

Implementation of Air Liquide new governance structure and evolution in the Executive Committee

As previously announced, a new governance is implemented within Air Liquide. Starting June 1, 2022, Benoît Potier will remain President of the Board of Directors and François Jackow, becomes Chief Executive Officer for the Group.

In this context, and in line with the implementation of ADVANCE, the new Group strategic plan of the Group, a number of adjustments have been made to the organization and composition of the Executive Committee.

Under the authority of **François Jackow**, Chief Executive Officer, and starting June 1st, the Executive Committee will be established as follows :

- **François Abrial**, Senior Vice President, is in charge of the Asia Pacific hub.
- **Ronnie Chalmers**, entering the Executive Committee, is appointed Vice President in charge of Africa Middle East & India hub.
- **Marcelo Fioranelli**, Vice President, is Chief Executive Officer of Airgas.
- **Matthieu Giard**, Vice President, supervises the Industrial Merchant business line and Hydrogen activity.
- **Mike Graff**, Executive Vice President, is in charge of the Americas hub and supervises the Electronics business line. From September 1, 2022, he will also supervise the Engineering and Construction activity.
- **Fabienne Lecorvaisier**, Executive Vice President, is in charge of Sustainable Development, Public and International Affairs as well as the General Secretariat.
- **Armelle Levieux**, Vice President, is in charge of Group Human Resources.
- **Emilie Mouren-Renouard**, Vice President, supervises Innovation, Digital & IT, Intellectual Property as well as the Global Markets & Technologies Division.
- **Jérôme Pelletan**, Vice President, is Chief Financial Officer.
- **Jean-Marc de Royère**, Senior Vice President, is in charge of the societal programmes and Chairman of the Air Liquide Foundation.
- **Diana Schillag**, Vice President, is in charge of Healthcare activities in Europe and supervises the Healthcare World Business Line. She also supervises the Procurement and the Efficiency Programs at Group level.
- **François Venet**, Senior Vice President, supervises the Large Industries business line and the Group's Strategy function.
- **Pascal Vinet**, Senior Vice President, is in charge of the Europe Industries hub and supervises the Africa Middle East & India hub. He is also in charge of the Safety and Industrial System function.

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A world leader in gases, technologies and services for Industry and Health, Air Liquide is present in 75 countries with approximately 66,400 employees and serves more than 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.

Taking action today while preparing the future is at the heart of Air Liquide's strategy. With ADVANCE, its strategic plan for 2025, Air Liquide is targeting a global performance, combining financial and extra-financial dimensions. Positioned on new markets, the Group benefits from major assets such as its business model combining resilience and strength, its ability to innovate and its technological expertise. The Group develops solutions contributing to climate and the energy transition—particularly with hydrogen—and takes action to progress in areas of healthcare, digital and high technologies.

Air Liquide's revenue amounted to more than 23 billion euros in 2021. Air Liquide is listed on the Euronext Paris stock exchange (compartment A) and belongs to the CAC 40, CAC 40 ESG, EURO STOXX 50 and FTSE4Good indexes.