



This presentation contains forward-looking statements about Linde AG (“Linde”) and their respective subsidiaries and businesses. These include, without limitation, those concerning the strategy of an integrated group, future growth potential of markets and products, profitability in specific areas, the future product portfolio, development of and competition in economies and markets of the Group.

These forward looking statements involve known and unknown risks, uncertainties and other factors, many of which are outside of Linde’s control, are difficult to predict and may cause actual results to differ significantly from any future results expressed or implied in the forward-looking statements on this presentation.

While Linde believes that the assumptions made and the expectations reflected on this presentation are reasonable, no assurance can be given that such assumptions or expectations will prove to have been correct and no guarantee of whatsoever nature is assumed in this respect. The uncertainties include, inter alia, the risk of a change in general economic conditions and government and regulatory actions. These known, unknown and uncertain factors are not exhaustive, and other factors, whether known, unknown or unpredictable, could cause the Group’s actual results or ratings to differ materially from those assumed hereinafter. Linde undertakes no obligation to update or revise the forward-looking statements on this presentation whether as a result of new information, future events or otherwise.

# Contribution to business success

Priorities based on impact



THE LINDE GROUP

Value  
creation

-6%

workplace accidents\*

€35m

Customer  
requirements

savings from energy efficiency projects\*

227,000 t

CO<sub>2</sub> saved with energy  
management\*

-17%

serious transport  
incidents\*

Cost  
management

70%

non-German senior managers  
utilise local expertise\*

## Priorities

### Products

- Environment, climate, resources
- Healthcare
- Support customers with sustainability needs

### Processes

- Energy management and climate protection
- Transport optimisation

### People

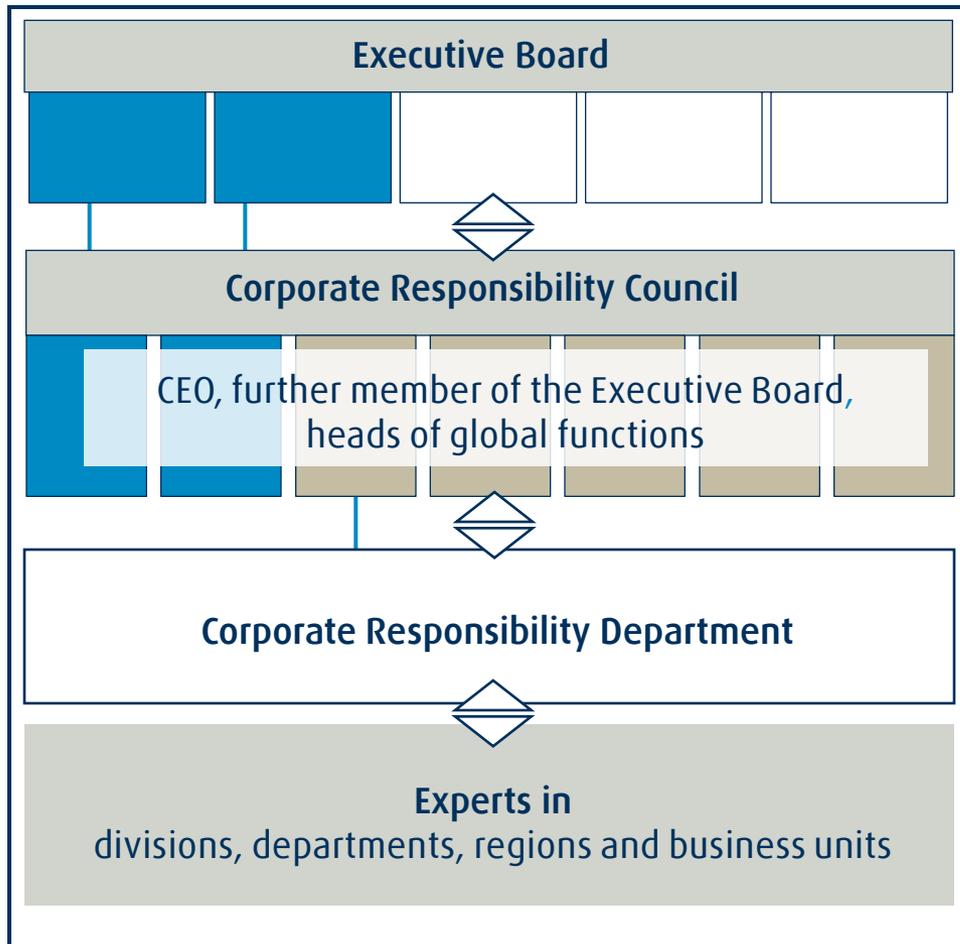
- Occupational health and safety
- People excellence

# Strategy and organisation

## Management commitment for sustainable development



THE LINDE GROUP



### Corporate Responsibility Council

- Board level responsibility since 2004
- Defines strategic sustainability priorities
- Reviews performance and target setting

### Focus areas

- Minimising risks
- Supporting business development
- Stakeholder relations

# Global goals

## Focus on improvement



THE LINDE GROUP

Safety	Status 2013	Target	Timeline
Reduce the frequency rate of serious transport incidents	-17.3%	-50%	2012–2017
Continuously reduce workplace accidents (employee lost time injury rate)	New target	↘	2012–2020
Energy and environment	Status 2013	Target	Timeline
Reduce energy intensity in our installed air separation units	-3.8%	-5%	2008–2017
Increase energy efficiency in our installed hydrogen plants	New target	+2%	2009–2015
Employees	Status 2013	Target	Timeline
Increase the proportion of women in senior management positions	13.2%	13–15%	2012–2018

# Portfolio

## Sustainable solutions for customers

### Challenges

- Climate change, scarce resources
- Increasing demand for energy and cost efficient solutions
- Environmental legislation
- Industrialisation in Growth Markets
- Transition to renewable resources



- Growing and ageing population
- Increasing chronic diseases like sleep apnoea and COPD
- Increasing demand for offerings that reduce healthcare costs overall
- Trend towards homecare



### Responses

Applications

Clean  
Technology

Healthcare

# Application portfolio

Enabling sustainable processes and cost reduction



THE LINDE GROUP

Process gases for joining high-performance materials used in light weight transportation vehicles consuming less fuel

Liquid CO<sub>2</sub> application to replace toxic substances for surface cleaning

Energy-efficient N<sub>2</sub>/ O<sub>2</sub> production for enhanced oil & gas recovery

Low temperature oxidation to remove NO<sub>x</sub> from waste gas streams

O<sub>2</sub> application to optimise glass melting processes and reduce NO<sub>x</sub> emissions

Fluorine technology to reduce greenhouse gas emissions and improve cost effectiveness for solar cell production



Gases applications to improve carbon balance and efficiency of wastewater treatment in refineries

Calibration gases to measure safety and environmentally relevant emissions

O<sub>2</sub> equipment to increase yield and reduce antibiotics in aquaculture

O<sub>2</sub> application to facilitate wastewater treatment

Homecare portfolio gives patients greater independence and supports unburdening of healthcare systems

Oxyfuel technology for combustion processes to reduce fuel consumption and greenhouse gas emissions

# Reporting

## Increasing transparency



More than 100 sustainability KPIs tracked globally

29 ADDITIONAL INDICATORS ABOUT EMPLOYEES

	2012	2013
Structure of the workforce		
Age structure of the staff		
Staff up to 30 years old	10.2	17.6
Staff between 31 and 40 years old	10.0	18.4
Staff over 40 years old	23.9	24.0
Temporary staff	6.2	4.4
Part-time employees	1.9	1.7
Agreements and bonuses in total workforce	0.9	0.9
Agreements and bonuses in Germany	3.1	3.2
Proportion of female employees		
in total workforce	27.3	26.9
in Germany	19.0	21.4
in senior management positions	13.2	12.3
Subsidiaries of employees in Germany	40	47
Non-German subsidiaries in senior management positions	17.0	19.7
Severely disabled employees in Germany	3.5	3.1
Staff covered by collective wage agreements	45.6	45.1
Employee education and training		
Staff turnover rate	9.4	10.1
Average length of service	6.9	6.3
Employees who have taken up training opportunities	10.3	11.0
Training days per employee	3.0	2.4
Expenditure on training programmes (per employee)	11.4	11.3
Occupational health and safety		
Workplace accidents with at least one day of absence	2.3	2.5
Workplace accidents with at least one day of absence	304	324
Fatal industrial accidents of employees	4	4
Fatal industrial accidents of contractors	4	4
Number of days lost based on remuneration	6.7	4.2

Adjusted for the effects of the first-time retrospective application of new IFRS, IFRS 14 and IAS 19 to the GROUP FINANCIAL STATEMENTS.  
 Also includes the number of all temporary employees, which was reported in 2012 only.  
 \* The staff turnover rate relates to employees who have left the Group voluntarily during the financial year.  
 † The total number of days lost includes contractual staff as well as all accidents. The total number of days lost includes only contractual staff.

Over 60 non-financial KPIs included in financial report



More than 30 production sites visited by statutory auditor since 2008

# Recognition



## Dow Jones Sustainability Index

Linde listed among leading companies (top 10%) in chemicals industry



## CDP

Solid position in performance and disclosure rating



## STOXX Global ESG Leaders Indices

Linde component of the STOXX Global ESG Leaders indices – a series of environmental, social and governance equity indices



## Oekom research

No. 1 position for Linde in 2014 global analysis of chemical companies



## Financial calendar

Full year report 2014:	13 March 2015
Report Q1 2015:	30 April 2015
AGM 2015:	12 May 2015
Dividend payment:	13 May 2015

## Linde share information

Type of share:	Bearer shares
Stock exchanges:	All German stock exchanges
Security reference number:	ISIN DE0006483001 CUSIP 648300

## Linde ADR information

Ticker Symbol:	LNEGY
DR ISIN:	US5352230204
Depository Bank:	Deutsche Bank
Structure:	ADR Level I, Sponsored

## Contact

Phone:	+49 89 357 57 1321
Email:	<a href="mailto:investorrelations@linde.com">investorrelations@linde.com</a>
Internet:	<a href="http://www.linde.com">www.linde.com</a>