



2025 Sustainability Performance

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Paris, March 31, 2026

Agenda

Air Liquide 2025 Sustainability Performance



Sustainability Performance



For the Environment



For Health



For All



Focus on Climate Transition Plan



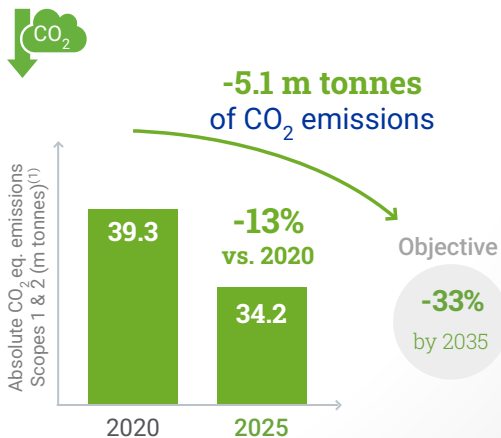
Conclusion & Outlook



Q&A

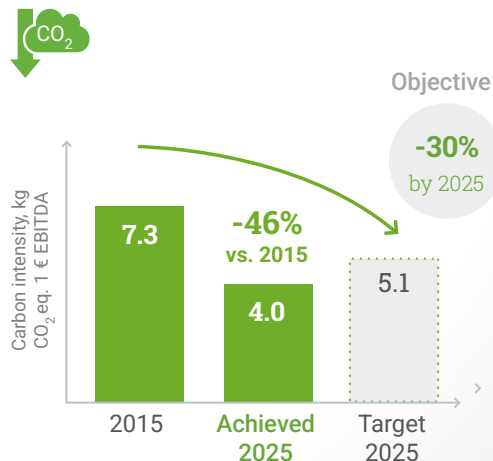
Environment: all objectives reached or exceeded

CO₂ emissions reduction



- ✓ **Solid decarbonization** engaged
- ✓ **Emissions inflection** objective confirmed one year in advance

Carbon intensity



- ✓ **Carbon intensity** objective exceeded

Water Management Plans



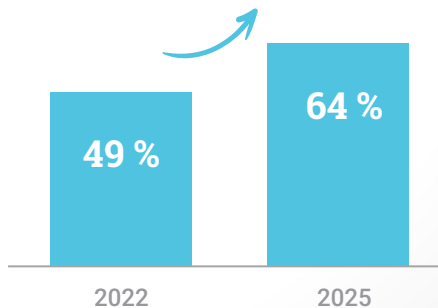
- ✓ **Objective** met
- ✓ Key for operations resilience

Scopes 1 and 2 emissions: Scope 1: Direct emissions generated by all emission sources owned or controlled by Air Liquide. Scope 2: indirect emissions related to the production of electricity or steam purchased outside the Group. Scope 2 "market-based", restated emissions to take into account over a full year from 2020 and each subsequent year, the emissions of the assets which correspond to changes in scope and which have a significant impact (upwards and downwards) on CO₂ emissions.

Health: responding to evolving patients and society needs

Improving the quality of life of chronic patients at home

 Percentage of patients with personalized care plans



Solid progress, fully aligned with patients' expectations

Facilitating access to medical oxygen In low-and-middle-income countries

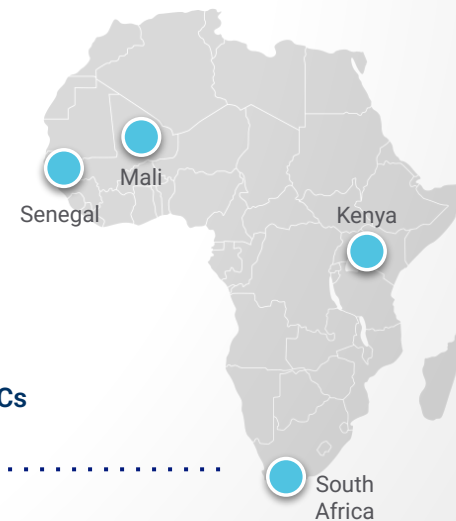
 **3.45 million**

Population living in areas covered by Access Oxygen™ since 2017

380 healthcare centers **4** Countries

Supporting the WHO⁽¹⁾ ambition to make a step-change in the access to oxygen in LMICs

Sole industrial gas company active in this field



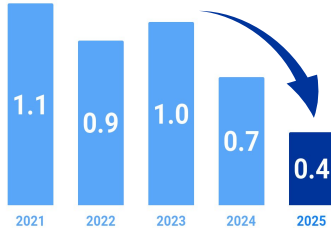
⁽¹⁾ World Health Organization.

Social: strong achievements during the ADVANCE period

Safety



-60%
over 2 years

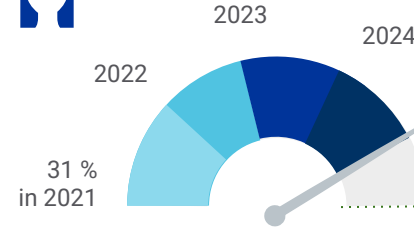


✓ **Record low**
Lost Time
Accident ⁽¹⁾

(1) Number of accidents with at least one day's absence per million hours worked, involving Group employees and temporary workers.

Diversity

women among Managers & Professionals

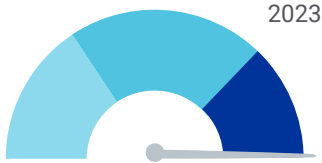


✓ **+4% since**
2020 - Leading
our industry

Common basis of care coverage for all employees



2022
34 %
in 2021



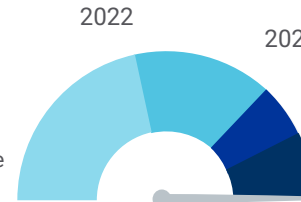
100%
since 2024

✓ **Fully deployed**
one year ahead
of target
Living wage
deployed across
the Group

Employees with access to volunteering opportunities



2022
Pilot phase
in 2021



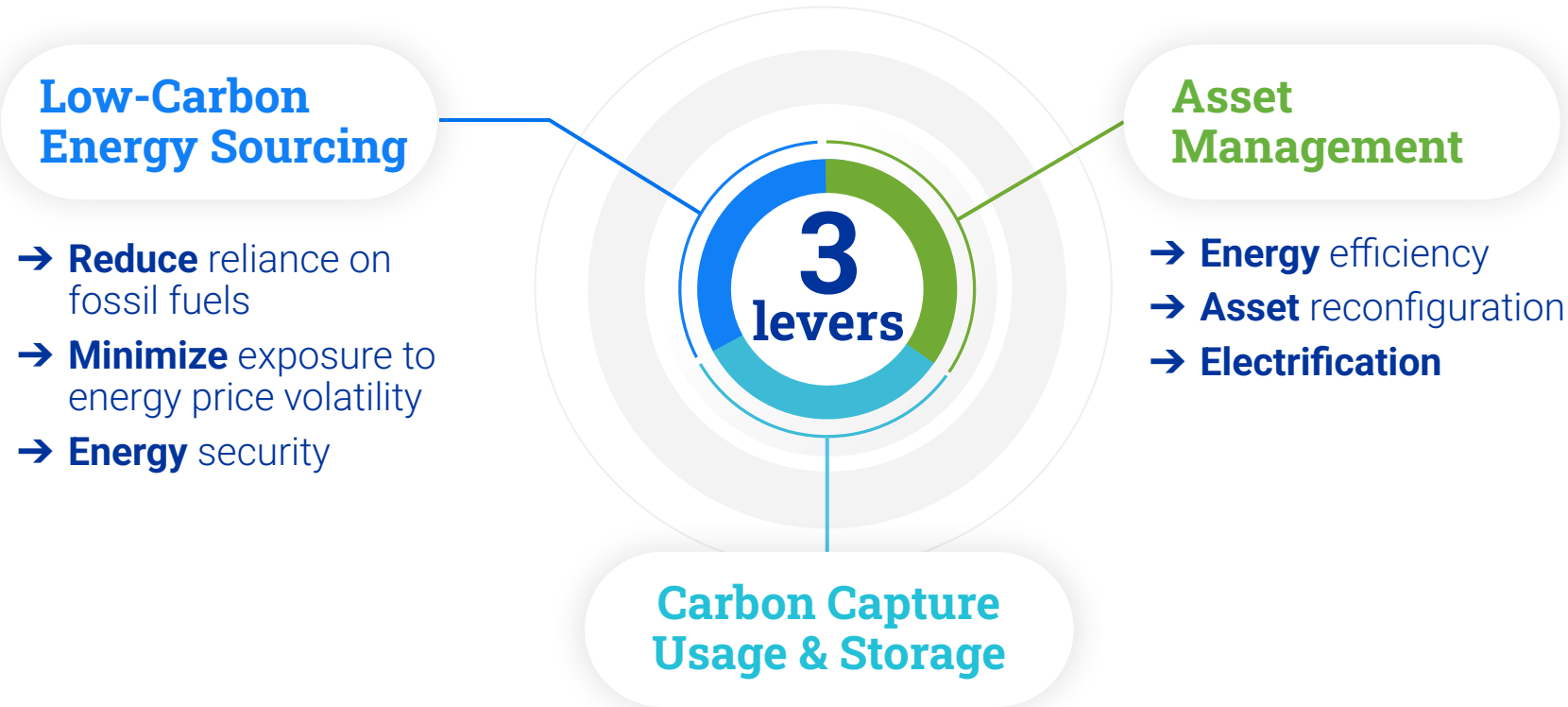
2024
100 %
of employees
covered

✓ **Program fully**
deployed.
7,000+
employees
active in 2025

CITIZEN
at Work

**FOCUS:
Air Liquide Climate Transition Plan**

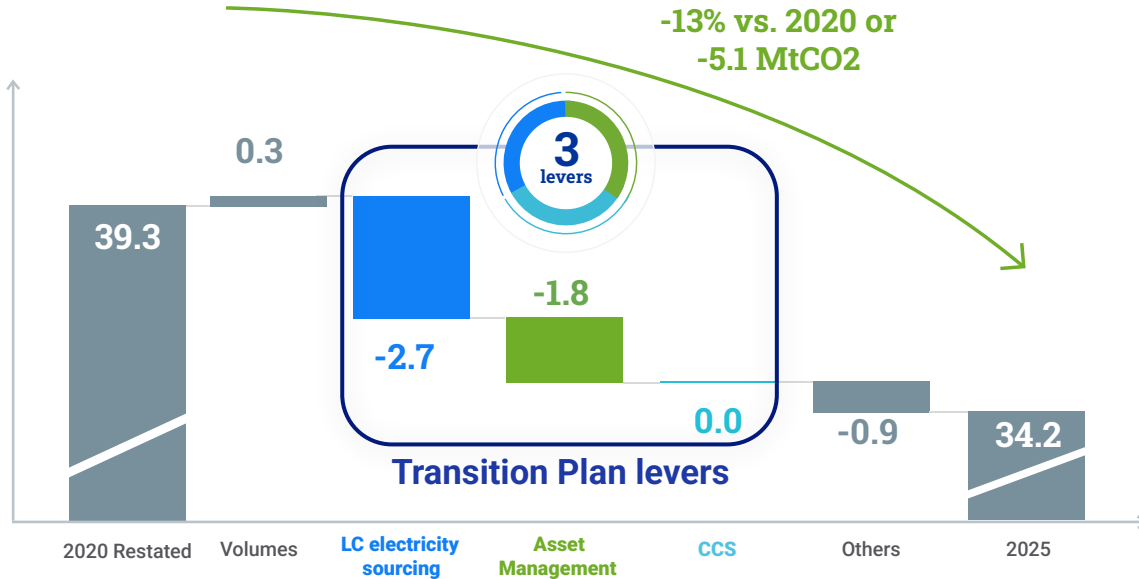
3 well identified levers of our Transition Plan



→ **Only large-size available solution** for hard-to-abate industries in the near term

Solid decarbonization achieved since 2020

Scope 1 + 2 emissions - MT of CO2



40%

of total power procured from low-carbon origins.
5.6 TWh per year of low-carbon electricity PPAs signed since 2020

Electrification
of steam-driven ASUs in China
(1 done/1 signed)

CCS

1 project under construction

A number of assets reconfigured and optimized

Voluntary Low-Carbon electricity sourcing

Large scale PPAs to supply Air Liquide largest oxygen site at Secunda, South Africa.

Initial Commitment
900 MW
of renewables by 2030

Signed
1,000 MW
jointly with our customer



South Africa



EMISSIONS REDUCTION  Air Liquide

✓ Scope 2 -1.4 Mt CO₂ per year

OTHER BENEFITS

✓ Energy security for Air Liquide

✓ Additional REN production capacity in South Africa

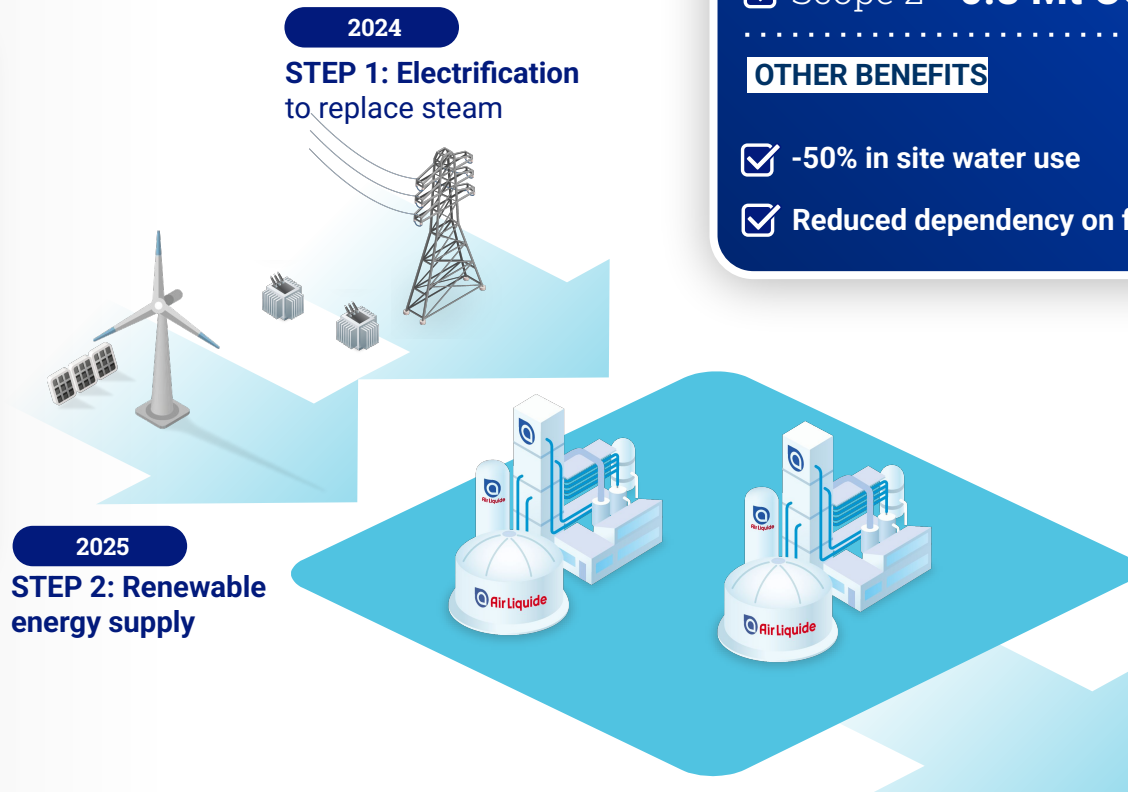
✓ Energy Sovereignty of the country

Asset Management and electrification

2 ASUs

In Tianjin harbour

Electrification of 2 large steam driven Air Separation Units, combined with voluntary Low-Carbon electricity sourcing.



China



EMISSIONS REDUCTION Air Liquide

Scope 2 **-0.8 Mt CO₂** per year

OTHER BENEFITS

-50% in site water use

Reduced dependency on fossil energy

CCS: CO₂ capture and storage project

Rotterdam

to host a world-scale carbon capture and storage network to decarbonize Europe's largest industrial port.

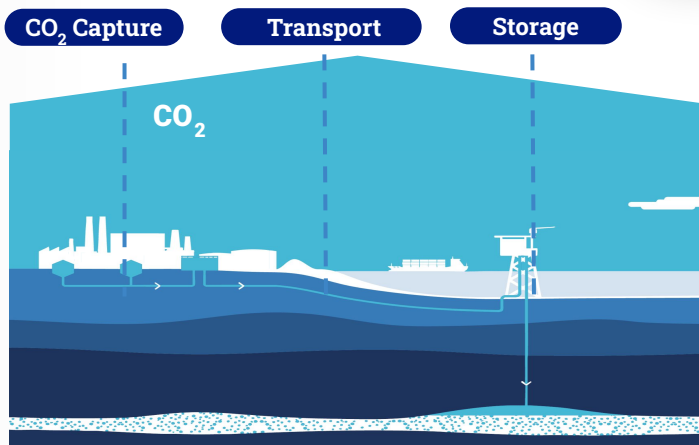
Target



- 2.5 million

tonnes of CO₂ per year stored annually by the Porthos consortium

Start up: **end of 2026**



The Netherlands



EMISSIONS REDUCTION  Air Liquide

Scope 1 **-0.4 Mt CO₂** per year

OTHER BENEFIT

Synergized infrastructure enabling large CO₂ reductions for hard-to-abate industries



Conclusion and outlook

Conclusion and outlook

Advance objectives delivered

Group's resilience reinforced

- ✓ Voluntary low-carbon electricity sourcing
- ✓ Water Management Plans
- ✓ Climate Change Adaptation

Climate, looking forward

- ✓ Stay the course on Decarbonization
- ✓ Varying geographic and customers dynamics
- ✓ Backlog of Energy Transition projects
- ✓ Advocacy around Energy Transition and market activation reinforced

CARBON MEASURES





Q&A

