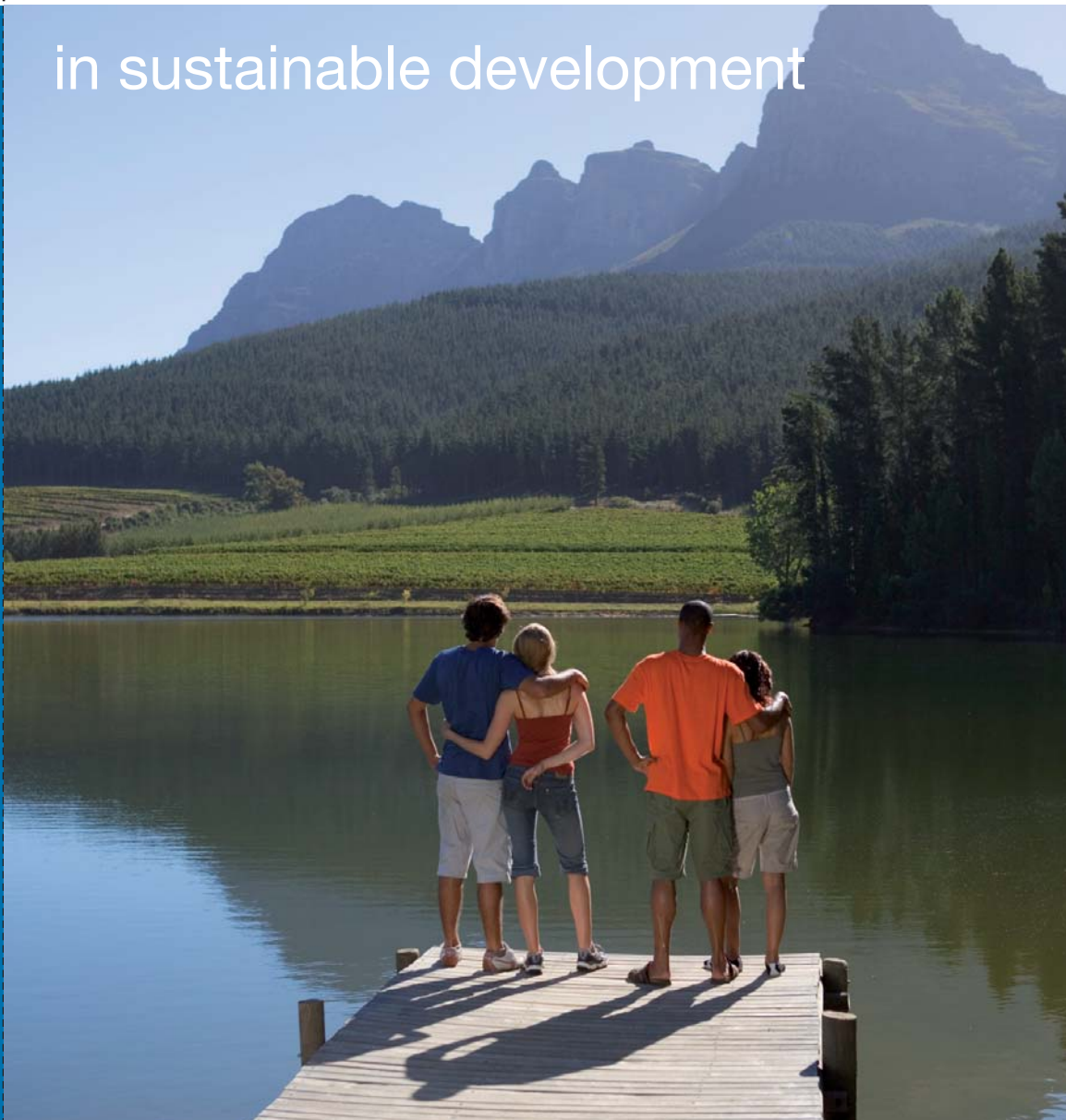


Our commitments

in sustainable development



What is sustainable development?

« Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. »
Report of the UN World Commission for the Environment - 1987

Unifying objectives

Sustainable development attempts to unite what have long been considered conflicting objectives: the creation of wealth (growth), social progress (humanity) and environmental preservation (nature).

The potential benefits of unifying these ambitions have created a broad consensus of support for sustainable development, which in turn encourages innovation.





At Air Liquide, the economic dimension of sustainable development is focused first and foremost on the company's responsibility to its shareholders.

For over a century, Air Liquide and its shareholders have enjoyed a relationship of mutual trust. The Group puts its shareholders at the heart of its strategy, with a single objective: increasing investment value through the sustained and steady growth of earnings and dividends over the long term.

The Group's corporate governance is rigorous and transparent. The members of the Board of Directors are chosen for their competencies, integrity, independent spirit and determination to take the interests of all the shareholders into account. In 2006, Air Liquide was awarded the Crystal Prize for the quality and transparency of its financial communication.

Stockholder loyalty is a source of continuity in Air Liquide's long-term strategy permitting regular growth in earnings.

Solid and sustained growth in earnings over 30 years



Shareholders' Charter

- Consideration and respect for all shareholders,
- Listening to and informing shareholders,
- Shareholder remuneration and increased investment value over the long term,
- Services dedicated to shareholders.



Nearly 40,000 men and women in over 70 countries make up multicultural and multidisciplinary teams. Air Liquide promotes diversity, facilitates and speeds up knowledge transfer, motivates and involves its employees and encourages social and human commitment.

Promoting diversity

Air Liquide works toward:

- making teams and careers ever more **international**,
- **promoting employees' equality and their awareness** of world issues,
- looking for a better **balance between the responsibilities assigned to men and women**.



Facilitating and speeding up knowledge transfer

The Group must continuously evolve through:

- **training**,
- **competency** management,
- professional and geographic **mobility**.



Motivating and involving

The Group encourages the motivation and involvement of its the employees through:

- **a flexible organization** favoring initiative and responsibility,
- **recognition of the competencies** and contributions of every employee,
- **active communication** to share the Group's objectives in a totally transparent manner,
- **encouragement of employees** to share in company stock.



Making commitments

Social and human commitments are of ongoing importance for the Group.

Air Liquide respects all the regulations in effect in each country and encourages **its teams' citizen initiatives** at the local level. Air Liquide develops **sponsorship** operations, especially those concerned with **preserving the environment and sustaining life**.



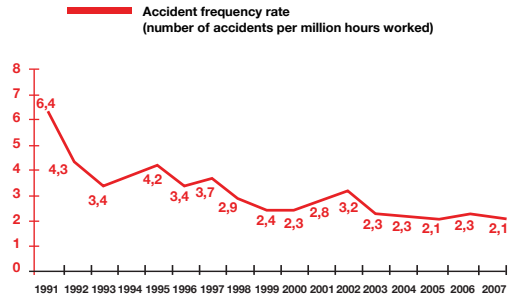
« *Safety is, and will remain, our highest priority.* »
Benoît Potier.

Safety for people and sites

Safety is a real priority not only for the Air Liquide teams but also at its subcontractors and customers' sites.

This strong emphasis on safety has helped the Group **to cut its accident frequency rate by two thirds in 15 years.**

Frequency rate of lost-time accidents in the Group



Preserving the environment

Air Liquide plays an active part in preserving the environment, both in the Group's operations and at customers' sites.

• *In the Group's operations*

Air Liquide's core business is extremely clean. Moreover, it works toward regularly improving its energy performance: in its air separation units, energy consumption per unit of gas produced has been reduced by 12% over the last ten years.

• *At its customers' sites*

Many of the gas applications and services Air Liquide provides help preserve the environment, protect customer products and, in the healthcare sector, sustain life.

These applications and activities that help preserve the environment and sustain life account for about **one third of the Group's sales.**



Air Liquide came into being in 1902, thanks to an invention: a new liquefaction and separation technology for air gases. Innovation, the company's most basic value, is celebrated each year in all the Group's units on November 8, the anniversary date of the company's creation.

Teams at research, technology and engineering centers worldwide move the Group forward in three major directions: **sustainable environment, healthcare and hygiene and advanced technologies**. These teams develop innovative and competitive processes for gas production, create new applications and service offerings, disseminate technical expertise throughout the Group and take part in an active scientific watch.

Sustainable environment

Sixty per cent of the Group's R&D budget is earmarked for the reduction of energy consumption, cleaner production, the implementation of new energies and in particular, hydrogen, a clean energy carrier.

Healthcare and hygiene

The Group focuses on relieving pain, developing new medical gases, fighting nosocomial illnesses and providing healthcare at home...

Advanced technologies

Activities in this sector are centered on developing new processes and molecules for electronics, the space industry and aeronautics.



Innovation in figures

- An annual budget of 190 million euros,
- 920 researchers, 25 nationalities,
- 8 research centers in France, Germany, the United States and Japan,
- A portfolio of more than 2 800 patents.

Sustainable development at Air Liquide

For over 100 years, Air Liquide has been in the same core business, operating under the same name, with steady growth, long-term relationships with its major customers, employees that enjoy seniority and a large base of loyal individual shareholders. To sum up, Air Liquide has sustained growth... durably and over the long term and, in 2002, formalized its commitment to sustainable development.



The principles of sustainable development, which are at the heart of Air Liquide's corporate strategy, are focused on four dimensions:



Creating value

for shareholders by developing the company's business performance over the long term and with transparency.

Developing the potential of men and women of the company

in their commitment to common objectives.



Preserving life and the environment

in the Group's operations and at its customers' sites.

Innovating for tomorrow

to guarantee the growth of the company and its customers.



A handwritten signature in black ink, which appears to be 'B Potier'.

Benoît Potier
Chairman and Chief Executive Officer

Sustainable development concerns us all

Long-term company performance, safety, saving energy, respect for people, teamwork, innovation... These principles, among many others, constitute Air Liquide's approach to growth.

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Created in 1902, Air Liquide, with nearly 40,000 employees and a presence in over 70 countries, is a world leader in industrial and medical gases and related services. Thanks to innovative solutions that use constantly updated technologies, Air Liquide contributes to the production of many products used on a daily basis and to the preservation of life, and is fully invested in a sustainable development approach.

