

# Combined General Meeting of Air Liquide Shareholders of May 6, 2025

The Air Liquide Annual General Meeting, chaired by Benoît Potier, Chairman of the Board of Directors, in the presence of François Jackow, Chief Executive Officer, members of the Board of Directors, and Jérôme Pelletan, Chief Financial Officer of the Group, was attended by 3,064 people on Tuesday, May 6, 2025, at the Palais des Congrès in Paris. The Shareholders, representing 59.11% of the voting rights, i.e. 84,204 Shareholders present or represented, adopted all of the resolutions presented.

**Benoît Potier, Chairman of the Board of Directors**, opened alongside the Directors Air Liquide's Annual General Meeting. **Jérôme Pelletan, Chief Financial Officer**, detailed the Group's very solid financial and extra-financial performances. He highlighted notably that 2024 was a record year in terms of margin growth and capital expenditure, not to mention the improvement in all of our sustainable development indicators.

**Benoît Potier** then presented the strategic framework within which the Group operated in 2024, reviewing the global context and its implications for the Group. He highlighted Air Liquide's ability to offer concrete solutions today to the challenges of tomorrow. **François Jackow, Chief Executive Officer**, detailed the progress achieved in 2024 and the Group outlook for 2025. He particularly underlined Air Liquide's resilience in a complex global environment and how the Group is prepared to face worldwide change and seize every opportunity.

Benoît Potier took the floor again to present the Governance and the work carried out in 2024 by the Board of Directors and its Committees. **Xavier Huillard, Lead Director**, then spoke in his capacity as **Chairman of the Remuneration Committee** on the remuneration of the Group's corporate officers. The Statutory Auditors then presented a summary of their reports. **Annette Winkler**, in her capacity as **Chairwoman of the Environment and Society Committee**, discussed the Committee's work and Air Liquide's achievements in terms of sustainability.

Then following more than an hour of discussions with the audience, the meeting concluded with a vote on the 23 resolutions.

The proposed dividend, with an ex-date of **May 19, 2025** and a payment scheduled for **May 21, 2025**, was approved: it will be **€3.30** per share and **€3.63** for shares eligible for the loyalty bonus.

The Annual General Meeting renewed the terms of office of three independent directors, Xavier Huillard, Aïman Ezzat and Bertrand Dumazy, for a period of four years. These three terms of office will expire at the end of the 2029 Annual General Meeting (called to approve the financial statements for the 2028 financial year).

The Board of Directors therefore remains composed of **14 members: 12 members appointed by the Annual General Meeting**, including 5 foreign nationals, and **2 Directors representing the employees**. Gender parity is 42% women and 58% men. The independence rate stands at 83%. The composition of the Board reflects a diversity of profiles, cultures and expertise, in line with the diversity policy defined by the Board of Directors.

In addition, the Annual General Meeting voted in favor of the **2024 remuneration components** for:

- François Jackow, as Chief Executive Officer;
- Benoît Potier, as Chairman of the Board of Directors;

as well as on the information relating to the remunerations of all corporate officers for 2024.

The Annual General Meeting also approved the **remuneration policy** for corporate officers applicable to:

- François Jackow, as Chief Executive Officer;
- Benoît Potier, as Chairman of the Board of Directors;

- and non-executive Directors.

On the recommendation of the Appointments and Governance Committee, the Board of Directors held today, decided to confirm the renewal of the terms of office of Xavier Huillard, independent Director, as Lead Director.

In addition, the Board appointed and renewed members to its Committees, which are now composed as follows:

- **Audit and Accounts Committee:** Catherine Guillouard (Chairwoman), Aiman Ezzat, Bertrand Dumazy;
- **Appointments and Governance Committee:** Xavier Huillard (Chairman), Annette Winkler, Bertrand Dumazy;
- **Remuneration Committee:** Alexis Perakis-Valat (Chairman), Kim Ann Mink, Fatima Tighlaline (Director representing the employees), Christina Law ;
- **Environment and Society Committee:** Annette Winkler (Chairwoman), Philippe Dubrulle (Director representing the employees), Monica de Virgiliis, Christina Law, Michael Thaman.

The full broadcast of the Annual General Meeting is available at:

<https://www.airliquide.com/2025-annual-general-meeting>

#### **Air Liquide share ownership (as at December 31, 2024):**

- 33% of the capital held by individual Shareholders
- 54% of the capital held by foreign institutional investors
- 13% of the capital held by French institutional investors

## **CONTACTS**

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Air Liquide is a world leader in gases, technologies and services for industry and healthcare. Present in 60 countries with approximately 66,500 employees, the Group serves more than 4 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 Group'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, 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, electronics and high technologies.

Air Liquide's revenue amounted to more than 27 billion euros in 2024. Air Liquide is listed on the Euronext Paris stock exchange (compartment A) and belongs to the CAC 40, CAC 40 ESG, EURO STOXX 50, FTSE4Good and DJSI Europe indexes.