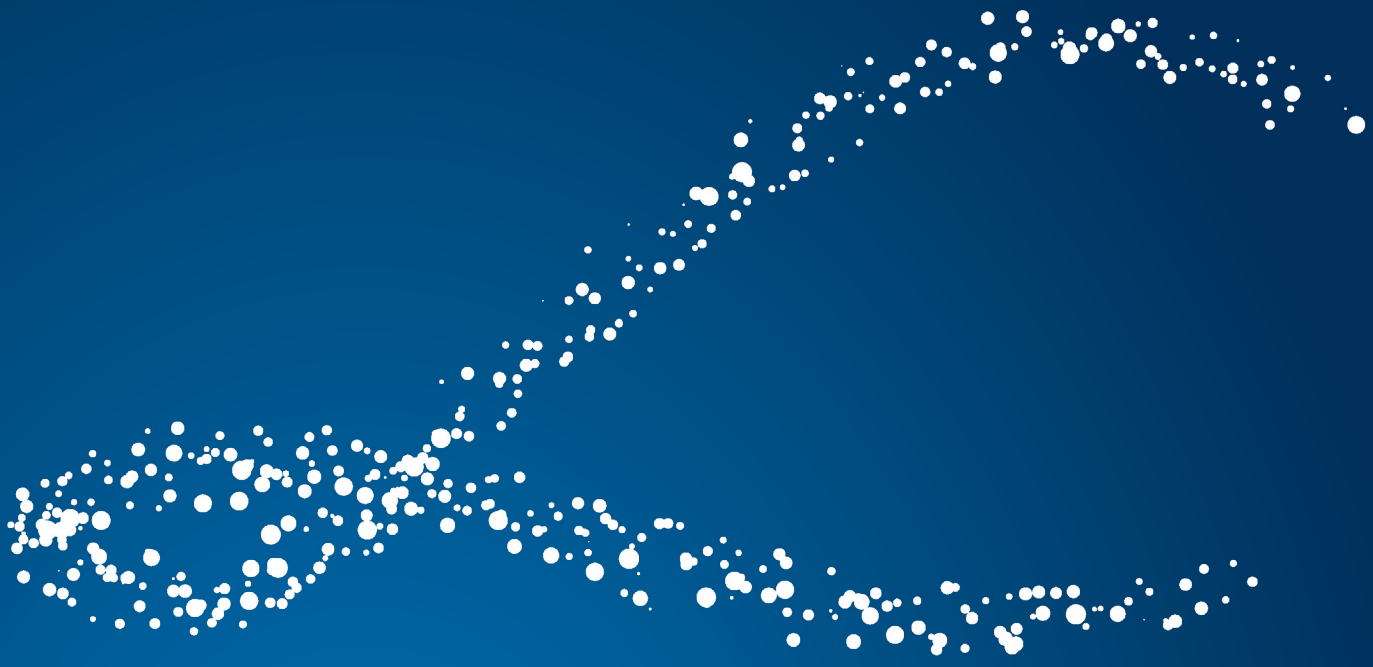


Climate Transition Plan

Issued: July 2023
Revised: June 2026

Forward-Looking Statements

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

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Purpose of Linde's Climate Transition Plan

Linde plc's (Linde) Climate Transition Plan lays the foundation for Linde's ambition to achieve climate neutrality by 2050. The sections that follow describe Linde's:

- → Ambition of climate neutrality and its three key milestones: 2028, 2035 and 2050.
- → Assessment of climate risks and opportunities, including the use of scenario analysis, to develop its greenhouse gas (GHG) emissions targets.
- → Actions across the value chain to reduce emissions, including its work with customers and suppliers as well as financial planning and activities in its own operations.
- → Engagement with governments on climate policy, and with other stakeholders, such as industry associations and non-governmental organizations (NGOs).
- → Governance of climate-related issues at the Board level and within the company.
- → Accountability mechanisms, such as financial incentives for meeting GHG targets, progress against targets, its annual GHG inventory and third-party data verification.



Linde's Climate Transition Plan is aligned to:

1	Linde's climate change targets, including its science-based GHG reduction target (35% reduction by 2035), which was validated by SBTi
2	The recommendations of ISSB/TCFD
3	The recommendations in CDP's Technical Note: Reporting on Climate Transition Plans

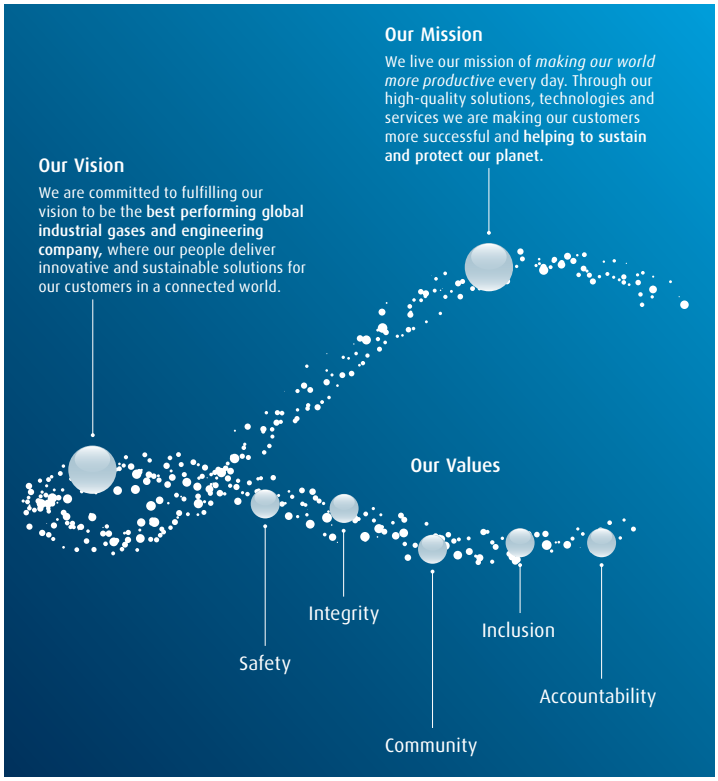
Who We Are

Linde is a leading global industrial gases and engineering company. Linde lives its mission of *making our world more productive* every day by providing high-quality solutions, technologies and services that are making customers more successful and helping to sustain and protect the planet.

The company serves a diverse group of industries including chemicals and energy, food and beverage, electronics, healthcare, manufacturing, and metals and mining. Linde's industrial gases are used in countless applications, from life-saving oxygen for hospitals to high-purity and specialty gases for electronics manufacturing, hydrogen for clean fuels and much more. Linde also delivers state-of-the-art gas processing solutions to support customer expansion, efficiency improvements and GHG emissions reductions.

Linde's business model is to transform air and other process gases into applications that are critical to customers and, in many cases, help them become more energy- and resource-efficient or provide social benefits. Linde's business model creates additional enduring value that amplifies its mission of making our world more productive.

Learn more about Linde's mission.



Our Ambition: Climate Neutrality by 2050

Climate change is no longer a future environmental crisis. It is a socio-economic crisis impacting the lives and livelihoods of millions of people, and it's happening now. Climate change, including more frequent and intense natural disasters, has caused widespread adverse impacts to nature and people, beyond natural climate variability.

Climate change is caused by the emissions of GHGs, which trap heat in the Earth's atmosphere and bring about changes to weather patterns.

In 2015, a United Nations conference on climate change concluded with the first legally binding international treaty on climate change. Known as the Paris Climate Agreement, it set a goal to limit global warming to well below 2°C, preferably to 1.5°C, compared to pre-industrial levels. To achieve this temperature goal, countries agreed to aim to reach global peaking of GHG emissions as soon as possible to achieve a climate neutral world by 2050.

Linde has technology, resources and people to help address this crisis. For more than 100 years, it has been providing solutions to help solve global energy challenges. The company's mission of making our world more productive is aligned with the goals of addressing the global challenges of sustainable energy and climate change. Through its high-quality solutions, products, technologies and services, Linde is making its customers more successful while helping to sustain and protect the planet.

Issues related to long-term energy availability and future climate change will only continue to intensify. Addressing these issues is a priority for Linde. This Climate Transition Plan (CTP) outlines how the company intends to set and meet its strategy to pivot existing assets, operations and plans towards a trajectory that aligns with the latest and most ambitious climate science and to reach net zero by 2050. The CTP describes Linde's objectives and priorities for responding and contributing to the transition.

Climate Change Ambition

Linde's ambition is to reach climate neutrality by 2050. The world is at the beginning of an energy transformation, and Linde's climate neutrality ambition demonstrates its long-term commitment to be an active contributor to the transformation. Linde's climate strategy is aligned with the Paris Agreement.

Milestones on the Road to Climate Neutrality

By 2028, Linde expects to have achieved:

- More than thirty-five percent reduction in GHG intensity versus EBITDA – from 5.3 to 3.5.
- More than 2x low-carbon power procured versus 2018.
- More than 2x GHG avoidance for customers annually, versus our emissions (Scope 1 and 2).

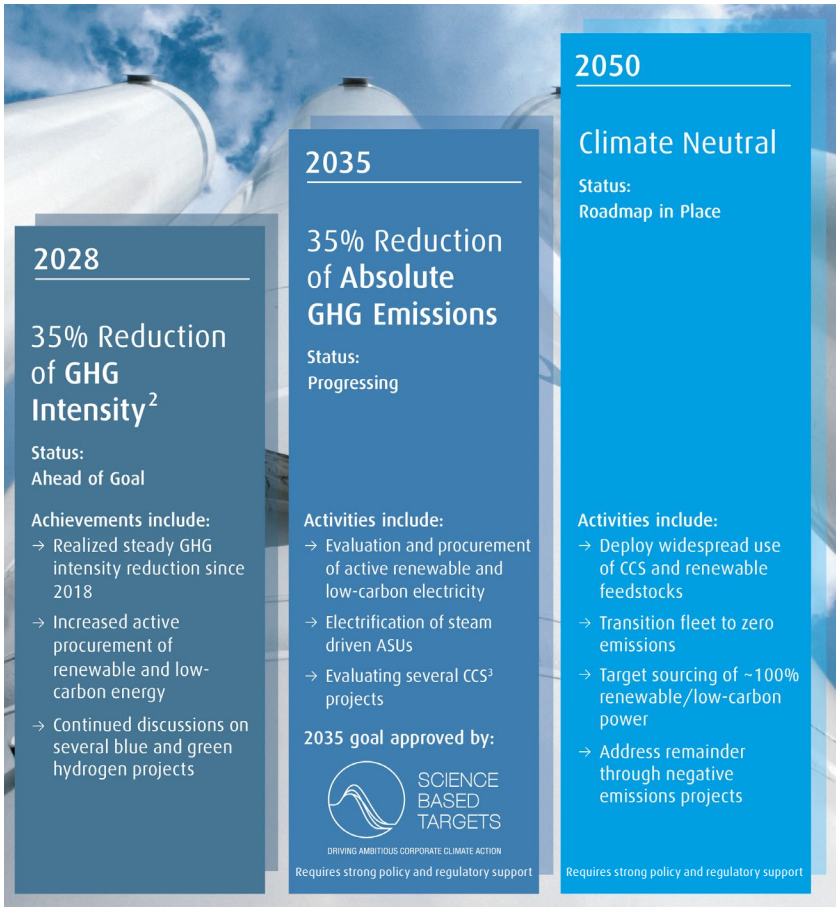
By 2035, Linde expects to have achieved:

- Thirty-five percent reduction in absolute GHG emissions from its 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.

By 2050, Linde aspires to achieve climate neutrality.

Linde's 2050 climate neutrality ambition is based upon the International Energy Agency's (IEA) scenario analysis, as described in its 2020 Energy Technology Perspectives (ETP) paper. This well-below 2 degrees Sustainable Development Scenario (SDS) recognized that the chemical sector is one that is hard to abate and projects the GHG trajectory for this industry as declining after 2030, reaching net zero after 2070. Linde's trajectory foresees a much earlier decline in absolute emissions, reaching climate neutrality by 2050. Analysis shows that this trajectory equates to an average decline of 4 percent of emissions per year, as compared to business-as-usual emissions. Therefore, Linde considers its 2050 climate neutrality ambition to be in-line with the global goal to limit warming to 1.5 degrees.

Linde anticipates neutralization of unabated emissions with permanent carbon removal in 2050.



[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

Climate Risks & Opportunities

Linde assesses climate risks and opportunities annually as part of an enterprise-wide risk management process. This process is complemented by scenario analysis to further explore the physical and transition risks of climate change and how they might impact Linde's business model, strategies and performance. These analyses contributed to the development of Linde's climate change targets for 2028 and 2035, and informed the trajectory needed to reach climate neutrality by 2050.

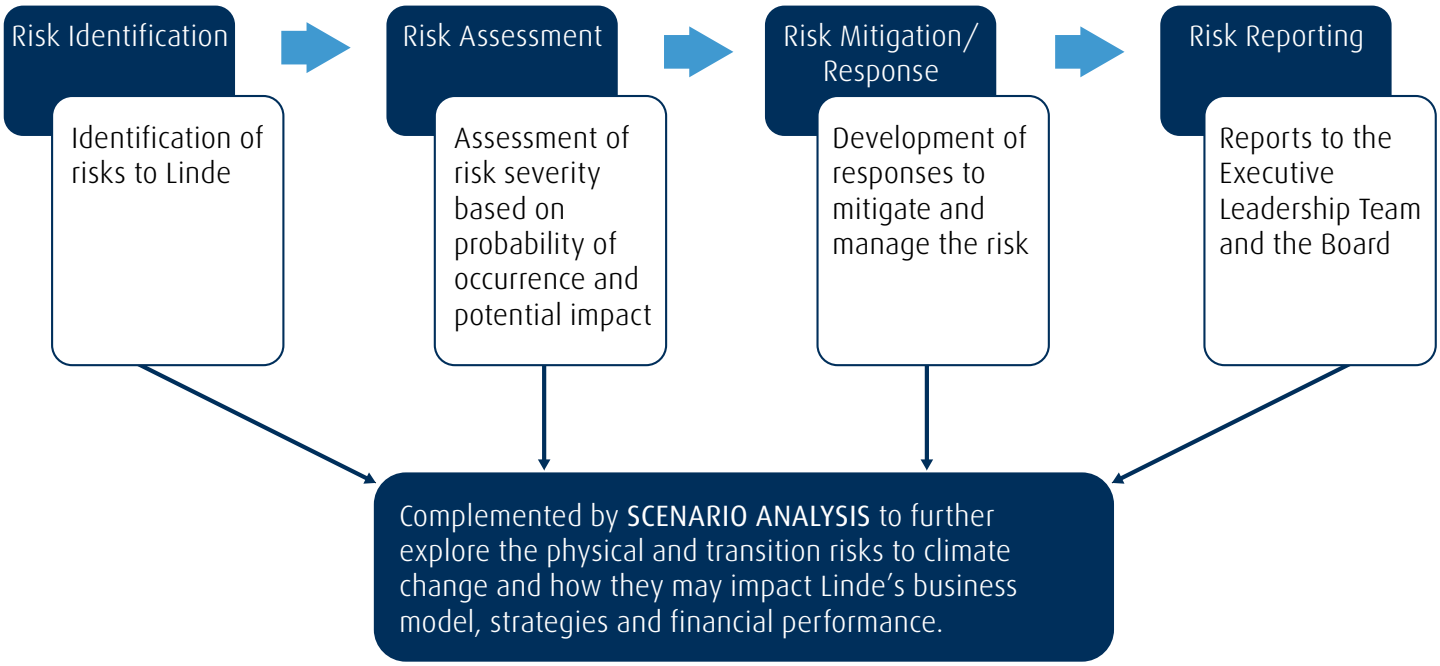
Risk Management Process

The identification, assessment of and response to climate-related risks are integrated into Linde's company-wide risk management process and covers direct operations as well as upstream and downstream activities.

The risk management process is complemented by scenario analysis to explore and develop an understanding of how the physical and transition risks of climate change may impact Linde's businesses, strategies and financial performance.

Risk Identification: The management team of each operating unit within Linde identifies the main risks affecting that unit on an ongoing basis. In addition, global functions are asked to report risks affecting their area of responsibility. The areas covered by the risk assessments include internal processes and resources; the economic, financial, legal and regulatory environment; and social and ecological aspects, including risks resulting from climate change. In addition, potential risks affecting suppliers or customers are considered and reported. The risk management process allows for the identification of short-term risks (0–2 years), as well as risks with a medium- (2–5 years) or long-term (5–100 years) horizon and impact.

Methodology for Risk Management



Risk Assessment: The executives in the various units categorize each risk and evaluate it in terms of criteria determined centrally, including the potential impact of the risk on Linde and the estimated probability of its occurrence. When analyzing the impact of the risk, Linde considers not only the impact on the financial results of operations, but also the impact on non-monetary aspects such as safety, environment, reputation and strategy. The operating units award each risk with a rating based on the risk's potential impact and its probability. The risk rating scale is standardized across the company and has four risk ratings ranging from low risk to substantive risk. Risks with the highest potential impact (severity) rating meeting the definition of a substantive financial impact[1] for the company are presented in detail to executive leadership on a regular basis.

Linde has defined four risk areas related to climate change that may pose inherently substantive impacts: regulatory risks, market risks, reputational risks and physical risks.

Risk Mitigation/Response: For each risk, the next step is to decide on the measures to be taken to manage, mitigate and control the risk, so that the risk may be reduced to an acceptable level. For each risk, responsibility to manage the risk is assigned to a specific individual appointed by management (risk owner). The risk owner proposes measures to mitigate, transfer and control the risk to the country and/or regional leadership teams, and for substantive risks, also to the Board, for review and approval. The Board reviews substantive risks and proposed mitigation actions at each Board meeting and decides if those are appropriate. To control the risk, this is re-assessed on a regular basis, and progress of measures is monitored and reported to the responsible group (country/regional management, leadership team or Board).

Risk Reporting: Throughout the year, a summary of risks is presented on a regular basis (at least quarterly) to the regional heads and once a year to the full Executive Leadership Team as well as the Board of Directors. Company risks are described in Linde's Annual Report (Form 10-K), which covers, for example, risks from the supply of energy and from natural catastrophes, such as extreme weather.

Details of the risks posed to Linde by climate-related issues, the estimated potential financial impact of these risks at the corporate level, and the response strategy to manage these risks as well as details of the opportunities posed to Linde by climate-related issues, the estimated potential scale of these opportunities at the corporate level, and the response strategy required to take advantage of these opportunities are all discussed in Linde's annual CDP response.

Assessing Opportunities

Linde's business development teams assess market trends and customer behavior and requirements on an ongoing basis and share the outcomes with the R&D and technology functions. They, in turn, propose solutions for the short, medium and long term that address those changing market conditions and customer requirements. Opportunities are evaluated up and down the value chain. Material and strategic issues/innovations that tackle important market trends/new requirements are proposed to the Executive Leadership Team on a regular basis.

Market & Reputation Opportunities

→ Develop and expand low-carbon goods and services and increase revenue, especially from the sale of hydrogen. The IEA expects an approximate four times increase in worldwide hydrogen production (2019–2050). Linde estimates it can increase its hydrogen revenue from $2.5 billion to $8 billion annually.

Actions to Realize Opportunities

→ Direct more than a third of the R&D budget towards decarbonization initiatives.

→ Invest across the hydrogen value chain to accelerate the clean energy transition, including in low-carbon sources of hydrogen, electrolysis with renewable electricity, and CCS.

[1] If a risk has a potential negative financial impact on company results of more than $30 million, it's considered a substantive financial impact. Risks that could cause considerable harm to people or the environment (e.g., loss of life) are considered substantive, regardless of their monetary impact.

NOTE: The above financial impact calculation is based on IEA SDS scenario projections. Under the assumptions of this model, the incremental growth in Linde's hydrogen business works out to be around $5 billion by 2050, as per above. However, it is noted that Linde's internal estimates suggest a range much higher than this.

Scenario Analysis

Linde uses scenario analysis to complement its risk management process. Linde evaluates multiple climate-related scenarios to help develop its climate strategy to ensure it is flexible and robust across a range of plausible future states. Linde relies on the scenarios developed by the IEA and Intergovernmental Panel on Climate Change (IPCC), which have long been used by scientists and policy analysts to assess future vulnerability to climate change. Two of the scenarios evaluated by Linde, including the implications for business impacts related to climate change are described in the following:

- The IEA Sustainable Development Scenario (SDS)
- The IPCC Representative Concentration Pathway (RCP) 4.5 scenario

Additionally, Linde has conducted an analysis using the IEA NZE 2050 scenario and the IPCC's Representative Concentration Pathway (RCP) 6.0 scenario.

Examples of Climate Risk

Transition Risk: Regulations
- New, emerging and changing regulations could lead to an increase in the price of carbon and/or increased restrictions on carbon emissions.

Risk Management Responses
- Monitor regulatory developments and analyze different potential GHG tax regimes.
- Increase relevant resources and training.
- Consult with vendors, insurance providers and industry experts.
- Incorporate GHG provisions in commercial agreements, which routinely provide rights to recover increased energy and related costs that are incurred by the company.
- Conduct regular sensitivity analyses of the impacts of potential energy and raw material cost increases.
- Explore renewable energy options.
- Improve operational productivity and energy efficiency.

Financial Impact
- Increases in carbon taxation are not expected to have a material impact on Linde as such costs would be mitigated through the terms of its product supply contracts.

Scenario Analysis using IEA's Sustainable Development Scenario

Assumptions
- Growth projections for the chemical, hydrogen and power sectors are based on the IEA's latest Energy Technology Perspectives.
- Regulatory conditions support a transition to clean power post 2050.

Outcomes
- Developed an emission reduction trajectory that is more aggressive than SDS to achieve climate neutrality by 2050.
- Developed absolute GHG reduction targets for 2035.

Physical Risks
- Catastrophic weather events.
- Temperature increases.
- Sea level rise and flooding.

Risk Management Responses
- Conduct business impact analysis.
- Invest in facilities with suitably resilient design and technology.
- Implement lessons learned from weather events to implement new procedures and to protectively retrofit plants to mitigate impact from future events.
- Work with insurance providers to evaluate the risk from catastrophic weather events and flooding.
- Procure risk transfer insurance.

Financial Impact
- The financial impact of physical risks associated with climate change depends on their location, nature, duration, and severity, and may include lost revenues from production outages, higher operating costs and property damage. Given this variability, it is difficult to estimate individual event impacts; however, Linde manages this risk through insurance, including self-insurance via a captive company providing up to $50 million per event and $100 million annually (above local deductibles), supplemented by external catastrophic coverage, effectively capping the Group's annual exposure at $100 million plus local deductibles.

Scenario Analysis using RCP 4.5

Assumptions
- Increase in extreme weather events.
- Temperature increase of 2.5-3°C.
- Sea level increase of 0.3 m by 2050.

Outcomes
- Developed context-based climate adaptation plans for all production assets. These plans include plant design specifications, R&D into plant design specifications and infrastructure in addition to efficiencies for reducing energy and water use.

Transition Risk Scenario: IEA Sustainable Development Scenario
Linde evaluated the IEA's SDS, which is consistent with limiting global warming to well below 2°C. Using the scenario assumptions, Linde assessed transition risks and opportunities, and analyzed specific actions needed to respond to those risks and to define an appropriate GHG mitigation strategy. The analysis was both qualitative and quantitative.

The scope of this scenario analysis was company-wide, with a focus on its industrial gases operations, which contribute to a majority of Scope 1 and 2 emissions. The time horizon for the scenario analysis was through 2050. Projections were based on Linde's short- and mid-term business/production outlook and longer-term outlook based on average economy growth. Financial parameters included expected sales growth, regional carbon prices, cost of investments (e.g., to retrofit existing hydrogen facilities with CCS) and potential government support through subsidies or other incentives.

The SDS projects chemical sub-sector emissions to continue to grow for the next five years due to worldwide business growth and new technologies still scaling up, but then to decline, reaching close to zero by 2070. The SDS further predicts blue and green hydrogen to represent more than 80 percent of worldwide hydrogen production by 2050. The power sector is expected to achieve net zero after 2050. These projections are supported by assumptions on economic and regulatory conditions, such as a stronger policy push through carbon taxation, a trajectory for the decarbonization of the power sector, and the availability of negative emissions technologies to offset certain hard-to-abate emissions.

The SDS analysis was instrumental in Linde's development of the 2028 GHG emissions reduction targets and trajectory. This includes the commitment to achieve net zero emissions by 2050, which represents a more aggressive and rapid decrease in emissions for the chemical sector than stipulated in the SDS.

Physical Risk Scenario: RCP 4.5
RCP 4.5 is a stabilization and mitigation scenario in which the radiative forcing level (or heating effect) stabilizes at 4.5 watts per square meter (approximately 650 ppm [parts per million] CO2e) before 2100 by employing a range of technologies and strategies for reducing GHG emissions. This scenario allows Linde to analyze the potential business impacts in case the 2°C goal cannot be reached worldwide, and the temperature rises beyond 2 degrees.

Linde applied the general assumptions of the RCP 4.5, including a temperature increase of 2.5–3 degrees, a ppm concentration of 500 by 2050, sea level increase by approximately 0.3 m by 2050, an increase in climate-related physical impacts (e.g., drought) and an increase in extreme weather events.

The time horizon was through 2050 which is generally aligned with the initial contract term for Linde's production plants, which are typically 15 to 20 years.

The risk analysis was context-based, meaning it was conducted on a single asset basis considering regional specifics, and covered the majority of assets. Linde evaluated which sites will be exposed to high water-stress in the next 20 years according to different future climate scenarios. Linde also calculated the impact of climate variables, such as temperature and ambient contaminants (e.g., less than 500 ppm carbon dioxide), on its plant operations (e.g., impact on energy consumption/cost), using a self-developed tool.

Linde's scenario analysis showed that Linde might be exposed to several acute and chronic physical climate change risks in the long term, resulting from an increase in mean temperature, higher carbon dioxide concentrations in the air and/or higher water stress. This could lead to higher operating costs, and in the worst case, loss of revenue due to reduced production capacity.

Based on the scenario analysis and risks determined, Linde developed a context-based climate adaptation plan that considers the technical and regional specifics of each site. This plan covers industrial gases production assets. Generally, for new plants, the physical parameters are assessed, and plant designs are adapted to meet the projected short-, mid- and long-term physical climate parameters and risks, such as an increased risk of flooding. In addition, long-term activities related to R&D and innovation are performed, for example, new plant designs or solutions for reduced freshwater consumption.

ACTIONS ACROSS THE VALUE CHAIN

Linde is acting within all stages of the value chain to reduce GHG emissions and will not get to climate neutrality alone. Linde has identified key stakeholder relationships that are essential to achieving its targets and is collectively working towards a low-carbon future.

Upstream: Suppliers

By partnering with its critical and strategic suppliers to reduce environmental and climate impacts, Linde reduces its own environmental impact, lowers risk in its supply chain and mitigates or decreases its overall operating costs.

To better understand supplier behavior, Linde collects climate change information at least annually from certain suppliers. Linde suppliers are required to comply with the principles outlined in Linde's Supplier Code of Conduct, including the expectations of suppliers to commit to continuous improvement of environmental protection and to support Linde's programs and targets related to climate change.

Linde collects product carbon footprint (PCF) information from specific suppliers. Those suppliers who are not already measuring such key performance indicators (KPIs) are asked to complete a self-assessment and standard PCF calculation for products purchased by Linde. Linde is evaluating this information, which will form the basis for potential emission reduction initiatives for Linde products.

Key Supply Chain Categories



Direct Operations

Climate-related risks and opportunities have influenced Linde's financial planning decisions, including operating expenditures and capital expenditures. Improvements in operational efficiencies and renewable energy are important levers to achieve overall GHG emissions reduction targets and contribute to cost savings.

Partnering with Electric Utilities

Linde participates in energy efficiency and energy reduction programs offered by electricity suppliers, thus helping them to achieve their energy efficiency obligations and targets. GHG emissions from electricity represent the largest portion of Linde's Scope 2 and 3 GHG footprint.

As the world transitions to a more sustainable energy economy, the share of renewables in the mix is increasing, making grids unstable. Linde represents a high-impact customer who can influence the overall grid load and, therefore, has the capacity to help with demand-side management. Several of Linde's plant designs, such as its FLEXASU® concept, help to balance the grid by increasing the flexibility of its production plants — using more renewable electricity when it is readily available, or reducing energy consumption in times of limited capacity. This helps the utility manage increasing volatility in the grid and supports decisions to increase the share from intermittent power sources (like wind or solar).

Linde has identified the following actionable levers for achievement of its 2035 GHG target:



Continued investment in decarbonization projects, including carbon capture projects at existing Linde hydrogen production facilities.



Electrification of steam-driven ASUs.



Exchange high-emission fleet vehicles with low or zero emission alternatives.



Increase purchases of renewable electricity at offices and plants.



Continue to improve reliability of proton exchange electrolyzers through collaboration with original equipment manufacturers to promote green hydrogen capacity.

Operating Expenditures (OPEX)
The cost of energy is one of Linde's largest operating expenses. Current and emerging GHG regulations influence the cost of energy. Linde's annual budget/financial planning considers the carbon taxes to be paid or carbon credits to be purchased for existing production plants, as well as plants that are about to become operational. If these costs can be passed through to the customer (e.g., over the sales price), Linde factors this into its financial planning (as increased sales revenues).

In addition to routine maintenance, Linde plants undergo major turnarounds every 3–5 years. The cost of these overhauls is included in the budget year in which it occurs.

Anticipated OPEX expenditures through 2035 include continued R&D spend on decarbonization initiatives and the procurement of renewable energy.

Capital Expenditures (CAPEX)
Linde expects that it can benefit from increasing demand for low-carbon products and applications. To meet this demand, Linde recognizes that capital investments are required. Capital investments are needed for innovation and include the construction of pilot production plants for testing new applications, investment in know-how and acquisition of technology companies. Linde considers these types of capital expenditures (CAPEX) in its short-, mid- and long-term CAPEX planning process and they are factored into the overall annual CAPEX planning/budget of the company.

Anticipated CAPEX projects through 2035 include CCS projects, construction of new proton exchange membrane (PEM) electrolyzers, electrification of steam driven ASUs and the purchase of new zero-emission fleet trucks.



Operational Efficiencies:
Linde completes hundreds of voluntary projects each year that provide permanent improvements to energy requirements for turbines, compressors, fans and other primary process equipment; heat transfer efficiency and control equipment for process efficiency and reliability optimization; lighting retrofits; and adjustments to HVAC controls.

Linde reports savings from productivity projects in the Sustainable Development Report.



Renewable Energy:
Linde continuously leverages its 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.

Linde provides details on renewable and total energy consumption in the annual Sustainable Development Report.



Company Fleet Vehicles:
Part of Linde's vision for 2050 is a zero-emissions fleet. Linde implements hundreds of voluntary projects each year that provide permanent reductions in diesel and gasoline use and corresponding GHG emissions from fuel efficiency or route efficiency programs, on-site tank size optimization, trailer size optimization and track engine modifications to maximize fuel economy.

Linde has already taken steps, including evaluations of both hydrogen fuel cell and electric vehicles. Working together with fuel manufacturers, Linde Gas & Equipment has evaluated renewable diesel, which, in many cases, can be phased in progressively without modification to truck engines. Testing of this technology has begun in some geographies, including California, Washington and Oregon. GHG emissions from transportation can be reduced by up to 83 percent using renewable diesel compared to fossil diesel.

Downstream: Customers

Linde believes that transparency about carbon-related information will be an accelerator in the global race to zero emissions, and is committed to informing and educating its customers about the climate change impacts of using Linde's products and services, as well as Linde's own initiatives to reduce emissions. As part of its customer engagement campaign, Linde shares its sustainability and climate-related performance, including its targets, plans and details of its portfolio of products, and solicits discussion on any topic, including climate change, for example, during regional customer days. Although Linde does not yet calculate or disclose customer-related Scope 3 emissions, there are plans to implement this in the future.

The exchange of ideas, practices and performance around sustainability leads to strategic relationships with customers, and Linde has teamed up with its customers to develop low-carbon solutions and new technologies.

For examples of how Linde works with customers to advance CCS see the Sustainable Development Report.

Financial Planning
Climate-related risks and opportunities have influenced Linde's financial planning decisions, including revenues and investment in clean energy and R&D spend.

R&D Spend: Linde is an innovation leader. To stay ahead of competitors and offer the low- carbon products and services customers want, Linde continually directs more than a third of its R&D budget to decarbonization initiatives. R&D expense analysis is conducted every year as part of the annual R&D budget planning process.

Revenues and investment in clean energy: Linde is a technology leader and at the forefront of innovation in many technology areas, including low-carbon products and services. Linde believes that it can achieve increased revenue from business opportunities arising from government regulation of GHGs and other emissions and the increasing demand for low-carbon products and applications (see Clean Hydrogen section on page 16). Linde's Sustainability Portfolio consists of several products and applications that help customers and their clients avoid carbon dioxide emissions. Linde's strategy is to maintain its focus and expand on such offerings in the short-, mid- and long-term.

Linde is incorporating the impact of business opportunities from new low-carbon products and applications into its mid- and long-term business plan.

→ In its 2020 Energy Technologies Perspective paper, the IEA projects a roughly four times increase of worldwide hydrogen production from 2019 through 2050, under the Sustainable Development Scenario (SDS). If the assumptions of the IEA SDS are correct, for Linde with hydrogen-related revenues of more than $2 billion in 2025, this would mean a low estimate for potential annual hydrogen-related revenues of more than $8 billion in the long term, assuming same market share and product pricing. This represents an increase of over $5 billion from 2022, and is less than expected by Linde.

NOTE: The above financial impact calculation is based on IEA SDS scenario projections. Under the assumptions of this model, the incremental growth in Linde's hydrogen business works out to around $5 billion by 2050, as per above.

Helping Customers Avoid GHG Emissions

Linde has a target to avoid more than two times the GHG emissions from its own operations. Linde reports performance against this target in its Sustainable Development Report.

Linde calculates its carbon productivity (emissions avoided by the use of Linde's products) for five signature products, for specific applications, in five markets:

1. Hydrogen used to make ultra-low sulfur diesel fuel (ULSD)
2. Oxygen used to optimize combustion processes (oxyfuel technology)
3. Krypton used to insulate thermal windows
4. Argon used in welding
5. Thermal barrier coatings used for industrial gas turbine and jet engine efficiency

Hydrogen is used to make ULSD fuel. When used in trucks fitted with diesel particulate filters, it eliminates black carbon.[2,3]

Oxyfuel technology can make a valuable contribution to improving the carbon balance of fossil fuel combustion. With this process, coal is combusted in an atmosphere consisting of pure oxygen and carbon dioxide. This purer mixture burns at a higher temperature than natural air, thus increasing the efficiency of the combustion process. Additionally, the resultant flue gas is not diluted by nitrogen, but primarily consists of carbon dioxide and water vapor. The flue gas stream is therefore smaller and easier to handle. This vapor is easily condensable, leaving a highly concentrated carbon dioxide stream that can be compressed and stored.

Linde's oxyfuel technology is especially applicable to steelmaking. The blast furnace requires large amounts of coke as a fuel. In the oxyfuel process, high levels of oxygen are added to the hot blast, increasing the productivity of the combustion process. The energy savings occur during the use of the oxygen/oxyfuel technology (use phase).

Krypton is a product/gas of the air separation process. When used in double-pane windows (filling the space between two panes), krypton can drastically increase the thermal barrier, and therefore, the insulation of the window.

Argon, carbon dioxide and mixtures thereof in the gaseous stage can be used for different gas-shielded arc welding applications. Their main purpose is to enable a controllable stable arc and protect the molten metal against degradation from contact with ambient air. The welding gases are vented to the atmosphere once they have fulfilled their role in the arc zone and are considered Scope 1 fugitive emissions. Replacing carbon dioxide with argon reduces the users' Scope 1 emissions.

Clean Hydrogen

Hydrogen is the most abundant element in the universe and a powerful energy carrier. Due to its versatility, hydrogen is a key enabler of the transition to low and zero carbon energy (clean energy). It can be produced from (renewable) electricity and from carbon-abated fossil fuels. It produces zero emissions at the point of use. It can be stored and transported at high energy density in liquid or gaseous form. It can be combusted or used in fuel cells to generate heat and electricity.

Linde has been harnessing the power of hydrogen for over 100 years and continues to invest in effective and economic ways to deliver gray, blue and, ultimately, green hydrogen. Linde can produce hydrogen from a range of feedstocks and natural resources. Using processes like steam methane reforming, Linde generates gray hydrogen from natural gas, liquefied petroleum gas (LPG) or naphtha. This is the most common hydrogen production process today. Gray hydrogen can be converted into blue hydrogen by adding CCS technologies to the production process. Linde produces green hydrogen using electrolysis powered by renewable energy. An alternative green hydrogen production method is steam reforming using biomethane as feedstock. Gray and blue hydrogen are important stepping stones on the path to green hydrogen as they allow the necessary frameworks and infrastructures to be developed in the interim while green hydrogen production reaches the necessary scale.

As the world's leading industrial gas and engineering company, Linde covers the full spectrum of the hydrogen value chain and possesses the necessary infrastructure, technology and experience that will support a transition to clean hydrogen. Linde helps customers and stakeholders navigate through the complexities of the transition to a zero carbon economy. Linde's engineers work with customers to identify their path to zero emissions and has become a leader in designing, building and operating plants and facilities to meet its customers' needs.

Based on Linde's scenario analysis and market research, Linde expects an increase in demand for low carbon hydrogen in the mid- and long- term, and therefore, decided to focus its strategy on this growing business. Linde has made strategic investments in development and growth in the area of green hydrogen. These investments are targeted on finding and implementing innovative solutions and products/applications that can help mitigate climate change.

Linde can envision a future where hydrogen fuel cells will be widely adopted, green electricity will be available commercially, and energy and fuel markets will be linked. Low carbon hydrogen will be cost competitive; SMRs will become more efficient and incorporate carbon capture; and electrolysis will be available with renewable electricity sources at much greater capacities and will supply a significant share of new hydrogen demand. By 2035, Linde expects that hydrogen

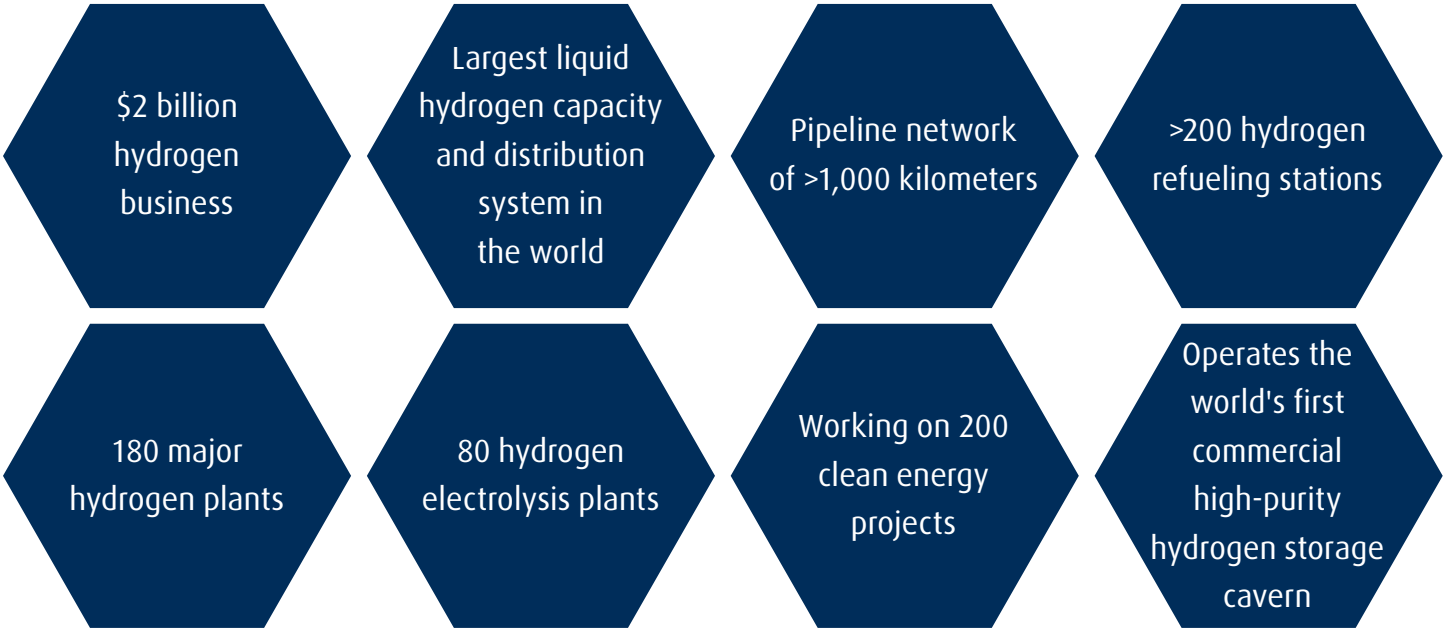
[2] Environmental agencies, including a joint 2011 UNEP and World Meteorological Association report: "Integrated Assessment of Black Carbon and Tropospheric Ozone." See the elimination of black carbon being a crucial short-term strategy to reduce the rate of global warming.
[3] https://www.linde.com/-/media/linde/merger/documents/sustainable-development/the-role-of-hydrogen-in-removing-sulfur-from-liquid-fuels-w- disclaimer-r1.pdf?la=en

derivatives will become the new energy vector and an essential means to transport low-cost renewable power around the world.

The company is investing across the hydrogen value chain to accelerate the clean energy transition:

- Hydrogen is among Linde's biggest growth opportunities, and leveraging its capacity to enable the clean energy transition is a key platform in Linde's commitment to mitigate climate change. Linde is actively working on a pipeline of clean energy-related projects. Business opportunities are emerging worldwide, especially in countries that have already adopted hydrogen strategies, such as Canada, the EU, South Korea and Australia.
- Linde is pursuing numerous strategies to reduce GHG emissions from the operation of its hydrogen plants, including procuring more renewable electricity; investing in significant operating and capital efficiencies; pursuing competitive low-carbon sources of hydrogen including feedstock from biomethane; converting existing SMRs with CCS; building new autothermal reforming (ATR) plants with CCS; and adding new electrolysis with renewable power.
- Numerous countries have implemented targets, mandates and policy incentives that directly support hydrogen. The number of countries with policies that directly support an investment in hydrogen technologies is increasing.

For more information on Linde hydrogen, visit www.lindehydrogen.com or the Sustainable Development Report.



Engagement

Societal change remains critical to achieving emissions reduction targets and achieving the Paris Agreement goals and as such, influencing wider society is an integral part of Linde's Climate Transition Plan. The company has a long tradition of working with trade organizations, government, regulators, public sector organizations and civil society to advance the sustainable development agenda and to influence public policy frameworks that will accelerate progress consistent with its commitment to conduct engagement activities in line with the goals of the Paris Agreement.

Linde maintains a detailed oversight process to ensure its engagement activities are conducted in a legal, ethical and transparent manner, are aligned across business units (BUs) and geographies and are consistent with its overall climate change strategy. Linde's Government Relations department manages public advocacy issues and required regulatory reporting of activity.

In addition, the Vice President, Sustainability coordinates with the Government Relations department to ensure public policy advocacy is consistent with Linde's global climate change strategy, participating in cross-functional reviews of advocacy positions that have an environmental or climate change impact. The results of such reviews are updated and disclosed annually in its Sustainable Development Report.

With Government

Linde is active in several key markets, advocating for ambitious national or regional climate policy. Linde may engage with government officials and stakeholders to:

- Promote the benefits of producing and using clean hydrogen to reduce GHG emissions.
- Emphasize the essential role of low-carbon hydrogen for Europe's transition towards a carbon neutral economy.
- Call for a pragmatic approach to promote the use of both renewable and low-carbon hydrogen.
- Advocate for favorable conditions regarding production and investment tax credits for clean hydrogen, as well as carbon capture.
- Advocate for favorable conditions in the context of the carbon oxide sequestration tax credit scheme (section 45Q).

With Industry, Public Sector & Civil Society

Advocacy is another way in which Linde actively drives the transition to clean energy. Many companies that are transitioning to a low-carbon economy and pioneering net zero pathways face similar issues and challenges, and industry associations offer an education opportunity for their members, a window to learn best practices. Members benefit from industry-wide advocacy and can influence industry standards and developments — a voice to shape the future of the industry. Linde participates extensively in groups that seek to do this — learning from others and sharing its own experience.

Linde is a founding member of the Hydrogen Council and participates in various other hydrogen and climate change forums and advocacy groups. Linde is a member of the following organizations that have climate change position statements generally aligned with Linde's:

- European Industrial Gases Association (EIGA)
- Hydrogen Council
- American Chemistry Council (ACC)

Linde is a member of a range of trade associations, business associations and alliances, through which it engages in dialogue with government officials and stakeholders about issues that are important to the company.

Linde recognizes the importance of a just transition in the global response to climate change and the need to consider social, workforce, and community impacts as part of the move towards a lower-carbon economy and seeks to advance climate action in a manner that respects human rights, promotes workforce development and reskilling, and considers regional and community-specific impacts, aligning long-term climate objectives with shared social value creation. Linde's engagement with employees and communities, including workforce development and other community engagement activity is disclosed annually in it s Sustainable Development Report.

Linde is a supporter of the United Nations Global Compact and is committed to its Ten Principles.

In addition, Linde's impact and progress supporting the UN Sustainable Development Goals is described in its Sustainable Development Report.

With Investors

Linde maintains ongoing dialogue with investors and other stakeholders regarding its climate change strategy and low-carbon initiatives. This is in addition to its quarterly earnings calls, at which time investors and analysts can pose questions and provide feedback.

Governance & Accountability

Sustainable development is overseen by Linde's Board of Directors and Executive Leadership Team and is integrated throughout the company. Accountability for the achievement of Linde's climate change strategy reaches every level of the organization.

Governance: Board Oversight

The Board of Directors (the Board) oversees Linde's corporate strategy, and reviews and guides major plans of action and risk management policies. The Board also oversees climate-related issues within the organization and monitors progress against performance objectives and goals. The Board is responsible for making decisions on important matters related to the environment and climate change, based upon recommendations from the Board's Sustainability Committee.

The Sustainability Committee assists the Board with its oversight of the Company's programs, policies, practices and strategies related to environmental matters, including:

1. The Company's decarbonization efforts, including those related to the reduction of GHG emissions from operations.
2. The Company's clean energy efforts, including those related to clean hydrogen as well as technology and innovation for decarbonization solutions.
3. Sustainable productivity, water conservation and management, energy consumption and product stewardship.
4. The Company's environmental sustainability goals, including those related to climate change and GHG emissions, the Climate Transition Plan, and the company's Sustainable Development Report.

The Sustainability Committee meets several times throughout the year and reports to the full Board about climate change-related strategies, policies, risks, opportunities and performance.

In addition, the Human Capital Committee reviews and approves changes to the non-financial component of the Compensation program, which includes reduction in absolute GHG emissions as a direct component.

Several Linde Board members have specific skills, competency and experience in environmental and climate-related issues, primarily from serving for many years on councils and committees dealing with such matters. The following criteria are used to assess competency on climate-related issues:

- Current and prior professional experiences.
- Participation in trade associations or other councils or committees dealing with climate-related issues.
- Membership in Sustainability or Environmental/Climate Change Board Committees.

Governance: Senior Management Accountability

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

Linde's **Vice President** and **Chief Accounting Officer (CAO) reports to the CFO, who** is a member of Linde's Executive Leadership Team. 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 **Vice President, Sustainability** is the functional leader of sustainability and is the Chair of the Corporate SD Council and coordinates performance and action planning to define and achieve all sustainability targets and action plans. The Vice President, Sustainability 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. Responsibilities also include standardizing methodologies (with various global functions such as SHEQ, R&D, HR and Legal), and reporting performance against targets.

The **Vice President, SHEQ**, reporting to the SVP of Global Functions & Growth, manages environmental compliance, management, safety and risk (including from climate change). The Vice President, SHEQ, is responsible for the global SHEQ management system and the development of global methodologies (including GHG accounting), policies and standards, as well as monitoring compliance. The SHEQ team is also responsible for the periodic collection of safety and environmental KPIs (eKPIs), including data on energy and GHG emissions.

The **Corporate Sustainable Development Council (SD Council)** is the corporate committee responsible for the proposal and execution of Linde's sustainable development strategy, targets and programs. It consists of the heads of functions that support the implementation of Linde's SD strategy and targets, and the designated heads of Operating Segments, Engineering and global businesses who lead SD implementation programs.

For additional details on SD Governance, see the Sustainable Development Report.

Incentives & Remuneration

To reinforce a culture where pay is directly linked to performance and to recognize the contributions of individuals to overall Company results, an individual performance component is included in the annual variable compensation design. The Board confirmed the importance of setting nonfinancial objectives as part of variable compensation to reinforce leadership's focus on maintaining a culture that supports both short- and long-term sustainable results. The Human Capital Committee of the Board will consider various qualitative factors, including driving the Company's key values (e.g., sustainable development, including transition plan-related considerations, safety, health and environment, inclusion, community engagement, and integrity and compliance) and competencies that are important to the success of the Company. These measures are described in Linde's annual Proxy Statement.

Coupled with its assessment of performance related to financial goals, the Human Capital Committee reviews the strategic actions taken by management that focused on long-term sustainable success. After the end of the year, management presents to the Human Capital Committee the degree of achievement in meeting each goal, and for each element, its view of the relative degree of importance to long-term success.

Target & Metrics

Linde has the following climate-related targets:

- >$3 billion in internal decarbonization initiatives by 2035
- Achieve 35 percent intensity reduction in GHG vs. EBITDA by 2028
- 35 percent reduction of absolute GHG emissions (Scopes 1 & 2) by 2035
- >2x low carbon power sourcing, primarily from active renewables by 2028
- Enable >2x annual carbon productivity, annually by 2028

See the Performance Towards Targets section of Linde's Sustainable Development Report for information on targets, including descriptions and methodologies.

2035 Target:
Linde's "35x35" target was validated by the Science Based Targets initiative (SBTi) in 2022 as aligned with a "well below 2°C" pathway.

Progress against this target is reported in the Sustainable Development Report.

2050 Climate Neutrality Ambition:
The world is at the beginning of an energy transformation, and Linde's climate neutrality ambition demonstrates our long-term commitment as an active contributor to the transformation.

Annual Inventory & Verification

Linde reports its Scope 1, 2 and 3 emissions inventories annually in its Sustainable Development Report.

In addition, Linde has third-party verification of Scope 1 and 2 (market-based) and certain Scope 3 emissions. Linde's verification statement is included in its Sustainable Development Report.

Mapping to CDP's Technical Note

Linde has mapped this Climate Transition Plan against the Transition Plan Elements outlined in the CDP Technical Note: Reporting on Transition Plans, version 3.1, May 2025.

Transition Plan Element	Location in Linde's CTP	Location in CDP
Governance	Governance: Board Oversight Governance: Senior Management Accountability Incentives and Remuneration	4.1, 4.1.2, 4.2, 4.3, 4.3.1, 4.5, 4.5.1
Strategy	Linde's Climate Transition Plan Our Ambition: Climate Neutrality by 2050 Climate Risks & Opportunities Actions Across the Value Chain Engagement With Investors	5.2, 5.3.1
Scenario Analysis	Scenario Analysis	5.1, 5.1.1, 5.1.2
Financial Planning	Direct Operations/OPEX Direct Operations/CAPEX Downstream: Customers/Financial Planning	5.3.2, 5.4, 5.4.1 7.74, 7.74.1
Value Chain Engagement & Low Carbon Initiatives	Upstream: Suppliers Direct Operations Downstream: Customers Clean Hydrogen	7.55.2 5.11.1, 5.11.2, 5.11.5, 5.11.6, 5.11.7, 5.11.9
Policy Engagement	Engagement With Government Engagement With Industry, Public Sector & Civil Society	4.11, 4.11.1, 4.11.2
Risks & Opportunities	Climate Risks & Opportunities	2.2.1, 2.2.2 3.1, 3.1.1, 3.6, 3.6.1
Targets	Targets & Metrics	7.5.3, 7.53.1, 7.53.2, 7.54.1, 7.54.2, 7.54.3
Scope 1, 2 & 3 Accounting with Verification	Annual Inventory & Verification	7.5, 7.6, 7.7, 7.8, 7.9.1, 7.9.2, 7.9.3

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