

Paris, March 20, 2023

Dear Shareholder,

I am pleased to invite you to Air Liquide's Combined General Meeting, which will take place at 3:00 p.m. on May 3 at the Palais des Congrès (Porte Maillot) in Paris. As Chairman of the Board of Directors, I am looking forward to seeing you all again for this important moment of sharing and discussions between Air Liquide and its Shareholders.

The year since our last Annual General Meeting has again been marked by an unprecedented geopolitical and macroeconomic context. Your Group has shown great resilience. We have continued along our performance pathway, while proceeding to step up our efforts to decarbonize the industry. The ADVANCE strategic plan, which was presented last March, is already beginning to bear fruits and positions us more than ever on high-potential markets of the future. Finally, this past year has seen the introduction of a new governance within the Group, since June 1, 2022.

We will have the opportunity on May 3 to review these points with Air Liquide's Chief Executive Officer François Jackow.

As you know, the Annual General Meeting is also an opportunity for each of you to play an active role in your Group's decisions, by expressing your views and voting, regardless of the number of shares you hold. If you are unable to attend in person, you may 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.

You will find in the following document all the practical details, as well as the agenda and draft resolutions that will be submitted for approval. Our Shareholder Services Department experts and advisors and the Investor Relations team are available as of now to guide you and answer any questions you may have.

I would like, on behalf of the Board of Directors, to thank each and every one of you for your trust and loyalty. I look forward to seeing you on Wednesday May 3 at the Palais de Congrès in Paris.

Benoît Potier
Chairman of Air Liquide's Board of Directors