

Combined General Meeting on May 05, 2026: publication of the notice of Meeting

The Combined General Meeting of Air Liquide will be held on Tuesday, May 05, 2026 at 3 p.m., on first notice, in the Palais des Congrès, 2 place de la Porte Maillot, 75017 Paris, France.

The **draft resolutions**, approved by Air Liquide's Board of Directors on February 19, 2026 and to be submitted to the Shareholders' General Meeting, as well as all the information concerning the Meeting are available on the Group's website, [2026 General Meeting section](#).

The **notice of Meeting** published on March 25, 2026 in the French legal gazette BALO (*Bulletin des Annonces Légales Obligatoires*) and JAL (*Journal d'Annonces Légales*) is also available on the Group's website, in the [2026 General Meeting section](#). The invitation to the Meeting documents will be sent to all Shareholders of the Company, by mail or electronically for those having opted for the electronic invitation. These documents include the voting form, the agenda of the Meeting, the resolutions which will be submitted to the vote of Shareholders with a presentation of the objectives of each resolution and practical information for attending, voting and exercising Shareholders' rights.

The General Meeting, a key moment in the corporate life of the Company, will provide the opportunity to present in particular the Group's strategy and its development prospects, as well as its governance. The course of the Meeting will be as follows:

- 2025 Results - Financial and non-financial performance
- Strategic Overview
- Strategy and 2026 outlook
- Composition and work of the Board of Directors and Committees, governance, remuneration of corporate officers
- Statutory Auditors' Reports
- Exchange with the audience
- Vote on resolutions

Benoît Potier, Chairman of the Board of Directors and **François Jackow**, Chief Executive Officer, will be there to tell you more about the future of the Group.

All Shareholders are invited to vote either by attending the General Meeting in person or by proxy, or by **voting by correspondence, or on line**. That process can be carried out:

- by **sending the voting form back**, so that it **reaches Uptevia by no later than midnight, Paris time, on Saturday, May 02, 2026**;
- by **voting by Internet, prior to the General Meeting**. The voting website will be open **from Tuesday, April 07, 2026 to Monday, May 04, 2026 at 3 p.m., Paris time**. Detailed instructions on how to connect to this website are provided in the invitation to the Meeting documents sent to Shareholders.

Air Liquide values the **participation of each Shareholder**.

The preparatory documents of this Meeting will also be kept at disposal of the Shareholders at Shareholder Services Department, 75, quai d'Orsay, 75007 Paris, France, and published on the Group's website, [2026 General Meeting section](#), according to legal and regulatory applicable requirements.

The General Meeting will be webcast live, in French with simultaneous English translation, and a recorded version will be available on the Group's website [2026 General Meeting section](#). It will also be available online for people with hearing impairment.

Agenda of the Combined General Meeting of May 5, 2026

Ordinary General Meeting

- Approval of the Company Financial Statements for the fiscal year ended December 31, 2025
- Approval of the Consolidated Financial Statements for the fiscal year ended December 31, 2025
- Appropriation of 2025 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. Benoît Potier as Director of the Company
- Renewal of the term of office of Mr. François Jackow as Director of the Company
- Renewal of the term of office of Mrs. Annette Winkler 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, 2025 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, 2025 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 through the incorporation of additional paid-in capital, reserves, profits or any other amounts, for a maximum amount of 320 million euros
- 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

Ordinary General Meeting

- Powers for formalities

Air Liquide share ownership (as of December 31, 2025)

- 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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Shareholder Services

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UPCOMING DATES

2026 First quarter revenue:

Tuesday, April 28, 2026

Combined General Meeting:

Tuesday, May 5, 2026

Dividend ex date*:

Monday, May 18, 2026

Dividend payment date*:

Wednesday, May 20, 2026

* subject to the necessary approvals at the Combined General Meeting of May 05, 2026

Oxygen, nitrogen, hydrogen, and many other essential small molecules are the invisible pillars of our world and our lives. They have been at the core of the Group's activities since its creation in 1902.

A world leader in gases, technologies and services for industry and healthcare, Air Liquide acts as the backbone of numerous economic sectors, serving 4.3 million customers and patients across 59 countries with approximately 65,000 employees. With revenues close to 27 billion euros in 2025, Air Liquide combines strong performance and useful growth.

The Group is a leader with a diversified, resilient business model and a strong local footprint across the globe. Through deep engineering expertise and technological innovation, Air Liquide provides scalable solutions that enhance industrial efficiency, accelerate decarbonization, and strengthen value chains. Strategically exposed to growth markets and megatrends, the Group accompanies major industrial and societal transformations to create long term added value and build a sustainable future.

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 Dow Jones Best-in-Class Europe Index indexes.