

PRESS RELEASE

Houston, December 22, 2014



Air Liquide announces major business systems upgrades in North America

Air Liquide announced today a major investment to upgrade and modernize its Enterprise Resource Planning (ERP) and business process systems throughout North America in order to more efficiently and effectively meet the needs of customers.

This investment enables Air Liquide to improve the overall technical performance, reliability and security of its systems as well as the ability to share information across geographic boundaries, and help drive process improvements in crucial areas such as customer service, manufacturing & production, distribution, and financial accounting.

The new system will increase customer visibility to Air Liquide throughout the sales cycle including order processing, order fulfillment and delivery activities. The system is designed to exceed customer expectations, providing upgraded tools and user interfaces to deliver benefits ranging from increased system performance to enhancements like improved cylinder tracking.

The transformational project is integral to Air Liquide's broader efforts to streamline the company's business processes. Central to the project is the implementation of best practices related to the electronic marketplace while standardizing the ERP system used by Air Liquide companies throughout North America, including Canada, the United States, Mexico and the Caribbean to Oracle E-Business Suite 12.2. Air Liquide will be using Oracle Service Oriented Architecture and Business Process Management tools to integrate and manage connections between business systems, vendors and divisions.

Michael Graff, Chairman & CEO of American Air Liquide Holdings, Inc., commented: *"The fundamental benefit of Air Liquide's investment in this significant systems upgrade is an improved and enhanced relationship with our customers. The resulting new technical foundation will help transform our ability to drive efficiencies, improve processes and strengthen synergies across Air Liquide's business entities and geographies, while serving as an additional catalyst for innovation and growth."*

Air Liquide has selected Accenture – a global management consulting, technology services and outsourcing company – to provide system integration, project management and change management services for this project.

Air Liquide in the Americas

Air Liquide companies in the Americas employ more than 10,500 people and in 2013 accounted for approximately 23 percent of the Group's Gas & Services revenues worldwide. Air Liquide offers industrial and medical gases, technologies and services to customers in energy, industrial, electronics and healthcare markets. www.airliquide.com

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World leader in gases, technologies and services for Industry and Health, Air Liquide is present in 80 countries with more than 50,000 employees and serves more than 2 million customers and patients. Oxygen, nitrogen and hydrogen have been at the core of the company's activities since its creation in 1902. Air Liquide's ambition is to be the leader in its industry, delivering long-term performance and acting responsibly.

Air Liquide ideas create value over the long term. At the core of the company's development are the commitment and constant inventiveness of its people.

Air Liquide anticipates the challenges of its markets, invests locally and globally, and delivers high-quality solutions to its customers and patients, and the scientific community.

The company relies on competitiveness in its operations, targeted investments in growing markets and innovation to deliver profitable growth over the long-term.

Air Liquide's revenues amounted to € 15.2 billion in 2013, and its solutions that protect life and the environment represented around 40% of sales. 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.