IAM OUTLOOK, RATIO TRENDS, 3-YEAR SCENARIOS

Financial Outlook & Forecast: Air Liquide

France · benchmark: Chemicals — Western Europe, 10 companies · 2016–2025 · € m

Who this report is for

- **Owners and board** — planning.
- **Banks** — future debt burden.
- **Planning department** — budget basis.

Prepared: November 10, 2026

Data: financial statements and sustainability reports for 2016–2025

Version: 1.0 · updated every year

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Sources: Air Liquide's filings; sector benchmarks are indicators of 10 reference companies in the sector (listed in Appendix D). Prepared by Dr Ekaterina Yaremchuk, PhD, IAM Rating (Express Analysis).

Executive summary

191.8	1 / 10	46.2	75.9
IAM	**Sector rank by IAM**	**Finance F**	**ESG**
Stable Investments	Chemicals — Western Europe	of 64	of 88

- Air Liquide is in the “Stable Investments” class by IAM (191.8 of 256) and ranks 1 of 10 in its sector.
- Financial score F is 46.2 of 64, rank 2 of 10. ESG is 75.9 of 88, rank 4 of 10.
- The strongest dimension is S (92% of the maximum), the weakest is F (72%).
- Reliability signal for 2025: green.
- Air Liquide leads the sector by IAM.

The analysis, the sector’s leading companies and the ratio boundaries are updated every year once companies publish their annual reports. This report reflects data for financial year 2025.

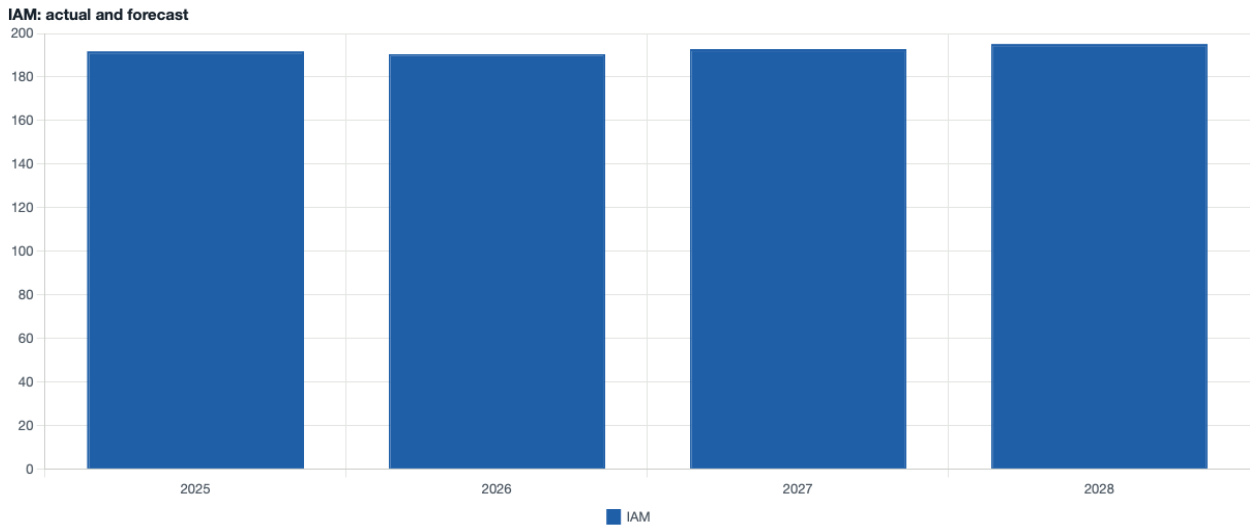
The forecast for Air Liquide uses data for 2016–2025: an IAM outlook, a trend forecast of key ratios and scenarios for revenue and operating profit, with the latest sector medians for reference.

1 IAM outlook

The outlook shows what the IAM score and attractiveness class would be in 1–3 years if current trends continue.

Year	F	E	S	G	TBL	IAM	IAM class
2025 (actual)	46.2	37.2	16.6	22.0	100.1	191.8	Stable Investments
2026 (forecast)	44.6	37.7	16.9	22.1	99.2	190.7	Stable Investments
2027 (forecast)	44.6	38.1	17.1	22.3	99.9	192.8	Stable Investments
2028 (forecast)	45.0	38.5	17.3	22.5	100.8	195.2	Stable Investments

> If trends hold, IAM moves from 191.8 (2025) to 195.2 (2028); class: Stable Investments, no change of class. Financial score: F 46.2 → 45.0.



> IAM: highest 2028 (195.2), lowest 2026 (190.7). Below 210.0: 2028, 2027, 2025, 2026.

What it takes to reach Market Leaders: IAM is 18.2 points short. That equals raising the financial score F by 9.5 with ESG unchanged, or a mix of finance, environmental and social improvements.

2 Ratio and revenue forecast

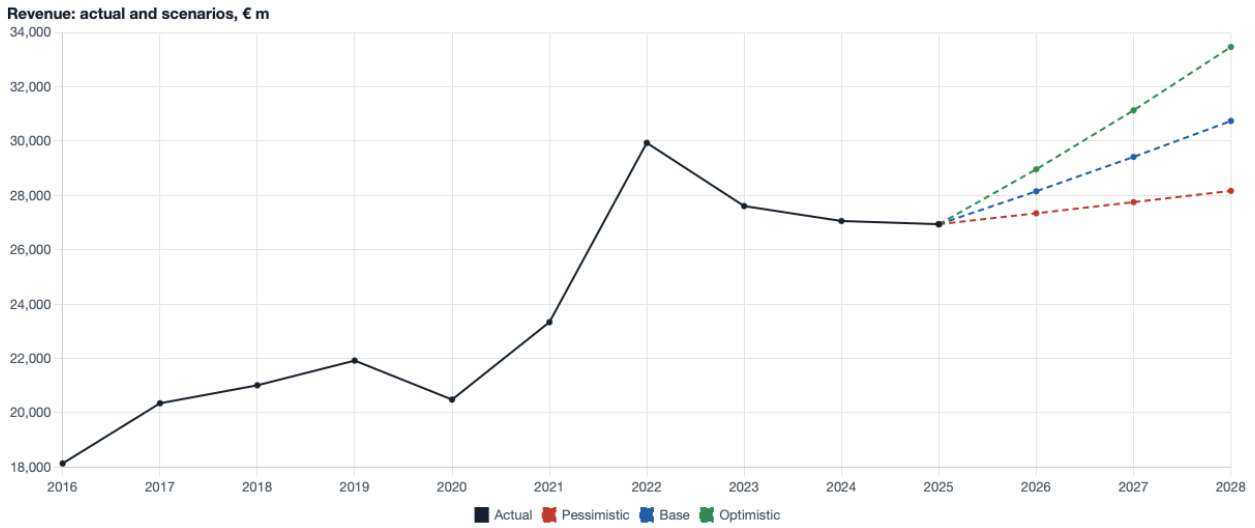
Ratio	2025	2026	2027	2028	Range 2028	Linear trend 2026
Current ratio	1.17	1.02	1.02	1.02	0.88 – 1.16	0.95
Financial leverage (assets / equity)	1.93	1.89	1.85	1.81	1.74 – 1.88	1.75
Interest coverage	21.77	20.20	20.99	21.78	20.11 – 23.44	22.00
Operating margin, %	19.59	18.38	18.52	18.66	16.84 – 20.48	18.30
Net margin, %	13.53	12.70	12.81	12.93	11.67 – 14.18	12.70
ROE, %	13.36	13.11	13.12	13.12	12.63 – 13.62	13.02
ROCE, %	12.35	12.10	12.27	12.45	11.76 – 13.13	12.53
Operating cash flow margin, %	24.20	23.70	23.84	23.97	21.69 – 26.25	23.92

> If the trend holds, by 2028 these would rise: none; these would fall: Current ratio, Operating margin, %. A wide range means the ratio was volatile and its forecast is less reliable.

Scenario	Annual revenue growth	Revenue 2026	Revenue 2027	Revenue 2028	Op. profit 2028
Pessimistic	1.5%	27,343	27,752	28,167	4,833
Base	4.5%	28,151	29,417	30,740	5,735
Optimistic	7.5%	28,960	31,130	33,464	6,745

Amounts in € m.

> By 2028 revenue would range from 28,167 (pessimistic) to 33,464 (optimistic), against 26,940 in 2025. Base-case operating profit: 5,735.



> Actual: 18,134.8 (2016) → 26,940.2 (2025); Pessimistic: 26,940.2 (2025) → 28,167.3 (2028); Base: 26,940.2 (2025) → 30,739.5 (2028); Optimistic: 26,940.2 (2025) → 33,463.8 (2028).

The forecast is analytical, based only on historical trends, and does not account for corporate events (deals, major projects).

3 Scenario signals

Indicator	Pessimistic	Base	Optimistic
Revenue growth	3 pp or more below base	close to the period average	3 pp or more above base
Operating margin	1.5 pp below trend	close to trend	1.5 pp above trend
Interest coverage	below 3×	3–10×	above 10×

> Use these indicators during the year to see which scenario the company is following: compare quarterly results with the thresholds in the table.

Appendix A Basis of preparation and sources

- Company: Air Liquide, France. Period analysed: 2016–2025. Currency: € m.
- Data: the company's consolidated financial statements and sustainability reports for 2016–2025.
- Sector benchmarks: 10 reference companies in Chemicals — Western Europe, from their public filings for the same years (listed in Appendix D). Benchmarks are the median and quartiles (P25, P75); data of individual companies are not disclosed.
- Prepared: November 10, 2026. Data for financial year 2025. Version 1.0.
- The analysis, the sector's leading companies and the ratio boundaries are updated every year once companies publish their annual reports. This report reflects data for financial year 2025.

Appendix B Methodology in brief

- 32 financial ratios (liquidity, solvency, efficiency, profitability, cash flows) are compared with the sector boundaries for past years, the latest year and the trend; the result is the financial score F (up to 64).
- 44 ESG criteria are scored from the sustainability reports, taking the trend over the years into account; the result is the E, S and G scores.
- The financial and ESG scores are combined into the overall IAM score (up to 256). Classes: 210+ Market Leaders, 168–209 Stable Investments, 126–167 Emerging Opportunities, 84–125 Moderate Risk, 42–83 Speculative, below 42 High Risk.
- Ratio boundaries and sector benchmarks are recalculated every year from the reference companies' new filings; the set of leading companies may change.

Appendix C Glossary

Term	Meaning
IAM	Investment Attractiveness Model: the overall score combining finance and ESG, maximum 256.
TBL	Triple Bottom Line: finance + environment + social (F + E + S), maximum 128.
F	Financial score from 32 ratios, maximum 64.
E / S / G	Scores on 44 ESG criteria: environment (up to 46), social (up to 18), governance (up to 24).
Median	The value with half of the sector's companies above it and half below.
Quartiles P25 / P75	A quarter of the sector's companies are below P25 and a quarter above P75; between them is the middle half.
Ratio boundaries	Thresholds that split each ratio into the best, normal and worst zone for the sector; reviewed every year.
Interest coverage	Operating profit divided by interest expense.
Free cash flow	Operating cash flow minus capital expenditure.
Reliability signal	Green, amber or red, based on signs of losses, weak interest coverage, liquidity and cash flow.

Appendix D Sample composition

#	Company	Country
1	Air Liquide	France
2	Givaudan	Switzerland
3	Symrise	Germany

#	Company	Country
4	Brenntag	Germany
5	Yara	Norway
6	Wacker Chemie	Germany
7	Lanxess	Germany
8	Clariant	Switzerland
9	Arkema	France
10	Sika	Switzerland

Reference companies for Chemicals — Western Europe. The list is reviewed every year.

Appendix E Important notice

- This report is based on public filings and data provided by the client. The author has not audited this data and is not responsible for errors in the source reports.
- This report is analytical. It is not investment advice, an offer to buy or sell securities, or a credit rating.
- The scores reflect data at the stated date and are updated every year; later events may change the conclusions.
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