

# Combined General Meeting of Air Liquide Shareholders of May 5, 2026

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 and members of the Board of Directors was attended by 3,412 people on Tuesday, May 5, 2026, at the Palais des Congrès in Paris. The Shareholders, representing 59.12% of the voting rights, i.e. 94,886 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** and **Diana Schillag, General Secretary overseeing in particular Sustainable Development** detailed the Group's very strong financial and extra-financial performance. They also reviewed the ADVANCE strategic plan for the 2022–2025 period, which was successfully completed. **Jérôme Pelletan** concluded by highlighting the new margin ambition of +560 basis points over the 2022–2027 period, an unprecedented performance trajectory for the Group.

**Benoît Potier** then presented the strategic framework within which the Group operated in 2025, reviewing the global context and its implications for the Group. **François Jackow, Chief Executive Officer**, detailed the progress achieved in 2025 and the Group outlook for 2026. He emphasized that 2025 was a year of major achievements and that, in a world in transition, the Group is adapting, transforming, and innovating to prepare for the future. **Armelle Levieux, Vice President of Innovation & Technology**, shared insights into how the Group drives innovation by detailing the groundbreaking solutions being developed to support its customers and patients through two major transformations: the energy transition and the digital revolution.

This was followed by more than one hour of discussion with the audience, and the session concluded with votes on the 19 resolutions.

The proposed dividend, with an ex-date of **May 18, 2026** and a payment scheduled for **May 20, 2026**, was approved: it will be **€3.70** per share and **€4.07** for shares eligible for the loyalty bonus. A free share attribution, equal to one free share for every 10 held (with a 10% increase in the number of bonus shares distributed in respect of shares eligible for the loyalty bonus), will take place on **June 10, 2026**.

The General Meeting **renewed** the terms of office as Director of Benoît Potier and François Jackow, together with that of Annette Winkler, for a period of four years.

Furthermore, Philippe Dubrulle's office as Director representing the employees came to an end at the close of the General Meeting. The Board extended its sincere gratitude for his commitment and contributions throughout his three terms of office. Benjamin Le Creurer, elected by the France Group Committee for a period of four years, has taken up his new role as Director representing the employees as from today's date.

The Board of Directors therefore remains composed of **14 members: 12 members appointed by the 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 75%. The composition of the Board reflects a diversity of profiles, cultures and expertise, in line with the policy defined by the Board of Directors.

In addition, the General Meeting voted in favor of the **2025 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 remuneration of all corporate officers for 2025.

The 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
- the non-executive Directors.

In addition, the Board of Directors meeting held at the close of today's General Meeting, on the recommendation of the Appointments and Governance Committee, confirmed its decision to **maintain the separated roles of Chairman of the Board and Chief Executive Officer** and, to that end, renewed Benoît Potier's appointment as Chairman of the Board of Directors and François Jackow's as Chief Executive Officer. At this same meeting, the Board of Directors confirmed that Xavier Huillard, independent Director would **maintain** his office as **Lead Director**.

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

- **Audit and Accounts Committee:** Catherine Guillouard (Chairwoman), Aïman 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:** Christina Law (Chairwoman), Monica de Virgiliis, Michael H. Thaman.

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

<https://www.airliquide.com/2026-annual-general-meeting>

#### **Air Liquide share ownership (as at 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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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.