

Paris, March 18, 2024

Dear Shareholder,

I have the pleasure of inviting you to the Combined General Meeting of Air Liquide Shareholders, which will take place on April 30, at 3 pm at the Palais des Congrès (Porte Maillot) in Paris. As Chairman of the Board of Directors, I look forward to seeing you there again for this important opportunity for Air Liquide and its Shareholders to share and exchange ideas.

Once again, our Group has demonstrated exceptional resilience in the face of a complex geopolitical and macroeconomic environment. This remarkable performance is based on the many qualities on which our business model is built, foremost among which are the women and men who make up the Air Liquide team. Thanks to their commitment, agility, and unique capacity for innovation, the Air Liquide Group has once again demonstrated that it is ready to meet tomorrow's challenges today.

This year has also been an opportunity to confirm the fully functional and harmonious relationship between the Board of Directors and the Executive Committee since our new governance structure was introduced in 2022. We will have an opportunity to address this with François Jackow, Chief Executive Officer of Air Liquide, on April 30.

As you know, the Annual General Meeting is also an opportunity for each and every one of you to play an active part in the Group's decisions by expressing your views and by voting, regardless of the number of shares you hold. If you are unable to attend in person, you can vote by Internet or by mail, or give your proxy to the Chairman of the Annual General Meeting or any other person of your choice.

In the attached document, you will find all the practical details, as well as the agenda and the draft resolutions that will be submitted to you for approval. The experts and advisors at the Shareholder Services Department and the Investor Relations team are at your disposal to assist you and answer any questions you may have.

On behalf of the Board of Directors, I would like to thank each and every one of you for your confidence and loyalty. I look forward to seeing you on Tuesday, April 30, at the Palais des Congrès in Paris.

Benoît Potier
Chairman of the Board of Directors of Air Liquide