

Air Liquide *in brief* 2021



Arnaud,
employee of
Air Liquide France
Industrie

 Air Liquide

The strength of a *comprehensive performance model*

In 2021, Air Liquide achieved excellent performance, in spite of a complex economic environment. From dealing with the Covid-19 pandemic and the sharp rise in inflation to the challenges of the energy transition, the Group's teams have stepped up in all areas, demonstrating resilience and great adaptability. The Group has been able to act in the present while preparing the future.

~66,400
employees

75
countries

>3.8M
customers and patients

4,500
employees contributing
to innovation

>500,000
individual shareholders

Revenue

€23,335M

Net profit (Group share)

€2,572M

Investment decisions

€3.6bn

Air Liquide serves a very wide variety of customers around the world, acting as a partner to nearly every sector of the economy. The industrial and medical gases at the core of the Group's business are used in numerous industrial processes, such as water treatment, glass manufacturing, preservation of fresh food and farming. They are present in consumer products (including food, beverages, smartphones, cars and more), hospitals and patients' homes.

The Group's presence in the field, alongside small businesses, large companies and healthcare professionals alike, enables it to detect new needs through a customer-centric approach and develop a deeper understanding of the changes in various markets in order to offer innovative solutions to meet its customers' needs.

The Group's ambition is to make its actions part of a comprehensive performance model, by placing sustainable development at the heart of its strategy and combining financial and extra-financial performance.

Our activities

Air Liquide provides industrial and medical gases, technologies and services to nearly every sector of the economy.

FOR INDUSTRY

We serve a wide range of customers, from craftsmen to large companies, in sectors as diverse as steel production, energy, chemicals, automotive manufacturing, food and aerospace.

2M

industrial customers in 75 countries

FOR PATIENTS AND HEALTHCARE PROFESSIONALS

We provide medical products and services to meet the needs of patients, doctors, care facilities and the healthcare system as a whole. Present in both hospitals and patients' homes, our Group is a committed partner of transformation in the healthcare sector.

1.8M

patients supported by Air Liquide in 2021, 38% of whom are following a personalized care pathway

FOR ELECTRONICS

We innovate for our electronics customers, who use our gases and advanced materials for the manufacturing of flat panels, processors and smaller, faster chips.

-157K

metric tones of CO₂ in the electronics industry in 2021 thanks to enScribe™ solutions

FOR OPENING NEW MARKETS

We develop new markets associated with the energy transition, such as the hydrogen and biomethane markets. We also provide technological solutions that are essential to the implementation of major international scientific projects and deep tech⁽²⁾ markets.

> €800M

of investments in biomethane and hydrogen⁽³⁾

Breakdown of Group revenue by activity

2%⁽¹⁾

ENGINEERING & CONSTRUCTION
Building plants and equipment for gas production at Air Liquide and for customers producing directly

30%⁽¹⁾

LARGE INDUSTRIES
Producing and delivering gases in large quantities for major industrial basins (chemicals, refining, etc.)

40%⁽¹⁾

INDUSTRIAL MERCHANT
Serving a wide range of customers, from craftsmen to big-sized companies, thanks to the Group's expertise in gases and processes

16%⁽¹⁾

HEALTHCARE
Providing gases, medical products and services to support our customers and patients, in hospital and at home

9%⁽¹⁾

ELECTRONICS
Designing, manufacturing and providing molecules and equipment for our customers in this sector (manufacturers of semiconductors, flat panels, etc.)

3%⁽¹⁾

GLOBAL MARKETS & TECHNOLOGIES
Providing technological solutions (molecules, equipment and services) for new markets related to the energy transition and deep tech⁽²⁾

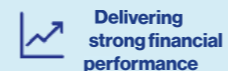
(1) Share of 2021 Group revenue.

(2) Disruptive technologies based on scientific breakthroughs that can fundamentally change design and production methods.

(3) Cumulative capital expenditures for the 2015-2021 period.

ADVANCE, the 2025 strategic plan

ADVANCE, Air Liquide's new strategic plan for 2025, is a milestone in the company's history. It places sustainable development at the heart of the Group's strategy, firmly setting Air Liquide on course for comprehensive performance by combining financial and extra-financial performance. ADVANCE is structured around four priorities and integrates the Group's Sustainable Development objectives.



Delivering strong financial performance

Continue to grow sales and results while respecting our CO₂ reduction commitments and investing significantly for the future.



Decarbonizing the planet

Support the decarbonization journey of our customers and prepare our operations for reduced carbon emissions around 2025 with the aim of becoming carbon neutral by 2050.



Unlocking progress via technology

Contribute to progress and unleash the potential of future markets by leveraging our technical expertise, innovation capabilities and proximity to our customers and patients.



Acting for all

Act with responsibility and have a positive impact, not only by taking into account the interests of all our stakeholders, but also those of society at large.

Our objectives

+5% to +6%

Average annual sales growth⁽¹⁾

>10%

ROCE⁽²⁾ from 2023

By relying on

>+160 bps

Operating margin growth over four years (2022-2025)⁽³⁾

€16bn

Record level of investment decisions; half of the industrial investments⁽⁴⁾ will be dedicated to the energy transition

(1) Compound annual growth rate (CAGR) of sales on a comparable basis over the 2021-2025 period.

(2) Return on capital employed.

(3) Sum of annual operating margin improvements in basis points, excluding energy pass-through impact.

(4) Industrial investment decisions above 5 million euros.

A world leader in gases, technologies and services for industry and health, Air Liquide is present in 75 countries with around 66,400 employees and serves over 3.8 million customers and patients. Oxygen, nitrogen and hydrogen are essential small molecules for life, matter and energy. They embody Air Liquide's scientific territory and have been at the core of the company's activities since its creation in 1902.



AIRLIQUIDE.COM

See our annual publications on our website:
Annual Report, Sustainability Report,
Universal Registration Document,
Shareholder's Guide, Interactions.



YOUTUBE

Air Liquide Corp channel



TWITTER

@AirLiquideGroup



LINKEDIN

linkedin.com/company/airliquide