

L'AIR LIQUIDE

Société Anonyme pour l'Étude et l'Exploitation des procédés Georges Claude with registered capital of 3,180,425,946.50 euros
Corporate Head Office: 75, quai d'Orsay - 75007 Paris
552 096 281 RCS Paris. — Siret 552 096 281 00019

Notice of Meeting

The Shareholders are invited to attend the Combined General Meeting that will be held on Tuesday, May 6, 2025 at 3:00 p.m. at the Palais des Congrès, 2, place de la Porte Maillot, 75017 Paris.

Agenda

Ordinary General Meeting:

- Approval of the Company financial statements for the fiscal year ended December 31, 2024
- Approval of the consolidated financial statements for the fiscal year ended December 31, 2024
- Appropriation of 2024 earnings; setting of the dividend
- Authorization granted to the Board of Directors for a period of 18 months to allow the Company to trade in its own shares
- Renewal of the term of office of Mr Xavier Huillard as Director of the Company
- Renewal of the term of office of Mr Aïman Ezzat as Director of the Company
- Renewal of the term of office of Mr Bertrand Dumazy as Director of the Company
- Statutory Auditors' Special Report on agreements covered by the articles L. 225-38 et seq. of the French Commercial Code
- Approval of the components of the remuneration paid during or awarded in respect of the fiscal year ended December 31, 2024 to Mr François Jackow, Chief Executive Officer
- Approval of the components of the remuneration paid during or awarded in respect of the fiscal year ended December 31, 2024 to Mr Benoît Potier, Chairman of the Board of Directors
- Approval of information relating to the remuneration of corporate officers stated in article L. 22-10-9 I of the French Commercial Code
- Approval of the remuneration policy applicable to the Chief Executive Officer
- Approval of the remuneration policy applicable to the Chairman of the Board of Directors
- Approval of the remuneration policy applicable to Directors

Extraordinary General Meeting:

- Authorization granted to the Board of Directors for a period of 24 months to reduce the share capital by cancellation of treasury shares
- Delegation of authority granted to the Board of Directors for a period of 26 months to increase the share capital via the issuance of ordinary shares or marketable securities giving access, immediately and/or in the future, to the Company's share capital with retention of preferential subscription rights for Shareholders for a maximum nominal amount of 470 million euros
- Authorization granted to the Board of Directors for a period of 26 months to increase, in the event of oversubscription, the issuance amount of shares or marketable securities
- Authorization granted to the Board of Directors for a period of 38 months to grant to employees and Company Officers of the Group, or some of such employees and Company Officers, share subscription options or share purchase options resulting in the waiver by Shareholders of their preferential subscription rights to shares to be issued upon exercise of the subscription options
- Authorization granted to the Board of Directors for a period of 38 months to grant existing or new shares to employees and Company Officers of the Group, or some of such employees and Company Officers, resulting in the waiver by Shareholders of their preferential subscription rights to the shares to be issued
- Delegation of authority granted to the Board of Directors for a period of 26 months to perform share capital increases, with cancellation of preferential subscription rights, reserved for members of a company or group savings plan
- Delegation of authority granted to the Board of Directors for a period of 18 months to perform share capital increases, with cancellation of preferential subscription rights, reserved for a category of beneficiaries
- Amendment of article 14 (Board of Directors' meetings and deliberations) of the articles of association in application of Law no. 2024-537 of June 13, 2024 aimed at increasing the financing of businesses and the attractiveness of France

Ordinary General Meeting:

- Powers for formalities

Draft resolutions

Draft resolutions that will be submitted to the Shareholders vote have been published in the preliminary notice of meeting on February 26, 2025, in the French legal gazette (Bulletin des Annonces Légales Obligatoires - BALO), n°25.

A. Attendance at the General Meeting

Any Shareholders, regardless of the number of shares held, may take part in the General Meeting.

Shareholders may attend the Meeting:

- personally;
- or voting by correspondence;
- or by granting proxy to the Meeting Chairman;
- or by granting proxy to the spouse or partner with whom a French civil solidarity pact has been signed, another Shareholder, or any other person (physical person or legal entity) of their choice under the terms and conditions set forth in articles L. 225-106 and L. 22-10-39 of the French Commercial Code or even without specifying a representative.

For any proxy granted by a Shareholder without indication of a representative, the Chairman of the General Meeting will vote in favor of the adoption of the draft resolutions presented or approved by the Board of Directors, and will vote against the adoption of all other draft resolutions.

In accordance with article R. 22-10-28 of the French Commercial Code, a Shareholder who has already cast his/her vote by mail, sent a proxy or requested his/her admission card to the Meeting, or a certificate of attendance, may no longer opt for another means of participation.

In accordance with article R. 22-10-28 of the French Commercial Code, only those Shareholders who are able to justify this capacity under the terms and conditions noted below may attend this General Meeting:

- for registered shares: the book-entry of the shares in the registered share accounts kept by the Company at 00:00, Paris time, on Friday, May 2, 2025;
- for bearer shares: the book-entry of the shares (where applicable, in the name of the intermediary registered on behalf of the Shareholder under the regulatory and legal terms and conditions) in the bearer share accounts kept by the duly empowered intermediary at 00:00, Paris time, on Friday, May 2, 2025. The duly empowered intermediaries shall append a certificate of attendance to the proxy or correspondence voting form or the admission card request drawn up in the name of the Shareholder or on behalf of the Shareholder represented by the registered intermediary.

A Shareholder may at any time sell all or some of his/her shares:

- should the sale occur prior to 00:00, Paris time, on Friday, May 2, 2025, the vote cast by mail, proxy or admission card or the certificate of attendance, shall be invalidated or amended accordingly, depending on the case. Accordingly, the duly empowered intermediary holding the account shall inform the Company or authorized representative of the sale and send it the necessary information;
- any sale or transaction performed after 00:00, Paris time, on Friday, May 2, 2025, by whatever means, shall neither be notified by the duly empowered intermediary nor taken into consideration by the Company.

Intermediaries registered on behalf of Shareholders who are not resident for tax purposes in France and benefiting from a general authorization to manage shares may transfer or issue under their own name Shareholders' votes. Under article L. 228-3-2 of the French Commercial Code, they must reveal the economic Shareholder to the issuer.

Furthermore, Air Liquide offers Shareholders the option of voting by Internet, prior to the General Meeting using the Votaccess secure voting platform either:

- via the Company's website, www.airliquide.com, under the Investors section, which will redirect the Shareholder automatically to the dedicated voting website <https://www.actionairliquide.com>, for holders of registered shares; or
 - via the website of their account-holding institution for holders of bearer shares.
- This option is only available to holders of bearer shares whose account-holding institution is a member of the Votaccess system and that proposes this service for this General Meeting.

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Prior to the General Meeting, each Shareholder may use this electronic platform to request an admission card, communicate voting instructions, appoint or revoke a proxy, or receive a confirmation of receipt of the vote under the conditions detailed below.

1. Attendance at the General Meeting in person:

Any Shareholder wishing to attend the General Meeting in person may request an admission card.

A unique 20 euros attendance fee will be paid to all Shareholders who attend the valid General Meeting in person, regardless of the number of admission cards presented on the day of the General Meeting or the number of proxies represented.

1.1 Admission card request sent by mail

Any Shareholder wishing to attend the General Meeting in person may ask for an admission card request form by sending a letter to:

- for registered shares: the Company's head office at the following address, Air Liquide, Direction du Service Actionnaires, 75, quai d'Orsay, 75007 Paris;
- for bearer shares: to the account-holding institution managing the shares.

Only requests received by no later than Wednesday, April 30, 2025 shall be processed. To facilitate their reception, Shareholders wishing to attend the General Meeting are asked to request their admission card as early as possible.

Shareholders shall send their voting forms so that the Company receives them by no later than midnight, Paris time, on Friday, May 2, 2025:

- for registered shares: directly to the Company;
- for bearer shares: to the account-holding institution managing the shares, who will forward it to the Company.

No form received by the Company after midnight, Paris time, on Friday, May 2, 2025 will be taken into account. Admission cards will be sent to Shareholders by mail.

1.2 Admission card request sent electronically

Any Shareholder wishing to attend the General Meeting in person may also request an admission card electronically as follows:

- for registered shares: on the Votaccess secure platform via the Company's website, www.airliquide.com, under the Investors section, which will redirect the Shareholder automatically to the dedicated voting website <https://www.actionairliquide.com>. Shareholders may connect to their online Account using their usual access codes.
- for bearer shares: via the Internet portal of the account-holding institution managing the shares and which will indicate to holders of bearer shares which voting systems that institution makes available to the Shareholders whose securities accounts it maintains (Votaccess voting system or other electronic and standardized voting systems). Consequently, bearer Shareholders interested in this service are invited to contact their account holder in order to find out more about the conditions of access and use of the various electronic voting solutions.

Shareholders may then, at their own choice, download their admission cards through the Votaccess platform, or request it by mail.

The Votaccess platform for this General Meeting shall open on Tuesday, April 8, 2025. The ability to request an admission card by Internet prior to the General Meeting shall end at 3 p.m., Paris time, on Monday, May 5, 2025. In order to avoid potential congestion of the Votaccess platform, Shareholders are strongly recommended not to wait until the eve of the General Meeting to input their instructions.

1.3. Certificate of attendance

In any case, bearer Shareholders who wish to attend the Meeting in person and who have not received their admission card on the second business day preceding the date of the Meeting, i.e. at 00:00, Paris time, on Friday, May 2, 2025, may attend the Meeting by presenting themselves with an identity card and a certificate of attendance issued by the duly empowered intermediary.

Holders of registered shares, who have not received their admission card on the date of the General Meeting, may attend the Meeting by presenting themselves with an identity card at the Reception desk.

2. Voting by correspondence or proxy:

2.1 Voting by correspondence or proxy by mail

Any Shareholder wishing to vote by correspondence or proxy may request a proxy or correspondence voting form by sending a letter to:

- for registered shares: the Company's head office at the following address, Air Liquide, Direction du Service Actionnaires, 75, quai d'Orsay, 75007 Paris;
- for bearer shares: to the account-holding institution managing the shares.

Only requests received by no later than Wednesday, April 30, 2025 inclusive shall be processed.

Shareholders shall send their voting forms so that the Company receives them by no later than midnight, Paris time, on Friday, May 2, 2025:

- for registered shares: directly to the Company;
- for bearer shares: to the account-holding institution managing the shares, who will forward it to the Company.

No form received by the Company after midnight, Paris time, on Friday, May 2, 2025 will be taken into account in the voting at the General Meeting.

Shareholders are reminded that in order to grant a proxy, the voting form must be completed and signed, detailing the full name and address of the Shareholder and the full name and address of the proxy.

A Shareholder may revoke his/her proxy, bearing in mind that the revocation should be made in writing under the same conditions as the appointment and transmitted to the Company. To appoint a new proxy after revocation, a Shareholder shall ask the Company (if he/she holds registered shares) or his/her financial intermediary (if he/she holds bearer shares) to send him/her a new proxy voting form with the wording "Change of Proxy", and should return it so that the Company will receive it by no later than midnight, Paris time, on Friday, May 2, 2025.

2.2 Voting by absentee ballot or proxy electronically

Any Shareholder wishing to vote by correspondence or proxy over the Internet, prior to the General Meeting, may communicate their voting instructions as follows:

- for registered shares: on the Votaccess secure platform via the Company's website, www.airliquide.com, under the Investors section, which will redirect the Shareholder automatically to the dedicated voting website <https://www.actionairliquide.com>. Shareholders may connect to their online Account using their usual access codes;
- for bearer shares: via the Internet portal of the account-holding institution managing the shares and which will indicate to holders of bearer shares which voting systems that institution makes available to the Shareholders whose securities accounts it maintains (Votaccess voting system or other electronic and standardized voting systems).

Consequently, bearer Shareholders interested in this service are invited to contact their account holder in order to find out more about the conditions of access and use of the various electronic voting solutions.

Pursuant to the provisions of article R. 22-10-24 of the French Commercial Code, the appointment or revocation of a proxy may be notified electronically, in accordance with the same procedures as described above.

The Votaccess platform for this General Meeting will open on Tuesday, April 8, 2025. The ability to vote or appoint or revoke a proxy over the Internet prior to the General Meeting shall end at 3 p.m., Paris time, on Monday, May 5, 2025. In order to avoid potential congestion of the Votaccess platform, Shareholders are strongly recommended not to wait until the eve of the General Meeting to input their instructions.

Shareholders who have cast their votes via the Votaccess platform will receive an electronic confirmation of receipt of the vote.

B. Filing of written questions

In accordance with articles L. 225-108 and R. 225-84 of the French Commercial Code, a Shareholder who wishes to submit written questions may send, by no later than the fourth working day preceding the date of the General Meeting, i.e. midnight, Paris time, on Tuesday, April 29, 2025, his/her questions by registered letter with acknowledgment of receipt to the following

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address: Air Liquide, Président du Conseil d'Administration, 75, quai d'Orsay, 75007 Paris, or by e-mail to the following address: general.meeting@airliquide.com, together with a certificate of book-entry for holders of bearer shares.

Responses to written questions may be published directly on the Company's website, at the following address: www.airliquide.com, under the Investors section.

C. Documents made available to the Shareholders

All documents, which should be made available for consultation by Shareholders with respect to this General Meeting, may be consulted at the Company's head office at 75, quai d'Orsay, 75007 Paris, under the terms and conditions stipulated in the applicable legal and regulatory provisions.

Furthermore, the documents which are to be presented at the General Meeting will be published on the Company's website www.airliquide.com, under the Investors section, at least 21 days prior to the date of the General Meeting, in accordance with the applicable legal and regulatory provisions.

The General Meeting will be the subject of a live audiovisual retransmission in its entirety, accessible on the day of the Meeting on the Company's website : www.airliquide.com (under "Annual General Meeting").

A recording of the General Meeting will be available no later than seven working days after the date of the Meeting, and at least for the minimum legal and regulatory period from the date it is posted online, on the Company's website: www.airliquide.com.

D. Confirmation that the vote has been taken into account

In accordance with articles L. 22-10-43-1 and R. 228-32-1 II of the French Commercial Code, Shareholders may contact the Company to request confirmation that their vote has been taken into account in the deliberations. Any such request must be made within three months of the date of the vote (accompanied by proof of the Shareholder's identity). The Company will respond within 15 days at the latest of the request or of the date of the General Meeting, if this event occurs later, unless the information is already available.

E. Voting results

Voting results for each resolution will be published on the Company's website, www.airliquide.com, Investors section, within 15 days following the date of the Meeting.

The Board of Directors