

Linde plc

Investor Teleconference Presentation
First Quarter 2024

May 2, 2024

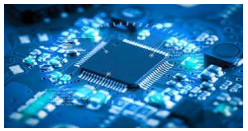
Making our world more productive

Forward-Looking Statement

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

Linde plc assumes no obligation to update or provide revisions to any forward-looking statement in response to changing circumstances. The above listed risks and uncertainties are further described in Item 1A. Risk Factors in Linde plc’s Form 10-K for the fiscal year ended December 31, 2023 filed with the SEC on February 28, 2024, which should be reviewed carefully. Please consider Linde plc’s forward-looking statements in light of those risks.

Global End Market Trends

1Q 2024	End Market	% of Sales(1) & YoY Trend	YoY Sales(2) Growth	Seq. Sales(2) Growth
Consumer Related End Markets (More Resilient)				
	**Healthcare**	**17%**	--	-1%
	**Food & Beverage**	**9%**	+6%	+1%
	**Electronics**	**9%**	+1%	--
Industrial Related End Markets (More Cyclical)				
	**Manufacturing**	**22%**	+1%	+2%
	**Chemicals & Energy**	**21%**	+4%	-2%
	**Metals & Mining**	**14%**	--	+4%

(1) Excludes Engineering sales
(2) Excludes impact of currency, cost pass-through, acquisitions/divestitures, non-recurring sale of equipment
Remaining balance of % of Sales relates to Other sales primarily to distributors, competitors and retail

First-Quarter Adjusted Results[1]

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$8,100	$8,302	-2%	$8,193	-1%
Operating Profit	$2,341	$2,272	3%	$2,206	6%
% of Sales	*28.9%*	*27.4%*		*26.9%*	
Income	$1,821	$1,753	4%	$1,693	8%
Diluted EPS	$3.75	$3.59	4%	$3.42	10%
Op. Cash Flow	$1,954	$2,727	-28%	$1,908	2%
Capex	$1,048	$1,151	-9%	$829	26%
Base Capex[2]	$647	$705	-8%	$578	12%
Project Capex[3]	$401	$446	-10%	$251	60%
After-Tax ROC	25.6%	25.4%	+20 bps	24.0%	+160 bps

	YOY	SEQ.
Sales Growth	-1%	- 2%
Volume	- 1%	- 1%
Price / Mix	+ 2%	+ 1%
Cost pass-thru	- 2%	- 1%
Currency	--	--
Acq / Div	--	--
Engineering	--	- 1%

- **Broad-based price attainment & continued progress on productivity initiatives**
- **Op. margin 28.9%, YoY +200 bps**
- **Operating margins ex. cost pass-thru (bps)**

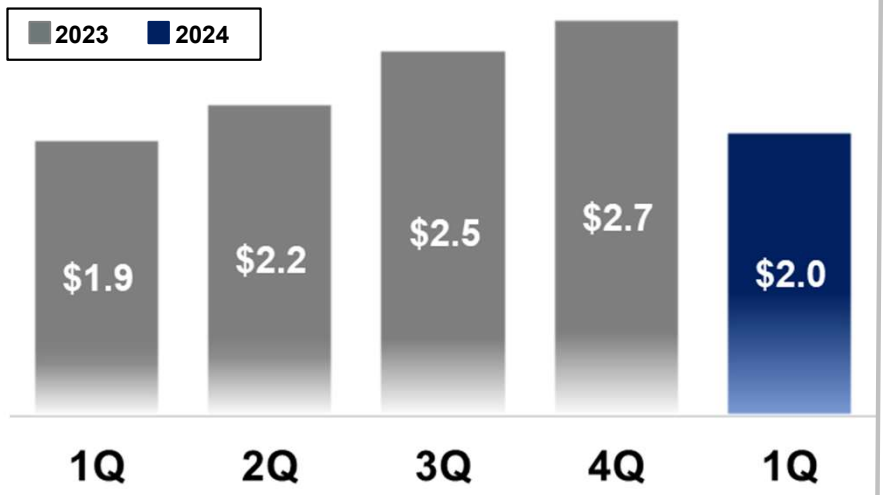
	YoY	Seq.
Americas	+110	+40
APAC	+150	+60
EMEA	+340	+260
Consolidated	+130	+130

- **EPS $3.75, YoY +10%**
- **ROC 25.6%, +160 bps YoY**
- **$8.3 billion project backlog**

(1) Results other than Sales, Operating Cash Flow and Capex are Non-GAAP measures – see Appendix
(2) Represents capex in small growth, maintenance and other non-project capex related investments
(3) Capex for projects > $5mm with a long-term customer supply agreement and incremental growth

1Q Capital Management

Operating Cash Flow (OCF) Trend ($B)



OCF	$1.9	$2.2	$2.5	$2.7	$2.0
Base CAPEX[1]	($0.6)	($0.6)	($0.6)	($0.7)	($0.6)
Avail. OCF	$1.3	$1.6	$1.9	$2.0	$1.4

- **Raised dividend 9% in 2024**
  - 31 consecutive years of dividend increase
- **Net share purchases $1B**
- **Access to low-cost capital**
  - Issued €2.3 billion on Feb. 7th
  - 4 yr @ 3.0%, 7 yr @ 3.2%, 12 yr @ 3.4%
- **Maintaining a strong balance sheet**
  - Net Debt $15.5B
- **1Q '24 OCF negatively impacted by holiday timing**

Stable cash generation supporting growth & shareholder returns

1) Represents capex in small growth, maintenance and other non-project capex related investments

2024 Guidance

2nd Quarter 2024

- Adjusted EPS[(1)] in the range of $3.70 to $3.80
  - +4% to +6% vs. 2023
  - Estimated YoY currency headwind -1%
  - +5% to +7% vs. 2023 excluding FX
  - Mid-point assumes no economic improvement

Full-Year 2024

- Adjusted EPS[(1)] in the range of $15.30 to $15.60
  - +8% to +10% vs. 2023
  - Estimated YoY currency headwind -1%
  - +9% to +11% vs. 2023 excluding FX
  - Mid-point assumes no economic improvement
- CAPEX: $4.0B to $4.5B

Full-year EPS +9% to +11% ex. FX

(1) Non-GAAP measure, see appendix

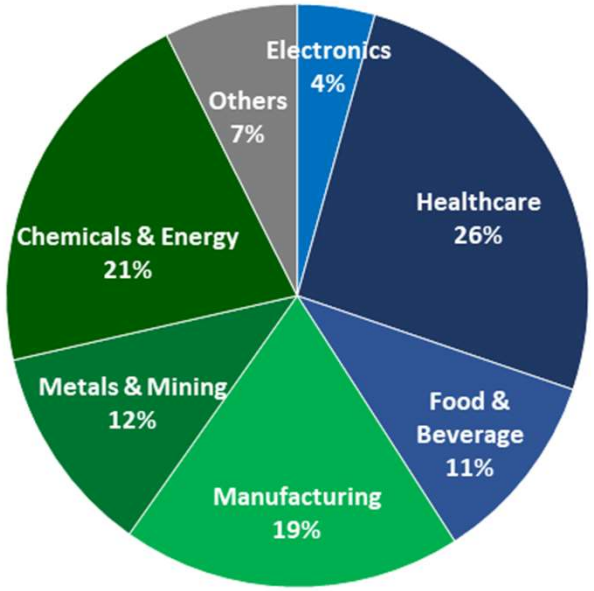
Appendix

Americas

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$3,560	$3,583	-1%	$3,551	0%
Operating Profit	$1,088	$1,075	1%	$1,025	6%
% of Sales	30.6%	30.0%		28.9%	

	YOY	SEQ.
Sales Growth	--	- 1%
Volume	- 1%	- 1%
Price / Mix	+ 3%	+ 1%
Cost pass-thru	- 2%	- 1%
Currency	--	--
Acq / Div	--	--

Sales by End Market



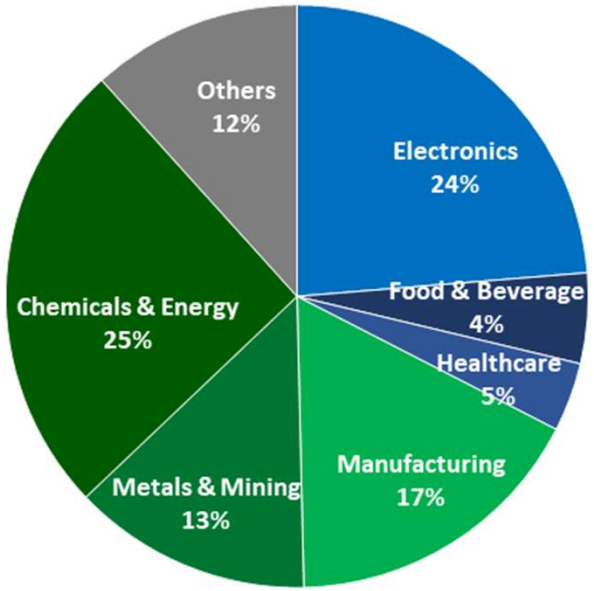
- Ex. cost pass-thru, YoY margins up 110 bps
- Continued price and productivity initiatives
- YoY volumes lower primarily from Manufacturing, Healthcare and Electronics
  - Chemicals & Energy, Metals & Mining and Food & Beverage positive
- Seq. volumes lower driven by Chemicals & Energy end market

APAC

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$1,591	$1,639	-3%	$1,598	0%
Operating Profit	$447	$452	-1%	$423	6%
% of Sales	28.1%	27.6%		26.5%	

	YOY	SEQ.
Sales Growth	--	- 3%
Volume	+ 3%	- 3%
Price / Mix	+ 1%	--
Cost pass-thru	--	--
Currency	- 4%	--
Acq / Div	--	--

Sales by End Market



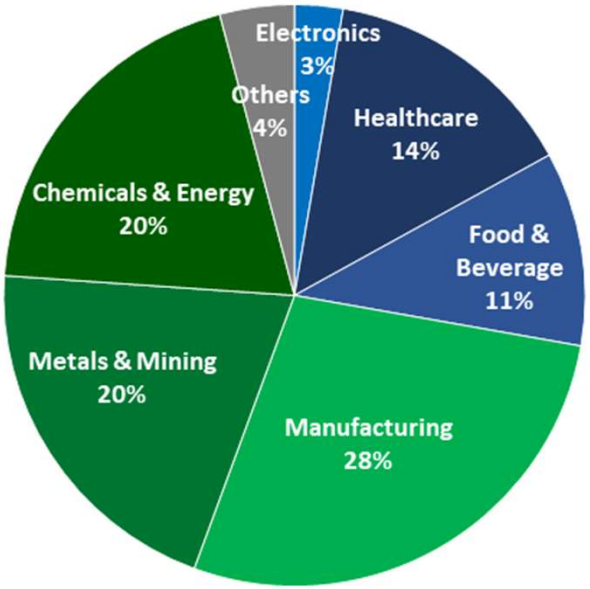
- YoY margins up 160 bps
- Continued good inflation management
- YoY sales growth led by Chemicals & Energy and Electronics end markets
  - Manufacturing lagging
- YoY volume growth led by project startups
- Seq. lower volumes due to seasonality
- YoY FX headwinds led by CNY, AUD & KRW

EMEA

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$2,091	$2,100	0%	$2,177	-4%
Operating Profit	$687	$615	12%	$607	13%
% of Sales	32.9%	29.3%		27.9%	

	YOY	SEQ.
Sales Growth	- 4%	--
Volume	- 2%	--
Price / Mix	+ 3%	+ 2%
Cost pass-thru	- 5%	- 3%
Currency	--	+ 1%
Acq / Div	--	--

Sales by End Market



- Ex. cost pass-thru, YoY margins up 340 bps
- Continued strong pricing plus productivity initiatives
- YoY volumes lower primarily from Manufacturing and Metals & Mining end markets
  - Chemicals & Energy positive
  - Healthcare and Food & Beverage stable

Engineering

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$539	$658	-18%	$540	0%
Operating Profit	$100	$119	-16%	$149	-33%
% of Sales	18.6%	18.1%		27.6%	

3rd Party Orders ($MM)	1Q 2024	4Q 2023	1Q 2023
Intake	$364	$567	$478
SOP Backlog	$3,416	$3,628	$3,543

- Stable margins led by good execution and benefits from productivity and cost actions
- Order intake of projects, $0.4B
- SOP (sale of plant) backlog $3.4 billion

Global Other

($MM)	1Q 2024	4Q 2023	Var	1Q 2023	Var
Sales	$319	$322	-1%	$327	-2%
Operating Profit	$19	$11	73%	$2	850%
% of Sales	6.0%	3.4%		0.6%	

- Margin improvement led by good performance in the coatings business and continued corporate cost optimization
- 1Q operating profit higher than run rate driven by net benefit of insurance settlement partially offset by incremental costs

High-Quality Project Backlog $8.3B

SOP Backlog[1] $3.4B



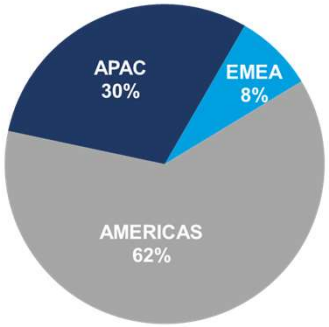
- ✓ Contractual growth
- ✓ Secure cash flow
- ✓ Double-digit IRR
- ✓ High-quality customers
- ✓ Primarily engineering and procurement services

SOG Backlog[2] $4.9B

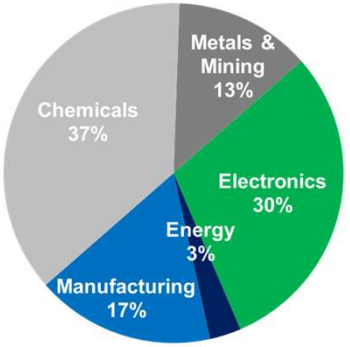


- ✓ Contractual growth
- ✓ Secure cash flow
- ✓ Double-digit IRR
- ✓ High-quality customers
- ✓ Increases network density

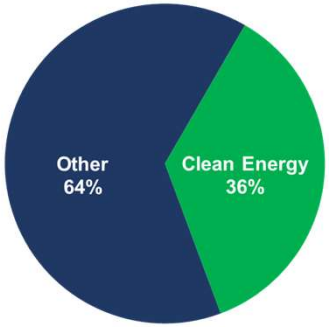
Geography



End Market



Clean Energy



(1) 3rd party sale of plant backlog. Represents future sales, secured under a signed agreement
(2) Sale of gas backlog. Represents project investments (CAPEX), supported by a long-term supply agreement

Sustainable Development Highlights

Best-in-class safety performance
Lost Workday Case Rate more than 4x better than U.S. Occupational Health and Safety Administration industrial average

Enabled the **avoidance of >2x more GHG emissions** than were emitted in all the company's operations

350,000 people benefited from global employee **community engagement** projects

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

Water management plans in place at 61% of high-water-use sites in areas of high-water-stress

Sourced **more than 1/3** of global electricity from **low-carbon sources**

Recognized leader in **diversity & inclusion**

Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA

FTSE4Good

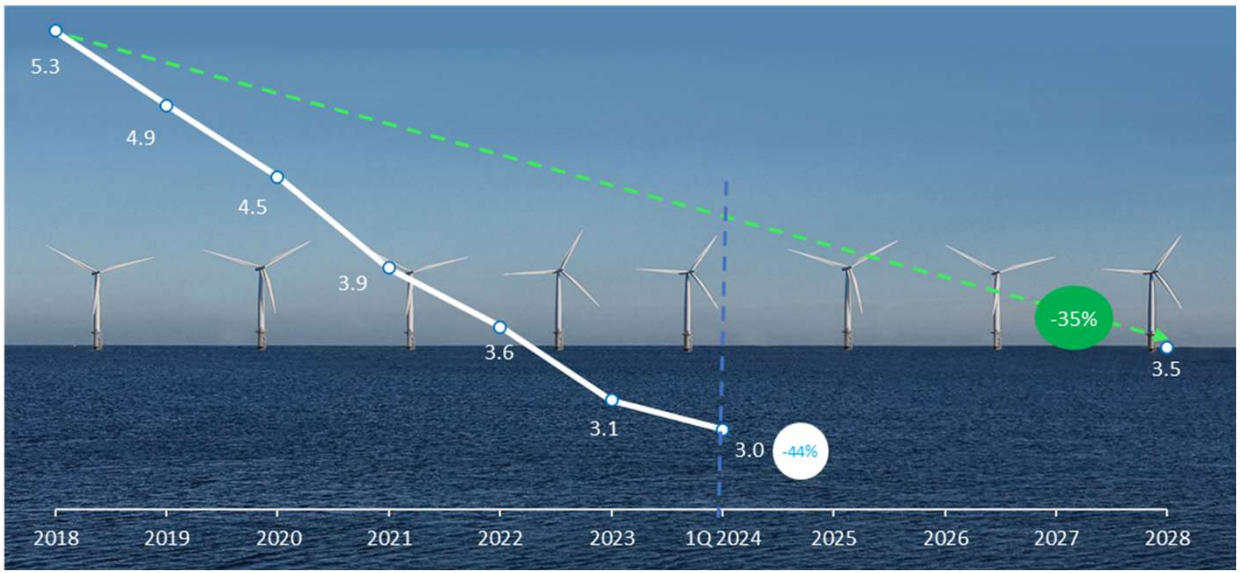
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2023 data estimates

ESG Performance vs. 2028 Goals

Target: 35% Reduction in GHG Emissions Intensity 2018-2028[1]



GHG Emissions Intensity[1] (Target: reduce 35% by 2028)

– Sequential improvement led by scope 1 reduction from lower volumes and profitable growth

Low-carbon energy[2] (Target: double annual purchase by 2028)

– Over one third of Linde's energy consumption is low carbon

Decarbonizing our Future

- Linde to Increase Green Hydrogen Production in Brazil
- Linde Signs Long-Term Agreements to Purchase Renewable Energy in China
- Linde Starts up Supply of Clean Hydrogen and Captured Carbon Dioxide to Celanese
- Linde Signs Agreement to Supply Industrial Gases to World's First Large-Scale Green Steel Plant

ESG News and Recognitions

- Linde Recognized on 2024 World's Most Ethical Companies® List
- Linde Recognized by S&P Global in The Sustainability Yearbook 2024
- CDP Awards Linde Leadership Score for Climate Change and Water Security
- Linde Board Elects Paula Rosput Reynolds as New Director

(1) Scope 1 and 2 emissions (in million MT) divided by adjusted EBITDA in billion USD
(2) Low-carbon energy includes passive and active sourcing of solar, wind, hydro and nuclear

Strategy

Optimize the Base
- ✓ Network density
- ✓ Productivity/digitalization
- ✓ Price management
- ✓ Capex efficiency
- ✓ Portfolio optimization

Leverage the Recovery
- ✓ Price and volume
- ✓ Cost management
- ✓ Operations optimization

Capitalize on Growth
- ✓ Electronics
- ✓ Healthcare
- ✓ Backlog start-up

\+ **Clean Energy**



>10% EPS Growth

\+

Clean Energy

2024+

Sustainable value creation

Non-GAAP Measures

LINDE PLC AND SUBSIDIARIES
SUMMARY NON-GAAP RECONCILIATIONS
(UNAUDITED)

The following adjusted amounts are Non-GAAP measures and are intended to supplement investors' understanding of the company's financial statements by providing measures which investors, financial analysts and management use to help evaluate the company's operating performance. Items which the company does not believe to be indicative of ongoing business trends are excluded from these calculations so that investors can better evaluate and analyze historical and future business trends on a consistent basis. Definitions of these Non-GAAP measures may not be comparable to similar definitions used by other companies and are not a substitute for similar GAAP measures. See the "NON GAAP MEASURES AND RECONCILIATIONS" starting on the following pages for additional details relating to the adjustments.

(Millions of dollars, except per share amounts)	Sales		Operating Profit		Net Income		Diluted EPS	
Quarter Ended March 31	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
Reported GAAP Amounts	$ 8,100	$ 8,193	$ 2,095	$ 1,933	$ 1,627	$ 1,516	$ 3.35	$ 3.06
Other charges (a)	—	—	—	18	(5)	(27)	$ (0.01)	$ (0.05)
Purchase accounting impacts - Linde AG (b)	—	—	246	255	199	204	0.41	$ 0.41
Total adjustments	—	—	246	273	194	177	0.40	0.36
Adjusted amounts	$ 8,100	$ 8,193	$ 2,341	$ 2,206	$ 1,821	$ 1,693	$ 3.75	$ 3.42

(a) 2023 year to date charges related primarily to costs associated with the delisting, more than offset by net tax benefits.

(b) To adjust for purchase accounting impacts related to the merger.

Non-GAAP Measures, continued

LINDE PLC AND SUBSIDIARIES

APPENDIX

NON-GAAP MEASURES AND RECONCILIATIONS

(UNAUDITED)

The following Non-GAAP measures are intended to supplement investors' understanding of the company's financial information by providing measures which investors, financial analysts and management use to help evaluate the company's operating performance and liquidity. Items which the company does not believe to be indicative of on-going business trends are excluded from these calculations so that investors can better evaluate and analyze historical and future business trends on a consistent basis. Definitions of these Non-GAAP measures may not be comparable to similar definitions used by other companies and are not a substitute for similar GAAP measures.

	2024	2023			
(Millions of dollars, except per share data)	Q1	Q4	Q3	Q2	Q1
Adjusted Operating Profit and Operating Margin					
Reported operating profit	$ 2,095	$ 2,028	$ 2,052	$ 2,011	$ 1,933
Add: Other charges (a)	—	(2)	2	22	18
Add: Purchase accounting impacts - Linde AG (c)	246	246	252	253	255
Total adjustments	246	244	254	275	273
Adjusted operating profit	$ 2,341	$ 2,272	$ 2,306	$ 2,286	$ 2,206
Reported percentage change	8 %				
Adjusted percentage change	6 %				
Reported sales	$ 8,100	$ 8,302	$ 8,155	$ 8,204	$ 8,193
Reported operating margin	25.9 %	24.4 %	25.2 %	24.5 %	23.6 %
Adjusted operating margin	28.9 %	27.4 %	28.3 %	27.9 %	26.9 %
Adjusted Depreciation and amortization					
Reported depreciation and amortization	$ 949	$ 949	$ 959	$ 960	948
Less: Purchase accounting impacts - Linde AG (c)	(240)	(241)	(249)	(251)	(250)
Adjusted depreciation and amortization	$ 709	$ 708	$ 710	$ 709	$ 698
Adjusted Other Income (Expense) - net					
Reported Other Income (Expense) - net	$ 58	$ (25)	$ 16	$ (27)	(5)
Add: Purchase accounting impacts - Linde AG (c)	(6)	(5)	(3)	(2)	(5)
Adjusted Other Income (Expense) - net	64	$ (20)	$ 19	$ (25)	$ —

Non-GAAP Measures, continued

(Millions of dollars, except per share data)	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Adjusted Net Pension and OPEB Cost (Benefit), Excluding Service Cost					
Reported net pension and OPEB cost (benefit), excluding service cost	$ (50)	$ (39)	$ (35)	$ (45)	(45)
Add: Pension settlement charges	—	(4)	(12)	—	—
Adjusted Net Pension and OPEB cost (benefit), excluding service costs	$ (50)	$ (43)	$ (47)	$ (45)	$ (45)
Adjusted Interest Expense - Net					
Reported interest expense - net	$ 65	$ 71	$ 40	$ 52	$ 37
Add: Purchase accounting impacts - Linde AG (c)	2	1	2	4	9
Adjusted interest expense - net	$ 67	$ 72	$ 42	$ 56	$ 46
Adjusted Income Taxes (a)					
Reported income taxes	$ 463	$ 459	$ 487	$ 438	430
Add: Purchase accounting impacts - Linde AG (c)	60	49	59	67	57
Add: Pension settlement charges	—	1	2	—	—
Add: Other charges (a)	5	2	—	34	45
Total adjustments	65	52	61	101	102
Adjusted income taxes	$ 528	$ 511	$ 548	$ 539	$ 532
Adjusted Effective Tax Rate (a)					
Reported income before income taxes and equity investments	$ 2,080	$ 1,996	$ 2,047	$ 2,004	1,941
Add: Pension settlement charge	—	4	12	—	—
Add: Purchase accounting impacts - Linde AG (c)	244	245	250	249	246
Add: Other charges (a)	—	(2)	2	22	18
Total adjustments	244	247	264	271	264
Adjusted income before income taxes and equity investments	$ 2,324	$ 2,243	$ 2,311	$ 2,275	$ 2,205

Non-GAAP Measures, continued

(Millions of dollars, except per share data)	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Reported Income taxes	$ 463	$ 459	$ 487	$ 438	$ 430
Reported effective tax rate	22.3 %	23.0 %	23.8 %	21.9 %	22.2 %
Adjusted income taxes	$ 528	$ 511	$ 548	$ 539	$ 532
Adjusted effective tax rate	22.7 %	22.8 %	23.7 %	23.7 %	24.1 %
Income from Equity Investments					
Reported income from equity investments	$ 48	$ 39	$ 41	$ 46	41
Add: Purchase accounting impacts - Linde AG (c)	18	18	18	18	18
Total adjustments	18	18	18	18	18
Adjusted income from equity investments	$ 66	$ 57	$ 59	$ 64	$ 59
Adjusted Noncontrolling Interests					
Reported noncontrolling interests	$ (38)	$ (33)	$ (36)	$ (37)	(36)
Add: Purchase accounting impacts - Linde AG (c)	(3)	(3)	(3)	(3)	(3)
Adjusted noncontrolling interests	$ (41)	$ (36)	$ (39)	$ (40)	$ (39)
Adjusted Net Income - Linde plc (b)					
Reported net income	$ 1,627	$ 1,543	$ 1,565	$ 1,575	1,516
Add: Pension settlement charge	—	3	10	—	$ —
Add: Other charges (a)	$ (5)	(4)	2	(12)	$ (27)
Add: Purchase accounting impacts - Linde AG (c)	199	211	206	197	204
Total adjustments	194	210	218	185	177
Adjusted net income - Linde plc	$ 1,821	$ 1,753	$ 1,783	$ 1,760	$ 1,693

Non-GAAP Measures, continued

(Millions of dollars, except per share data)	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Adjusted Diluted EPS (b)					
Reported diluted EPS	$ 3.35	$ 3.16	$ 3.19	$ 3.19	$ 3.06
Add: Pension settlement charge	$ —	0.01	0.02	—	$ —
Add: Other charges (a)	(0.01)	(0.01)	—	(0.02)	$ (0.05)
Add: Purchase accounting impacts - Linde AG (c)	0.41	0.43	0.42	0.40	$ 0.41
Total adjustments	0.40	0.43	0.44	0.38	0.36
Adjusted diluted EPS	$ 3.75	$ 3.59	$ 3.63	$ 3.57	$ 3.42
Reported percentage change	9 %				
Adjusted percentage change	10 %				

	Second Quarter 2024		Full Year 2024	
Adjusted Diluted EPS Guidance (d)	Low End	High End	Low End	High End
2024 Adjusted Guidance	$ 3.70	$ 3.80	$ 15.30	$ 15.60
Adjusted percentage changes versus 2023 adjusted diluted EPS	4 %	6 %	8 %	10 %
Add: Estimated currency headwind/(tailwind)	1 %	1 %	1 %	1 %
Adjusted percentage change excluding currency	5 %	7 %	9 %	11 %

Non-GAAP Measures, continued

(Millions of dollars, except per share data)	2024 Q1	2023 Q4	2023 Q3	2023 Q2	2023 Q1
Adjusted EBITDA and % of Sales					
Net Income - Linde plc	$ 1,627	$ 1,543	$ 1,565	$ 1,575	$ 1,516
Add: Noncontrolling interests	38	33	36	37	36
Add: Net pension and OPEB cost (benefit), excluding service cost	(50)	(39)	(35)	(45)	(45)
Add: Interest expense	65	71	40	52	37
Add: Income taxes	463	459	487	438	430
Add: Depreciation and amortization	949	949	959	960	948
EBITDA	3,092	3,016	3,052	3,017	2,922
Add: Other charges (a)	—	(2)	2	22	18
Add: Purchase accounting impacts - Linde AG (c)	24	23	20	20	23
Total adjustments	24	21	22	42	41
Adjusted EBITDA	$ 3,116	$ 3,037	$ 3,074	$ 3,059	$ 2,963
Reported sales	$ 8,100	$ 8,302	$ 8,155	$ 8,204	$ 8,193
% of sales					
EBITDA	38.2 %	36.3 %	37.4 %	36.8 %	35.7 %
Adjusted EBITDA as a % of Sales	38.5 %	36.6 %	37.7 %	37.3 %	36.2 %

Non-GAAP Measures, continued

(a) The income tax expense (benefit) on the non-GAAP pre-tax adjustments was determined using the applicable tax rates for the jurisdictions that were utilized in calculating the GAAP income tax expense (benefit) and included both current and deferred income tax amounts.

(b) Net of income taxes which are shown separately in "Adjusted Income Taxes and Effective Tax Rate".

(c) The company believes that its non-GAAP measures excluding Purchase accounting impacts - Linde AG are useful to investors because:
(i) the 2018 business combination was a merger of equals in an all-stock merger transaction, with no cash consideration,
(ii) the company is managed on a geographic basis and the results of certain geographies are more heavily impacted by purchase accounting than others, causing results that are not comparable at the reportable segment level, therefore, the impacts of purchasing accounting adjustments to each segment vary and are not comparable within the company and when compared to other companies in similar regions, (iii) business management is evaluated and variable compensation is determined based on results excluding purchase accounting impacts, and;
(iv) it is important to investors and analysts to understand the purchase accounting impacts to the financial statements.
A summary of each of the adjustments made for Purchase accounting impacts - Linde AG are as follows:
Adjusted Operating Profit and Margin: The purchase accounting adjustments for the periods presented relate primarily to depreciation and amortization related to the fair value step up of fixed assets and intangible assets (primarily customer related) acquired in the merger and the allocation of fair value step-up for ongoing Linde AG asset disposals (reflected in Other Income/(Expense)).
Adjusted Interest Expense - Net: Relates to the amortization of the fair value of debt acquired in the merger.
Adjusted Income Taxes and Effective Tax Rate: Relates to the current and deferred income tax impact on the adjustments discussed above. The income tax expense (benefit) on the non-GAAP pre-tax adjustments was determined using the applicable tax rates for the jurisdictions that were utilized in calculating the GAAP income tax expense (benefit) and included both current and deferred income tax amounts.
Adjusted Income from Equity Investments: Represents the amortization of increased fair value on equity investments related to depreciable and amortizable assets.
Adjusted Noncontrolling Interests: Represents the noncontrolling interests' ownership portion of the adjustments described above determined on an entity by entity basis.

(d) We are providing adjusted earnings per share ("EPS") guidance for 2024. This is a non-GAAP financial measure that represents diluted earnings per share (a GAAP measure) but excludes the impact of certain items that we believe are not representative of our underlying business performance, such as cost reduction and other charges, the impact of potential divestitures or other potentially significant items. Given the uncertainty of timing and magnitude of such items, we cannot provide a reconciliation of the differences between the non-GAAP adjusted EPS guidance and the corresponding GAAP EPS measure without unreasonable effort.

Non-GAAP Measures, continued

LINDE PLC AND SUBSIDIARIES
APPENDIX
NON-GAAP MEASURES AND RECONCILIATIONS
(Millions of dollars)
(UNAUDITED)

(Millions of dollars)	2024	2023			
	Q1	Q4	Q3	Q2	Q1

Available Operating Cash Flow (AOCF) and Base Capex - Available operating cash flow is a measure used by investors, financial analysts and management to evaluate the ability of a company to pursue opportunities that enhance shareholder value. AOCF measures operating cash flows available after capital expenditures to maintain or replace existing assets (base capex). AOCF equals cash flow from operations less base capex.

Capex	$ 1,048	$ 1,151	$ 948	$ 859	$ 829
Less: backlog capex (a)	(401)	(446)	(351)	(282)	(251)
Base Capex	$ 647	$ 705	$ 597	$ 577	$ 578
Operating Cash Flow	$ 1,954	$ 2,727	$ 2,520	$ 2,150	$ 1,908
Less: backlog capex	(647)	(705)	(597)	(577)	(578)
Available Operating Cash Flow	$ 1,307	$ 2,022	$ 1,923	$ 1,573	$ 1,330

Backlog capex is defined as capital expenditures for projects greater than $5 million with a customer supply contract.

Non-GAAP Measures, continued



LINDE PLC AND SUBSIDIARIES

APPENDIX

NON-GAAP MEASURES AND RECONCILIATIONS

(Millions of dollars)

(UNAUDITED)

(Millions of dollars)	2024	2023			
	Q1	Q4	Q3	Q2	Q1

Free Cash Flow (FCF) - Free cash flow is a measure used by investors, financial analysts and management to evaluate the ability of a company to pursue opportunities that enhance shareholder value. FCF equals cash flow from operations less capital expenditures.

Operating Cash Flow	$ 1,954	$ 2,727	$ 2,520	$ 2,150	$ 1,908
Less: Capital Expenditures	(1,048)	(1,151)	(948)	(859)	(829)
Free Cash Flow	$ 906	$ 1,576	$ 1,572	$ 1,291	$ 1,079

Net Debt - Net debt is a financial liquidity metric used by investors, financial analysts and management to evaluate the ability of a company to repay its debt and is calculated as total debt (excluding purchase accounting impacts) less liquid assets.

Debt	$ 20,319	$ 19,373	$ 18,003	$ 17,490	$ 18,777
Less: Cash and cash equivalents	(4,848)	(4,664)	(3,894)	(3,357)	(4,962)
Net debt	15,471	14,709	14,109	14,133	13,815
Less: Purchase accounting impacts - Linde AG	(5)	(7)	(8)	(10)	(13)
Adjusted net debt	$ 15,466	$ 14,702	$ 14,101	$ 14,123	$ 13,802
Less: Net assets held for sale	—	—	—	—	—
Adjusted net debt less net assets held for sale	$ 15,466	$ 14,702	$ 14,101	$ 14,123	$ 13,802

After-tax Return on Capital and Adjusted After-tax Return on Capital (ROC) - After-tax return on capital is a measure used by investors, financial analysts and management to evaluate the return on net assets employed in the business. ROC measures the after-tax operating profit that the company was able to generate with the investments made by all parties in the business (debt, noncontrolling interests and Linde plc shareholders' equity).

Non-GAAP Measures, continued

(Millions of dollars)	2024	2023			
	Q1	Q4	Q3	Q2	Q1
Reported net income - Linde plc	$ 1,627	$ 1,543	$ 1,565	$ 1,575	$ 1,516
Add: noncontrolling interests	38	33	36	37	$ 36
Add: interest expense - net	65	71	40	52	$ 37
Less: tax benefit on interest expense - net *	(16)	(16)	(12)	(12)	(9)
Reported NOPAT	$ 1,714	$ 1,631	$ 1,629	$ 1,652	$ 1,580
Adjusted net income - Linde plc	$ 1,821	$ 1,753	$ 1,783	$ 1,760	$ 1,693
Add: adjusted noncontrolling interests	41	36	39	40	39
Add: adjusted interest expense - net	67	72	42	56	46
Less: tax benefit on interest expense - net *	(17)	(17)	(13)	(13)	(11)
Adjusted NOPAT	$ 1,912	$ 1,844	$ 1,851	$ 1,843	$ 1,767
*Tax benefit on interest expense - net is generally presented using the reported effective rate.					
4-quarter trailing reported NOPAT	$ 6,626	$ 6,492	$ 6,246	$ 5,930	$ 4,692
4-quarter trailing adjusted NOPAT	$ 7,450	$ 7,305	$ 7,101	$ 6,863	$ 6,638
Equity and redeemable noncontrolling interests:					
Redeemable noncontrolling interests	$ 13	$ 13	$ 13	$ 13	$ 13
Linde plc shareholders' equity	38,829	39,720	38,898	39,911	39,970
Noncontrolling interests	1,387	1,362	1,327	1,324	1,353
Total equity and redeemable noncontrolling interests	$ 40,229	$ 41,095	$ 40,238	$ 41,248	$ 41,336

Non-GAAP Measures, continued

LINDE PLC AND SUBSIDIARIES

APPENDIX

NON-GAAP MEASURES AND RECONCILIATIONS

(Millions of dollars)

(UNAUDITED)

(Millions of dollars)	2024	2023			
	Q1	Q4	Q3	Q2	Q1
Reported capital	$ 55,700	$ 55,804	$ 54,347	$ 55,381	$ 55,151
Total equity and redeemable noncontrolling interests	$ 40,229	$ 41,095	$ 40,238	$ 41,248	$ 41,336
Add: Adjusted net debt	15,466	14,702	14,101	14,123	13,802
Less: Linde AG Goodwill (a)	24,256	24,256	24,256	24,256	24,256
Less: Linde AG Indefinite lived intangibles (a)	1,868	1,868	1,868	1,868	1,868
Adjusted capital	$ 29,571	$ 29,673	$ 28,215	$ 29,247	$ 29,014
(a) Represent opening balance sheet purchase accounting impacts of non-amortizing assets related to the Linde AG merger.					
Ending capital (see above)	$ 55,700	$ 55,804	$ 54,347	$ 55,381	$ 55,151
5-quarter average ending capital	$ 55,277	$ 54,910	$ 53,853	$ 53,669	$ 53,869
Ending adjusted capital (see above)	$ 29,571	$ 29,673	$ 28,215	$ 29,247	$ 29,014
5-quarter average ending adjusted capital	$ 29,144	$ 28,774	$ 27,713	$ 27,523	$ 27,715
After-tax ROC (4 quarter reported NOPAT / 5-quarter average ending capital)	**12.0 %**	**11.8 %**	**11.6 %**	**11.0 %**	**8.7 %**
Adjusted after-tax ROC (4 quarter trailing adjusted NOPAT / 5-quarter average ending adjusted capital)	**25.6 %**	**25.4 %**	**25.6 %**	**24.9 %**	**24.0 %**

Investor Relations

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