4</td>
<td>+30</td>
<td>+31</td>
<td>+1</td>
<td>(26)</td>
<td>(66)</td>
<td>(62)</td>
</tr>
<tr>
<td><strong>Currency Impact</strong></td>
<td></td>
<td>+141</td>
<td>+103</td>
<td>+107</td>
<td>+81</td>
<td>+40</td>
<td>(30)</td>
<td>(198)</td>
<td>(246)</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>in €m</th>
<th>Q1 19</th>
<th>Q2 19</th>
<th>Q3 19</th>
<th>Q4 19</th>
<th>Q1 20</th>
<th>Q2 20</th>
<th>Q3 20</th>
<th>Q4 20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural Gas Impact</strong></td>
<td></td>
<td>+5</td>
<td>(36)</td>
<td>(134)</td>
<td>(129)</td>
<td>(103)</td>
<td>(135)</td>
<td>(61)</td>
<td>(18)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>in €m</th>
<th>Q1 19</th>
<th>Q2 19</th>
<th>Q3 19</th>
<th>Q4 19</th>
<th>Q1 20</th>
<th>Q2 20</th>
<th>Q3 20</th>
<th>Q4 20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Electricity Impact</strong></td>
<td></td>
<td>+27</td>
<td>+7</td>
<td>(12)</td>
<td>(30)</td>
<td>(31)</td>
<td>(31)</td>
<td>(19)</td>
<td>(7)</td>
</tr>
</tbody>
</table>
Investment Cycle – Definitions

● **Investment opportunities at end of the period**
  - Investment opportunities under consideration by the Group for decision within 12 months.
  - Industrial projects with investment value > €5m for Large Industries and > €3m for other business lines.
  - Includes asset replacements or efficiency projects. Excludes maintenance and safety.

● **Investment backlog at end of the period**
  - Cumulated industrial investment value of projects decided but not yet started.
  - Industrial projects with value > €10m, including asset replacements or efficiency projects, excluding maintenance and safety.

● **Sales backlog**
  - Cumulated expected sales per year generated by the current investment backlog after full ramp-up.

● **Decisions of the period**
  - Cumulated value of industrial and financial investment decisions.
  - Industrial, growth and non-growth projects including asset replacements, efficiency, maintenance and safety.
  - Financial decisions (acquisitions).
Disclaimer

This presentation may contain forward-looking statements (including objectives and trends) about Air Liquide’s financial situation, operating results, business activities and strategy.

Although Air Liquide believes that the expectation reflected in such forward-looking statements are reasonable, such statements are not guarantees of future performance. Actual results may differ materially from the forward-looking statements as a result of a number of risks and uncertainties, many of which are outside our control.

Please refer to the most recent Universal Registration Document filed by Air Liquide with the French Autorité des marchés financiers for additional information in relation to such risks and uncertainties.

The information is valid only at the time of writing and Air Liquide does not assume any obligation to update or revise the objectives on the basis of new information or future or other events, subject to applicable regulations.
For further information, please contact:

**Investor Relations**
- Aude Rodriguez, +33 (0)1 40 62 57 08
- Ludmilla Binet, +33 (0)1 40 62 57 37
- Muriel Légeron, +33 (0)1 40 62 50 18
- Pierre-Germain Marlier, +33 (0)1 40 62 57 95
- Joseph Marczely, +1 610 263 8277

**Group Financing and Rating**
- Guillaume Serey, +33 (0)1 40 62 51 78
- Aude Revel, +33 (0)1 40 62 56 64
- Thomas Lemée, +33 (0)1 40 62 58 25

www.airliquide.com

Follow us on Twitter @AirLiquideGroup

L’Air Liquide S.A.
Corporation for the study and application of processes developed by Georges Claude
with registered capital of 2,604,741,958.50 euros

Corporate Headquarters:
75, Quai d’Orsay
75321 Paris Cedex 07
Tel : +33 (0)1 40 62 55 55
RCS Paris 552 096 281