

Answers to questions submitted via the 2021 General Meeting platform

To promote shareholder dialog, the Group set up a system where questions could be raised, both before and during the General Meeting of May 4, 2021. Between April 22 and midnight on May 3, 2021, more than 350 questions were submitted via the dedicated platform. These questions are important to the Group, and it is committed to taking them into consideration.

Of the questions asked, 85% focused on the following five topics:

- 1) Hydrogen
- 2) Shareholder policy
- 3) COVID-19 mobilization
- 4) Strategy
- 5) Climate

While several questions and topics were addressed during the Meeting, either in speeches (Strategic framework, Results, Governance, Remuneration, COVID-19 impact, etc.) or in the Q&A session—which lasted more than 40 minutes—some could not be addressed due to time constraints.

The Group has therefore identified two key topics that were not really addressed during the General Meeting: additional questions relating to share ownership and the stock market, and questions about employment.

Here are some answers.

1 - Share ownership, share capital and the stock market

Many shareholders raised questions about the stock split with regard to the current share price, the share dividend payment, share capital increases, the share capital breakdown, etc.

Here are some answers.

Answers

- **Stock split**
 - It has been noted on multiple occasions that, if the share price remains above 100 euros over a long period of time, a stock split may be considered. The previous stock split took place in June 2007, after the closing price had hit a peak of 188 euros on April 23, 2007. Owing to the health crisis, the price has fluctuated significantly in recent months, with a low of 94.86 euros on March 16, 2020 and a high of 144.45 euros on November 9, 2020.

- We fully understand the interest in making shares more accessible, but this is a complex market operation and one that is not cost-neutral either. It requires preparatory work and, in any case, could only be considered at a time that is less turbulent than the present.
- It is also worth recalling that the regular distribution of free shares leads to mechanically adjusting the price downward (approx. 10% in the case of one free share for every 10 held), thereby contributing to better share accessibility.

- **Share dividend payment:**

Such operation enables companies to avoid using their cash. It is not relevant for Air Liquide, which has no cash flow issues.

Air Liquide regularly distributes free shares, which is another way of enabling shareholders to strengthen their portfolios, while also obtaining higher dividends the following year. In 2016, as part of the Airgas acquisition, we offered shareholders a significant share capital increase as another possibility for them to expand their portfolio, rather than through cumbersome and costly mechanisms.

In addition, a dividend payment in shares would incur much higher implementation costs than a dividend fully paid in cash.

- **Share capital increase:**

There are currently no plans for a share capital increase for the public; the Group has all the financial soundness to pursue its investments, in particular those related to the energy transition. However, as part of the programs aimed at boosting motivation and a sense of belonging to the Group, capital increases reserved for employees are offered regularly.

- **Information concerning shareholder identification:**

The list of shareholders with their number of shares held is not in itself public information. However, the names of shareholders who have crossed the legal thresholds (5% and multiples of 5%, upward or downward) during the 2020 fiscal year are published on page 381 of the 2020 Universal Registration Document.

Moreover, within the framework of the General Meeting and in accordance with article R 225-90 of the French Commercial Code, the list of shareholders is accessible in the 15 days leading up to the date of the Meeting. Shareholder Services is responsible for organizing access to this list in compliance with public health measures.

- **Access to bond issues:**

Bond issues on the primary market are reserved for institutional shareholders (professional investors and authorized counterparties within the meaning of the MiFID II Directive) and are therefore not open to individual shareholders, regardless of the way in which their shares are held.

- **Meetings with shareholders:**

The Group is looking into the possibility of Mr Benoît Potier holding a meeting with shareholders by the end of the year, likely to be held regionally via webcast on the company's website. The meetings facilitated by Shareholder Services will also resume as soon as public health measures allow.

- **Stock market performance:**

The Group does not usually comment on stock market performance relating to its own shares or those of other companies.

In 2020, Air Liquide's share price outperformed the CAC 40 (Air Liquide +6.38%; CAC 40 -7.14%). Since January 1, 2021, the relative performance has been more mixed. We would like to recall that the outperformance of Air Liquide shares appreciates over time.

2 - Employment, recruitment/employee share ownership

A few questions were raised regarding changes to the Group's headcount, particularly with regard to the sale of subsidiaries (Schülke, entities in Eastern Europe, etc.) and regarding the current policy of external recruitment in France and internal mobility. Employees also posed questions about capital increases reserved for them.

Here are some answers.

Answers

- **Change in the number of employees:**
The Group had 64,500 employees at the end of 2020. The slowdown in industrial activities in the United States as a result of the health crisis and the sale of the Schülke subsidiary explain the decrease of headcount compared to 2019.
The workforce is distributed as follows: approx. 40% in Europe and the same for the Americas, just under 20% in Asia and 3% in Africa and the Middle East.
France has about 12,000 employees, a relatively stable number that takes into account a slight increase (nearly 1% compared to 2019), mainly due to hiring in the field of innovation.
- **Employment of young people:**
Through several programs, the Group is committed to providing better qualifications and vocational training for young people in order to facilitate their integration into the corporate world. These programs were all continued in 2020. Internships and apprenticeships are ongoing and encouraged. In France, more than 500 young people were able to benefit from work-study contracts and 350 from internships, enabling them to combine theoretical education at their university or school with practical training at Air Liquide.
There are also international exchange programs to attract and develop young talents: ALLEX programs for executives and EVE for technicians.
In addition, the Air Liquide Foundation has made the professional integration of young people into technical professions a primary focus area.
- **Mobility:**
Air Liquide is continuously looking to recruit diverse profiles to build multi-disciplined and complementary teams. The Group's diversity is highlighted by the fact that there is no "standard" career path. Instead, employees individually adapt their career path according to their individual goals and the opportunities offered by the Group. Internal mobility and technical expertise are two major development factors that were supported in 2020.
- **ESPP (Employees Share Purchase Plan):**
As part of the programs aimed at boosting employee motivation and a sense of belonging to the Group, an offer reserved for employees worldwide is currently being considered and could be launched in the coming months. As in previous years, French retirees will be able to participate subject to meeting certain eligibility criteria.