

Paris, December 1, 2009

## Changes in the management team from January 1, 2010

### Contacts:

#### Corporate Communications

Anne Lechevranton  
+33 (0)1 40 62 50 93  
Corinne Estrade-Bordry  
+ 33 (0)1 40 62 51 31

#### Investor Relations

Virginia Jeanson  
+33 (0)1 40 62 57 37  
Annie Fournier  
+33 (0)1 40 62 57 18

### Upcoming event

#### 2009 annual results:

February 15, 2010

The composition and responsibilities within the Air Liquide management team will be modified **from January 1, 2010**, Klaus Schmieder, Senior Executive Vice-President of Air Liquide, having decided to retire effective end of 2009.

The **General Management** of Air Liquide will be comprised of **Benoît Potier**, Chairman and CEO, together with **Pierre Dufour**, Senior Executive Vice-President, and **Jean-Pierre Duprieu**, Senior Vice-President, who will supervise Europe and the Healthcare activities.

**Within the management team, other responsibilities** will now be as follows:

- **François Darchis\***, Senior Vice-President, Engineering and Construction, Research and Technology, and also supervising the Industrial Merchant, Electronics and Healthcare World Business Lines;
- **Jean-Marc de Royere\***, Senior Vice-President, Asia-Pacific;
- **Fabienne Lecorvaisier\***, Group Vice-President, Finance and Operations Control;
- **Ron LaBarre\***, Group Vice-President, Large Industries World Business Line;
- **Guy Salzgeber\***, Vice-President, Northern and Central Europe;
- **Augustin de Roubin\***, Vice-President, Southern and Eastern Europe (including France), and Welding and Diving activities;
- **Michael J. Graff\***, Vice-President, Americas, also supervising Safety and Industrial Systems;
- **Mok Kwong Weng\***, Vice-President, North-East Asia.

In addition, the following **appointments** will be effective January 1, 2010:

- **Pascal Vinet**, Vice-President, Healthcare World Business Line and Operations;
- **François Abrial**, Vice-President Human Resources, Air Liquide Group.

The new strengthened management team aims to **continue the worldwide development strategy of the Air Liquide Group**, drawing notably on its **ALMA strategic program**, and to allow it to **tackle the new challenges which lie ahead**.

*\* members of the Executive Committee of the Group*

**Klaus Schmieder** joined the Air Liquide Group in 2004, following the acquisition of certain Messer assets, as Senior Executive Vice-President, member of the Management Board and of the Executive Committee. In particular, he supervised the Industrial Merchant and the Healthcare World Business Lines, Europe, and the functions of Finance, Administration and Legal Affairs. Klaus Schmieder has greatly contributed to the development of Air Liquide in Europe and brought to the Group his considerable expertise in finance, legal affairs and in the Group's markets.

**Jean-Pierre Duprieu**, 57 years old, joined Air Liquide in 1976: he has spent his entire career with the Group, holding various commercial, operational and strategic positions. He has an in-depth knowledge of Europe, the Middle East, Africa and Asia, which he has supervised. Since 2005, Jean-Pierre Duprieu has been **based in Tokyo** in charge of the **Asia-Pacific zone and the Electronics World Business Line**. Jean-Pierre Duprieu has been a **member of the Group's Executive Committee since 2000**.

**Pascal Vinet**, 47 years old, of French nationality, joined Air Liquide in 1986. He has notably been responsible for the Group's **Australian subsidiary, Corporate R&D** and the **Industrial Merchant activity in the United States**. Since 2007, he has been **Group Vice-President of Strategic Control** and Secretary of the Executive Committee.

**François Abrial**, 47 years old, of French nationality, has been with the Air Liquide Group since 1996; he has notably held the role of **HR Deputy Director**, Air Liquide Group. He has supervised the **Medical Gases and Medical Equipment businesses of the Healthcare World Business Line**, before becoming **Vice-President of Africa and the Middle East** in 2007.

**Photos available upon request.**

*Air Liquide is the world leader in gases for industry, health and the environment, and is present in over 75 countries with 43,000 employees. Oxygen, nitrogen, hydrogen and rare gases have been at the core of Air Liquide's activities since its creation in 1902. Using these molecules, Air Liquide continuously reinvents its business, anticipating the needs of current and future markets. The Group innovates to enable progress, to achieve dynamic growth and a consistent performance.*

*Innovative technologies that curb polluting emissions, lower industry's energy use, recover and reuse natural resources or develop the energies of tomorrow, such as hydrogen, biofuels or photovoltaic energy... Oxygen for hospitals, homecare, fighting nosocomial infections... Air Liquide combines many products and technologies to develop valuable applications and services not only for its customers but also for society.*

*A partner for the long term, Air Liquide relies on employee commitment, customer trust and shareholder support to pursue its vision of sustainable, competitive growth. The diversity of Air Liquide's teams, businesses, markets and geographic presence provides a solid and sustainable base for its development and strengthens its ability to push back its own limits, conquer new territories and build its future.*

*Air Liquide explores the best that air can offer to preserve life, staying true to its sustainable development approach. In 2008, the Group's revenues amounted to €13.1 billion, of which almost 80% were earned outside France. Air Liquide is listed on the Paris Euronext stock exchange (compartment A) and is a member of the CAC 40 and Dow Jones Euro Stoxx 50 indexes.*