Resilient.

2024 Sustainable Development Report

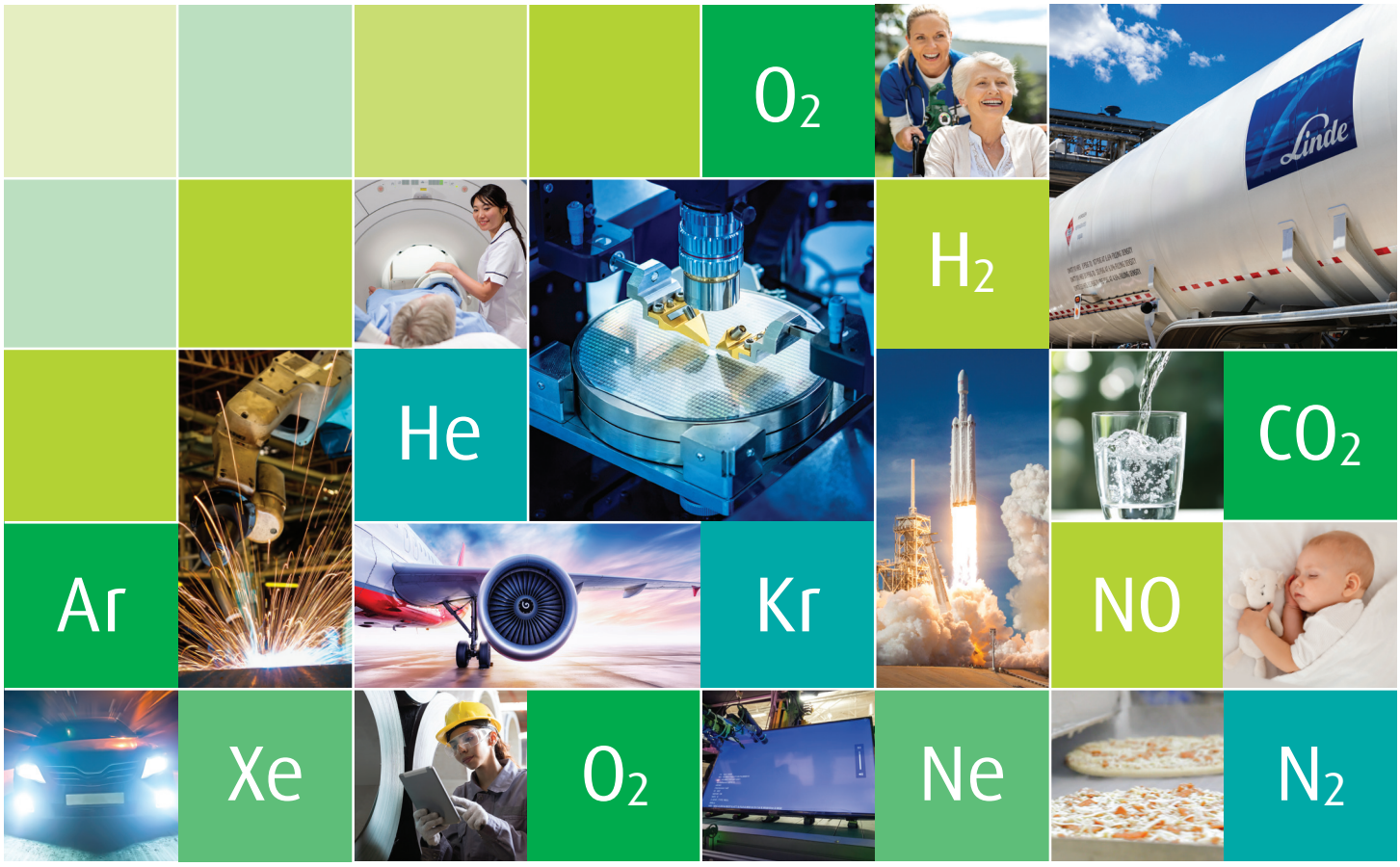


Table of Contents

04 Message from our CEO

06 Letter from VP, Sustainability

07 How We Create Economic, Environmental and Social Value

08 About Linde

10 Business Model

13 Sustainability Reporting Foundations: Frameworks & Transparency

15 Materiality, Priorities and Targets

16 Sustainable Development Targets

19 Climate Change—Challenge & Opportunity

22 Walking the Talk: Linde's Clean Energy Progress

24 Performance Towards Targets

29 Governance

31 Risk Management

32 Engaging Stakeholders

36 Stakeholder Groups Engaged by the Organization

38 Economic Topics

48 Environmental Topics

66 Social Topics

94 Sustainability Data Summary

97 Assurance

101 GRI Content Index

110 ISSB/TCFD Index

111 TNFD Index

113 SASB Index

GRI References

Linde has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024. GRI Standards are referenced throughout and an index is provided starting on page 101.

Forward-Looking Statements

This document contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are identified by terms and phrases such as: anticipate, believe, intend, estimate, expect, continue, should, could, may, plan, project, predict, will, potential, forecast and similar expressions. They are based on management's reasonable expectations and assumptions as of the date the statements are made but involve risks and uncertainties. These risks and uncertainties include, without limitation: the performance of stock markets generally; developments in worldwide and national economies and other international events and circumstances, including trade conflicts and tariffs; changes in foreign currencies and in interest rates; the cost and availability of electric power, natural gas and other raw materials; the ability to achieve price increases to offset cost increases; catastrophic events including natural disasters, epidemics, pandemics such as COVID-19, and acts of war and terrorism; the ability to attract, hire and retain qualified personnel; the impact of changes in financial accounting standards; the impact of changes in pension plan liabilities; the impact of tax, environmental, healthcare and other legislation and government regulation in jurisdictions in which the company operates; the cost and outcomes of investigations, litigation and regulatory proceedings; the impact of potential unusual or non-recurring items; continued timely development and market acceptance of new products and applications; the impact of competitive products and pricing; future financial and operating performance of major customers and industries served; the impact of information technology system failures, network disruptions and breaches in data security; and the effectiveness and speed of integrating new acquisitions into the business. These risks and uncertainties may cause future results or circumstances to differ materially from adjusted projections, estimates or other forward-looking statements.

Linde plc assumes no obligation to update or provide revisions to any forward-looking statement in response to changing circumstances. The above listed risks and uncertainties are further described in Item 1A. Risk Factors in Linde plc's Form 10-K for the fiscal year ended December 31, 2024 filed with the SEC on February 26, 2025 which should be reviewed carefully. Please consider Linde plc's forward-looking statements in light of those risks.

2-22

Message from our CEO

In 2024, Linde continued to advance our mission of making our world more productive, sustainably across a number of key areas. In the communities our people call home, colleagues personally supported over 800 local community projects worldwide– a significant increase from the 600 projects completed in 2023. This momentum and unwavering support underscore the passion of more than 65,000 Linde colleagues around the world given that employees also successfully navigated a challenging macroeconomic environment to deliver industry-leading financial results in the same period.

As a responsible corporate citizen, Linde reduced absolute greenhouse gas emissions in 2024 by increasing low-carbon power consumption to 47% of our total consumption. We also helped our customers operate more efficiently and successfully while helping them reduce their greenhouse gas emissions. In 2024, Linde enabled our customers to avoid more than 96 million metric tons of CO_2e, more than double the emissions that Linde generated from its operations. These results received continued external recognition with inclusion in the Dow Jones Best-In- Class World Index for the 22nd consecutive year, the S&P Sustainability Yearbook, and Ethisphere's World's Most Ethical Companies® list for the fifth consecutive year.



"I am privileged to lead Linde, where so many talented and diverse individuals work tirelessly and collaboratively to drive innovation and efficiency. Together, we are making our mission come to life and improving the quality of life for the communities, customers and stakeholders we serve."

While this recognition validates the core values we endeavor to exemplify each day, our people are never satisfied with the status quo.

Continuous improvement is a hallmark of the Linde culture and our bold sustainability targets illuminate our path forward. In 2024, we introduced a new Water Withdrawal Intensity target aimed at reducing water withdrawal at sites in scope for Water Management Plans 20% by 2035. At the same time, 451 of our sites diverted 90% or more of their waste from landfills as part of Linde's Zero Waste program— beating our 2028 goal of 450 sites four years early! Those sites prevented 200 million pounds of waste from reaching landfills. We also delivered measurable progress against existing targets such as our "35 by 35" target for a 35% absolute reduction in Scope 1 & 2 greenhouse gas emissions by 2035. Clearly, we're not just imagining a sustainable future—we're building it to leave a lasting, positive impact on the planet for generations to come.

I am privileged to lead Linde, where so many talented and diverse individuals work tirelessly and collaboratively to drive innovation and efficiency. Together, we are making our mission a reality, and improving the quality of life for the communities, customers and stakeholders we serve.



Sanjiv Lamba
Chief Executive Officer

Sustainable Development

Achievements

Diverted more than **200 million pounds of waste** from landfills

Achieved **77% Inclusion score** on employee survey

Saved more than **350 million gallons of water** through sustainability initiatives

Helped customers avoid approximately 96 million metric tons of equivalent carbon dioxide

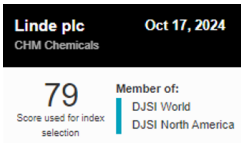
Provided philanthropic support to more than **1,600 organizations** globally

Benefitted more than **360,000** people through employee **community engagement** projects

Sourced **47% of electricity** from **low-carbon and renewable resources**

Best-in-class safety performance

External Recognition and ESG Ratings



S&P Dow Jones Best-in-Class

Constituent of Dow Jones Best-in-Class for the 22nd consecutive year, ranked 99th percentile, #1 in industrial gases

CDP

Maintained **leadership level for Climate (A-)** and earned management level for Water Security (B)



2025 Sustainability Yearbook

S&P Global top 10% global ESG score, Chemicals

ISS ESG

Maintained **Prime** rating

FTSE4Good

Constituent for 9th consecutive year

Forbes 2024

Forbes 2024 World's Top Companies for Women

Ethisphere Institute

One of World's Most Ethical Companies by Ethisphere Institute

MSCI

Maintained **A rating**

2-22

Letter from VP, Sustainability



At Linde, Sustainability is embedded in everything we do, shaping how we innovate, grow, and strengthen the communities we call home. For over two decades, this pragmatic approach has fostered efficiency improvements, improved local and global communities, and consistently delivered exceptional results—all while enabling our customers to avoid more than twice the emissions we generate globally.

In 2024, this dedication drove impressive progress, including an increase in community engagement projects from nearly 600 to over 800— a true testament to the commitment of Linde colleagues across our organization. The year also marked the launch of four ambitious targets addressing critical priorities such as water stewardship, waste management, and climate change. These initiatives further embed sustainability into Linde operations and strengthen our long-term vision for 2035, 2050, and beyond.

As we all navigate complex challenges, Linde remains committed to decisive action. Building upon the strong foundation we've established; we will continue fostering an environment that drives exceptional performance, empowers customers to enhance efficiency and reduce emissions, creates meaningful value for our stakeholders, and advances a more resilient, sustainable future for all.

Thank you for being part of this journey. Together, we can achieve shared progress and make a lasting impact for generations to come.



Erin Catapano
Vice President, Sustainability

How We Create Economic, Environmental and Social Value



Employees

A global corporation with a presence in more than 80 countries

- Supported 65,289 employees globally with personnel expenses totaling $5.9 billion in 2024, including salaries, benefits, retirement contributions and pensions, and share-based compensation.

Talent, Inclusion & Engagement

- Achieved 78% employee engagement score with 77% for inclusion.
- 9 global Employee Resource Groups supporting inclusion and driving awareness.

Commitment to safety: Nearly 6 million hours of safety training delivered in 2024 to employees and contractors

- Achieved Lost Workday Case Rate (LWCR) more than 11 times better than the U.S. Occupational Health and Safety Administration all industries industrial average.



Society

Commitment to ethics and integrity

- Maintained strong compliance culture through Code of Business Integrity, which has been implemented globally.

$11.7 million in funding for social projects and initiatives

- Supported more than 1,600 organizations in 60 countries.

80,000 employee volunteer hours contributed

- Impacted 360,000 people, including 90,000 children and students, executing 821 employee community engagement projects.

Healthcare business

- Linde is a leading provider of respiratory therapy products and services.



Natural Resources

Resource productivity

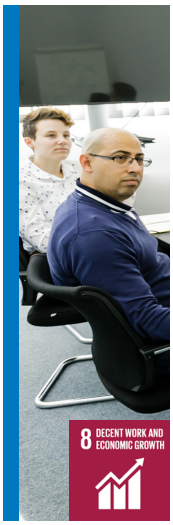
- Delivered productivity in-line with business strategic objectives
- Realized $259 million savings from sustainable productivity, including avoiding an estimated 352 million gallons of water usage and 1 million MT CO_2e**.

Carbon footprint reduction

- 20 TWh low-carbon energy sourced (47 percent of all energy).
- Enabled 96 million MT CO_2e GHG*** emissions to be avoided by customers from five of Linde's key technologies.

Risk-based water management

- Enabled more than 253 million people to have access to safe drinking water through gases used for water treatment and desalination.



Customers and Investors

Shareholder focus

- Returned $7.1 billion to shareholders through dividends and share repurchases, net of issuances.

Customer-centric, disciplined operations

- Adjusted after-tax return on capital*: 25.9 percent
- Industry-leading sale of gas project backlog of $7.1 billion.

Local business model

- Linde manufactures and distributes nearly all its products and manages more than 2 million industrial customers on a regional basis.



Innovation

Technology innovation

- Installing Linde's OPTIMELT™ TCR technology and VITRON® VPSA oxygen plant at O-I's glass facility. This significantly cuts fuel consumption, Scope 1 CO_2 emissions, and power usage for sustainable glass manufacturing.
- Collaborating with CEMEX on a large-scale CCUS project. Linde's HISORP® CO_2 capture technology will capture 1.3 million metric tons of CO_2 annually at their cement plant, advancing decarbonization efforts.
- Successfully demonstrated with BASF, SABIC and Linde STARBRIDGE™ electrified steam cracker technology. This innovation enables low-carbon ethylene production, reducing Scope 1 emissions by over 95%.
- Installing two electrolysis EPC projects for a total of 300 MW, utilizing Linde HYPEM™ 10 MW modularized PEM electrolysis core units and balance of plant concepts. These projects will produce green hydrogen, advancing sustainable energy infrastructure.
- Commercialized Linde HyDiET, an AI-based diagnostic and efficiency tool, at five hydrogen facilities. It optimizes plant performance, identifies issues, and recommends solutions, thereby, reducing the overall carbon footprint.
- Commissioned the Linde Low Carbon LNG Demonstration Project in partnership with Emissions Reduction Alberta. This collaboration explores sustainable solutions for reduced carbon LNG production.

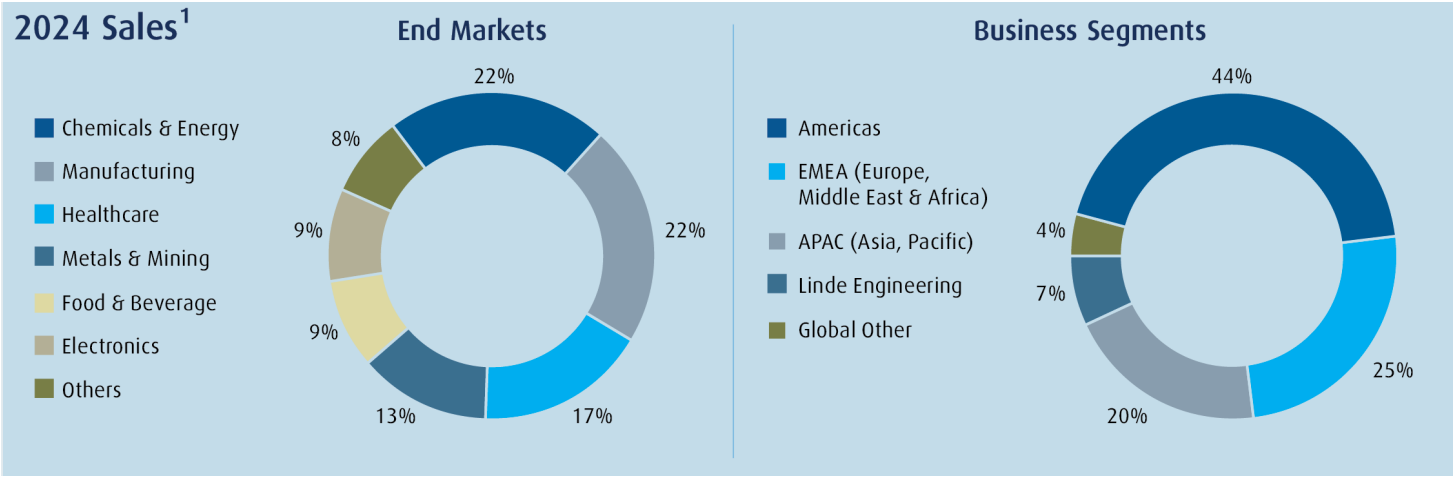
The icons on this page refer to the United Nations Sustainable Development Goals.

* Adjusted after-tax return on capital is a non-GAAP measure. For definition and reconciliation, please see Appendix to the Investor Teleconference Presentation Fourth Quarter 2024.

** CO_2e: CO_2 equivalents

*** GHG: Greenhouse gas

About Linde



(1) Total sales, excluding Linde Engineering

Mission, Vision and Values

Linde's Sustainable Development Report (SDR) demonstrates how we deliver on our mission of making our world more productive, sustainably.

We live our mission every day by providing high-quality solutions, technologies and services that are making our customers more successful and helping to sustain and protect our planet.

Our vision is to be the best performing global industrial gases and engineering company, where our people deliver innovative and sustainable solutions for our customers in a connected world.

Linde's values are Safety, Integrity, Community, Inclusion and Accountability.

Ethics and Integrity 2-23

Responsible corporate governance is a key prerequisite for Linde's business. This means ensuring compliance with the law, rules and regulations and voluntary commitments. Linde strives continuously to achieve its goals ethically and with the highest integrity. Interaction between management, employees and Linde's business partners is expected to be transparent and respectful, consistent with our Code of Business Integrity (CBI). Linde's governance of ethics and integrity is described in the Management Approach section under Economic Topics.

Organization

Linde is a leading global industrial gases and engineering company with 2024 sales of $33 billion. The reporting currency is the U.S. dollar. All amounts are shown in U.S. dollars ($), unless stated otherwise. The company employs more than 65,000 people globally and serves a diverse group of industries in more than 80 countries.

Approximately 89 percent of Linde's 2024 sales were generated from industrial gases operations in three geographic segments-Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific (APAC). The remaining 11 percent is related primarily to the Engineering segment, and to a lesser extent, other.

Business Model 2-6

Linde's business model is to transform air and other process gases into applications that, in many cases, help customers become more energy- and resource-efficient or provide social benefits.

Linde's industrial gas processes transform natural resources into environmental and social value and impact; see the Business Model table, pages 10 and 11. Principal business operations are to make atmospheric gases from raw materials in the air, using electricity and process gases, mainly hydrogen, from natural gas or industry byproducts, together with steam. The outputs of these processes, or our product applications, serve multiple end markets. More than two-thirds of sales are underpinned by fixed fees and/or resilient end markets (e.g., healthcare, food and beverage, electronics), as well as portions of sales to chemicals and energy, metals and manufacturing, which provide some protection from economic cycles.

Many of Linde's applications bring environmental, economic and social benefits to our customers, communities and the planet. Our "sustainability portfolio" applications are shown in the "Outputs" rows, by end market. The benefits that they enable are shown in the "Outcomes" rows, by gas.

In 2024, Linde generated 54 percent of gases revenue, or $16 billion, from its Sustainability Portfolio. The Sustainability Portfolio includes sales from Linde's eco-portfolio and social portfolio. The eco-portfolio includes applications that have environmental and social benefits, such as oxygen for blast furnaces, which help steelmakers save energy; hydrogen helps oil refiners to make ultra-low sulfur diesel (ULSD) which improves air quality; and oxygen and carbon dioxide for wastewater treatment, desalination and aquaculture. Linde's high-performance surface coatings help improve energy efficiency in jet engines and machine turbines. The social portfolio

includes applications with social benefits. Examples are oxygen for respiratory care and helium for MRI technology. These outcomes deliver multiple longer-term impacts and sustainable business value.

For more information about the company's business model, products and services, visit https://www.linde.com/.

Creating Economic, Environmental and Social Value 2-6

Linde's business model creates additional enduring value that amplifies our mission of making our world more productive and how we do so sustainably.

The Business Model table shows a range of Linde's inputs and activities, as well as associated outputs and outcomes. Clearly, there are also additional positive impacts from efforts at Linde beyond those described in the Business Model table. For example, Linde values the safety of its employees and contractors and invested more than 6 million hours of safety training in 2024. One outcome of this effort is that Linde's safety record is several times better than industry benchmarks, which gives us confidence that our employees and contractors return home safely at the end of their day.

Linde's products contribute positively to the health and wellbeing of our customers. Home care and hospital patients worldwide benefit from our medical gases, devices, services and therapies, especially in respiratory care.

Linde gases also play an important role in tackling the global challenge of access to clean water. An ever-growing population and industrial activity, along with stringent environmental regulations, puts additional pressure on wastewater treatment plants across the globe to treat increasing volumes of wastewater. Adding oxygen effectively increases plant capacity. As access to drinking water becomes more scarce, the market for desalination has expanded, particularly in drought-susceptible areas. Carbon dioxide, which is often sourced from industry byproducts, can be used in the re-mineralization step as a safer alternative to mineral acids.

In Australia and other regions, Linde-supplied carbon dioxide is used in the desalination process of water for municipal water supplies. In 2024, Linde gases enabled more than 253 million people to have access to safe drinking water, which is approximately 11 percent higher than the 2023 impact.

The long-term impact of these activities is difficult to measure or attribute directly to one company. However, we can demonstrate how they contribute to the 17 global United Nations Sustainable Development Goals or "Global Goals" (UN SDGs) introduced by the UN to eradicate poverty, protect the planet and guarantee prosperity for all by 2030. The icons in the table on page 7 show the SDGs most relevant to Linde, which are referenced in Linde's Sustainable Development targets.

2-6

Business Model

This chart provides some examples of the applications and benefits from some of Linde's products.

Inputs	Product Stewardship	Managing environmental and safety considerations across the product lifecycle, from raw material sourcing and supplier engagement through operations, distribution and customer use.					
	Raw Materials	Air and Electricity					
Activities	Business Operations	Atmospheric Gases					
	Products	O_2	N_2	Ar	Xe	Kr	Ne
Outputs	2024 End Markets (% sales)	*Examples of Significant Product Applications*		Eco & Joint Eco and Social Benefits Portfolio		Social Benefits Portfolio	
	Healthcare (17%)	Hypoxia					
	Manufacturing (22%)	Fuel Water treatment	Autoclave	Welding, window insulation	Lighting, aerospace propulsion	Window insulation, lighting, aerospace propulsion	
	Chemicals & Energy (22%)	Refinery processing & water treatment	Inerting, blanketing, purging				
	Metals & Mining (13%)	Steelmaking, glass, non-ferrous metal processing	Inerting, metals processing	Stainless steel production			
	Electronics (9%)		Inerting				Lithography
	Food & Beverage (9%)	Modified Atmosphere Packaging, aquaculture	Freezing, chilling, preservation				
	Other (8%)						
Outcomes	**Examples of environmental, economic and social benefits**	Human health and safety, productivity, product quality					
		Fewer emissions of NOx, SOx, VOCs					
		More energy-efficient industrial production	Safety	Fewer GHG emissions More energy efficiency	Breathing applications	More efficient windows	Laser eye treatment
		Cleaner drinking water, medical O_2	Freezing & preserving food, medical samples				
Impact	Delivering Sustainable Value (see page 7)						

Natural Gas or Industry Byproducts, Water (Steam)	Industry Byproduct, Natural Wells	Byproducts from Natural Gas Processing	Metals and Metalloids
Process & Spec Gases			Other Products (including Surface Coatings)
H_2	CO_2	He	Materials
		Medical Gas, MRIs	
Fuel	Welding	Welding	Coatings
	Water treatment		
Diesel & gasoline reformulation & manufacture of ammonia, methanol	Replacing acids in industrial processes; synthesis & separation; carbon capture	Leak detection	Coatings
Heat treatment of stainless steel			
	Cleaning & inerting	Inerting	Electronics processing
	Cryogenic freezing		
	Beverage carbonation		
		Laboratories	
Human health and safety, productivity, product quality			
Fewer emissions of NOx, SOx, VOCs			
Fewer black carbon and GHG emissions	Cleaner manufacturing	Fewer environmental releases	Improved product durability, essential for solar PV
Better air quality	Water treatment & desalination	MRIs, LCDs, diving gases, airbags	Chrome cadmium replacement

Delivering Sustainable Value (see page 7)

Key: Magnetic resonance imaging (MRI); Volatile organic compound (VOC); Liquid crystal display (LCD)



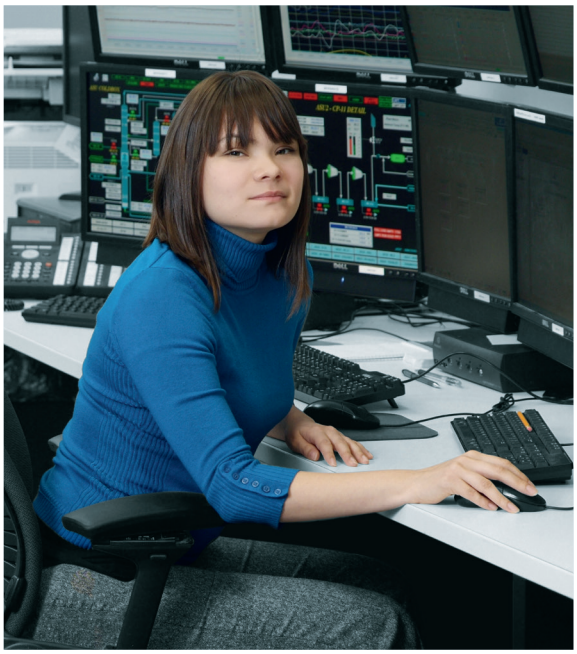
Living the Mission: The Faces of Linde





















Sustainability Reporting Foundations: Frameworks & Transparency

Precautionary Principle or Approach 2-23

Linde supports the Precautionary Principle as defined in Principle 15 of the Rio Declaration: "In order to protect the environment, the precautionary approach shall be widely applied by States according to their capabilities. Where there are threats of serious or irreversible damage, lack of full scientific certainty shall not be used as a reason for postponing cost-effective measures to prevent environmental degradation."

External Initiatives 2-23, 2-24

Linde's CBI and corporate policies are provided on its website at: https://www.linde.com.

- Linde's CBI makes clear its commitment to values such as ethics, integrity, fairness, inclusion, compliance and human rights.
- Linde's CBI and Human Rights Policy also confirm that Linde abides by the principles of the International Bill of Human Rights enacted by the United Nations and does not condone or engage in discrimination; harassment; violations of privacy; slavery or servitude; restrictions on free assembly; or unfair employment practices. Linde commits to adhering to these human rights principles and expects similar standards to be observed by all with whom it conducts business. Linde's Human Rights Policy is provided on the company's website at: https://www.linde.com/sustainability/policies-and-position-statements/human-rights-policy
- Linde is a participant in the UN Global Compact.
- Linde's global environment, health, safety and security program conforms to the Responsible Care Management System® (RCMS®) requirements, as verified by a third party. Management is committed to the Responsible Care Global Charter and its Six Elements, and to the Responsible Care Guiding Principles that are stated in Linde's Commitment. Both are provided on the company's website at: https://www.linde.com/about-linde/safety.

Entities Included in the Consolidated Financial Statements

See the 2024 Annual Report (10-K) for consolidated financial statements.

Defining Report Content and Topic Boundaries 3-1

Linde's annual Sustainable Development Report provides additional quantitative and qualitative non-financial information the company believes to be relevant to stakeholders and key to driving long-term sustainable results and disclosures based on the Global Reporting Initiative (GRI) Sustainability Reporting Standards.

In the sustainability reporting ecosystem, the GRI Sustainability Reporting Standards are one of several key frameworks and standards for voluntary disclosure. They are designed to provide sustainability information of relevance to a broad range of stakeholders, such as employees and potential employees, communities, customers, suppliers, regulators and the general public. Linde is also aligned with other reporting frameworks; see the "Reporting Frameworks Applied" section.

This report scope is Linde plc as consolidated for financial reporting purposes and covers calendar year 2024.

Information is also provided from entities where Linde is the majority shareholder (more than 50 percent) and certain other joint ventures (JVs). It excludes data from entities where Linde has a minority interest. 2-2

Principles for Defining Report Content and Quality

Consistent with the GRI Standards and to define the content and the quality of data and narrative in this report, the company followed the principles of being context-driven, inclusive, material, responsive and complete, and had data externally assured in Priority Factor (PF) areas.

Data Consolidation and Reporting

Various databases are managed across Linde to aggregate data. Data is collected from the businesses and other corporate functions, including Safety, Health, Environment and Quality (SHEQ); Human Resources (HR); Finance, Operations; and the Center of Excellence (COE), which includes Productivity, Procurement, Research and Development (R&D), Sales, Sustainable Development (SD) and the Global Giving Program. Consolidated information is housed in various corporate databases. Linde uses a licensed global sustainability reporting software program to integrate data reporting for sustainable development.

Performance data is reported against all Linde Sustainable Development targets to the management team.

See the introductions to the respective chapters for management discussion and analysis (MDMA) for the economic, environmental and social topics.

Reporting Frameworks Applied

This report draws on these voluntary reporting frameworks:

GRI Sustainability Reporting Standards: Linde has reported in accordance with the GRI standards for the period January 1, 2024, to December 31, 2024. For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. See the Content Index at the end of this report for material topics.

Those topics that are considered material are marked within the disclosures by the following symbol: ⊛

1. The International Sustainability Standards Board's (ISSB's) IFRS framework was used to ensure that disclosures about climate change are linked to information about financial performance in mainstream financial reports. See page 110. The Task Force on Climate Related Financial Disclosures was dissolved in October 2023 and the framework has been integrated into the ISSB framework.
2. Sustainability Accounting Standards Board (SASB) Standard for the Chemicals Sector (Version 2018-10): This provides sector standards and KPIs that are considered materially relevant to Environmental, Social and Governance (ESG) investors. See page 113.
3. Linde has also mapped its reporting against the recommendations of the Taskforce on Nature-Related Financial Disclosures (TNFD), which provides details on material nature-related risks and opportunities. See page 111.

Restatements 2-4

None.

Changes in Reporting

Reporting Pro Forma 2018 and Reporting of Numbers for Linde SD 2028 Targets

Data is reported consistent with Linde's 2023 Sustainable Development Report and utilizes pro forma information, as previously reported.

"Pro forma" definition: Pro forma means a calculated number or result that is not related to the official financial boundaries, reporting scope or period. A pro forma number serves as an indicator of what the result of a newly merged company would theoretically look like if the new company had reported for the complete year and applied new company reporting boundaries and methodologies. As an example, actual financial reporting for 2018 was based on a full year of Linde Inc. (formerly named Praxair, Inc.) results plus two months of Linde GmbH (previously Linde AG), as the merger legally took place at the end of October 2018. The 2018 pro forma result, in contrast, reflects the estimated 2018 calendar year.

Divestments and Business Changes

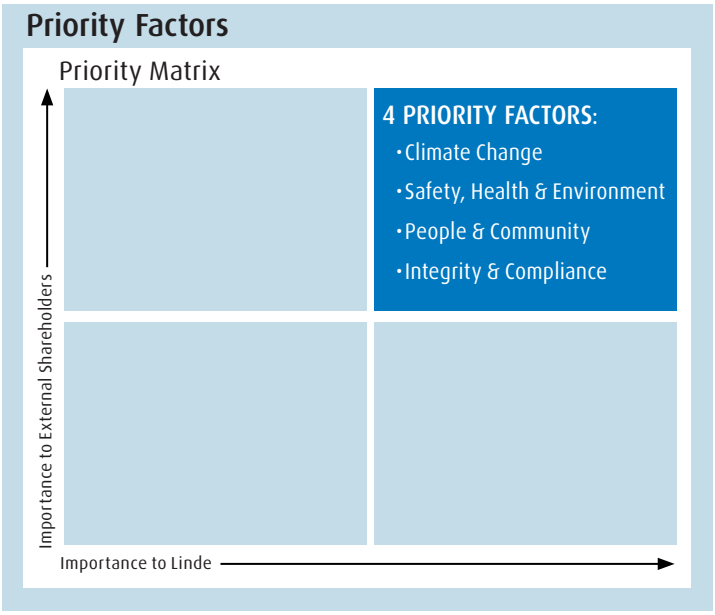
For information, please see the Annual Report, Note 2.

Materiality, Priorities and Targets

Linde's SD targets are our roadmap for near- and long-term planning. Originating with our Sustainable Development 2028 (SD 2028) targets, the commitments are organized in four categories, or Priority Factors (PFs), that we consider relevant to the company and its internal and external stakeholders: Climate Change; Safety, Health & Environment; People & Community; and Integrity & Compliance. The PFs are shown in the box: Priority Factors. Linde's targets are aligned with the four PF categories.

Linde's targets have several features worth noting:

1. These targets set a long-term strategy for sustainable development at Linde. They are consistent with Linde's business model, its mission and values, and the strategic business objectives named by the Board as a basis for variable compensation.
2. Linde's businesses and functions are accountable for meeting these targets. They are embedded into our businesses and operations. Each target is a business KPI and managed as part of the business.
3. The targets were developed with reference to external expectations. These include ESG investors, who look for non-financial information as the basis to make better informed investor decisions. They were also developed with stakeholders interested in understanding Linde's impacts within the context of global needs and planetary boundaries (such as described by the GRI Sustainability Reporting Standards and the UN SDGs). Linde's targets contribute to several SDGs, as shown in the table on value creation on page 7, and in the Targets table. This report includes indexes that show how Linde's SD strategy and targets align with the GRI Standards and other voluntary frameworks.
4. As part of its continuous improvement process, Linde conducts a condensed Sustainable Development Materiality Assessment (SDMA) each year to confirm alignment and consider adjustments and improvements. The comprehensive SDMA will be repeated after 5 years to confirm that the key issues remain relevant. Work has begun for the next five-year cycle. The full SDMA process is described on our website at: https://www.linde.com/ sustainability/selecting-priorities



Beyond SD 2028

Linde's ambitious intent extends well beyond 2028. Supplementing the comprehensive SD 2028 targets are the company's 2021 climate change commitments and additional targets announced in 2024 that further our environmental commitments in waste and water stewardship, climate change investments, and embedding sustainability throughout the organization. Consistent with our priorities, Linde's science-based "35 by 35" plan and its 2050 climate neutrality ambition extend to a 15-year horizon and beyond.

Sustainable Development Targets



Climate Change

Decarbonization, Investment & Innovation

- >$3 billion in internal decarbonization initiatives by 2035
- GHG Reduction: Achieve 35 percent intensity reduction in GHG vs. EBITDA
- 35% reduction of absolute GHG emissions (Scopes 1 and 2) by 2035
- >2x low-carbon power sourcing, primarily from active renewable electricity
- Enable >2x annual carbon productivity



Safety, Health & Environment

Occupational and Distribution Safety

- Achieve annual operational safety better than industry levels (LWCR, TRCR)
- Achieve annual Commercial Vehicle Incident Rate (CVIR) of <2.5/million km

Environment

- Implement Water Management Plans (WMPs) at 100 percent relevant sites
- Reduce water withdrawal by 20% on intensity basis for all high-water-use sites in high-water-stress areas by 2035 (2024 baseline)
- Achieve Zero Waste at 450 sites
- 100% participation in Zero Waste with roll-out of initiatives to reduce waste at source by 2035



People & Community

Employee Community Engagement

- Contribute 550 CE projects by 2028
- 100% SD training to targeted employees by 2028



Integrity & Compliance

Integrity & Compliance

- Confirm 100 percent annual certification to Linde's Code of Business Integrity

* See Performance Towards Targets for definitions of scope and boundary of each target. All targets run 2018 - 2028 except where otherwise noted.

Road to Climate Neutrality*

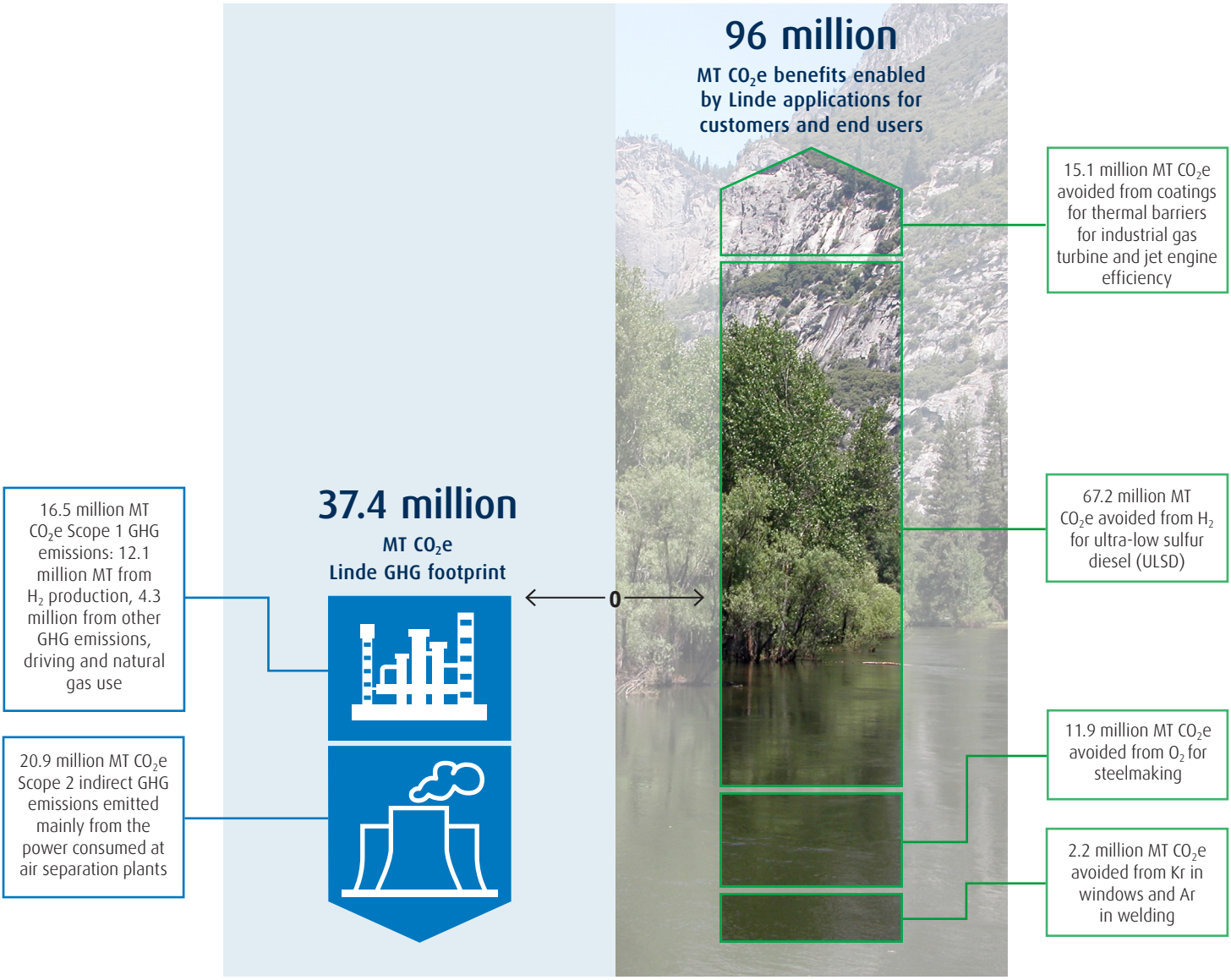


• Aligned with the Paris Accords. Targets relate to all of Linde's Scope 1 and Scope 2 emissions.
[1] Greenhouse gas (GHG) emissions/Adj. EBITDA
[2] Carbon capture and sequestration

Linde Applications Enable 2X Carbon Productivity

Linde is a company in the business of resource transformation in a world that is dealing with climate change. In 2024 a subset of Linde applications allowed our customers or their end users to avoid more than twice the GHG emissions of all Linde operations. In 2024, total Scope 1 and 2 GHG emissions were 37.4 million MT CO_2e, versus 96 million MT CO_2e avoided by our customers or end users, based upon several applications as shown below.

Again in 2024, a subset of Linde applications enabled more than twice the GHG benefit than was emitted in all global operations—nearly 2.6x more.



Values are based on 2024 reported and consolidated results from Linde plc subsidiaries following Linde plc reporting standards.
Note that values are rounded, and totals shown may not be equivalent to the addition of rounded components.
CO_2e = CO_2 equivalents

Climate Change – Challenge & Opportunity

The global risks posed by climate change to the environment, society, and the economy are significant and demand a multifaceted approach. Our company's mission of *making our world more productive* is fundamentally aligned with the goals of sustainable energy and climate change mitigation. Linde is committed to leveraging our high-quality solutions, innovative products, advanced technologies, and comprehensive services to support our customers in reaching their sustainability objectives and fostering a healthier planet for generations to come.

TODAY

Linde is in the business of resource transformation. We use fuels for energy and as feedstock. Our business and production processes are therefore energy-intensive, making the cost and availability of energy important for Linde. Linde's carbon footprint (Scopes 1 and 2) in 2024 was about 37.4 million tons of C02e, where 44 percent stems from direct carbon dioxide emissions, mostly from our hydrogen plants, and 56 percent from indirect emissions from our electricity consumption, mostly from air separation. This energy use, in turn, delivers innovative and sustainable solutions for our customers. In many cases, these solutions improve the productivity, energy use and GHG emissions for our customers or end users. In fact, we calculate that in 2024, Linde gases, principally oxygen and hydrogen, enabled our customers to avoid 96 million metric tons of $C0_2e$, which is more than twice as much GHG avoided than emitted from our operations.

As the electric grid decarbonizes by using more low-carbon and renewable sources, Linde's indirect GHG emissions will decrease. In addition, Linde actively contributes to grid decarbonization in multiple ways:

- Linde's business proposition is that it is more reliable and more energy-efficient for our customers to outsource the production of industrial gases than to insource. Linde's energy efficiency is world-class, and we continue to improve it each year, which leads to financial savings as well as reductions in energy and GHG emissions.

- Many of Linde's cryogenic air separation (ASU) plants are designed to include "buffer" inventories to retain reliable supply in case of power failure. This has allowed Linde to participate in demand response programs. In periods of peak energy demand, Linde can interrupt its grid power use and effectively reduce grid electric load. Linde's design investment can provide ancillary service for grid operators to maintain reliable electric power service as wind and solar energy become a greater part of our resource mix.

- Forty-seven percent of all Linde electricity (19.9 TWh) is currently sourced from low-carbon and renewable power. Of that, 7 TWh is directly or actively sourced.

Linde recognizes the transformative potential of hydrogen as a key enabler of the clean energy transition. The significant benefit of zero emissions at the point of use, combined with its high energy density for storage and transport in both liquid and gaseous states, and its applicability in combustion and fuel cells for heat and electricity, solidify its future importance. As a leader in industrial gases and related technologies, Linde is committed to leveraging our expertise and resources to unlock the full potential of hydrogen in building a more sustainable world. We acknowledge that the shift towards sustainable practices is a journey that has just begun. Currently, traditional methods hold a significant position in key industrial processes, from refining and chemical production to the manufacturing of steel and electronics. While research, development, and emerging technologies are starting to reshape traditional approaches, the widespread integration of sustainable solutions is still evolving. For instance, hydrogen fuel cell vehicles are not yet commonplace, green fuels and materials are primarily in pilot programs, and the use of hydrogen for energy storage is an area of active development. Hydrogen is primarily produced by steam methane reforming (SMR) using natural gas or recovered as a byproduct from other industrial processes. Linde also produces hydrogen using the auto thermal reforming (ATR) process, and water electrolysis is emerging as an effective low-carbon source of hydrogen production. Carbon capture and sequestration (CCS) technology is a practical solution for low-carbon hydrogen production available at scale today. Currently, SMRs remain the dominant technology to produce hydrogen on a large scale.

Linde's Pathway to Climate Neutrality:

The next three decades will represent a period of great activity for the world and the quest to address climate change. Our strategy includes three milestones, 2028, 2035 and 2050 and is based on a vision of the global energy transition during this period.

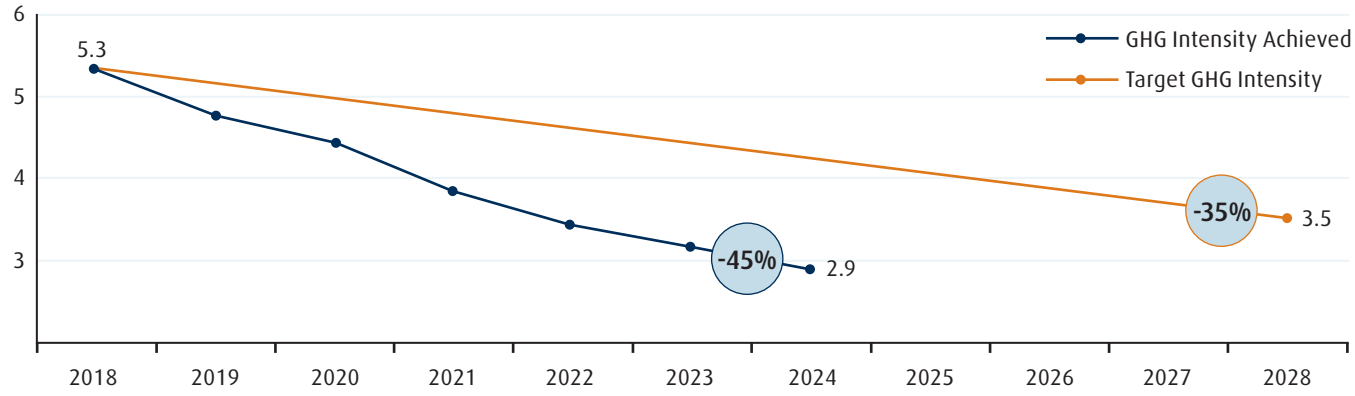
The global pace of decarbonization has been slower than originally anticipated. Regulatory uncertainty, shifting governmental priorities and a challenging macroeconomic environment create uncertainty for the large investment required for decarbonization progress. Linde's own carbon trajectory and our ability to achieve our targets and 2050 climate neutrality ambition are tied to the pace of global decarbonization.

2028:

Our assumptions for this time horizon were that industrial decarbonization would continue to accelerate with the growth of hydrogen as an agent of decarbonization in multiple applications, the piloting and scaling of new technologies, including electrolysis for green hydrogen, and, while steam methane reformers (SMRs) would continue to be used for most large-scale production of hydrogen, they would become more efficient and incorporate carbon capture and/or renewable feedstocks.

Not all barriers to decarbonization can be overcome in the near term, and while the pace of these changes may be slower than originally anticipated, Linde remains committed to reducing our carbon emissions. Linde has implemented several measures to help manage our carbon footprint, achieve our long-term goals, and assess the long-term risks of climate change.

Goal of 35 percent improvement in Linde GHG intensity 2018–2028*



* Scope 1 and 2 emissions (in million MT) divided by adjusted EBITDA in billion USD. Calculation for 2018 uses adjusted pro forma EBITDA. Calculation for 2019 onward uses adjusted EBITDA. Adjusted EBITDA is a non-GAAP measure. For definition and reconciliation, please see the Appendix to the Investor Teleconference Presentation Fourth Quarter 2024.

Linde is investing across the hydrogen value chain to advance the clean energy transition. Linde's Clean Energy organization was developed to help drive strategy. The company is actively investing in decarbonization initiatives of which the primary aim is to reduce the GHG emissions of Linde and/or its customers and includes investments in energy-efficient SMRs and ATRs with carbon capture, electrolysis with renewable power, and the piloting of new low-carbon technologies. Linde directs more than a third (47 percent in 2024) of its R&D budget to decarbonization initiatives that include key projects such as advanced thermal barrier coatings and advanced sealing technologies; improving global plant efficiency, energy optimization, logistics and operations optimization; and flexible operations to support demand- side management and allow for higher utilization of renewably produced electrical power. It also includes the development of alternative gas separation technologies to allow alternative process concepts with higher efficiency and a lower carbon footprint. In the steel industry, projects include the decarbonization of the integrated mill, heat recovery, direct reduced iron technologies and electrochemistry initiatives.

Linde's largest immediate and medium-term opportunity to affect its GHG footprint is in its electricity usage, impacting Scope 2 emissions. We continue to leverage our scale and geographic distribution to procure reliable and affordable sources of renewable electricity through active procurement of new direct renewable energy supply, power purchase agreements (PPAs) or renewable energy credits (RECs).

Linde has also integrated carbon footprint and climate change considerations into its capital investment process. The GHG emissions for proposed investments are integrated into considerations in Capital Investment Committee decisions, including the selection of the technology solution and project risks across the project development cycle. To help mitigate potential physical risks from climate change, Linde has developed a tool to explore future climate change scenarios that could impose additional operational costs on production processes from factors such as higher ambient temperature or air quality deterioration/higher carbon dioxide parts per million (PPMs) in the atmosphere at our locations. Physical risks are considered in planning. Impacts and mitigations are considered as part of ongoing business reviews.

Linde's targets for 2028 include:

- 35 percent improvement in GHG intensity versus adjusted EBITDA-from 5.3 in 2018 to 3.5 by 2028. Linde's 2024 GHG intensity of 2.9 reflects a 45 percent improvement versus 2018, already below the 2028 target.
- More than two times low-carbon power procured versus 2018.
- Enable more than two times GHG benefits for customers annually, which we have achieved for the past several years.
- Development and investment in decarbonization projects including low-carbon (blue) and/or renewable (green) hydrogen projects.

2035:

In 2028, the target horizon for our 10-year managed climate objectives ends. Recognizing the importance of climate change, in 2021, Linde developed a mid-term vision for 2035 and set our 2035 Science Based Targets initiative (SBTi) validated "35 by 35" target. As this climate commitment demonstrates, we are active in advancing the world towards ambitious GHG reduction in the chemical industry using scenario analysis (utilizing the Sustainable Development Scenario [SDS]).

Our assumptions for this time horizon include wide adoption of hydrogen fuel cells, readily available green electricity, and energy and fuel markets that are increasingly linked, potentially leading to a more sustainable energy system. In addition, technological advancements and regulatory support would make low-carbon hydrogen more cost-competitive and enable the availability of electrolysis for green hydrogen at greater capacities for the support of new hydrogen demand. By 2035, we see the possibility of hydrogen derivatives playing a crucial role as a new energy vector, facilitating the global transport of low-cost renewable power. Progress towards this objective requires changes in economic and societal behaviors, government regulation, industry engagement and technological development. Linde remains committed to participating in investments and exploring the technologies that contribute to reducing global GHG emissions.

Linde's targets for 2035 include:

- A 35 percent reduction in absolute GHG emissions (Scopes 1 and 2) from our 2021 inventory.
- Continued investment in decarbonization projects, including low-carbon (blue) and/ or renewable (green) hydrogen projects, and potential carbon capture projects at Linde's existing hydrogen production facilities.

2050:

The world is at the beginning of an energy transformation, and Linde's climate neutrality ambition demonstrates our long-term commitment as an active contributor to the transformation.

0ur vision for 2050 includes widespread availability of renewable and low-carbon energy and alternative technologies for production and distribution. Linde's 2050 climate neutrality ambition is based upon IEA's scenario analysis, as described in its 2020 ETP paper. This well-below 2 degrees SDS recognized that the chemical sector as a whole is one that is hard to abate and projects the GHG trajectory for this industry as declining after 2030, reaching net zero after 2070.

Tackling climate change is a shared and global responsibility. The long-term effects of carbon-based fuels on the environment and climate require significant changes to the energy supply chain, regulations and society. Linde is poised to contribute across all aspects of managing climate change and reducing GHG emissions.

Walking the Talk: Linde's Clean Energy Progress

In 2024, the hydrogen industry underwent a period of maturation, leading to increasing rigor being applied to financial investment decisions (FID) and scaled back estimates of the market growth. Despite regulatory uncertainty and challenging macroeconomic conditions, Linde remained steadfast in pursuing opportunities in the clean energy sector that meet our investment criteria. We firmly believe that clean hydrogen and carbon capture will play pivotal roles in combating climate change, especially in hard-to-abate industries.

Linde is evaluating options to decarbonize our existing hydrogen production facilities and secure long-term offtake agreements. With guaranteed demand underpinning our investments, Linde can increase the supply of low-carbon hydrogen in our network, especially in the U.S. Gulf Coast, while reducing Scope 1 emissions, in-line with our sustainability goals.

We are enabling our customers to decarbonize their processes through:

- **Fuel Switching:** Replacing fossil fuels with clean hydrogen in their refineries, crackers or furnaces.
- **On-Site Carbon Capture:** Implementing carbon capture solutions directly at the customers' site, for example, in the cement industry.

Linde is also exploring greenfield opportunities in rapidly growing markets, such as clean ammonia.

As the world's leading industrial gases and engineering company, Linde produces hydrogen from a range of feedstocks and natural resources. In clean hydrogen, we focus on reducing the carbon intensity of hydrogen to meet diverse market needs. In the process of producing low-carbon hydrogen from natural gas, around 10 grams of carbon dioxide per gram of hydrogen is generated in a conventional SMR. Carbon dioxide emissions can be captured at different points along the process chain to create low-carbon-intensity hydrogen. The company is innovating new carbon capture solutions, such as the high-efficiency Linde HISORP® carbon capture system, which can achieve capture rates up to 99.7 percent. The captured carbon dioxide is then conditioned and compressed for sequestration, or permanent storage underground, making low-carbon hydrogen a viable decarbonization option, especially in hard-to-abate industries. Approximately 90 percent of the projects that we are developing in the U.S. involve carbon capture and sequestration (CCS), supported by the 45Q tax incentive within the Inflation Reduction Act.

Linde is poised to invest $8 to $10 billion in clean energy investments over the next two to three years, with a current decarbonization project backlog in excess of $4 billion. These projects include:

- **Beaumont, TX:** A world-scale hydrogen plant with CCS and an air separation plant (ASU) to supply clean hydrogen and other industrial gases to Woodside's plant, the first greenfield low-carbon ammonia facility in the U.S., with a capacity of 1.1 million tonnes of ammonia per year.
- **Fort Saskatchewan, Alberta:** A large ATR and ASU with Linde's advanced adsorption-based CCS technology, HISORP capturing and sequestering more than 2 million metric tons of carbon dioxide annually for Dow's net-zero ethylene cracker. When completed, Linde's complex will be the largest clean hydrogen production facility in Canada.
- **Lengfurt, Germany:** The construction of a large-scale carbon capture and liquefaction facility with Heidelberg Materials, one of the world's largest building materials companies, as feedstock for the chemicals and food and beverage end markets.

Linde's current pipeline of opportunities is strong, approaching 200 prospects, with some key opportunities that include:

- **Rüdersdorf, Germany:** Together with Cemex, Linde was awarded €157 million in funding from the EU Innovation Fund to capture 1.3 million metric tons of carbon dioxide per year from Cemex's cement plant, using HISORP.
- **Saudi Aramco CCS Hub:** Linde is involved in one of the largest carbon capture and storage hubs globally, collaborating with Saudi Aramco and SLB. Based in the Jubail Industrial City of Saudi Arabia, the first phase of construction is expected to be completed in 2027, with a capacity of 9–11 million metric tons of carbon dioxide per year. The companies reached a key milestone in 2024, signing a joint shareholder agreement that defined each one's equity interest.

While Linde believes that low-carbon hydrogen is a practical solution available at scale, the company is also active in smaller developments in electrolysis to advance along the learning curve for installations and operations. Linde is building or developing over 400 MW of electrolyzer capacity for ourselves and for others. This proactive approach ensures that as the technology matures, Linde will be ready to offer even more competitive solutions to the market.

- **Yara Norway Plant:** Linde started up a 24 MW proton exchange membrane (PEM) electrolyzer-based renewable hydrogen facility for Yara International at its industrial facility in Norway.
- **Niagara Falls, NY:** A 35 MW PEM electrolyzer started up at Linde's facility in Niagara Falls, NY, U.S. as the largest operational renewable hydrogen production in the U.S.
- **Sale of Plant:** Linde won contracts to build other projects, including 100 MW for Shell's REFHYNE II project and 200 MW for RWE.

Linde prides itself on being a technology company, and our innovative solutions in clean energy and decarbonization are enabling the energy transition for our customers. Today, Linde has the largest liquid hydrogen production capacity and distribution system in the world. The company also operates the world's first commercial high-purity hydrogen storage cavern in the U.S. Gulf Coast. Coupled with an unrivaled pipeline network of approximately 1,000 kilometers, this cavern enables Linde to reliably supply its customers. We operate more than 230 hydrogen refueling stations worldwide and are developing fit-for-purpose solutions for heavy-duty transportation. As we continue to expand our global footprint and collaborate with industry leaders, Linde is driving meaningful progress towards a sustainable future. Our strategic approach ensures that we remain at the forefront of the industry, ready to meet the challenges and opportunities ahead.



Performance Towards Targets

Linde reports performance against all targets to our stakeholders. Linde's Sustainable Development (SD 2028) targets, "35 by 35," and more recent 2035 targets set a long-term, 10-year action plan with commitments from leadership and all levels of the organization. These are managed targets with clear accountability, ongoing reporting to management, and an annual process of review and continuous improvement. These target areas are consistent with Linde's strategic non-financial business objectives considered in determining executive variable compensation awards. Performance against targets is reported quarterly to executive leadership, several times per year to the Board's Sustainability Committee, and at least once a year to the full Board of Directors.

Operational performance towards targets is reported on a monthly basis to management.

Most SD targets run from the 2018 base year, for 10 years to 2028. In 2021, Linde announced its climate change target, "35 by 35," which is a commitment to reduce absolute Scope 1 and 2 emissions by 35 percent in 2035. This managed target runs from the 2021 base year and has been validated by the SBTi. Four new targets commenced in 2024.

As part of the annual assessment of our targets, Linde has discontinued reporting against several targets that have either already been achieved and are well integrated into operations or are covered by the scope of other existing targets.

This section provides a summary dashboard of all targets and performance against these targets for 2024.



Climate Change

Linde Targets*	2021	2022	2023	2024	Target	Status
Invest in internal decarbonization by 2035, cumulative $ million	n/a	n/a	n/a	169	3,000	↗
Enable >2x GHG benefits, annual	2.2x	2.3x	2.4x	2.6x	>2.0x	↑
35% absolute reduction in Scope 1 and 2 emissions by 2035, 2021 baseline, cumulative % (million tons C02e)	n/a	-2.8%	-4%	-6.2%	-35% (25.9)	↗
35% improvement in GHG intensity vs. adjusted EBITDA, cumulative %, (intensity MMT C02e/$ billion)	-26.2% (3.9)	-33% (3.6)	-40% (3.2)	-45% (2.9)	-35% (3.5)	↑
>2x low-carbon power sourcing, primarily from active renewable electricity, cumulative TWh	17.0	18.0	18.0	19.9	>28.0	↗

*All Targets terminate in 2028, unless specified otherwise ↑ achieved ↗ on track ↘ behind target

Invest and Innovate in Decarbonization

Linde has the following targets focused on decarbonization and growth:

- Invest >$3 billion in internal decarbonization initiatives

The scope is capital projects of more than $2 million, where the focus of Linde is to decarbonize its facilities to reduce GHG emissions and advance the use of low-carbon fuels and energy. Reporting against this target commenced in 2024 with a total spend of $169 million reported.

- Enable >2x more GHG to be avoided per year than are emitted in all Linde operations

The scope is GHG benefits based upon data from a subset of Linde applications that enable demonstrable GHG benefits, versus Linde's 2024 total direct and indirect (Scopes 1 and 2) GHG emissions. In 2024, these applications enabled 96 million MT $C0_2e$ to be avoided—almost 60 million MT more than its GHG emissions, or 2.6 times more. See the "Linde Applications Enable 2X Carbon Productivity" section.

Methodology: End-user-avoided carbon dioxide emissions are calculated in accordance with the International Council of Chemical Associations (ICCA) guidelines. Avoided emissions arise from efforts by multiple partners along the respective value chains. Linde's contribution has been characterized as fundamental in enabling the avoided emissions. See "Addressing the Avoided Emissions Challenge: Guidelines from the chemical industry for accounting for and reporting greenhouse gas studies," ICCA October, 2003 (updated 2017).

Optimize Operational Energy Use and GHG Emissions

Linde has the following targets focused on energy and GHG emissions reduction:

- Achieve a 35 percent absolute reduction of Scope 1 and 2 emissions by 2035

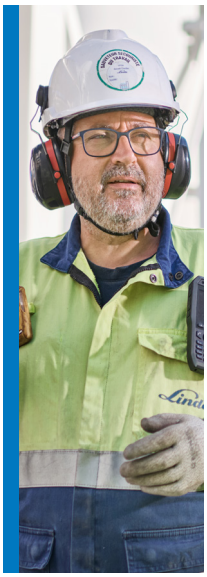
The scope is Linde's combined Scope 1 and Scope 2 GHG emissions. This science-based target is aligned with the Paris Accords goal to limit global warming to well below 2°C. Linde's 2021 (baseline) Scope 1 and Scope 2 emissions were 39.9 MM MT C02e. In 2024, Linde reported Scope 1 and 2 emissions of 37.4 MM MT C02e, representing a 6.2 percent reduction from the 2021 baseline, driven primarily by increased active renewable energy procurement. Progress against this target is not expected to be linear due to timing of volumes and projects. See GRI 305 for more information.

- Achieve 35 percent GHG intensity improvement versus adjusted EBITDA

The scope is Linde's combined Scope 1 and Scope 2 GHG emissions versus adjusted EBITDA. In order to show GHG efficiency against a business denominator, Linde selected adjusted EBITDA, which is a non-GAAP measure reported by Linde (refer to the "Non-GAAP Financial Measures" section of the 10-K for the definition and a reconciliation to reported GAAP amounts). It reflects our commitment to managing business growth while optimizing operational GHG emissions. Achieving this target depends on a range of external variables outside of our control, including global economic trends, government regulations and currency fluctuations. Linde's 2024 adjusted EBITDA was $12.8 billion, resulting in a GHG intensity of 2.9 MMT C02e/$ billion, representing a 45 percent GHG intensity improvement over 2018, which was primarily driven by increased renewable energy procurement and strong adjusted EBITDA growth.

- >2x low-carbon power sourcing, primarily from active renewable electricity

The scope is all Linde operations within our GHG reporting boundary. The target is on track. In 2024, the company sourced 19.9 TWh low-carbon energy, or 47 percent of all its purchased electricity. Progress on this target was not expected to be linear. Low-carbon electricity is defined as electricity produced from non-fossil sources including renewables (e.g., solar, wind, biomass, geothermal, hydro) and other low-carbon sources. The target includes passive electricity (e.g., from the grid) and active sourcing over PPAs, RECs, certificates and sourcing contracts for specific facilities. It considers all energy consumption where Linde purchases electricity. It excludes electricity where Linde is not the purchaser. See GRI 302-1 for more information.



Safety, Health & Environment

Linde Targets*	2021	2022	2023	2024	Target	Status
Water Management Plans (WMPs) at high-water-use sites in areas of high-water stress (# sites in scope, % WMPs implemented)	67 (36%)	64 (48%)	64 (61%)	89 (25%)	100%	↗
20% intensity reduction in water withdrawal at high-water-use sites in areas of high-water-stress by 2035 (%)	n/a	n/a	n/a	new	-20%	new
Achieve Zero Waste to Landfill at 450 sites	360	371	421	451	450	↑
100% participation in Zero Waste globally by 2035	n/a	n/a	n/a	48%	100%	new
Annually achieve operational safety better than industry levels for Lost Workday Case Rate (LWCR)	0.22	0.19	0.09	0.09	1.0	↑
Annually achieve operational safety better than industry levels for Total Recordable Case Rate (TRCR)	0.54	0.49	0.37	0.36	2.7	↑
Annually achieve Commercial Vehicle Incident Rate (CVIR) of <2.5 per million kilometers driven	2.08	2.24	2.21	2.22	<2.50	↑

*All Targets terminate in 2028, unless specified otherwise ↑ achieved ↗ on track ↘ behind target

Environment

In addition to its investment targets aimed at addressing climate change, Linde has defined environmental targets for the management of water and the reduction of waste.

- Implement Water Management Plans (WMPs) at high-water-use sites in areas of water stress
- Achieve 20 percent water intensity improvement at high-water-use sites in areas of water stress, by 2035

The scope for both of the above targets is high-water-use (hi-hi) sites, defined as sites exceeding 50,000 m3/year of water withdrawal, excluding once-through, non-contact cooling water located in areas of water stress. Areas of water stress are defined by the WRI Aqueduct Global Water Risk Atlas Tool (2023 version). We determined "high stress" to mean that the baseline water stress was "high" or "extremely high." In addition, businesses are encouraged to voluntarily use local determinants of water risk; sites thus defined are included in this target scope and must implement WMP. The WMP will assess water usage and foster collaboration with internal stakeholders to support water reduction efforts where applicable. This scope is assessed annually.

In 2024, approximately 89 sites were defined as in scope for these targets, a net increase of approximately 25 sites from the prior year, which reflected the update from the 2019 to 2023 version of the Aqueduct tool. Of Linde's hi-hi sites, approximately 22 are in EMEA, 29 are in the Americas, and 38 are in APAC. To enhance data quality and water intensity monitoring, hi-hi sites report water usage data monthly.

Water intensity is calculated as water withdrawal per unit of production. Linde's water intensity target established in 2024 aims at reducing water intensity at hi-hi sites by 20 percent by 2035. Due to the increased scope of plants resulting from the update to the 2023 version of the Aqueduct tool, this target has been re-baselined to 2024 with a reported intensity of 1.1. Linde is in the process of identifying and evaluating projects to achieve this target.

- >450 sites achieve Zero Waste to Landfill
- 100% Zero Waste participation globally by 2035

The scope is all Linde operations subject to annual eKPI reporting. A Zero Waste to Landfill site is defined as one that diverts more than 90 percent process waste or hazardous waste from landfills; this can include incineration for energy recovery, recycling and composting. At the end of 2024, Linde reported 451 facilities achieving Zero Waste to Landfill, effectively meeting its 2028 target, which is now deemed achieved. In 2024, 48 percent of sites participated. Zero Waste to Landfill helps extend our company's mission and values and promotes circular economic practices. See GRI 306-2 for more information.

Safety & Health

During 2024, Linde continued its "journey to zero," aligning its safety and environmental standards and procedures for both work processes and product handling to enable employees around the world to perform their jobs safely and to prevent safety incidents relating to operational processes or products. Overall, operational safety incident rates decreased in 2024 due to several cultural and operational factors, including best practices sharing, a focus on manual handling processes, and training.

- Annually achieve operational safety better than industry levels for Lost Workday Case Rate (LWCR) and Total Recordable Case Rate (TRCR). The scope of these targets is all Linde operations (e.g., for employees and contractors).

LWCR: Linde's 2024 LWCR was 0.09 (2023: 0.09), more than eleven times better than the OSHA all industries industrial average (1.0). Linde's LWCR is defined as the number of Recordable Injury Cases (RICs) plus the number of Recordable Sickness Cases (RSCs) that result in one or more day(s) away from work as a result of a work-related incident or exposure per 200,000 hours worked (for employees and contractors).

TRCR: Linde's 2024 TRCR (the number of employee or contractor recordable injuries per 200,000 hours worked) was 0.36 (2023: 0.37). Linde's 2024 TRCR was more than seven times better than the OSHA all industries industrial average (2.7). A recordable case is defined as any recordable

injury or sickness of an employee, temporary worker or contractor that results from a work-related incident or exposure per 200,000 hours worked.

- Annually achieve Commercial Vehicle Incident Rate (CVIR) of 2.5/million kilometers

The scope is all operations and all employee and contractor commercial vehicle incidents at all severity levels, per million kilometers. The annual vehicle safety target is to maintain Linde's CVIR at less than 2.5/million kilometers. In 2024, this target was achieved: Linde's global CVIR was 2.22 vehicle incidents per million kilometers (2023: 2.21).

Each high-severity vehicle incident is investigated, and the results from the investigation are reviewed by local leadership and Corporate SHEQ, including root cause analysis and corrective actions. In addition, selected high-severity incidents based on results and learnings are reviewed monthly with corporate and regional leadership. The target scope excludes service vehicles.

Annually, all high-severity vehicle incidents, which are defined by Linde standards and closely aligned with ICCA guidance, are reviewed. As part of this review, an analysis is conducted to identify improvement opportunity areas in which the learnings and conclusions, as identified from the analysis, are used to improve safety standards and/or establish new initiatives and focus areas.

As an example, the learning and conclusions identified from the 2024 analysis inform training programs and safety campaigns.



Integrity & Compliance

Linde Targets*	2021	2022	2023	2024	Target	Status
100% employee certification to Linde Code of Business Integrity (CBI), annual % employees certifying	99	100	100	100	100	↑

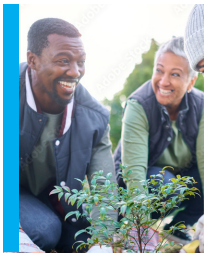
*All Targets terminate in 2028, unless specified otherwise ↑ achieved ↗ on track ↘ behind target

Integrity & Compliance

- Integrity & Compliance: 100 percent certification to Linde's CBI

All targeted employees are required to certify CBI compliance, except where law or regulation prohibits inclusion. The reporting certification is achieved annually for Linde's CBI and biennially for additional related areas, such as Doing Business with the Government, Understanding Anti-Bribery Legislation, Understanding the Foreign Corrupt Practices Act and others. As indicated in the Governance section, the Board Audit Committee reviews certification of employees' understanding of, and compliance with, the company's CBI and compliance policies.

In addition, Linde requires that 100 percent of relevant third parties adhere to its CBI and compliance policies, or their own equivalent compliance policies. Linde utilizes contractual terms and awareness programs to foster adherence, as through its Supplier Code of Conduct.



People & Community

Linde Targets*	2021	2022	2023	2024	Target	Status
550 employee community engagement projects completed	389	489	590	821	550	↑
100% Sustainable Development Awareness training (% targeted employees trained)	n/a	n/a	n/a	Started	100%	↗

*All Targets terminate in 2028, unless specified otherwise

↑ achieved ↗ on track ↘ behind target

Community Engagement

- Complete 550 projects in community engagement

The target scope is all reported employee-based Linde community engagement activities. Linde reported 821 projects in 2024 (2023: 590). Projects are defined as reported by the project team into a Linde database. Linde measures the impact of projects, where applicable, on the community beneficiaries, employees and the company. Analysis shows positive impacts for all three groups. See GRI 413-1 for more information.

Sustainability Awareness

- 100% Sustainability training for employees

Linde will begin rolling out sustainability training to all targeted employees, to be implemented across all businesses. Efforts toward this goal are underway with development of training anticipated in 2025.

2-9

Governance

Corporate Governance 2-9

A comprehensive review of Linde's corporate governance framework is provided on our website at: https://www.linde.com/about-us/corporate governance. It is also included in the Proxy Statement for the 2025 Annual General Meeting of Shareholders in the Corporate Governance and Board Matters section.

Linde's Board of Directors consists of 10 Board members. Eight are independent non-executive directors. Linde's CEO, Sanjiv Lamba, serves as an executive director, and the Chairman of the Board, Stephen Angel, was formerly Linde's CEO. The Board currently has five standing committees: Audit Committee, Human Capital Committee, Executive Committee, Sustainability Committee, and Nomination and Governance Committee. Each is comprised of only independent directors, except for the Executive Committee, of which the Chair and CEO are members.

The Board maintains oversight of the company's values and strategy. Each year, it conducts a comprehensive long-term strategic review of the company's outlook and business plans and provides advice and counsel to management regarding the company's strategic issues.

Linde's values are considered integral to its long-term sustainable success, and executive compensation rewards performance in financial and strategic non-financial areas. The Board's role in these areas, as well as in risk management, is described in the company's annual Proxy Statement in the Corporate Governance and Board Matters section, which is available on Linde's website at: https://www.linde.com/investors/regulated-information.

The Board has oversight of key aspects of the corporate governance structure in areas of particular interest to the sustainability community, such as director independence; split roles of Chairman and CEO; appropriate board committees; board effectiveness; shareholder outreach and alignment with long-term shareholder interests; mechanisms to avoid conflicts of interest; board composition; limits to service; industry experience; and a comprehensive sustainability program.

Board members are nominated by the Nomination and Governance Committee for election by the shareholders. Nominees are elected each year at the Annual General Meeting. The Nomination and Governance Committee believes that each director has an established record of accomplishment in areas relevant to our business and objectives, and possesses the characteristics identified in our Corporate Governance Guidelines as essential to a well-functioning and deliberative governing body, including integrity, independence and commitment.

Each Board member has executive management and director oversight experience in most, if not all, areas that the Board considers critical to conduct the company's business, including public policies as they affect global industrial corporations, compliance, corporate governance, productivity management, safety management and sustainable development.

Governance of Non-Financial Matters 2-12

Linde has established five core values: Safety, Inclusion, Accountability, Integrity and Community. These are the basis of what the company stands for and how it behaves. A code of ethics has been adopted that provides clear instructions on expected behavior and for reporting concerns about potential non-conformance. This code, the Code of Business Integrity (CBI), has been approved by the Linde Board of Directors. This document is made widely available to employees and third parties and is posted on the company's website. Governance of Linde's CBI is described in the Performance section as it relates to targets.

Linde's Board monitors the implementation of its CBI, which includes commitments to adhere to high standards for inclusion; safety; health; care for the environment and quality; human rights; corporate citizenship; and the prevention of bribery and corruption.

The Audit Committee oversees the company's compliance with legal and regulatory requirements. The Human Capital Committee oversees safety and inclusion policies, objectives and programs to achieve those objectives. The Nomination and Governance Committee periodically reviews the company's guidelines and policies governing its response to important broad public policy issues in the areas of corporate social responsibility and corporate citizenship.

Alignment with Compensation

It is the view of Linde's Board that non-financial issues are a component of the company's values, culture and performance expectations, and are a basis on which employees drive financial results. The Board has confirmed the importance of setting non- financial objectives as part of variable compensation to reinforce leadership's focus on maintaining a culture that supports both short- and long-term sustainable results. It has established non-financial goals with respect to elements such as safety, environmental responsibility, global compliance, productivity and talent management. These measures are described in Linde's Proxy Statement. Annual payout of executive variable compensation depends on performance in several strategic non-financial areas, including best-in-class performance in safety, environmental responsibility, global compliance, productivity and talent management.

Sustainable Development Governance

Sustainable development is overseen by the Board and executive leadership and integrated throughout the company.

Linde's Board of Directors

The Sustainability Committee focuses on environmental matters and clean energy initiatives. The committee receives regular updates on progress against targets, reporting of aspects and emerging topics from the Vice Presidents of Sustainability and Clean Energy.

The Human Capital Committee has oversight of social aspects, including community engagement. Additional detail on Board Committee charters

and their oversight of ESG matters can be found at: https://www.linde.com/about-us/corporate-governance. In addition, the Board reviews safety matters at each meeting. A compliance presentation is made annually by the Chief Compliance Officer (CCO). A presentation is made annually by the Executive Vice President (EVP) and Chief Human Resources Officer (CHRO) on Linde's Talent, Inclusion and Engagement programs.

The Executive Leadership Team is the highest level leadership team. They are responsible for economic, environmental and social topics, and oversee and approve sustainable development strategies and programs.

Members of the Executive Leadership Team largely report directly to the CEO and are responsible for their respective regional operating segments of the Americas, APAC and EMEA. As well, Executive Leadership Team members are responsible for Engineering, Clean Energy, Procurement, Artificial Intelligence and corporate functions, including Legal, Accounting, Sustainability and Human Resources (HR).

Linde's Business Leadership team is responsible for business operations across the globe. Linde's Functional Leadership manages and has direct responsibility for areas including Safety, Health, Environment and Quality (SHEQ), Technology, Clean Energy, Sustainability, Productivity and Digitalization.

Linde's Senior Vice President (SVP) and **Chief Accounting Officer** is the executive officer responsible for sustainability. She is a member of the Executive Leadership Team and reports to the CFO. Specifically, in relation to sustainability and climate change, the SVP is the highest management level responsible for coordinating the sustainable development targets, including Linde's climate change targets.

The SVP is responsible for aligning various functions of the organization and the businesses around sustainability goals, including development of targets and for overall alignment of business strategy and functional coordination related to sustainability.

The Vice President, Sustainability, is the highest-ranking functional leader of sustainability. She is the Chair of the Corporate SD Council and coordinates performance and action planning to define and achieve all sustainability targets and action plans. She is also responsible for external reporting and coordinating consultations with internal and external stakeholders relating to ESG issues (see the Engaging Stakeholders section) and staying current with emerging issues. In addition, she is responsible for standardizing methodologies (with various global functions such as SHEQ, R&D, HR and Legal), and reporting performance against targets.

She also leads global internal and external engagement on sustainable development issues, community engagement, Zero Waste and other sustainability initiatives, and ensures the fair, reasonable treatment of all perspectives.

The Corporate Sustainable Development Council (SD Council) is the corporate committee responsible for the proposal and execution of Linde's sustainable development strategy, targets and programs. It consists of the heads of functions that support the implementation of Linde's SD strategy and targets, and the designated heads of Operating Segments, Engineering and global businesses who lead SD implementation in their areas. The SD Council is the institutional link between the Executive Leadership Team and the Board on Linde's sustainable development.

Each Linde Operating Segment has appointed a **Sustainable Development leader**, supported by a network of SD Coordinators within the businesses. They lead business- and functional-level internal and external engagement on sustainable development and coordinate the implementation of local sustainable development action plans and Linde's Sustainable Development Management System (SDMS). Business SD Coordinators participate in bi-monthly global meetings coordinated by the Sustainable Development department. They share sustainable development best practices and challenges between corporate groups and the businesses.

Linde's targets are managed targets; the businesses are accountable for achieving them. Reporting on specific targets is consolidated and coordinated by one or more corporate functional vice presidents and is reviewed internally (in most cases, monthly). Progress against Linde's energy and climate change targets are reported each month to the Executive Leadership Team and reviewed semi-annually with the CEO.

Risk Management

Linde's risk management process includes risk reviews by management as well as annual review by the Board. In its Annual Report (10-k), Linde lists risk factors that management assesses may significantly impact the company. Several risk factors have been identified. Risks include short-term, long-term and emerging risks.

Responsibility

The Audit Committee is responsible for monitoring the effectiveness of the internal quality control and risk management systems for enterprise risks. Unless otherwise reviewed by the Board or other committees of the Board, the Audit Committee reviews and discusses guidelines and policies by which the company undertakes risk assessment and risk management.

The Board conducts annual risk assessments based on the substantial risks and aggregated trends identified in Linde's risk management and risk reporting process that encompasses the entire organization with dedicated responsibilities at various levels.

The Executive Leadership Team, supported by the expertise of the respective corporate functions, is responsible for setting risk management standards and overseeing compliance with these standards and associated policies. Guided by these standards and policies, the heads of the business units are responsible for identifying operational risks and implementing controls and risk mitigation measures in their respective business areas.

Linde's risk management and reporting process is governed and coordinated by the Head of Internal Audit and Risk Management. In his function as Head of Risk Management, he reports to the CF0, who in turn reports to the CE0.

Internal Audit is responsible for providing independent assurance and consulting services to ensure policies are followed and processes are executed in accordance with legal requirements and the standards set by management. Regarding risk management, Internal Audit performs audits in areas with relevant risks and compliance requirements to validate how effective risk management processes are implemented in the organization.

Process

At Linde, risk management is an integral part of the company's culture. The risk management process is designed to identify, assess and treat all types of risks effectively. There are two interlinked processes: the top-down process and the bottom-up process.

The top-down process is an annual comprehensive, strategic risk review, and the bottom-up process is a continuous effort led by the businesses and Corporate Functions.

The top-down process is an annual formal risk review conducted by the Executive Leadership Team. Input for this review comes from significant risks resulting from the consolidation of feedback from the bottom-up process and the analysis of external trends. The result of this process is an updated overview of Linde's top enterprise risks, their risk owners, and the measures taken to treat these risks. This result serves as input for the board review and as the basis for the bottom-up process.

The bottom-up process is led by the businesses and Corporate Functions throughout the year. They must ensure that their risks, ratings and risk treatment plans are up-to-date, and significant new or emerging risks are recorded in the central risk management database. All risks must be rated according to their potential impact and expected probability of occurrence based on corporate rating bands so that they can be prioritized in a heatmap. They receive regular trainings in Linde's enterprise risk management approach and tools from the Central Risk & Control team. On a quarterly basis, the risks of each business unit are consolidated, and the Risk & Control Team conducts risk reviews with the business heads and the senior finance managers of the business units to discuss the most significant changes in their risk portfolios and risk landscape. The annual cycle of both processes facilitated by the Risk & Control Team ensures that enterprise risks are understood and managed within aligned risk parameters.

The Risk & Control Team facilitates seamless coordination between both processes.

2-29

Engaging Stakeholders

This section describes ongoing engagement on key topics with several relevant stakeholder groups. They are invited to voice their opinions, which in turn provides value to the company. Stakeholder feedback was integrated into Linde's process to determine PFs, KPIs and company goals and targets.

Employees 2-29

Linde is committed to the safety, well-being and professional development of all employees worldwide. The company is committed to providing a safe and inclusive workplace with an emphasis on the highest standards of integrity and professional performance. This allows Linde to maintain a high rate of employee engagement, which helps attract and retain talent.

Group	Frequency	Key Topics	Response to Key Topics
All employees	Continuous	• Pay • Conditions • Retention	• Linde provides a range of employee benefits that reward performance. • Linde has a robust training and development program and annual employee performance appraisals.
All employees	Continuous	• Employee retention and engagement	• Linde's worldwide 2024 employee engagement scored favorably relative to established benchmarks. Positive level exceeding external benchmarks in employee engagement based upon global survey: 78 percent engagement.

Customers 2-29

Customer satisfaction is crucial to Linde's results. A significant portion of Linde's revenue is earned from recurring customers and retained accounts. In addition to an analysis of customer retention, we assess the satisfaction level of a subset of our largest accounts.

Group	Frequency	Key Topics	Response to Key Topics
All customers	Continuous and periodic	• Productivity • Competitive advantage	• Linde works continuously to offer customers relevant technologies to improve their resource efficiency and positive environmental impacts, particularly in energy use and the reduction of GHG emissions.
All customers	Continuous and periodic	• Safety • Product knowledge • Quality • Reliable supply	• Globally, Linde provides customers with a safe, reliable and quality supply of critical products. See GRI 416-1.
Subset concerned about ESG issues	Periodic	• Climate change • Energy efficiency	• Globally, Linde works with customers to improve their energy efficiency and reduce GHG emissions.
Collaboration for innovation	Continuous	• Competitive advantage and customer satisfaction	• Consistent with our vision and mission, the company is committed to helping customers by delivering innovative and sustainable solutions. In many cases, its innovative technology solves environmental challenges, allowing its customers to be more productive while using fewer natural resources and energy, and producing fewer emissions.
Subset of customers	Periodic	• Satisfaction level	• Linde surveys customer satisfaction biannually using the Net Promoter Score (NPS). Linde's latest survey, which was conducted in 2023, confirmed satisfaction with a NPS of 42.

Shareholders 2-29

Linde has a strong shareholder focus. Meetings held with investors and broader ESG groups confirmed Linde's ongoing commitment to sustainability. We emphasized that our priorities were to retain our respective strong programs, to develop our sustainability and climate change targets and to integrate sustainability globally across Linde.

Group	Frequency	Key Topics	Response to Key Topics
Investors	Continuous	• Shareholder return	• Linde's stock performance consistently outpaces major indices, including the S&P 500.
	Continuous	• ESG and sustainability	• Linde is frequently recognized for outstanding performance in sustainability. We consistently excel in premier sustainability investment indexes and rankings. Linde is listed on major investment indexes such as the Dow Jones Best-In-Class Index and FTSE4Good.

Suppliers 2-29

Linde infuses its core values through supply chain engagement initiatives structured to cultivate supplier capacity. This drives better business performance, sustains higher quality and improves eco-proficiency and product development, including access to innovation. We optimize initiatives locally and across the globe by focusing on select commodities and distinct groups of suppliers.

Group	Frequency	Key Topics	Response to Key Topics
Electric utility and capital equipment suppliers	Continuous	• Energy efficiency	• Linde works with our electricity and capital equipment suppliers around the globe to identify and implement programs that optimize energy efficiency in our offices and facilities.
Contract drivers	Continuous	• Safety	• Contract drivers receive the same or comparable levels of training as Linde drivers.
Minority suppliers	Continuous	• Capacity building	• Linde seeks to promote engagement and help build capacity among suppliers designated as diverse business enterprises.

Communities 2-29

Community is a Linde value. Linde is, at its core, a "local" company. We make long-term investments in communities where we build facilities and source locally for talent, leadership and suppliers. This, in turn, helps strengthen Linde's reputation and business relationships.

Group	Frequency	Key Topics	Response to Key Topics
Corporate: Sustainability and Global Giving programs	Continuous	• Diversity • Education • Healthcare • Environment • Community • Resilience	• Community engagement is a part of Linde's culture and is encouraged by leadership. Linde engages with its communities by building close relationships with local providers of emergency services, with employee volunteer projects that help build community resilience and through the Linde Global Giving Program (see the disclosures for GRI 201-1, 203-1, 203-2, 413-1, 413-2). • Linde has a strong community engagement program and activity in all businesses (see the disclosures for GRI 203-1, 203-2, 413-1 and 413-2).
Unemployed & underemployed Universities Military	Continuous	• Capacity building	• Linde's Skills Pipeline workforce development program addresses labor shortages by helping to build capacity. See GRI 413-1 for more discussion.

Government Agencies 2-29

Linde has a strong global ethics and compliance program. Linde's Government Relations department participates in discussions with international, national and sub-national government bodies regarding legislation that impacts our business, drives energy efficiency, delivers positive outcomes in electricity regulation, and supports our unique technologies to produce clean energy. See the disclosure for GRI 415-1.

Group	Frequency	Key Topics	Response to Key Topics
Government agencies	Continuous	• Compliance	• Linde maintains a detailed oversight process to ensure that its activities are conducted in a legal, ethical and transparent manner. • Linde trains employees on issues related to doing business with the government and complying with anti-trust and competition laws and the U.S. Foreign Corrupt Practices Act (FCPA) and conducts internal audits annually. • Linde meets with international, national, sub-national and local government officials to discuss energy costs, energy efficiency, tax and trade-related issues and the environmental benefits of Linde technologies.

Industry Associations and Groups 2-29

Linde is a member of a range of trade associations, business associations and alliances, including national chemical associations and industrial gas associations in the company's key geographies, and manufacturers associations and chambers of commerce, through which it engages in dialogue with government officials and stakeholders about issues that are important to the company and its business. See the next page for a full list of industry associations.

Group	Frequency	Key Topics	Response to Key Topics
Industry groups	Continuous	• Policy development	• In many cases, a Linde executive holds a board seat and/or serves on a relevant committee, or Linde participates in projects where it views membership strategic. See list of Membership Associations. • Linde also participates in additional local and regional organizations.
Chemical industry	Continuous	• Responsible Care®	• Linde is externally audited for conformance to the Responsible Care Management System® (RCMS®) and is a signatory of the Responsible Care Global Charter.

Memberships of associations 2-28

Memberships of associations (such as industry associations) and national or international advocacy organizations where Linde:

Global	Holds a position on the governance body	Participates in projects or committees	Provides substantive funding beyond routine membership dues
Hydrogen Council	✓	✓	
International Oxygen Manufacturers Association (IOMA)	✓	✓	
Americas			
American Chemistry Council (ACC)		✓	
American Fuel and Petrochemical Manufacturers Association (Associate Member)		✓	
American Institute of Chemical Engineers (AICHE)		✓	
Business Council for International Understanding		✓	
California Manufacturers and Technology Association	✓	✓	
HR Policy Institute	✓	✓	
Louisiana Chemical Association		✓	
National Enhanced Oil Recovery Initiative (NEORI)		✓	
NY Chemistry Council		✓	
Puerto Rico Manufacturers Association		✓	
Society of Human Resource Management (SHRM)		✓	
Texas Association of Manufacturers		✓	
Texas Chemical Council			
Texas Taxpayers and Research Association		✓	
Asia-Pacific			
Asia Industrial Gas Association (AIGA)	✓	✓	
Europe			
Clean Energy Partnership	✓	✓	
Deutscher Wasserstoff- und Brennstoffzellenverband	✓	✓	
Deutsches Aktieninstitut	✓		
European Industrial Gas Association (EIGA)	✓	✓	
Förderkreis der Deutschen Industrie e.V.		✓	
H2Global Stiftung	✓	✓	
Hydrogen Europe	✓	✓	
Hydrogen Power Storage & Solutions East Germany (HYPOS)		✓	
Industriegaseverband (IGV)	✓	✓	
Ost-Ausschuss der Deutschen Wirtschaft	✓	✓	
Stifterverband für die Deutsche Wissenschaft	✓	✓	
Verband der Chemischen Industrie (VCI)		✓	
Verband Deutscher Maschinen- und Anlagenbauer (VDMA)	✓	✓	
Verein der Bayerischen Chemischen Industrie	✓	✓	
Verband der Industriellen Energie- und Kraftwirtschaft e.V. (VIK)		✓	

GEN (1): Memberships of Associations

2-29

Stakeholder Groups Engaged by the Organization

Selected Stakeholder Recognition:

Global Recognition

Recognition by SRI (Socially Responsible Investing) Investors
See full listing in the Sustainable Development/Recognition area on the company's website at: https://www.linde.com/about-us/awards-and-recognition.

Linde is listed on major ESG investment indexes, including the following:

- Dow Jones Best-In-Class Index (World and North America)
- FTSE4Good

Sustainability, Compliance & Ethics
- One of the 2024 World's Most Ethical Companies by the Ethisphere Institute
- S&P Global Sustainability Yearbook 2025
- Golden Peacock Sustainability Award

Inclusion
- Forbes 2024 World's Best Employers
- Forbes 2024 World's Top Companies for Women
- Time's World's Best Companies 2024

Business and Regional Recognition

Communities and Community Groups
- Excellency Trophy from West University Timisoara (Romania)
- Recognition as a Socially Responsible Company by the Mexican Center for Philanthropy and the Alliance for Corporate Social Responsibility for the 15th consecutive year (Mexico)
- Dream Team at Work (Italy)
- United Way

Compliance and Ethics
- Corporate Integrity 500 by the Business Magazine CNN Expansion (Mexico)

Customer and Customer-Related
- Modern Consumer Award for Excellence in Customer Service in the industry segment for White Martins (Brazil)
- Prémio Cinco Estrelas 2024 (Portugal)
- ColdChain Qazaqstan — History Maker 2024 (Kazakhstan)
- Certificate of Appreciation for exceptional cooperation and support in supplying liquid nitrogen to Petro Rabigh plant (Saudi Arabia)
- Prix Galien 2024 in the E-health category for its AIRGENIOUS (France)
- Portugal Digital Award 2024 (Portugal)
- Valor Innovation Award (Brazil)

Inclusion
- Fair360's 2024 Top 50 Companies List (United States)
- DEI Employer Award (China)
- EqualitA Quality seal for Linde Gas Austria

Employees
- Great Place to Work Certifications for Peru, Mexico, Colombia, Ecuador, Panama and Venezuela
- Family-Friendly Corporation Certificate by the Korean Ministry of Gender Equality and Family
- Reliable Employer Award 2023/2024 by the German-Hungarian Chamber of Industry and Commerce (DUIHK) (Hungary)
- Top Employer China 2024 for the 10th consecutive year
- Youth-Friendly Small Giants Certificate by the Korean Ministry of Employment and Labor (M0EL)
- Good Employer Charter 2024 (Hong Kong)
- Mercer China Healthiest Workplace 2024-2025

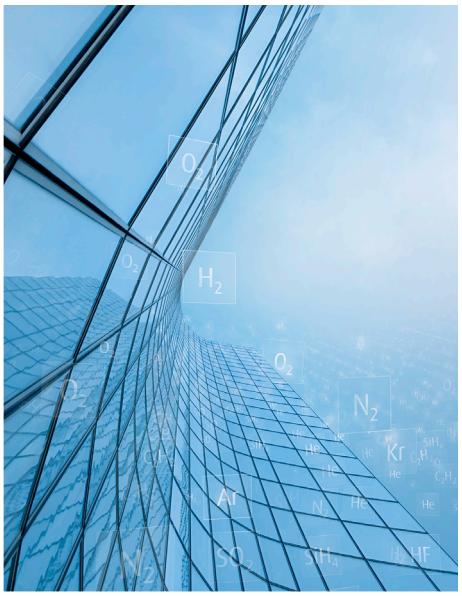
Environment
- Blue Flag Ecological Program (Bandera Azul Ecol6gica) by the National Commission of the Blue Flag (Costa Rica)
- Carbon Footprint Product certified by Thailand Greenhouse Gas Management 0rganization (TG0): HyC0 plant
- Recognized in the 2024 edition of the Fortune China ESG Impact List
- Reforestamos Mexico's Ally of the Year Award for 13 consecutive years of planting trees

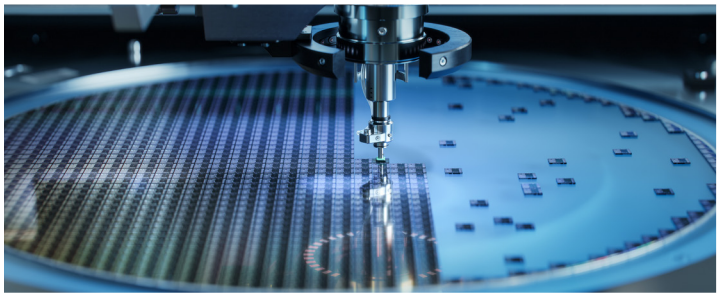
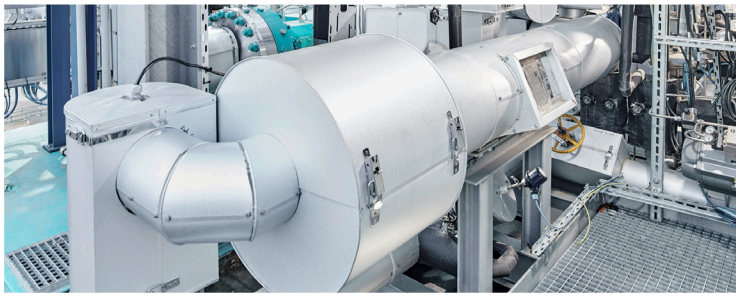
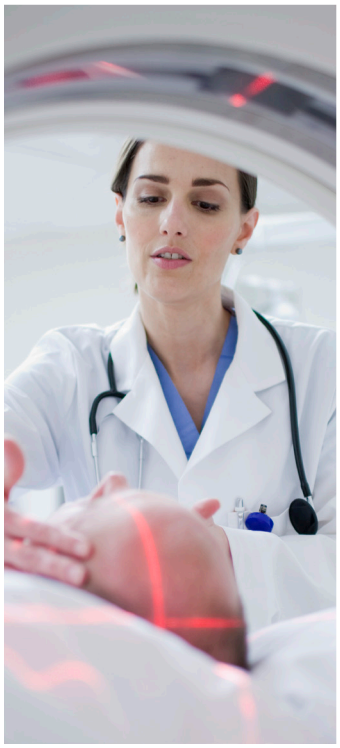
Industry Associations, Professional Associations and Government Agencies
- Clean Industry Re-certification from Mexico's Federal Environmental Protection Agency (PR0FEPA)
- Commendation from the governor of Gyeonggi Province for Linde's contribution to raising investment (South Korea)
- Recognition for Excellent Environmental Performance by the Ministry of the Environment, Clean Transportation Program (Mexico)
- Sustainable Environmental and Safety 0rganization 2024 by the Industrial Estate Authority of Thailand: Linde HyC0 and Rayong CSCM-Gold Star Flag
- Timis County Award, first place, for Linde Gaz Romania in the category industry, large enterprises, and manufacture of industrial gases
- $50 million USD Tower of Export Award from the 60th Trade Day Celebration held by the Korea International Trade Association (KITA)
- The Best Investor 2024 — Reliable Industrial Partner (Kazakhstan)
- Proud partner — Astana Mining & Metallurgy Congress (Kazakhstan)
- Top Fleet Employers 2024: Third consecutive year — National recognition of employers who meet HR standards of excellence in the trucking and logistics industry (Canada)
- Yantai "Investment Promotion Partner" (China)
- The Responsible Care Award (Czech Republic)
- Chemical Industry Comprehensive Responsibility Certification by the Comprehensive Responsibility Management System (SARI) in Mexico
- Chemical Industries Education and Training Authority Award for the Most Innovative CEO in the Chemical Industries of South Africa (South Africa)

Safety
- Compressed Gas Association (CGA): Approximately 30 individual site performance awards
- European Industrial Gases Association (EIGA) Company Safety Award 2024 in recognition for the lowest recordable work injury rate in member category
- European Industrial Gases Association (EIGA) Road Safety Award 2024 for Cylinder transport for more than 2 million km driven (Linde France SA)
- European Industrial Gases Association (EIGA) Road Safety Award 2024 for Bulk transport for less than 5 million km driven (Linde Gas a.s.)
- European Industrial Gases Association (EIGA) Road Safety Award 2024 for Bulk transport more than 5 million km driven
- 23 European Industrial Gases Association (EIGA) Zero Accident Location Awards
- CGASafe Facility Performance Awards for sites in the United States and Canada
- BizSAFE Partner accreditation from WSH Council, Ministry of Manpower (Singapore)
- Bronze recognition from the 0ccupational Safety and Health Division, Ministry of Labor, for Zero Accident Campaign to Thailand 2024: Wellgrow plant
- All Ireland Occupational Safety Award
- Third Place Bulgarian National Award on Safety and Health at Work 2024 (Bulgaria)
- Shanghai Hazardous Chemicals Industry Safety Alliance — Industrial Gas Alliance (China)
- Health and Safety Self-Management Program (PASST) Certification by the Ministry of Labor and Social Welfare (STPS) in Mexico
- Commendation from the Korea Gas Safety Corporation for significant contributions to safety

Economic Topics







Driving Decarbonization in Cement with CCUS Technology

The cement industry, a significant contributor to global CO_2 emissions, is undergoing a transformative shift towards sustainability, with carbon capture, utilization, and storage (CCUS) technologies playing a crucial role. Linde is at the forefront of this transition, providing essential expertise and technology to groundbreaking projects undertaken by industry leaders like Holcim and CEMEX. These initiatives not only aim to drastically reduce emissions but also to advance a circular economy by repurposing captured CO_2 as a valuable resource.

At Holcim's Lägerdorf plant in Germany, the Carbon2Business project exemplifies this approach. With Linde providing key technology, this project will capture approximately 1.2 million tons of CO_2 annually using Oxyfuel technology. Linde's expertise in oxygen and CO_2 production is vital to the project's success. The captured CO_2 will be repurposed as a valuable raw material, with the goal of making the Lägerdorf plant one of the world's first climate-neutral cement facilities. This project demonstrates a commitment to mitigating climate impact and fostering sustainable prosperity.

Similarly, Linde is collaborating with CEMEX on a large-scale CCUS project at CEMEX's Rüdersdorf Cement Plant in Germany. Leveraging Linde's innovative HISORP® CO_2 capture technology, this project aims to capture 1.3 million metric tons of CO_2 per year. The captured CO_2 will be processed and transported for permanent offshore storage, showcasing CCUS as a critical solution for long-term decarbonization.

Both the Holcim and CEMEX projects are supported by substantial funding from the EU Innovation Fund, underscoring the importance of financial mechanisms in scaling these vital decarbonization technologies. These collaborative endeavors demonstrate a shared commitment to achieving net-zero emissions and paving the way for a more sustainable future for the cement industry.

Supporting Decarbonization in Chemical Production: Electrified Steam Cracking

After three years of intensive development, engineering, and construction, the world's first demonstration plant for electrically heated steam cracking furnaces is now operational at BASF's Ludwigshafen, Germany site. This collaborative effort between Linde, BASF, and SABIC marks a transformative step toward decarbonizing the chemical industry.

Steam crackers are essential for producing key chemical building blocks like olefins and aromatics. However, conventional steam cracking relies on fossil fuel combustion at extremely high temperatures, resulting in significant CO_2 emissions. This innovative demonstration plant, integrated into existing crackers, will prove that continuous olefin production is possible using electricity as the heat source. By powering the process with renewable energy, this cutting-edge technology has the potential to reduce CO_2 emissions from this energy-intensive industry by at least 90%.

In two separate demonstration furnaces, two different heating concepts will be tested.

- Direct heating: Electric current is applied directly to cracking coils.
- Indirect heating: Radiant heat is generated from surrounding elements.

Together, these furnaces process about 4 tons of hydrocarbon feedstock per hour, using 6 megawatts of renewable energy. Supported by a €14.8 million grant from the German Federal Ministry for Economic Affairs and Climate Action, the project will gather crucial data on material behavior and processes under commercial conditions.

Linde will commercialize these groundbreaking technologies under the new STARBRIDGE™ trademark, setting a new standard for sustainable petrochemical production and accelerating the industry's transition to a low-carbon future.

Economic Management approach for material topics 3-3

Financial performance is reported in Linde's financial reports. The economic dimension of sustainability is broader: it concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at the local, national and global levels. The Economic category illustrates the flow of capital among different stakeholders as well as the main economic impacts of the organization on investors, governments, employees, customers, suppliers and communities where the company operates or has an effect. This section reports on Linde's contribution to the sustainability of a larger economic system: its economic performance, market presence and indirect economic impacts.

Material Topics 3-2

Material Topics for reporting include: Economic Performance, Market Presence, Indirect Economic Impacts, Procurement Practices, Anti-Corruption, Anti-Competitive Behavior and Tax.

Organizational Responsibility, Accountability and Incentives

Linde's Chief Executive Officer (CEO) and the Board of Directors are accountable for the economic health of the company. Responsibility for performance lies with the businesses. Performance is consolidated and reported to the Board by the responsible executives: Executive Vice President (EVP) and Chief Human Resources Officer (CHRO); EVP and Chief Financial Officer; EVP and Chief Legal Officer; accountable Senior Vice Presidents (SVPs); Chief Compliance Officer (CCO); vice presidents of Safety, Health, Environment and Quality (SHEQ), Sustainability and the Center of Excellence (COE); and Procurement leadership.

Integrity is a corporate value, an expectation of behavior and non-negotiable. Linde's Code of Business Integrity (CBI) affirms its commitment to fairness, transparency and trust as the basis for growth and prosperity for its employees, customers, suppliers, markets and communities. The Board of Directors monitors the implementation of the CBI. Its responsibilities include conducting a periodic review of the policy and overseeing management's preventive, reporting, investigation and resolution programs for implementing this policy. The CBI is posted on the company website and is communicated to employees. It provides clear instructions on expected behaviors to conform with the CBI and for reporting concerns about potential non-conformance. Employees also receive training and certification in the CBI annually. Subcontractors and other stakeholders are expected to follow this standard. The Board Audit Committee is responsible for reviewing the processes and results for certification of employees' understanding of, and compliance with, the company's CBI and compliance policies.

Linde has appointed a CCO within the Legal department. The CCO reports to the EVP and Chief Legal Officer, who reports to the CEO. Compliance with policies prohibiting corruption or anti-competitive behavior and the maintenance of Linde's reputation for strong ethics and integrity are managed under the CCO, who also oversees compliance with policies related to the CBI, including human rights. Linde's Human Rights Policy is publicly available, and the vice president, Sustainability, manages the periodic review of this policy.

The Board's Audit Committee reviews the company's key compliance risks and compliance program, including its design, implementation and effectiveness, with the CCO and the EVP and Chief Legal Officer.

Linde follows the law and is governed by all applicable local laws wherever it is located. If there is a conflict between local law and the CBI or company policy, Linde follows the stricter standard within the framework of the applicable laws.

Information and cybersecurity risk management fall under the oversight of the Audit Committee. The Audit Committee receives an annual review, followed by quarterly updates, of the Company's cybersecurity systems, enhancements, strategies and risk management efforts, and the Chair of the Audit Committee will be promptly notified of any material cybersecurity breach incident. In addition, the full Board reviews cybersecurity as part of its regular risk reviews. Linde has appointed a Global Chief Information Officer (CIO) reporting to the Chief Financial Officer (CFO). A Chief Information Security Officer reports to the CIO and is supported by a global IT security team.

Cybersecurity is identified as a top enterprise risk given the company's reliance on information technology systems and networks for business and operational activities. Linde has taken steps to address these risks and concerns by implementing cybersecurity and risk management processes that include advanced security technologies, internal controls, network and data center resiliency and disaster recovery processes.

Linde is implementing a series of security enhancements based on the Zero Trust principle. Linde maintains a Standard Operating Procedure for Global Security Incident Response that defines how Linde responds to cyber incidents, including escalation, reporting and remediation procedures. Dedicated cybersecurity teams conduct surveillance for potential threats and implement both procedural and technological controls to protect data and to maintain safe, uninterrupted operations. The company engages both internal audit and third parties in connection with these efforts to provide independent analysis and advice on cybersecurity risks, incidents and other cyber security related matters. In addition, to help our people recognize

information and cybersecurity concerns and respond accordingly, Linde conducts mandatory trainings and cybersecurity awareness programs for employees.

Linde maintains an Information Security Management policy that is aligned with ISO 27001 and designed to ensure the integrity and protection of data, including the monitoring and response to information security threats. The policy forms the basis for underlying security standards, guidelines and procedures, including the integration and enhancement of information security in system and software development, and is applicable to all of Linde, including the management of information security in supplier relationships. In addition, Linde maintains a Cyber Security and Acceptable Use policy applicable to all Linde employees and contractors with access to information resources that establishes individual responsibility for information security.

Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including global compliance.

Policies, Commitments, Goals and Targets 3-3

Linde's CBI and Supplier Code of Conduct (SCOC) are provided on its website at: https://www.linde.com.

As described in the Materiality, Priorities and Targets section, Linde's sustainability Priority Factors (PFs) have related Key Performance Indictors (KPIs). Linde's economic PF is Integrity and Compliance, which has a related target. In addition, several of the climate change targets are economic and environmental. See Performance Towards Targets. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Mechanisms for Grievance and Recourse 2-25

Values and policies are actively communicated to employees around the world to outline Linde's expectations of conduct wherever it does business. Linde takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Employees are actively encouraged to report suspected complaints and concerns, or to anonymously report violations, through several channels, including the Integrity Hotline. It also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about these or other matters. Linde's CBI also prohibits retaliation for reporting.

Programs, Projects, Initiatives

These are described in the following Economic disclosures.

Direct economic value generated and distributed

Revenue 201-1

2024 revenue: $33.0 billion

See Linde's 2024 Annual Report (10k) for consolidated financial statements and a discussion of Linde's financial results.

Charitable Spend 201-1

Linde Global Giving Program 2024 spend: $11.7 million.

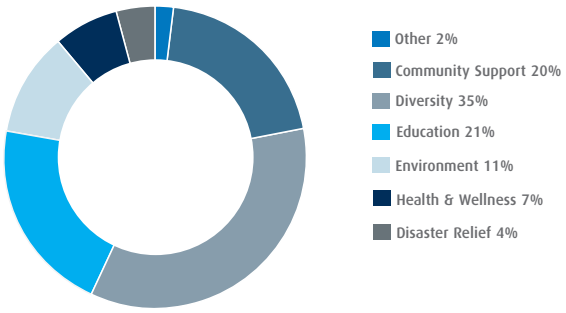
The charts below provide a breakdown of Linde's global giving support by strategic philanthropic focus area and geography. See also 413-1.

Additionally, charitable funds, in-kind donations and resources contribute to the overall positive impact on local communities. In 2024, these included:

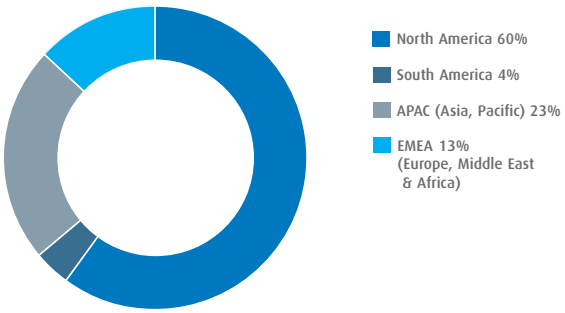
- In-kind donations raised and donated, including food, clothing, seedlings, product donations and other, but not including cash raised or donated: more than $590,000 (including more than $380,000 through the Community Engagement Program and an additional $212,000 through the Global Giving Program, representing product donations such as Linde gases.)
- Approximate value of service by Linde volunteers: $1.9 million
- Approximate value of management support/overheads: $520,000 including fees paid to external organizations for vetting and processing organizations, included in cash contributions above, as well as an approximation of the staff time to manage the Global Giving and Community Engagement programs. (Note: Programs are internally managed; Linde does not charge overhead to these programs.)

In 2024, Linde employees' generosity was displayed through their personal donations of approximately $1.2 million, which was matched by the Global Giving program as part of the cash contributions above.

See also the disclosure for GRI 413-1 for information on community engagement. See also the disclosure for GRI 203-1 for additional information on indirect economic impacts.



EC (1): Global Giving Spending by Area, 2024



EC (2): Global Giving Spending by Geography, 2024

Tax Strategy 207-1, 207-2, 207-3

The nature of Linde's industrial gases business is substantially local. As a result, Linde generates income and pays taxes in jurisdictions in which it has business operations. Cross-border transactions within Linde are conducted at arm's length and in compliance with applicable transfer price regimes, including transfer price determination rules.

Linde's business, particularly within the industrial gases segment, is capital-intensive. Linde believes that capital investment provides the basis for economic growth; therefore, the company supports tax policies that promote capital investment.

Linde is committed to developing new technologies that help its customers increase productivity and achieve environmental benefits in a wide range of industries. Linde also supports tax policies that promote innovation and protect the value of intellectual property. Linde's intellectual property assets are primarily developed and maintained in the U.S. and Germany, both geographies that are not typically regarded as low-tax countries.

Transfer of these assets to low-tax jurisdictions is not part of Linde's tax planning.

Linde, as a multinational company, supports the continued expansion of a network of bilateral income tax treaties to reduce barriers to cross-border investment and eliminate double taxation.

For all these reasons, Linde advocates for tax policies that drive economic growth, particularly in areas of increased operating efficiency and enhanced local production and development.

In line with its CBI, Linde manages its tax affairs in a responsible and transparent manner that complies with applicable tax legislation. Tax planning has commercial and economic substance. Linde maintains processes and controls designed to minimize the risk of errors. These processes and controls are regularly monitored, reviewed and tested, and support the preparation and submission of its tax returns.

Linde has a responsibility to its shareholders to maximize returns and structure its affairs in an efficient manner, including taxes.

Linde's effective tax rate and tax exposures are reviewed annually with the Audit Committee of the Board of Directors. Linde discloses its effective tax rate publicly, together with the associated risks for the company's future tax rate, in Linde's 2024 Annual Report (10k) on its website.

Financial implications and other risks and opportunities for the organization's activities due to climate change 201-2

For information on financial and other risks and opportunities from climate change, see Linde's annual CDP response.

Defined benefit plan obligations and other retirement plans 201-3

A defined benefit and/or a defined contribution plan is available to all U.S. employees, as well as to employees in some other countries. Further detail is provided in Note 16 in Linde's 2024 Annual Report (10k).

Dependent upon the business and date of hire, employees may participate in various programs, which may include defined benefits and contributions.

Retirement coverage for employees of the company's international subsidiaries is provided by those companies through separate plans that are typical for the country of employment.

Financial assistance received from government 201-4

Linde periodically receives grants from government entities (e.g., the Department of Energy in the U.S., Department of Research and Education BMBF/ Department of Economy BMWI in Germany) primarily to sponsor innovation. Linde also periodically receives local, state, country or regional economic development incentives related to capital investments and participates in collaborative efforts.

Ratios of standard entry-level wage by gender compared to local minimum wage 202-1

One hundred percent of employees in all business units (BUs) earn at least the local minimum wage. Linde's CBI reinforces its commitment to "provide equal employment opportunity, and we recruit, hire, promote and compensate people based solely on merit and ability." See also Linde's Human Rights Policy, provided on its website at: https://www.linde.com/sustainability/policies-and-position-statements/human-rights-policy.

Linde's compensation policy assigns jobs into pay levels based on job descriptions so that people performing the same type of job functions are in the same pay range, regardless of age, gender or race. To ensure that its compensation policy is being appropriately administered, the company conducts annual pay equity analyses in the U.S. and in other countries where required by law. Specific salary information is confidential.

Proportion of senior management hired from the local community 202-2

Linde's business model is locally driven: Consistent with its growth goals and goals to grow innovation capacity in emerging economies, Linde has a commitment to source and develop local talent. Many country or regional business leaders are local or regional nationals. In hiring and promoting, the company considers local leadership, who understand the culture and business practices of the area. This provides ideal role models for the local workforce and offers a more cost-effective option than moving leaders from another country.

The following activities help ensure that local talent receives leadership opportunities:

1. Increase local recruiting efforts.
2. Train and develop current workforce for advancement.
3. Offer opportunities for language learning to promote the ability to operate effectively in a multi-national environment.
4. Create opportunities for high-potential local nationals to have special assignments outside their home countries.
5. Collaborate with educational programs to develop the local workforce.

See the disclosure for GRI 405-1.

Infrastructure investments and services supported 203-1

A significant portion of the company's applications support the development of social and economic infrastructures. Linde gases help to enable safe drinking water for more than 253 million people each day. Industrial and specialty gases enable cleaner and more efficient economic growth in industries from cement to steel. Linde applications are also integral to the development of future energy infrastructures (e.g., applications for renewable energy and second-generation biofuels).

The company is committed to improving the quality of life in the communities it serves. See the disclosure for GRI 201-1 for information on how the Global Giving contribution was distributed by focus area and business region.

Significant indirect economic impacts 203-2

Linde's business helps countries modernize with technologies that enable environmentally responsible economic growth. Linde provides careers and associated benefits to more than 65,000 employees, many of whom are hired locally, as well as benefits to thousands of retirees. Indirect benefits accrue to Linde's vendors (also, often, contracted locally), as well as customers, shareholders and communities in which the company operates. For descriptions of how Linde's business model enables indirect economic, social and environmental benefits, see pages 10 and 11.

The company hires local talent:

- Most emerging economy business leaders are host country or regional nationals.
- It sources local contractors. Substantially all contract drivers, and most contract construction workers, are sourced locally.
- It helps build capacity in local communities. Linde employee volunteers provided a range of benefits to more than 360,000 people, mostly in communities local to Linde sites.

All Linde community engagement projects are encouraged to help meet specific needs identified by community leaders, but there is no science to measure the impact of community outreach. Linde uses a methodology developed by the London Benchmarking Group (LBG) to evaluate the indirect economic, environmental and social impacts of its community engagement activity for the company, its employees and beneficiaries (see the disclosures for GRI 413-1 and 413-2).

The significance of Linde's economic and governance PFs and targets in the context of external benchmarks and stakeholder priorities is explained in the Materiality, Priorities and Targets section.

Proportion of spending on local suppliers 204-1

(Note: This section responds to 204-1 and also responds to 2-6 and 2-8.)

Policy

Linde's Supplier Code of Conduct (SCOC) is available on its website at: https://www.linde.com/about-us/procurement.

Suppliers, contractors and third parties play a critical role in Linde's ability to operate and provide products and services to its customers. Suppliers' actions and practices also reflect on Linde. Therefore, the company chooses suppliers carefully based on merit and a due diligence process. Linde expects suppliers to comply with legal requirements and act in a manner that is consistent with Linde's values and the principles outlined in its SCOC and CBI.

The SCOC defines Linde's basic requirements for its suppliers pertaining to their responsibilities towards Linde and its stakeholders, societies and the environment. As part of the standard documentation for all new and renewing contracts, suppliers must comply with the principles outlined in the SCOC and with Linde's CBI or equivalent policies of their own. Specific expectations are laid out for Integrity and Legal Compliance; Human Rights and Labor Standards; Health, Safety and Environment; Sustainability; Supply Chain Compliance and Grievances. A grievance mechanism is provided for both internal and external complaints.

Local Sourcing

Linde works with suppliers in many countries in which it does business — more than 80 countries. Linde has a corporate value of community. This reflects the nature of Linde's industrial gas products: it is generally not economical to transport them distances greater than a few hundred miles from the production facility. As a result, the company invests in building local facilities and hires locally for management, employees and contractors.

The most significant sets of suppliers from the point of view of local talent sourcing are facility construction contractors and contract drivers. Installation of new equipment, as well as ongoing maintenance, is largely performed by local suppliers. Linde uses locally-sourced contract drivers in most of its Asia Pacific countries; in EMEA (except for Germany and the U.K.); in South America; and in parts of Central America. 2-6

The company invests in supplier capacity-building to raise performance standards and share benefits at the same time. The company also values opportunities to engage suppliers and team members to better understand product offerings and applications. Past examples of supplier collaboration include the Supplier Innovation Fair at the Linde Technology Center, where suppliers discussed technology topics with Linde team members. As part of overall efforts to lower carbon dioxide emissions, Procurement teams often work with distribution management and other team members on efforts to reduce fleet emissions, such as procuring renewable fuels.

Promoting Supplier Diversity

Providing innovative and valuable solutions for customers around the globe requires diverse talents, perspectives and experiences. As part of this, Linde supports programs that assist it in fostering relationships with a variety of qualified, diverse businesses for its supply chain around the globe.

Linde's Supplier Diversity Program in the U.S. encourages and supports the use of a variety of qualified distinct business enterprises. It seeks to provide maximum practical opportunities for diverse businesses to participate in the supply of goods and/or services that support the company's business model.

The program has championed companies classified as small and diverse businesses for nearly two decades. On an annual basis, in collaboration with senior management and support staff from the company's Procurement team, a detailed small business subcontracting plan is established with practical goals that the company strives to achieve with small businesses in procuring designated commodities. In 2024, the company spent a total of $594 million with small and diverse business enterprises including those owned by veterans, service-disabled veterans, women and minorities (ethnic or non-ethnic). Approximately $465 million was procured from U.S. small businesses, representing products and services that covered approximately 800 different commodities and services. The company's U.S. Procurement team has collaborated with its global affiliates to understand the supplier diversity landscape and opportunities in each country in which it operates. For example, in South Africa, Afrox has achieved Level 2 on the Broad Based Black Economic Empowerment (BBBEE) scorecard; a program meant to improve diversity in the workplace, implement skills development and corporate responsibility programs, and provide business opportunities to black-owned businesses, which have been historically disadvantaged. By leveraging the knowledge and skills of the company's diverse employee population and continuing to provide cultural awareness training around the world, the company strives to achieve an organically inclusive environment that provides a competitive advantage in its supply chain. 2-6

Supplier Engagement: Investing in Suppliers on ESG is a Win-Win

Linde works hard to deepen relationships with suppliers and contractors while ensuring that they meet its standards and business values. This brings multiple benefits to the company and to the communities near to its operations. Linde puts a high priority on evaluating risks associated with its supply chain and collaborates with suppliers and other stakeholders where its involvement can make the most impact.

Linde continuously works with its carriers on safety training, initiatives and sharing best practices to improve operational efficiency, reduce environmental hazards and promote security and human rights.

Linde also works collaboratively with key suppliers to enhance tracking and reporting of its Scope 3 emissions. Through direct engagement and capacity building, Linde has been successful in advancing supplier awareness of environmental and climate change topics and continues to improve the data accuracy of its own Scope 3 emissions accounting.

Such engagements can unearth win-win approaches to reduce resources and provide social and environmental benefits throughout the supply chain.

Safety Training

Worldwide contractor safety training: One hundred percent of contract drivers, and most contract construction workers, are hired from local firms. In addition to the jobs provided to locally based construction workers and drivers, in 2024, Linde invested more than 2 million hours in safety training for contractors in several categories. This included approximately 30,000 instances of training for contractors. Contractor training averaged approximately 75 hours over the year, almost two work weeks. If each contractor hour costs Linde $20, this investment can be estimated at more than $44 million. In all cases, this training is directed towards achieving safer construction of Linde facilities and safer, more secure and more fuel-efficient transportation of Linde products. Linde's world-class results for contractor and driver safety are a measurable consequence of this investment. See the disclosure for GRI 403-9. In addition, safety and other professional driver training results in a transfer of professional skills that increases the employability of the recipient.

For information on supplier and contractor training, see the disclosure for GRI 414-2.

Operations assessed for risks related to corruption 205-1, 2-24

Linde administers an annual risk assessment that is circulated to all business managers and functional leaders globally and covers 100 percent of all BUs. Potential risks related to corruption are an explicit focus.

A Compliance Review Board (CRB) performs quarterly regulatory risk assessments. Dedicated Foreign Corrupt Practices Act (FCPA) and anti-bribery audits are also conducted. Since 2012, 59 internal audits have been conducted. These audits are related to anti-trust, anti-bribery and other compliance matters, and anti-corruption, including the FCPA. Typically, at least three such audits are conducted in any given year.

Linde operates in certain jurisdictions identified as high risk based on the Corruption Perception Index from Transparency International. The company has not identified significant risks other than regular risks that are dealt with through training and certifications of employees.

Communication and training about anti-corruption policies and procedures 205-2

In 2024, Linde's Board of Directors received training on the CBI, which includes anti-corruption policies and procedures. The company also trains all its relevant employees globally on anti-corruption. The company has an established process to conduct thorough due diligence before contracting third parties and agents who interact with the government on the company's behalf.

Linde's CBI applies to the company's directors and employees, including its CEO, CFO and the Senior Vice President and Chief Accounting Officer. This CBI, which includes elements of compliance with laws, business integrity and ethics, has been approved by the Linde Board of Directors. To assist employees and directors in complying with this code of ethics, management periodically develops specific standards implementing certain provisions of the code. Linde's CBI is posted on Linde's website.

One hundred percent of Linde management and relevant employees are required to annually certify that they have read and understand the company's CBI, which includes a rigorous outline of the FCPA and anti-bribery laws. This is an online training and survey. Training to targeted populations was conducted in 2024; the company trained 100 percent of the targeted population.

Confirmed incidents of corruption and actions taken 205-3

Linde takes its commitment to integrity very seriously. Non-compliance with the CBI, depending on the circumstances, can result in serious disciplinary action, up to and including termination of employment. Employees are actively encouraged to report suspected complaints and concerns and are expected to report violations through several channels, including the Integrity Hotline. Reports through the Integrity Hotline may be made anonymously. It is a violation of company policy for any person to retaliate against any individual who has reported any matter in good faith.

Table SOC (12) provides the aggregate number of hotline reports. Linde also provides a summary of the types of reports received. See the disclosure for GRI 406-1. All hotline reports are promptly handled, and identified issues are addressed. Further details are not provided in Linde's public reporting as they are business confidential. No confirmed incidents of violation of anti-corruption laws occurred in 2024.

Legal actions for anti-competitive behavior, anti-trust and monopoly practices 206-1

No anti-trust regulatory or enforcement action was initiated in 2024. Linde reports material regulatory matters in Note 17 "Commitments and Contingencies" in Linde's 2024 Annual Report (10k).

Environmental Topics















Innovative Solutions for Zero Waste: Linde's Commitment to Progress

Linde's Zero Waste program is leading the charge in reducing waste generation and diverting materials away from landfills. In 2024, 451 of our sites achieved the milestone of diverting 90% or more of their waste from landfills—beating our 2028 goal of 450 sites four years early. These sites collectively prevented 200 million pounds of waste from reaching landfills in just one year.

Building upon this momentum, Linde has set an ambitious new target: 100% participation in the Zero Waste program by 2035. Across the globe, Linde teams are driving innovation and sustainability, working toward a zero-waste future one site at a time.

At a site in China, upgrading an older-model vacuum pump led to a 75% reduction in oil consumption and a 50% decrease in waste. This project highlights how waste reduction can simultaneously drive cost savings and enhance productivity.

In Germany, an Advanced Material Technologies site has taken steps to avoid difficult-to-recycle kitchen waste by phasing out disposable cups and providing employees with reusable mugs. As a result, the site prevents approximately 60,000 disposable cups from reaching landfills every year.

Meanwhile, at Linde's corporate office in Danbury, CT, a long-running composting program has made a significant impact, diverting approximately 20% of kitchen waste from landfills.

Linde's Zero Waste program exemplifies our dedication to sustainability and innovation. By implementing solutions across our global operations, we are paving the way for a cleaner, greener future—one impactful project at a time.

Energy Management

Linde's proactive and integrated energy portfolio management strategically addresses energy costs and strongly supports our sustainability commitment. We optimize energy consumption across our value chain through efficient operations and the increasing use of lower-carbon energy sources. Our dual focus involves enhancing our own energy efficiency and empowering our customers to reduce their emissions. We actively invest in technological innovation, including advanced air separation and hydrogen production (low carbon and renewable), to drive internal energy optimization and the development of customer decarbonization solutions.

Our energy management strategy emphasizes operational excellence through continuous improvement of energy management systems, meticulous monitoring, data-driven analysis, artificial intelligence solutions and the implementation of best practices to minimize energy use and reduce our environmental footprint. A key component is the transition to lower-carbon energy sources, as demonstrated by our increasing procurement of renewable electricity and deployment of technologies like FLEXASU® to better integrate intermittent renewable power into our operations. This holistic approach delivers both environmental and bottom-line benefits.

Successful initiatives such as the Energy Trust of Oregon's Strategic Energy Management Program and our participation in the DTE Energy Efficiency Program have yielded significant energy savings through operational improvements and employee engagement. By fostering a culture of innovation and sharing best practices across our organization, Linde not only reduces its own energy consumption but also develops and deploys solutions that support a broader transition to a more sustainable, lower-carbon future.

Environmental Management approach for material topics 3-3

The environmental dimension of sustainability concerns an organization's impacts on natural systems, including ecosystems, land, air and water. Linde's core business depends on air as a natural resource. The company's mission and business model make clear the goal to do more with less: to create more value with fewer resources. Its sustainability PFs include a range of environmental topics aimed at reducing operational environmental impacts and maximizing environmental contributions — the benefits that Linde applications bring to customers and to the planet.

Material Topics 3-2

Material Topics for reporting include: Materials, Energy, Water, Biodiversity, Emissions, Effluents and Waste, and Supplier Environmental Assessment.

Organizational Responsibility, Accountability and Incentives

Linde's CEO and the Board of Directors are accountable for environmental issues impacting the company. Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting.

Responsibility for performance lies within the businesses. Performance is consolidated and reported to the Executive Leadership Team and to the Board. Linde's EVP and CHRO is the most senior officer responsible for environmental issues globally. Respective members of executive leadership are responsible for the regional operating segments of the Americas, APAC and EMEA, as well as Engineering, and corporate functions, including Legal and Human Resources (HR). Linde's Business Leadership Team is responsible for business operations across the globe. Linde's Functional Leadership manages and has direct responsibility for such areas as SHEQ, Technology, Clean Energy, Sustainability, Productivity and Digitalization.

Linde's environmental compliance and management are managed under the vice president, SHEQ, who reports to the CHRO. The SHEQ organization develops and maintains consistent methodologies, procedures and reporting. Safety is a corporate value at Linde and is, therefore, non-negotiable. The company is driven to ensure that its actions do not harm people, the environment or the communities in which it operates. Several programs and targets pertain to safety and environment: For example, Linde's water program and water target are led and jointly maintained by the COE and Sustainable Development (SD). COE also leads and maintains its program in Sustainable Productivity. The Zero Waste program is led and maintained by SD. Linde's Sustainable Development Management System (SDMS) provides a monthly dashboard to review performance towards environmental targets. It is jointly coordinated by SD, COE and SHEQ. Climate change targets are also reported monthly from the SDMS to the finance organization and to the CFO.

Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including productivity and environmental responsibility. Linde's compensation program design includes a component assessing annual performance against pre-established goals related to reducing greenhouse gas (GHG) emissions. This component comprises 20 percent of the strategic non-financial performance payout.

Policies, Commitments, Goals and Targets

Linde has a CBI and a global Health, Safety and Environment (HSE) Policy, both with commitments to environmental stewardship. Linde has issued a Sustainable Development and Climate Change Position Statement, a Position Statement on the Importance of Ecosystems, Water Position Statement, Position Statement Regarding Chemicals of Concern, and a Greenhouse Gas Recalculation Policy.

As described in the Materiality, Priorities and Targets section, Linde's Environmental PFs are Climate Change and Safety, Health and Environment. Each of these PFs has related targets; see Performance Towards Targets. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Mechanisms for Grievance and Recourse 2-25

Linde policies are communicated to employees around the world to outline its expectations of conduct wherever it does business. It takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Linde employees are actively encouraged to report suspected complaints and concerns, or to anonymously report violations, through several channels, including the Integrity Hotline. The company also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about these or other matters.

Programs, Projects, Initiatives

In addition to the material below, see the following environmental disclosures.

Training

Environmental and safety training is conducted for all employees and all contractors, as defined in the SHEQ Management System and Standard Operating Procedures (SOPs) (see 404-1). Onboarding and ongoing training are conducted as part of the SDMS.

Environmental Management System (EMS)

Linde's strong global environmental management system (EMS) ensures that measures are in place to enable pollution prevention and control, the responsible management of direct and indirect atmospheric emissions and waste, the protection of natural resources and biodiversity, and the management of environmental impacts from transportation or from the use and disposal of products and services. Linde is a member of the chemical industry Responsible Care program. It strives to continually improve its health, safety and environmental performance; listen and respond to public concerns; work with customers, carriers, suppliers, distributors and contractors to foster the safe and secure use, transport and disposal of chemicals; achieve optimum environmental performance; and report goals and progress to the public. Linde's global EMS conforms to the American Chemistry Council's (ACC's) Responsible Care® Management System (RCMS) and is aligned with ISO 14001, the international standard for EMSs.

External EMS Certification

As a member of the ACC, Linde's SHEQ Management System is audited by an accredited third party to ensure compliance with the ACC RCMS Technical Specification in the United States and Canada. Among Linde sites recognized for Responsible Care conformance, our Danbury corporate office is recognized as compliant with ACC Responsible Care requirements for Environmental, Safety, and Security Management and Oversight Activities for the Manufacture and Distribution of Industrial Gases. Linde was audited most recently in September 2022 (the certification cycle is 3 years).
See https://www.linde.com/about-linde/safety-and-environment.

Linde is signatory to and in compliance with the Responsible Care Global Charter, which includes active participation in Responsible Care programs in all countries where programs exist and where Linde has significant business interests.

Linde businesses around the world conform to Linde's worldwide SHEQ Management System. In the company's major markets, they are certified to the international EMS standard, ISO 14001, to national standards for EMSs or to other related standards. For example:

- Our EMEA countries hold several certifications to ISO and other International Standards. Germany, for example, is externally certified to ISO 50001, the international standard for energy management systems, as well as ISO 14001 and ISO 9001.
- Linde Engineering has obtained external certifications to ISO 14001, ISO 9001 and ISO 45001.
- White Martins sites in Brazil maintain certifications to ISO 14001, ISO 9001, ISO 13485, FSSC 22000, and other quality standards.
- Several sites in Mexico are certified to the PROFEPA Clean Industry Standard. PROFEPA is Mexico's national environmental agency.
- Linde Advanced Material Technologies holds certifications to Nadcap, EASA, FAA and other aviation safety standards for their manufacturing locations, as well as certification to international occupational health, safety, environmental and quality standards.
- The Electronics Materials business is certified to the IATF 16949 quality management system standard.

By revenue, 83 percent of Linde's worldwide gases production and engineering sites are externally certified to RCMS, ISO 14001 or an equivalent national standard.

Internal SHEQ Assessment Program

All Linde sites, and other sites where Linde is a majority shareholder, are subject to evaluation for safety, environment and quality (the latter for compliance with local medical regulations, where applicable). Quarterly assessment reports are provided to senior management. The full Board is committed to review safety and environmental risks at each board meeting. Regular assessments are a requirement of Linde's SHEQ standards and help ensure consistently high standards in all areas of safety, environmental protection, security and compliance.

Linde's internal SHEQ assessment program includes Type A and Type B assessments and facility self-assessments. Type A assessments are led by Global SHEQ staff or their designated agent. Type B assessments are led by a member of one of the global BUs. Both type A and B assessments are independent of the facility being audited, and the number of these assessments is tracked by Global SHEQ. Facility self-assessments are also conducted by local or regional personnel to help facilities self-identify areas in need of improvement and are not tracked outside of the local operating unit. In 2024, Linde conducted 77 "A" assessment audits, all at Linde sites, and 316 internal "B" assessment audits as per business safety plans. See GEN (1).

Internal Assessments

	2021	2022	2023	2024
"A" Assessment audits conducted	70	93	85	77
"B" Assessment audits	328	271	333	316

GEN (1): Internal Assessments

External Environmental Data Assurance

Linde's environmental Key Performance Indicators (eKPIs) are externally assured. See the disclosure for GRI 2-5 for the verification letter.

Compliance with environmental laws and regulations 2-27

The company reports environmental violations with significant fines or non-monetary sanctions. Significant violations are those costing more than $10,000 (threshold as defined in the S&P Global Corporate Sustainability Assessment). See GEN (2). There were no accruals for significant environmental violations at the end of any period reported below.

Linde is not aware of any significant non-monetary sanctions.

Environmental Violations and Fines

	2021	2022	2023	2024 (b)
Number of Violations with Significant Fines (a)	3	0	0	1
Value of Fines Related to Above in USD	$85,000	$0	$0	$33,000

GEN (2): Environmental Violations and Fines
Units: USD
(a) The violation assessed and paid in 2024 related to a violation in 2023.
(b) Beginning in 2024, significant fines are reported for the year the fine was paid. Prior periods were reported based on the year that the violation occurred and have not been restated.

Introduction

Linde is a resource-intensive company. Linde's environmental performance year-on-year can best be evaluated on an intensity basis versus revenue. In most cases, this shows a positive trend. In addition, Linde's business model is resource efficiency — to make more value than it consumes. The environmental and other benefits of Linde applications are described in the Business Model section, the Creating Economic, Environmental and Social Value section, and the Linde Applications Enable 2X Carbon Productivity section.

Linde's reporting boundaries for eKPIs are consistent with the financial reporting boundaries and financial control definition. Linde reports on all eKPIs for all subsidiaries, joint ventures (JVs) and other holdings included within its consolidated financial statements. Linde does not collect eKPI data for minority holdings. EKPIs for JVs, which are not fully consolidated into the company financials (at-equity JVs), are collected but are only included in external GHG reporting under Scope 3. eKPI data is collected at a site level, defined as one independent facility or a group of co-located facilities sharing one unique site identification number.

Note that data presented may be rounded. Therefore, values may appear slightly different from the resulting sum of items in tables or charts.

Materials used by weight or volume 301-1

Raw materials are procured through a global Procurement organization under global Procurement standards and expectations that include requirements for material sustainability. Linde has supplier expectations that manage sustainability in its supply chain.

Non-Renewable Materials Used

Linde estimates that approximately 1 percent by weight of the raw materials used to produce gaseous nitrogen, oxygen, argon, carbon dioxide and hydrogen in 2024 were non-renewable, including natural gas and naphtha, which are used in hydrogen production, and helium that is recovered from natural gas deposits.

Linde also builds air separation units (ASUs) and steam methane reformers (SMRs) and other plants. Construction materials for these are generally from non-renewable sources: aluminum, carbon steel, stainless steel, copper and brass alloys, brass and metals. The largest material by spend is steel.

Renewable Materials Used

Ninety-nine percent by weight of the raw materials used to produce gaseous nitrogen, oxygen, argon, carbon dioxide and hydrogen in 2024 were renewable raw materials. Renewable raw materials used by Linde include air, water, carbon dioxide and hydrogen. These products represent approximately 89 percent of the revenue Linde received for the products it manufactures. Examples of products not included are those manufactured by Linde Advanced Material Technologies (LAMT) and low-volume products, such as acetylene.

Using air as its raw material, Linde produces oxygen, nitrogen, argon and rare gases through several air separation processes, of which cryogenic air separation is the most prevalent. As air is a renewable natural resource, there is no negative environmental consequence to using this raw material.

Process gases, including carbon dioxide, hydrogen, carbon monoxide, helium, specialty gases and acetylene, are produced by methods other than air separation. In many cases, these are sourced as an industrial byproduct or waste. Some of these byproduct sources are renewable, but all offer a means to reuse products that would otherwise have been waste. The volumes of process gases procured are considered business confidential.

- Most carbon dioxide is purchased from byproduct sources, including chemical plants, refineries and industrial processes. These byproduct sources include ethanol fermentation facilities, where the waste carbon dioxide is considered biogenic. A portion is recovered from carbon dioxide wells.
- The majority of hydrogen and carbon monoxide are produced by either reforming of natural gas or by purifying byproduct sources obtained from the chemical and petrochemical industries. In 2024, Linde procured 18 percent byproduct hydrogen.
- Helium is acquired from several sources, including helium-rich natural gas streams.
- Acetylene can be produced from calcium carbide and water. A significant percentage is purchased as a chemical byproduct.

Recycled input materials used 301-2

Also see the disclosure for GRI 301-1 for information on renewable raw materials. As part of its sustainable supply chain program, Linde's Procurement organization works with vendors to reduce consumption of upstream, non-renewable natural resources. For some of its business lines, Linde actively sources recycled input materials by using byproducts from other industrial processes. The total weight of these byproducts as a percentage of total material use is not reported here.

Since 2011, most of the acetylene produced by Linde in the U.S. was sourced from byproduct acetylene, avoiding the mining of calcium carbonate and the recycling or disposal of carbide lime. Some of the Linde carbon dioxide sold in the U.S. is sourced from ethanol fermentation (a biomass source). As a business, Linde is constantly researching innovative ways to expand the use of this application.

Most gases are transported in pipelines or trucks and use little packaging. Cylinder products are typically transported by truck.
(See the disclosure for GRI 301-3.)

Linde has a global engineering business, which designs and constructs new production plants. When building a new plant, the focus is on the re-use of parts/components from other dissembled plants (e.g., refurbished parts) as much as possible. At the end-of-life of a production facility, parts and components are checked, refurbished if required, and directly re-used or put in stock for future usage. Thus, most of the materials are recycled and become input materials (e.g., for new plants).

To avoid procuring new materials, the company has established several asset management programs that are actively identifying idle assets (e.g., cylinders) to ensure that they are put back into use rather than purchasing new materials. The programs actively track all assets, are well reported and yield good results.

Reclaimed products and their packaging materials 301-3

Linde produces very little packaging waste. Linde delivers most of its product in pipelines or bulk trucks, or in cylinders. As the products are consumable, there is nothing to reclaim and no packaging material for the majority of products. The majority of cylinders used in the packaged gases product lines are reusable. The metal cylinders last about 40 years, are returnable and are typically reused multiple times. Where disposable cylinders are used, recycling methods are recommended to customers.

Linde runs several large cylinder refurbishment centers worldwide as well as many smaller test shops and repair centers in many countries. In its cylinder test shop in Wolverhampton, U.K., Linde typically has refurbished about 350,000 cylinders annually to avoid unnecessary scrapping.

Energy consumption within the organization 302-1

Note: Where amounts in MWh were converted to GJ, amounts in MWh were multiplied by 3.6.

Fuel Consumption

Linde's total non-renewable fuel consumption in 2024 was 20.1 million MWh or 72.4 million GJ. This figure represents energy consumption and excludes fuel consumed as a feedstock for production. Fuel types used included natural gas, diesel, oil and "other," which includes naphtha and other refinery fuel gas.

Electricity Consumed

Total electricity consumed in 2024 was approximately 42.5 million MWh, or approximately 153 million GJ. Linde reports total non-renewable electricity consumed in 2024, which includes passive renewable electricity and other low-carbon electricity, as approximately 36.5 million MWh, or 131.4 million GJ. Total active renewable electricity purchased in 2024 was 6 million MWh, or 21.6 million GJ.

Linde also tracks low carbon electricity, which includes both active and passive renewable electricity and nuclear. Active renewable electricity is classified as electricity procured through Power Purchase Agreements (PPAs); directly connected, 100 percent renewable electricity supplier contracts or validated green energy certificates; or produced on-site using renewable generation. Passive electricity sources from the grid were calculated using the latest location-based renewable or low-carbon energy percentages from the IEA, local sources such as eGRID, or, where available, plant-specific, market-based renewable electricity or low-carbon emissions factors according to the supplier contract/utility bill.

In 2024, active renewable electricity was 6.0 million MWh and passive renewable electricity was 9.1 million MWh, for a total of 15.1 million MWh. Nuclear represented 4.7 million MWh of low-carbon electricity, of which 1.2 million MWh was actively sourced. This results in a total of 19.9 million MWh of low-carbon electricity, which represents 47 percent of Linde's total electricity consumption in 2024. Linde electricity use in the UK is almost all renewable using wind and almost all renewable in Brazil using hydroelectric. Low-carbon and renewable electricity is also sourced in the United States, where both hydro and nuclear power are used, as well as in Colombia, India, Spain, the Philippines and other geographies.

See Performance Towards Targets section for information about Linde's low-carbon power sourcing target.

Steam Consumed

Linde consumed 10.1 million MWh, or 36.4million GJ, of steam in 2024. Consumption of heating or cooling energy is not significant.

Electricity, Heating, Cooling and Steam Sold

Linde sold 9.3 million MWh of steam in 2024.

Total Energy Consumed

Linde consumed a total of 72.7 million MWh, or 257 million GJ, of energy in 2024. This is less than a 2 percent increase from 2023.

Linde tracks energy consumption through meters and utility bills, and collects information for each plant and location in a global eKPI system. Newly constructed plants less than 2 months old and de-minimis locations consuming less than 1,500 MWh are excluded from reporting.

Electricity

	2021	2022	2023	2024
Active renewable electricity consumed	2,780,000	3,316,000	4,792,000	6,010,000
Passive renewable electricity consumed	9,125,000	9,236,000	8,232,000	9,138,000
Low carbon (nuclear) electricity consumed	5,051,000	5,469,000	4,865,000	4,737,000
Fossil electricity consumed	25,823,000	23,916,000	23,720,000	22,605,000
Total Electricity Consumed	**42,779,000**	**41,937,000**	**41,609,000**	**42,492,000**

EN (1): Electricity
Units: MWh

Total Energy

	2021	2022	2023	2024
a. Non-renewable fuels purchased and consumed	21,012,000	19,707,000	20,134,000	20,085,000
b. Non-renewable electricity consumed[1]	39,999,000	38,621,000	36,817,000	36,480,000
c. Steam consumption	9,152,000	10,027,000	9,660,000	10,102,000
d. Total non-renewable energy consumption (a+b+c)	70,163,000	68,355,000	66,612,000	66,668,000
e. Total renewable electricity purchased or generated[2]	2,780,000	3,316,000	4,792,000	6,010,000
Total Energy Consumed (d+e)	72,943,000	71,671,000	71,404,000	72,678,000

1 Row b (non-renewable electricity consumed) includes both fossil-fuel based electricity and passive renewable electricity. Since passive renewables are consumed from the grid, Linde does include this in row b since it did not directly purchase or generate this power.
2 Row e includes only active renewable energy consumed.

EN(2): Total Energy
Units: MWh

Energy consumption outside of the organization 302-2

Linde did not consume energy outside the organization.

Energy intensity 302-3

It is key to Linde's business to manage energy use throughout the organization, including in its production processes. The company considers production volumes to be business confidential. Internally, energy intensity is tracked monthly and is a basis for Linde's operational GHG intensity targets; see the Performance Towards Targets section.

Reduction of energy consumption 302-4

Linde's sustainable productivity in 2024 yielded savings equivalent to approximately 1.8 million MWh, 440 billion BTU of natural gas and 5 million gallons of diesel fuel. Linde has several initiatives to reduce energy in operations and at offices primarily focused on plant optimization and efficiencies resulting in reduced energy consumption.

Interactions with water as a shared resource and management of water discharge-related impacts 303-1, 303-2

Water sourced from municipal utilities, surface waters and groundwater is considered fresh water (≤ 1,000 mg/L Total Dissolved Solids); all other sources are considered "other" (> 1,000 mg/L Total Dissolved Solids).

For more information on the company's water impact, interactions with key stakeholders, management approach and commitment to water stewardship, see Linde's Water Position Statement at: https://www.linde.com/sustainable-development/policies-and-position-statements/water-position-statement.

Water withdrawal, discharge and consumption 303-3, 303-4, 303-5

Water Withdrawal 303-3

Linde's main uses of water include cooling and boiler systems for the production of steam for the SMR process to make hydrogen. In 2024, Linde withdrew 1,109 million m3 of water. Linde tracks water withdrawals primarily through utility bills. No water sources were significantly affected by Linde's withdrawal of water in 2024.

Of the 1,109 million m3 of water withdrawn in 2024, 40 percent was from fresh water sources (municipal, surface water and groundwater), 40 percent from seawater, and approximately 20 percent from third-party (industrial/recycled) sources. Linde estimates that more than 90 percent of the water withdrawn in 2024 at Linde production plants (excluding once-through) was recycled numerous times through cooling towers before discharge.

Overall, water withdrawal in 2024 increased 5 percent compared to 2023, primarily related to new plants coming on stream.

Water Discharge 303-4

Linde did not have any unplanned water discharges in 2024. No water bodies or related habitats were significantly affected by Linde water discharges or runoff in 2024.

Where Linde facilities discharge process water, discharges are governed by discharge permits issued by a regulatory agency. Linde estimated chemical oxygen demand (COD) at these sites to be 2,173 metric tons in 2024, which is a less than 1 percent decrease from 2023.

Linde discharged 1,021 million m3 of water in 2024, of which approximately 46 million m3 was wastewater. Linde also discharged once-through cooling water back to the source from which it came. In 2024, 975 million m3 of water was discharged in this manner, of which 36 percent was to fresh water sources, 44 percent was to seawater sources, and approximately 20 percent was to third-party sources.

Water Consumption 303-5

Linde consumed 88 million m3 of water in 2024. Consumption is defined as total water withdrawn minus wastewater discharged, minus once-though cooling water that is returned to the original source with no impact on quality. Consumption of total water withdrawn increased by 2 percent compared to 2023.

Consumption of fresh water is also reported in EN (4), by separate calculation. Consumption of fresh water was 101 million m3 in 2024, which is a 3 percent increase compared to 2023.

Total Water Withdrawal, Discharge and Consumption

	2021	2022	2023	2024
A. Fresh Water Withdrawal	457.2	453.8	451.2	448.1
B. Other Water Withdrawal – Seawater	298.6	387.6	388.9	439.8
C. Other Water Withdrawal – Third Party (Industrial/Recycled)	215.8	211.9	219.6	220.9
D. Total Water Withdrawal (A+B+C)	**971.6**	**1053.3**	**1059.7**	**1108.8**
E. Fresh Water Returned to Original Source (once-through cooling water)	357.6	349.9	353.3	346.3
F. Other Water Returned to Original Source (once-through cooling water) – Seawater	298.6	385.9	387.2	432.0
G. Other Water Returned to Original Source (once-through cooling water) – Third Party	195.7	183.9	191.5	196.7
H. Wastewater Discharge (non-once-through)	39.2	45.3	42.0	46.1
I. Total Water Discharge (E+F+G+H)	**891.2**	**965.0**	**974.0**	**1021.0**
J. Total Water Consumption (D-I)	**80.4**	**88.3**	**85.7**	**87.7**

EN (3): Total Water Withdrawal, Discharge and Consumption
Units: million m^3

Fresh Water Withdrawal, Discharge and Consumption

	2021	2022	2023	2024
A. Municipal Water Withdrawal	61.7	58.0	55.5	58.4
B. Surface Water Withdrawal	386.3	385.4	389.4	381.9
C. Ground Water Withdrawal	9.2	10.4	6.3	7.8
D. Total Fresh Water Withdrawal (A+B+C)	**457.2**	**453.8**	**451.2**	**448.1**
E. Discharge: Fresh Once-Through Cooling Water Returned to Surface Water Sources	**357.6**	**349.9**	**353.3**	**346.3**
F. Net Fresh Water Consumption (D-E)	**99.5**	**103.9**	**97.9**	**101.8**

EN (4): Fresh Water: Withdrawal, Discharge and Consumption
Units: million m^3

Water-Stressed Areas

Linde also tracks water withdrawal, discharge and consumption and water intensity from sites with high water withdrawals (greater than 50,000 m^3, excluding once-through, non-contact cooling water) in areas of high water-stress (hi-hi sites). See EN (5a) and EN (5b).

Areas of water-stress are defined by the WRI Aqueduct Water Risk Atlas. Linde determines sites to be in a high water-stressed area if the Atlas lists the baseline water-stress as “high” or “extremely high.”

Linde currently has two water related targets for hi-hi sites: 1) implementation of water management plans at all hi-hi sites by 2028 and 2) 20 percent reduction in water intensity at hi-hi sites by 2035. Water intensity is calculated as water withdrawal (m3) per unit of production. In 2024, approximately 89 sites were defined as in scope for these targets, a net increase of approximately 25 sites from the prior year, which reflected the update from the 2019 to 2023 version of the Aqueduct tool. Due to the increased scope of plants resulting from the update to the 2023 version of the Aqueduct tool, this target has been re-baselined to 2024 with a reported intensity of 1.1. The tables below reflect the updated plant scope from 2024 only (prior periods have not be restated). See the Performance Towards Targets section for more information.

Hi-Hi Sites Withdrawal, Discharge and Consumption

	2021	2022	2023	2024
A. Withdrawal	31.5	42.4	58.6	118.4
B. Discharge	15.8	23.8	40.3	95.2
C. Consumption (A-B)	15.7	18.6	18.3	23.2

EN (5a): Water-Stressed Areas: Withdrawal, Discharge and Consumption
Units: million m^3

Hi-Hi Sites Fresh Water Withdrawal, Discharge and Consumption 303-3, 303-4, 303-5

	2021	2022	2023	2024
A. Withdrawal	20.0	19.2	19.1	24.5
B. Discharge	3.2	2.8	2.6	0.1
C. Consumption (A-B)	16.8	16.4	16.5	24.4

EN (5b): Fresh Water, Water-Stressed Areas: Withdrawal, Discharge and Consumption
Units: million m^3

Water Withdrawal Intensity – Hi-Hi Sites

	2024
Water withdrawal intensity	1.1

EN (6): Water Withdrawal Intensity Units: m^3/unit of production

Biodiversity 304-1, 304-2, 304-3, 304-4

Biodiversity

Linde's operations do not have a significant impact on biodiversity.

When planning new sites, processes are in place to ensure that Linde minimizes any potential negative impacts on biodiversity. Linde follows internationally recognized guidelines when performing its evaluations, such as the Voluntary Guidelines on Biodiversity-Inclusive Impact Assessment issued by the United Nations.

Linde's approach is to avoid operations near protected areas. In fact, because most of Linde's sites are located in industrial areas or business parks, protected areas are not in close proximity to many of Linde's facilities. If periodic surveillance finds site(s) within close proximity to a protected area, Linde works to understand possible impacts and to minimize, restore and/or offset them, as appropriate, working with local stakeholders.

Because sites recognized as important to biodiversity may change over time, Linde periodically surveys the locations of its global industrial gas production facilities and their proximity to protected areas, based on data provided by the International Union for Conservation of Nature (IUCN). This surveillance is conducted at least every 3 years.

Linde has conducted an analysis of production sites with respect to biodiversity impact, proximity to protected areas and prevalence of potentially protected species, covering more than 900 sites in 2023. Linde continuously works to understand and mitigate any potential biodiversity impacts.

There are many examples of Linde sites working alongside local stakeholders and organizations to preserve and protect local ecosystems. In 2024, Linde teams planted and/or donated approximately 50,000 trees and seedlings as part of community engagement efforts. Many of these programs, such as the collaboration with Reforestamos Mexico have been active for several years. Through this partnership, Linde teams in Mexico have helped to remove invasive species and reforest approximately 200 acres of forest over the last decade.

While deforestation is not common for Linde, the company is still committed to positively impacting communities with the benefits provided by trees. As part of its longstanding collaboration with the Arbor Day Foundation, Linde plants trees to "match" a proportion of the total site footprint for new, greenfield sites designed and constructed by Linde Engineering.

For more information on Linde's position on biodiversity and the importance of ecosystems, see the statement on Linde's website at: https://www.linde.com/sustainable-development/policies-and-position-statements/ecosystems-position-statement.

Greenhouse Gas (GHG) Emissions 305-1, 305-2, 305-3, 305-4, 305-5

GHG Inventory Methodology

Linde's GHG emissions disclosures have been prepared based on a reporting year of January 1 to December 31, the same as the financial reporting period. All GHG emissions figures are in metric tons of CO_2e and cover six gases in addition to carbon dioxide (CO_2): methane (CH_4), nitrous oxide (N_2O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), nitrogen trifluoride (NF_3) and sulfur hexafluoride (SF_6).

Linde's GHG emissions information was prepared with reference to the World Resources Institute/World Business Council for Sustainable Development's Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, revised edition (the GHG Protocol®).

Global warming potentials (GWPs) are sourced from the latest Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report.

- Timelines and Base Year GHG Emissions
  Linde reports on its eKPIs for the last 4 years in order to reflect the trend and development of KPIs.

  The base year for Linde's 2035 GHG emissions targets is 2021. For performance against GHG targets, see the Performance Towards Targets section.

- Excluded Sources of GHG Emissions
  Linde has very small office sites and smaller sales outlets (such as retail outlets), called "de-minimis" sites. Emissions from these sites are negligible and are therefore not included in the GHG inventory.

- Prior Year Revisions
  Restatements are made in accordance with Linde's GHG Recalculation policy. See the disclosure for GRI 2-4.

- External Verification
  Linde's 2024 GHG inventory was verified by a third party. In 2024, a Reasonable Assurance was performed on Scopes 1 and 2 and electricity parameters. Three categories of Scope 3 emissions were also verified by a third party to the limited assurance level. A copy of Linde's assurance statement is available at the end of this report.

Direct (Scope 1) GHG emissions 305-1

Linde's total Scope 1 emissions in 2024 totaled 16.5 million metric tons CO_2e, which is a decrease of 1 percent from 2023. This is mainly attributed to decreases in production volumes and efficiency improvements. The primary source of Scope 1 emissions for Linde is the combustion of natural gas at hydrogen plants, which represented 12.2 million metric tons of Scope 1 emissions in 2024. Another portion is from ASU plants using natural gas for energy generation, which amounted to 2.3 million metric tons CO_2e. Smaller sources of Scope 1 emissions are other GHGs (e.g., from methane plants or nitrous oxide plants) or other types of GHG emissions that are converted into CO_2e. The total of such "other GHG emissions" was 0.6 million metric tons in 2024. Carbon dioxide and other plants caused approximately 0.9 million metric tons. The combustion of diesel and gasoline from transport activities resulted in approximately 0.6 million metric tons CO_2e in 2024.

Scope 1 Emissions Covered by Emissions-Limiting Regulations

In 2024, approximately 2.2 million,159,000 metric tons of Scope 1 emissions (approximately 10 percent) were subject to a form of carbon legislation, over a cap- and-trade scheme, ETS or a form of carbon taxation. Approximately 83 percent of these emissions was covered by the EU ETS and U.K. ETS schemes. Other regulations include the California CAT and the Singapore carbon tax, for example. For details on the 2024 carbon regulation schemes applicable to Linde, see Linde's most recent CDP report, which is updated annually and published to: https://www.linde.com/sustainability/reporting-center.

Calculation Methodology

Hydrogen plants, which represent the largest source of Linde's Scope 1 emissions, consume natural gas, both for fuel and feedstock. To determine Scope 1 emissions, the amount of carbon produced as product is subtracted from the carbon content of the fuel and feedstock. In addition, Linde calculates Scope 1 emissions from gas losses (during production and filling processes). These are calculated for nitrous oxide manufacturing and filling facilities, carbon dioxide plants, on-site refrigeration equipment and cylinder filling operations associated with CH_4, SF_6, PFCs, HFCs and NF_3. HyCO plants/facilities that are owned by Linde are fully reported under Scope 1, regardless of whether they are leased out or independent on who is running the plant or providing the fuel or feedstock.

To calculate Scope 1 emissions from natural gas, Linde uses the reported natural gas factors from each production plant (depending on the mix of hydrocarbons). If a specific natural gas factor is not available or known, Linde uses a chemical natural gas to CO_2 conversion factor from the Department for Environment, Food and Rural Affairs (DEFRA), from the Government of United Kingdom. For other fuels, Linde uses DEFRA factors to convert to CO_2 equivalents.

Emissions from transport are calculated based on actual kilometers driven for commercial and non-commercial vehicles, multiplied by average emission factors by vehicle type from the "Estimated U.S. Average Vehicle Emissions Rates per Vehicle by Vehicle Type using Gasoline and Diesel (Grams per mile)" from the U.S. Environmental Protection Agency, Office of Transportation and Air Quality, personal communication, Apr. 6, 2018.

Scope 1 GHG Emissions

	2021	2022	2023	2024
Scope 1	16,321,000	16,813,000	16,582,000	16,470,000

EN (7): Scope 1 GHG Emissions
Units: Metric Tons CO_2e

Energy indirect (Scope 2) GHG emissions 305-2

Linde's Scope 2 GHG emissions in 2024 totaled 20.9 million metric tons CO_2e (market-based), which is a 3 percent decrease from 2023. The largest electricity users are ASUs, which account for approximately 90 percent of all electricity used.

These emissions were calculated using the market-based approach. Linde utilizes market-based emissions factors where possible. In some cases, market-based factors may be higher than location-based factors and may result in increases in Scope 2 emissions. Compared to 2023, Scope 2 emissions have decreased, due to in changes in production, as well as increased sourcing of renewable energy and efficiency improvements.

Linde also calculated Scope 2 emissions for 2024 using the location-based approach, which applies IEA factors or state factors such as eGRID emission factors in the U.S. Scope 2 emissions calculated with the location-based approach were 21.0 million metric tons CO_2e in 2024. The difference between market-based and location-based emissions are mostly due to certain plants where customers provide the electricity to Linde (which Linde purchases).

Organizational Boundary

Linde reports on all electricity and its resulting Scope 2 emissions purchased by the company. Electricity for sites where Linde does not pay the utility bill is excluded from its reported electricity number and from the reported Scope 2; however, it is tracked internally for operational purposes and for Scope 3 reporting.

Calculation Methodology

The main methodology for calculating Scope 2 emissions from electricity is the market-based approach, using site-specific emissions factors by plant according to supplier contracts and utility bills, where available. For sites where such market-based factors are not known, Linde uses the most recent location-based factors from the IEA and the EPA's eGRID factors for the U.S.

Scope 2 GHG Emissions (Market-based)

	2021	2022	2023	2024
Scope 2	23,573,000	21,981,000	21,562,000	20,943,000

EN (8): Scope 2 GHG Emissions
Units: Metric Tons CO_2e

Other indirect (Scope 3) GHG emissions 305-3

Linde has screened all 15 categories of Scope 3 emissions. Fourteen are relevant and are reported.

Criteria used in screening Scope 3 reporting categories were:

- Relevance and transparency: This includes activity over which Linde has a level of operational control but where the GHG emissions are reported by another party.
- Relevance or existence within Linde's footprint.
- Significance: Activities that may have a potentially significant GHG consequence. In reporting all categories, estimates are provided, even for less significant activities.

Reported Scope 3 emissions represent slightly less than 40 percent of its total Scope 1, Scope 2 and Scope 3 emissions. Scope 3 emissions decreased by approximately 2 percent in 2024. Linde continues to assess its Scope 3 inventory and work with stakeholders to identify appropriate levers and targets for reduction.

Category	Scope	Calculation Methodology
1 - Purchased Goods and Services	Purchased raw materials including healthcare components or hardgoods sold in Linde's shops, construction components used by Linde Engineering to build customer plants, and purchased feedstock – natural gas for hydrogen plants and compressed air for air separation plants.	Emissions for raw materials procured (except for natural gas and compressed air feedstock) are calculated using a spend based model utilizing input-output tables and data from OECD, EXIOBASE, the U.S. Bureau of Economic Analysis and World Bank. Emissions are calculated based on GWP values from IPCC's AR 5 (2013) for a 100-year time horizon, including carbon feedback. To calculate Scope 3 from natural gas feedstock, Linde applies a fuel-based method based on the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, Category 3 for Scope 3 emissions caused in the extraction, production and transportation of fuels and energy. Linde uses emission factors from DEFRA. For compressed air, Linde receives information from the supplier about the specific energy usage to provide that feedstock, and calculates the resulting Scope 3 emissions based on the energy consumption and the supplier- and/or plant- specific electricity Scope 2 emissions factors.
2 - Capital Goods	Purchased capital goods, such as cylinders, tanks, healthcare, automotive or plant components capitalized, as well as production plants operated by Linde.	Emissions are calculated using a spend-based model utilizing input-output tables and data from the OECD, EXIOBASE, the U.S. Bureau of Economic Analysis and World Bank. Linde continues to expand product-specific GHG emissions data from several suppliers of cylinder assets. The product carbon footprint includes the suppliers' own emissions (based on a product-specific calculation) as well as related upstream emissions. The emissions data obtained directly from suppliers is integrated into the overall Category 2 value.
3 - Fuel-and Energy-Related Activities	Upstream emissions from purchased fuel, purchased electricity and transmission and distribution losses	For electricity, Linde applies IEA factors for transmission and distribution (T&D) lifecycle losses and total upstream Well-to-Tank (WTT) factors to calculate all the Scope 3 GHG emissions released into the atmosphere from the production, processing and delivery of energy. The calculation is done on a site level for each site for which Linde purchases the power. For thermal energy, a global WTT factor for heat and steam from IEA is applied. For Scope 3 emissions from transport fuels and other fuels consumed (excluding feedstocks), DEFRA factors for fuel- and energy-related emissions are used per relevant category.

4 - Upstream Transportation and Distribution (including Contractor Driving)	Linde's inbound and outbound logistics that are paid by Linde and are carried out by external carriers	Linde uses a distance-based method for calculating Scope 3 emissions from outbound deliveries of gases to its clients. Contractor miles driven are collected in each country and business or region and tracked. Linde's Scope 3 emissions resulting from delivery of products by third-party carriers were derived using the same methodology as used to calculate GHG emissions from owned trucks: Emissions from transport are calculated based on actual kilometers driven for commercial and non-commercial vehicles, multiplied by average emissions factors by vehicle type from the "Estimated U.S. Average Vehicle Emissions Rates per Vehicle by Vehicle Type using Gasoline and Diesel (Grams per mile)" from the U.S. EPA, Office of Transportation and Air Quality, personal communication, Apr. 6, 2018. Additionally, Linde considers transport services procured, resulting in emissions from the transport of construction components delivered to Linde Engineering construction sites; this is conducted mostly over sea and air, as well as gas transport falling under this scope, in modes other than trucking. For such non-truck transport, Linde uses a spend-based method.
5 – Waste	Global waste generated and disposed.	Starting in 2024, this category is calculated using DEFRA emission factors for such emissions estimates.
6 – Business Travel	Transportation, hotels and other business travel related expenses	Emissions are based on the company's air travel and car rental records, and from data provided by airlines, rental car agencies and travel service providers.
7 – Employee Commuting	Linde employee commuting	This category includes estimated emissions from commuting to work, estimated from calculations based upon actual distances from office to home, combined with average mileage data and emissions estimates for commuters obtained from EPA estimates.
8 – Upstream Leased Assets	Electricity emissions from sites, mostly small offices, rented by Linde, where Linde does not pay for utilities directly, as well as the estimated emissions from Linde's leased passenger cars and light commercial vehicles.	Emissions in this category are based on estimates that include such factors as the physical area of sites and estimates of emissions per EPA data, with calculated values then prorated across the global footprint of leased space.
9 -Downstream Transportation and Distribution	Linde's operations contain limited business activities where product is transported from its location to another end user. Product lines where such activities exist include welding/ material fabrication applications and healthcare.	Linde has estimated these emissions based upon assumptions of frequency of these types of activities relative to its more typical product transport patterns.
10/11 - Use of Sold Products/Processing of Sold Products	Major industrial gases based on sales, excludes Linde Engineering third-party equipment sales	Linde is at the beginning of numerous value chains and provides many intermediate products with many downstream applications, each of which has a very different GHG profile. This category includes emissions from products, including flouro gases, CO_2, CH_4 and N_2O, based on sales and assumptions for revenue and volumes, as well as assumptions on releases. Due to the nature of gas products, in many cases, the processing of sold intermediate products by third parties (i.e., manufacturers) after sale is not distinctly separate from the use; therefore, the assumptions consider these categories as combined for both Categories 10 and 11.

12 - End-of-Life of Sold Products	Major industrial gases based on sales, excludes Linde Engineering third-party equipment sales	This category includes estimated emissions from the end of-life disposal of products. Due to the nature of gas products, in many cases, the use of sold products may also include the end of life of the product. Therefore, for flouro gases, CO_2, CH_4 and N_2O, estimates are included in use estimates and are part of Category 11. Linde does have a small portion of products that may have packaging that is eventually disposed or that may be disposed themselves. This small remainder is estimated based upon Linde waste estimations. Although this portion is small and not deemed relevant, Linde will continue efforts to quantify and estimate.
13 - Downstream Leased Assets	Plants where customers manage energy procurement and pay for the power	Emissions from leased out or charged out entities are calculated on a plant level, using the same calculation methodology as for calculating indirect/Scope 2 emissions for other Linde plants. For plants where the customer pays for the power and the plant-specific emissions factors are not known, Linde uses country emissions factors from the IEA to calculate indirect emissions for those sites.
14 – Franchises	n/a	n/a
15 - Investments	Equity investments	Linde calculates its emissions due to investments on a plant level. All JVs report their electricity and other fuel consumption into Linde's environmental reporting system. Linde then calculates Scope 3 from such investments for all plants in this category, by adding reported direct emissions from HyCO plants and indirect emissions from ASUs and other plants, based on reported electricity consumption, multiplied by a country IEA factor. The emissions are allocated proportionally for JVs, based upon share of ownership, as per the GHG Protocol.

EN (9) Scope 3 emission calculation methodologies.

Value Chain Engagement: Scope 3 and ESG Engagement

Third parties in Linde's value chain are essential to establish baselines for Scope 3 reporting. To help improve the accuracy in order to foster better management and lead to identification of emissions reduction long-term, Linde collaborates with suppliers and customers to obtain the necessary information through sound and repeatable methodologies. For example, Linde regularly engages with cylinder and tank suppliers.

In 2024, Linde expanded its supplier engagement program. As part of this initiative, suppliers participated in surveys covering a range of Environmental, Social, and Governance (ESG) topics, with a particular focus on greenhouse gas (GHG) emissions and human rights. These actions underscore the company's commitment to responsible sourcing and ethical practices across its value chain. This effort enabled engagement on ESG issues beyond Scope 3 emissions, identifying potential areas for GHG reduction and collaboration, and sharing best practices and methodologies. Altogether, such efforts are a win-win for sustainability objectives in Linde operations and those of its supply chains, creating mutual benefits for advancing environmental and social objectives. Linde will continue these efforts in 2025.

Scope 3 GHG Emissions

	2021	2022	2023	2024
1 - Purchased Goods and Services	4,250,000	3,774,000	3,913,000	3,802,062
2 - Capital Goods	810,000	1,036,000	704,000	991,367
3 - Fuel-and Energy-Related Activities	7,430,000	6,990,000	5,924,000	5,657,000
4 - Upstream Transportation and Distribution (including Contractor Driving)	780,000	726,000	658,000	684,104
5 - Waste		14,000	14,800	11,000
6 - Business Travel	21,000	16,000	19,600	18,300
7 -Employee Commuting		105,000	195,000	192,000
8 -Leased Assets			53,900	54,900
9 -Downstream Transportation and Distribution		10,000	9,700	10,300
10/11 - Use of Sold Products/Processing of Sold Products		7,831,000	8,528,000	8,029,000
12 - End-of-Life of Sold Products		7,000	7,500	5,500
13 - Downstream Leased Assets	2,520,000	2,655,000	2,756,000	2,393,000
14 - Franchises	n/a	n/a	n/a	n/a
15 - Investments	5,450,000	2,630,000	2,611,000	2,518,000
Total	**21,261,000**	**25,859,000**	**25,394,500**	**24,366,533**

EN (10): Scope 3 GHG Emissions
Units: Metric Tons CO_2e

GHG emissions intensity 305-4

Scope 1 and 2 emissions are as reported in the disclosures for GRI 305-1 and GRI 305-2 and include CO_2, CH_4, N_2O, PFCs, HFCs, NF_3 and SF_6. Sales revenue reported to calculate revenue intensity is reported in Linde's financial filings. See EN (11).

Linde is tracking emissions intensity versus Adjusted EBITDA and has defined a 10-year target for this intensity figure (reduction of 35 percent). See details on GHG versus Adjusted EBITDA intensity in the Performance Towards Targets section and EN (11).

GHG Emissions Intensity

	2021	2022	2023	2024
Total Scope 1+2 (thousands) in Metric Tons CO_2e	39,894	38,794	38,144	37,413
Revenue (millions)in USD	$30,793	$33,364	$32,854	$33,005
GHG Intensity (Metric Tons CO_2e/thousand USD Revenue)	1.3	1.2	1.2	1.1
Adjusted EBITDA (millions) in USD	$10,179	$10,873	$12,007	$12,819
GHG Intensity (Metric Tons CO_2e/Thousand USD EBITDA)	3.9	3.6	3.2	2.9

EN (11): GHG Intensity by Revenue and Adjusted EBITDA. Adjusted EBITDA is a Non-GAAP measure, please refer to the "Non-GAAP Financial Measures" section of the 10-K for a reconciliation to reported GAAP amounts.

Reduction of GHG emissions 305-5

Scopes 1+2 GHG Emissions Reductions

Linde's total sustainable productivity in 2024 yielded savings equivalent to approximately 1 million metric tons CO_2e. It counts projects where benefits are fully realized as well as projects that were implemented in 2024 and are still accruing benefits. These projects provided GHG savings from enhancing the energy efficiency of buildings, processes and the transportation fleet. Information on the projects, including investments made and cost savings, can be found in Linde's CDP response at: https://www.linde.com/sustainability/reporting-center.

Customer GHG Benefits

A subset of Linde applications enabled customers and end users to avoid 96 million metric tons of CO_2e in 2024. See page 18. Such emissions represent avoided emissions, which are sometimes referred to as Scope 4.

Nitrogen Oxides (NOx), Sulphur Oxides (SOx) and other significant air emissions 305-7

NOx Emissions

NOx emissions were 8,012 metric tons in 2024. This is a decrease of 12 percent from 2023 emissions.

SOx Emissions

SOx emissions were 699 metric tons in 2024, a 12 percent decrease from 2023.

VOC Emissions

VOC emissions were 985 metric tons in 2024, remaining flat from 2023.

Calculation Methodology

NOx, SOx and VOC emissions from plants are taken from emissions monitoring systems or are estimated based on operations data where emissions monitoring is not required by local regulations. SOx emissions from transport are estimated based on sulfur concentration in local fuel using local transport knowledge and legislative limits. NOx and VOC emissions from transport are calculated based on estimated diesel consumption rates and local regulatory limits. Emissions factors are sourced from the U.S. EPA Inventory of U.S. Greenhouse Gas Emissions and Sinks: 1990–2005.

NOx, SOx and VOC Emissions

	2021	2022	2023	2024
NOx Emissions	12,236	9,569	9,079	8,012
SOx Emissions	714	779	795	699
VOC Emissions	948	931	985	985

EN (12): NOx, SOx and VOC Emissions
Units: Metric Tons

Waste Management 306-1, 306-2, 306-3, 306-4, 306-5

Linde manages and reports waste metrics as part of environmental management. The company implements a range of operational initiatives and programs with the aim of reducing waste generation and diverting waste from landfills. These efforts include developing waste minimization plans, participating in internal and external assessments, and the Zero Waste program, which provides training to participating sites on relevant strategies.

Hazardous Waste

Linde uses local country regulations to define and report hazardous waste.

Linde tracks the amount of hazardous waste recycled but does not track the portion of this that is sold. Linde estimates that about half of recycled hazardous waste is marketable. In 2024, Linde recycled 7,500 metric tons of hazardous waste, including 3,750 metric tons of waste estimated as marketable and 3,750 metric tons of waste estimated as non-marketable. Linde reports the half that is not marketable in the table below as part of "hazardous waste generated."

In 2024, total hazardous waste generated (this does not include hazardous waste that is sold for recycling, as this is considered a product) was 23,830 metric tons, which is a 14 percent decrease from 2023.

Non-Hazardous Waste
Total non-hazardous waste disposed in 2024 was 18,300 metric tons, which is an 8 percent decrease from 2023.

Zero Waste Program
Linde is committed to reducing hazardous and non-hazardous waste. Linde's Zero Waste program is an effort that has existed for more than a decade. Sites work to divert at least 90 percent of the normal waste from going to landfill. The program encourages a practice, prioritizing reduction of waste generation at the source. Therefore, in addition to recycling and other reclamation efforts, many sites have incorporated initiatives that not only reduce waste but also extend conservation principles in the community and help foster economic opportunity. In 2024, 451 facilities had achieved Zero Waste, and more than 200 million pounds of waste was diverted from landfills.

In 2024, Linde announced a new target: 100 percent participation in the Zero Waste program by 2035. The scope is all Linde operations subject to annual eKPI reporting. In 2024, approximately 48 percent of sites participated in the Zero Waste program.

See the Performance Against Targets section for more information.

Significant Spills
There were no significant spills in 2024.

Transport of Hazardous Waste
Linde is not aware of the transport, import or export of hazardous waste across international borders in 2024.

Hazardous Waste

	2021	2022	2023	2024
Hazardous waste disposed	17,500	18,510	23,640	20,090
Hazardous waste recycled that is not estimated as marketable	4,000	4,050	4,080	3,740
Total hazardous waste generated	21,500	22,560	27,720	23,830
Hazardous waste recycled that is sold/ marketable; not included above	4,000	4,050	4,080	3,740

EN (13): Hazardous Waste
Units: Metric Tons

Non-Hazardous Waste

	2021	2022	2023	2024
Non-hazardous waste disposed	15,939	21,200	19,900	18,300
Non-hazardous waste used/recycled/sold	31,830	33,900	30,400	32,700
Total non-hazardous waste generated	47,769	55,000	50,300	51,000

EN (14): Non-Hazardous Waste
Units: Metric Tons

New suppliers that were screened using environmental criteria 308-1

Suppliers that present environmental risk are screened using environmental criteria.

Negative environmental impacts in the supply chain and actions taken 308-2

Linde values its supplier relationships and works to develop supplier capacity. Linde uses a risk-based approach to supplier management. Those suppliers at risk of negative environmental impacts are principally suppliers of chemicals, or process and specialty gas suppliers, and all are subject to additional pre-qualification requirements. These qualifications are revisited in periodic audits and in any contract re-qualification.

Those that show an unwillingness or inability to conform to Linde requirements are subject to disciplinary action up to and including contract termination.

Social Topics



















Investing in Future Leaders Through Mentorship and Education

Linde is shaping tomorrow's workforce through mentorship programs and academic partnerships that foster career growth and professional development. This commitment is reflected in initiatives like the White Martins InspirAR mentoring program in Brazil. Now in its fifth edition, InspirAR pairs experienced mentors with individuals seeking career guidance, offering coaching in areas such as interview preparation, career planning, and networking. Participants engage in activities designed to build confidence and sharpen skills, helping connect promising talent to meaningful opportunities.

In the United States, Linde supports young women through its partnership with the Young Women's Leadership Academy (YWLA), a collaboration between the Aldine Independent School District and the Young Women's Preparatory Network. YWLA focuses on college prep, leadership, and STEM education for grades 6-12, including the high school class of 2027 adopted by Linde. Employee volunteers deliver workshops, and provide tutoring, inspiring the next generation of leaders.

Additionally, Linde hosts externships at its Woodlands, Texas facility for engineering students from the University of Houston and Prairie View A&M University. An externship is a short-term, immersive opportunity that allows participants to shadow professionals, observe workplace environments, and gain insights into potential career paths. These programs offer students exposure through campus tours, one-on-one conversations, and opportunities to shadow Linde professionals in their fields of interest. Participants have praised the externships for enhancing networking opportunities and sparking interest in Linde's internships and career paths. Building upon this success, Linde plans to expand its collaboration with Prairie View A&M University.

Through programs like InspirAR, YWLA, and externships, Linde empowers students and professionals to achieve their full potential while ensuring a strong, skilled workforce for the future.

Living Our Core Value of Inclusion

With operations across more than 80 countries, inclusion is a key value to developing and growing effective teams. Colleagues worldwide take immense pride in Linde's collective commitment to fostering an inclusive workplace. As a result, efforts to grow the company's culture of Inclusion have begun to yield tangible benefits.

For example, new Inclusion Principles were introduced as part of Linde's global Inclusion Week 2024. These principles "provide clear guidelines on how Inclusion should be strongly connected to the Linde culture." 2024 was also the year Linde launched its Intentional Inclusive Leadership Program, with workshops in Europe and Asia designed to provide line managers with the tools and skills they need to foster a diverse and inclusive workplace culture.

Employee Resource Groups (ERGs) continued to flourish and mature at Linde. 24 ERG chapters worldwide offered all employees opportunities to hear from successful business leaders, proven motivational speakers and career coaches.

Throughout 2024, Linde was recognized both globally and locally for a steadfast commitment to inclusion. Linde received multiple honors from Forbes, was included in Fair360's Top 50 list, and was recognized for the first time by Time magazine. Regionally, Linde also received local accolades for Inclusion efforts in Austria, China and New Zealand.

Last but far from least, over 40,500 colleagues shared their thoughts as part Linde's annual Global Pulse Survey in October 2024. Respondents gave Linde high marks for efforts around Inclusion, with a 3-point improvement in responses to questions on this topic year-over-year. In the end, 77% agreed that "all employees are treated fairly and respectfully regardless of differences" --a gratifying endorsement of Linde's work to foster an environment where all individuals are valued, respected and empowered to achieve their full potential.

Social management approach for material topics 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

The social dimension of sustainability concerns an organization's impacts on people and social systems — employees, contractors, suppliers, customers, other business partners and local communities — and discloses how the risks that may arise from interactions with other social institutions are managed and mediated.

Material Topics 3-2

Material Topics for reporting include: Employment, Labor/Management Relations, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Non-discrimination, Freedom of Association and Collective Bargaining, Child Labor, Forced or Compulsory Labor, Security Practices, Rights of Indigenous Peoples, Local Communities, Supplier Social Assessment, Public Policy, Customer Health and Safety, Marketing and Labeling, and Customer Privacy.

Organizational Responsibility, Accountability and Incentives

Linde's strong worldwide social policies and procedures cover areas such as compliance and integrity, Human Resources (HR), inclusion, Safety, Health, Environment and Quality (SHEQ), community engagement and the Global Giving Program. These are managed as part of daily operations. In many cases, suppliers are expected to adhere to equivalent standards.

Linde's CEO and the Board of Directors are accountable for social issues impacting the company. Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting. The Human Capital Committee assists the Board in its oversight of Linde's compensation and incentive policies and programs, and management development and succession, particularly in regard to reviewing executive compensation for Linde's executive officers. The Committee also periodically reviews the company's inclusion policies and objectives, and the programs to achieve those objectives. Charitable contributions are primarily made through the Global Giving Program. Employee community engagement in all businesses and functions is promoted by the Sustainability department.

Responsibility for performance lies with the businesses. Several executives are responsible for social topics:

- The EVP and CHRO is responsible for talent sourcing, management and retention, and inclusion and reports to the CEO. The global leader of Talent, Inclusion and Engagement is the senior functional lead in this area and reports to the EVP and CHRO.
- The EVP and Chief Legal Officer is responsible for ethics, integrity and compliance and reports to the CEO. The CCO reports to the EVP and Chief Legal Officer. She is the senior functional lead in this area.
- The EVP and CHRO is responsible for SHEQ and reports to the CEO. The vice president of SHEQ is the senior functional lead in this area.
- The SVP and Chief Accounting Officer reports to the CFO and oversees sustainable development. The vice president, Sustainability, is the senior functional lead in this area and also oversees Linde community engagement program.
- The SVP of Communications, AI and Corporate Procurement is responsible for the operation of the Global Giving Program. Procurement leadership exists within each business segment and region, and the vice presidents serve as the senior functional leads in this area. Working with other leaders, they coordinate activity to ensure adherence to Linde's Supplier Code of Conduct (SCOC), sustainability and human rights commitments, among others.

Safety, inclusion and community are Linde values, and, therefore, are non-negotiable. Linde's executive annual variable compensation is impacted by performance in non-financial areas considered to be Strategic Business Objectives. These include achieving best-in-class performance in several areas, including safety and talent management.

Policies, Commitments, Goals and Targets

Corporate policies are posted on the company website at http://www.linde.com. Linde's CBI, corporate HSE Policy, Human Rights Policy, SCOC and other corporate and country-level policies make clear the company's commitment to management processes for addressing relevant areas of potential concern with regard to human and labor rights. These include:

- Safety and health protection; a safe work environment
- Avoiding harm to people, the environment and the communities in which we operate
- The prevention of discrimination and harassment of employees
- Equal opportunity and equal treatment, including remuneration
- Merit-based decisions on recruitment, hiring, promotion and compensation
- Compliance with regulations, including regulations addressing overtime and maximum working hours and notice periods for organizational changes
- Paying a living wage
- Paid annual leave
- The right to privacy
- Freedom of association and freedom of peaceful assembly, including freedom to choose whether to engage in collective bargaining and employees' participation in works agreements in various countries

Specifically, the Linde CBI makes clear Linde's commitment to human and labor rights. Linde recognizes every person's innate humanity and treats everyone with dignity and respect. In supporting the protection and promotion of human rights worldwide, Linde abides by the principles of the International Bill of Human Rights enacted by the United Nations and does not condone or engage in discrimination; harassment; violations of privacy; slavery or servitude; restrictions on free assembly or unfair employment practices. Linde commits to adhering to these human rights principles and expects similar standards to be observed by all with whom it conducts business.

Labor practices are generally managed by the businesses at a regional level to ensure compliance with local laws and regulations. Processes and programs for effective management include, for example, monitoring of working hours including management of overtime and ensuring appropriate overtime compensation, regular engagement with local works councils, and the provision of benefits such as medical care, parental benefits and payment for annual leave. Certain metrics, such as living wage and equal remuneration based upon available and regional benchmarks, are also reviewed annually at a consolidated Linde level.

As described in Materiality, Priorities and Targets, on page 15, Linde's social PFs and related include Safety, Health and Environment, Integrity and Compliance, and People and Community, and they have related KPIs and targets; see the Performance Towards Targets section. This section reports against the relevant GRI Standards for these PFs, in addition to GRI disclosures that are not PFs but that may be of interest to various external stakeholders.

Safety Management, Programming and Training 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

Topics of safety, including occupational health, are led by SHEQ. The function is also responsible for safety management, including hazard identification, risk assessment and incident investigation, and management reviews are in place. SHEQ leads the identification and mitigation of potential health and safety impacts.

SHEQ also leads consultations and communications with employees on health and safety programs and initiatives. Safety training is conducted for all employees and all contractors, as defined in the SHEQ Management System and Standard Operating Procedures. See the disclosure for GRI 404-1. Safety performance is reviewed by management and the Board and reported. Benefits, including management of medical care coverage and associated communications, are managed by the HR function. See also the disclosures for 401-2, 402-1, 403-9, 404-1 and 416-1.

Mechanisms for Grievance and Recourse 2-25

Policies are actively communicated to employees around the world to outline Linde's expectations of conduct wherever it does business. It takes these standards very seriously, and non-compliance can result in severe disciplinary action, up to and including termination of employment. Several channels are provided to encourage employees to report suspected complaints and concerns, or to anonymously report violations, including the Integrity Hotline. The company also encourages customers, vendors or other observers to use the hotline to submit complaints or allegations about these or other matters.

Programs, Projects, Initiatives

These are described in the following Social disclosures.

New employee hires and employee turnover 401-1, 2-7, 2-8

Total Employment

The number of employees as of December 31, 2024, was 65,289, reflecting a decrease of 1,034 employees from December 31, 2023. See SOC (1).

The company's workforce includes professional/managerial-level employees, technical employees (including drivers), technologists and administrative staff. Many of the company's truck drivers and administrative assistants in the U.S. are non-exempt employees. The company has implemented a centralized tracking system for workforce statistics and continues to phase in this system globally.

U.S. employees who work more than a pre-defined number of hours per week are entitled to benefits. The distribution of employees by region is provided in SOC (2).

The company's workforce does not include a substantial portion of work performed by self-employed workers or by individuals other than employees. Regional HR is responsible for managing each respective region, and the company consolidates key metrics at the global level. This indicator is partially reported. The company does not typically employ seasonal labor. 2-7

Turnover

Linde's global voluntary turnover rate, including retirements, was 5.5 percent.

Globally, Linde does not provide additional details about the number and rate of new hires, as it considers this information to be confidential.

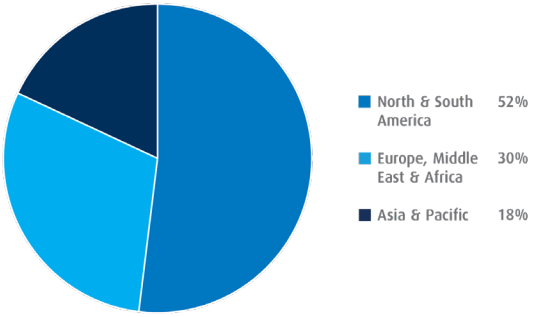
Employee Engagement

Linde annually conducts an employee engagement survey. The survey includes the following aspects: safety, integrity and accountability; working relationships with managers; inclusion; and traditional engagement aspects, including satisfaction, collaboration and motivation. Additional pulse surveys on topics such as stress may be conducted through the year.

Number of Employees

	2021	2022	2023	2024
Total	72,327	65,010	66,323	65,289

SOC (1): Number of Employees



SOC (2): Employees by Region

Human Capital Return on Investment

Human capital return on investment is a measure of a company's profitability in relation to its total employee costs and serves as a global measure of return on human capital programs.

Human Capital Return on Investment (HC ROI)

(in millions)	2021	2022	2023	2024
Revenue	$30,793	$33,364	$32,854	$33,005
Adjusted operating costs (a)	$23,617	$25,460	$23,784	$23,285
Adjusted operating profit (b)	$7,176	$7,904	$9,070	$9,720
Employee related costs (c)	$5,946	$5,680	$5,714	$5,850
Employees	72,327	65,010	66,323	65,289
HC ROI (d)	2.21	2.39	2.59	2.66

SOC (3): Human Capital Return on Investment

(a) Adjusted operating costs calculated as Revenues less Adjusted operating profit

(b) Adjusted operating profit is a Non-GAAP measure, please refer to the "Non-GAAP Financial Measures" section of the 10-K for a reconciliation to reported GAAP amounts.

(c) Employee related costs represents all costs directly related to employees including salaries and benefits including training and development programs and other benefit and pension costs.

(d) Calculated as Revenue - (Adjusted operating costs – Employee related costs)/Employee related costs

Benefits provided to full-time employees that are not provided to temporary or part-time employees 401-2

The company offers a high-performance culture, values ambitious and creative employees, and incentivizes and rewards good performance. Employees can expect to receive a competitive pay package that recognizes the experience, skills and abilities they bring to the company.

Training and development are offered, as well as a full range of benefit programs ranging from wellness to work-life balance. Benefits are available to all full-time employees—in the U.S., those working more than 20 hours per week—and vary according to business unit. Paid vacations and holidays, life and accident insurance, healthcare, disability/invalidity coverage, parental leave (maternity/paternity leave, including for adoption) and other family benefits including childcare and lactation facilities, flextime, education reimbursement, wellness allowances and a range of personal and family insurance policies, options for professional services (legal, counseling, medical care, childcare, eldercare), purchasing subsidies (personal office equipment and supplies, gym membership/equipment) and retirement provisions are some of the types of benefits provided to employees of the organization. Many specific program descriptions here apply to U.S. programs, but equivalent programs may be offered in each country and referenced on that country's careers website. These benefits are generally not provided to temporary or part-time employees by major operations. 403-3

- Flexible Work: The company understands that everyone has commitments outside of work. Recognizing this, the company has global policies that provide work arrangements that help employees meet enduring or shorter-term personal needs through formal and informal means. For example, in the U.S., Linde offers paid personal days and a Flexible Work Policy that allows flexible scheduling.
- Work/Life: The company offers a confidential resource and referral service for practical advice and referrals related to parenting and childcare, eldercare, financial and college planning, retirement planning, survivor support programs and more. Facilities offer accommodations to employees. Employee assistance programs are offered in many locations, including in the U.S. and in the U.K.
- Health and Wellness: A range of activities are offered to all employees to support employee health and wellness. They include seminars on such diverse topics as financial health/retirement; stress management information and stress management/reduction techniques and training; sleep management; managing work-life issues such as a family member with Alzheimer's disease; community engagement; office picnics/gatherings; and "bring your child to work day." Some activities are managed by an Employee Activity Council or similar and vary by site. For those participating in the company medical plan in the U.S., benefits include nutritional/health support and a 24-hour nursing consultation. Some sites also have on-site fitness facilities and programs. In the U.K. for example, cycle to work programs are also offered. Some locations have biking clubs, and employees join together for charitable events in addition to camaraderie. Some sites have onsite health or wellness personnel for occupational health. 403-3, 403-6
- Volunteerism: Linde is committed to supporting the communities around the world where its employees live and work. Employees are encouraged to participate in volunteerism and community engagement activities. Its Global Giving Program provides substantial matches for a range of employee giving. Community engagement is part of the company culture, and employees at all levels of the company contribute their time and skills to help build resilient communities. Corporate policies allow employees to volunteer during work hours with the support of their managers. Examples of options for employees include employee-driven projects; giving campaigns, such as the annual United Way campaign held at various locations; and matching gift programs. Matching gifts programs are available to employees globally. In the U.S., for example, the program provides a 100-percent match for all eligible donations, up to $15,000.

Parental leave 401-3

Subject to a country's or region's laws, Linde employees of either gender are entitled to parental leave or benefit entitlement that may be used for parental leave purposes.

Additional employee benefits and entitlements in the U.S. fall under the Family and Medical Leave Act (FMLA) and Short-Term Disability (STD). To be eligible for FMLA leave benefits of 12 weeks in a year, an employee must meet some eligibility requirements, for example, time worked for the company (12 months). The FMLA covers birth, adoption or foster care of an employee's child within 12 months after the birth or placement of the child ("Bonding Leave"); care for an immediate family member (spouse, child or parent) with a serious health condition ("Family Care Leave"); and an employee's inability to work because of a serious health condition ("Serious Health Condition Leave"). Other countries have equivalent programs.

In the U.S., full-time employees with one year or more of service, who are parents of newly birthed or adopted children, are eligible for parental leave, which allows parents of newly birthed or adopted children up to 10 weeks of leave. This includes four weeks of paid leave in addition to any disability benefits that may be available. In addition, subject to management discretion, all new parents may request flexibility or accommodations in the 6 months after birth or adoption.

At this time, the company does not report on the number of employees who took parental leave or their return to work retention rates.

Minimum notice periods regarding operational changes 402-1, 403-4, 2-30

Linde considers relations with its employees to be good.

Linde's CBI and Human Rights policy makes clear the company's commitment and management processes to address relevant areas of human rights concern, including freedom of association, freedom of peaceful assembly and the freedom to choose whether to engage in collective bargaining or to participate in works agreements in various countries. Approximately one third of Linde employees worldwide belong to an independent trade union, are covered by collective bargaining agreements or are members of a works council.

The company has collective bargaining agreements with unions at numerous locations throughout the world, which expire at various dates. Most of the company's labor agreements have language that defines severance arrangements. In countries or companies where employees have third-party representation via a works council or collective bargaining, the company respects these relationships and works with these third parties in a mutually respectful manner. In the case of works councils, the company meets any predetermined notice periods mutually agreed to by the parties. 2-30

As a matter of business practice, the company keeps employees well informed of operational changes through normal internal communication channels, most notably its corporate intranet, through which global/corporate information and BU information (in home country language) is provided directly to employees. Business leaders also communicate through regular channels that include periodic business teleconferences, newsletters and issue communications.

The company makes every effort to be proactive and to provide reasonable notice to all employees if a significant change occurs, and it has a good record of employee relations in countries where it does business.

Work-related Injuries 403-9, 403-6

KPIs for Linde's safety performance include days away from work (lost workday case rate), and the tracking of illnesses and injuries, including fatalities and occupational diseases. These and other key safety figures are reported monthly to the Executive Leadership Team. In addition, Linde's full Board of Directors is responsible for reviewing safety and environmental risk at each Board meeting.

The Board has established a strategic business objective to maintain best-in-class performance in safety. Incidents and near misses are closely monitored, reported and investigated. Evaluations of these events are performed, and the lessons learned are communicated in many ways including in safety training and safety alerts for the relevant work groups. The benefit of these continuous efforts is that Linde's employee and contractor safety performance continues to be better than general industry benchmarks and among the best within the industrial gases and chemical industry.

To promote continuous improvement and recognize efforts contributing to a safe working environment, Linde recognizes its businesses through safety awards for reduction in recordable injuries, lost workday cases and/or product vehicle accidents. In addition, Linde annually holds a global "Safety Commitment Week," which provides information about different safety topics and various workshops around safety. External contractors are also actively involved in safety activities and programs where appropriate. 403-6

Linde also promotes a healthy work environment by providing employees with information on ergonomics and working environment considerations. Linde controls workplace environmental factors, including noise, lighting, indoor air quality, humidity and temperature. 403-6

Linde reports consolidated safety rates below, see tables SOC (4) and SOC (6). Contractor lost workday case rates are reported for construction contractors. See SOC (5). For ease to stakeholders, the company also reports the lost time injury frequency rate (LTIFR) for employees and contractors and rates for Tier 1 process safety events in units of per million work hours. See SOC (7a), SOC (7b), and SOC (7c). 403-9

Vehicle safety rates are reported for commercial vehicles. See SOC (8).

See also Performance Towards Targets section.

Global Safety Performance

	Worldwide	Worldwide	Worldwide	Worldwide	Americas	Asia Pacific	Europe Middle East and Africa	Other Areas
	2021	2022	2023	2024	2024	2024	2024	2024
Rates of occupational diseases (Total: 0 worldwide)	0.004	0.001	0.001	0.000	0.000	0.000	0.000	0.000
Lost Workday Case Rate overall (Total: 63 worldwide)	0.249	0.240	0.078	0.089	0.063	0.125	0.113	0.087
Rates of injury (Total: 282 worldwide)	0.630	0.587	0.422	0.397	0.403	0.426	0.247	0.477
Rates of injury and illness (Total: 282 worldwide)	0.634	0.588	0.424	0.397	0.403	0.426	0.247	0.477
Global work-related fatalities, Employees	2	0	0	1	1	0	0	0
Global work-related fatalities, Contractors	2	1	1	0	0	0	0	0

SOC (4): Global Safety Performance by Region
Units: Rate per 100 employees, number of fatalities

Construction Contractor Lost Workday Case Rate

	2021	2022	2023	2024
Lost Workday Case Rate	0.047	0.029	0.104	0.027

SOC (5): Construction Contractor Lost Workday Case Rate
Units: Rate per 100 contractors

Tier 1 Process Safety Event Rate

	2021	2022	2023	2024
Tier 1 Process Safety Event Rate	0.039	0.026	0.026	0.019

SOC (6): Tier 1 Process Safety Event Rate
Units: Rate per 100 employees

Employee LTIFR per Million Work Hours

	2021	2022	2023	2024
LTIFR Employees	1.25	1.20	0.395	0.444

SOC (7a): Employee LTIFR per Million Work Hours
Units: Rate per 1 million work hours

Construction Contractor LTIFR per Million Work Hours

	2021	2022	2023	2024
LTIFR Contractors	0.24	0.146	0.521	0.133

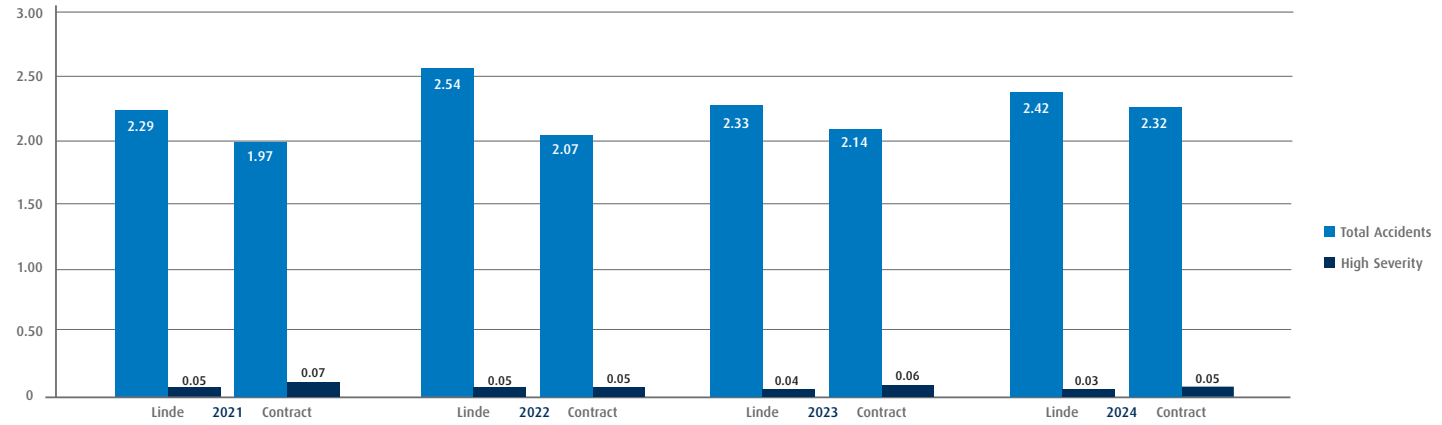
SOC (7b): Construction Contractor LTIFR per Million Work Hours
Units: Rate per 1 million work hours

Tier 1 Process Safety Events per Million Work Hours

	2021	2022	2023	2024
Tier 1 Process Safety Event Rate	0.195	0.132	0.130	0.094

SOC (7c): Tier 1 Process Safety Event Rate per Million Work Hours
Units: Rate per 1 million work hours

403-9



SOC (8): Worldwide Product Vehicle Safety: Linde Drivers and Contract Drivers Units: Rate per million km

Average hours of training per year per employee 404-1

Business Benefits from Training and Education

Like many companies, Linde must attract, hire and retain qualified personnel to develop, market or sell its products and successfully manage its business. Linde is dependent upon its highly skilled, experienced and efficient workforce to be successful. Much of Linde's competitive advantage is based on the expertise and experience of its key personnel in marketing, technology, manufacturing, distribution infrastructure, systems and products. The inability to attract and hire qualified individuals, or the loss of key employees in very skilled areas, could have a negative effect on the company's financial results. Investments in employee training and development bring value, but this is often hard to measure, or of indirect business benefit. The challenge in this area is to create training interventions that bring direct learning and measurable business benefits.

Development training is an important investment. Such training brings value in many ways to employees and to the company. The Talent Development team conducted needs assessments to ensure that potential programs met the needs of the company. One key goal was to increase the engagement and efficiency of the company's people managers. Some key e-learning initiatives resulted, and these programs are now increasingly employing technology in training and development. E-learning and virtual platforms are the dominant modes of training, with widespread utilization in such areas as compliance, safety and inclusion. Examples below depict typical programs offered, although all may not have been offered in 2024.

Many e-learning programs exist throughout the globe, with both formal training events and opportunities for webinars: For example, our global sponsorship program provides a hybrid training opportunity comprised of webinars, self-paced learning, coaching and self-assessment.

Employee Learning and Development

The careers and career paths of Linde employees are strategically managed. Employees and management use a range of competence-based and goal-setting tools. Employees store and maintain resumes, experience, completed training, certifications achieved, performance appraisals and career goals and aspirations. Career paths are planned in conversations with their managers against competency ladders. These plans are used for talent development, succession planning and internal recruitment.

Linde has invested in Elevate My Learning, a learning management system (LMS) platform that facilitates global reporting of formal training. The data reported below is a subset of all the company-sponsored formal training provided. The LMS system enables all businesses and functions to house, track and offer training and training-related information on a single enterprise platform. Linde continues to explore new ways to expand the use of the system.

Linde reports an average of 20 hours of development training per employee globally; however, these hours vary depending on training needs and budgets. In 2024, the company continued to use technology to offer significant training with increased efficiency of time and cost. The company continued the use of e-learning for business integrity and other training. When added to standard compliance training and safety training, employees received an average of 80 hours of training in 2024. See SOC (9).

This training consists of:

1. Ethics and compliance training: This is mandatory at all levels. The average employee receives 2 hours of training each year.
2. Employee development training: Linde employees received an average of 20 hours of formal training in 2024.
3. Professional skills training: Employees in specific businesses and functions receive additional training as needed or requested.
4. Management and development training: The company also provided additional management and development training as needed or requested.

Safety Training 403-5

Linde is committed to providing its employees with a safe operating environment by investing in state-of-the-art technology and driving a culture in which safety is a core value. Accordingly, the company rigorously focuses on training to prevent work-related incidents and/or control occupational health hazards for employees, their families, contractors, and, in many cases, for community members. Its industry-leading safety performance is the result of a program of continuous training and communication using a wide range of media. In 2024, Linde invested more than 6 million hours in safety training for its employees and contractors. On average, Linde employees at facilities and offices received approximately 58 hours of formal safety training in 2024. (See 204-1 for information on safety training for contractors.) 403-5

Sites in all regions and BUs have periodic safety meetings and an annual Safety Commitment Program, which is held at every facility globally and represents Linde's commitment to safety. There are periodic "stand-down" meetings when operations are stopped for a safety program, continuous short "toolbox" reviews, and additional annual training for specific job functions and for compliance purposes. In addition, Linde conducts general safety training and communication through a range of global, regional and site-based channels on a needs basis, for example, in relation to safety changes in different seasons, a worldwide health threat or to communicate learnings after a safety incident. Safety training is conducted for all employees, in all functions.

Inclusion

At Linde, we believe that inclusion is essential to effective operations, driving innovation, achieving sustainable growth, and delivering long-term value for our employees, customers, investors, and the global communities we serve. Our commitment to building a culture of inclusion is fully embedded in our daily operations and supported by comprehensive training initiatives. These programs are designed to ensure that employees-at every level, from new hires to senior leaders, are equipped with the tools, knowledge, and mindset necessary to create a dynamic workplace where diverse perspectives are valued, collaboration is prioritized, and all voices are heard.

Our leadership development programs focus on empowering managers and executives with strategies to build cohesive teams and drive cultural progress. Since 2015, these initiatives have helped strengthen a collaborative work environment and build an adaptable, forward-thinking organization prepared to thrive in an increasingly diverse and interconnected world. Our inclusive leadership courses are tailored for managers and executives, equipping them with strategies for cultivating inclusive teams and driving meaningful cultural change. These programs collectively enable us to build an adaptable, forward-thinking organization prepared to thrive in an increasingly diverse and interconnected world.

Complementing our training programs, Linde's executive-sponsored Employee Resource Groups (ERGs), play a critical role in cultivating our inclusive culture by fostering community, connection, and advocacy across our global workforce. Open to all employees, these nine global ERG networks, are employee-led groups designed to bring together individuals with shared identities and interests, including women, LGBTQ+ employees, veterans, individuals with disabilities, and racially, culturally, and multi-generationally diverse employees. By welcoming participation from all, these ERGs serve as vital platforms for peer support and collaboration, strengthening employee engagement and driving opportunities for dialogue across the organization. In addition, ERGs actively partner with leadership to provide valuable insights, champion awareness campaigns, and spearhead initiatives that further enhance our inclusive workplace culture.

A flagship initiative in our commitment to inclusion is Global Inclusion Week, an annual event that unifies our workforce to celebrate the transformative impact of inclusion. This week-long series of activities is designed to deepen shared understanding and inspire all employees to advance our core value of inclusion. Employees across the globe are invited to participate in immersive workshops, thought-provoking panel discussions, cultural exhibitions and storytelling sessions that highlight the unique lived experiences of our teams. Global Inclusion Week serves not only as a celebration of progress, but also a call to action, mobilizing every employee to help create a culture where everyone feels valued, empowered, and positioned for success. Through this initiative and our year-round inclusion efforts, Linde continues to reaffirm a relentless commitment to building an inclusive workforce that reflects the world in which we serve.

Leadership and Skills Development

Classroom training is only part of the education that employees receive. Mentoring, networking, skills training and work experience are all designed to enhance employee career opportunities. Some employees receive formal mentoring, and there are various networks for employees to join based on interest (e.g., Toastmasters clubs or "Success Network" events). Eligible employees receive tuition reimbursement for approved studies, including university degrees. Following are highlights of additional initiatives that promote the career development of employees:

- Widespread e-learning opportunities to increase technical and managerial skills and for personal development.
- Online coaching and tools for developing competencies used in annual performance evaluations, and other valued skills.
- An enterprise-wide LMS system enables all businesses and functions to house, track and offer training and training-related information on a single enterprise platform.

Business Programs

The company's commercial and corporate programs offer challenging projects that help prepare dynamic sales and corporate talent within the business.

Commercial Development Programs

One longstanding development program is Lincare's Sales Representative Training Program. This 10-day program provides sales team members with customer relationship management tools, communication skills and clinical knowledge. The training connects Lincare's high standards of unity and accountability to create a focused, energetic sales force and fosters a compliance and growth mindset for both the business and the individual.

One hundred percent of Lincare Sales Representatives participate in the training, which occurs in two phases: Level 1 occurs within the first 60 days of employment, and Level 2 is offered within approximately the first year after hire based upon the employee's progress towards performance goals.

Outcomes benefit the company, employees and customers. The program has resulted in reduced turnover by up to 50 percent, as well as increased compliance culture, employee engagement and focus on performance.

Other examples include:

- TM 101 Training is offered in person once a quarter to new sales employees in Linde Gas & Equipment (LG&E) to prepare them to use the systems and tools needed to be successful in the industry. Focus areas include customer retention, written and spoken communication, problem solving and time management.
- Leadership and Technical Orientation Program (LTOP) and Hydrogen Technical Orientation Program (HyTOP): LTOP and HyTOP are both programs designed to introduce employees to the operations and commercial aspects of the America's gases business in the U.S., such as plant startups or shutdowns, maintenance, project planning and execution, project management, sales and planning.

Corporate Development Programs

Examples include:

- Linde Leadership Training: A supervisory skills program offered in all geographies. To date, more than 2,600 managers have benefitted from this training, helping them to expand their managerial skills. This program allows the company to standardize managerial practices around the world.
- Advanced Leadership Program (ALP): Linde's newest leadership program is designed to develop high-potential talent, typically at senior manager and director levels of the organization. In 2024, the program trained more than 30 high potential Linde Leaders in EMEA.
- Executive Leadership Program (XLP): This program helps prepare future executives to develop the business management and leadership skills required to achieve both short- and long-term business objectives. Participants work to understand their leadership strengths and weaknesses and to develop the potential of their own direct reports. Based upon Linde's Winning Together strategy, this program is conducted in collaboration with Duke University Continuing Education.

In 2024, the company continued Leadership Pathways. Introduced in 2022, this is a collection of curated pathways on key leadership topics that support learning and development along the career journey. The program is targeted to develop the skills necessary for first-level managers, mid-level managers and leaders of leaders. The series is open to all employees and is easily accessible.

Digitalization: Developing Skills for the Future

Linde also makes investments in employees so that they are prepared for the increasingly fast-moving and data-intensive world and better grasp opportunities from digitalization and artificial intelligence (AI). Over the last 7 years, Linde has established a digital learning platform that covers a strong digital network on AI and digital transformative program for solution and fundamental knowledge building. The platform is open to all employees and covers a range of training levels. This level approach, ranging from "Digital Enthusiasts" (Understanding), "Digital Explorer" (Applying), "Digital Creator (Teaching and Coaching)" to "Digital Sponsors" (Leading), is the cornerstone for an overarching digital enablement strategy. Key programs involve a 1–3-month session, which includes coaching, immediately followed by opportunities to put the concepts into practice. The program includes digital boot camps, introduction to AGILE frameworks and no-code/low-code technologies, as well as a basic understanding of AI technologies and opportunities. The team's focus is on solving real business challenges utilizing new methodologies, tools and digital technologies. They also explore alternative and more efficient modes of technology platforms. A key goal of the sessions is to simplify processes and to build digital solutions, products and tools that move decision-making and enable employees to find digital solutions to daily business challenges. This program continued in 2024, and to date, more than 15,000 employees from all areas of the business have participated and increased their digital capabilities. Projects implemented have resulted in productivity improvements and new ways to solve business challenges. Linde's digital exchange and digital practitioner platform, "dX," has become the umbrella for digital upskilling, best practice exchanges and networking for Linde's digital practitioners.

This topic is partially reported. Linde businesses are responsible for HR management at their respective regional level. Key metrics are consolidated at the global level and reported here.

Global Employee Training

	2021	2022	2023	2024
All employee compliance training (ethics, integrity)	2	2	2	2
Employee development training, not including safety	20	20	20	20
Safety training – all employee average	48	50	51	58
Total average recorded formal training hours	70	72	73	80

SOC (9): Global Employee Training, Average
Units: Hours per employee

Programs for upgrading employee skills and transition assistance programs 404-2

Linde offers a wide variety of training programs to different groups of employees to support their professional development and help them advance in their respective functions. Examples include:

- Linde-provided training programs and university courses with a work experience element for young people, as well as training opportunities in various technical and commercial areas. The company has offered vocational training in dozens of different professions in multiple regions. Many of the apprentices and student trainees have been offered job opportunities.
- The Emerging Leader Program is targeted at managers in transition (from first-line managers to middle managers).
- Eligible employees receive tuition reimbursement for eligible studies, such as an MBA.
- Linde Engineering's Project Execution Days (PED) provides an opportunity for project managers to gain industry-recognized Project Management Professional (PMP) credentials. This fosters a better understanding of the project execution process and leads to better preparation to lead company construction projects.
- Linde prioritizes internal talent development by empowering both emerging and senior leaders through the Advanced Leadership Program (ALP) and Executive Leadership Program (XLP). These initiatives provide the skills, experiences, and networks essential for leadership growth and long-term success.

Several learning and development tools are made available to employees, allowing them to develop professional and interpersonal skills. Employees participate in industry conferences and seminars that facilitate best-practice sharing and professional networking. The company's financial services vendor routinely offers on-line and in-office seminars on financial planning, including financial planning for employees approaching retirement, in some areas. In the U.S., under the company's generally applicable severance plan, if employment terminates for certain reasons, U.S. employees are generally eligible for severance benefits up to a maximum of 26 weeks of base pay, depending on their completed years of service. In addition to retirement savings plan benefits, the company offers access to financial planning tools and resources to aid in transition to retirement.

Percentage of employees receiving regular performance and career development reviews 404-3

Talent Management

At Linde, career development is a continuous journey—supported by our Performance Management Process (PMP) and a rich ecosystem of learning and leadership programs. PMP fosters regular, meaningful conversations between managers and employees to align on goals, track progress, and support the development of a multi-dimensional performance appraisal process throughout the year. Complementing this, employees are encouraged to take charge of their growth through tools like the Talent Profile, the Linde Competency Framework, and programs such as Leadership Pathways, ALP, and XLP. Together, these initiatives create a culture of clarity, accountability, and opportunity—empowering every employee to thrive.

Performance 404-3

Each year, Linde reinforces the connection between individual performance and rewards by encouraging managers and employees to assess progress against defined objectives. This transparent process ensures that all employees are not only accountable for delivering results but also for demonstrating the competencies and behaviors that support their business strategies.

The company's performance management process is designed to:

- Ensure alignment between employee and BU/function goals
- Enhance communication between employees and managers
- Promote meaningful assessment and evaluation of individual performance
- Promote alignment between individual performance and pay

Linde's focus on continuous improvement empowers employees to adjust their goals as business needs evolve. This flexibility strengthens collaboration between managers and employees, making goal-setting a shared, dynamic process. Goals not only drive performance—they also challenge individuals to grow, sharpen their skills, and contribute meaningfully to both their own development and the company's success.

Diversity of governance bodies and employees 405-1

Talent, Inclusion and Engagement is a formal support function operating under Corporate HR and develops strategies and initiatives within four pillars: Talent Management, Inclusive Culture, Managerial Training and Marketplace Branding.

Linde programs include:

- Talent pipeline initiatives, including ERGs and sponsorship programs for high performing employees.
- Voluntary heritage days and cultural awareness events.
- Training across the organization, including Inclusive Leadership training.
- Social media and other forms of external communications.

See also 404-1.

SOC (10) provides current and historical information on diversity to the Board, the global senior leadership team and the CEO senior management team.

The Linde Board of Directors consists of 10 members, including its CEO. In 2024, all Board members are over 50 years old, three (30 percent) are female, and two (20 percent) are ethnically/racially diverse.

Globally, the percentage of women employees is 28 percent.

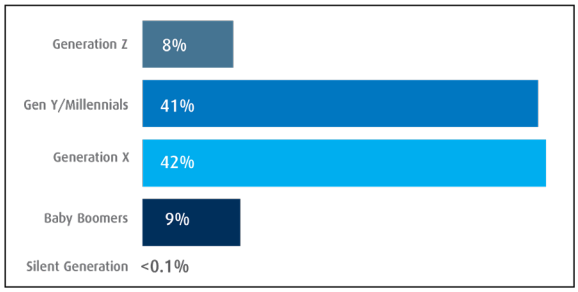
Linde is committed to sourcing and retaining local talent, particularly in its emerging economy countries. The company does not currently report global diversity breakdowns in all the ways requested in the GRI Standards.

In addition, Linde reports on the age distribution of its global workforce in the following categories: silent generation (those born in 1945 or before); baby boomers (those born from 1946 to 1964); generation X (those born from 1965 to 1980); millennials (those born from 1981 to 1996); and generation Z (those born in 1997 or later). See SOC (11).

Diversity in Global Leadership and Management

	2021	2022	2023	2024
Board Diversity				
% Women	20	20	20	30
% U.S. minority	10	20	20	20
% Total board diversity	30	40	40	50
Executive Leadership				
% Women	18	19	20	24
% U.S. minority	19	21	21	23
% Total executive diversity	22	25	21	29
Global Diversity (Male/Female)	Male/Female	Male/Female	Male/Female	Male/Female
% Overall	73/27	72/28	72/28	72/28
% Management level and up	77/23	77/23	76/24	76/24

SOC (10): Diversity in Global Leadership and Management
Units: percentage



SOC (11): Age Distribution, Linde Employees
Units: percentage

Ratio of basic salary and remuneration of women to men 405-2

Linde's compensation policy assigns jobs into pay grades based on job descriptions so that employees with comparable functions and responsibilities are compensated appropriately, regardless of age, sex, race or other prohibited characteristics. As part of its compensation program, Linde conducts annual pay equity analyses in the U.S. and in other countries where required by law.

Linde discloses compensation information for named executive officers as well as the ratio of CEO pay to the median employee annually in its proxy statement. Other specific salary information is confidential.

Incidents of discrimination and corrective actions taken 406-1

Discrimination is prohibited by company policies. The Board of Directors has approved the CBI and related program(s) to provide additional, specific business conduct guidance to employees.

Linde is committed to recruiting, hiring, compensating and promoting people based solely on their abilities, performance and qualifications for their jobs, and to maintaining a professional work environment in which employees are treated with respect and dignity. As part of its commitment to equal employment opportunity, the company prohibits discrimination or harassment based on race, color, religion, sex, national origin, age, disability, veteran status, pregnancy or gender identity or expression. This prohibition is applicable to all employees worldwide whether such behavior is prohibited by the laws in the regions where it operates. The company is also committed to complying fully with applicable labor and employment laws wherever it operates.

The company takes these standards very seriously, and any non-compliance, depending on the circumstances, can result in serious disciplinary action, up to and including termination of employment. Information was distributed to employees worldwide to outline management's expectation of ethical conduct and integrity wherever Linde does business. Employees are required to annually certify that they have read and understood the material. This was conducted in 2024.

Employees are expected to report suspected complaints, concerns and violations through several channels, including the Linde Integrity Hotline. Reports may be made anonymously. All reports to the hotline are appropriately investigated and satisfactorily closed. It is a violation of company policy for any person to retaliate against any individual who has reported such a matter in good faith.

Reports to the company's Integrity Hotline include, but are not limited to, potential human rights violations and potential incidents of alleged discrimination involving internal and/or external stakeholders across operations in the reporting period. See 414-1 and 414-2.

Integrity Hotline Reporting

In 2024, 752 reports were made to the Linde Integrity Hotline. Of the investigated cases in 2024, 438 were substantiated. Each report may have one or more substantiated issues. The range of issues was appropriately investigated and addressed. Internal Audit is responsible for maintaining and retaining complete records about the receipt of all targeted complaints and their reporting, investigation and final resolution. Internal Audit develops and maintains a control and follow-up system for targeted complaints, including to the extent deemed appropriate, a written tracking system to ensure that each complaint is promptly followed up and resolved, accountabilities are assigned and communicated, and each step in the handling of the complaint is described in detail.

See SOC (12).

Integrity Hotline Reporting

	2021	2022	2023	2024
Hotline reports	523	546	674	752
Issues Substantiated:				
Conflict of Interest	14	15	20	15
Fraud/Theft/Misuse of assets	91	90	119	174
Workplace	96	113	135	159
Integrity	7	4	10	6
SHEQ	68	52	81	77
Other compliance violations	79	97	118	129

SOC (12): Hotline Reports

Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk 407-1, 409-1

Linde's CBI, Human Rights Policy, Corporate HSE Policy and SCOC, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include: freedom of peaceful assembly, including freedom to choose whether to engage in collective bargaining, and employees' participation in works agreements in various countries. Linde's SCOC makes clear that suppliers are expected to recognize, as far as legally permitted, the right of free association and collective bargaining of employees.

Operations and suppliers at significant risk for incidents of child labor 408-1

Linde's CBI, Human Rights Policy and Corporate HSE Policy, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include prohibition of any form of child labor. Linde's SCOC makes clear that suppliers are expected to prohibit child labor and comply with minimum working age requirements prescribed by national laws and international conventions.

Operations and suppliers at significant risk for incidents of forced or compulsory labor 409-1

Linde's CBI, Human Rights Policy and Corporate HSE Policy, as well as other corporate and country-level policies, make clear the company's commitment and management processes to address relevant areas of potential human rights concern. These include prohibition of any form of forced labor, including human trafficking. Linde's SCOC makes clear that suppliers are expected to prohibit any form of forced labor, including forced prison labor, indentured labor, bonded labor, slave labor or any form of human trafficking.

Security personnel trained in human rights policies or procedures 410-1

Linde security personnel were trained in Linde's CBI, which contains a section on human rights.

Incidents of violations involving rights of indigenous peoples 411-1

To Linde's knowledge, in 2024, there were no incidents in its operations of violations of the rights of indigenous people. Therefore, no action was required.

Operations that have been subject to human rights reviews or impact assessments

An "adverse human rights impact" occurs when an action removes or reduces the ability of an individual to enjoy his or her human rights. Both because it is consistent with the company's values and because of potential risk, Linde actively seeks to avoid causing or contributing to adverse human rights impacts through its own activities with its employees, contractors and suppliers, and also with JVs, including those over which the company does not have management control. Linde may be required to address human rights impacts when required by national regulation and may choose to take voluntary action to support its values and reputation, even if the company has not contributed to those impacts.

Operational human rights issues include those related to employee and contractor work conditions (e.g., safety, training, personal protective and other safety equipment, the prohibition of forced or child labor, and if appropriate, access to housing and to clean and sanitary facilities) and worker wellness (inclusion, development opportunities, access to healthcare and appropriate facilities). These are assured as part of the company's normal management processes at its sites and offices globally, as well as in JVs where it has management control.

Human rights issues also may arise in Linde's value chain — among Linde's suppliers, customers or communities. For these and general human rights issues management, see 414-1 and 414-2.

Employee training on human rights policies or procedures

All targeted employees receive training annually in Linde's CBI, which specifically addresses its commitment to human rights. In 2024, the recorded percentage of those completing the training was 100 percent.

Training in Human Rights Relevant to Linde's Value Chain

In addition, construction contractors and contract truck drivers are required to be trained in Linde's operational safety requirements.

Linde has identified a salient human rights risk that it has an opportunity to help mitigate — the crime of sex trafficking along long-haul truck routes. Linde has worked with leading non-governmental organizations (NGOs) in the Americas to bring awareness of this crime to its drivers, contract drivers, management and employees. In the United States and Canada, Linde has active engagement with Truckers Against Trafficking (TAT), and continuously provides training to employees and contractors across Linde Americas. In 2024, Linde hosted a two-day TAT event at its East Chicago and LaPorte distribution centers where more than 100 attendees were trained, including Linde customers, employees and contractors.

Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

Linde integrates human rights considerations into its significant investment agreements and supplier relationships by adhering to international labor and human rights standards in accordance with the company's Human Rights Policy, SCOC and CBI, by conducting due diligence processes and by promoting ethical business practices, fair labor conditions, and community engagement in its operations.

Operations with local community engagement, impact assessments and development programs 413-1

Community is a core value at Linde. We are committed to improving the communities where we live and work. Our charitable contributions, along with employee volunteerism, support initiatives that make important and sustainable contributions to our world.

The company's commitment to community is executed through two philanthropic program arms:

- Community engagement represents employee- and corporate-led programmatic efforts in communities where the company has a presence.
- Charitable contributions through Linde's Global Giving Program, which provides financial, philanthropic support in the form of scholarships, contributions and support for employee volunteerism and matching gifts.

Both strategic arms are aligned and work together to provide a significant, lasting value to local communities, to positively impact the company's reputation, and to develop and engage employees. Strategically, the programs work to deepen impact, engage employees and drive business goals, complementing the corporate mission of making our world more productive. Many community engagement projects are also supported by the Global Giving Program. This financial support helps volunteer projects to potentially have more far-reaching, long-term impact. Impact assessments are performed on all reported community engagement efforts and on significant and long-term projects supported by the Global Giving Program.

Community Engagement Overview, Sustainable Development Goals and Strategic Focus

Community engagement efforts seek to make a lasting impact on communities and to address enduring problems. In 2024, approximately 90 percent of community engagement projects addressed specific Sustainable Development Goals (SDGs). For example, several programs, including Linde's SKILLS PIPELINE™ workforce development program, contribute to SDG 8: Decent work and economic growth and its subsets. This, and other community support programs, are intended to have positive economic impact for communities and for individuals and have been well regarded by legislators, industry groups and academic leadership as offering creative solutions to address recognized needs.

In 2024, all Linde businesses participated in employee volunteer community engagement activities, and Linde employees spearheaded 821 projects across the globe. These projects represent the efforts of approximately 500 sites. Frequently, sites collaborate on projects. In 2024, 23 percent of Linde community engagement projects were sponsored by more than one site. The incidence of volunteerism, a measure of the number of times individual employees engaged with the community, reached more than 19,000.

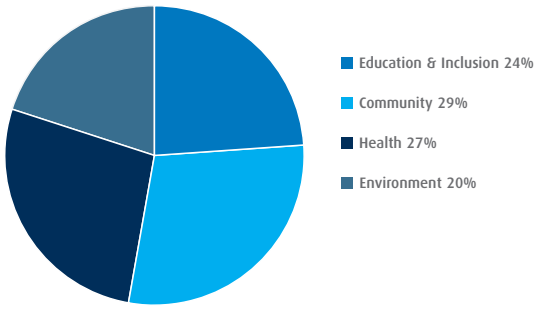
The company has a healthy mix of established projects and a growing pipeline of new efforts launched to address changing needs. Community engagement projects are classified by focus areas: environment, health, education and diversity and community support. These focus areas parallel the focus areas of the Global Giving Program.

See SOC (13) and EC (1).

Examples of company projects include:

- Education, where many teams globally engage with local schoolchildren through mentoring programs and donations of school supplies
- Inclusion including projects which help girls, minorities and other underrepresented populations in STEM fields
- Environment, including projects to promote biodiversity and to protect ecosystems in our communities

See more about Linde community engagement activities on the company website at: https://www.linde.com/about-linde/community.



SOC (13): Community Engagement Projects by Focus Area

Strategy

Three strategic elements for community engagement are deepen, engage and drive.

- Deepen
  Community need is a primary driver of community engagement.

  Projects are dictated by the needs of local communities combined with the desire and ability of local project teams to help address these needs. Linde community engagement is a proactive outreach to help build community resilience. In order to facilitate needs assessments, the company has conducted training on incorporating community needs assessments when determining projects, and guidance for needs assessments is included in the community engagement reporting tool.

  Sites are encouraged to build strong relationships with local communities. In order to identify and meet local needs, community engagement is frequently conducted with partners, including local government agencies, suppliers, customers and community groups. These partnerships help deepen and extend the ability to help build resilient communities.

- Engage
  Community engagement is considered a leadership activity and is initiated by volunteers. It is also a way to increase awareness of community needs.

  Linde often incorporates community engagement at company-sponsored meetings and conferences, and the company uses these events to develop employee skills and company networks; the company has done so formally since 2012. With the support and participation of business leaders, these events continue to spur additional community engagement participation at locations around the globe.

A hallmark of engagement at Linde has been the annual Earth Week celebration. Earth Week is an opportunity for employees and teams worldwide to engage in personal and corporate acts of environmental responsibility, mirroring the culture at Linde every day. Projects often involve community activities, including tree planting, roadside clean-ups and school educational events. Employees also share individual environmentally friendly acts. Linde's Global Giving Program then "matches" each act with a donation. In 2024, Earth Week events were extended across the entire month of April as part of Linde's Sustainability Month celebration.

Such programs not only have social impact, but also environmental impact. Tree planting projects around the globe, such as those conducted by Linde teams in conjunction with the Arbor Day Foundation, not only help to beautify areas but also combat erosion. In 2024, Linde teams planted approximately 50,000 trees through community engagement efforts. Community Engagement programs also support Linde's strategic goal to engage employees.

In addition to camaraderie, community engagement also helps to develop leadership and other beneficial skills for all employees. Employees continue to affirm the value of time spent in these activities, and community engagement has been cited as a factor that contributes to choosing to join Linde for employment.

The Global Giving Program helps employees benefit charities in their own communities through matching gifts and employee volunteer grants, which makes up approximately 13 percent of total Linde giving. The matching gifts program also includes countries outside of the U.S.

Enthusiasm for community engagement is complemented by Linde's global award for Community Engagement. Introduced in 2009, this recognition from Linde's CEO honors successful efforts that demonstrate a high level of commitment and impact. In 2024, exemplary projects from each business or region were recognized, along with six global winners. Award-winning project teams are honored and receive a significant charitable donation. Charitable awards, when possible, are designated to the original beneficiary organization to enable the project teams to deepen their efforts, and, ultimately, to increase the impact on communities. Projects are recognized for outcomes as well as strategic alignment with company goals.

- Drive

Driving impact through community engagement is the third main strategic objective.

Along with employee-led efforts, Linde's corporate-led community engagement efforts work to confirm its mission and align with business drivers through strategic initiatives, especially in the STEM fields. These programs directly help to increase the number of skilled men and women in the workforce. In addition, both illustrate that the Linde community engagement program and Linde's Global Giving Program work hand-in-hand.

The skills gap comprises problems for many stakeholders:

- Workers: Lack of preparedness for the underemployed and unemployed
- Colleges: Disconnects between training and industry expectations
- Industry: Increased cost or project delays due to training or retraining

In certain programs, students also earn college credit, allowing them to stack credits transferable to degree programs, in addition to gaining industry-relevant credentials and exposure to potential employment opportunities.

The company's SKILLS PIPELINE workforce development program is the result of a collaboration with local communities as well as other members of industry, academia and/or government. Programs provide opportunities to develop skills and increase quality of life. Notably, Linde's SKILLS PIPELINE workforce development program presented new opportunities to community members traditionally underrepresented in some career fields, for example, women in welding.

The SKILLS PIPELINE programs offer a multi-faceted approach to workforce development, including community awareness campaigns, scholarships to provide training for skilled workers, professional development opportunities, support to increase the skills of incumbent workers and instructorships for teachers.

In 2024, Linde saw graduations from workforce development efforts and welcomed its newest cohort in an advanced manufacturing program in Connecticut. Many past graduates have found a place in industry post-graduation, and some are working for Linde businesses, demonstrating the ability of programs such as those in the SKILLS PIPELINE family to address the skilled-crafts gap that exists in industry.

Linde continuously considers expansion to other skill areas critical for Linde, and to more geographical locations. For example, Linde has supported schools and training centers for welding technology outside of the U.S., especially in regions with low levels of average income, by providing the necessary equipment and expertise. Such programs contribute to improving local living conditions and enhancing equal opportunities.

Community Input

With a presence in more than 80 countries, Linde is, at its core, a "local" company. As the company is a member of numerous individual local neighborhoods, communities are one of its relevant stakeholders. For the process for determining Linde stakeholders and engaging those stakeholder groups, see the Engaging Stakeholders section. Linde integrates their feedback into its process to determine PFs, KPIs and targets.

Community relations begin with the initial entry into a new area, and the company continues to be part of the neighborhoods where its facilities have a presence and where its team members live and work. Being a good neighbor includes not only understanding community needs to set up or volunteer in suitable community engagement activities, but also to communicate crucial information, and to listen to and consider opinions, questions and concerns.

In its Responsible Care Global Policy, the company defines general guiding principles regarding communications with external stakeholders, such as communities, and procedures to periodically assess their questions and concerns, implement suitable communication processes and measure performance. The policy also provides the responsibilities for business heads and operations heads, accordingly. Linde communicates information about product hazards and safe handling, and safety, health and environmental programs and performance, as appropriate. This also includes sharing emergency preparedness plans with community representatives. The effectiveness of the company's stakeholder communications programs is evaluated regularly. As for all other stakeholders, the company's standard of responsible behavior towards communities is confirmed by Linde's CBI. Formal ways to contact Linde are available on its website, for both email and phone inquiries.

Linde employees and teams pay close attention to local needs through activities, such as joining community committees, attending local town meetings, providing public safety awareness, hosting educational community events and engaging with relevant nonprofit and/or community organizations. Linde hosts community informational events in neighborhoods near operations and builds close relationships with local providers of emergency services. The Linde Technology Center in Tonawanda, NY, has a decades-long mentorship program with a local school, and team members have helped a local community center take root in the community, with service that range from providing materials, outfitting the computer lab and teaching cooking classes, to participating on the board. These types of engagements show the evolution from needs assessments to conversations to actions that promote continued engagement and potentially lead to lasting impact.

Community events are often a part of workforce development programming as well as engagement between businesses and neighborhoods. In addition, the company's pipeline business has frequent events to educate the community about the business and the importance of safety.

As part of the continuing focus on community relations, Linde has developed a framework for community conversations and support alongside impactful organizations. The Community Impact Assessment Framework is available to businesses and project execution teams and is a valuable tool for understanding community needs and impacts during the planning of new and/or significant expansions of Linde sites. It includes guidance for discussions with key stakeholders in communities, which may include representatives from municipalities and community organizations; understanding community needs; and proposals of potential ways to address these community needs and bring positive impact, especially through social, educational or environmental initiatives.

Community Engagement Impact Assessment

Linde assesses the short- and long-term impacts generated by its philanthropic activity. By understanding community needs and how the company can best help address them, impacts are anticipated at the beginning and then measured at appropriate times during projects.

IMPACTS OF COMMUNITY ENGAGEMENT PROJECTS ON

EMPLOYEE VOLUNTEERS



96%
helped increase employees' interpersonal development

95%
increased employees' awareness of community needs

95%
positively impacted employees' outlook on Linde

93%
contributed to employees' personal growth

87%
increased employees' management effectiveness

60%
helped employees develop workplace-transferable skills

COMMUNITY



90%
positively impacted beneficiaries' quality of life

94%
helped beneficiaries develop positive attitudes

81%
developed beneficiaries' skills or personal growth

LINDE



98%
promoted employee engagement

93%
positively impacted Linde's reputation

53%
actively engaged Linde's customers

Impactful projects are the goal of all community engagement efforts. Linde's most recent Sustainable Development Materiality Assessment (SDMA) identified community engagement as a priority for Linde and its stakeholders. Goals and targets are developed and maintained based on the SDMA, managed and reported in the SDMS and published in this report. Linde's strong culture of execution complements its efforts to measure the impact of community engagement. As in prior years, Linde measures and reports the social and environmental impact and outcomes, as well as the employee and company benefits, of community engagement based upon a methodology developed by the United Kingdom-based LBG report, *Making a Difference*.

Before the start of community engagement efforts, project teams focus on desired outcomes from the projects. At the conclusion of each project, the teams measure benefits, as reported by volunteers and/or beneficiaries. Increasingly, third parties help to validate project benefits.

- Inputs
  Inputs are measured by the number of hours, number of sites participating and incidence of volunteerism. Participation grew from 2023. See SOC (14).

- Outputs
  Outputs are measured by the number of beneficiaries, money raised and goods donated. Linde volunteers brought direct benefits to more than 360,000 people, including approximately 90,000 students. See SOC (14).

  Additionally, projects reported funds that employees and facilities raised or donated in support of community engagement. In addition to funding from the Linde Global Giving Program, employees and facilities raised or donated more than $2.3 million in cash and in-kind donations, including food, clothing, trees/seedlings and other forms of in-kind support. This contribution included more than $1.9 million in cash contributions from employees and facilities.

- Impacts
  Key impacts are reported as benefits to project recipients, employee volunteers and to the company. Linde has compared the performance of these metrics over time and continues to see a positive impact overall.

- Community Benefits
  In 94 percent of projects, volunteers reported that community engagement created a positive impact on the attitudes of recipients. In 81 percent of projects, volunteers reported that community engagement provided recipients with job skills or opportunities for personal growth. In 90 percent of projects, volunteers reported that community engagement had a direct impact on the recipients' quality of life.

As an example of the above impacts, graduates from the company's SKILLS PIPELINE programs have been hired by Linde, its customers and other members of industry. Graduates leave the program with industry-recognized credentials. The program also introduces skills to diverse populations, including women and veterans. The program is marketed broadly across the community at large, increasing awareness of opportunities for those who may be historically underrepresented in career fields. For example, approximately 20 percent of graduates from the NVCC Advanced Manufacturing program in Danbury, CT are women.

Programs continue to be marketed broadly across the community at large, which helps to reduce the risk of reducing underserved communities' awareness of opportunities. Since many opportunities may be associated with emerging or rapidly advancing technology, a lack of awareness can lead, potentially, to reduced likelihood of vulnerable communities to participate in and adopt new technologies that can be one source of new opportunities and self-sufficiency.

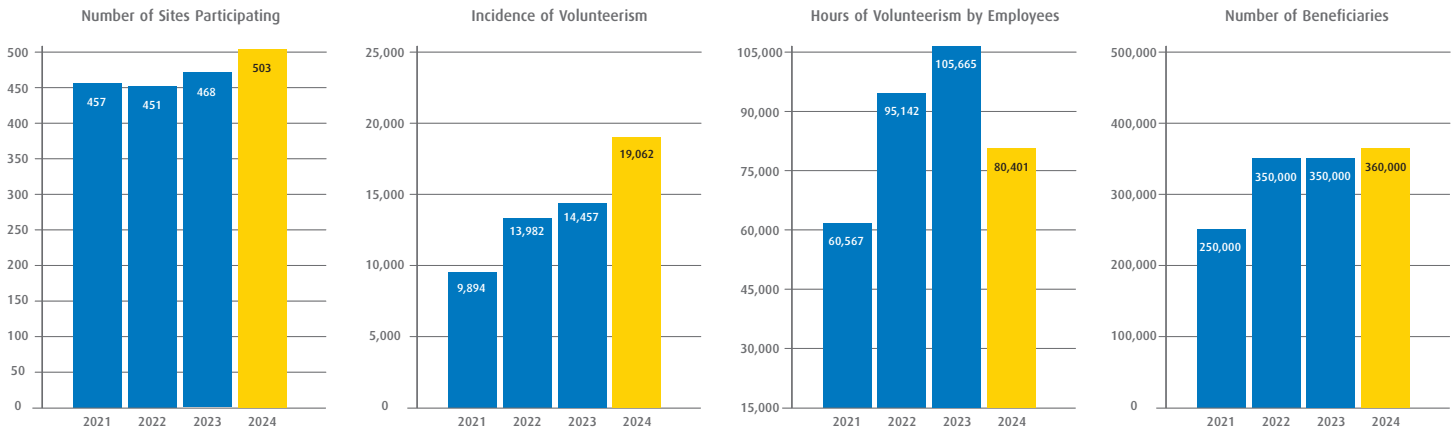
- Employee Volunteer Benefits
  In 93 percent of projects, volunteers reported that community engagement helped to increase their own personal growth and effectiveness. In 96 percent of projects, employees reported that volunteering helped increase their interpersonal development. In 87 percent of projects, volunteers reported that community engagement helped to increase their management effectiveness. Further, in 60 percent of projects, employees reported learning and/or developing skills that were transferable to the workplace. Prior voluntary offerings at Linde included training where employees learned more about voluntary board service and the multiple skills offered through such experiences. Several employees have expressed interest or have joined non-profit boards after attending such training, increasing engagement with the community.

  Community engagement affects how employees view both Linde and their communities. In 95 percent of projects, volunteers reported that community engagement positively impacted their outlook on Linde and/or their job. In 95 percent of projects, volunteers reported that community engagement gave them a better awareness of the community.

- Linde Benefits
  Benefits to Linde are measured in terms of increased engagement with customers and employees and impact on reputation. In 53 percent of projects, volunteers reported that the community engagement projects provided opportunities to engage with customers. In 98 percent of projects, volunteers reported that community engagement helped to build employee engagement.

  The impact on reputation is also assessed separately: In approximately 85 percent of projects, volunteers reported that community engagement projects were likely to increase awareness of Linde. In about one half of these instances, teams reported that third parties provided validation of their efforts or the positive impact of their project(s).

Longer term, Linde assesses the impacts, both qualitative and quantitative, on multiple stakeholders from signature efforts. As a result of its continued community engagement efforts, Linde has seen increased engagement with customers and suppliers, and, ultimately, available skilled talent to meet current demands for workers. It is truly a win-win.



SOC (14): Community Engagement Projects Inputs & Outputs

Operations with significant actual and potential negative impacts on local communities 413-2

Linde is unaware of situations where it has had a negative impact on local communities. The company exercises great care to ensure that its investments in local communities are positive, and that local communities perceive the company as a safe place to work and as a good employer. Linde has had no reports of significant potential or actual negative impacts on local communities. Rather, community engagement efforts have demonstrated tangible positive outcomes. See 413-1.

New suppliers that were screened using social rights criteria 414-1

Suppliers are key to Linde's ability to meet its customer needs. New suppliers are screened at the prequalification stage for social issues, including compliance with labor and employment laws, ethics and integrity, safety, human rights, environmental topics and financial stability.

For qualification, suppliers and contractors must agree to ensure compliance with their contractual commitments and Linde's CBI and SCOC, including its Human Rights commitments therein, or demonstrate a comparable commitment to business integrity and human rights via their own policies.

The company's General Terms and Conditions of Purchase and supplier agreements include language that require its suppliers to obey international conventions and national and regional statutory requirements in the countries in which they operate, including any applicable national laws regarding human trafficking, forced labor and other forms of modern slavery. The Procurement organization regularly discusses these expectations with suppliers upon qualification contracting and during any audits conducted.

The executive management team communicates with the company's top-tier suppliers annually to reinforce its commitment to its policies and to remind suppliers of their obligations in contracting with the company. Specifically, the executives reaffirm that the company expects business dealings with suppliers to be based on fairness, honesty, lawfulness, safety, environmental stewardship and social consciousness. Linde continues to assess the effectiveness of its strategy and, where appropriate, to adopt policies and practices that improve its program.

Negative social impacts in the supply chain and actions taken 414-2

Suppliers are assessed for social impacts broadly defined, including safety and compliance, which are included within Linde's basic operational policies and procedures. In the areas that are integral to these operational policies and procedures, such as safety, integrity and compliance, labor standards and anti-discrimination, issues such as non-compliance and remediation are dealt with on an ongoing basis along with following local supply chain due diligence regulatory requirements. For steps taken regarding potential suppliers of materials from conflict zones; see below.

Due Diligence

Linde's Human Rights Due Diligence Process is summarized in Table SOC (15). 414-2.

This process is informed by the UN Guiding Principles Reporting Framework. For policies and commitments, see page 28, 406-1, 207-1, 408-1 and 409-1.

A set of human rights risks relating to contractors relate to Linde's CBI and HSE Policy (safety, non-discrimination, ethics and integrity). As with employees, well-established processes assess and address these contractor risks, and mitigation action, if and where required, is taken. Suppliers are assessed on a planned schedule through Linde Procurement and through SHEQ internal audits.

Process to identify and assess salient human rights risks

Linde uses four tools to identify, review and assess potential human rights risks across the company's own operations, its contractor operations and the operations of its JVs, including those over which it has no management control:

1. Internal global Business Risk Assessment process
   Country management and functional leaders participate in quarterly enterprise-wide global risk assessments. In 2024, human rights were not identified as a top risk, directly or indirectly, nor were they so identified in the last several years.

2. Continuous review of emerging regulatory issues in human rights
   The CCO, together with the businesses and the vice president, Sustainability, are responsible for staying up-to-date on emerging regulations in the area of human rights. In 2024, Linde provided its disclosure, as required by regulation and in compliance with the disclosure requirements of Section 1502 ("Conflict Minerals Provision") of the 2010 Dodd-Frank Wall Street Reform and Consumer Protection Act ("Dodd-Frank Act").

Applicable Linde businesses also comply with the applicable requirements in Australia, Canada and the German Act on Corporate Due Diligence Obligations in Supply Chains, which came into effect in January 2023.

3. Linde's Compliance Review Board (CRB)
   The CCO oversees compliance with the CBI and related policies, including human rights. The CCO coordinates activity with business CRBs and with senior management to oversee emerging regulatory issues, review hotline reports and take appropriate action. If these reviews indicate an emerging potential risk, proactive measures are put in place.

   Linde's CRB reviews information supplied to the Integrity Hotline monthly at the business level and each quarter at the corporate level (including the CEO, the EVP and Chief Legal Officer, the EVP and CHRO, other members of the Executive Leadership Team, the CCO, the head of Internal Audits and the SVP and Chief Accounting Officer).

   In 2024, there were 752 reports to the Linde hotline, of which none related to potential human rights issues (which would be listed within concerns about "Other Policy Violations"), see 406-1. No reports were made about potential human rights concerns to the hotline from internal or external parties, and Linde has no knowledge of systematic discrimination by Linde employees against Linde colleagues or third parties (e.g., potential recruits, suppliers, customers) or potentially vulnerable groups (e.g., children, indigenous people, migrant labor or local communities) on the basis of race, color, religion, gender identity or expression, national origin, age, disability, veteran status, pregnancy or sexual orientation, and it has no knowledge or reports of unfair compensation or hours of work, lack of access to a safe and sanitary work environment, restrictions on the right to choose or not choose employee organizations, or the use of child, compulsory or forced labor. All of these areas are protected under Linde's CBI.

   The CBI prohibits any form of retaliation against any individual for good faith reporting what he/she believes to be non-compliance with this policy to their management, to the appropriate staff group or to the confidential Linde Integrity Hotline. Individual cases of misconduct are promptly investigated. Linde does not tolerate verified misconduct: appropriate measures are taken, up to and including dismissal. Reports to the hotline are reviewed locally by the business CRBs and by the corporate CRB.

   The Linde CRB identifies human rights as a potential issue in its hotline classifications, among "Other Compliance Violations." In 2024, Linde reported 96 substantiated incidents of "Other Compliance Violations;" If any issue arose and was substantiated as a human rights violation, it would be managed in the company's standard process. Substantiated violations of the CBI are escalated to the Executive Leadership Team and are subject to a root cause analysis. In such cases, a corrective action plan is implemented.

4. Linde annual review of emerging country-level human rights risk
   As part of an annual process, the vice president, Sustainability, reviews trends in human rights risk on a country basis in countries where Linde operates. Groups that are specifically assessed include Linde employees, suppliers, third-party contracted labor, children/adolescents, women and migrant and minority populations. The vice president, Sustainability, reviews material in the media and annual human rights reports issued by the U.S. Department of State (DOS) For 2024, it was determined that these reports did not indicate new human rights risks, and no new action was taken.

Human Rights Risk—Assessment

There is concern that a small portion of suppliers, or their suppliers, including Linde's Advanced Material Technologies business and the company's engineering business, could be sourcing materials from "conflict zones" where there is a risk of human rights violations.

- Conflict Minerals: Based on Linde's commitment to governance, compliance and human rights, the most salient human rights issue associated with Linde activities and business relationships is the issue of potential "conflict minerals" in its supply chain. Certain minerals (including tin, tantalum, tungsten and gold) have been linked with funding killings, violence, rape and other human rights abuses in the Democratic Republic of Congo and other conflict zones. These affect all citizens in these regions, especially women, children and adolescents.

  Linde has determined that approximately 11 percent of its 2024 consolidated sales relate to products that Linde manufactures, or contracts to manufacture, that may contain necessary conflict minerals. To mitigate potential human rights violations in the "conflict minerals" supply chain, Linde's due diligence process conforms, in all material respects, with the framework set forth in the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (OECD Guidance) and the related supplements for gold, tin, tantalum and tungsten.

  Linde's Conflict Materials Supply Policy is available on Linde's website at: https://assets.linde.com/-/media/global/corporate/corporate/documents/global-procurement/linde-conflict-free-materials-supply-policy.pdf. Linde's due diligence process includes monitoring the performance and continual improvement of its suppliers, and, where relevant, with their suppliers, and reporting to the U.S. Securities and Exchange Commission (SEC), on Linde's website at: https://irpages2.eqs.com/websites/lindeplc/English/3210/us-sec-filing.html?shortDesc=Specialized%20

Disclosure%20Report&format=convpdf&secFilingId=b72f32c4-4dd6-4e4b-929a-cbf70b238a68. Linde continues to work with these suppliers to ensure conformance with its policy and standards and with applicable law.

- Due Diligence Obligations in Supply Chains: Linde has established a risk management framework according to the German Act on Corporate Due Diligence Obligations in Supply Chains (Supply Chain Act). This includes, but is not limited to, the nomination of a human rights officer for Linde GmbH and its affiliates that are in scope of the Supply Chain Act, the execution of an abstract and a specific risk analysis of suppliers, including country, sector and product specific risks, the application of Linde's existing policies and processes, the required documentation, policies to inform management and external reporting. Linde GmbH has published a General Statement related to the Supply Chain Act at: https://www.linde.com/sustainability/policies-and-position-statements/linde-gmbh-general-statement.

- Slavery in Supply Chain: Linde has policies in conformance with country regulations. For example, in the U.K., Canada, and Australia, Linde has published policies in conformance with The U.K. Modern Anti-Slavery Act of 2015, the Australian Modern Slavery Act of 2018 and the Canadian Modern Slavery Act of 2024, which reaffirms its stance against all forms of child, compulsory or forced labor across its operations. Linde expects all its business partners, suppliers, and contractors to demonstrate a similar commitment to preventing forced labor practices. Also, Linde's SCOC outlines its expectations of ethical supplier behavior, including respecting human rights and forbidding the use of forced, child, or bonded labor. The code also requires suppliers to demonstrate compliance with country-specific regulations and provide ongoing assurances that they do not engage in modern slavery practices.

- Sex Trafficking on Truck Driving Routes: Linde works with major NGOs active in this area to train its network of employee and contractor truck drivers to help mitigate this crime. Voluntary action is ongoing in Brazil, the U.S., Mexico and Canada.

Monitoring, Communication and Training

Regular reviews are conducted across all regions to confirm that processes are set up to ensure compliance with corporate policies, including human rights, compliance, safety and employment, and labor standards. Many of these themes fall under regular Linde management and are managed through those functions. Current procedures in place specify consequences up to termination (for employees) or discontinuation of contracts (for suppliers), if any confirmed human rights violations were found. See 404-1 for a description of training and other programs to reinforce compliance, safety and fair labor practices.

Human Rights Grievances

To Linde's knowledge, in 2024, there were no grievances related to human rights filed through formal organizational grievance mechanisms by individuals or groups, internal or external to the organization, and none through the Integrity Hotline.

Coverage	Policy and Due Diligence Process Action Plans	Remediation Activity
Employee—compliance and safety in offices and operations	• CBI (2): Adherence is required by employees; employees are trained annually and certify acknowledgment. • HSE Policy (1): Through ongoing training of employees and contractors and regular auditing of health and safety management, the company ensures that the requirements for health protection and safety precautions are systematically and sustainably implemented in its processes. • Compliance, HR, SHEQ and business management ensure compliance with uniformly high safety standards and initiate necessary guidelines, strategies and programs.	• No actions required as no issues occurred that would require measures beyond the already established mitigation plans. • Remediation actions are integral to the Compliance and SHEQ programs. • Linde businesses record worldwide incidents that occur. A root cause analysis is performed, a report is provided to Executive Leadership and best practices are shared. Multiple actions are taken to prevent repetition.
Employees— Labor at operations and offices	• Flexible working-time models (where possible). • Market-rate compensation. • Wide-ranging measures to promote health and wellbeing at company sites (e.g., medical check-ups, training on stress management lifestyle options, availability of fitness centers).	• No actions required as no issues occurred that would require measures beyond the already established mitigation plans.
Employees—non-discrimination at operations and offices	• Worldwide training in the CBI, anti-harassment and nondiscrimination principles and policies. • A range of avenues provided to report potential discrimination issues, including anonymously through the Integrity Hotline. All employees receive training in this, and reports are investigated and handled per established mitigation and disciplinary procedures.	• No actions required as the company received no indications of human rights violations that would require measures beyond the already established mitigation plans; the company has no reports or knowledge of any systematic discrimination. • Verified misconduct is not tolerated and results in appropriate disciplinary measures, up to and including termination of employment.

Coverage	Policy and Due Diligence Process Action Plans	Remediation Activity
Contractors and Suppliers (5)	• Where applicable, general procurement Terms and Conditions (Ts&Cs) (4), including Linde's SCOC. By accepting applicable Ts&Cs, the supplier acknowledges Linde's SCOC and is required to comply with the SCOC (e.g., through self-assessments). • As part of the standard documentation for all new and renewing contractors, suppliers under applicable Ts&Cs must confirm conformance with the SCOC and with Linde's CBI or equivalent policies of their own. • Contractors working at Linde plants are required to receive safety induction training. • Linde is committed to maintaining long-term relationships with its suppliers where they contribute continued business value. Certain suppliers are audited on a planned schedule and on a broad scope. If deviations are discovered, Linde is committed to working with suppliers on remedies through capacity-building, education and training. Continued, material and/or willful non-conformance are grounds for contract termination. • Linde may inspect or appoint a third-party inspector if it believes a supplier may be in material breach of the SCOC. Material breaches of Linde's applicable Ts&Cs include, but are not limited to, incidents of forced or child labor, corruption and bribery, and failure to comply with the SCOC's environmental protection requirements. • The Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties.	• No remediation actions as the company received no indications of human rights violations that would require measures beyond the already established mitigation plans. • In case of material breach of the SCOC, Linde's Ts&Cs note that Linde may terminate the business relationship, subject to contract conditions or other rights or legal grounds.
Applicable Customers	• Product safety management steers product stewardship. • Worldwide tracking of relevant products and their application with respect to potential health and environmental impacts. • Safety Data Sheets (SDSs) provided in more than 40 languages to inform customers about relevant safety measures. • Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties.	• No actions required beyond the already established mitigation plans.
Communities where Linde invests and operates	• Linde connects with community members by fostering activities that support community life and development, principally through Linde's employee Community Engagement activities. • Integrity Hotline (3) provides various ways of reporting potential issues for employees or third parties.	• No actions required beyond the already established mitigation plans.

SOC (15): Human Rights Due Diligence Process 414-2
1) Health, Safety and Environmental (HSE) Policy: https://www.linde.com/sustainability/safety-health-environment-quality/policies-and-responsible-care-commitment
2) CBI: https://www.linde.com/sustainability/integrity-and-compliance/code-of-business-integrity
3) See SOC (12) for Integrity Hotline information
4) Linde's Procurement Ts&Cs are available at: https://assets.linde.com/-/media/global/corporate/corporate/documents/global-procurement/linde_general_terms_and_conditions_of_purchase_global-master.pdf.
5) Additional activity and reporting are provided for potential suppliers of materials from conflict zones. This is reported annually in Linde's Form SD and in its Sustainable Development Report, both posted on Linde's website at: https://www.linde.com.

Political contributions 415-1

Linde does not make any political contributions as a company, neither to political parties nor candidates.

In the U.S., employees have formed a political action committee (PAC). Under the umbrella of this independent registered committee, employees pool political contributions and direct donations to politicians, political parties and associations. The PAC Executive Committee has broad employee representation and approves all political contributions made on behalf of the PAC. The Linde PAC is governed by a series of internal policies and adheres to a strict set of by-laws. In 2024, total PAC distributions totaled approximately $12,500 to local, state and federal candidates for elected office representing both political parties. (Scope: U.S., not including Lincare.)

Policy-related data reported below includes contributions to political campaigns (from the Linde PAC), and Linde's contributions to trade associations, tax-exempt organizations and lobbying firms. In 2024, the total contribution was approximately $3 million, of which more than half was for trade associations and tax-exempt organizations. The actual amounts of the memberships that relate to policy is significantly less. See SOC (16) and SOC (17).

There was no spending on ballot measures or referendums. Political contributions receipts and disbursements are reported in detail and disclosed publicly. This detail can be found on the U.S. Federal Elections Commission website at: https://www.fec.gov/data/committee/C00283440/?cycle=2024.

Linde's political contributions policy is provided at:

https://assets.linde.com/-/media/global/corporate/corporate/documents/compliance-policies/political-contributions-lobbying-policy.pdf.

Public Advocacy Issues

Two of Linde's largest public policy advocacy issues are related to the promotion of clean hydrogen production and carbon capture policies.

Decarbonization is a priority for Linde, with the goal of investing in decarbonization technologies in large capital projects, where the primary aim of Linde and/or its customers is to reduce GHG emissions or advance the use of low-carbon fuels and energy. Global progress and adoption of hydrogen and other alternatives to fossil fuels is key to global reduction of GHGs and Linde's commitment to its own climate change targets.

Linde is required to publicly file lobbying activity in the United States and all lobbying disclosure act reports can be found on the U.S. Senate's lobbying disclosure website at https://lda.senate.gov/system/public. For additional information on Linde's policy advocacy, also see its most recent annual CDP Climate Change Response at: https://assets.linde.com/-/media/global/corporate/corporate/documents/sustainable-development/2024-cdp-response-climate-change.pdf.

Trade Associations

In addition to reporting political contributions, Linde also reports on trade associations in which the company is a member. See the Memberships of Associations section. Two of the largest trade associations in which the company is a member include the American Chemistry Council (ACC) and Compressed Gas Association (CGA).

Political Contributions

	2021	2022	2023	2024
Political Contributions (USD)	0	0	0	0

SOC (16): Political Contributions
Units: USD

Policy-Related Spending

	2021	2022	2023	2024
Contributions from PAC	$10	$7	$8	$13
Expenses for Memberships in Trade Associations and Tax-exempt Organizations* and Lobbying Firms	$3,329	$3,053	$3,165	$3,051
Total	$3,339	$3,060	$3,173	$3,064

SOC (17): Policy-Related Spending
Units: USD, thousands
* Includes policy-related portion of membership only

Assessment of the health and safety impacts of product and service categories 416-1

Minimizing Product Risk

Linde has a team of business, engineering, operations and safety professionals that examine the potential environmental, health and safety risks of every new product. The entire life cycle of the product — from raw material procurement through manufacturing, distribution, use and disposal — is reviewed. 403-7

Significant product or service categories are covered by and assessed for compliance with these procedures.

- Risk Review: Identify the potential risks in each phase of the product's lifecycle and the design features and management systems that minimize risks.
- Product Design Safety: Consider how a product may be used or misused and identify design features that could mitigate potential hazards.
- Procurement Specification and Control: Verify compliance with purchased material requirements and specifications.
- Manufacturing Control: Establish procedures and train personnel to ensure consistent product quality within product specifications.
- Distribution and Installation Control: Establish procedures and train personnel to ensure safe product deliveries, storage and customer applications.
- Hazard Communication: Communicate information on the safe use and handling of each product in a timely manner through appropriate use of SDSs, product labeling, product use instructions, customer training and support.
- Product Disposal: Establish procedures to identify products that are no longer suitable for customer use and refurbish, replace or dispose of them in an environmentally safe manner.
- Incident Reporting and Investigation: Report, investigate and analyze incidents involving Linde products to learn more about product risks and to take corrective action.

Product Responsibility

Stage	Health and safety impacts of products and services are assessed for improvement at all product lifecycle stages
Development of product concept	**Product Design Safety:** Design reviews consider the ways that the product may be used or misused and include design features that mitigate associated hazards and help protect customer safety. **Risk Review:** During Linde's product risk review process, new products are evaluated to identify potential health, safety and environmental risks associated with each phase of the product's life, and to identify product design features and management systems that adequately control those risks.
R&D	R&D evaluates commercialization projects using a stage gate process, from ideation to launch, for environmental and health and safety impacts.
Certification	Linde's product stewardship practices are audited by third parties for conformance with Responsible Care Product Stewardship requirements when required by Country Chemical Associations for membership or recognition as a Responsible Care company in that country.
Procurement Specification and Control	The specifications for materials purchased from others are communicated to suppliers, and compliance with those requirements is adequately verified.
Manufacturing and production	Manufacturing control procedures are established, and personnel involved in the manufacturing process are trained to help ensure consistent product quality within product specifications. Linde's Safety program includes leadership, personal commitment, training and resources. See the Linde website for information on safety.
Marketing and promotion	**Per Linde's CBI:** All advertising, marketing and sales activities must describe offerings and services legally, fairly and honestly, never using false, misleading or deceptive information. All advertising, marketing, and promotion of its Healthcare Products/Services is consistent with all applicable laws and regulations.
Storage distribution and supply	Distribution and Installation Control: Procedures are established, and personnel involved in product distribution and customer site equipment installation are trained to help ensure safe product deliveries, storage and use.
Use and service	**Incident Reporting and Investigation:** Incidents involving misuse and disposal of products are reported, investigated and analyzed to learn more about product risks, and, if necessary, provide a basis for corrective action. **Hazard Communication:** Information on the safe use and handling of each product, together with relevant health, safety and environmental protection information, is communicated to the customer in a timely manner through appropriate use of SDSs, product labeling, product use instructions, and customer training and support. **Product Recall:** Procedures are established to help ensure that products already in the marketplace can be recalled or upgraded, if necessary, when required under Linde policy or applicable law.
Disposal, re-use or recycling	Product Disposal: When applicable, procedures are established to identify products or product components in inventory that are no longer suitable for customer use and, as appropriate, to refurbish, replace or dispose of them in an environmentally safe manner.

SOC (18): Product Responsibility

An example of Linde's ongoing commitment to the health and safety impacts of its products is its commitment to zero sales of coating slurries that contain hexavalent chrome [Cr(VI)] by Linde Advanced Material Technologies (LAMT). LAMT has developed a timeline for the phase-out of these materials and services by 2029, with several key milestones having already been met as of 2024 including the development and introduction of replacement coatings with major OEMs. LAMT is actively working with its customers on the testing, acceptance and incorporation into use of the replacement coatings and is on track to meet its phase-out date.

Incidents of non-compliance concerning the health and safety impacts of products and services 416-2

For 2024, the company is not aware of any reported substantial incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services that would have a material adverse effect.

Requirements for product and service information and labeling 417-1

Linde's Responsible Care Policy commits the company's organizations to "work with customers, carriers, suppliers, distributors, employees and contractors to foster the safe and secure use, transport and disposal of chemicals and provide hazard and risk information that can be accessed and applied in their operations and products."

Linde's significant product and service categories have processes in place with requirements for product and service information and labeling.

- SDSs are prepared in accordance with either U.S. or European directives and are region- or country-specific. Activities required for compliance with the Global Harmonized System (GHS) for Classification and Labeling (CLP) are being implemented.
- Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) and Chemicals of Concern: REACH and CLP regulations promulgated by the European Union require complete information on the chemical properties, hazard profile and uses of all products manufactured or imported into Europe. The company tracks the status of substances that must be registered through the European Chemicals Industry Association's (EIGA's) REACH website.

Toxic Substances Control Act (TSCA) and Prioritized Chemicals: Linde is subject to and in compliance with the Frank R. Lautenberg Chemical Safety for the 21st Century Act, which requires risk-based chemical assessments and increased public transparency for chemical information.

Incidents of non-compliance concerning product and service information and labeling 417-2

For 2024, the company is not aware of any reported substantial incidents of non-compliance with regulations or voluntary codes concerning Linde product and service information and labeling that would have a material adverse effect.

Substantiated complaints concerning breaches of customer privacy and losses of customer data 418-1

Linde's CBI has a section on data protection that defines how important it is for employees to follow the law and comply with company procedures, protocols and guidelines. This issue has been strongly prioritized in recent years because of new complexities being created by the proliferation of electronic communication. Due to this high priority, policies and training are provided. For example, the 2024 Annual Report (10K) , page 10, is publicly available at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf, and identifies the risk regarding information related to technology systems, network failures and breaches.

Dedicated cybersecurity teams conduct surveillance for potential threats and implement both procedural and technological controls to protect data and to ensure safe, uninterrupted operations. There are also training programs for employees and cybersecurity awareness programs. Linde provides data privacy awareness training as part of its offerings for employees.

As far as the company can determine, there have not been substantial complaints regarding breaches of customer privacy and losses of data for 2024.

Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services 2-27

The company is not aware of any significant penalties imposed in 2024 resulting from the use of its gas products that would have a material adverse effect.

Sustainability Data Summary

Climate Change

Metric	Unit	2021	2022	2023	2024
Innovation					
Investment in internal decarbonization	$ million	n/a	n/a	n/a	$169
R&D budget for decarbonization	% of total R&D budget	27	39	47	47
Revenue from Sustainability Portfolio	$ billion	$15	$16	$17	$16
% Revenue from Sustainability Portfolio	% of total revenue	55	54	55	54
Sustainable productivity	$ million	$187	$215	$267	$259
Customer GHG benefits enabled by select Linde applications	Million MT CO_2e	88	90	91	96
GHG Emissions					
GHG Intensity (over EBITDA)	Million MT CO_2e/$ billion	3.9 (-26.2%)	3.6 (-33%)	3.2 (-40%)	2.9 (-45%)
GHG Intensity (over revenue)	MT CO_2e/thousand USD Revenue	1.3	1.16	1.16	1.13
Total Scope 1 + Scope 2 emissions[1]	Million MT CO_2e	39.894	38.794	38.144	37.413
Scope 1 (direct) GHG emissions	Million MT CO_2e	16.321	16.813	16.582	16.470
Scope 2 (indirect) GHG emissions (market-based)	Million MT CO_2e	23.573	21.981	21.562	20.943
Scope 3 GHG emissions[2]	Million MT CO_2e	21.261	25.859	25.394	24.367
Fuel- and energy-related activities	Million MT CO_2e	7.43	6.99	5.924	5.657
Purchased goods and services	Million MT CO_2e	4.25	3.774	3.913	3.802
Capital goods	Million MT CO_2e	0.81	1.036	0.704	0.991
Investments	Million MT CO_2e	5.45	2.63	2.611	2.518
Business travel	Million MT CO_2e	0.021	0.016	0.02	0.02
Downstream leased assets	Million MT CO_2e	2.52	2.655	2.756	2.393
Downstream distribution (contractor driving)	Million MT CO_2e		0.01	0.097	0.01
Energy Use					
Energy consumption	Million MWh	72.943	71.671	71.404	72.668
Fuel consumption[3]	Million MWh	21.012	19.707	20.134	20.085
Steam consumption	Million MWh	9.152	10.027	9.66	10.102
Electricity consumption	Million MWh	42.779	41.937	41.609	42.492
Actively sourced renewable energy	Million MWh	2.78	3.316	4.792	6.010
Low carbon[4] electricity	Million MWh	17	18	18	20
Renewable energy portion of electricity (active only)	%	6.5	7.9	11.5	14
Low-carbon portion of electricity (active + grid)	%	40	43	43	47

[1] Calculated using the financial control approach.
[2] Linde reports Scope 3 emissions from its 7 most relevant categories. See the SDR for more information on our Scope 3 reporting.
[3] This figure includes non-renewable fuels only. Linde did not consume any renewable fuel.
[4] Low carbon includes both active (generated or purchased through a PPA) and passive (grid supplied) sourcing. Low carbon includes all forms of renewable electricity as well as nuclear.

Environmental

Metric	Unit	2021	2022	2023	2024
Water					
Water[5] withdrawn	Million m3	971.6	1053.9	1059.7	1108.9
Fresh water withdrawn	Million m3	457.2	453.8	451.2	448.1
Water consumed	Million m3	80.4	88.3	85.7	87.9
Fresh water consumed	Million m3	99.5	103.9	97.9	101.8
Water Management Plans (WMPs) at hi-hi sites	# of sites in scope, % WMPs implemented	67 (36%)	64 (48%)	64 (61%)	89 (25%)
Water Intensity, hi-hi sites	Million m3 per production unit	n/a	n/a	n/a	1.1
Waste					
Non-hazardous waste generated	MT	47,769	55,000	50,300	51,000
Non-hazardous waste disposed	MT	15,939	21,200	19,900	18,300
Non-hazardous waste recycled	MT	31,830	33,900	30,400	32,700
Hazardous waste[6] generated	MT	25,500	26,610	31,800	27,500
Hazardous waste disposed	MT	21,500	18,510	23,640	20,100
Hazardous waste recycled (marketable only)	MT	4,000	4,050	4,080	3,700
Zero waste sites	#	360	371	421	451
Air Emissions (non-GHG)					
NOx emissions	MT	12,236	9,569	9,079	8,012
SOx emissions	MT	714	779	795	699
VOC emissions	MT	948	931	985	985

[5]Includes fresh water + industrial/recycled water. Does not include brackish water.
[6]Hazardous waste values include waste defined as hazardous by regulatory authorities in each country we operate.

Safety and Health

Metric	Unit	2021	2022	2023	2024
Operational Safety					
Lost workday case rate (LWCR), employees and contractors	# of incidents per 200,000 hours worked	0.22	0.19	0.09	0.09
Total recordable case rate (TRCR), employees and contractors	# of incidents per 200,000 hours worked	0.54	0.49	0.37	0.36
Fatalities, employees and contractors	#	4	1	1	1
Vehicle Safety					
Commercial vehicle incident rate (CVIR), employees and contractors	# of incidents per million km driven	2.08	2.24	2.21	2.22
Process Safety					
Tier 1 process safety events	# of events per 200,000 hours worked	0.039	0.026	0.026	0.019

People and Community

Metric	Unit	2021	2022	2023	2024
Employment					
Total employees	#	72,327	65,010	66,323	65,289
Voluntary turnover	%	6.7	8.4	6.7	5.5
Community					
Community engagement projects completed	#	389	489	590	821

2-5

Assurance

The Letter from the auditor follows on pages 98–100.

1178 Broadway, 3rd Floor
New York, NY 10001
646-499-0083
www.CarbonVerificationService.com

May 31, 2025

To the Management of Linde, PLC.:

Carbon Verification Service, LLC was engaged by Linde, PLC. to provide assurance of its global 2024 Key Performance Indicators (KPI) and other social metrics. 2024 was the fifteenth consecutive year that Carbon Verification Service was retained by the company to verify its KPIs. (Carbon Verification Service was retained for eight years by Praxair prior to the merger). Upon being retained, Carbon Verification Service conducted a conflict-of-interest review to ensure that its review would be free of bias and would be done on an independent basis. Carbon Verification Service provides only verification and auditing services to its clients, including Linde, Inc., to avoid conflict of interest concerns. Carbon Verification Service is not owned or operated by any other entity.

The objective of the verification was to provide reasonable assurance of certain reported KPIs and limited assurance of other reported KPI values and to assess the accuracy, completeness, relevance, consistency and transparency of Linde, Inc.'s information and assertions. Carbon Verification Service assessed conformance of Linde, Inc.'s GHG emission inventory with The Greenhouse Gas Protocol. The level of assurance provided for each KPI is specified in the table below.

The verification protocol employed for verification of Linde, Inc.'s 2024 GHG emissions was ISO 14064-3 (2006): Specification with guidance for the validation and verification of greenhouse gas assertions and is consistent with the requirements for ISAE 3000. Consensus protocols for the verification of the KPI metrics, other than GHG emissions, do not currently exist. Carbon Verification Service utilized the same verification principles prescribed by ISAE 3000 to guide the verification of this data.

Carbon Verification Service, LLC reviewed selected quantitative KPIs. The verification was based on desk audits of data from sites that were, as in past years, selected to be representative of Linde, Inc.'s global geographies and businesses. In-person site visits were conducted at the Linz, Austria Air Separation Plant and the Norco, Louisiana Hydrogen Plant. We did not review all information and supporting documentation associated with the KPIs for all of Linde, Inc.'s global locations and facilities.

Linde, Inc.'s management is responsible for the reported KPIs and for the process of assembling the data upon which the reported KPI values are based.

Based upon the verification work performed from January through May 2025, there is no evidence that Linde, Inc.'s KPI data assertions, which appear in the table below, are not materially correct and are not a fair representation of data and information and have not been prepared in accordance with accepted standards and practice.

For Carbon Verification Service, LLC

James J. Groome
Lead Verifier

Francis Maher
Technical Reviewer

1178 Broadway, 3rd Floor
New York, NY 10001
646-499-0083
www.CarbonVerificationService.com

LINDE, PLC ASSERTIONS

Linde, PLC. reported the following eKPI values:

Metric	2024 Value	Units of Measure	Level of Assurance
GHG Emissions Scope 1	16,470,000	Metric Tons CO_2e	Reasonable
GHG Emissions Scope 2 (market-based)	20,943,000	Metric Tons CO_2e	Reasonable
Proportion of reported Scope 1 and 2 emissions verified	100	%	Limited
Scope 2 Emissions (market-based) Year-over-Year Change	-2.9	%	Limited
Scope 3 GHG Emissions (Categories 1, 3 and 4)	10,143,000	Metric Tons CO_2e	Limited
GHG Emissions Scope 3 - Contractor Driving	530,000	Metric Tons CO_2e	Limited
Total Electricity Consumption	42,492,000	MWh	Reasonable
Active Renewable Electricity Consumption*	6,010,000	MWh	Reasonable
Passive Renewable Electricity Consumption*	9,138,000	MWh	Reasonable
Other Low Carbon Electricity Consumption (nuclear)*	4,737,000	MWh	Reasonable
Fossil fuel-based Electricity Consumption*	22,605,000	MWh	Reasonable
Steam Consumption	10,102,000	MWh	Reasonable
Non-renewable Fuel Consumption	20,085,000	MWh	Reasonable
Non-renewable Energy Consumption	66,668,000	MWh	Reasonable
NO_x Emissions	8,010	Metric Tons	Limited
SO_x Emissions	700	Metric Tons	Limited
VOC Emissions	985	Metric tons	Limited
Total Non-hazardous Waste Generated	51,000	Metric tons	Limited
Non-hazardous Waste Used/ Recycled/Sold	32,700	Metric tons	Limited
Non-hazardous Waste Disposed	18,300	Metric tons	Limited
Total Hazardous Waste Generated	23,830	Metric tons	Limited
Hazardous waste recycled/reused not including that which is marketable/sold	3,740	Metric tons	Limited
Hazardous waste disposed	20,100	Metric tons	Limited
Hazardous waste recycled/reused-estimated marketable/sold	3,740	Metric tons	Limited
Total (Solid + Hazardous) Waste Not Landfilled from Zero Waste Program	213,132,568	Pounds	Limited
Municipal freshwater withdrawal	58,394,000	Cubic meters	Limited
Fresh surface water withdrawal	381,857,000	Cubic meters	Limited
Fresh ground water withdrawal	7,832,000	Cubic meters	Limited
Fresh once-through cooling water returned to surface water sources	346,266,000	Cubic meters	Limited
Total net freshwater consumption	101,817,000	Cubic meters	Limited

1178 Broadway, 3rd Floor
New York, NY 10001
646-499-0083
www.CarbonVerificationService.com

Metric	2024 Value	Units of Measure	Level of Assurance
Net freshwater consumption in water-stressed areas	24,435,000	Cubic meters	Limited
Chemical Oxygen Demand Discharged	2,170	Metric Tons	Limited
Fatalities, Employees	1	Number of Fatalities	Limited
Fatalities, Contractors	0	Number of Fatalities	Limited
Employee Lost Time Injury Frequency Rate	0.089	Lost time injuries per 200,000 hours worked	Reasonable
Employee Lost Time Injury Frequency Rate	0.444	Lost time injuries per 1,000,000 hours worked	Reasonable
Occupational Illness Frequency Rate – Employees	0.000	Occupational illnesses per 200,000 hours worked	Limited
Occupational Illness Frequency Rate – Employees	0.000	Occupational illnesses per 1,000,000 hours worked	Limited
Construction Contractor Lost Time Injury Frequency Rate	0.027	Lost time injuries per 200,000 hours worked	Limited
Construction Contractor Lost Time Injury Frequency Rate	0.133	Lost time injuries per 1,000,000 hours worked	Limited
Tier 1 Process Safety Events	0.019	Number of events per 200,000 hours worked	Limited
Tier 1 Process Safety Events	0.094	Number of events per 1,000,000 hours worked	Limited
Percent Females Employed	28	% of Global Employees	Limited
Community Engagement: cash raised or donated by employees and facilities.	More than 1,900,000	USD	Limited
Community Engagement: cash raised or donated by employees and facilities and including in kind donations.	More than 2,300,000	USD	Limited

*These KPI metrics were not fully verified; they are calculated from the verified total electricity consumption value.

GRI Content Index

Linde has reported in accordance with the GRI Standards for the period January 1, 2024 to December 31, 2024.

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI standards, and that the information in the index is clearly presented and accessible to the stakeholders.



GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
GRI 1: Foundation 2021			
General Disclosures			
	Organizational profile		
	2-1 Organizational details	See pages 4 and 5 of the 2024 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf.	
	2-2 Entities included in the organization's sustainability reporting	See Sustainable Development Report, page 13.	
	2-3 Reporting period, frequency and contact point	Linde reports annually, and this report covers the period from January 1, 2024 to December 31, 2024. Contact: Erin Catapano, Vice President, Sustainability, Linde Email: erin.catapano@linde.com or Telephone: 203-837-2268	
	2-4 Restatements of information	See Sustainable Development Report, page 14.	
	2-5 External assurance	See Sustainable Development Report, page 97.	
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	See Sustainable Development Report, pages 8-11; see also 204-1, pages 45-46. See also pages 4–5 of the 2024 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf See also pages 17-22 of the 2024 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf.	
	2-7 Employees	See Sustainable Development Report, Section 401-1, pages 69-70; see also page 6 of the 2024 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf.	
	2-8 Workers who are not employees	See Sustainable Development Report Section 204-1, pages 45-46.	
	2-9 Governance structure and composition	See Sustainable Development Report, page 29. See also https://www.linde.com/about-us/corporate-governance/board-of-directors.	
	2-10 Nomination and selection of the highest governance body	See pages 16 and 24 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-11 Chair of the highest governance body	See pages 8 and 10-11 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-12 Role of the highest governance body in overseeing the management of impacts	See pages 11, 13 and 20 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
GRI 1: Foundation 2021			
General Disclosures			
	Organizational profile		
	2-13 Delegation of responsibility for managing impacts	See pages 11 and 20 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-14 Role of the highest governance body in sustainability reporting	See page 2 of Linde's Sustainability Committee's Charter at https://assets.linde.com/-/media/global/corporate/corporate/documents/corporate-governance/sustainability-committee-charter.pdf.	
	2-15 Conflicts of interest	See pages 15-16 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-16 Communication of critical concerns	See page 13 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf. See also page 2 of Linde's Audit Committee's Charter at https://assets.linde.com/-/media/global/corporate/corporate/documents/corporate-governance/audit-committee-charter.pdf. See also Sustainable Development Report page 86.	
	2-17 Collective knowledge of the highest governance body	See pages 24 and 25-34 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-18 Evaluation of the performance of the highest governance body	See pages 12-13 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-19 Remuneration policies	See pages 41-48 and 50 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	See pages 47-54 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-21 Annual total compensation ratio	See pages 79 and 58 of Linde's Proxy Statement at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2025-proxy-statement.pdf.	
	2-22 Statement on sustainable development strategy	See Sustainable Development Report, pages 4 and 6.	
	2-23 Policy commitments	See Sustainable Development Report, pages 8 and 13. See also https://www.linde.com/about-us/corporate-values. See also pages 8 and 9 of the Code of Business Integrity at https://assets.linde.com/-/media/global/corporate/corporate/documents/compliance-policies/code-of-business-integrity-822.pdf. See also Linde's Human Rights Policy at https://www.linde.com/sustainability/policies-and-position-statements/human-rights-policy.	
	2-24 Embedding policy commitments	See Sustainable Development Report, page 47. See also Section 205-2, page 47.	
	2-25 Processes to remediate negative impacts	See Sustainable Development Report, pages 41, 50 and 69.	
	2-26 Mechanisms for seeking advice and raising concerns	See Linde's Integrity Line at https://secure.ethicspoint.eu/domain/media/en/gui/36879/index.html.	
	2-27 Compliance with laws and regulations	See Sustainable Development Report, pages 52 and 93.	
	2-28 Membership associations	See Sustainable Development Report, page 35.	
	2-29 Approach to stakeholder engagement	See Sustainable Development Report, pages 32-34 and 36-37.	
	2-30 Collective bargaining agreements	See Sustainable Development Report, Section 402-1, page 72.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	See Sustainable Development Report, pages 15.	
	3-2 List of material topics	See Sustainable Development Report, pages 40, 50 and 68.	
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	See Sustainable Development Report, pages 42.	
	201-2 Financial implications and other risks and opportunities due to climate change	See Sustainable Development Report, page 44.	
	201-3 Defined benefit plan obligations and other retirement plans	See Sustainable Development Report, page 44.	
	201-4 Financial assistance received from government	See Sustainable Development Report, page 44.	
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	See Sustainable Development Report, page 44.	
	202-2 Proportion of senior management hired from the local community	See Sustainable Development Report, page 44.	
Indirect Economic Impacts			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	See Sustainable Development Report, page 44.	
	203-2 Significant indirect economic impacts	See Sustainable Development Report, page 45.	
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	See Sustainable Development Report, pages 45-46.	
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	See Sustainable Development Report, page 47.	
	205-2 Communication and training about anti-corruption policies and procedures	See Sustainable Development Report, page 47.	
	205-3 Confirmed incidents of corruption and actions taken	See Sustainable Development Report, page 47.	
Anti-competitive Behavior			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	See Sustainable Development Report, page 47.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Tax			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 207: Tax 2019	207-1 Approach to tax	See Sustainable Development Report, page 43.	
	207-2 Tax governance, control, and risk management	See Sustainable Development Report, page 43.	
	207-3 Stakeholder engagement and management of concerns related to tax	See Sustainable Development Report, page 43.	
	207-4 Country-by-country reporting	See pages 17 and 57 of the 2024 Annual Report (10K) at: https://assets.linde.com/-/media/global/corporate/corporate/documents/investors/full-year-financial-reports/2024-annual-report-to-shareholders.pdf.	
Environmental			
Materials			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	See Sustainable Development Report, page 52-53.	
	301-2 Recycled input materials used	See Sustainable Development Report, pages 53.	
	301-3 Reclaimed products and their packaging materials	See Sustainable Development Report, page 53.	
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	See Sustainable Development Report, pages 54-55.	
	302-2 Energy consumption outside of the organization	See Sustainable Development Report, page 55.	
	302-3 Energy intensity	See Sustainable Development Report, page 55.	
	302-4 Reduction of energy consumption	See Sustainable Development Report, page 55.	
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	See Sustainable Development Report, page 55.	
	303-2 Management of water discharge-related impacts	See Sustainable Development Report, page 55.	
	303-3 Water withdrawal	See Sustainable Development Report, pages 55-57.	
	303-4 Water discharge	See Sustainable Development Report, pages 55-57.	
	303-5 Water consumption	See Sustainable Development Report, pages 55-57.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Biodiversity			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	See Sustainable Development Report, page 57.	
	304-2 Significant impacts of activities, products and services on biodiversity	See Sustainable Development Report, page 57.	
	304-3 Habitats protected or restored	See Sustainable Development Report, page 57.	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	See Sustainable Development Report, page 57.	
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Sustainable Development Report, pages 58-59.	
	305-2 Energy indirect (Scope 2) GHG emissions	See Sustainable Development Report, pages 58-59.	
	305-3 Other indirect (Scope 3) GHG emissions	See Sustainable Development Report, pages 58-63.	
	305-4 Greenhouse gas (GHG) emissions intensity	See Sustainable Development Report, pages 58 and 63.	
	305-5 Reduction of greenhouse gas (GHG) emissions	See Sustainable Development Report, page 58 and 64.	
	305-7 NOX, SOX, and other significant air emissions	See Sustainable Development Report, page 64.	
Effluents and Waste			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 50-51.	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	See Sustainable Development Report, pages 64-65.	
	306-2 Management of significant waste-related impacts	See Sustainable Development Report, pages 64-65.	
	306-3 Waste generated	See Sustainable Development Report, pages 64-65.	
	306-4 Waste diverted from disposal	See Sustainable Development Report, pages 64-65.	
	306-5 Waste directed to disposal	See Sustainable Development Report, pages 64-65.	
Supplier Environmental Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 40-41.	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	See Sustainable Development Report, page 65.	
	308-2 Negative environmental impacts in the supply chain and actions taken	See Sustainable Development Report, page 65.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Social			
Employment			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	See Sustainable Development Report, page 69-70.	Partial omission. 401-1(a): Total number of new hires is disclosed, but not by age, gender or region. Rates of new hires are not disclosed, by age, gender, or region. 401-1(b): Also, voluntary turnover is disclosed, but not reported otherwise or by age group or gender or region. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	See Sustainable Development Report, page 71.	
	401-3 Parental leave	See Sustainable Development Report, page 71.	
Labor/Management Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	See Sustainable Development Report, page 72.	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	See Sustainable Development Report, pages 68-69.	
	403-2 Hazard identification, risk assessment, and incident investigation	See Sustainable Development Report, pages 68-69.	
	403-3 Occupational health services	See Sustainable Development Report, pages 68-69 and 71.	
	403-4 Worker participation, consultation, and communication on occupational health and safety	See Sustainable Development Report, pages 68-69 and 72.	
	403-5 Worker training on occupational health and safety	See Sustainable Development Report, pages 68-69 and 75-76.	
	403-6 Promotion of worker health	See Sustainable Development Report, pages 68-69 and 71-72.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Sustainable Development Report, pages 68-69.	
	403-9 Work-related injuries	See Sustainable Development Report, pages 72-74.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Training and Education			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	See Sustainable Development Report, pages 74-77.	
	404-2 Programs for upgrading employee skills and transition assistance programs	See Sustainable Development Report, page 77.	
	404-3 Percentage of employees receiving regular performance and career development reviews	See Sustainable Development Report, pages 77.	
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	See Sustainable Development Report, pages 78-79.	Partial omission. The following is not disclosed: 405-1(b)(ii) Percentage of employees by age in breakdown other than total population and 405-1(b)(iii) Percentage of employees by minority group, other than in executive leadership. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
	405-2 Ratio of basic salary and remuneration of women to men	See Sustainable Development Report, page 79.	
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	See Sustainable Development Report, pages 79-80.	Partial omission. The following are not disclosed: 406-1(a) and 406-1(b) The number of discrimination incidents and their corrective actions is not completely reported, separately within the total number of hotline reports. Reason: Confidentiality constraints. Linde considers additional information regarding human resources data as business confidential and does not disclose this publicly.
Freedom of Association and Collective Bargaining			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	See Sustainable Development Report, page 80.	
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	See Sustainable Development Report, page 80.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Forced or Compulsory Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	See Sustainable Development Report, page 80.	
Security Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 410: Security Practices 2016	410-1 Security personnel trained in the organization's human rights policies or procedures	See Sustainable Development Report, page 80.	
Rights of Indigenous Peoples			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	See Sustainable Development Report, page 80.	
Local Communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	See Sustainable Development Report, page 81-86.	
	413-2 Operations with significant actual and potential negative impacts on local communities	See Sustainable Development Report, page 87.	
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	See Sustainable Development Report, page 87.	
	414-2 Negative social impacts in the supply chain and actions taken	See Sustainable Development Report, pages 87 and 89-90.	
Public Policy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 415: Public Policy 2016	415-1 Political Contributions	See Sustainable Development Report, pages 91.	
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	See Sustainable Development Report, page 92-93.	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	See Sustainable Development Report, page 93.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Marketing and Labeling			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	See Sustainable Development Report, page 93.	
	417-2 Incidents of non-compliance concerning product and service	See Sustainable Development Report, page 93.	
Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 68-69.	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Sustainable Development Report, page 93.	

Linde ISSB/TCFD Index

The Task Force on Climate Related Financial Disclosures (TCFD) was dissolved and integrated into the International Sustainability Standards Board (ISSB)'s IFRS Disclosures. The requirements in IFRS S2 Climate-related Disclosures integrate, and are consistent with the TCFD's recommendations. Linde demonstrates alignment these recommendations in this Index. This index references Linde's public disclosures on climate change, which can be found at www.linde.com and in the following documents, all of which contain information and data from calendar year 2024: Linde's 2024 Sustainable Development Report, 2024 Annual Report 10-K, 2025 Notice of Annual General Meeting of Shareholders and Proxy Statement, and 2024 CDP Climate Change* response.

*2024 CDP Climate Change response was released in 2024 and contains 2023 data.

Topic	Disclosure	Linde Response
Governance	a) Describe the Board's oversight of climate-relate risks and opportunities.	→ See the Linde Sustainable Development Report 2024: Governance, pgs. 29-30. → See 2025 Annual General Meeting of Shareholders & Proxy Statement: Board Role in Risk Oversight, pg 11; Sustainability Committee, pgs 16-17: Director & Nominee Selection Criteria, pg 20; Strategic and Non- Financial Performance Goals, pgs. 55-57; and Strategic Non-financial Business Results, pg. 51-52. → See the Sustainability Committee Charter.
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	→ See the Linde Sustainable Development Report 2024: Governance/ Sustainable Development Governance, pgs. 29-30. → Linde maintains climate change targets and reports progress against these targets regularly to business management and annually to Linde's Board of Directors. See the 2024 Annual Report 10-K: Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pg. 22-23.
Strategy	a) Describe the climate-related risks & opportunities the organization has identified over the short, medium and long term.	→ See Linde's 2024 CDP Response: 2.4, C3. → See Climate Transition Plan. → See the 2024 Annual Report 10-K: Item 1A Risk Factors, pgs. 8-13; and Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pg. 22-23. → See the Linde Sustainable Development Report 2024: Climate Change – Challenge & Opportunity, pgs. 19-21.
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	→ See Linde's 2024 CDP Response: C3, C5.
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	→ See Climate Transition Plan.
Risk and Impact	a) Describe the organization's processes for identifying and assessing climate-related risks.	→ See Linde's 2024 CDP Climate Change Response: 2.1-2.2, 2.4. → See Linde Sustainable Development Report 2024 pgs. 15, 31. → See the 2024 Annual Report 10-K: Item 1A Risk Factors, pgs. 8-13; and Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pg. 22-23.
	b) Describe the organization's process for managing climate-related risks.	→ See Linde's 2024 CDP Climate Change Response: 2.1-2.2. → 2024 Annual Report 10-K: Item 1A Risk Factors, pgs. 8-13; and Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate.
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	→ See Linde's 2024 CDP Climate Change Response: 2.1-2.2.
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risk and opportunities in line with its strategy and risk management process.	→ See the Linde Sustainable Development Report 2024: Performance Towards Targets pgs. 24-28.
	b) Disclose scope 1, scope 2, and if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.	→ See the Linde Sustainable Development Report 2024: pages 58-63.
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	→ See the Linde Sustainable Development Report 2024: Performance Towards Targets pgs. 24-28.

Linde TNFD Index

Linde demonstrates alignment with TNFD recommendations in this Index. Using the disclosure recommendations from the TNFD, this index references Linde's public disclosures, which can be found at www.linde.com and in the following documents, all of which contain information and data from calendar year 2024: Linde's 2024 Sustainable Development Report, 2024 Annual Report 10-K, 2025 Notice of Annual General Meeting of Shareholders and Proxy Statement, 2024 CDP Climate Change and Water Security responses*.

*2024 CDP Climate Change and Water Security Responses were released in 2024 and contain 2023 data.

Topic	Disclosure	Linde Response
Governance	A. Board oversight of nature-related dependencies, impacts, risks and opportunities.	→ See Sustainable Development Report 2024: Governance, pgs. 29-30. → See 2025 Annual General Meeting of Shareholders & Proxy Statement: Board Role in Risk Oversight, pg 11; Sustainability Committee, pg 20; Strategic and Non-Financial Performance Goals, pgs. 55-57; and Strategic Non-financial Business Results, pg. 51-52.
	B. Describe management's role in assessing and managing nature-related dependencies, impacts, risks & opportunities.	→ See Linde Sustainable Development Report 2024: Governance/Sustainable Development Governance, pg. 30. → Linde maintains targets and reports progress against these targets regularly to business management and annually to Linde's Board of Directors. See the 2024 Annual Report 10-K: Item 7 Management Discussion and Analysis of Financial Information/Environmental Matters/Climate Change, pgs. 22-23.
	C. Describe the organization's human rights policies and engagement activities, and oversight by the board and management, with respect to Indigenous Peoples, Local Communities, affected and other stakeholders, in the organization's assessment of and response to, nature- related dependencies, impacts, risks and opportunities.	→ See Sustainable Development Report 2024: pgs. 84-93. → See Climate Transition Plan.
Strategy	A. Describes the nature-related dependencies, impacts, risks and opportunities the organization has identified over the short, medium and long term (and their location in the value chain).	→ See Linde's 2024 CDP Response: 3.1, 3.6. → See 2024 Annual Report 10-K: Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pgs. 22-23. → See 2024 Sustainable Development Report: Climate Change – Challenge & Opportunity, pgs. 19-21 and Environmental Topics, pgs. 49-66. → Linde directs philanthropic donations towards initiatives with positive benefits towards the environment, See 2024 Sustainable Development Report: pg. 43 and 83-88.
	B. Describe the effect nature- related dependencies, impacts, risks & opportunities have had on the organization's business model, value chain, strategy and financial planning, as well as any transition plans or analysis in place.	→ See 2024 CDP Response: 2.2, 3.1, 3.6. → See Linde Sustainable Development Report 2024 pgs. 15, 19-21. → See Climate Transition Plan. → See also Supplier Code of Conduct and Conflict Minerals Policy.
	C. Describe the resilience of the organization's strategy to nature- related risks & opportunities, taking into consideration different scenarios.	→ See 2024 CDP Response 3.1. → See Climate Transition Plan. → See 2024 Sustainable Development Report pgs. 25-28.
	D. Disclose the locations of assets and/ or activities in the organization's direct operations and, where possible, upstream and downstream value chain that meet the criteria for priority locations.	→ See Sustainable Development Report 2024: Implementing Water Management Plans pg 26.

TNFD Index continued

Topic	Disclosure	Linde Response
Risk and Impact	A. (i) Describe the organization's processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its direct operations. (ii) Describe the organizations processes for identifying, assessing and prioritizing nature-related dependencies, impacts, risks and opportunities in its upstream and downstream value chains.	→ See Linde's 2024 CDP Response: 2.2, 2.4, 3.1. → See 2024 Sustainable Development Report: pgs. 15, 31. → See Climate Transition Plan. → See Linde's Supplier Code of Conduct and Conflict Minerals Policy.
	B. Describe the organization's process for managing nature-related dependencies, impacts, risks & opportunities.	→ See 2024 Annual Report 10-K: Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pg. 22-23. → See Linde's 2024 CDP Response: 2.2, 3.1. → See Climate Transition Plan. → See 2024 Sustainable Development Report: pg. 31 and pgs. 56-58.
	C. Describe how processes for identifying, assessing, prioritizing and monitoring nature-related risks are integrated into and inform the organization's overall risk management processes.	→ See 2024 Annual Report 10-K: Item 7 Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pg. 22-23. → See 2024 Sustainable Development Report: pg. 31. → See Linde's 2024 CDP Response: 2.2. → See Climate Transition Plan.
Metrics and Targets	A. Disclose the metrics used by the organization to assess and manage material nature-related risks and opportunities in line with its strategy and risk management process.	→ See 2024 Sustainable Development Report: pg. 25.
	B. Disclose the metrics used by the organization to assess & manage dependencies and impacts on nature.	→ See 2024 Sustainable Development Report: Environmental Topics pgs. 49-66.
	C. Describe the targets & goals used by the organization to manage nature- related dependencies, impacts, risks & opportunities and its performance against these.	→ See 2024 Sustainable Development Report: pgs. 18, 25-28.

Linde SASB Index

Using the disclosure recommendations outlined in the sustainability accounting standard for the chemical industry, issued by the Sustainability Accounting Standards Board (SASB), this index references Linde's public disclosures to investors on material, decision-useful sustainability information that are available at www.linde.com. References include the following documents, all of which were issued in 2025 and contain information and data from calendar year 2024: Linde's 2024 Sustainable Development Report, 2024 Annual Report 10-K, and 2024 CDP Climate Change and Water Security responses*.

*2024 CDP Climate Change and Water Security Responses were released in 2024 and contain 2023 data.

Topic	Accounting Metric	Code	Linde Response
Greenhouse Gas Emissions	Gross global scope 1 emissions, percentage covered under emission-limiting regulations.	RT-CH- 110a.1	→ See Linde's 2024 CDP Response C7 Environmental Performance - Climate Change and 3.5.2. → See the Linde Sustainable Development Report 2024: Environmental Topics GRI 305-1, 305-4 and 305-5, pgs. 58-64.
	Discussion of long-term and short- term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets.	RT-CH- 110a.2	→ See the Linde Sustainable Development Report 2024: Climate Change – Challenge & Opportunity, pgs. 19-21; Performance Towards Targets, pgs. 24-28. In 2021, Linde announced an absolute climate change target: to reduce Scopes 1 and 2 emissions by 35% by 2035. This managed target has a base year of 2021. Performance against this target is reported in the Sustainable Development Report. → In October 2022, Linde's 2035 absolute GHG reduction target was approved as a science- based GHG emissions reduction target by the Science Based Targets Initiative.
Air Quality	Air emissions of the following pollutants: (1) NOX (excluding N_2O) (2) SOX (3) Volatile organic compounds (VOCs) (4) Hazardous air pollutants (HAPs)	RT-CH- 120a.1	→ For NOx, SOx and VOC emissions, see the Linde Sustainable Development Report 2024: Environmental Topics GRI 305-7, pg. 64. → Linde does not report HAPs as these emissions are not considered material.
Energy Management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable (4) Total self-generated energy Note to RT-CH-130a.1 – The entity shall discuss its efforts to reduce energy consumption and/or improve energy efficiency throughout the production processes	RT-CH- 130a.1	→ See Linde's 2024 CDP Response: 7.73.4, 7.16, C7 Environmental Performance - Climate Change. → See the Linde Sustainable Development Report 2024: Optimize operational energy use and GHG emissions, pg. 25; Environmental Topics GRI 302-1, 302-2, 302-3, 302-4, pgs. 54-55.
Water Management	(1) Total water withdrawn (2) Total water consumed Percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH- 140a.1	→ See the Linde Sustainable Development Report 2024: Environmental Topics GRI 303-1, 303-3, pgs. 55-57. → See Linde's 2024 CDP Response: 9.2.2, 9.2.4.
	Number of incidents of non- compliance associated with water quality permits, standards, and regulations.	RT-CH- 140a.2	→ See Linde's 2024 CDP Response: 3.3.
	Description of water management risks and discussion of strategies and practices to mitigate those risks.	RT-CH- 140a.3	→ See Linde's 2024 CDP Water Security Response: 2.2-2.5 3.1, 5.1.
Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled Note to RT-CH-150a.1 – The entity shall disclose the legal or regulatory framework(s) used to define hazardous waste and recycled hazardous waste, and the amounts of waste defined in accordance with each applicable framework.	RT-CH- 150a.1	→ See the Linde Sustainable Development Report 2024: Environmental Topics GRI 306-2, pgs. 64-65. → Linde's hazardous waste quantities are considered immaterial. Linde defines hazardous waste according to the laws and regulations applicable to each location.
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests.	RT-CH- 210a.1	→ See the Linde Sustainable Development Report 2024: Social Topics GRI 413-1, 413-2, pgs. 81-86.

SASB Index continued

Topic	Accounting Metric	Code	Linde Response
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH- 320a.1	→ See the Linde Sustainable Development Report 2024: Performance Towards Targets, pgs. 26-27 (Safety targets); Social Topics GRI 403-9, pgs. 72-74.
	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks.	RT-CH- 320a.2	→ See the Linde Sustainable Development Report 2024: Social Management Approach, pgs. 68-69; and GRI 403-9, pgs. 72-74.
Product Design for Use-Phase Efficiency	Revenue from products designed for use-phase resource efficiency.	RT-CH- 410a.1	→ See the Linde Sustainable Development Report 2024: About Linde/Business Model, pgs. 9-12.
Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances. (2) Percentage of such products that have undergone a hazard assessment.	RT-CH- 410b.1	→ 100% of Linde's products undergo a hazard assessment and a Safety Data Sheet (SDS) is established. → See the Linde Sustainable Development Report 2024: Social Topics 416-1, pgs. 92-93.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact.	RT-CH- 410b.2	→ For details on commitment to lower product toxicity, see the Linde Sustainable Development Report 2024: Social Topics 416-1, pgs. 92-93.
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs).	RT-CH-410c.1	→ Not applicable. Linde is an industrial gases company and does not make or sell products that contain GMOs.
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry.	RT-CH- 530a.1	→ For information on Linde's engagement with policy makers on climate change, see Linde's 2024 CDP Response: 4.11.1, 4.11.2. → For information on Linde's engagement with government agencies, see the Linde Sustainable Development Report 2024: Engaging Stakeholders, pg. 32; Social Topics GRI 415-1, pg. 91.
Operational Safety, Emergency Preparedness & Response	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR). Note to RT-CH-540a.1 – The entity shall describe incidents with a severity rating of 1 or 2, including their root cause, outcomes, and corrective actions implemented in response.	RT-CH- 540a.1	→ For Tier 1 Process Safety Incident Rates, see the Linde Sustainable Development Report 2024: pg. 72-74. Linde does not report PSIC or PSISR publicly. All process safety incidents are investigated, and corrective measures implemented.
	Number of transport incidents Note to RT-CH-540a.2 – The entity shall describe significant transport incidents, including their root causes, outcomes, and corrective actions implemented in response.	RT-CH- 540a.2	→ For performance against the vehicle safety target (Annually achieve a Commercial Vehicle Incident Rate (CVIR) of <2.5/million kilometers), plus scope and actions we take to maintain high performance, see the Linde Sustainable Development Report 2024: Performance Towards Targets, pg. 26-27 (safety targets). See also Social Topics GRI 403-9, pgs. 72-74, for additional transport safety data and reporting.

Activity Metric		Code	Linde Response
Production by reportable segment	Note to RT-CH-000.A – Production should be disclosed for each of the entity's reportable segments, where products and service segments are determined according to FASB ASC 280-10 and production is reported as weight for solid products and volume for liquid and gas products.	RT-CH- 000.A	→ Linde reports information for each of its main reporting segments in its Annual Report 10-K, pgs. 31-35. → Further segment and product information is considered business confidential.

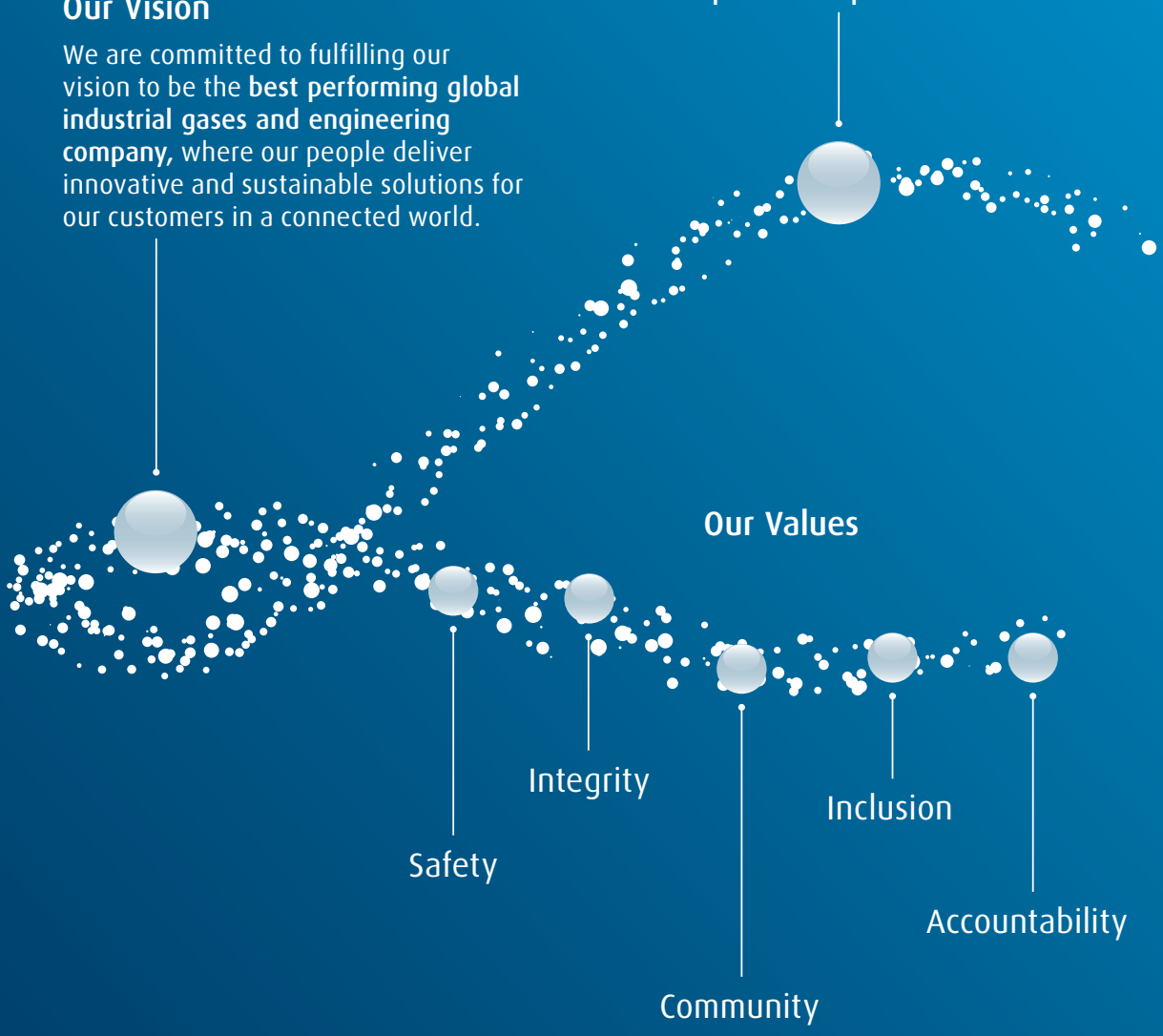
Mission, Vision and Values

Our Mission

We live our mission of *making our world more productive* every day. Through our high-quality solutions, technologies and services we are making our customers more successful and **helping to sustain and protect our planet.**

Our Vision

We are committed to fulfilling our vision to be the **best performing global industrial gases and engineering company,** where our people deliver innovative and sustainable solutions for our customers in a connected world.



Linde plc
Forge, 43 Church Street West, Woking, Surrey, GU21 6HT, United Kingdom
10 Riverview Drive, Danbury, Connecticut 06810, USA
linde.com

P-15-756

Linde is a company name used by Linde plc and its affiliates. The Linde logo, the Linde word and TRADEMARK are trademarks or registered trademarks of Linde plc or its affiliates.
Copyright © 2025. Linde plc.

Making our world more productive