



Sustainable Development Report 2025

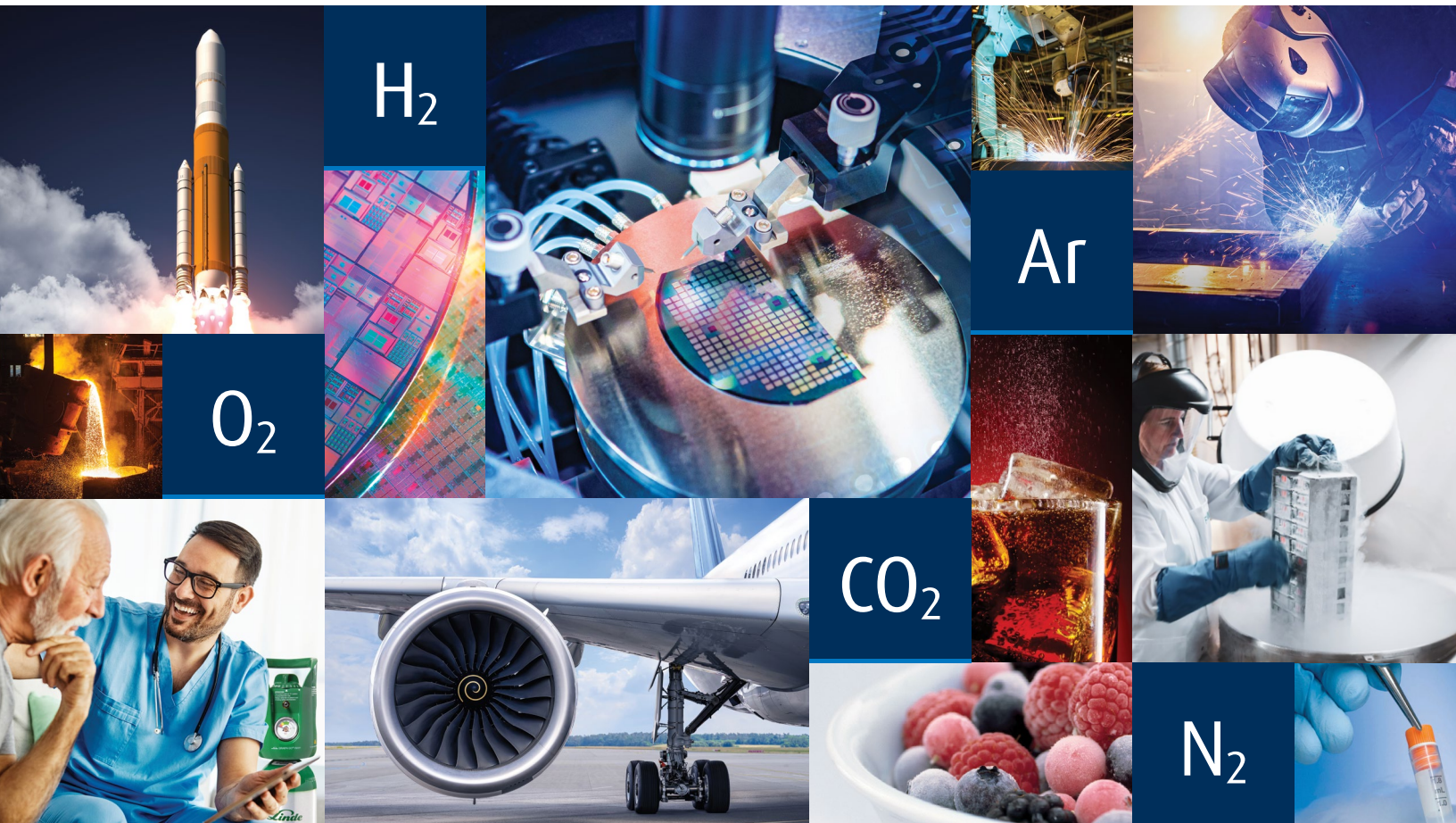


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GRI References

Linde has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025. GRI Standards are referenced throughout and an index is provided starting on page 89.

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, 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 cybersecurity breaches; 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, 2025, filed with the SEC on February 25, 2026, which should be reviewed carefully. Please consider Linde plc’s forward-looking statements in light of those risks.

Message from our CEO

Our mission, to *make our world more productive*, continues to guide the decisions we make. Across Linde, our people turn this mission into action each day, helping customers operate more efficiently, enabling industries to grow and transition sustainably, and strengthening the communities where we live and work. In 2025, we delivered best-in-class performance, once again demonstrating that sustainability and performance go hand in hand.

Safety remains our highest priority and a defining strength of our culture. Our teams achieved a lost workday case rate nine times better than the U.S. OSHA industrial average - an exceptional result that reflects our unwavering commitment to protecting one another. At the same time, we continued to advance inclusion across more than 80 countries, with women now representing nearly 30% of our global workforce. Beyond our operations, Linde colleagues made a tangible difference in society, benefiting nearly 400,000 people through employee-led initiatives supported by our Global Giving program and collaborations with ~2,100 charitable organizations worldwide.



“Guided by our mission and powered by our people, Linde will continue to lead responsibly - advancing sustainability, enabling our customers and building a more resilient and productive world for generations to come.”

We also made meaningful progress on our environmental commitments. In 2025, we increased active sourcing of low-carbon power by 26%, bringing low-carbon energy to approximately half of our global electricity consumption. This progress reflects a deliberate strategy to secure reliable, cost-effective renewable power at scale, through long-term agreements, diversified sourcing, and operational integration. By actively managing our energy portfolio, we not only reduce emissions but also strengthen resilience in an increasingly volatile energy environment. Together, these actions contributed to a reduction of nearly two million metric tons of CO₂e and keep us on track toward our ambition to reduce absolute greenhouse gas emissions by 35% by 2035. We also diverted more than 200 million pounds of waste from landfills and conserved over one billion gallons of water, demonstrating continued operational discipline across our footprint.

Importantly, our impact extends far beyond our own operations. Through our technologies and gas applications, Linde enabled customers to reduce emissions at scale, reinforcing our role as a critical partner in industrial decarbonization.

Growth and innovation remain central to Linde’s value creation. We are currently executing more than \$7 billion in projects, with approximately two-thirds supporting high-quality customer investments in clean energy and decarbonization. In 2025, we secured several significant new opportunities, including a \$400 million investment in Louisiana to support the Blue Point low-carbon ammonia project, another example of how Linde enables customers to decarbonize critical industrial supply chains.

Guided by our mission and powered by our people, Linde will continue to lead responsibly - advancing sustainability, enabling our customers and building a more resilient and productive world for generations to come.

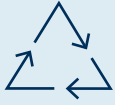
A handwritten signature in black ink that reads "Sanjiv Lamba".

Sanjiv Lamba

Chief Executive Officer (CEO) &
Chairman of the Board of Directors

Sustainable Development

Achievements



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



Achieved **78% Inclusion** score on employee survey



Saved more than **1 billion gallons of water** through sustainability initiatives



Helped customers avoid approximately **98 million metric tons** of equivalent carbon dioxide



Provided philanthropic support to **~2,100 organizations** globally



Benefitted more than **373,000 people** through employee community engagement projects

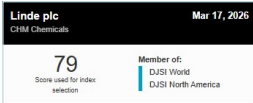


Sourced **50% of electricity** from low-carbon and renewable resources



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 23rd consecutive year, ranked 98th percentile, #1 in industrial gases



CDP
Leadership level (A-) for Climate and Water Security



2026 Sustainability Yearbook
S&P Global Chemicals



ISS ESG
Maintained Prime rating



FTSE4Good

FTSE4Good
Constituent for 10th consecutive year



EcoVadis
Scored in the 88th percentile of companies rated by EcoVadis



Ethisphere Institute
One of World's Most Ethical Companies by Ethisphere Institute



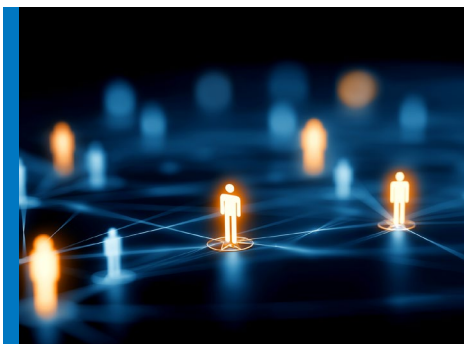
MSCI
Maintained A rating

Stakeholder Recognition



Global Recognition

- Fortune's 2025 World's Most Admired Companies List
- Forbes 2025 Global 2000 List
- S&P Global recognition for 25 years of active participation in the Corporate Sustainability Assessment



Workplace

- Forbes Global 2000 List (UK)
- Forbes Canada's Best Employers
- Top Employer (China)
- Deutscher Betriebsräte Preis (German Works Council Award)
- Top 10 in the Great Place to Work (GTPW) ranking within Production and Operations category (Peru)
- DEI Employer Award (China)
- Newsweek America's Greatest Workplaces in Manufacturing 2025



Safety & Environment

- Palladium Level - Safe Facility Performance Award (Garland, TX) and 79 other awards from the Compressed Gases Association (United States and Canada)
- Ireland Occupational Safety Awards: NISO Higher Distinction Award and NISO Consistent Higher Achiever Award (Ireland)
- Most Sustainable Companies 2025 Prize from the MSC Institution (Greece)



Ethics

- 2025 World's Most Ethical Companies List by the Ethisphere Institute
- Corporate Integrity 500 by the Business Magazine CNN Expansion (Mexico)

Living the Mission: The Faces of Linde



Letter from VP, Sustainability



In 2025, Linde continued to demonstrate that sustainability is a core driver of productivity and long-term value creation. Anchored in disciplined execution, we integrate sustainability into how we invest, operate, manage risk, and support customers. Together, these efforts reinforce operational excellence and advance climate and environmental progress.

Despite a complex and evolving global environment, we made meaningful progress against our key priorities. We increased low-carbon power sourcing to 50% of our global electricity consumption, reflecting a deliberate strategy to secure reliable, cost-effective renewable energy at scale and advancing progress toward our target to reduce absolute emissions by 35% by 2035. At the same time, we continued to enable our customers to avoid emissions well beyond our own operational footprint – reinforcing Linde’s role as a partner in industrial decarbonization. Across our operations, we strengthened accountability for water stewardship and waste diversion, embedding these priorities more deeply into our operating rhythm.

Our impact extends beyond environmental performance. In 2025, colleagues across the globe supported 881 employee-led community engagement projects, benefiting nearly 400,000 people worldwide. These efforts reflect the strength of our culture and our commitment to creating lasting value in the communities we serve – advancing education, inclusion and environmental stewardship.

Looking ahead, we remain focused on disciplined delivery against our long-term targets. By aligning sustainability with operational excellence, capital allocation and customer demand, we remain committed to building a more resilient and sustainable future for the communities, customers and industries we serve.

A handwritten signature in black ink, reading "Erin Catapano".

Erin Catapano

Vice President (VP), Sustainability

How We Create Economic, Environmental and Social Value



Employees

A global corporation with a presence in more than 80 countries

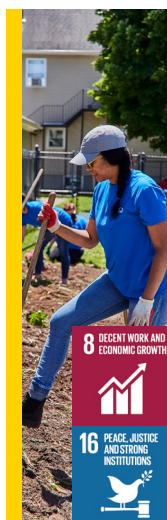
- Supported more than 65,000 employees globally with personnel expenses totaling \$6 billion in 2025, including salaries, benefits, retirement contributions and pensions, and share-based compensation.

Talent, Inclusion & Engagement

- Achieved 79% employee engagement score with 78% for inclusion.
- Nine global Employee Resource Groups (ERGs) supported inclusion and drove awareness.

Commitment to safety: Approximately 4 million hours of safety training delivered in 2025 to employees and contractors

- Achieved Lost Workday Case Rate (LWCR) 9 times better than the U.S. Occupational Safety and Health Administration all industries industrial average.



Society

Commitment to ethics and integrity

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

\$21.9 million in funding for social projects and initiatives

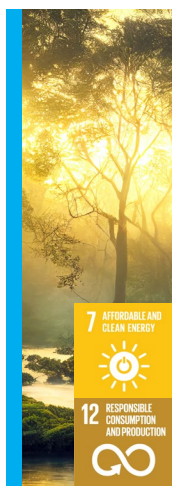
- Supported approximately 2,100 organizations in 70 countries.

82,000 employee volunteer hours contributed

- Impacted 373,000 people, including 110,000 children and students, executing 881 employee community engagement projects.

Healthcare business

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



Natural Resources

Resource productivity

- Delivered productivity in line with business strategic objectives.
- Realized \$234 million savings from sustainable productivity, including avoiding an estimated 1 billion gallons of water withdrawal and 1 million MT CO₂e².

Carbon footprint reduction

- 21.4 TWh low-carbon electricity sourced (50 percent of all electricity).
- Enabled 98 million MT CO₂e GHG³ emissions avoided by customers from five of Linde's key technologies.

Risk-based water management

- Enabled more than 249 million people to have access to safe drinking water through gases used for water treatment and desalination.



Customers and Investors

Shareholder focus

- Returned \$7.4 billion to shareholders through dividends and share repurchases, net of issuances.

Customer-centric, disciplined operations

- Adjusted after-tax return on capital¹: 24.2%
- Industry-leading sale of gas project backlog of \$7.3 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

- Started up a 35-megawatt (MW) proton exchange membrane (PEM) electrolyzer system, the largest to date, to support hydrogen production at Linde's facility in Niagara Falls, New York. Powered by renewable hydroelectric energy, the system will generate green hydrogen to help decarbonize industrial operations and accelerate the clean energy transition in the U.S.
- Installed proprietary Linde OPTIMELT™ Thermochemical Regenerator (TCR) technology at O-I's container glass plant in Holzminden, Germany, to significantly reduce both fuel consumption and fuel-based Scope 1 carbon dioxide emissions for O-I, a global leader in glass manufacturing. Linde also installed an advanced Centrifugal VITRON® Vacuum Pressure Swing Adsorption (VPSA) plant to produce a steady supply of oxygen for the furnace with a lower power consumption.
- Finished construction of the world's first large-scale carbon capture and utilization (CCU) plant in the cement industry with Heidelberg Materials at Heidelberg Materials' Lengfurt plant. The plant enables the further recycling of the captured CO₂ from cement production as a valuable raw material for industrial applications. The planned amount of purified and liquefied CO₂ is around 70,000 tons per year.
- Continued work with CEMEX on a large-scale CCUS project at CEMEX's Rüdersdorf Cement Plant in Germany. Leveraging Linde's innovative HISORP® CO₂ capture technology, this project will capture 1.3 million metric tons of CO₂ per year
- Installed the innovative STARBRIDGE™ directly heated electrical process gas heater for Primetals' novel hydrogen-based DRI process in Linz, Austria. This heater will raise process gas temperatures beyond 800 °C, enabling the production of green steel.

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

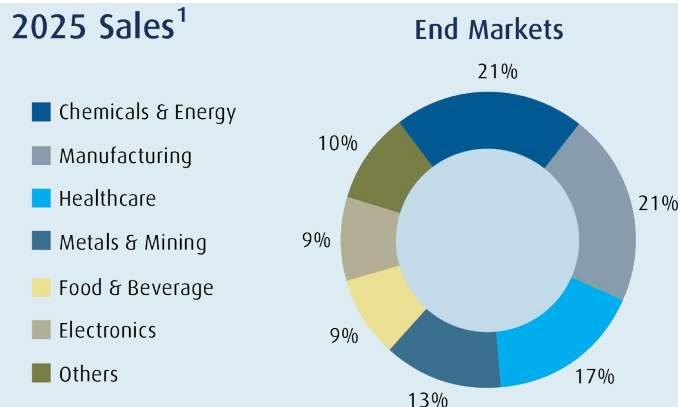
¹ Adjusted After-tax return on capital is a non-GAAP measure. For definition and reconciliation, please see Appendix to the Investor Teleconference Presentation Fourth Quarter 2025.

² CO₂e: CO₂ equivalents

³ GHG: Greenhouse gas

About Linde

2025 Sales¹



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

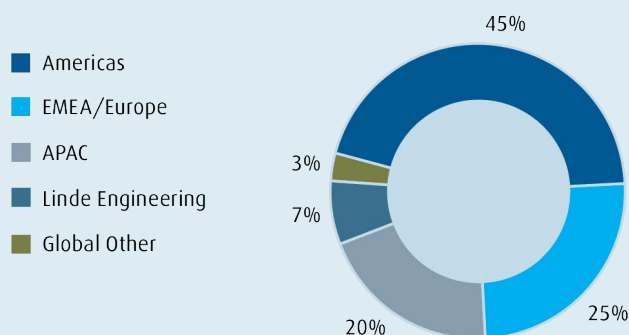
Responsible corporate governance is a key prerequisite for Linde's business. This means ensuring compliance with the law, rules and regulations, and voluntary commitments. Linde strives continuously to achieve its goals ethically and with the highest integrity. Interaction between management, employees 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 2025 sales of \$34 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 90 percent of Linde's 2025 sales were generated from industrial gases operations in three geographic segments-Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific (APAC). The remaining 10 percent is related primarily to the Engineering segment, and to a lesser extent, other.

Business Segments



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 12 and 13. 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, and 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 2025, Linde generated 49 percent of revenue, or \$16.6 billion, from its Sustainability Portfolio. The Sustainability Portfolio includes sales from Linde's eco-portfolio (\$11.4 billion) and social portfolio (\$5.2 billion). 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.

The Sustainability Portfolio is supported by dedicated R&D resources to enable sustainable applications across customer value chains. Linde

also makes ongoing investments in infrastructure, equipment and operating practices to help ensure that these products are produced in a resource-efficient and sustainable manner.

In addition, Linde provides internal training and guidance to relevant employees on sustainable design principles to support the development and deployment of solutions within the Sustainability Portfolio.

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 approximately 4 million hours of safety training in 2025. 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 2025, Linde gases enabled 249 million people to have access to safe drinking water.

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 27 show the SDGs most relevant to Linde, which are referenced in Linde's Sustainable Development targets.



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	End Markets	<i>Examples of Significant Product Applications</i> Eco & Joint Eco and Social Benefits Portfolio Social Benefits Portfolio					
	Healthcare	Hypoxia					
	Manufacturing	Fuel	Autoclave	Welding, window insulation	Lighting, aerospace propulsion	Window insulation, lighting, aerospace propulsion	
		Water treatment					
	Chemicals & Energy	Refinery processing & water treatment	Inerting, blanketing, purging				
	Metals & Mining	Steelmaking, glass, non-ferrous metal processing	Inerting, metals processing	Stainless steel production			
	Electronics		Inerting				Lithography
	Food & Beverage	Modified Atmosphere Packaging, aquaculture	Freezing, chilling, preservation				
	Other						
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 9)						

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 9)			

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



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 [2025 Annual Report](#) 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 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 2025.

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 material topic 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); Compliance; Finance; Operations; 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, 2025, to December 31, 2025. 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.

- 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 98. The Task Force on Climate Related Financial Disclosures was dissolved in October 2023 and the framework has been integrated into the ISSB framework.

- 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 101.
- 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 99.

Restatements 2-4

Beginning with 2025 reporting, Linde is including lime byproduct and waste in its waste reporting. Prior periods have been recast to conform to current year presentation (see EN (13) and EN (14)).

In addition, Linde's disclosures of water withdrawal, discharge and consumption in areas of water stress have been updated to reflect the update to the WRI Aqueduct 4.0 Global Risk Water Atlas Tool, and all periods have been recast to conform to the current year presentation (see EN (4)).

Changes in Reporting

Reporting Pro Forma 2018

Data is reported consistent with Linde's 2024 Sustainable Development Report. The 2018 baseline data 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 [2025 Annual Report](#), Note 2.



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> and in the company's annual [Proxy Statement](#) in the Corporate Governance and Board Matters section.

Linde's Board of Directors consists of 9 Board members. Eight are independent non-executive directors. Linde's CEO, Sanjiv Lamba, serves as an executive director and the Chairman of the Board. 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 Chairman and CEO is a member.

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.

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; 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 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, sustainability reporting 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 Senior Vice President (SVP) 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 as Engineering, 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 SHEQ, Investor Relations, Technology, Sustainability, Operations Excellence and Productivity, and AI and Digital.

Linde's Vice President and Chief Accounting Officer (CAO) is the executive officer responsible for sustainability, reporting to the Chief Financial Officer (CFO). Specifically, in relation to sustainability and climate change, the CAO is responsible for coordinating the sustainable development targets, including Linde's climate change targets.

The CAO 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 functional leader of sustainability. The VP leads the Corporate SD Council and coordinates performance and action planning to define and achieve all sustainability targets and action plans. The VP 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, the VP is responsible for standardizing methodologies (with various global functions such as SHEQ, R&D, HR and Legal), and reporting performance against targets.

The VP 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 (OSs), 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 OS 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.

Mechanisms for Grievance and Recourse 2-25

Values and policies are actively communicated to employees around the world to ensure consistent understanding of Linde's expectations for ethical conduct wherever the company operates. Linde takes these Standards seriously, and noncompliance may result in disciplinary action, up to and including termination of employment.

Employees are encouraged to report concerns, suspected violations, or other issues through several established channels, including the Linde Integrity Line. The Linde Integrity Line is operated by an independent third party and all reports can be made anonymously and are treated confidentially. Training on the Linde Integrity Line is included in Linde's annual CBI training for employees and is reinforced with suppliers through Linde's Supplier Code of Conduct (SCOC).

Linde also encourages customers, suppliers, and all other external stakeholders to use the Linde Integrity Line to submit complaints or allegations related to ethics, compliance, safety, human rights, or other matters. Retaliation against any individual who reports a concern in good faith is strictly prohibited under the CBI.

Risk Management

Linde's risk management process includes risk reviews by management as well as annual reviews by the Board. In its [2025 Annual Report](#), Linde lists risk factors that management assesses may significantly impact the company. 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 who reports to the CFO.

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 company-wide, 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, informing quarterly regulatory disclosures.

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

Engaging Stakeholders

This section describes ongoing and continuous engagement with stakeholder groups. They are invited to provide feedback, which in turn provides value to the company. Stakeholder feedback is integrated into Linde's sustainable materiality assessment.

Key Topics	Engagement Channels	Response to Key Topics
Employees		
• Pay • Conditions • Retention • Engagement	• Employee engagement surveys • Continuous performance management	Linde provides a range of employee benefits that reward performance. Linde has a robust training and development program and annual employee performance appraisals. Linde's worldwide 2025 employee engagement scored favorably relative to established benchmarks. Positive level exceeding external benchmarks in employee engagement based upon global survey: 79 percent engagement.
Customers		
• Productivity • Competitive advantage • Safety • Product knowledge • Quality • Reliability • Climate change • Energy efficiency • Customer satisfaction	• Customer satisfaction surveys • Online form submissions • Direct email contact • Dedicated phone lines • Online, AI-based chatbots • In-person interactions	Linde works continuously to offer customers relevant technologies to improve their resource efficiency. Globally, Linde provides customers with a safe, reliable and quality supply of critical products. See GRI 416-1. Globally, Linde works with customers to improve their energy efficiency and reduce GHG emissions. 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. Linde surveys customer satisfaction across key customer segments biannually using the Net Promoter Score (NPS). Linde's latest survey, which was conducted in 2025, confirmed satisfaction with a NPS of 63.
Shareholders		
• Shareholder return • ESG and sustainability	• Events with investors and ongoing direct engagement • Active participation in ratings	Linde's long-term stock performance consistently outpaces major indices, including the S&P 500. 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		
• Energy efficiency • Safety • Capacity building	• Supplier Code of Conduct • Capacity-building programs • Supplier diversity programming • Contractor safety programs	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 receive the same or comparable levels of training as Linde drivers. Linde seeks to promote engagement and help build capacity among suppliers designated as diverse business enterprises.
Communities		
• Diversity • Education • Healthcare • Environment • Community • Resilience • Capacity building	• Community engagement programs • Community impact assessments • Workforce development	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). Linde's Skills Pipeline workforce development program addresses labor shortages by helping to build skills capacity. See GRI 413-1 for more discussion.
Government Agencies		
• Compliance	• Lobbying • Engagement with government representatives	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		
• Policy development • Responsible Care®	• Association memberships	In certain 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 and aligned with our goals and values. Linde also participates in additional local and regional organizations. Linde is externally audited for conformance to the Responsible Care Management System® (RCMS®) and is a signatory of the Responsible Care Global Charter.

Sustainable Development Materiality Assessment

In 2025, Linde completed its first double materiality assessment (DMA), advancing our long standing sustainability and enterprise risk management practices to align with emerging regulatory requirements. This enhanced approach integrates both financial materiality and impact materiality into a unified assessment methodology, strengthening our ability to identify the sustainability topics that are most significant to our business, stakeholders, and broader value chain.

Linde's DMA began with a comprehensive review of our business model, global footprint, and value chain, providing a contextual foundation to understand where our operations interact with environmental, social, and economic factors. The assessment covered our financial reporting boundary and extended upstream and downstream to capture the breadth of our potential impacts, risks, and opportunities (IROs).

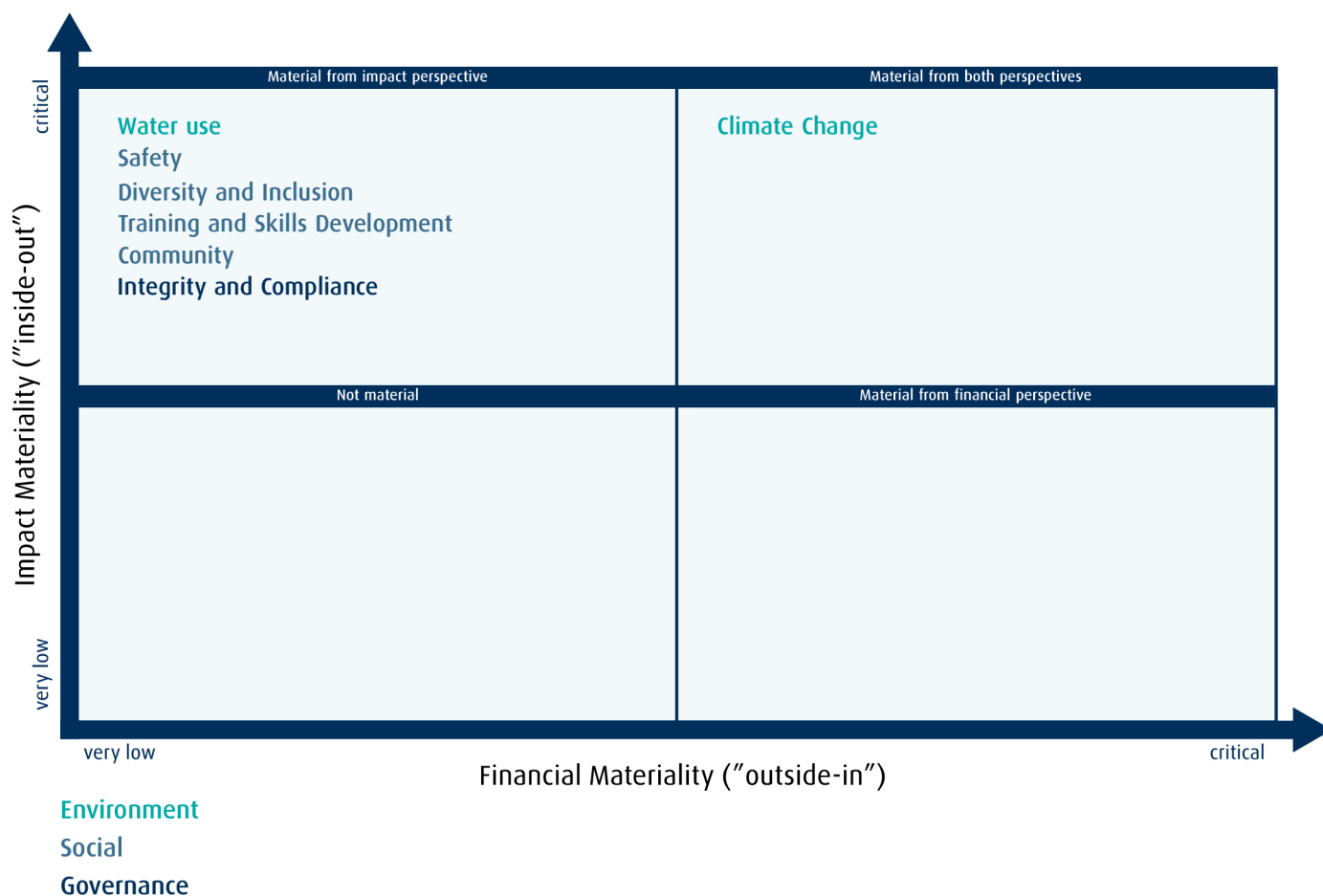
To ensure a robust and credible process, we incorporated insights from internal subject matter experts across safety, operations, human resources, sustainability, compliance, commercial teams, and R&D. This collaborative effort was supported by our enterprise risk assessment processes and

further informed by external investor expectations and ESG ratings, regulatory developments, customer expectations, and benchmarking against peers.

Through this work, Linde developed a consolidated list of IROs across environmental, social, and governance themes. Each IRO was evaluated using a structured scoring methodology derived from our existing enterprise risk management process. Impact materiality reflected severity, evaluated through scale, scope, and irremediability, together with likelihood, while financial materiality considered the potential financial effect and probability. Combined scoring enabled a consistent determination of the sustainability matters most significant to Linde.

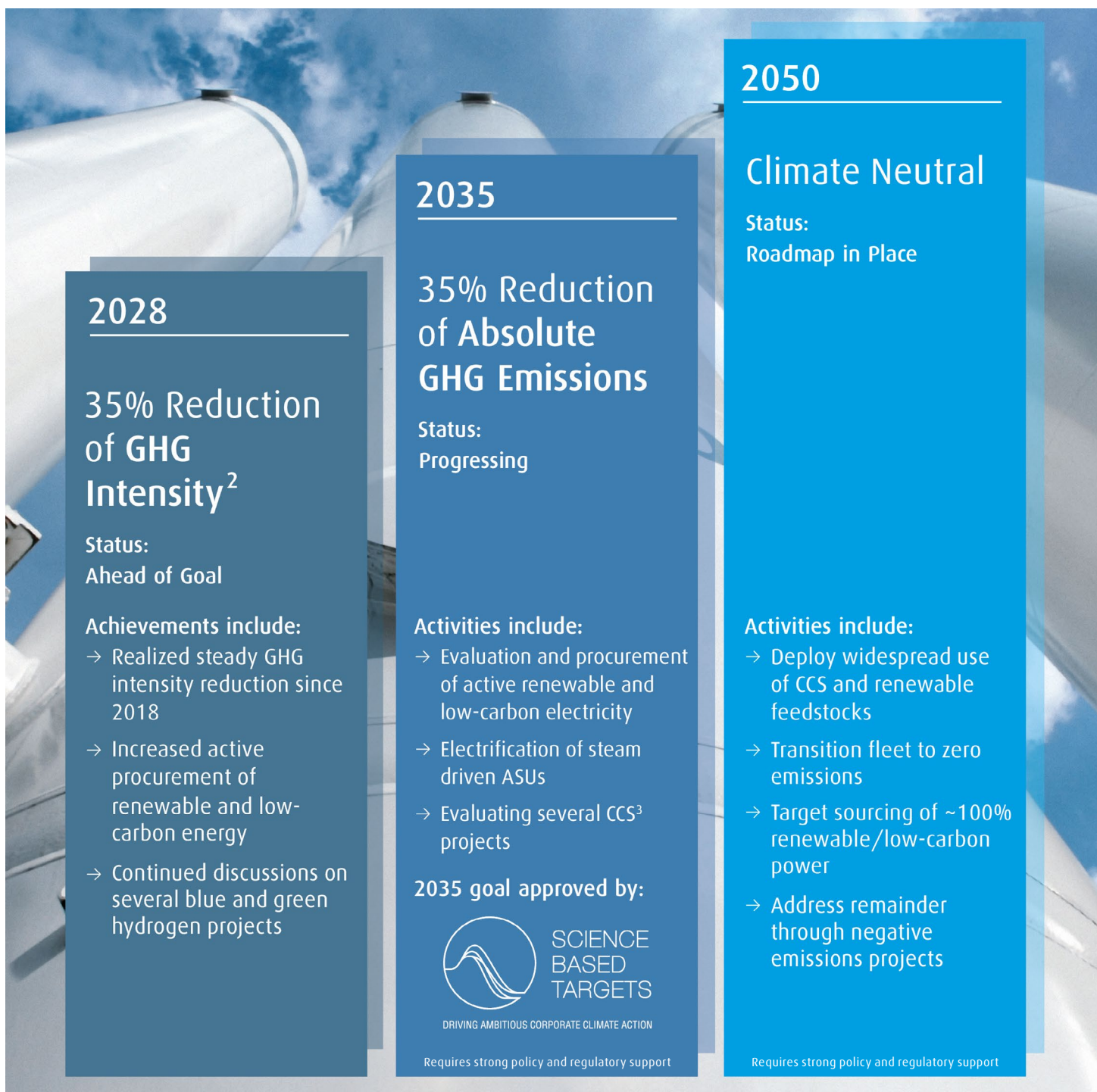
The DMA was reviewed and approved with the Executive Leadership Team. Linde has integrated the double materiality assessment into its annual Enterprise Risk Management process for 2026.

The assessment resulted in seven material sustainability topics.



*Topics are grouped by quadrant, and their placement within each quadrant does not imply relative significance or priority

Road to Climate Neutrality¹



¹ Aligned with the Paris Agreement. Targets relate to all of Linde's Scope 1 and Scope 2 emissions.

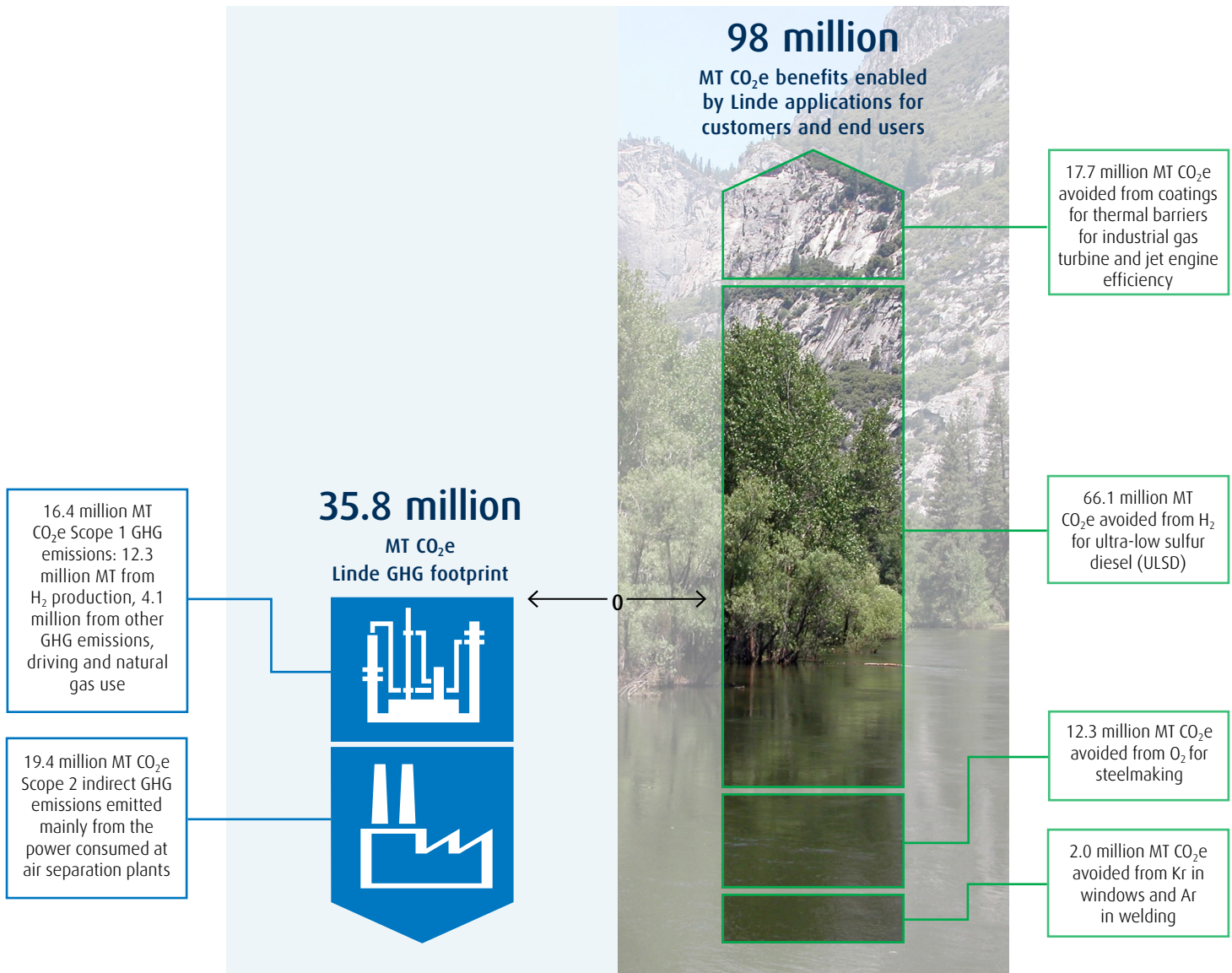
² Greenhouse gas (GHG) emissions/Adj. EBITDA

³ 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 2025 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 2025, total Scope 1 and 2 GHG emissions were 35.8 million MT CO₂e, versus 98 million MT CO₂e avoided by our customers or end users, based upon several applications as shown below.

Again in 2025, a subset of Linde applications enabled more than twice the GHG benefit than was emitted in all global operations—approximately 2.7 times more.



Values are based on 2025 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.

CO₂e = CO₂ equivalents

Climate Change – Challenge & Opportunity

Climate change continues to shape environmental, social and economic conditions worldwide, intensifying both transition and physical risks while reinforcing the need for durable, long-term solutions. At the same time, the global energy transition is unfolding in a more complex and uneven environment than initially anticipated, influenced by geopolitical tensions, inflationary pressures, shifting government priorities, and varying regional policy frameworks. These dynamics create uncertainty for the pace, scale and timing of the investments required to decarbonize hard to abate sectors.

As a global industrial gases and engineering company operating at the center of energy and resource intensive value chains, Linde both experiences these challenges directly and plays a critical role in enabling solutions. Our technologies, products and services support industrial efficiency, cleaner energy systems and customer decarbonization across multiple sectors. While external conditions may affect the speed of global progress, Linde remains committed to advancing its climate strategy in a disciplined, resilient and value focused manner.

Today

Linde operates at the center of global resource transformation. We use fuels for energy and as feedstock, and our operations require significant energy to deliver the reliability and scale our customers need. As a result, energy availability, affordability and carbon intensity remain important considerations in Linde's operational performance and long-term climate strategy. Linde's carbon footprint (Scopes 1 and 2) in 2025 was about 35.8 million tons of CO₂e, primarily from hydrogen production and electricity consumption by our cryogenic air separation plants (ASUs), which, in turn, deliver 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, enabling the avoidance of 98 million metric tons of CO₂e in 2025.

Today, Linde is helping enable a more resilient, lower-carbon grid through the way we design and operate our plants and procure energy. Linde's business proposition is that it is more reliable and more energy-efficient for our customers to outsource the production of industrial gases to us, taking advantage of our world-class energy efficiency, leading to financial savings as well as reducing energy use and associated emissions. Many of our ASUs include "buffer" inventories that help protect supply during power interruptions and enable participation in demand response programs providing valuable flexibility to grid operators as wind and solar become a larger share of the resource mix. Complementing these operational contributions, in 2025 50 percent of Linde electricity procurement (21.4 TWh) was sourced from low-carbon and renewable power; of which, 9.2 TWh was actively sourced.

Linde recognizes hydrogen's potential as a key enabler of the clean energy transition. With zero emissions at the point of use, high-energy density for storage and transport (liquid or gas), and applicability in combustion and fuel cells for heat and power, hydrogen is positioned to play a growing role. As a leader in industrial gases and related technologies, Linde is

committed to applying our expertise and resources to help scale hydrogen responsibly. We also recognize that progress depends on cost-competitive supply, infrastructure build-out, and supportive policy and market demand. Traditional processes still dominate many sectors including refining, chemicals, steel and electronics.

Today, hydrogen is primarily produced via steam methane reforming (SMR) using natural gas or recovered as a byproduct from other industrial processes. Linde also produces hydrogen using the autothermal reforming (ATR) process. While water electrolysis is emerging as an effective low-carbon source of hydrogen, scaling is constrained by renewable power reliability, cost and infrastructure. As a result, carbon capture and sequestration (CCS) remains the only practical solution available at scale today to materially reduce the carbon intensity of large-volume hydrogen production.

Linde's Pathway to Climate Neutrality:

Linde's climate pathway is structured across three time horizons—2028, 2035 and 2050—reflecting differing levels of technological maturity, infrastructure readiness, regulatory support and customer adoption. Our own emissions trajectory and our ability to achieve our targets are inherently linked to the pace of global decarbonization.

Near-term: 2028

In the near term, Linde continues to focus on actions within our direct operational control while supporting customers as they navigate early stage decarbonization. Our assumptions for this period recognize that progress may be incremental rather than linear, given constraints related to grid capacity, renewable energy availability and policy certainty in certain regions. Our expectation is that steam methane reformers (SMRs) will continue to be used for most large-scale production of hydrogen, however, 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. These include the integration of GHG management into its internal operating rhythm and executive compensation, and embedding decarbonization considerations into its capital allocation decisions.

Linde is actively investing in decarbonization initiatives. Its primary aim is to reduce the GHG emissions of Linde and/or its customers and includes investments in energy-efficient hydrogen production with carbon capture, electrolysis with renewable power, and the piloting of new low-carbon technologies. Linde directs more than one-third (43 percent in 2025) 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 through low-carbon energy, 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'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 2025 GHG intensity of 2.7 reflects a 50 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.

Medium-term: 2035

The medium-term horizon reflects a period of gradual acceleration in industrial decarbonization, contingent on broader system level developments. Achieving meaningful reductions by 2035 depends on expanded renewable energy infrastructure, scalable low-carbon hydrogen production, and supportive regulatory and market mechanisms that enable investment at scale.

Linde's 2035 targets reflect this balance between ambition and realism. They assume continued deployment of low-carbon technologies, increased integration of carbon capture and storage where feasible, and greater customer demand for low-carbon solutions across key end markets.

At the same time, Linde recognizes that macroeconomic conditions, energy security considerations and regional policy divergence may continue to influence the pace of adoption. Our strategy therefore emphasizes flexibility, disciplined investment and close collaboration with customers and partners to advance decarbonization while maintaining competitiveness.

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.

Linde's target to reduce its Scope 1 and 2 emissions by 35 percent by 2035 was validated by the Science Based Targets initiative (SBTi) in 2022 as aligned with a "well below 2°C" pathway. At present, there is no recognized methodology to quantitatively assess alignment with a 1.5°C pathway for the industrial gas subsector. As a result, and given current methodological limitations, Linde cannot quantitatively demonstrate the compatibility of its target with a 1.5°C trajectory.

Long-term: 2050

Looking toward 2050, Linde's climate neutrality ambition underscores our long-term commitment to contributing to the global energy transition. This horizon assumes a more fully transformed energy system, characterized by widespread availability of renewable and low-carbon energy, mature low-carbon hydrogen value chains, and the large scale deployment of enabling technologies such as carbon capture, utilization and storage.

Linde's long-term ambition is informed by scenario analysis that recognizes the chemical and industrial gases sector as hard to abate and dependent on systemic change beyond the control of any single company. Achieving climate neutrality will require sustained policy support, infrastructure development, technological breakthroughs and collective action across value chains. While uncertainty remains inherent in long-term projections, Linde continues to invest in innovation, partnerships and capabilities that position the company to play a constructive role in a sustainable future.



Delivering Clean Energy at Scale

Linde's Clean Energy Strategy uses a technology agnostic approach to decarbonization, focusing on the lowest total cost pathways to reduce customer emissions. While clean hydrogen, both low-carbon and renewable, remains central to this strategy, carbon capture and storage (CCS) and process efficiency technologies such as oxyfuel provide essential support. Through engineering expertise, disciplined capital allocation, and close customer collaboration, these efforts demonstrate that clean hydrogen and carbon management solutions can be deployed reliably, cost effectively, and at scale.

In 2025, Linde achieved significant progress across its clean energy portfolio. Around the world, strategic partnerships, robust offtake structures, and Linde's engineering depth proved decisive in turning plans into operating assets:

- **Beaumont, TX:** Construction significantly progressed on Linde's low-carbon hydrogen complex, which will supply clean hydrogen and industrial gases to Woodside's 1.1 million tonnes per year (mtpa) Beaumont New Ammonia project. Commercial operations of low-carbon ammonia are expected to start up in 2027, following integration with ExxonMobil's CCS infrastructure.
- **Niagara Falls, NY:** Linde brought a 35 MW installation online in Niagara Falls, NY—among the largest operational electrolyzers in the United States—primarily powered by renewable hydropower. This facility now supplies green hydrogen to support industrial decarbonization and mobility applications and marks a major scale up for domestic U.S. electrolysis.
- **Lingen, Germany:** RWE began commissioning the first 100 MW of its planned 300 MW GET hydrogen Nukleus project—set to become one of Europe's largest hydrogen production sites when fully online in 2027. The full project includes 200 MW of PEM electrolyzers and 100 MW of alkaline electrolyzers, supported by a long-term offtake agreement with TotalEnergies and integration into Germany's emerging hydrogen backbone network.
- **Jacareí, Brazil:** Linde's subsidiary White Martins inaugurated its second green hydrogen plant: a 5 MW alkaline electrolyzer producing up to 800 tonnes per year of certified green hydrogen. Roughly 20% of production is dedicated to glass manufacturer Cebrace to decarbonize high-temperature furnaces, while the remaining volumes support metals, food, and chemical industries across Brazil's fast growing industrial corridor.
- **Alberta, Canada:** Although Dow extended the timeline for its Path2Zero ethylene complex in Alberta (now targeting a late 2029 startup), Linde continues progress on the associated blue hydrogen facilities. When completed, Linde's complex will be the largest clean hydrogen production facility in Canada.

Despite a year marked by broader macroeconomic uncertainty, including scaled-back commitments and cancellations of major projects in various industries, Linde's achievements stand out. Our ability to advance projects through regulatory and economic volatility underscores the resilience of our strategy. Linde remains focused on commercially anchored, technically

mature solutions that can scale across sectors today. In addition to progressing existing opportunities, 2025 also saw new commercial and strategic milestones.

- **New World-Scale Low-Carbon Ammonia Contract:** In June 2025, Linde announced a major new agreement to supply industrial gases to Blue Point Number One, a world-scale 1.4 mtpa low-carbon ammonia facility in Louisiana. Linde will invest over \$400 million to build and operate a new ASU, which will be the largest of its kind in the Mississippi River corridor when it starts up in 2029.
- **Record Global Funding Wins:** In 2025, Linde, with its partners, secured almost \$350 million in competitive funding awards across nine clean energy projects globally, including more than 100 MW of new electrolysis, hydrogen refueling infrastructure and industrial decarbonization deployments in cement and steel with carbon capture and clean hydrogen.
- **Robust Clean Energy Backlog and Pipeline:** Linde enters 2026 with a Clean Energy project backlog of \$4.7 billion, making significant progress toward estimated opportunities of \$8 to \$10 billion spanning across renewable hydrogen, low-carbon hydrogen with CCS, and industrial scale CO₂ capture.

Impact Across Key End-Use Sectors

In 2025, Linde strengthened its partnerships across hard-to-abate sectors, translating collaboration into measurable actions on decarbonization initiatives. Linde is actively engaged with customers in steel, cement, glass, aluminum and other industrial sectors to decarbonize their production processes — starting with incremental improvements with oxyfuel combustion and scaling toward hydrogen supply and/or carbon capture solutions.

Steel

In the steel sector, Linde contracted for the installation of REBOX[®] oxyfuel systems on six large steel reheating furnaces in China, and one each in Taiwan and Turkey. Five additional steel reheat furnaces were started up with REBOX oxyfuel systems in Taiwan, Turkey, Thailand and India. Construction is nearing completion on Linde's ASU for Stegra (formerly H2 Green Steel), the world's first large-scale hydrogen-based green steel project in Boden, Sweden. Despite industry-wide delays due to evolving policy and funding uncertainties, Linde continues to proactively engage major steel producers on large-scale hydrogen, carbon capture and other innovative decarbonization pathways.

Cement, Glass and Other Heavy Industries

In glass, Linde is well underway on two OPTIMELT projects in Europe and the United States that maximize heat recovery from these glass production furnaces and improve energy efficiency.

In cement, Linde and Heidelberg Materials began operations at one of the world's first industrial-scale cement CCU facilities in Lengfurt, Germany. With an expected start in 2026, the facility captures and liquefies approximately 70,000 tonnes of carbon dioxide annually for

food- and chemical-grade reuse from a cement plant. Meanwhile, Linde is progressing multiple EU-funded carbon capture projects, including:

- **Rüdersdorf, Germany**—Deployment of HISORP® capture technology for approximately 1.3 mtpa carbon dioxide per year from Cemex's cement plant.
- **Lägerdorf, Germany**—Carbon capture and conditioning for pipeline transport of approximately 1.2 mtpa captured carbon dioxide from the Holcim's plant.
- **Antoing, Belgium**—Deployment of optimized oxyfuel carbon dioxide capture technology to capture over 800,000 tonnes per year of carbon dioxide from Heidelberg Materials' cement plant.

Mobility

Linde's hydrogen refueling technology has been deployed at over 250 stations worldwide, with more than 400 compressors manufactured to date. The company is also developing fit-for-purpose solutions for heavy-duty transportation. The launch of the first public sLH₂ (subcooled liquid hydrogen) fueling station in Wörth am Rhein—co-developed with

Daimler Truck was a major global milestone. The station enables 10–15 minute refueling for >1,000 km of heavy-duty truck range while reducing station capital expenditures by 2–3× and operating expenditures by 5–6× compared to gaseous hydrogen systems.

Looking Ahead

The clean energy industry is evolving, moving from a phase of rapid announcements and policy ambition to one of disciplined execution and strategic focus. Success for the next wave of clean energy projects depends not only on technological readiness and commercial viability, but also on the clarity, consistency and durability of policy support. Linde is well-positioned to lead in this next phase. Its strategy is rooted in the industrial gas business model, emphasizing long-term viability, secure offtake and prudent risk management. The company is investing in a balanced portfolio across clean hydrogen, CCS and industrial efficiency technologies. With a strong opportunity pipeline and a diversified technology set spanning the full clean energy value chain, Linde remains committed to delivering the infrastructure, molecules and engineered solutions required to decarbonize the global economy.



Sustainable Development Targets and Performance



Climate Change

Decarbonization, Investment & Innovation

- 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
- GHG Reduction: Achieve 35% intensity reduction in GHG vs. EBITDA
- >\$3 billion in internal decarbonization initiatives by 2035



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% 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)
- 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% employee annual certification to Linde's CBI



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

Performance on Targets

Our SD targets are our roadmap for near- and long-term strategy for sustainable development at Linde. Linde's targets reflect our mission, values, and business model while aligning with stakeholder expectations, including the UN SDGs and leading disclosure frameworks. 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.

Linde reports performance against all targets to our stakeholders. Linde's SD targets, set a long-term, action plan with commitments from leadership and all levels of the organization. Linde's businesses and functions are accountable for meeting these targets and reporting and performance against them is embedded into our operating rhythm. Performance against targets is reported monthly to management, 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.

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.

As part of the annual assessment of our targets, Linde has discontinued reporting against 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 2025.





Climate Change

Linde Targets¹

	2022	2023	2024	2025	Target	Status
Invest in internal decarbonization by 2035, cumulative \$ million	n/a	n/a	169	277	3,000	↗
Enable >2x GHG benefits, annual	2.3x	2.4x	2.6x	2.7x	>2.0x	↑
35% absolute reduction in Scope 1 and 2 emissions by 2035, 2021 baseline, cumulative % (million tons CO ₂ e)	-2.8%	-4%	-6.2%	-10.3%	-35% (25.9)	↗
35% improvement in GHG intensity vs. adjusted EBITDA, cumulative %, (intensity MMT CO ₂ e/\$ billion)	-33% (3.6)	-40% (3.2)	-45% (2.9)	-50% (2.7)	-35% (3.5)	↑
>2x low-carbon power sourcing, primarily from active renewable electricity, cumulative TWh	18.0	18.0	19.9	21.4	>28.0	↗

¹ Targets terminate in 2028, unless specified otherwise

↑ achieved

↗ progressing

↘ 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 cumulative spend of \$277 million reported through 2025.

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

The scope is GHG benefits based upon data from a subset of Linde applications that enable demonstrable GHG benefits, versus Linde's 2025 total direct and indirect (Scopes 1 and 2) GHG emissions. In 2025, these applications enabled 98 million MT CO₂e to be avoided, approximately 60 million MT, or 2.7 times, more than its Scope 1 & 2 GHG emissions. 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 Agreement goal to limit global warming to well below 2°C. Linde's 2021 (baseline) Scope 1 and

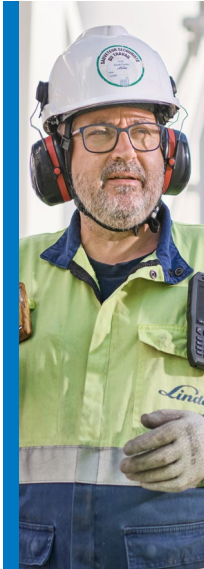
Scope 2 emissions were 39.9 MM MT CO₂e. In 2025, Linde reported Scope 1 and 2 emissions of 35.8 MM MT CO₂e, representing a 10 percent reduction from the 2021 baseline, driven primarily by increased active renewable energy procurement. Progress against this target is not expected to be linear due to timing of volumes and projects. Scope 1 emissions are expected to increase in 2026 due to the start-up of a previously contracted gasification project in Singapore with an ongoing FEED study for carbon capture and sequestration. 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 2025 adjusted EBITDA was \$13.4 billion, resulting in a GHG intensity of 2.7 MMT CO₂e/\$ billion, representing a 50 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 versus a baseline of 14 TWh in 2018. In 2025, the company sourced 21.4 TWh low-carbon electricity, or 50 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 Targets¹

	2022	2023	2024	2025	Target	Status
Water Management Plans (WMPs) at high-water-use sites in areas of high-water stress (# sites in scope, % WMPs implemented)	64 (48%)	64 (61%)	89 (25%)	89 (33%)	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	+4%	-20%	↗
100% participation in Zero Waste globally by 2035	n/a	n/a	48%	62%	100%	↗
Annually achieve operational safety better than industry levels for Lost Workday Case Rate (LWCR)	0.19	0.09	0.09	0.10	<0.90	↑
Annually achieve operational safety better than industry levels for Total Recordable Case Rate (TRCR)	0.49	0.37	0.36	0.33	<2.60	↑
Annually achieve Commercial Vehicle Incident Rate (CVIR) of <2.5 per million kilometers driven	2.24	2.21	2.22	2.34	<2.50	↑

¹ Targets terminate in 2028, unless specified otherwise

↑ achieved

↗ progressing

↘ behind target

Environment

In addition to its targets 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 (high-high) 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 4.0 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.

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 high-high 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 1.14. Linde is in the process of identifying and evaluating projects to achieve this target.

In 2025, approximately 89 sites are in scope for these targets, consistent with the prior year. Of Linde’s high-high sites, 22 are located in EMEA, 29 in the Americas, and 38 in APAC. To maintain data quality and strengthen water-intensity monitoring, high-high sites report water-usage data on a monthly basis.

- 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. In 2024, 62 percent of sites participated. See GRI 306-2 for more information.

Safety & Health

During 2025, 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.

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 2025 LWCR was 0.10 (2024: 0.09), nine times better than the OSHA all industries industrial average (0.9). 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 2025 TRCR (the number of employee or contractor recordable injuries per 200,000 hours worked) was 0.33 (2024: 0.36). Linde’s 2025 TRCR was more than seven times better than the OSHA all industries industrial average (2.6). 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 per 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 2025, this target was achieved: Linde's global CVIR was 2.34 vehicle incidents per million kilometers (2024: 2.22).

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, informing training programs and safety campaigns.



Integrity & Compliance

Linde Targets¹

100% employee certification to Linde Code of Business Integrity (CBI), annual % employees certifying

¹ All Targets terminate in 2028, unless specified otherwise

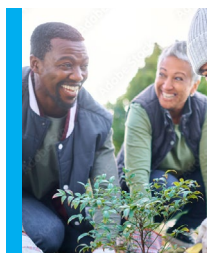
2022	2023	2024	2025	Target	Status
100%	100%	100%	100%	100%	↑
↑ achieved	↗ progressing	↘ behind target			

Integrity & Compliance

- 100% 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. 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 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 Targets¹

550 employee community engagement projects completed

100% Sustainable Development Awareness training (% targeted employees trained)

¹ All Targets terminate in 2028, unless specified otherwise

2022	2023	2024	2025	Target	Status
489	590	821	881	550	↑
n/a	n/a	Started	Achieved	100%	↑
↑ achieved	↗ progressing	↘ behind target			

Community Engagement

- Complete 550 projects in community engagement

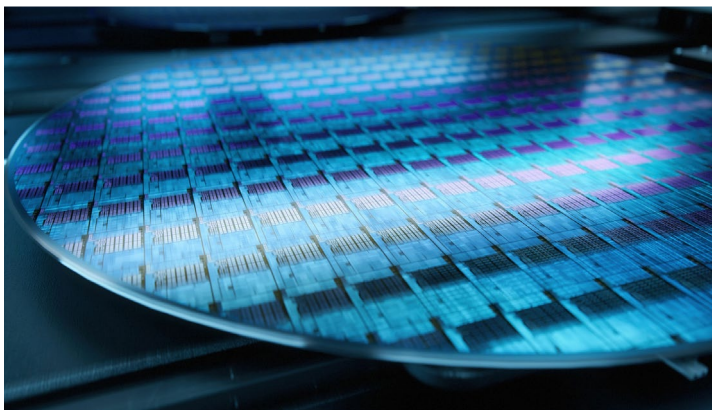
The target scope is all reported employee-based Linde community engagement activities. Linde reported 881 projects in 2025 (2024: 821). See GRI 413-1 for more information.

Sustainability Awareness

- 100% Sustainability training for employees

Sustainability training was made available to all employees on Linde's internal learning platform in 2025, and we consider this target achieved.

Economic Topics



Advancing Cleaner, More Efficient Industrial Combustion

Industrial combustion is essential for producing steel, glass, cement and nonferrous metals, yet traditional air-fuel systems are inefficient because air contains only 21 percent oxygen and large volumes of inert nitrogen. Oxyfuel combustion replaces air with pure oxygen, enabling higher flame temperatures, lower fuel consumption, reduced NOx formation and significantly smaller flue-gas volumes. These performance gains support higher productivity and measurable emissions reductions for energy-intensive industries.

In 2025, Linde expanded deployment of its oxyfuel and oxygen-enhanced combustion technologies across the steel, nonferrous metals, cement and glass sectors as customers pursued both operational improvements and lower-carbon pathways. In steel, Linde's REBOX® oxyfuel reheating and OXYGON® preheating systems increased throughput, improved fuel efficiency and delivered more consistent furnace temperatures. Removing nitrogen from the combustion zone also reduced NOx, extended refractory life and improved process reliability.



Linde's REBOX® oxyfuel reheating

Nonferrous metals producers also advanced their sustainability performance. Aluminum producers using Linde's ALUMELT™ achieved better melt uniformity, and higher melt rates. Copper producers using Linde's oxygen-injection technologies saw improved process stability, reduced fuel consumption and enhanced metallurgical outcomes.

In the glass sector, Linde's OPTIFIRE™ oxyfuel burners and targeted oxygen-injection solutions helped customers reduce fuel use by up to 10% while significantly lowering NOx emissions. Linde's OXYSERVICE™ programs supported longer furnace campaigns, improved reliability and reduced downstream treatment needs.

Global demand for oxyfuel technologies increased throughout 2025, with accelerated adoption in China's steel industry and additional wins across the Americas, Thailand, and Turkey. Across all regions, Linde customers realized tangible economic benefits including fuel savings, productivity gains, and more consistent operations, while making meaningful progress toward decarbonization.

25 Years of Participation in the S&P Global Corporate Sustainability Assessment



Linde marked 25 years of continuous participation in the S&P Global Corporate Sustainability Assessment (CSA). This milestone reflects the company's long-standing commitment to transparency, disciplined performance management, and leadership in environmental, social, and governance (ESG) practices.

For more than two decades, Linde has maintained a consistent presence in the Dow Jones Best-in-Class Indices, underscoring the strength and resilience of its ESG approach. This sustained recognition is supported by robust governance systems, responsible business conduct and continuous progress in advancing sustainability across global operations.

Linde's sustainability impact extends across its value chain. Through advanced technologies and engineering solutions, the company enables customer decarbonization across multiple sectors. Clear, long-term climate commitments guide strategic decision-making and reinforce Linde's role in supporting global emissions-reduction efforts.

Performance in the CSA and continued inclusion in the Dow Jones Best-in-Class Indices deliver meaningful value to stakeholders:

- **Investors** gain insights into Linde's strong and consistent ESG management.
- **Customers** benefit from the proven credibility and impact of Linde's sustainability solutions.
- **Employees** and communities see evidence of a culture centered on innovation, responsibility and long-term stewardship.

Together, these factors underscore Linde's leadership in sustainable industrial innovation and its contribution to a lower-carbon global economy. The company's 25-year engagement in the CSA represents both a significant achievement and a foundation for continued progress in the years ahead.

Economic Management approach for material topics 3-3

The economic dimension of sustainability concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at the local, national and global levels. 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 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 Executive Leadership Team who report performance regularly to the Board.

Integrity is a corporate value, an expectation of behavior and non-negotiable. Linde's 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. 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.

Subcontractors and other stakeholders are also expected to follow this standard as indicated in the Supplier Code of Conduct (SCOC). 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. 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.

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.

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 Chairman of the Audit Committee is 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 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 and

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 Cybersecurity 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 SVP and CHRO oversees artificial intelligence (AI), and related policies and programs fall under the oversight of the Human Capital Committee. Linde is committed to the responsible use of AI and has developed enterprise-wide AI principles addressing the following: compliance with Linde's data privacy principles and/or local data privacy regulations; data security using only Linde IT-approved AI applications and following Linde's cybersecurity principles; avoiding AI biases, with consultation with stakeholders as needed; ensuring appropriate human oversight, including human accountability and ownership of AI-generated content and decisions; transparency of AI use and explainability of models, results, etc.; and safety and human rights considerations, for example, ensuring AI systems do not engage in manipulative behavior or exploit vulnerabilities, and are in compliance with local regulations. In addition, responsible use of AI is directly addressed in Linde's CBI.

Linde has established global and regional AI & Digital teams whose goal is to advance the use of AI in a responsible manner throughout the organization. In addition, Linde has established a cross functional AI council to drive the strategic framework and ensure AI is being promoted and leveraged to drive business value in a manner consistent with Linde's core values. Programs governing the responsible use of AI are in the process of being implemented across the organization. Such programs are generally managed at the regional level to ensure appropriate accountability for compliance with local laws and regulation as well as corporate policies. Programs are designed to address the following: restricted access to sensitive AI capabilities through role-based controls and approval processes to prevent misuse; clear identification of AI-generated content and AI-supported decisions to promote transparency for users and affected stakeholders; ability for stakeholders to raise concerns or contest AI-supported outcomes through established feedback and escalation channels; monitoring of deployed AI models for performance degradation or drift, with corrective actions such as retraining applied where necessary; and regular assessment of fairness and bias risks and mitigation measures. Globally, employees are required to complete annual training on Linde's CBI and cybersecurity, both of which integrate responsible use of AI into the curriculum. Linde also specifically tracks AI-related productivity initiatives which often result in both financial and resource savings. Linde's data center environmental footprint is not significant, and responsible resource use is embedded into its overall IT operations.

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 SCOC are provided on its website at: <https://www.linde.com>.

See the Sustainable Development Targets & Performance section for Linde's targets related to Integrity & Compliance and the related GRI standards.

Programs, Projects, Initiatives

These are described in the following Economic disclosures.

Direct economic value generated and distributed

Revenue 201-1

2025 revenue: \$34.0 billion

See the [2025 Annual Report](#) for consolidated financial statements and a discussion of Linde's financial results.

Charitable Spend 201-1

Linde Global Giving Program 2025 spend: \$21.9 million.

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

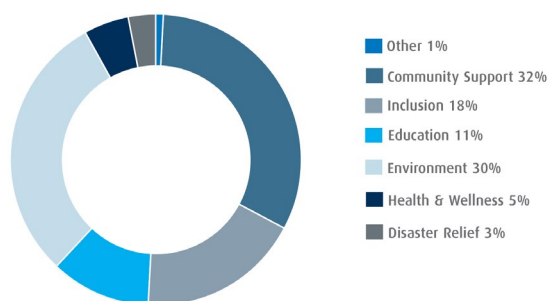
Additionally, charitable funds, in-kind donations and resources contribute to the overall positive impact on local communities. In 2025, these included:

- In-kind donations raised and donated, including food, clothing, seedlings, product donations and other, but not including cash raised or donated: more than \$430,000 (including more than \$143,000 through the Community Engagement Program and an additional \$291,000 through the Global Giving Program, representing product donations such as Linde gases.)
- Approximate value of service by Linde volunteers: \$1.3 million

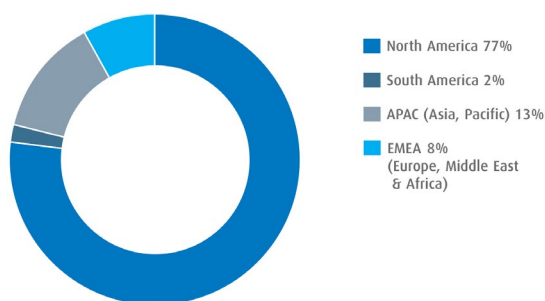
- Approximate value of management support/overhead: \$560,000 including fees paid to external organizations for vetting and processing organizations, included in cash contributions above, as well as an approximation of the staff time to manage the Global Giving and Community Engagement programs. (Note: Programs are internally managed; Linde does not charge overhead to these programs.)
- In addition to funding from the Linde Global Giving Program, employees and facilities raised or donated more than \$4.3 million in cash and in-kind donations, including food, clothing, trees/seedlings and other forms of in-kind support. This contribution included more than \$4.2 million in cash contributions from employees and facilities.

In 2025, Linde employees' generosity was displayed through their personal donations of approximately \$1.7 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, 2025



EC (2): Global Giving Spending by Geography, 2025

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 substances. 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'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 its [2025 Annual Report](#) 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 2025 Annual Report](#) and [Climate Transition Plan](#).

Defined benefit plan obligations and other retirement plans 201-3

For information on Linde's defined benefit plans and other retirement plans, refer to Note 16 in [Linde's 2025 Annual Report](#).

Financial assistance received from government 201-4

Linde periodically receives grants from government entities typically tied to technological innovation or economic development incentives supporting capital investments and community collaborative efforts in areas where we do business.

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

Employees earn at least the local minimum wage. 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 providing ideal role models for the local workforce.

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 249 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 12 and 13.

Linde community engagement projects help meet specific needs identified by community leaders and provided a range of benefits to more than 373,000 people, mostly in communities local to Linde sites. See the disclosures for GRI 413-1 and 413-2 for the impacts of Linde's community engagement activity.

Proportion of spending on local suppliers 204-1

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

Local Sourcing

Linde primarily works with local suppliers as it is generally not economical to transport its industrial gas product 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. 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. 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 help foster 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 2025, the company spent a total of \$487 million with small and diverse business enterprises including those owned by veterans, service-disabled veterans, women and minorities (ethnic or non-ethnic). Approximately \$427 million was procured from U.S. small businesses, representing products and services that covered approximately 800 different commodities and services. The supplier diversity landscape and opportunities vary across the globe. 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 places a strong emphasis on meaningful supplier engagement as a core component of responsible sourcing and effective value chain management. The company works closely with suppliers and contractors to ensure alignment with Linde standards and business values while advancing shared environmental, social, and ethical expectations. This collaboration includes ongoing engagement with carriers and logistics partners through safety training, best practice sharing, and initiatives that enhance operational efficiency, reduce environmental impacts, and support security and human rights across the supply chain. Significant suppliers, based on business relevance considerations, are prioritized and subject to enhanced oversight and more rigorous audit coverage.

A central focus of Linde's supplier engagement efforts is improving the quality and accuracy of Scope 3 emissions data. Linde partners with key suppliers to strengthen the tracking, reporting and verification of upstream emissions, enhancing transparency and enabling more robust emissions accounting. The company has expanded its global supplier engagement program to include structured ESG surveys covering topics such as GHG emissions, human rights and broader sustainability practices. These interactions support more reliable data inputs for Linde's Scope 3 inventory while also identifying opportunities for emissions reduction, capability building, and joint improvement initiatives.

By deepening dialogue with suppliers, strengthening data quality, and expanding collaboration on climate and ESG topics, Linde advances its sustainability objectives while supporting progress across its global value chain.

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

Linde operates in certain jurisdictions identified as high risk based on the Corruption Perception Index from Transparency International. Linde administers an annual risk assessment that is circulated to all business managers and functional leaders globally. Potential risks related to corruption are an explicit focus.

A Compliance Review Board (CRB) performs quarterly regulatory risk assessments. Dedicated FCPA and anti-bribery audits are also regularly conducted. These audits are related to anti-trust, anti-bribery and anti-corruption, including the FCPA and other compliance matters.

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

Linde maintains a comprehensive Global Anti-Bribery & Anti-Corruption Compliance Policy, which is publicly available and outlines the company's expectations regarding compliance with applicable anti-bribery and anti-corruption laws. The company provides periodic mandatory Corruption Prevention training to employees globally, supported by additional internal guidance and resources designed to help employees identify, mitigate, and appropriately escalate corruption-related risks. These training programs and materials are communicated regularly and form part of Linde's broader compliance framework. Expectations related to anti-corruption are also addressed within the Linde CBI.

Linde's Board of Directors is trained regularly 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, officers and employees. 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.

Linde 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.

Confirmed incidents of corruption and actions taken 205-3

Table SOC (12) in GRI 406-1 provides the aggregate number of hotline reports by category. No confirmed incidents of violation of anti-corruption laws occurred in 2025.

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

No anti-trust regulatory or enforcement action was initiated in 2025. Linde reports material regulatory matters in Note 17, "Commitments and Contingencies," in [Linde's 2025 Annual Report](#).

Environmental Topics



Energizing Change: How Linde Is Rewiring the Energy System

Linde advanced its leadership in the global energy transition by modernizing longstanding systems, strengthening renewable energy sourcing and expanding low-carbon hydrogen infrastructure across key regions in 2025. A significant milestone came from the Region Europe North business, where cross-functional teams redesigned an electricity procurement model that had remained largely unchanged for decades. This work resulted in a new five-year partnership with Vattenfall that improves cost efficiency, streamlines supply management, strengthens commercial alignment and enables a 25% reduction in Scope 2 emissions, while delivering approximately \$1 million in annual productivity savings.

Linde also progressed several major investments to scale green hydrogen production. In North America, Linde brought online a 35 MW PEM electrolyzer in Niagara Falls, doubling the U.S. green hydrogen capacity and supplying approximately 14 tonnes per day of renewable hydrogen. In Europe, Linde expanded its presence at the Leuna Chemical Complex with a new 5 MW alkaline electrolyzer supported by regional and EU funding. Once operational, the facility will add approximately 450 tonnes of annual green hydrogen production and further strengthen Germany's hydrogen network.



Hydrogen liquefaction plant in Leuna, Germany

Linde continued to shape the broader clean energy ecosystem through strategic global partnerships. In Germany, the company moved forward with Shell on the engineering and construction of a 100 MW REFHYNE II plant, designed to produce up to 44,000 kilograms per day of renewable hydrogen to support lower-carbon fuels and industrial applications. Collectively, these initiatives demonstrate Linde's commitment to practical, scalable solutions that reduce emissions, enhance energy resilience and support customers in meeting their decarbonization objectives.

AI-Driven Valve Intelligence Enhancing Operational Efficiency and Supporting Decarbonization

In 2025, Linde continued to advance operational reliability and efficiency by expanding the commercialization of ValveWatch, its AI-driven valve health diagnostics platform, across more than 40 air separation and hydrogen production facilities. This initiative reflects the company's focus on deploying practical digital innovations that strengthen plant performance while supporting broader sustainability objectives.

Valves are critical components in industrial gas production, yet they remain among the most common sources of equipment-related disruption. Issues such as drifting, sticking or leaking can lead to unstable process control, unplanned downtime and increased energy consumption as systems compensate. These inefficiencies not only disrupt operations but also contribute to higher site-level emissions. Because valve degradation often develops gradually, underlying problems may go unnoticed until they escalate into operational constraints.

ValveWatch addresses this challenge through advanced machine learning models that continuously analyze real-time valve behavior. The platform identifies emerging deviations from expected performance; classifies likely issues, ranging from mechanical wear to instrumentation tuning requirements or shifts in process conditions; and pinpoints probable root causes such as saturation or leakage. These diagnostics give the operations teams clear, actionable insights, enabling proactive maintenance rather than reactive response to equipment failures or process upsets. Early deployments have helped sites improve control stability and reduce avoidable energy loss, directly supporting Linde's operational excellence and decarbonization goals.

As ValveWatch is scaled across Linde's global network, the company is turning digital capability into meaningful environmental and operational benefit. By providing timely, data-driven insights, the platform helps reduce waste, enhances reliability, and ensures facilities operate as efficiently and sustainably as possible.

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 sustainable development targets 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 include: Energy, Water, Emissions.

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 with the Executive Leadership Team who report performance regularly to the Board. Linde's SVP, Global Functions and Growth, is the most senior executive responsible for environmental issues globally.

Linde's environmental compliance and management are managed under the vice president, SHEQ, who reports to the SVP, Global Functions and Growth, who reports to the CEO. 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.

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 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 environmental responsibility and annual performance against pre-established goals related to reducing GHG emissions. Specific details are described in [Linde's Proxy Statement](#).

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 also has publicly issued position statements on the following: Sustainable Development and Climate Change, Ecosystems, Water, and Chemicals of Concern.

See the Sustainable Development Targets & Performance section for Linde's targets related to Environmental Topics (including climate, water and waste) and the related GRI standards.

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. Training that covers Linde's sustainability topics and strategy is available to all employees.

Environmental Management System (EMS) and Environmental Reporting

Linde's global environmental management system (EMS) conforms to the American Chemistry Council's (ACC's) RCMS and is aligned with ISO 14001, the international standard for EMSs.

Linde's reporting boundaries for environmental Key Performance Indicators (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. Sites identified as being de-minimis are excluded from the reporting scope and include small office sites and retail outlets, for which environmental impacts are negligible.

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

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. 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 (LAMT) 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, 87 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

Linde sites 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. 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 business units. 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 2025, Linde conducted 85 "A" assessment audits, all at Linde sites, and 348 internal "B" assessment audits as per business safety plans. See GEN (1).

Internal Assessments

	2022	2023	2024	2025
"A" Assessment audits conducted	93	85	77	85
"B" Assessment audits	271	333	316	348

GEN (1): Internal Assessments

External Environmental Data Assurance

Linde’s 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

	2022	2023	2024 ²	2025 ³
Number of Violations with Significant Fines ¹	0	0	1	1
Value of Fines Related to Above in USD (whole numbers)	\$0	\$0	\$33,000	\$37,000

GEN (2): Environmental Violations and Fines

Units: USD

¹ 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.

² The violation assessed and paid in 2024 related to a violation in 2023.

³ The violation is due to historical water well documentation and well closure.

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.

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 2025 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), 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 2025 were renewable raw materials. Renewable raw materials used by Linde include air, water, carbon dioxide and hydrogen. These products represent approximately 90 percent of the revenue Linde received for the products it manufactures. Examples of products not included are those manufactured by 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.

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 2025, Linde procured 17 percent byproduct hydrogen.
- Helium is acquired from several sources, including helium-rich natural gas streams.

Recycled input materials used 301-2

Also see the disclosure for GRI 301-1 for information on renewable raw materials. 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.

Most of the acetylene produced by Linde in the United States is 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 United States is sourced from ethanol fermentation (a biomass source). As a business, Linde is actively 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 disassembled 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 re-used multiple times. Where disposable cylinders are used, recycling methods are recommended to customers.

Linde runs several large cylinder refurbishment centers worldwide and many smaller test shops and repair centers in many countries. In its cylinder test shop in Wolverhampton, U.K., Linde typically refurbishes 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 2025 was 19.7 million MWh, or 70.9 million GJ. This figure represents energy consumption and excludes fuel consumed as a feedstock for production. The majority of fuel consumed was natural gas. Other fuel types used included diesel, oil and "other," which includes naphtha and other refinery fuel gas.

Electricity Consumed

Total electricity consumed in 2025 was approximately 42.7 million MWh, or approximately 154 million GJ. Linde reports total non-renewable electricity consumed in 2025, which includes passive renewable electricity and other low-carbon electricity, as approximately 35.1 million MWh, or 126.4 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 International Energy Agency (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 2025, active renewable electricity was 7.6 million MWh, and passive renewable electricity was 8.6 million MWh, for a total of 16.2 million MWh. Nuclear represented 5.2 million MWh of low-carbon electricity, of which 1.6 million MWh was actively sourced. This results in a total of 21.4 million MWh of low-carbon electricity, which represents 50 percent of Linde's total electricity consumption in 2025. 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. Total active renewable and low-carbon electricity purchased in 2025 was 9.2 million MWh, of which 88 percent of energy consumed was tied to contracts, either direct PPAs or green-backed contracts supported by energy attribute credits.

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

Steam Consumed

Linde consumed 9.3 million MWh, or 33.5 million GJ, of steam in 2025, a decrease of approximately 8 percent versus prior year driven by electrification of two steam driven ASUs in China. Most of Linde's steam consumption in 2025 was generated from non-renewable sources and comes from approximately ten steam turbine driven ASUs in China. Linde currently has several additional electrification projects under evaluation.

Consumption of heating or cooling energy is not significant.

Electricity, Heating, Cooling and Steam Sold

Linde sold 9.1 million MWh of steam in 2025.

Total Energy Consumed

Linde consumed a total of 71.6 million MWh, or 257.8 million GJ, of energy in 2025. This is less than a 2 percent decrease from 2024.

Linde tracks energy consumption through meters and utility bills, and collects information for each plant and location in a global eKPI system.

Consumption of self-generated energy (including electricity, steam, heating and cooling and non-fuel renewable energy) is not significant.

Electricity

	2022	2023	2024	2025
Active renewable electricity consumed	3,316,000	4,792,000	6,010,000	7,564,000
Passive renewable electricity consumed	9,236,000	8,232,000	9,138,000	8,627,000
Low-carbon (nuclear) electricity consumed	5,469,000	4,865,000	4,737,000	5,169,000
Fossil electricity consumed	23,916,000	23,720,000	22,605,000	21,314,000
Total Electricity Consumed	41,937,000	41,609,000	42,492,000	42,674,000

EN (1): Electricity

Units: MWh

Total Energy

	2022	2023	2024	2025
a. Non-renewable fuels purchased and consumed	19,707,000	20,134,000	20,085,000	19,680,000
b. Non-renewable electricity consumed ¹	38,621,000	36,817,000	36,480,000	35,110,000
c. Steam consumption	10,027,000	9,660,000	10,102,000	9,262,000
d. Total non-renewable energy consumption (a+b+c)	68,355,000	66,612,000	66,668,000	64,052,000
e. Total renewable electricity purchased or generated ²	3,316,000	4,792,000	6,010,000	7,564,000
Total Energy Consumed (d+e)	71,671,000	71,404,000	72,678,000	71,616,000

EN (2): Total Energy

Units: MWh

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.

Energy consumption outside of the organization 302-2

Energy consumed outside the organization is largely related to unconsolidated joint ventures and customer paid power, both of which are captured in Linde's Scope 3 emissions reporting.

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.

Reduction of energy consumption 302-4

Linde's sustainable productivity in 2025 yielded savings equivalent to approximately 750 million MWh, 800 billion BTU of natural gas and 6 million gallons of diesel fuel. Linde implements structured energy management programs embedded within its operational management systems, using a data-driven approach to analyze energy consumption across operations, identify significant energy uses, and prioritize efficiency opportunities. These programs are supported by site-level data, including monthly tracking, to drive and monitor continuous improvement.

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 ($\leq 1,000$ 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 and discharge are key performance indicators for Linde and are managed as part of the company's sustainable productivity efforts to continuously evaluate water use efficiency and identify areas of improvement. Water withdrawal and discharge volumes and quality are monitored regularly at the production facility level.

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 2025, Linde withdrew 1,123 million m³ of water. Linde tracks water withdrawals primarily through utility bills.

Of the 1,123 million m³ of water withdrawn in 2025, 40 percent was from fresh water sources (municipal, surface water and groundwater), 36 percent from seawater, and approximately 24 percent from third-party (industrial/recycled) sources. Linde estimates that more than 90 percent of the water withdrawn in 2025 at Linde production plants (excluding once-through) was recycled numerous times through cooling towers before discharge.

Overall, water withdrawal in 2025 increased 1 percent compared to 2024, primarily related to new plants coming on-stream. Linde continues efforts to reduce water withdrawal by improving water efficiency. Linde anticipates water withdrawal to remain relatively consistent.

Water Discharge 303-4

No water bodies or related habitats were significantly affected by Linde water discharges or runoff in 2025.

Where Linde facilities discharge process water, discharges are governed by discharge permits issued by a regulatory agency. With increasing business activities and new plant start-ups, Linde anticipates water discharges to remain relatively consistent.

Linde estimated chemical oxygen demand (COD) at these sites to be 1,883 metric tons in 2025, which is a 13 percent decrease from 2024.

Water Consumption 303-5

Linde consumed 95.8 million m³ of water in 2025. Consumption is defined as total water withdrawn minus wastewater discharged, minus once-through cooling water that is returned to the original source with no impact on quality. Consumption of total water withdrawn increased by 9.2 percent compared to 2024, primarily driven by improved metering for seawater discharge at a larger site.

Consumption of fresh water is also reported in EN (3). Consumption of fresh water was 100.8 million m³ in 2025, which is a 1 percent decrease compared to 2024.

Due to business growth and new plant start-ups water consumption may grow, however increased water recycling and use of industrial and brackish water returned as once through water, as well as efforts to reduce water intensity, are expected to mitigate consumption increases, especially of freshwater sources.

Water Withdrawal, Discharge and Consumption

	2022	2023	2024	2025
A. Fresh Water Withdrawal	453.8	451.2	448.1	453.2
Municipal Water Withdrawal	58.0	55.5	58.4	58.0
Surface Water Withdrawal	385.4	389.4	381.9	386.1
Ground Water Withdrawal	10.4	6.3	7.8	9.1
B. Other Water Withdrawal – Seawater	387.6	388.9	439.8	400.0
C. Other Water Withdrawal – Third Party (Industrial/Recycled)	211.9	219.6	220.9	270.1
D. Total Water Withdrawal (A+B+C)	1,053.3	1,059.7	1,108.8	1,123.3
E. Fresh Water Discharge	359.4	360.5	355.4	362.2
a. Fresh Once-Through Cooling Water	349.9	353.3	346.3	352.4
b. Other	9.5	7.2	9.1	9.8
F. Other Water Discharge – Seawater	388.6	389.9	432.1	386.1
G. Other Water Discharge – Third Party	217.0	223.6	233.5	279.2
H. Total Water Discharge	965.0	974.0	1,021.0	1,027.5
I. Total Water Consumption (D-H)	88.3	85.7	87.7	95.8
J. Net Fresh Water Consumption (once-through) (A-Ea)	103.9	97.9	101.8	100.8

EN (3): Total Water Withdrawal, Discharge and Consumption
Units: million m³

Water-Stressed Areas

Areas of water stress are defined by the WRI Aqueduct 4.0 Global Water Risk Atlas Tool (2023 version). 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 anticipates the number of sites in areas of high water-stress to increase as water scarcity increases globally.

Water Stress Area Withdrawal, Discharge and Consumption

	2022	2023	2024	2025
A. Withdrawal	108.3	126.7	114.1	110.9
B. Discharge	86.9	102.8	90.0	87.5
C. Consumption (A-B)	21.4	23.9	24.1	23.4
D. Fresh Water Consumption	21.3	23.7	24.0	23.3

EN (4): Water Stress Area Withdrawal, Discharge, and Consumption

Units: million m³

Linde Water Targets – High-High-Sites

Linde has established targets to manage sites with high water withdrawals located in areas of high-water stress (“high-high” sites), reflecting the company’s interactions with water as a shared resource. Linde has two water-related targets for these sites: (1) implementation of site level water management plans at all high-high sites by 2028, and (2) a 20 percent reduction in water intensity at high-high sites by 2035, versus the baseline year of 2024. To monitor performance and progress against these targets, Linde tracks water withdrawal, water discharge, and water consumption, as well as water intensity, for operations with annual water withdrawals greater than 50,000 m³, excluding once through, non-contact cooling water.

Water intensity is calculated as water withdrawal (m³) per unit of production. In 2025, approximately 89 sites were defined as in scope for Linde’s water target, consistent with prior year which reflected the update to the WRI Aqueduct 4.0 Global Water Risk Atlas Tool (2023 version). See the Sustainable Development Targets and Performance section for more information. Water intensity increased by 4 percent due to an equipment-related issue at a large CO₂ plant.

Water Withdrawal Intensity – High-High Sites

	2024	2025
Water Withdrawal Intensity	1.14	1.18

EN (5): Water Withdrawal Intensity High-High Sites

Units: m³/unit of production

Biodiversity 101-1, 101-2, 101-3, 101-4, 101-5, 101-6, 101-7, 101-8

Biodiversity

Linde’s operations do not have a significant impact on biodiversity or deforestation. Biodiversity dependency and impact related risks are assessed through both the enterprise risk management process and the Sustainable Development materiality assessment, which concluded that biodiversity is not a material topic for the company.

When planning new sites, processes are in place to ensure that Linde minimizes any potential negative impacts on biodiversity. Linde sites are generally located in industrial areas or business parks where protected areas are not in proximity.

Because sites recognized as important to biodiversity may change over time, Linde conducts biodiversity impact surveys of its global industrial gas production facilities at least every 3 years based on data provided in the IBAT tool by the International Union for Conservation of Nature (IUCN). The most recent survey was completed in 2023, and no material biodiversity impacts were identified.

While deforestation is not a significant impact for Linde, the company is 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 greenfield sites through its Evergreen program.

For more information on Linde’s position statement on biodiversity and ecosystems, see 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 CO₂e and cover six gases in addition to carbon dioxide (CO₂): methane (CH₄), nitrous oxide (N₂O), perfluorocarbons (PFCs), hydrofluorocarbons (HFCs), nitrogen trifluoride (NF₃) and sulfur hexafluoride (SF₆).

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 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 Sustainable Development Targets and Performance section.
- Excluded Sources of GHG Emissions**
Linde operates a number of very small office sites and smaller sales outlets (such as retail outlets), referred to as “de-minimis” sites. Emissions from these locations are negligible, and sites that consume less than 1,500 MWh annually are therefore excluded from the GHG inventory and related reporting.
- 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 2025 GHG inventory was verified by a third party. In 2025, 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 Scope 1 GHG emissions continue to reflect the company’s diverse operational footprint, with the majority generated from hydrogen production and air separation activities.

Scope 1 GHG Emissions

	2022	2023	2024	2025
Total Scope 1 ^{1 2}	16,813,000	16,582,000	16,470,000	16,434,000

EN (6): Scope 1 GHG Emissions
Units: Metric Tons CO₂e
¹ Less than 1% decrease in Scope 1 is driven by lower production volumes and efficiency improvements between 2024 and 2025.
² CO₂ accounted for the majority of Linde’s GHG emissions, with other GHGs (e.g., from methane or nitrous oxide plants) totaling 0.5 million MT CO₂e in 2025.

Scope 1 Emissions Covered by Emissions-Limiting Regulations

In 2025, approximately 2.4 million metric tons of Scope 1 emissions (approximately 15 percent) were subject to a form of carbon legislation, over a cap-and-trade scheme, ETS or a form of carbon taxation. Approximately 72 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. Linde adheres to all applicable ETSS in full compliance with regulatory requirements.

Linde applies a static carbon price of \$85 per metric ton of CO₂e, used as a shadow price informed by the 45Q Tax Credit under the U.S. Inflation Reduction Act. The price covers more than half of Scope 1 emissions and is used to drive low-carbon investments. Linde also includes information on carbon risk (such as from emerging legislation) and selected climate KPIs, including anticipated Scope 1 and 2 emissions, in capital investment proposals to the Executive Leadership Team.

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 CH₄, SF₆, PFCs, HFCs and NF₃. 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 CO₂ 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 carbon dioxide 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.

Energy Indirect (Scope 2) GHG emissions 305-2

Linde's Scope 2 GHG emissions in 2025 totaled 19.4 million metric tons CO₂e (market-based), which is a 7 percent decrease from 2024. This decrease is due to increased sourcing of renewable energy, steam turbine conversion, efficiency initiatives and other productivity improvements.

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.

Linde also calculated Scope 2 emissions for 2025 using the location-based approach, which applies IEA factors or state factors, such as eGRID emission factors in the United States. Scope 2 emissions calculated with the location-based approach were 20.2 million metric tons CO₂e in 2025. 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

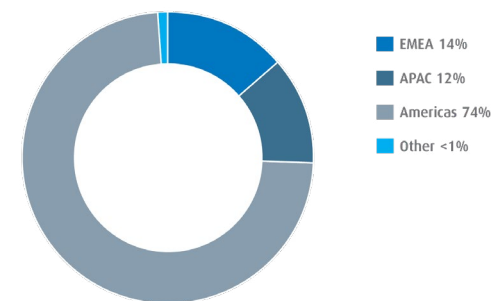
The main methodology for calculating Scope 2 emissions from electricity is the market-based approach, using site-specific emissions factors by plant according to supplier contracts and utility bills, where available. For sites where such market-based factors are not known, Linde uses the most recent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

Scope 2 GHG Emissions (Market-based)

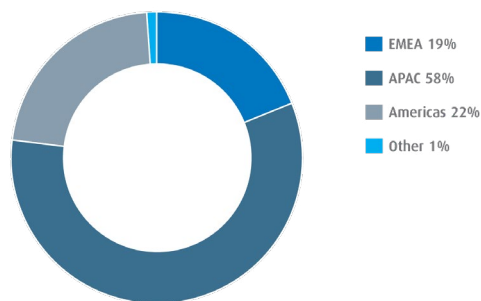
	2022	2023	2024	2025
Total Scope 2	21,981,000	21,562,000	20,943,000	19,374,000

EN (7): Scope 2 GHG Emissions
Units: Metric Tons CO₂e

GHG Emissions by Segment



EN (8a): Scope 1 GHG Emissions
Units: Metric Tons CO₂e



EN (8b): Scope 2 (market-based) GHG Emissions
Units: Metric Tons CO₂e

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.

Linde continues to assess its Scope 3 inventory and work with stakeholders, including collaborating with suppliers, 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 the OECD, EXIOBASE, the U.S. Bureau of Economic Analysis and the World Bank. Emissions are calculated based on GWP values from the 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 the 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 power. For thermal energy, a global WTT factor for heat and steam from IEA is used where applicable. 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 fluorinated gases, CO ₂ , CH ₄ and N ₂ O, 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	Linde engages in the sale of greenhouse gases, primarily carbon dioxide. Category 12 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 fluorinated gases, CO₂, CH₄ and N₂O, 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.

Scope 3 GHG Emissions

	2022	2023	2024	2025
1 - Purchased Goods and Services	3,774,000	3,913,000	3,802,062	3,483,000
2 - Capital Goods	1,036,000	704,000	991,367	990,000
3 - Fuel-and Energy-Related Activities	6,990,000	5,924,000	5,657,000	5,602,000
4 - Upstream Transportation and Distribution (including Contractor Driving)	726,000	658,000	684,104	674,000
5 - Waste	14,000	14,800	11,000	12,800
6 - Business Travel	16,000	19,600	18,300	20,500
7 - Employee Commuting	105,000	195,000	192,000	192,000
8 - Leased Assets		53,900	54,900	60,600
9 - Downstream Transportation and Distribution	10,000	9,700	10,300	10,100
10/11 - Use of Sold Products/Processing of Sold Products	7,831,000	8,528,000	8,029,000	8,153,000
12 - End-of-Life of Sold Products	7,000	7,500	5,500	6,400
13 - Downstream Leased Assets	2,655,000	2,756,000	2,393,000	2,831,000
14 - Franchises	n/a	n/a	n/a	n/a
15 - Investments	2,630,000	2,611,000	2,518,000	2,555,000
Total	25,859,000	25,394,500	24,366,533	24,590,400

EN (10): Scope 3 GHG Emissions
Units: Metric Tons CO₂e

GHG emissions intensity 305-4

Scope 1 and 2 emissions are as reported in the disclosures for GRI 305-1 and GRI 305-2.

Sales revenue reported to calculate revenue intensity is reported in Linde's financial filings. See EN (11).

Linde tracks emissions intensity versus Adjusted EBITDA (see EN (11)). See the Sustainable Development Targets and Performance section for further details on related targets.

GHG Emissions Intensity

	2022	2023	2024	2025
Total Scope 1+2 (thousands) in Metric Tons CO₂e	38,794	38,144	37,413	35,808
Revenue (millions) in USD	\$33,364	\$32,854	\$33,005	\$33,986
GHG Intensity (Metric Tons CO₂e/thousand USD Revenue)	1.2	1.2	1.1	1.1
Adjusted EBITDA (millions) in USD	\$10,873	\$12,007	\$12,819	\$13,351
GHG Intensity (Metric Tons CO₂e/Thousand USD EBITDA)	3.6	3.2	2.9	2.7

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 sustainable productivity in 2025 yielded savings equivalent to approximately 1 million metric tons CO₂e across more than 3,000 projects. It counts projects where benefits are fully realized as well as projects that were implemented in 2025 and are still accruing benefits. These projects provided GHG savings from enhancing the energy efficiency of buildings, processes and the transportation fleet. Sustainable productivity projects typically have a payback period of 1–3 years.

Customer GHG Benefits

A subset of Linde applications enabled customers and end users to avoid 98 million metric tons of CO₂e in 2025. See page 22. 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 7,607 metric tons in 2025, a decrease of 5 percent from 2024, driven primarily by one location with a cogeneration unit.

SOx Emissions

SOx emissions were 836 metric tons in 2025, a 20 percent increase from 2024.

VOC Emissions

VOC emissions were 993 metric tons in 2025, a less than 1 percent increase from 2024.

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

	2022	2023	2024	2025
NOx Emissions	9,569	9,079	8,012	7,607
SOx Emissions	779	795	699	836
VOC Emissions	931	985	985	993

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

	2022	2023	2024	2025
Hazardous waste incinerated ¹	15,219	19,542	17,942	15,259
Hazardous waste landfilled	1,563	1,100	918	1,373
Hazardous waste disposed – other methods	1,727	3,006	1,224	1,111
Total lime disposed as hazardous waste ²	1,520	932	1,279	1,807
Total hazardous waste (including lime) disposed	20,029	24,580	21,363	19,550
Hazardous lime waste diverted from disposal ²	1,429	876	1,203	1,699
Hazardous waste diverted from disposal ³	8,099	8,153	7,484	7,188
Total hazardous waste (including lime) diverted from disposal	9,528	9,029	8,687	8,887
Total hazardous waste (including lime) generated ^{4 5}	29,557	33,609	30,050	28,437

EN (13): Hazardous Waste
Units: Metric Tons

¹ The majority of hazardous waste incinerated which was without energy recovery.

² Linde follows local and regulatory guidelines regarding the classification of lime and reports lime waste and byproduct in metric tons of dry equivalent.

The majority of lime generated by Linde is considered byproduct and is sold or exported to a third-party for further reuse.

³ The majority of hazardous waste diverted from disposal was recycled.

⁴ Linde uses local country regulations to define and report hazardous waste.

⁵ Hazardous waste decreased by 5 percent between 2024 and 2025.

Non-Hazardous Waste & Byproduct

	2022	2023	2024	2025
Non-hazardous waste incinerated ¹	2,887	3,696	2,987	3,585
Non-hazardous waste landfilled	16,330	14,780	14,462	17,337
Non-hazardous waste disposed – other methods	1,939	1,462	874	808
Non-hazardous lime waste disposed ²	2,446	2,581	2,433	1,941
Total non-hazardous waste (including lime) disposed	23,602	22,519	20,756	23,671
Non-hazardous lime waste & byproduct diverted from disposal ²	38,385	41,381	36,752	34,556
Non-hazardous waste diverted from disposal ³	33,862	30,393	32,722	34,525
Total non-hazardous waste (including lime) & byproduct diverted from disposal	72,247	71,774	69,474	69,081
Total non-hazardous waste (including lime) & byproduct generated ⁴	95,849	94,293	90,230	92,752

EN (14): Non-Hazardous Waste

Units: Metric Tons

¹ The majority of non-hazardous waste incinerated was with energy recovery.

² Linde follows local and regulatory guidelines regarding the classification of lime and reports lime waste and byproduct in metric tons of dry equivalent.

The majority of lime generated by Linde is considered byproduct and is sold or exported to a third-party for further reuse.

³ The majority of non-hazardous waste diverted from disposal was recycled.

⁴ Non-hazardous waste increased by 3 percent between 2024 and 2025.

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 process and hazardous waste from going to landfill. The program encourages 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 2025, 428 sites and facilities had achieved Zero Waste, and more than 200 million pounds of waste was diverted from landfills.

Linde tracks progress towards its target of 100 percent participation in the Zero Waste program by 2035. The scope is all Linde operations subject to annual eKPI reporting. In 2025, approximately 62 percent of sites participated in the Zero Waste program.

See the Sustainable Development Targets and Performance section for more information.

Reduction and Prevention of Waste

Linde tracks savings from initiatives that reduce and prevent waste. In 2025, across all Linde production sites and offices, more than 5,500 MT of waste was avoided.

Significant Spills

There were no significant spills in 2025.

Transport of Hazardous Waste

Linde is not aware of the transport, import or export of hazardous waste across international borders in 2025.

Linde follows local and regulatory guidelines regarding the classification of lime and reports lime waste and byproduct in metric tons of dry equivalent. The majority of lime generated by Linde is considered byproduct and is sold or exported to a third party for further reuse.

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



Empowering Women and Advancing Clean Energy Skills in South Africa

In South Africa, Afrox, Linde's wholly owned subsidiary, supports women pursuing technical careers through the Afrox Women's Centre of Excellence. Part of Afrox's long-standing commitment to workforce education, the Centre helps participants build the skills and confidence needed to succeed in high-demand fields.

One of these initiatives—the Women in Solar program, developed with the Thuthukisa Institute NPC and supported by Linde's Global Giving Program—provides women electricians with hands-on solar training, mentorship and technical support. The program equips participants with the specialized capabilities required to work as Solar Photovoltaic Service Technicians, preparing them for opportunities in South Africa's expanding renewable energy sector.

By building advanced solar skills among women, the program helps reduce unemployment, strengthens the country's clean-energy workforce, and develops critical technical expertise for the future. It demonstrates how targeted collaborative training can expand opportunity, foster economic resilience, and support national sustainability goals.

Empowering the Next Generation of Sustainable Innovators

Linde is helping young people turn environmental and engineering challenges into real-world solutions, whether in local communities or university innovation labs.

In New York, the annual Environmental Ambassador Summit at the Linde Technology Center brings together secondary school teams to develop ideas that strengthen their local environment. In 2025, projects ranged from pollution prevention to habitat restoration, with the top concept creating native plant spaces to support pollinator populations. Students also met with environmental professionals and explored pathways into conservation and sustainability careers. Linde volunteers played a central role throughout the event, helping create an inspiring, supportive setting for students to build confidence and showcase their ideas.

In Thailand, Linde partnered with King Mongkut's University of Technology Thonburi (KMUTT) to engage engineering students from more than 20 universities in a sustainability-focused innovation challenge. Finalist concepts reflected bold, practical thinking such as plasma-based water purification and carbon dioxide-activated smart fertilizer hydrogels. The winning idea: an argon-based insulation design aimed at reducing industrial heat loss. Linde supported the teams with seed funding, technical guidance and research resources that helped them refine and advance their concepts.



Environmental Ambassador Summit at the Linde Technology Center

Together, these programs highlight Linde's global commitment to nurturing future environmental and engineering leaders, empowering students with the skills, mentorship, and opportunities to drive more sustainable solutions in their communities and industries.

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, HR, inclusion, 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 SVP and CHRO is responsible for talent sourcing, management and retention, inclusion, communications, AI and digitalization, and global giving, 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 SVP 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. The CCO is the senior functional lead in this area.
- The SVP, Global Functions and Growth, is responsible for SHEQ, technology and corporate procurement and reports to the CEO. The vice president of SHEQ is the senior functional lead in this area. 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 SCOC and sustainability and human rights commitments, among others.
- The vice president and CAO reports to the CFO and oversees sustainable development. The vice president, Sustainability, is the senior functional lead in this area and also oversees Linde's Community Engagement Program.

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 for men and women
- Merit-based decisions on recruitment, hiring, promotion and compensation
- Compliance with regulations, including regulations addressing notice periods for organizational changes
- Avoiding or reducing overtime or excessive working hours
- 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, the provision of benefits such as medical care and parental benefits beyond public programs, and ensuring employees take their paid annual leave entitlements. Linde maintains competitive and equitable pay practices through regular benchmarking of external market data, including relevant cost-of-living indicators where appropriate. Salary ranges are reviewed periodically to reflect market conditions, with adjustments incorporated into annual and off-cycle compensation processes. As part of compensation governance, Linde monitors pay outcomes to identify and assess potential gender-based pay gaps and takes action as appropriate to support fair and equitable remuneration. Linde supports workforce resilience through ongoing training, upskilling, and development programs that enable employees to adapt to evolving industrial, technological, and sustainability related changes. Employees receive appropriate training as operations, technologies, or other conditions evolve.

See Sustainable Development Targets & Performance section for Linde's targets related to Social Topics (including safety and community engagement) and the related GRI standards.

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 responsible for safety management, including hazard identification, risk assessment with hazard control methods, incident investigation, and management reviews. 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. See the disclosure for GRI 404-1. Safety performance is reviewed with management and the Board. 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.

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, 2025, was 65,177, reflecting a decrease of 112 employees from December 31, 2024. See SOC (1). 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 5.8 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

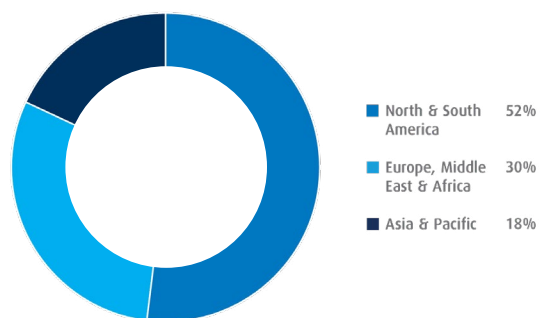
Linde annually conducts an employee engagement survey. The survey includes the following aspects: safety, inclusion and accountability; and traditional engagement aspects, including enablement, future outlook, collaboration and growth.

As in previous years, the Global Pulse Survey demonstrated strong engagement, with more than 41,800 employees participating. Feedback highlighted a positive workplace experience, with the strongest improvements seen in enablement and collaboration. The record-high engagement score of 79% reflects how teams across Linde continue to live our values and contribute to a culture where individuals feel supported, included, and able to reach their full potential. This culture of engagement is consistently mirrored in the global Compliance survey, which shows sustained improvements—particularly in the perceived effectiveness of the Compliance program, trust in reporting mechanisms, leadership role modeling, and awareness of Compliance resources.

Number of Employees

	2022	2023	2024	2025
Total	65,010	66,323	65,289	65,177

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)	2022	2023	2024	2025
Revenue	\$33,364	\$32,854	\$33,005	\$33,986
Adjusted operating costs ¹	\$25,460	\$23,784	\$23,285	\$23,849
Adjusted operating profit ²	\$7,904	\$9,070	\$9,720	\$10,137
Employee-related costs ³	\$5,680	\$5,714	\$5,850	\$6,013
Employees	65,010	66,323	65,289	65,177
HC ROI ⁴	2.39	2.59	2.66	2.69

SOC (3): Human Capital Return on Investment

¹ Adjusted operating costs calculated as Revenues Less Adjusted Operating Profit.

² 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.

³ Employee-related costs represent all costs directly related to employees, including salaries and benefits, training and development programs, and other benefit and pension costs.

⁴ 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

Linde offers additional company-provided benefits designed to support employee health, financial security, and overall wellbeing. Depending on local practices and regulations, these benefits may include employer-sponsored health coverage, retirement and savings plans, paid leave, and wellbeing resources that go beyond legally mandated programs. Together, these offerings enhance social protection for employees while supporting resilience, safety, and sustainable employment.

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 is committed to supporting employee well-being by enabling flexibility where business needs and the nature of the role allow. Accordingly, the company implements global frameworks that provide for flexible work arrangements—such as part-time schedules and remote or hybrid work—designed to help employees manage personal responsibilities and evolving life needs through established policies and programs. The availability, scope, and terms of such arrangements vary by country, local law, the nature of the job, and business requirements, and are subject to management review and approval.
- **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 United States 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:** Employees are encouraged to participate in volunteerism and community engagement activities, and Linde policies allow for employee volunteerism during work hours with the support of their managers. In addition, Linde's Global Giving matching gifts programs are available to employees globally and provide matches for a range of employee giving, for example, providing a 100-percent match for eligible donations up to \$15,000 in the U.S.

Parental leave 401-3

Linde provides parental and non-parental leave benefits to employees of all genders across its global operations, consistent with national laws and local employment practices. While entitlements vary by country, Linde's global commitment is clear: ensuring equitable access to parental leave and supporting successful reintegration to work.

Linde provides parental leave benefits that align with national legislation and support employee well-being across the world for both primary and non-primary caregivers. For example, in the European Union, benefits start at 14 weeks of paid maternity leave and 2 weeks of paid paternity leave. In North America, Linde supplements federal and local requirements with company-provided paid leave and flexible return to work options. In the United States, full time employees with at least one year of service who are parents of newly birthed or adopted children are eligible for up to 10 weeks of parental leave, including four weeks of paid leave in addition to any applicable disability benefits, and new parents may request workplace accommodations during the six months following birth or adoption, subject to management approval.

Beyond parental leave, Linde provides broader family and medical leave benefits consistent with national regulations across the regions in which we operate. In North America, for example, U.S. employees may access leave under the Family and Medical Leave Act (FMLA), which offers up to 12 weeks of job-protected leave for bonding with a new child; caring for a spouse, child or parent with a serious health condition; or managing an employee's own health condition. Short-term disability benefits also provide income replacement for eligible medical absences. Comparable family and care leave protections are available in other countries where Linde operates, aligned with local legislative frameworks.

At this time, Linde does not publish consolidated global metrics on parental leave or 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 make 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

Linde recognizes the importance of responsible workforce management and employees' rights to information and consultation. In cases of collective redundancies, Linde complies with applicable legal consultation and notice requirements. Given differing legal and labor-relations frameworks globally, Linde follows a principles-based approach rather than uniform global minimum notice or consultation periods, aligned with local law and international labor standards.

Work-related Injuries 403-9, 403-6

KPIs for Linde's safety performance include days away from work (LWCR), 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 Sustainable Development Targets and the Performance section.

Global Safety Performance

	Worldwide	Worldwide	Worldwide	Worldwide	Americas	Asia Pacific	Europe Middle East and Africa	Other Areas
	2022	2023	2024	2025	2025	2025	2025	2025
Rates of occupational diseases (Total: 0 worldwide)	0.001	0.001	0.000	0.000	0.000	0.000	0.000	0.000
Lost Workday Case Rate (LWCR) overall (Total: 60 worldwide)	0.240	0.078	0.089	0.085	0.055	0.166	0.127	0.057
Rates of injury (Total: 232 worldwide)	0.587	0.422	0.397	0.330	0.393	0.302	0.218	0.341
Rates of injury and illness (Total: 232 worldwide)	0.588	0.424	0.397	0.330	0.393	0.302	0.218	0.341
Global work-related fatalities, Employees	0	0	1	0	0	0	0	0
Global work-related fatalities, Contractors	1	1	0	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

	2022	2023	2024	2025
Lost Workday Case Rate	0.029	0.104	0.027	0.025

SOC (5): Construction Contractor Lost Workday Case Rate

Units: Rate per 100 contractors

Tier 1 Process Safety Event Rate

	2022	2023	2024	2025
Tier 1 Process Safety Event Rate	0.026	0.026	0.019	0.021

SOC (6): Tier 1 Process Safety Event Rate

Units: Rate per 100 employees

Employee LTIFR per Million Work Hours

	2022	2023	2024	2025
LTIFR Employees	1.20	0.395	0.444	0.427

SOC (7a): Employee LTIFR per Million Work Hours

Units: Rate per 1 million work hours

Construction Contractor LTIFR per Million Work Hours

	2022	2023	2024	2025
LTIFR Contractors	0.146	0.521	0.133	0.123

SOC (7b): Construction Contractor LTIFR per Million Work Hours

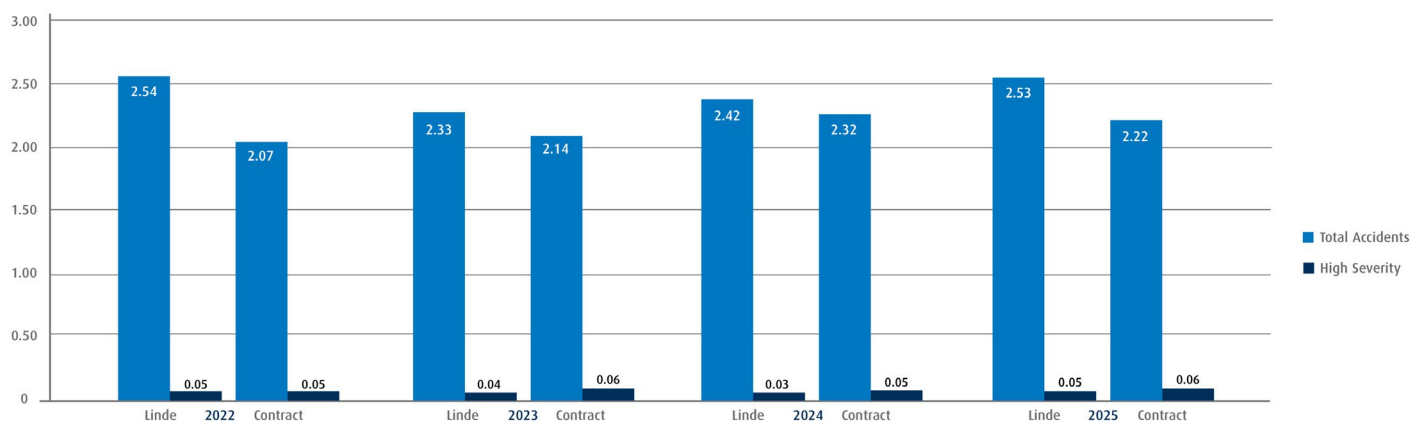
Units: Rate per 1 million work hours

Tier 1 Process Safety Events per Million Work Hours

	2022	2023	2024	2025
Tier 1 Process Safety Event Rate	0.132	0.130	0.094	0.106

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

Units: Rate per 1 million work hours



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

Global Employee Training

	2022	2023	2024	2025
All employee compliance training (ethics, integrity)	2	2	2	2
Employee development training, not including safety	20	20	20	19
Safety training – all employee average	39	38	41	38
Total average recorded formal training hours	61	60	63	59

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

Linde reports an average of 59 hours of employee training globally across various categories including ethics and compliance, employee development and safety (see SOC (9)). Training is provided through multiple channels ranging from formal in-person training events to a wide variety of e-learning opportunities. Linde has invested in Elevate My Learning, a learning management system (LMS) that enables all businesses and functions to house, track and offer training and training-related information on a single enterprise platform.

Ethics and Compliance Training

This is mandatory at all levels. It includes annual training in Linde's CBI and periodic trainings on other compliance topics such as anti-corruption, competition law and cybersecurity. Employees received an average of 2 hours of ethics and compliance-related training in 2025.

Employee Development Training

This can include training and programs focused on leadership and skills development, inclusion and cultural awareness, and digitalization among other topics. Employee development training is offered to both full and part-time employees as well as contractors. Employees received an average of 19 hours of development training in 2025. Linde offers a wide variety of training programs and opportunities for development to help employees build meaningful careers including formal coaching or mentoring, networking opportunities (such as Toastmasters clubs or "Success Networks"), tuition reimbursement for approved studies, including university degrees, as well as skills training and work experience to support employee's professional development and enhance career opportunities. The examples below highlight various development programs offered:

Leadership and Skills Development

Linde offers a comprehensive set of leadership development programs that equip employees to lead effectively in a complex and evolving business environment. The following are a few examples of leadership training available to Linde employees:

- The Emerging Leader Program, which is specific to first-line and middle managers.
- Leadership Pathways, which provides first-level managers, mid-level and top management with a collection of curated pathways on key leadership topics.
- Linde Leadership Training, a supervisory skills program that helps employees expand their managerial skills.
- Growing the Pipeline (GTP) for mid-career talent and the Senior Talent Program (STP) for senior leaders, which are 12-month global sponsorship programs that pair participants with executive sponsors and structured gate training to accelerate leadership readiness.
- The Advanced Leadership Program (ALP) and Executive Leadership Program (XLP) empower both emerging and advanced leaders to understand their leadership strengths and weaknesses and how to develop the potential of their own direct reports. These initiatives provide the skills, experiences and networks essential for leadership growth and for achieving both short- and long-term business objectives.

In addition, Linde provides a range of training and development programs designed to strengthen employees' technical capabilities and prepare them for success across diverse operational environments. For example, training offered to new sales employees and technical staff builds essential skills in communication, customer retention and problem solving, across Linde's U.S. gases business. Other programs deepen technical and project management capabilities and include opportunities to earn Project Management Professional credentials and strengthen readiness to lead complex construction projects.

Digitalization: Developing Skills for the Future

Linde has established a digital transformative program to prepare and upskill employees to better grasp opportunities from digitalization and artificial intelligence (AI), including responsible use of such technologies. The program is open to all employees and covers a range of training levels. Key programs involve a one- to three-month session, which includes coaching, digital boot camps, introduction to AGILE frameworks and no-code/low-code technologies, as well as a basic understanding of AI technologies and opportunities. Teams are focused on solving real business challenges and the training culminates in participants putting concepts into practice and deploying their solutions. Employees from all areas of the business have participated in digitalization training and digital productivity initiatives contributed to approximately 36% of overall productivity savings in 2025.

Inclusion and Cultural Awareness

Linde's training programs equip employees with the skills and mindset needed to foster an inclusive, collaborative workplace, while leadership development strengthens managers' ability to build high-performing, inclusive teams. Executive-sponsored ERGs further support these efforts by providing community, advocacy, and connection across the global workforce.

Safety Training 403-5

Linde rigorously focuses on training to prevent work-related incidents and/or control occupational health hazards. In 2025, Linde invested approximately 4 million hours in safety training for its employees and contractors with individual employees receiving approximately 38 hours on average. Linde's industry-leading safety performance is the result of a program of continuous training, learning and communication.

In addition to formal training programs, worldwide sites have periodic safety engagements, such as "toolbox" reviews, safety observations, field safety inspections and additional annual training for specific job functions and for compliance purposes. In addition, Linde conducts safety training and shares learnings through a range of global, regional and site-based channels, for example, through Communities of Practice, major event reviews, webinars, segment calls, etc.

Business Benefits from Training and Education

Linde must attract, hire and retain qualified personnel to develop, market or sell its products and successfully manage its business. 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 business value, often indirectly; therefore, it can be difficult to measure the benefit directly attributable to such training efforts. Linde leverages tools such as its annual employee engagement survey to help assess the effectiveness and benefit of its training efforts, in addition to metrics such as employee turnover trends (see section 401-1).

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.

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

Linde offers a wide variety of training programs to support employee development and upskilling as discussed in section 404-1.

In addition, Linde provides transition assistance programs that facilitate the management of career transition events including retirement or termination of employment. 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. Linde also maintains severance plans globally, subject to country-level laws and agreements, whereby if employment terminates for certain reasons, employees are generally eligible for severance benefits based on age and years of service. These plans may include outplacement assistance.

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. The PMP fosters continuous, agile conversations between managers and employees to align on team and individual 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 a range of competence-based and goal-setting tools like the Talent Profile, the Linde Competency Framework, and programs such as Leadership Pathways, ALP, and XLP. A Talent Profile houses an employee's resume, experience, training and certifications, performance appraisals and career goals which are used for talent development, succession planning and internal recruitment. 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 business unit/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, but 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, Employee Engagement and Talent Attraction.

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.

At Linde, inclusion is integral to how we operate, innovate, and deliver long-term value for our employees, customers, investors, and communities. Our training programs ensure employees at every level have the skills and mindset to foster a workplace where diverse perspectives are respected and collaboration thrives.

Our leadership development initiatives strengthen managers' ability to build inclusive, high-performing teams, helping create an adaptable and forward-thinking organization. Complementing these efforts, our executive sponsored Employee Resource Groups (ERGs) provide community, support, and advocacy across our global workforce. These nine global employee-led groups—open to all—bring together individuals with shared identities

or interests and partner with leadership to drive awareness, support personal and professional development, engagement, and cultural progress. Linde also advanced disability inclusion by raising awareness, promoting accessibility, and supporting colleagues through initiatives such as the Disability Network and the Divergent Minds ERG. In recognition of the United Nations' *World Day for Cultural Diversity for Dialogue and Development*, employees shared how global assignments and cross border collaboration enriched their professional and personal experiences, reinforcing the value of diverse perspectives across the organization.

A highlight of our inclusion efforts is Global Inclusion Week, a company-wide event that brings employees together to celebrate the impact of inclusion. Through workshops, discussions, cultural experiences and storytelling, employees deepen their understanding of inclusion and are encouraged to help strengthen a workplace where everyone feels valued and empowered to succeed.

Linde's progress in inclusion and workplace experience was reflected in several global recognitions in 2025, including Forbes Global 2000, Forbes Global 2000 UK, Forbes Canada's Best Employers, Top Employer China, and the Deutscher Betriebsräte Preis. In Linde China, colleagues also delivered a highly engaged Appreciation Month, with activities that celebrated connection, recognition and community.

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 nine members, including its CEO. In 2025, all Board members were over 50 years old, three (33 percent) were female, and two (22 percent) were ethnically/racially diverse.

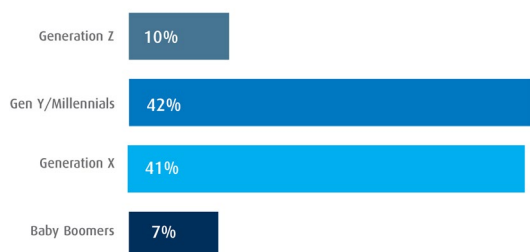
Globally, the percentage of women employees is 28 percent. The percentage of women in the professional workforce is 30 percent. The company does not currently report global diversity breakdowns in all the ways requested in the GRI Standards.

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

	2022	2023	2024	2025
Board Diversity				
% Women	20	20	30	33
% U.S. minority	20	20	20	22
% Total board diversity	40	40	50	55
Executive Leadership				
% Women	19	20	24	27
% U.S. minority	21	21	23	24
% Total executive diversity	25	21	29	24
Global Diversity (Male/Female)				
	Male/Female	Male/Female	Male/Female	Male/Female
% Overall	72/28	72/28	72/28	72/28
% Management level and up	77/23	76/24	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 United States and in other countries where required by law. Specific salary information is confidential.

Incidents of discrimination and corrective actions taken 406-1

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. The company policy 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.

Reports to the Linde Integrity Line 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.

Linde Integrity Line Reporting

In 2025, 796 reports were made to the Linde Integrity Hotline. Each report may have one or more substantiated issues. Internal Audit is responsible for maintaining and retaining complete records of reports, investigations and resolutions. Internal Audit 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 documented.

See SOC (12).

Linde Integrity Line Reporting

	2022	2023	2024	2025
Hotline reports	546	674	752	796
Issues Substantiated:				
Conflict of Interest	15	20	15	35
Fraud/Theft/Misuse of assets	90	119	174	176
Workplace	113	135	159	163
Integrity	4	10	6	10
SHEQ	52	81	77	62
Other compliance violations	97	118	129	147

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 2025, 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

Employees receive training annually in Linde's CBI, which specifically addresses its commitment to human rights. Procurement employees are trained on the SCOC, strengthening their understanding of supply-chain human rights expectations and equipping them to support responsible sourcing practices.

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 Americas, Linde has active engagement with Truckers Against Trafficking (TAT), and continuously provides training to employees and contractors across Linde Americas.

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.

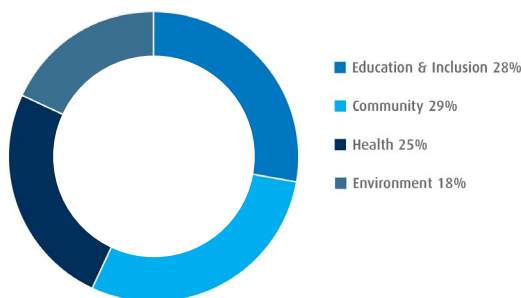
Both strategic arms are aligned and work together to provide significant, lasting value to local communities, to positively impact the company's reputation, and to develop and engage employees. Strategically, the programs work to deepen impact, engage employees and drive business goals, complementing the company's 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.

In 2025, Linde employees spearheaded 881 projects across the globe. These projects represent the efforts of approximately 500 sites. The incidence of volunteerism, a measure of the number of times individual employees engaged with the community, reached approximately 19,000. Across all projects, employees donated 82,000 hours of their time, reinforcing Linde's commitment to meaningful engagement.

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 inclusion and community support.

See SOC (13) and EC (1).

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

Community Engagement Strategy

Linde's community engagement strategy is built on three pillars—Deepen, Engage and Drive—all designed to strengthen community resilience, empower employees, and align with broader business priorities.

Deepen: Strengthen Local Impact

Linde prioritizes community needs as the central driver of all engagement efforts. Local project teams partner with government agencies, nonprofits, suppliers, and customers to understand and address the full range of community perspectives, including those from potentially vulnerable groups.

Community Engagement Programs

Linde is a member of numerous individual neighborhoods making communities one of Linde's relevant stakeholders. Linde takes a locally grounded approach to community engagement, building long-term relationships in the neighborhoods where it operates. The company integrates community feedback into its materiality assessments, KPIs, and target setting, and follows its Responsible Care Global Policy to ensure consistent, transparent communication with external stakeholders. For the process for determining Linde stakeholders and engaging stakeholder groups, see the Engaging Stakeholders section.

Engagement begins with initial entry into a new area and focuses on understanding community needs, sharing safety and emergency preparedness information, and maintaining open channels for questions and concerns. Employees strengthen these relationships by participating in local committees, town meetings, educational events, and collaborations with nonprofit and community organizations. Linde hosts community informational events in the neighborhoods near operations and builds close relationships with providers of emergency services. Formal methods to contact Linde are available on its website for both email and phone inquiries. In addition, the Linde Integrity Line provides a confidential channel for community members to report potential issues. See 406-1.

Linde also uses structured tools—such as the Community Impact Assessment Framework—to guide community conversations, identify potentially vulnerable groups, understand needs, and shape social, educational, and environmental initiatives during new projects or site expansions. Through these efforts, Linde aims to deliver meaningful, lasting community impact while reinforcing trust and safety near its operations.

Engage: Mobilize Employees and Leaders

Community engagement is positioned as a leadership activity that builds awareness, connection and skills. Employees participate through volunteer activities, company meetings, and flagship programs such as Sustainability Month in April—where individual and team actions are matched by corporate donations. These efforts enhance employee development, camaraderie and engagement while reinforcing Linde's culture. Recognition programs, including the CEO's Global Award for Community Engagement, celebrate exemplary contributions and amplify impact through charitable grants.

Drive: Create Long-term Outcomes Through Strategic Programs

Linde's corporate-led initiatives aim to address systemic challenges, particularly the skills gap in technical and industrial fields. The SKILLS PIPELINE workforce development program—co-created with communities, industry partners, academia, and government—provides training, scholarships, and career pathways, including targeted support for underrepresented groups. In 2025, approximately 30 graduates entered the workforce to fill skilled roles, including at Linde. The program demonstrates measurable success and is expanding both geographically and across skill areas.

Impacts of Community Engagement Projects

Linde’s community engagement projects generate positive impacts for communities, employees and the company by combining volunteerism, resource contributions, and long-term relationships. Projects deliver meaningful benefits to individuals and communities by addressing critical needs and supporting education, workforce development and personal development. Employees benefit from community engagement through enhanced personal development, stronger interpersonal skills, and opportunities to apply workplace transferable skills in the workplace. Participation also deepens employees’ connections to their communities and the company. Ongoing assessment of qualitative and quantitative outcomes shows sustained positive effects across stakeholders.

In 2025, CE projects contributed the following impacts:



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

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

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, financial stability and business relevance. Suppliers are excluded from contracting if they cannot achieve Linde's minimum requirements.

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 or training conducted.

Linde's Procurement organization actively communicates with suppliers regarding any updates to its SCOC and delivers periodic training on its core principles. These efforts are designed to ensure that business partners understand and uphold Linde's ethical, legal and sustainability expectations. These efforts are designed to ensure that business partners understand and uphold Linde's ethical, legal and sustainability expectations.

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 (14). 414-2.

This process is informed by the UN Guiding Principles Reporting Framework. For policies and commitments, see page 31, 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 2025, 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.

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 Linde Integrity Line monthly at the business level and quarterly at the corporate level (including the CEO, the EVP and Chief Legal Officer, the SVP and CHRO, other members of the Executive Leadership Team, the CCO, the head of Internal Audit and the VP and Chief Accounting Officer). Substantiated violations of the CBI, including human rights violations, are escalated to the Executive Leadership Team and are subject to a root cause analysis. In such cases, a corrective action plan is implemented.

Linde Integrity Line reporting includes human rights issues among "Other Compliance Violations." In 2025 no Linde Integrity Line reports were made about potential human rights concerns. In addition, 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.

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. For 2025, no new material human rights risks requiring specific action were identified.

Human Rights Risk—Assessment

Linde's human rights risk assessment includes the following:

- **Conflict Minerals:** Certain portions of Linde's supply chain, 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. Certain minerals (including tin, tantalum, tungsten and gold) have been linked with human rights abuses in the Democratic Republic of Congo and other conflict zones.

Linde has adopted a Conflict Materials Supply Policy, available on its website at: <https://assets.linde.com/-/media/global/corporate/corporate/documents/global-procurement/linde-conflict-free-materials-supply-policy.pdf>. The related 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 with results reported annually to the U.S. Securities and Exchange Commission (SEC), available on Linde's website at: <https://www.linde.com/investors/regulated-information>.

- **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; and the required documentation and policies to inform management. 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 United States, 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 are 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 2025, 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 Linde Integrity Line.

Coverage	Policy and Due Diligence Process Action Plans	Remediation Activity
Employee—Compliance and safety in offices and operations	• CBI²: Adherence is required by employees; employees are trained annually and certify acknowledgment. • HSE Policy¹: 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 non-discrimination principles and policies. • A range of avenues provided to report potential discrimination issues, including anonymously through the Linde Integrity Line. 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.
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 it (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 supporting suppliers on remedies through capacity-building, education and training to correct and improve their performance. 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 Linde Integrity Line³ 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. • Linde Integrity Line³ 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. • Linde Integrity Line³ provides various ways of reporting potential issues for employees or third parties.	• No actions required beyond the already established mitigation plans.

SOC (14): 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 Linde Integrity Line 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

Policies and Principles

Linde recognizes that achieving a sustainable future requires collaboration between the private sector, policymakers and society at large. As part of our commitment to sustainable development, we actively engage in public advocacy to advance climate action and the global energy transition. Linde's Government Relations department manages public advocacy issues and required regulatory reporting. Linde's Sustainability and Government Relations departments also coordinate to ensure consistency of public policy advocacy with Linde's global sustainability strategy, including our energy and GHG strategy and targets, which are aligned with the Paris Agreement. The Vice President of Sustainability works closely with Government Relations and participates in cross-functional group reviews of advocacy positions that have an environmental or climate change impact. In turn, Government Relations has a seat on the Sustainable Development Council and reviews Linde's advocacy positions on an annual basis with the Board.

Our advocacy efforts focus on contributing expertise to policy discussions, ensuring that regulatory frameworks support both sustainability objectives and industrial viability. By sharing insights on the implications of proposed policies affecting our markets, operations and stakeholders, we help shape solutions that enable our industry and others to meet their decarbonization commitments without compromising competitiveness or innovation. Through constructive dialogue and transparent engagement with policy makers, Linde strives to foster policies and regulations that accelerate progress toward a more sustainable future.

Certain countries and geographies, including the United States, Germany and the European Union, require companies to register their advocacy activities in official transparency registers. These registers disclose which interests are being represented, on whose behalf, and the resources allocated to these efforts. Linde's reporting to transparency registers is linked below:

Transparency Registers

Geography	Transparency Register	Weblink to Register
United States	U.S. Congress Lobbying Disclosure	Linde's page on the US Lobbying Disclosure Register
European Union	EU Transparency Register	Linde's page on the EU Transparency Register
Germany	Lobbyregister beim Deutschen Bundestag	Linde's page on the German Bundestag Register
	Lobbyregister beim Bayerischen Landtag	Linde's page on the Bavarian Landtag Register

SOC (15): Transparency Registers

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-Related Spending

Public advocacy spend data reported below includes Linde's contributions to trade associations, tax-exempt organizations and lobbying firms. In 2025, the total contribution was approximately \$2.7 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. As per its policy, Linde does not make direct political contributions, either to political parties or candidates, and no such contributions were made in any period presented.

Public Advocacy Spending

	2022	2023	2024	2025
Indirect Lobbying Spend (including Trade Associations) ¹	\$2,353	\$2,535	\$2,441	\$1,914
Direct Lobbying Spend (US only) ²	\$700	\$630	\$610	\$740
Total	\$3,053	\$3,165	\$3,051	\$2,654

SOC (16): Policy-Related Spending Units: USD, thousands

¹ Includes estimated-policy-related portion of membership only

² Linde's largest lobbying expenditure by firm include: Tarplin, Downs, and Young (\$320), Ridgeline Advocacy Group (\$150), and Franklin Square Group (\$40)

In the United States, employees have formed an independently registered political action committee (PAC), under which employees collect 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 2025, total PAC distributions totaled approximately \$12,000 to local, state and federal candidates for elected office representing both political parties. Such amounts are excluded from the table above. Linde PAC activity is publicly available at: www.FEC.gov.

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 its customers is to reduce GHG emissions by using low-carbon fuels and energy. Global progress and adoption of hydrogen and other alternatives to fossil fuels are key to global reduction of GHGs and Linde's commitment to its own climate change targets.

Indirect Policy Engagement

In the United States, Linde has engaged with political decision-makers advocating for favorable conditions in the context of the carbon dioxide sequestration credit scheme (section 45Q). In the United States, as well as in Europe, Linde has also engaged with political decision-makers regarding regulatory frameworks and legislation encouraging the production and use of clean hydrogen. Global progress and adoption of hydrogen and other alternatives to fossil fuels are key to global reduction of GHGs and Linde's commitment to its own climate change targets.

In Europe, Linde has engaged with political decision-makers advocating for legislation and regulation establishing a framework for the promotion and increased use of hydrogen in the EU (e.g., delegated acts and other relevant regulations). Linde called for changes in the methodology and the proposed default values for natural gas to allow individually certified, project-specific values for upstream GHG emission intensities to demonstrate better performance, as well as options for claiming specific GHG emission intensities for electricity use via PPAs. Linde also called for a pragmatic and technology-neutral approach to promoting the use of both renewable and low-carbon hydrogen, which allows for a shift away from fossil fuels and can, therefore, play an important role in achieving climate targets and climate neutrality in 2050.

Trade Associations

Linde participates in a number of trade and industry associations that advance shared business and technical priorities for our industry. These organizations support members by providing industry expertise, facilitating engagement on regulatory and policy matters, and helping build broader understanding of issues important to industrial gases and low-carbon energy technologies. Because trade associations include diverse companies with varying perspectives, Linde's views may not always align with every position taken by an association. To better understand the positions trade and industry associations maintain, Linde has implemented an annual process to evaluate the alignment of associations with the objectives and values of the company, including alignment with the Paris Agreement and the company's own climate-related positions. In instances where misalignments are identified, these matters are addressed by the business and, where appropriate, directly with the respective association.

Our assessment process classifies associations into three categories based on their public stance and actions:

- **Aligned:** Associations that have publicly endorsed the goals of the Paris Agreement and consistently advocate positions that support these objectives, as well as Linde's climate commitments.
- **Partially Aligned:** Associations that do not explicitly or fully endorse the Paris Agreement but demonstrate efforts to contribute to its objectives or generally align with Linde's climate-related positions.
- **Misaligned:** Associations that have taken actions or positions that are not aligned with the Paris Agreement or Linde's climate-related commitments.

By applying this evaluation framework, Linde ensures that its advocacy activities and partnerships reinforce our sustainability commitments and contribute meaningfully to the global energy transition. This approach reflects our broader commitment to integrity, transparency and responsible leadership in all aspects of public engagement. For those trade associations to which Linde contributes \$50,000 or more annually, Linde also provides the information below.

Memberships of Associations 2-28

Membership of associations (such as industry associations) and national or international advocacy organizations of which Linde is a member:

Geography	Association	Alignment with the Paris Agreement	Alignment with Linde's Climate Transition Plan
Americas	American Chemistry Council (ACC)	Aligned	Aligned
Americas	Associacao Brasileira Da Industria Quimica (ABIQUM)	Aligned	Aligned
Americas	Associacao Brasileira Dos Investidores Em Autoproducao De Energia (ABIAPE)	Aligned	Aligned
Americas	Chemistry Industry Association of Canada	Aligned	Aligned
Americas	Compressed Gas Association	Aligned	Aligned
Americas	Electricity Consumers Resource Council (ELCON)	Partially Aligned	Partially Aligned
Americas	Texas Association of Manufacturers	Partially Aligned	Partially Aligned
Americas	Texas Industrial Energy Consumers	Partially Aligned	Partially Aligned
Americas	The California Hydrogen Coalition	Aligned	Aligned
Asia-Pacific	Australia New Zealand Industrial Gas Association	Aligned	Aligned
Asia-Pacific	GAS ENERGY AUSTRALIA	Aligned	Aligned
Asia-Pacific	Gas NZ	Aligned	Aligned
Europe	Association of the Bavarian Metal and Electrical Industry (bayme vbm)	Aligned	Aligned
Europe	Confederation of British Industrial Membership	Aligned	Aligned
Europe	Confederation of Swedish Enterprise	Aligned	Aligned
Europe	European Industrial Gases Association (EIGA)	Aligned	Aligned
Europe	The German Chamber of Commerce and Industry	Aligned	Aligned
Europe	Industriellen Vereinigung	Aligned	Aligned
Europe	Industrie Gase Verband e.V.	Aligned	Aligned
Europe	Stifterverband	Aligned	Aligned
Europe	The Mechanical Engineering Industry Association (VDMA e.V.)	Aligned	Aligned
Europe	Verein der Bayerischen Chemischen Industrie e.V.	Aligned	Aligned
Global	Carbon Measures Coalition	Aligned	Aligned
Global	Hydrogen Council	Aligned	Aligned

SOC (17): Memberships of Associations

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.

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	Using a stage gate process, R&D evaluates commercialization projects, 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

Linde is subject to various hazardous substances regulations and seeks to comply with all applicable requirements. Based on an internal review against the Stockholm Convention on Persistent Organic Pollutants, the company estimates that such hazardous substances are present in well below 10 percent of its products and services. 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 LAMT. LAMT has developed a timeline for the phase-out and substitution of these materials and services by 2029. As of 2025, several key milestones have already been met, including the development and introduction of replacement coatings with major original equipment manufacturers (OEMs). LAMT has dedicated R&D resources 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 2025, 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 2025, 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 is not aware of any material breaches of customer privacy or losses of customer data in 2025. Additional information on Linde's Cybersecurity can be found in Item 1C of [Linde's 2025 Annual Report](#).

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

The company is not aware of any significant penalties imposed in 2025 resulting from the use of its gas products that would have a material adverse effect.

Sustainability Data Summary

Climate Change

Metric	Unit	2022	2023	2024	2025
Investment in internal decarbonization	\$ million	n/a	n/a	\$169	\$277
R&D budget for decarbonization	% of total R&D budget	39	47	47	43
Revenue from Sustainability Portfolio	\$ billion, % of total revenue	\$16.4 (49%)	\$16.9 (51%)	\$16.4 (50%)	\$16.6 (49%)
Revenue from eco-portfolio	\$ billion	\$11.5	\$11.7	\$11.2	\$11.4
Revenue from social portfolio	\$ billion	\$4.9	\$5.2	\$5.2	\$5.2
Sustainable productivity	\$ million	\$215	\$267	\$259	\$234
Customer GHG benefits enabled by select Linde applications	Million MT CO ₂ e	90	91	96	98
GHG intensity (over EBITDA)	Million MT CO ₂ e/\$ billion	3.6	3.2	2.9	2.7
Total Scope 1 + Scope 2 emissions ¹	Million MT CO ₂ e	38.79	38.14	37.41	35.81
Scope 1 (direct) GHG emissions	Million MT CO ₂ e	16.81	16.58	16.47	16.43
Hydrogen Production	Million MT CO ₂ e	12.16	12.15	12.15	12.31
Air Separation Units (ASUs)	Million MT CO ₂ e	2.33	2.41	2.26	2.20
Other Global Operations	Million MT CO ₂ e	2.32	2.02	2.06	1.92
Scope 2 (indirect) GHG emissions (market-based)	Million MT CO ₂ e	21.98	21.56	20.94	19.37
Air Separation Units (ASUs)	Million MT CO ₂ e	20.47	20.07	19.48	17.95
Hydrogen Production	Million MT CO ₂ e	0.85	0.94	0.93	0.84
Other Global Operations	Million MT CO ₂ e	0.66	0.55	0.53	0.58
Scope 3 GHG emissions ²	Million MT CO ₂ e	25.86	25.39	24.37	24.59
1 - Purchased goods and services	Million MT CO ₂ e	3.77	3.91	3.80	3.48
2 - Capital goods	Million MT CO ₂ e	1.04	0.70	0.99	0.99
3 - Fuel- and energy-related activities	Million MT CO ₂ e	6.99	5.92	5.66	5.60
10/11 - Use of sold products/ process of sold products	Million MT CO ₂ e	7.83	8.53	8.03	8.15
13 - Downstream leased assets	Million MT CO ₂ e	2.66	2.76	2.39	2.83
15 - Investments	Million MT CO ₂ e	2.63	2.61	2.52	2.56
Energy consumption	Million MWh	71.67	71.40	72.67	71.62
Fuel consumption ³	Million MWh	19.71	20.13	20.09	19.68
Steam consumption	Million MWh	10.03	9.66	10.10	9.26
Electricity consumption	Million MWh	41.94	41.61	42.49	42.67
Actively sourced renewable energy	Million MWh	3.32	4.79	6.01	7.56
Low-carbon ⁴ electricity	Million MWh	18	18	20	21
Renewable energy portion of electricity (active only)	%	7.9%	11.5%	14%	18%
Low-carbon portion of electricity (active + grid)	%	43%	43%	47%	50%

¹ Calculated using the financial control approach.

² Linde reports Scope 3 emissions from select categories. See 305-3 for more information on 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	2022	2023	2024	2025
Water ⁵ withdrawn	Million m ³	1,053.3	1,059.7	1,108.8	1,123.3
Fresh water withdrawn	Million m ³	453.8	451.2	448.1	453.2
Water consumed	Million m ³	88.3	85.7	87.7	95.8
Fresh water consumed	Million m ³	103.9	97.9	101.8	100.8
Water Management Plans (WMPs) at high-high sites	# of sites in scope, % WMPs implemented	64 (48%)	64 (61%)	89 (25%)	89 (33%)
Water intensity, high-high sites	Million m ³ per production unit	n/a	n/a	1.14	1.18
Non-hazardous waste (including lime) & byproduct generated	MT	95,849	94,293	90,230	92,752
Non-hazardous waste (including lime) disposed	MT	23,602	22,519	20,756	23,671
Non-hazardous waste & byproduct diverted from disposal	MT	72,247	71,774	69,474	69,081
Hazardous waste ⁶ (including lime) generated	MT	29,557	33,609	30,050	28,437
Hazardous waste (including lime) disposed	MT	20,029	24,580	21,363	19,550
Hazardous waste (including lime) diverted from disposal	MT	9,528	9,029	8,687	8,887
Zero waste participation	%	n/a	n/a	48%	62%
NOx emissions	MT	9,569	9,079	8,012	7,067
SOx emissions	MT	779	795	699	836
VOC emissions	MT	931	985	985	993

⁵Includes fresh water + industrial/recycled water. Does not include brackish water.

⁶Hazardous waste values include waste defined as hazardous by regulatory authorities in each country in which we operate.

Safety and Health

Metric	Unit	2022	2023	2024	2025
Lost Workday Case Rate (LWCR), employees and contractors	# of incidents per 200,000 hours worked	0.19	0.09	0.09	0.10
Total Recordable Case Rate (TRCR), employees and contractors	# of incidents per 200,000 hours worked	0.49	0.37	0.36	0.33
Fatalities, employees and contractors	#	1	1	1	0
Commercial Vehicle Incident Rate (CVIR), employees and contractors	# of incidents per million km driven	2.24	2.21	2.22	2.34
Tier 1 process safety events	# of events per 200,000 hours worked	0.026	0.026	0.019	0.021

People and Community

Metric	Unit	2022	2023	2024	2025
Total employees	#	65,010	66,323	65,289	65,177
Voluntary turnover	%	8.4	6.7	5.5	5.8
Community engagement projects completed	#	489	590	821	881

Assurance

The Letter from the auditor follows on pages 86-88.



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May 22, 2026

To the Management of Linde, PLC.:

Carbon Verification Service, LLC was engaged by Linde, PLC. to provide assurance of its global 2025 Key Performance Indicators (KPI) and other social metrics. 2025 was the sixteenth 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 2025 GHG emissions was ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information International Framework for Assurance Engagements. 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 Ningbo and Zhenjiang, China Air Separation Plants. 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 2026, 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

J. Groome
Lead Verifier

Francis Maher
Technical Reviewer



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LINDE, INC. ASSERTIONS

Linde, Inc. reported the following eKPI values:

Metric	2025 Value	Units of Measure	Level of Assurance
GHG Emissions Scope 1	16,434,000	Metric Tons CO ₂ e	Reasonable
GHG Emissions Scope 2 (market-based)	19,374,000	Metric Tons CO ₂ e	Reasonable
Proportion of reported Scope 1 and 2 emissions verified	100	%	Limited
Scope 2 Emissions (market-based) Year-over-Year Change	-7.5	%	Limited
Scope 3 GHG Emissions (Categories 1, 3 and 4)	9,759,000	Metric Tons CO ₂ e	Limited
GHG Emissions Scope 3 - Contractor Driving	528,000	Metric Tons CO ₂ e	Limited
Total Electricity Consumption	42,674,000	MWh	Reasonable
Active Renewable Electricity Consumption*	7,564,000	MWh	Reasonable
Passive Renewable Electricity Consumption*	8,627,000	MWh	Reasonable
Other Low Carbon Electricity Consumption (nuclear)*	5,169,000	MWh	Reasonable
Fossil fuel-based Electricity Consumption*	21,314,000	MWh	Reasonable
Steam Consumption	9,262,000	MWh	Reasonable
Non-renewable Fuel Consumption	19,680,000	MWh	Reasonable
Non-renewable Energy Consumption	64,052,000	MWh	Reasonable
NO _x Emissions	7,610	Metric Tons	Limited
SO _x Emissions	840	Metric Tons	Limited
VOC Emissions	990	Metric tons	Limited
Total Non-hazardous Waste (including lime) & byproduct Generated	92,752	Metric tons	Limited
Total Non-hazardous waste (including lime) & byproduct diverted from disposal	69,081	Metric tons	Limited
Total Non-hazardous waste (including lime) Disposed	23,671	Metric tons	Limited
Total Hazardous waste (including lime) Generated	28,437	Metric tons	Limited
Total Hazardous waste (including lime) diverted from disposal	8,887	Metric tons	Limited
Total Hazardous waste (including lime) disposed	19,550	Metric tons	Limited
Total (Solid + Hazardous) Waste Not Landfilled from Zero Waste Program	261,010,222	Pounds	Limited
Municipal freshwater withdrawal	58,004,000	Cubic meters	Limited
Fresh surface water withdrawal	386,079,000	Cubic meters	Limited
Fresh ground water withdrawal	9,117,000	Cubic meters	Limited
Fresh once-through cooling water	352,439,000	Cubic meters	Limited
Total net freshwater consumption	100,762,000	Cubic meters	Limited



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Metric	2025 Value	Units of Measure	Level of Assurance
Net freshwater consumption in water-stressed areas	23,282,000	Cubic meters	Limited
Chemical Oxygen Demand Discharged	1,900	Metric Tons	Limited
Fatalities, Employees	0	Number of Fatalities	Limited
Fatalities, Contractors	0	Number of Fatalities	Limited
Employee Lost Time Injury Frequency Rate	0.085	Lost time injuries per 200,000 hours worked	Reasonable
Employee Lost Time Injury Frequency Rate	0.427	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	0.025	Lost time injuries per 200,000 hours worked	Limited
Construction Contractor Lost Time Injury Frequency Rate	0.123	Lost time injuries per 1,000,000 hours worked	Limited
Tier 1 Process Safety Events	0.021	Number of events per 200,000 hours worked	Limited
Tier 1 Process Safety Events	0.106	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 4,200,000	USD	Limited
Community Engagement: cash raised or donated by employees and facilities and including in kind donations.	More than 4,300,000	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, 2025, to December 31, 2025.

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.



**CONTENT INDEX ESSENTIALS
SERVICE**

2026

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021	General Disclosures		
	Organizational profile		
	2-1 Organizational details	See pages 4 and 5 of the 2025 Annual Report .	
	2-2 Entities included in the organization's sustainability reporting	See Sustainable Development Report, page 14.	
	2-3 Reporting period, frequency and contact point	Linde reports annually, and this report covers the period from January 1, 2025 to December 31, 2025. 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 15.	
	2-5 External assurance	See Sustainable Development Report, page 86.	
	2-6 Activities, value chain and other business relationships	See Sustainable Development Report, pages 10-13; see also 204-1, page 38. See also pages 4-5 and 18-23 of the 2025 Annual Report	
	2-7 Employees	See Sustainable Development Report, Section 401-1, pages 61-62. See also page 6 of the 2025 Annual Report .	
	2-8 Workers who are not employees	See Sustainable Development Report, Section 204-1, page 38.	
	2-9 Governance structure and composition	See Sustainable Development Report, page 16. 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 17 and 24 of Linde's Proxy Statement .	
	2-11 Chair of the highest governance body	See pages 8 and 10-11 of Linde's Proxy Statement .	
	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 .	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
GRI 2: General Disclosures 2021	Organizational profile		
	2-13 Delegation of responsibility for managing impacts	See pages 11 and 20 of Linde's Proxy Statement .	
	2-14 Role of the highest governance body in sustainability reporting	See page 2 of Linde's Sustainability Committee's Charter .	
	2-15 Conflicts of interest	See pages 15-16 of Linde's Proxy Statement .	
	2-16 Communication of critical concerns	See page 13 of Linde's Proxy Statement . See also page 2 of Linde's Audit Committee's Charter . See also Sustainable Development Report, page 70.	
	2-17 Collective knowledge of the highest governance body	See pages 24 and 25-34 of Linde's Proxy Statement .	
	2-18 Evaluation of the performance of the highest governance body	See pages 12-13 of Linde's Proxy Statement .	
	2-19 Remuneration policies	See pages 40-45 and 47 of Linde's Proxy Statement .	
	2-20 Process to determine remuneration	See pages 43-47 of Linde's Proxy Statement .	
	2-21 Annual total compensation ratio	See pages 52 and 74 of Linde's Proxy Statement .	
	2-22 Statement on sustainable development strategy	See Sustainable Development Report, pages 4 and 8.	
	2-23 Policy commitments	See Sustainable Development Report, pages 10 and 14. See also https://www.linde.com/about-us/corporate-values . See also pages 8 and 9 of the Code of Business Integrity . See also Linde's Human Rights Policy .	
	2-24 Embedding policy commitments	See Sustainable Development Report, page 39. See also Section 205-2, page 39.	
	2-25 Processes to remediate negative impacts	See Sustainable Development Report, page 17.	
	2-26 Mechanisms for seeking advice and raising concerns	See Linde's Integrity Line .	
	2-27 Compliance with laws and regulations	See Sustainable Development Report, pages 44 and 83.	
	2-28 Membership associations	See Sustainable Development Report, page 81.	
	2-29 Approach to stakeholder engagement	See Sustainable Development Report, pages 6 and 19.	
	2-30 Collective bargaining agreements	See Sustainable Development Report, Section 402-1, page 64.	

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, page 14.	
	3-2 List of material topics	See Sustainable Development Report, pages 34, 42 and 60.	
Economic Performance			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	See Sustainable Development Report, page 35.	
	201-2 Financial implications and other risks and opportunities due to climate change	See Sustainable Development Report, page 37.	
	201-3 Defined benefit plan obligations and other retirement plans	See Sustainable Development Report, page 37.	
	201-4 Financial assistance received from government	See Sustainable Development Report, page 37.	
Market Presence			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
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 37.	
	202-2 Proportion of senior management hired from the local community	See Sustainable Development Report, page 37.	
Indirect Economic Impacts			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	See Sustainable Development Report, page 37.	
	203-2 Significant indirect economic impacts	See Sustainable Development Report, page 37.	
Procurement Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	See Sustainable Development Report, page 38.	
Anti-corruption			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	See Sustainable Development Report, page 39.	
	205-2 Communication and training about anti-corruption policies and procedures	See Sustainable Development Report, page 39.	
	205-3 Confirmed incidents of corruption and actions taken	See Sustainable Development Report, page 39.	
Anti-competitive Behavior			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 34-35.	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	See Sustainable Development Report, page 39.	

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 34-35.	
GRI 207: Tax 2019	207-1 Approach to tax	See Sustainable Development Report, page 36.	
	207-2 Tax governance, control, and risk management	See Sustainable Development Report, page 36.	
	207-3 Stakeholder engagement and management of concerns related to tax	See Sustainable Development Report, page 36.	
	207-4 Country-by-country reporting	See pages 18 and 56-57 of the 2025 Annual Report .	
Environmental			
Energy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 42-43.	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	See Sustainable Development Report, pages 46-47.	
	302-2 Energy consumption outside of the organization	See Sustainable Development Report, page 47.	
	302-3 Energy intensity	See Sustainable Development Report, page 47.	
	302-4 Reduction of energy consumption	See Sustainable Development Report, page 47.	
Water			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 42-43.	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	See Sustainable Development Report, page 47.	
	303-2 Management of water discharge-related impacts	See Sustainable Development Report, page 47.	
	303-3 Water withdrawal	See Sustainable Development Report, pages 47-49.	
	303-4 Water discharge	See Sustainable Development Report, pages 47-49.	
	303-5 Water consumption	See Sustainable Development Report, pages 47-49.	
Emissions			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 42-43.	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	See Sustainable Development Report, pages 50-51.	
	305-2 Energy indirect (Scope 2) GHG emissions	See Sustainable Development Report, pages 50-51.	
	305-3 Other indirect (Scope 3) GHG emissions	See Sustainable Development Report, pages 52-55.	
	305-4 Greenhouse gas (GHG) emissions intensity	See Sustainable Development Report, pages 50 and 55.	
	305-5 Reduction of greenhouse gas (GHG) emissions	See Sustainable Development Report, page 50 and 55.	
	305-7 NOX, SOX, and other significant air emissions	See Sustainable Development Report, page 56.	

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 60-61.	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	See Sustainable Development Report, page 61-62.	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, gender or region. Reason: Confidentiality constraints. Linde considers additional information regarding HR 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 63.	
	401-3 Parental leave	See Sustainable Development Report, page 63.	
Labor/Management Relations			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	See Sustainable Development Report, page 64.	
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	See Sustainable Development Report, pages 60-61.	
	403-2 Hazard identification, risk assessment, and incident investigation	See Sustainable Development Report, pages 60-61.	
	403-3 Occupational health services	See Sustainable Development Report, pages 60-61 and 63.	
	403-4 Worker participation, consultation, and communication on occupational health and safety	See Sustainable Development Report, pages 60-61 and 64.	
	403-5 Worker training on occupational health and safety	See Sustainable Development Report, pages 60-61 and 67.	
	403-6 Promotion of worker health	See Sustainable Development Report, pages 60-61 and 63-64.	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	See Sustainable Development Report, pages 60-61.	
	403-9 Work-related injuries	See Sustainable Development Report, pages 64-66.	

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 60-61.	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	See Sustainable Development Report, pages 66-67.	
	404-2 Programs for upgrading employee skills and transition assistance programs	See Sustainable Development Report, page 68.	
	404-3 Percentage of employees receiving regular performance and career development reviews	See Sustainable Development Report, page 68.	
Diversity and Equal Opportunity			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	See Sustainable Development Report, pages 68-70.	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 HR 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 70.	
Non-discrimination			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	See Sustainable Development Report, page 70.	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 HR 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 60-61.	
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 71.	
Child Labor			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	See Sustainable Development Report, page 71.	

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 60-61.	
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 71.	
Security Practices			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 410: Security Practices 2016	410-1 Security personnel trained in the organization's human rights policies or procedures	See Sustainable Development Report, page 71.	
Rights of Indigenous Peoples			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	See Sustainable Development Report, page 71.	
Local Communities			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	See Sustainable Development Report, pages 72-74.	
	413-2 Operations with significant actual and potential negative impacts on local communities	See Sustainable Development Report, page 75.	
Supplier Social Assessment			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	See Sustainable Development Report, page 75.	
	414-2 Negative social impacts in the supply chain and actions taken	See Sustainable Development Report, pages 75-78.	
Public Policy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 415: Public Policy 2016	415-1 Political Contributions	See Sustainable Development Report, pages 79-80.	
Customer Health and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
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 82.	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	See Sustainable Development Report, page 83.	

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 60-61.	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	See Sustainable Development Report, page 83.	
	417-2 Incidents of non-compliance concerning product and service	See Sustainable Development Report, page 83.	
Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	See Sustainable Development Report, pages 60-61.	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	See Sustainable Development Report, page 83.	
Additional Disclosures			
Environmental			
Materials			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	See Sustainable Development Report, page 44.	
	301-2 Recycled input materials used	See Sustainable Development Report, pages 44-45.	
	301-3 Reclaimed products and their packaging materials	See Sustainable Development Report, page 45	
Biodiversity			
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	See Sustainable Development Report, page 49.	
	101-2 Management of biodiversity impacts	See Sustainable Development Report, page 49.	
	101-3 Access and benefit sharing	See Sustainable Development Report, page 49.	
	101-4 Identification of biodiversity impacts	See Sustainable Development Report, page 49.	
	101-5 Locations with biodiversity impacts	See Sustainable Development Report, page 49.	
	101-6 Direct drivers of biodiversity loss	See Sustainable Development Report, page 49.	
	101-7 Changes to the state of biodiversity	See Sustainable Development Report, page 49.	
	101-8 Ecosystem services	See Sustainable Development Report, page 49.	

GRI Standard	Disclosure	Direct Answer OR Page number(s) and/or URL(s)	Part Omitted/Reason/Explanation
Effluents and Waste			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	See Sustainable Development Report, pages 56-57.	
	306-2 Management of significant waste-related impacts	See Sustainable Development Report, pages 56-57.	
	306-3 Waste generated	See Sustainable Development Report, pages 56-57.	
	306-4 Waste diverted from disposal	See Sustainable Development Report, pages 56-57.	
	306-5 Waste directed to disposal	See Sustainable Development Report, pages 56-57.	
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	See Sustainable Development Report, page 57.	
	308-2 Negative environmental impacts in the supply chain and actions taken	See Sustainable Development Report, page 57.	

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 with these recommendations in this Index. This index references Linde's public disclosures on climate change, which can be found at www.linde.com.

Topic	Disclosure	Linde Response
Governance	a) Describe the Board's oversight of climate-related risks and opportunities.	→ See the Linde Sustainable Development Report: Governance, pages 16-17. → See Proxy Statement: Board Role in Risk Oversight, page 11; Sustainability Committee, page 20: Director & Nominee Selection Criteria, page 17; Non-Financial Performance Goals and Results, pages 45-46. → 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: Governance/ Sustainable Development Governance, pages 16-17. → 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 2025 Annual Report: Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters.
Strategy	a) Describe the climate-related risks & opportunities the organization has identified over the short, medium and long-term.	→ See Linde's 2025 CDP Response: 2.4 & C3. → See Climate Transition Plan. → See the 2025 Annual Report: Item 1A, Risk Factors, pages 8-13; and Item 7, Management Discussion and Analysis of Financial Information/Environmental Matters, pages 23-24. → See the Linde Sustainable Development Report: Climate Change – Challenge & Opportunity, pages 23-24.
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	→ See Linde's 2025 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 2025 CDP Response: 2.1 & 2.2, 2.4. → See Linde Sustainable Development Report, pages 18 and 20. → See the 2025 Annual Report: Item 1A, Risk Factors, pages 8-13; and Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters/ Climate Change, pages 22-23.
	b) Describe the organization's process for managing climate-related risks.	→ See Linde's 2025 CDP Response: 2.1 & 2.2. → 2025 Annual Report: Item 1A, Risk Factors, pages 8-13; and Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters.
	c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	→ See Linde's 2025 CDP 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: Sustainable Development Targets and Performance, pages 27-31.
	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, pages 50-55.
	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: Sustainable Development Targets and Performance, pages 27-31.

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.

Topic	Disclosure	Linde Response
Governance	A. Board oversight of nature-related dependencies, impacts, risks and opportunities.	→ See Sustainable Development Report: Governance, pages 16-17. → See Proxy Statement: Board Role in Risk Oversight, page 11; Sustainability Committee, page 20; Non-Financial Performance Goals and Results, pages 45-46.
	B. Describe management’s role in assessing and managing nature-related dependencies, impacts, risks & opportunities.	→ See Linde Sustainable Development Report 2025: Governance/Sustainable Development Governance, page 16. → Linde maintains targets and reports progress against these targets regularly to business management and annually to Linde’s Board of Directors. See the 2025 Annual Report: Item 7, Management Discussion and Analysis of Financial Information/Environmental Matters, pages 23-24.
	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 2025: pages 72-78. → See Climate Transition Plan.
Strategy	A. Describe 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 2025 CDP Response: 3.1 & 3.6. → See 2025 Annual Report: Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters, pages 23-24. → See Sustainable Development Report: Climate Change – Challenge & Opportunity, pages 23-24 and Environmental Topics, pages 42-57. → Linde directs philanthropic donations towards initiatives with positive benefits towards the environment, see 2025 Sustainable Development Report: pages 35-36 and 71-74.
	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 2025 CDP Response: 2.2, 3.1, 3.6. → See Linde Sustainable Development Report, pages 21, 23-24. → 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 2025 CDP Response: 3.1. → See Climate Transition Plan. → See Sustainable Development Report, pages 29-31.
	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: Implementing Water Management Plans, page 30.

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.	→ See Linde's 2025 CDP Response : 2.2, 2.4, 3.1.
	(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 Sustainable Development Report: pages 18 & 20.
	B. Describe the organization's process for managing nature-related dependencies, impacts, risks & opportunities.	→ See Climate Transition Plan .
Metrics and Targets	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 Linde's Supplier Code of Conduct and Conflict Minerals Policy .
	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 2025 Annual Report : Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters, pages 23-24.
	B. Disclose the metrics used by the organization to assess & manage dependencies and impacts on nature.	→ See Linde's 2025 CDP Response : 2.2, 3.1.
	C. Describe the targets & goals used by the organization to manage nature-related dependencies, impacts, risks & opportunities and its performance against these.	→ See Climate Transition Plan .
		→ See Sustainable Development Report: page 18 and pages 49-50.
		→ See 2025 Annual Report : Item 7, Management Discussion and Analysis of Financial Information/ Environmental Matters, pages 23-24.
		→ See Sustainable Development Report: page 18.
		→ See Linde's 2025 CDP Response : 2.2.
		→ See Climate Transition Plan .
		→ See Sustainable Development Report: page 29.
		→ See Sustainable Development Report: Environmental Topics, pages 42-57.
		→ See Sustainable Development Report: pages 21, 29-31.

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, which are available at www.linde.com.

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 2025 CDP Response: C7 Environmental Performance - Climate Change and 3.5.2.
	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 2025: Environmental Topics GRI 305-1, 305-4 and 305-5, pages 50-55. → See the Linde Sustainable Development Report: Climate Change – Challenge & Opportunity, pages 23-24; Sustainable Development Targets and Performance, pages 29-31. Linde absolute climate change target aims 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 (SBTI).
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N ₂ O) (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 2025: Environmental Topics GRI 305-7, page 56. → 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 2025 CDP Response: 7.7.3.4, 7.16, C7 Environmental Performance - Climate Change . → See the Linde Sustainable Development Report 2025: Optimize operational energy use and GHG emissions, page 29; Environmental Topics GRI 302-1, 302-2, 302-3, 302-4, pages 46-47.
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 2025: Environmental Topics GRI 303-1, 303-3, pages 47-49. → See Linde's 2025 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 2025 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 2025 CDP 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 2025: Environmental Topics GRI 306-2, pages 56-57. → 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 2025: Social Topics GRI 413-1, 413-2, pages 72-75.

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: Sustainable Development Targets and Performance, pages 30-31 (Safety targets); Social Topics GRI 403-9, pages 64-66.
	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: Social Management Approach, pages 60-61; and GRI 403-9, pages 64-66.
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 2025: About Linde/Business Model, pages 10-13.
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.	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: Social Topics 416-1, page 82.
	(2) Percentage of such products that have undergone a hazard assessment.		
	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: Social Topics 416-1, page 82.
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 2025 CDP Response : 4.11.1, 4.11.2. → For information on Linde's engagement with government agencies, see the Linde Sustainable Development Report: Engaging Stakeholders, page 19; Social Topics GRI 415-1, pages 79-81.
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: page 64-66. 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: Sustainable Development Targets and Performance, page 30-31 (safety targets). See also Social Topics GRI 403-9, pages 64-66, 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 2025 Annual Report , pages 31-35. → Further segment and product information is considered business confidential.

About Linde

Linde is a leading global industrial gases and engineering company with 2025 sales of \$34 billion. We live our mission of making our world more productive every day by providing high-quality solutions, technologies and services which are making our customers more successful and helping to sustain, decarbonize and protect our planet. Linde serves a variety of end markets such as chemicals & energy, food & beverage, electronics, healthcare, manufacturing, metals and mining. Linde's industrial gases and technologies are used in countless applications, enabling space exploration and launch technologies, delivering ultra-high-purity and specialty gases for semiconductor manufacturing, providing lifesaving medical oxygen and enabling clean hydrogen production and carbon capture to reduce greenhouse gas emissions. Linde also delivers state-of-the-art gas processing solutions to support customer growth, efficiency improvements and emissions reductions.

For more information about the company and its products and services, please visit www.linde.com

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