





Roadshow

Continuously Improving.

Lead**Ing.**



Amsterdam, 03 November 2011

Disclaimer



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Agenda



- 1. Operational and Financial Performance
- 2. Strategic Focus:
 - Growth Markets
 - Energy / Environment
 - Healthcare
- 3. Outlook

Performance - 9M 2011



Highlights

Group sales increased by 8.5% to € 10,209 m With an increase of 10.2% to € 2,363 m operating profit grew stronger than sales Continuous strong increase of reported EPS by 21.5% to € 5.02 and of adjusted EPS by 16.4% to € 5.68 Strong operating cash flow increases by 10.8% to € 1,699 m

Growth in all regions

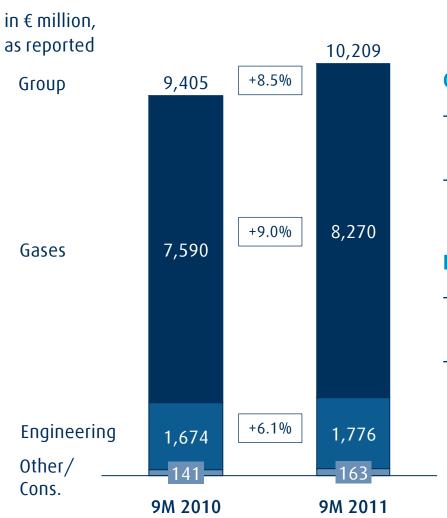
Strongest momentum in growth markets
Solid development in mature regions
Operating margin of the Gases Division at 27.3% (+20 bp)

2011 Outlook reinforced

Growth in sales and operating profit vs. record year 2010 HPO: € 650-800 m of gross cost savings in 2009-2012

Group, sales by DivisionsContinued growth in all areas





Gases Division

- Growth momentum continues: comparable* sales up by 8.1%
- Growth in all product areas lead by product area Tonnage

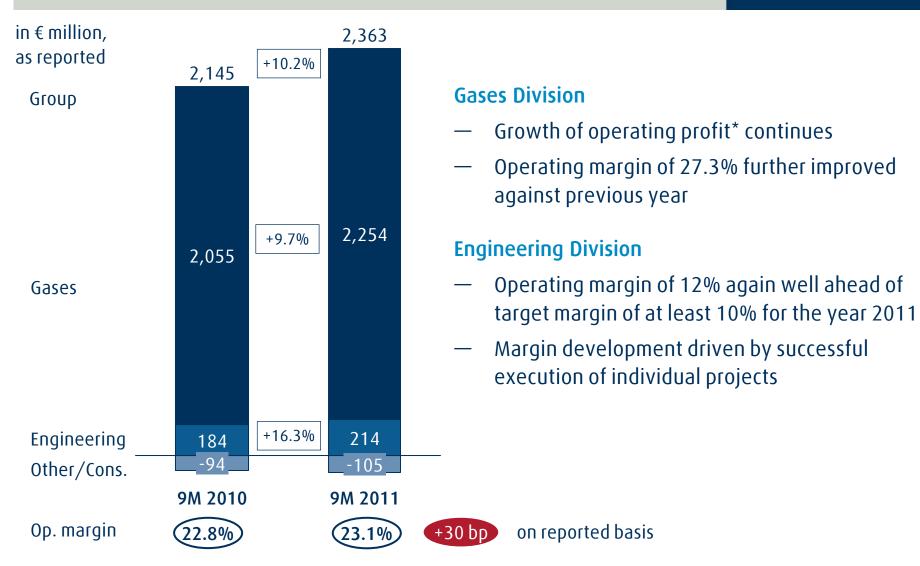
Engineering Division

- Order intake well balanced between growth markets and mature markets
- Order backlog remains on high level

^{*}excluding currency, natural gas price and consolidation effect

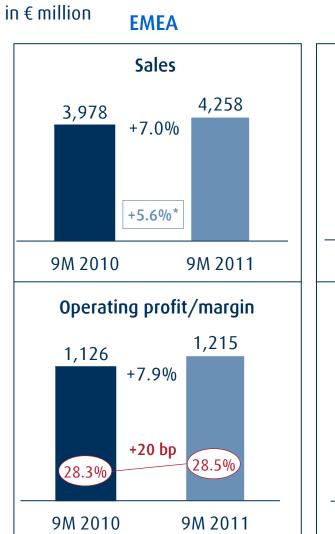
Group, operating profit by DivisionsGroup margin improved





Gases Division, sales and operating profit by operating segment Growth momentum continues in all regions

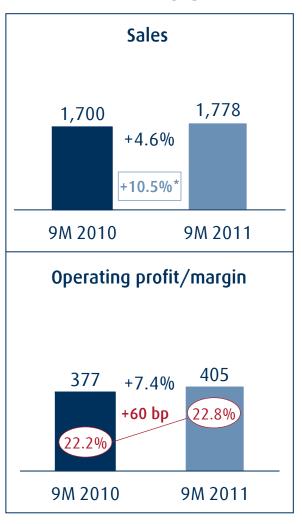




ASIA/PACIFIC



AMERICAS

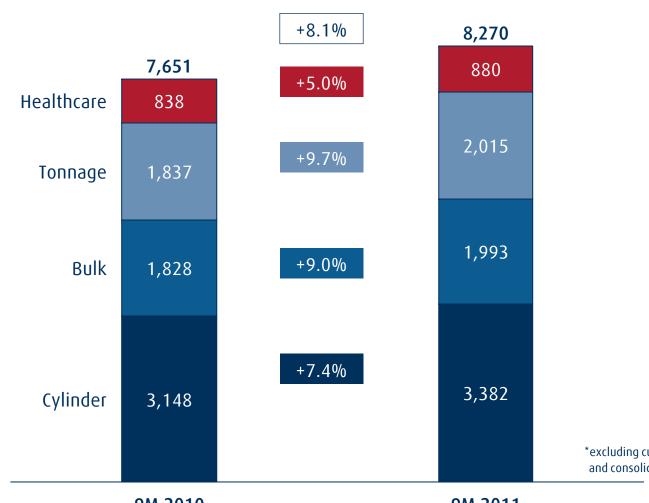


 $[\]hbox{\ensuremath{}^{*}} excluding \ currency, \ natural \ gas \ price \ and \ consolidation \ effect$

Gases Division, sales by product areasGrowth accelerated in Bulk



in € million, comparable*, consolidated

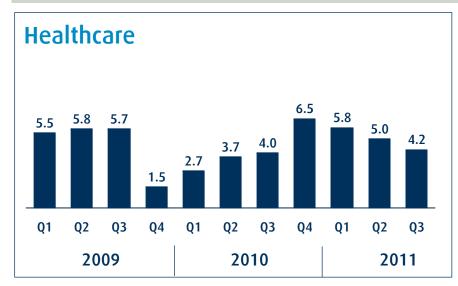


*excluding currency, natural gas price and consolidation effect

Gases Division, product areas

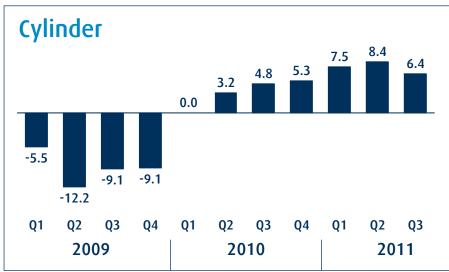
Comparable year-on-year growth in percent











Engineering Division, key figuresOrder intake up by 9 %



- Order intake mainly driven by air separation units and well balanced between growth and mature markets and
- Order backlog stays strong at € 3,761 bn (year-end 2010: € 3,965 bn)
- Margin expectation for 2011 is at least 10%

in € million	9M 10	9M 11	Δ ΥοΥ
Order intake	1,538	1,676	+9.0%
Sales	1,674	1,776	+6.1%
Operating profit*	184	214	+16.3%
Margin	11.0%	12.0%	+100 bp

^{*}EBITDA incl. share of net income from associates and joint ventures

Group, solid financial position

Net debt/EBITDA ratio of 1.7x

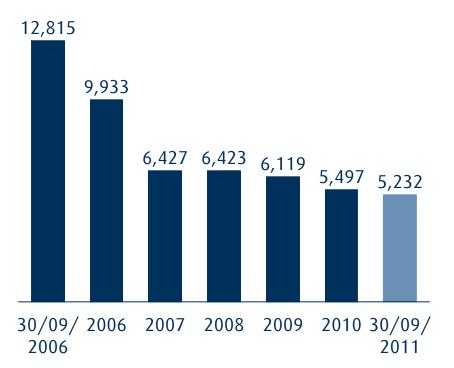


Credit Ratings

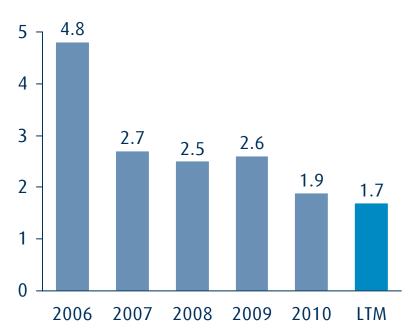
— Standard&Poor's: A-/A-2 with stable outlook (12.08.2011)

— Moody's: A3/P-2 with stable outlook (12.10.2011)

Net debt in € bn



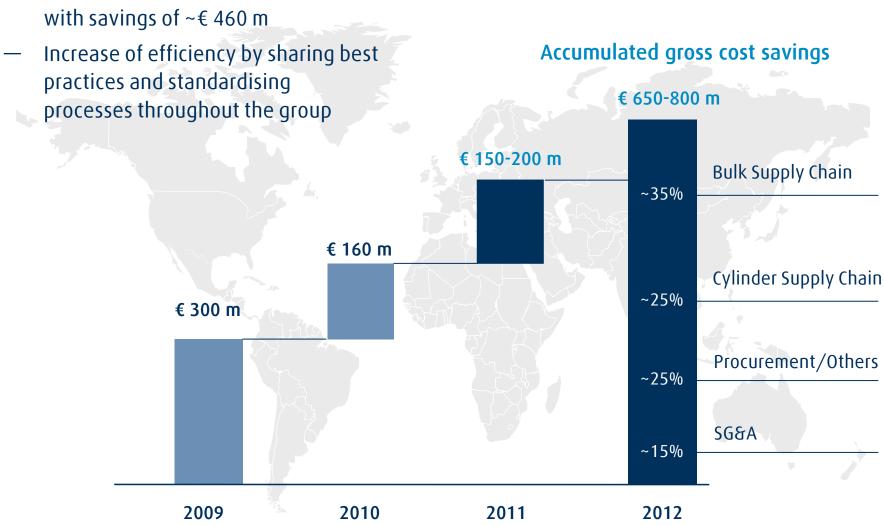
Net debt/EBITDA



HPO (High Performance Organisation) Covering the full value chain in all regions



Successful start and continuation with savings of ~€ 460 m



Group

Dividend increased by 22.2% to € 2.20



Consistent dividend policy



^{*} Comparable change: prior year figures including twelve months of BOC

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Appendix

Mega-trends

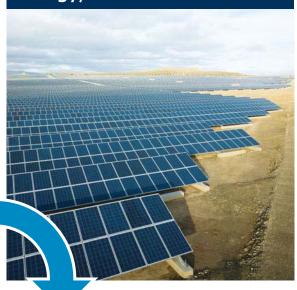
Leveraging growth with our Gas & Engineering set-up



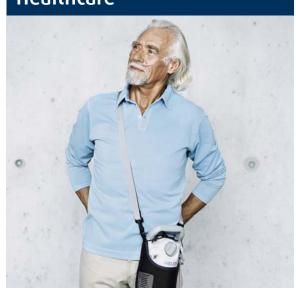
Growth Markets



Energy/Environment



Healthcare



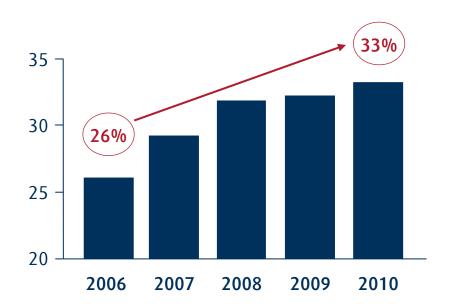
Leveraging Gases & Engineering business synergies

Mega-trend Growth Markets Growth trend leveraged by strong investment decisions



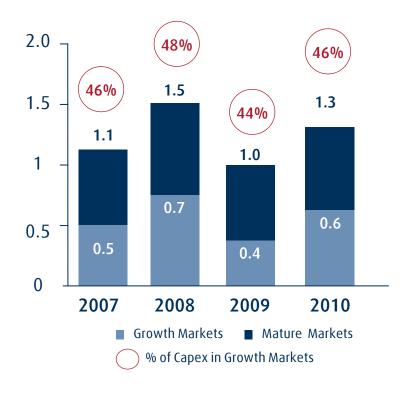
Growth market sales, excl. JVs

(% of total Gases sales)



Further increasing footprint in Growth Markets

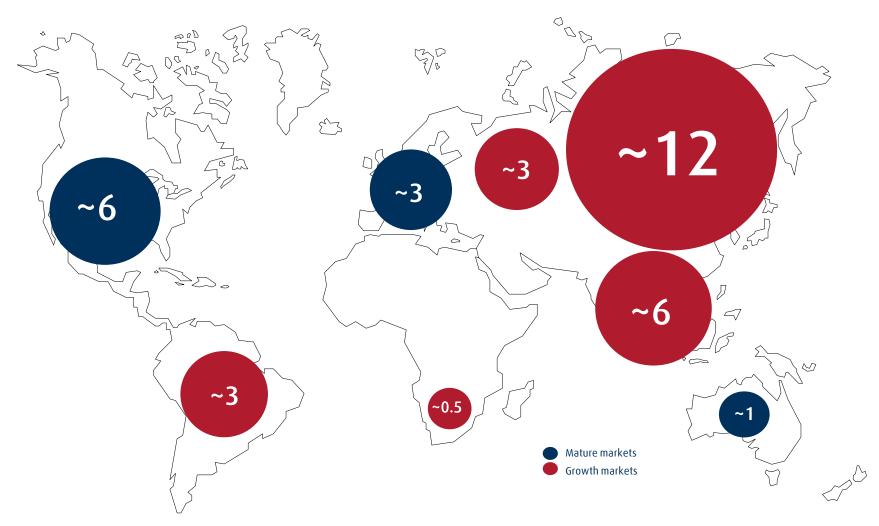
Gases Capex 2007 – 2010 in € bn



Nearly half of Capex allocated to Growth Markets

Mega-trend Growth Markets Additional industrial gases market 2010 vs. 2020 in € bn





Mega-trend Growth Markets LeadIng Gases set-up in local growth markets



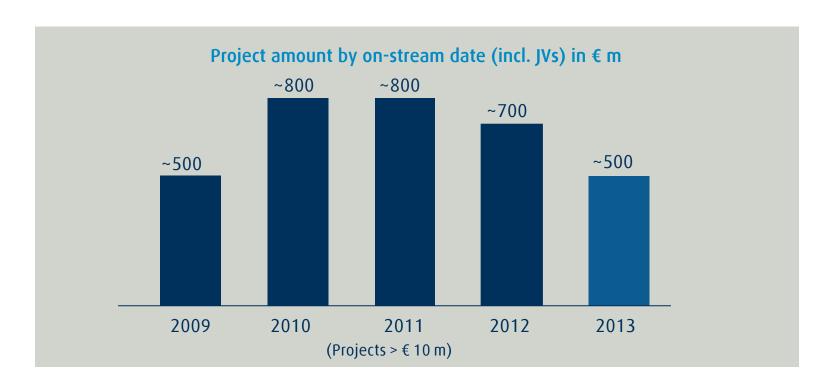
Market leader in 4 out of 5 Growth Markets



Gases Division, project pipelineSolid foundation for future growth

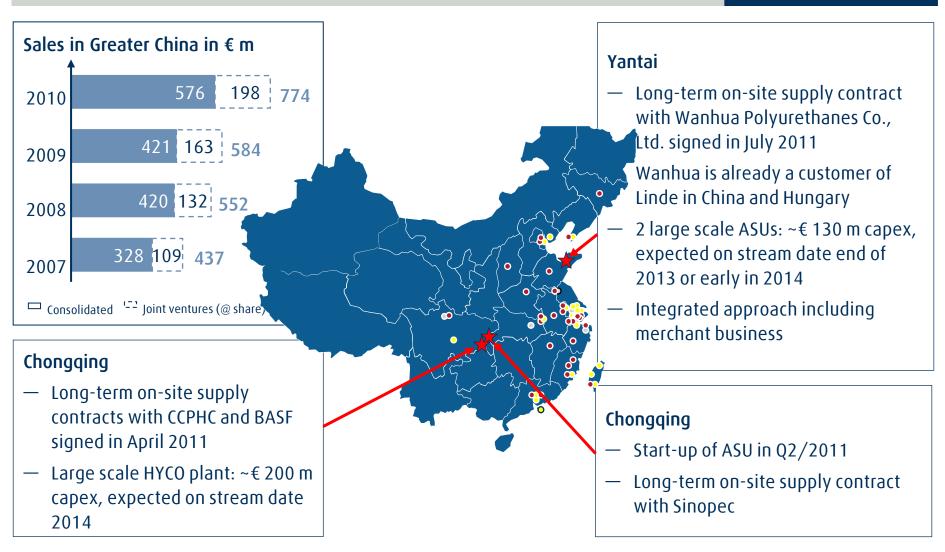


- Project amount for 2013 already at € 500 m
- Around € 3.3 bn investments between 2009-2013 (thereof € 0.6 bn in JVs @ share)
- Close to 70% of total project-capex allocated to Growth Markets
- Project opportunities 12 months forward as published in March 2011 around € 4 bn (primarily in Growth Markets)



Linde Gases Division in Greater China Important project wins in 2011





Mega-trend Energy/Environment Potential Energy/Environment market is huge

| Pilot projects and small volumes



- Competitive advantage due to LeadIng Engineering know-how and in particular also development of equipment
- Better use of fossil resources, e.g. enhanced oil & gas recovery
- Renewable energy,e.g. hydrogen fueling
- Clean Energy,e.g. Clean Coal
- Other, e.g.Photovoltaic,Coal-to-Gas

Energy/Environment annual market revenue estimates in € bn*

(Please find assumptions for estimates on page 51)

Existing growth markets Future growth markets € 80 -140 bn € 14 -19 bn € 5 -7 bn **CLEAN COAL** CO₂ HANDLING H₂ FUELING EOR (N2 / NRU / CO2) LNG (Merchant/Floating) Other (e.g. Photovoltaic, Coal-to-Gas) 2015 2020 2030 Annual market revenue in the respective year

^{*}Assuming 100% Build Own Operate and excluding sale of equipment and plants

Mega-trend Energy/Environment Clean Energy development trends





High market potential for merchant LNG:

- No natural gas pipeline grid on the Swedish East coast
- Swedish government focused on renewable energy with LNG as bridge technology
- LNG replaces LPG, light and heavy fuel oil
- LNG attractive as fuel for transportation to reduce sulphur and NOx emissions
- Supply provided by customer of Engineering Division in Norway

Example: Bio-to-Liquids, US





World's largest biofuel plant producing LNG from landfill gas:

- Plant has produced > 2 m gallons LNG since start-up in 2009
- Fuel for around 300 refuse trucks
- Carbon emission reduction by 97% compared to diesel and 95% compared to pipeline natural gas
- 2010 California Governor's Environmental and Economic Leadership Award



Reduction of CO₂ Emission by 170k tons per annum:

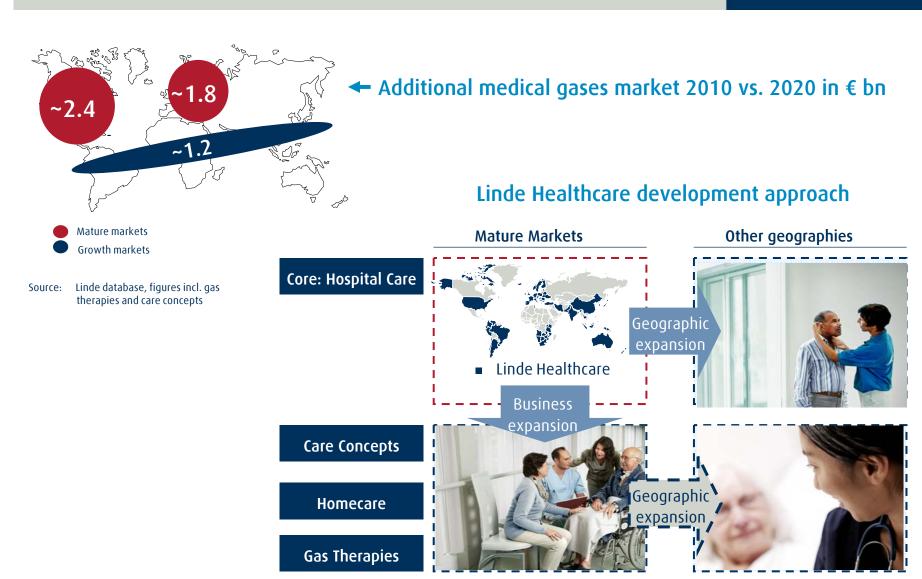
- Replacement of CO₂ generated by gas furnaces with CO₂ from a Shell refinery
- 85 km transportation pipeline with
 150 km of distribution lines
- Prevents combustion of 95 million cubic metres of natural gas

Future growth markets

Existing growth markets

Mega-trend HealthcareGrowth through innovation and regional expansion





Agenda

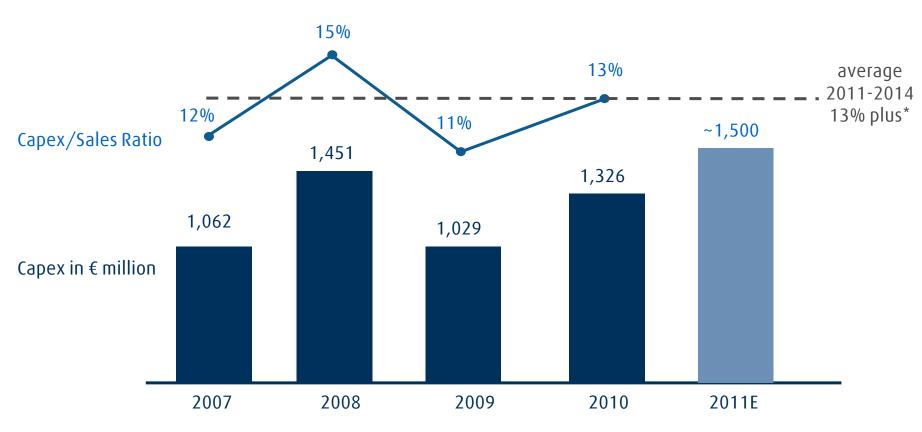


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Appendix

Gases, CapexDevelopment Capex Sales Ratio 2007 - 2010





Data 2007-2010 @ actual average fx rates at the end of the respective year;

^{*} plus: additional potential for mega-projects

Outlook



2011	Group	 — Growth in sales and operating profit vs. 2010 — Confirmation of HPO-program: € 650-800 m of gross cost savings in 2009-2012
	Gases	 Sales increase vs. 2010 Operating profit to grow at a faster pace than sales
	Engineering	 — Sales at the same level as in 2010 — Operating margin of at least 10%
2014	Group	 Operating profit of at least € 4 bn Adjusted ROCE of 14% or above
	Gases	 Average capex/sales ratio 13% plus Revenue increase above market growth Further increase in productivity

Agenda



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 - Growth Potential Mega-trends
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Appendix

Group

Financial key indicators at record levels



Further improvement in all our three key financial indicators

- Profitable growth for our shareholders: adjusted EPS and adjusted ROCE
- Strong cash flow generation further improved: OCF up by 13.1%

Operating Cash Flow Adjusted EPS Adjusted ROCE € m, as reported €6.89 12.5% 12.4% 2,142 €5.46 10.4% 1,876 €4.58 2008 2008 2009 2010 2008 2009 2010 2009

2010

2,422

Group Financial Highlights Q3 2011



Q3 10	Q3 11	Δ in %
3,301	3,435	4.1
749	804	7.3
22.7%	23.4%	70 BP
502	541	7.8
-66	-60	-9.1
436	481	10.3
-79	-89	12.7
-92	-87	-5.4
265	305	15.1
253	290	14.6
1.50	1.70	13.3
1.73	1.89	9.2
	3,301 749 22.7% 502 -66 436 -79 -92 265 253 1.50	3,301 3,435 749 804 22.7% 23.4% 502 541 -66 -60 436 481 -79 -89 -92 -87 265 305 253 290 1.50 1.70

Group Financial Highlights 9M 2011



in € million	9M 10	9M 11	Δ in %
Sales	9,405	10,209	8.5
Operating profit	2,145	2,363	10.2
Margin (in %)	22.8%	23.1%	30 BP
EBIT before PPA depreciation	1,424	1,580	11.0
PPA depreciation	-191	-181	-5.2
EBIT	1,233	1,399	13.5
Financial Result	-230	-215	-6.5
Taxes	-255	-281	10.2
Net income	748	903	20.7
Net income – Part of shareholders Linde AG	698	856	22.6
EPS in €	4.13	5.02	21.5
Adjusted EPS in €	4.88	5.68	16.4

Group

Financial Highlights – FY 2010



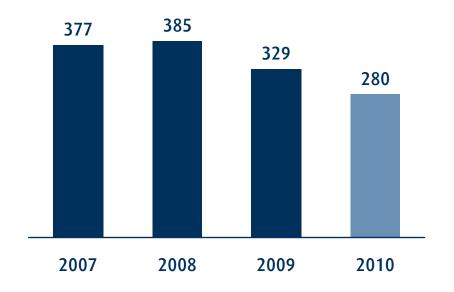
in € million	2009	2010	Δ in %
Sales	11,211	12,868	14.8
Operating Profit	2,385	2,925	22.6
Margin (in %)	21.3	22.7	
EBIT before PPA depreciation	1,460	1,933	32.4
PPA depreciation	-293	-254	
EBIT	1,167	1,679	43.9
Financial Results	-329	-280	14.9
Taxes	-185	-335	81.1
Net income	653	1,064	62.9
Net income – Part of shareholders Linde AG	591	1,005	70.1
EPS in €	3.51	5.94	69.2
Adjusted EPS in €	4.58	6.89	50.4

Group

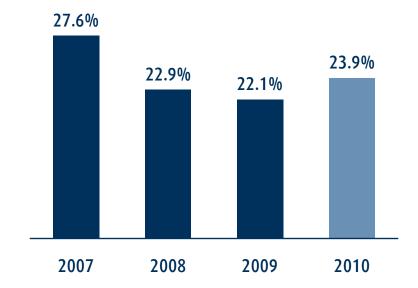
Financial Result and Tax Rate



Financial Result (in € million)



Tax Rate



Group, Cash Flow Statement



in € million	Q1 11	Q2 11	Q3 11	9M 11	9M 10
Operating profit	761	798	804	2,363	2,145
Change in Working Capital	-180	6	60	-114	-126
Other changes	-141	-267	-142	-550	-486
Operating Cash Flow	440	537	722	1,699	1,533
Investments in tangibles/intangibles	-237	-310	-346	-893	-764
Acquisitions/Financial investments	-13	-1	-41	-55	-35
Other	43	33	40	116	136
Investment Cash Flow	-207	-278	-347*	-832*	-663
Free Cash Flow before Financing	233	259	375	867	870
Interests and swaps	-45	-114	-123	-282	-240
Dividends and other changes	-2	-385	-7	-394	-308
Net debt increase (+)/decrease (-)	-186	240	-245	-191	-322

^{*} excluding strategic liquidity reserve of € 600m

GroupCash Flow – FY 2010



in € million	Q1/10	Q2/10	Q3/10	Q4/10	2010	2009
Operating Profit	641	755	749	780	2,925	2,385
Change in Working Capital	-98	-3	-25	210	84	160
Other changes	-146	-247	-93	-101	-587	-403
Operating Cash flow	397	505	631	889	2,422	2,142
Investments in tangibles / intangibles	-223	-280	-261	-428	-1,192	-1,104
Acquisitions / Financial investments	-6	-9	-20	-33	-68	-86
Other	38	44	54	59	195	200
Investment Cash flow	-191	-245	-227	-402	-1,065	-990
Free Cashflow before financing	206	260	404	487	1,357	1,152
Interests and swaps	-22	-120	-98	-58	-298	-301
Dividends and other changes	-1	-303	-4	28	-280	-329
Net debt increase (+) / decrease (-)	-183	163	-302	-457	-779	-522

Group

FY 2010: Stable long-term financing



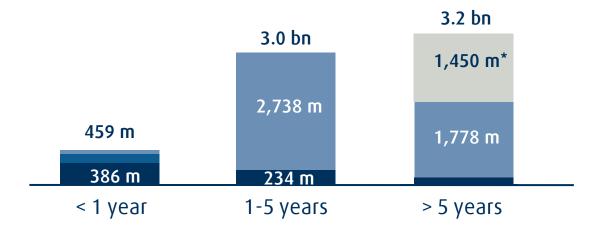
Well-spread and long-dated maturity profile

- Regular issues have continuously lengthened our refinancing schedule
- More than 90% of total financial debt is due beyond 2011
- Approx. 50% of total financial debt has a longer maturity than 5 years

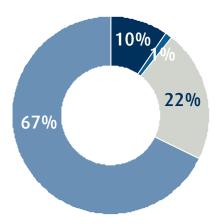
Balanced mix of various financing instruments

- Long-term bond financing covers approx. 90% of financial debt
- Strategic funding in EUR, GBP, USD and AUD

Financial debt, by maturity (in €)



Financial debt, by instrument



- Senior Bonds
- Subordinated Bonds (*callable in 2013/2016)
- Commercial Paper
- Bank Loans

Group

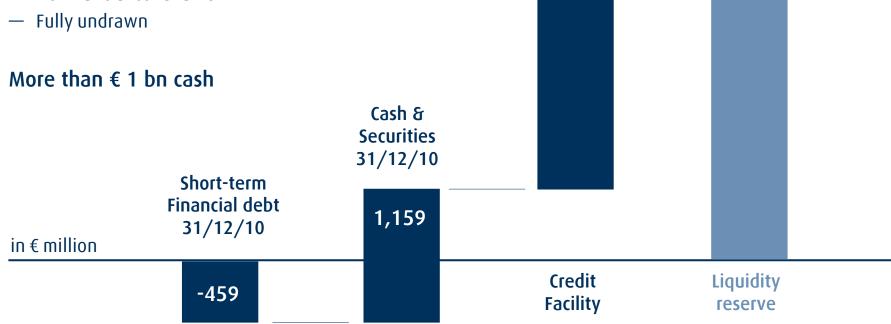




3,200

€ 2.5 bn committed revolving credit facility maturing in 2015

- Arranged in May 2010 with 25 national and international banks
- Replaced € 2 bn syn loan maturing in 2011 and € 1.6 bn forward start facility 2011/2013
- No financial covenants



2,500

Group

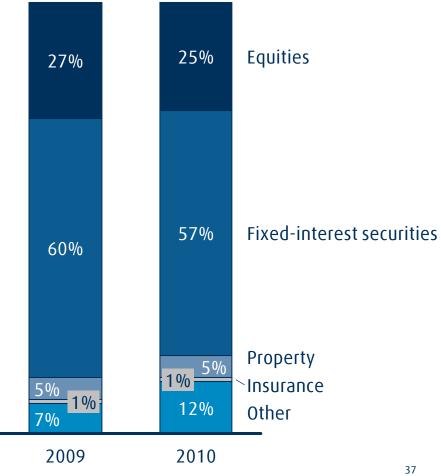
Pensions – Key figures



Net obligation

in € million	DBO	Plan asset	Net obligation
01.01.2010	4,744	3,896	848
Service costs	93		93
Net financing	265	246	19
Actuarial gains/losses	-92	141	-233
Contributions/payments	-217	-9	-208
FX	209	200	9
Other	-31	-7	-24
31.12.2010	4,971	4,467	504

Pension plan assets portfolio structure



Gases DivisionOperating Segments – Historical data 2010



EMEA (€ m)	Q1 2010	Q2 2010	Q3 2010	Q4 2010	FY 2010
Sales	1,264	1,349	1,365	1,352	5,330
Operating profit [*]	351	386	389	387	1,513
Operating margin	27.8%	28.6%	28.5%	28.6%	28.4%
Asia/Pacific (€ m)	Q1 2010	Q2 2010	Q3 2010	Q4 2010	FY 2010
Sales	577	677	711	727	2,692
Operating profit*	162	190	200	202	754
Operating margin	28.1%	28.1%	28.1%	27.8%	28.0%
Americas (€ m)	Q1 2010	Q2 2010	Q3 2010	Q4 2010	FY 2010
Sales	514	581	605	579	2,279
Operating profit*	112	136	129	122	499
Operating margin	21.8%	23.4%	21.3%	21.1%	21.9%

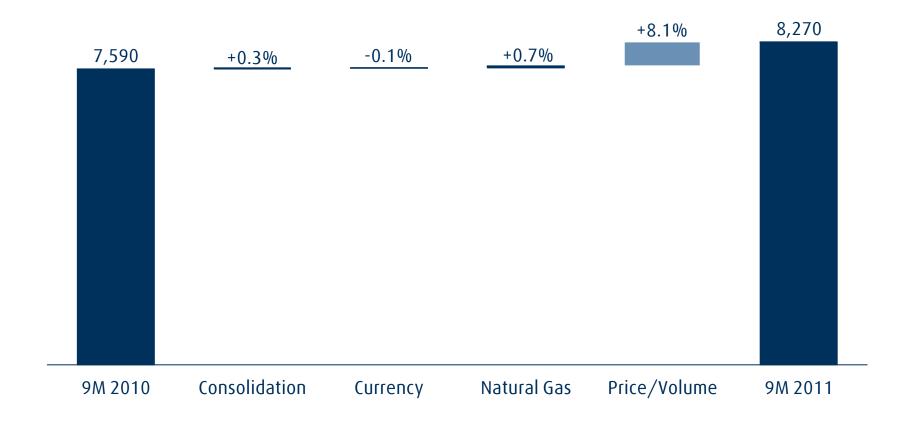
^{*} EBITDA before non-recurring items, including share of net income from associates and joint ventures

Division Gases, sales bridge





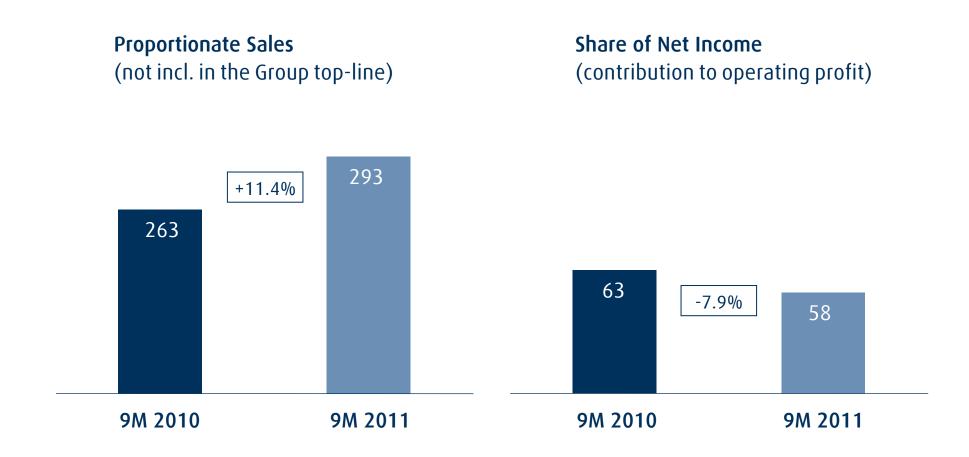
in € million



Gases Division, Joint Ventures



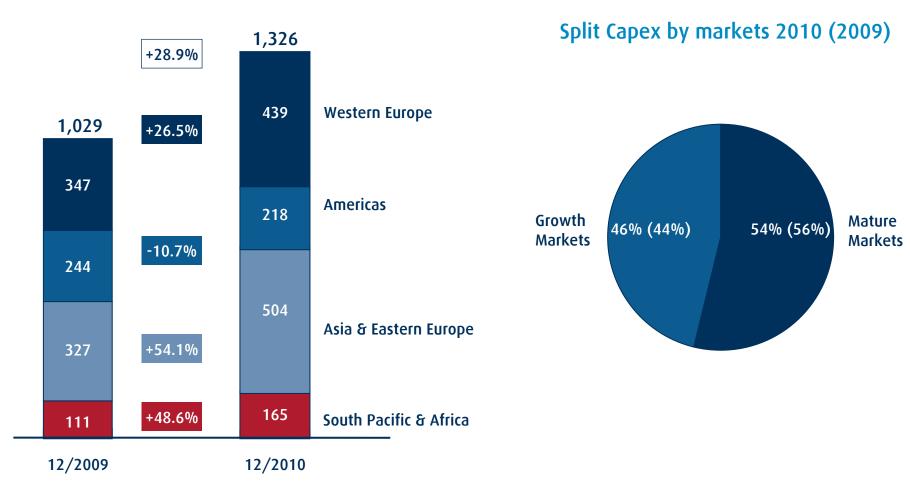
in € million



Gases DivisionSplit of Capex by operating segment



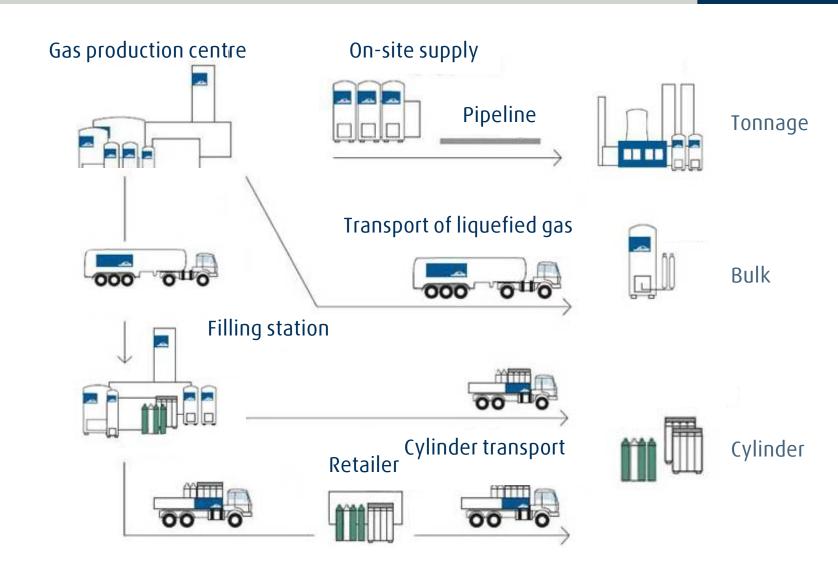
in € million



Gases Division

From source to customer





Gases Division

Various distribution mix served from one product source

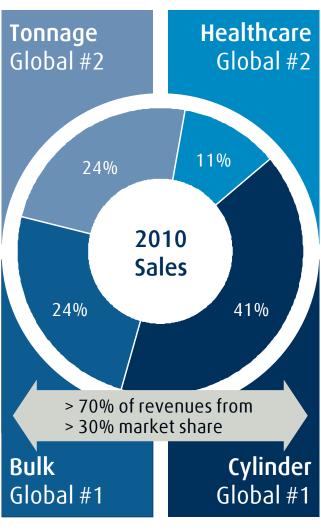




- 15-year take-or-pay contracts (incl. base facility fees)
- Add. growth in JVs & Embedded Finance Lease projects



- Multi-year contracts
- Application-driven



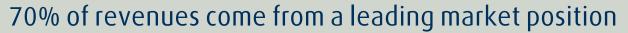


- Hospital care & Homecare
- Bulk & cylinder gases
- Structural growth



- High customer loyalty
- Includes specialty gases
- Cylinder rentals

Gases Division, local business model

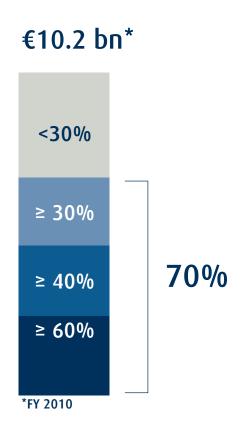


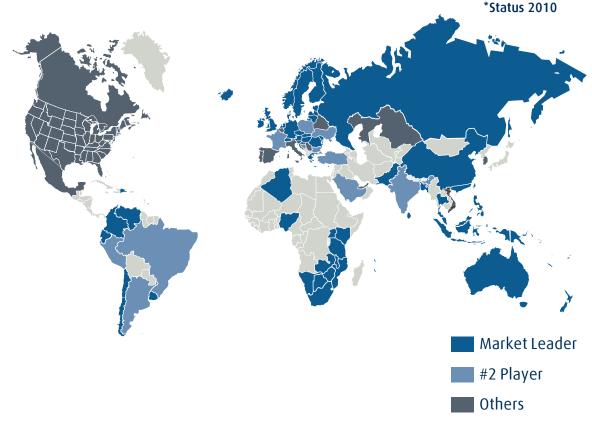


In bulk & cylinder: >70% of revenues from >30% market share positions

Sales split by market shares

Market leader in 47 of the 75 major countries, #2 Player in another 15



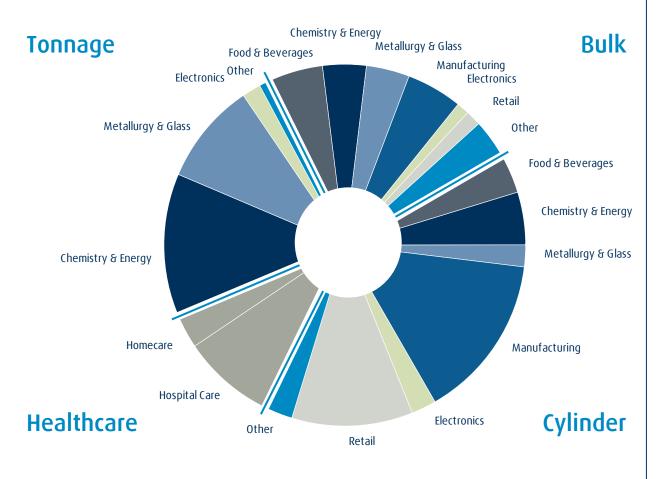


Gases Division

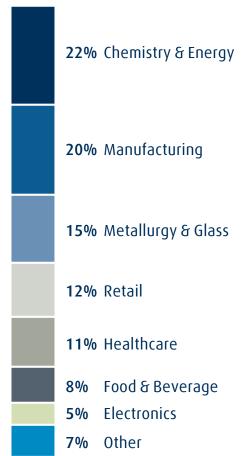
Stability driven by a broad customer base



2010: Split of product areas by major end-customer groups



2010: Split of sales by major end-customer groups



Engineering Division

Global set-up with leading market position in all segments





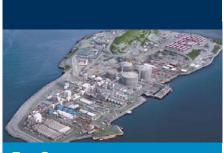






Olefin Plants





Natural Gas Plants

Top2

Top2

Top3

Providing plants for the gases business and 3rd party customers

Providing chemistry and energy related solutions to 3rd party customers

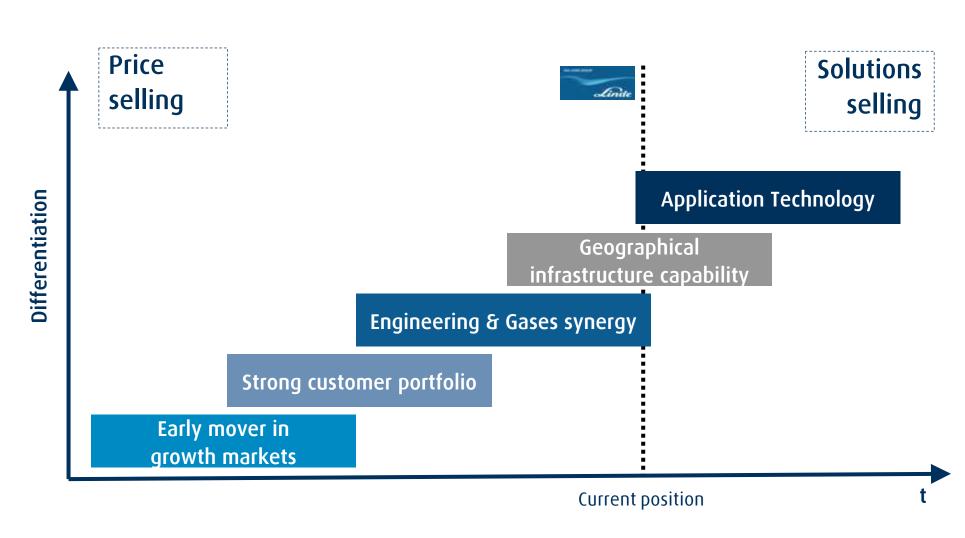


- Engineering base
- Sales office

Supporting the energy/environmental mega-trend and leveraging customer relations for gas projects

Mega-trend Growth Markets Business approach in Growth Markets





Mega-trend Growth Markets Strong customer relationships in Engineering



Plant sales of the Engineering Division Air separation units ■ Hydrogen and synthesis gas plants Gas processing plants ■ Natural gas plants Eastern Petrochemical plants Еигоре & Middle East Greater China South and East Asia South America South Africa

Mega-trend Growth Markets Leading player in Greater China



Oil/Petrochemicals



扬子石化-巴斯夫有限责任公司 **BASF-YPC Company Limited**





Chemicals











Metallurgy













Electronics











BLUESCOPE

















Others















49

Gases Division in China Integrated offer in selected industrial poles



Integrated Clusters

Example - Ningbo

Gases products supply to bulk and cylinder markets

Pipeline linkage (key concept)

1

Fully Integrated Cluster

Multiple customers supplied by pipeline (GAN/GOX/GHY)

3

Integrated plant operation



Clean Energy market estimation 2020 & 2030 top down



General assumptions:

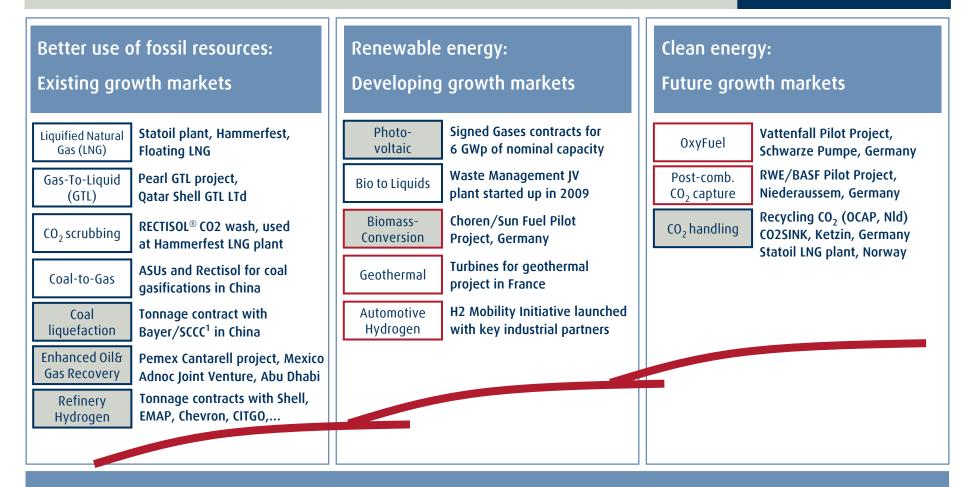
- Market numbers are directional only and w/o inflation or fx
- Oil price development at 80-100 USD/bll
- Outsourced gases market only (excl. captive market or equipment sales),

	Market size in € bn Assumptions for 2030	2015	2020	2030
LNG merchant/floating	 Based on penetration rate of LNG replacing existing fuels; Merchant LNG projects based on geographical set up and existing infrastructure Floating LNG projects 	3-4	6-10	11-23
Enhanced Oil Recovery Nitrogen Rejection Unit	 Single to double digit number of large N2 EOR/NRU projects Double digit number of large CO2 EOR projects including industrial CO2 capture and pipeline (overlapping w/CCS) 		4-5*	18-35*
Carbon Capture & Clean Coal	- Triple-digit number of 1 GW Carbon Capture (1.5 Gt/a CO2 at EUR25-40/t)			30-50
CO ₂ networks	 Installation of significant pipeline network and corresponding compression (1.5 Gt/a handling fee CO2 at EUR 10-15/t) 		1	15-25
Hydrogen fuelling	 Installation of a significant fuel station infrastructure Corresponding annual H2 consumption of some bn tons p.a. 		1	10-15
Photovoltaic	- Includes all gases used for manufacturing of photovoltaic cells only	1	2	3
	Range	5-7	14-19	80-140

^{*} Assuming 100% Build Own Operate and excluding sale of equipment and plants

Mega-trend Energy/Environment Current and future growth markets for Gases & Engineering





Higher efficiency in energy use: Sustained growth in traditional end markets
REBOX® oxy-fuel (steel), WASTOX® (aluminium), Oxygen burner (glass), Water Treatment, ...

¹ Shanghai Cooking & Chemical Corporation

Mega-trend Energy/Environment Progress 2011



EOR (N2 / NRU / CO2)	 Large-scale enhanced gas recovery in Abu Dhabi Nitrogen is pumped into the reservoirs to increase pressure and maintain the gas flow Higher exploitation rate of 20-30%
LNG (Merchant/Floating)	 — LNG-terminal in Sweden: Merchant LNG — Pre-Feed-study with PTT for development of a floating LNG facility as basis for investment decision
CLEAN COAL	 Leader in advanced CO2 capture for power plants USD15 m award payment by US Department of Energy for pilot plant testing of CO2 scrubbing solutions
CO2 HANDLING	 Agreement with Sapphire Energy to develop CO2 management system and supply for algae fuel production Reduction of greenhouse gas emissions
H ₂ FUELING	 Hydrogen technology is a step towards emission-free mobility In cooperation with Daimler to build 20 additional hydrogen filling stations in Germany

Mega-Trend Energy/Environment LNG-terminal Nynäshamn/Sweden







May 2011

- First LNG import terminal in the Baltics completed: ~ € 100 m
- Located 60 km south of Stockholm
- Storage of up to 20,000 cubic metres LNG at minus 162 degree Celsius (~12 m cubic metres natural gas)
- Main source LNG plant of Skangass in Norway
- Direct supply of customers or to customer network feed points via bulk transports
- LNG replaces LPG, light and heavy fuel oil for the transportation and marine market to reduce sulphur and NOx emissions

One-Stop-Provider in LNG-business

LNG terminal built by Linde Engineering

LNG terminal owned and operated by Linde Gas

LNG-plant designed and built by Linde Engineering

Distribution technology by Linde Engineering Sales and distribution by Linde Gas

Mega-trend Healthcare High potential for medical gases and related services



Linde Global Business Unit Healthcare:

- Second largest global medical gas business
- Active in more than 50 countries with approx 3,000 employees

Market Environment

- Increasing & ageing population
- Healthcare budget pressures & increasing regulation
- Healthcare quality issues & shortage of care providers
- Increasing wealth in Growth Markets
- Power patients

Healthcare Challenges & Opportunities

- Increased use of medical gases & related devices, services
- Increase in chronic diseases
- Therapies offering quality of life & cost reductions
- Privatization of care/outsourcing of services

Hospital Care

Care Concepts

Homecare

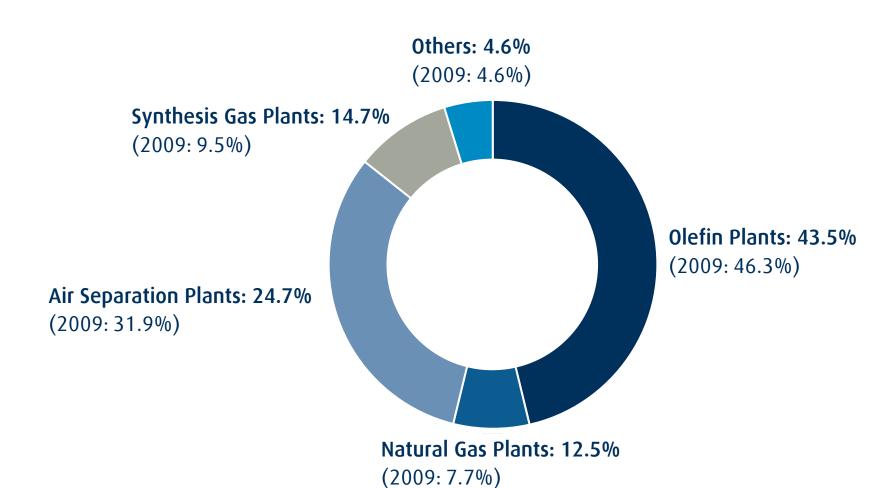
Gas Therapies

Engineering Division

Order backlog diversified and of high quality



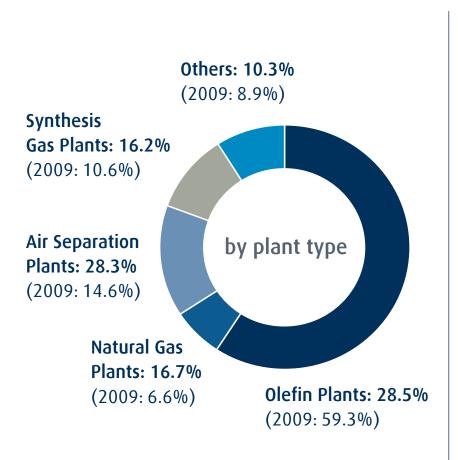
Order backlog by plant type (31/12/2010)

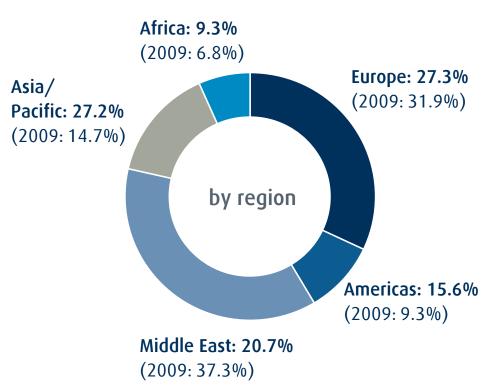


Engineering Division

FY 2010 order intake by plant type and region







Group, Accounting considerationsImpact of PPA



Purchase Price Allocation (PPA)

Impact in 9M 2011: € 181 m (9M 2010: € 191 m)

Expected impact FY 2011: ~ € 250 m (upper end of guidance due to enforced one-brand strategy)

Background:

- The difference between the purchase cost of BOC and related acquisitions in Asia and their net asset value has been allocated to assets on the Linde balance sheet (for BOC, see Linde 2007 annual report, p. 99)
- The revaluation of these assets leads to additional depreciation and amortisation charges according to the useful life of the assets
- Goodwill is not amortised but subject to a yearly impairment test
- Depreciation & Amortisation from PPA is excluded from the calculation of Adjusted EPS

Group

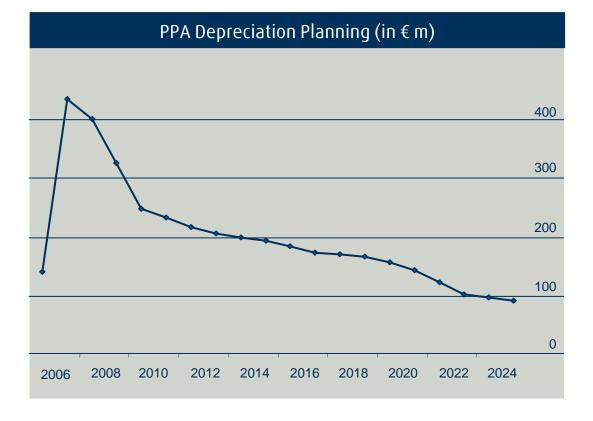
PPA – Expected Depreciation & Amortisation



- Development of depreciation and amortisation (in € million)
- Impact in 2010: € 254 million

Expected range

2011	> 200 – 250
2012	> 175 - 225
2022	< 125



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Definition of financial key figures



Operating Profit	Return	EBITDA (incl. IFRIC 4 adjustment) excl. finance costs for pensions excl. special items incl. share of net income from associates and joint ventures
adjusted ROCE	Return	Operating profit - depreciation / amortisation excl. depreciation/amortization from purchase price allocation
	Average Capital Employed	equity (incl. minorities) + financial debt + liabilities from financial services + net pension obligations - cash and cash equivalents - receivables from financial services
adjusted EPS	Return	earnings after tax and minority interests + depreciation/amortization from purchase price allocation +/- special items
	Shares	average outstanding shares

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Financial Calendar

— FY 2011 Results: 09 March 2012

— Q1 2012 Results: 04 May 2012

Annual General Meeting: 04 May 2012