

# Air Liquide successfully completes the Sustainability dimension of its ADVANCE Strategic Plan, demonstrating that combining financial and sustainability performance generates positive impact

2025 marked the successful completion of Air Liquide's 2022-2025 ADVANCE strategic plan, the first in the Group's history to combine financial and non-financial objectives. Reflecting on Sustainability, Air Liquide progressed in all dimensions, delivering tangible impacts "for the Environment", "for Health" and "for All".

**For the Environment:** Over the past few years, Air Liquide has demonstrated its ability to combine profitable growth with an ambitious decarbonization trajectory.

- **At the end of 2025, the Group has reduced its CO<sub>2</sub> emissions by -13% compared to 2020**, confirming the inflection point of its emissions one year ahead of schedule. The Group's **carbon intensity decreased by -46% compared to 2015**, surpassing the reduction target of -30% set for 2025.
- **Consistent with its Climate Transition Plan**, the Group's CO<sub>2</sub> emissions reduction between 2020 and 2025 has been driven by:
  - **The voluntary sourcing of a massive amount of low-carbon electricity:** Air Liquide has accelerated the shift to low-carbon power, especially through pluri-annual Power Purchase Agreements. In 2025, the share of low-carbon power purchased by the Group reaches 40%. Globally, low-carbon electricity sourcing has already prevented the emissions of **-2.7 million tonnes of CO<sub>2</sub> per year compared to 2020**, delivering immediate and measurable impact, especially in carbon-intensive geographies.
  - **Asset management:** The Group continues to bring operational efficiency to its production assets to reduce energy consumption and reliance on fossil energy. This includes the electrification of steam-driven Air Separation Units (ASUs), notably in China and a number of asset reconfiguration projects. This lever led to a reduction of **-1.8 million tonnes of CO<sub>2</sub> per year** compared to 2020, structurally lowering the carbon footprint of the Group's operations.
- ADVANCE also allowed bringing to industrial scale a **number of technologies to support our customers' decarbonization**, ranging from CCS to Electrolysers and Ammonia cracking.
- Beyond climate, Air Liquide continues to advance its **water management roadmap** with water management plans implemented at 100% of our 75 priority sites in water-stressed areas.

**These achievements have strengthened the Group's competitiveness and resilience while delivering a measurable positive impact for the planet.**

**For Health:** As a leader from hospital to home, Air Liquide's ambition is to contribute to improving the quality of life of patients at home and support healthcare professionals, by providing the right level of care at optimal cost. In a context of aging populations and rising chronic diseases, the Group addresses the increasing demand for home healthcare services and made progress on the critical need of access to oxygen in many regions, delivering a positive impact for society.

- In over 30 countries, Air Liquide is supporting **2.3 million patients** living with a chronic disease at home. **Today, 64% of these patients benefit from personalized care plans**, representing solid progress, fully aligned with patients' expectations and the evolution of Healthcare Professionals practices.
- In low- and middle-income countries, the Group's **Access to Oxygen initiative** supports the World Health Organization's ambition to make a step-change in the access to oxygen. Since its launch in 2017, the Access Oxygen™ program has made oxygen available for close to **3.4 million people** living in South Africa, Senegal, Kenya, and Mali.

**For All:** Air Liquide recognizes that long-term performance is based on the quality of its relationships with employees, customers, patients, shareholders, suppliers and local communities around the world, driving progress and value for society.

- **Care coverage:** Since 2024, one year ahead of target, all employees have a **Common basis of care coverage**, including life insurance, health coverage and paid maternity leave components, regardless of local legislation.
- **Diversity: with 34% women among Managers and Professionals** (+4% since 2020), **Air Liquide is setting the standard of its industry** and remains convinced of the value diversity brings to our employees as well as our customers and patients.
- **Employee engagement in local initiatives:** 100% of the Group's employees now have access to volunteering opportunities through the "Citizen at work" program.

**Diana Schillag**, Executive Committee Member, supervising Sustainability stated: *"Despite a complex global environment and evolving market dynamics, we have delivered on our Sustainability commitments, reducing in particular the Group's CO<sub>2</sub> emissions by more than 5 million tons since 2020. For Air Liquide, sustainability is not only a matter of responsibility; it is a fundamental strategic choice and a driver of performance and resilience in an uncertain world. As we enter 2026, we stay the course with a pragmatic approach, translating our ambitions into concrete impacts for our customers, the planet and society".*

[For more information, discover Air Liquide's integrated Annual Report](#)

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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.