

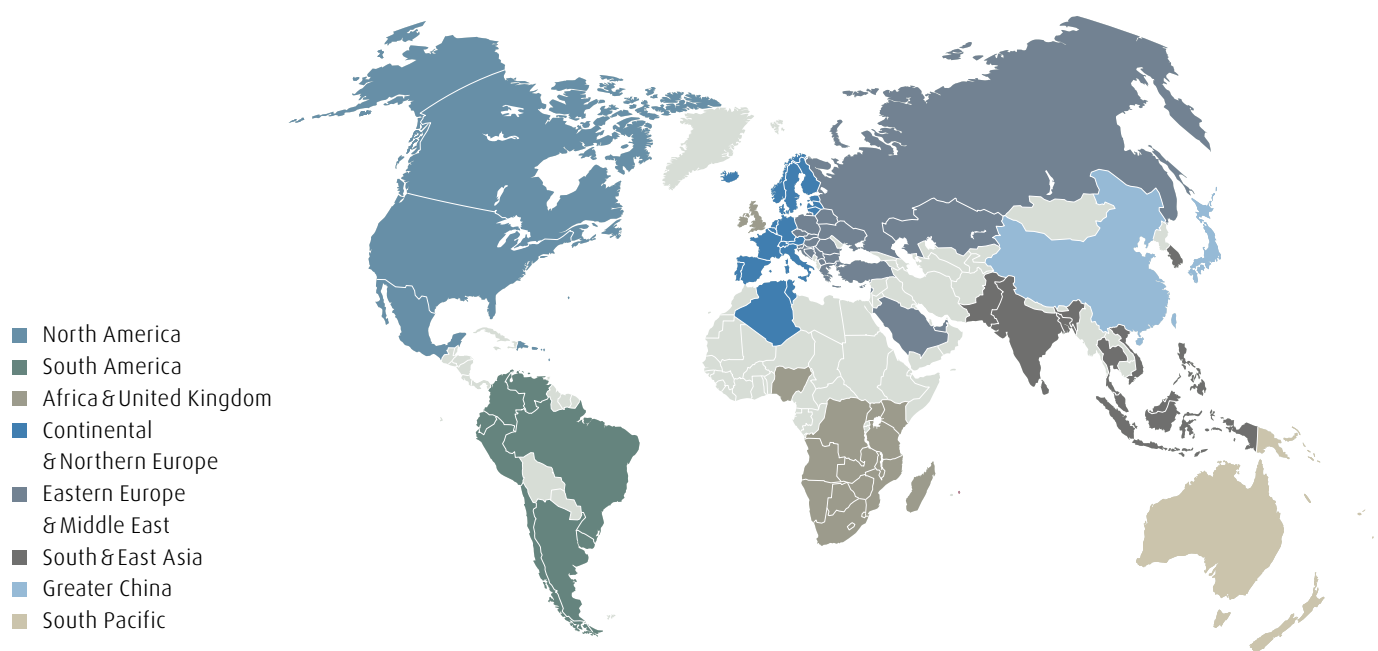
# Corporate Responsibility 2011. At a Glance.



## The Linde Group

The Linde Group is a world-leading gases and engineering company with approximately 50,500 employees working in more than 100 countries worldwide. In the 2011 financial year, it achieved sales of EUR 13.787 bn. The strategy of The Linde Group is geared towards long-term, profitable growth and focuses on the expansion of its international business with forward-looking products and services.

Linde acts responsibly towards its shareholders, business partners, employees, society and the environment – in every one of its business areas, regions and locations across the globe. The company is committed to technologies and products that unite the goals of customer value and sustainable development. The Group comprises three divisions: Gases and Engineering (the two core divisions) and Gist (logistics services).



### Gases Division

The Linde Group is a world leader in the international gases market. The company offers a wide range of compressed and liquefied gases as well as chemicals, and is the partner of choice across a huge variety of industries. Linde gases are used, for example, in the energy sector, steel production, chemical processing, environmental protection and welding, as well as in food processing, glass production and electronics. The company is also investing in the expansion of its fast-growing Healthcare business (medical gases), and is a leading global player in the development of environmentally friendly hydrogen technologies.

### Engineering Division

Linde Engineering is successful throughout the world, with its focus on promising market segments such as olefin, natural gas, air separation, hydrogen and synthesis gas plants (see glossary). In contrast to virtually all competitors, the company can rely on its own extensive process engineering know-how in the planning, project development and construction of turn-key industrial plants. Linde plants are used in a wide variety of fields: in the petrochemical and chemical industries, in refineries and fertiliser plants, to recover air gases, to produce hydrogen and synthesis gases, to treat natural gas and in the pharmaceutical industry.



Direct access to the full online Corporate Responsibility Report 2011

#### About this report

This brochure summarises Linde's 2011 Corporate Responsibility Report. In it, we show how we are creating opportunities for our company by adopting a sustainable approach to business – in particular by managing our business processes in a responsible manner and offering products that unite the goals of customer value and sustainable development. The full Corporate Responsibility Report is available online. Selected key performance indicators published in the online report were independently reviewed and subsequently assured by KPMG Sustainability.

[www.linde.com/cr-report](http://www.linde.com/cr-report)

The front page shows employees and various images from around the Linde world illustrating our commitment to sustainability.

# Letter from the CEO

*Ladies and Gentlemen,*

Our success in 2011 has confirmed that we are on the right course. Our business model will remain focused on stability and sustainability. Moving forward, we will continue to concentrate on the long-term global megatrends – energy and the environment, health-care and dynamic trends in the emerging markets. We intend to further strengthen our position in all of these areas.

*“The journey to a cleaner energy economy calls for a greater share of renewable sources and for new, sustainable technologies. With our Clean Technology portfolio we are well placed to help meet these challenges worldwide.”*



Already today, the majority of our research projects are geared towards improving environmental performance and developing innovative processes that enable valuable resources to be used more efficiently. For us, these are sustainability opportunities that help us grow as a business and benefit society as a whole. The journey to a cleaner energy economy calls for a greater share of renewable sources and for new, sustainable technologies. With our Clean Technology portfolio we are well placed to help meet these challenges worldwide.

Our stakeholders' trust is one of the key factors for our future success. Which is why we maintain close dialogue with key stakeholder groups and listen carefully to what they say. Climate protection, for example, is a major issue for many of our customers and partners. So for some years now, we have been providing increasingly detailed information about how we are working on improving the environmental impact of our production processes. By endorsing the United Nations Global Compact, we have committed to providing transparent reports on how we are

implementing the organisation's core principles. We are continually expanding our sustainability reporting activities. In the year under review, additional non-financial indicators were independently audited and we have also changed our reporting cycle. For the first time, we are already publishing our Corporate Responsibility Report in May – to inform you even earlier about our progress, challenges and future plans for sustainable and profitable growth.

Professor Dr Wolfgang Reitzle,  
Chief Executive Officer of Linde AG

A handwritten signature in black ink, which appears to be 'W. Reitzle'. The signature is fluid and stylized, with a large loop at the end.

Professor Dr Wolfgang Reitzle  
Chief Executive Officer of Linde AG

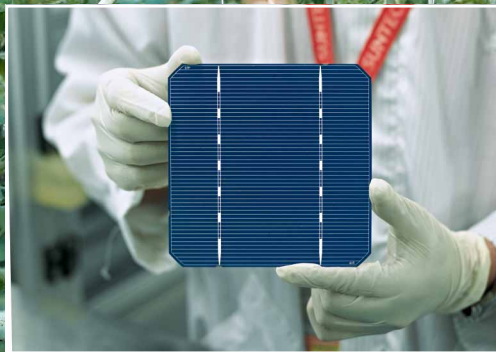
# The opportunities of sustainability

The world's population is growing, fuelling demand for reliable, affordable and environmentally sound energy sources. Our Clean Technology solutions focus on the opportunities of sustainability – delivering the environmental and energy innovations to build a more sustainable future today.



## Green fuel

From regenerative raw materials through organic waste to electricity from renewable sources, we are testing and applying a wide range of process technologies to reduce or even eliminate emissions during hydrogen production. At our pilot plant in Leuna, for example, we are making hydrogen from glycerine.



## Renewable energies

Renewable energy carriers are playing an increasingly important role in the world's energy supply. Our competence and product chain covers many key sustainable power and fuel technologies, helping for instance to improve the CO<sub>2</sub> balance in the production of solar cells.



## Recycling CO<sub>2</sub>

Our technologies enable carbon dioxide to be recycled. Projects involve feeding CO<sub>2</sub> to algae, for example. We have joined forces with algae specialists to develop a range of technologies that provide these cell factories with an optimum supply of CO<sub>2</sub>. Special algae cultures use CO<sub>2</sub> to produce ethanol – a climate-neutral fuel for the vehicles of tomorrow.



Joint venture speeds up plant growth: Each summer, 350,000 tonnes of carbon dioxide are pumped from an oil refinery near Rotterdam into hundreds of greenhouses in the Netherlands. The amount of CO<sub>2</sub> recycled in this project corresponds to the annual emissions of a large Western European city.



**Fossil raw materials**

Our technologies enable fossil fuels to be recovered and used in the most efficient, environmentally friendly way possible. Examples include processes for capturing CO<sub>2</sub> released by power plants so it can be re-used.



**A bridge to tomorrow's energy**

Natural gas is a more environmentally sound fossil fuel than oil or coal. We have developed technologies to liquefy and transport this low-emissions energy carrier. In May 2011, for example, we opened Sweden's first terminal for liquefied natural gas – the largest of its kind in Europe.



**New energy sources**

Hydrogen and fuel cell technology are opening up new, environmentally friendly mobility choices. Our technologies cover the entire hydrogen value chain and we are actively helping to promote the widespread commercialisation of this climate-friendly energy carrier. Concrete activities include the opening of new hydrogen fuelling stations.





Rising energy needs and climate change are two major challenges facing society today. In order to meet these in the long term, we will have to expand the environmentally sound, regenerative share of the energy mix. Linde's competence chain covers many sustainable power and fuel technologies – from solar energy through the use of biological resources to hydrogen as an environmentally friendly fuel or storage medium.

For the foreseeable future, however, coal, oil and natural gas will continue to play a crucial role in meeting the world's energy requirements. New technologies are needed to ensure that these fossil fuels are recovered and used in the most efficient, environmentally friendly way possible. This dynamic market is worth billions, and Linde has the skills and portfolio to meet evolving needs with solutions ranging from efficient natural gas liquefaction to the reduction of emissions during coal-based power generation.

# 80–140

billion-euro market

Experts predict that the global market for energy and environmental technologies will be worth between EUR 80 and 140 bn by 2030. Linde is in a strong position to capitalise on this growth.

The transition to regenerative energy sources and zero-emissions mobility calls for truly innovative carbon management solutions. We have developed various processes to reduce greenhouse gas emissions, capture and store carbon, and recycle CO<sub>2</sub> that would otherwise be released into the atmosphere.



Europe's largest natural gas liquefaction facility is located off the coast of Norway, near Hammerfest. Linde engineers were selected to build the plant, as well as to capture and compress the CO<sub>2</sub> sequestered from the natural gas. Instead of being left to escape into the atmosphere, the CO<sub>2</sub> can then be fed back into the gas field. Around half of the CO<sub>2</sub> contained in the natural gas – approximately 700,000 tonnes a year – is now safely piped 2.6 kilometres below the ocean floor.

# Sustainability in our daily business

Our sustainability management is driven by two strategic goals – to reduce risks and maximise opportunities. This applies both within the company and in our dealings with stakeholders.

Our Corporate Responsibility Policy outlines our commitment to treating people and the environment with respect, protecting natural resources and developing sustainable technologies. We systematically assess sustainability opportunities and risks for our company, using our findings to develop measures that further improve the effectiveness of our CR management activities. In addition, we set goals that enable us to measure our progress. Key indicators help us track our economic, ecological and social performance. Our endorsement of the principles of the UN Global Compact underscores our commitment to making an active contribution to sustainable development. Our collective efforts in this area support the concept of sustainability, one of the four foundational principles of the “Linde Spirit”, which defines our values and principles. It applies to all Linde employees across the globe.

## Opportunities and risks

We minimise risks by identifying important issues at an early stage and by deploying risk management systems for all key business processes. These include health, safety and environment (HSE) management systems, our Group risk management processes and our compliance programme. Internal guidelines specify how our standards are to be applied in day-to-day business. We leverage sustainability opportunities by delivering technologies that help our customers improve their eco-balance and meet the challenges facing society today. Our commitment here extends across the entire value chain of our products. We also encourage our contractors and suppliers to share our corporate responsibility goals and incorporate stakeholder requirements into our CR strategy.

## Organisation

The Corporate Responsibility Council is the central decision-making authority on sustainability issues. It also defines the cornerstones of our corporate responsibility strategy. The decisions reached by the Council are binding for the entire company. In 2011, CR Council activities included evaluating progress on our global energy efficiency and climate protection target

## Corporate responsibility organisation

Steering sustainability performance:  
The Corporate Responsibility Council is the central decision-making authority for Linde’s sustainability strategy.



and deciding on the expansion of the CR reporting scope. The Corporate Responsibility department coordinates implementation of our CR strategy in close collaboration with the various departments responsible for the individual focus areas. Experts in regions and local companies support the execution process.



# Responsible business

Integrity is not negotiable for us. We focus on clear rules, informed employees and an international compliance system that enables us to identify and tackle violations.



Preventing violations – identifying misconduct – taking the right action in the event of a compliance violation

## Global compliance programme

Our Code of Ethics describes our commitment to respecting laws and regulations, avoiding harm to people or the environment and ensuring that we act honestly and fairly. The Code of Ethics is binding for all employees of The Linde Group across the globe. We also encourage our suppliers and other business partners to apply the standards set down in our Code.

We continue to expand our global compliance programme to ensure that legal regulations and our voluntary commitments are upheld. The primary aim of the programme is to prevent misconduct. At the same time, we actively encourage our employees to report any suspected violations of our Code of Ethics. We investigate every allegation.

Since 2008, Linde's Head of Compliance has been responsible for developing and implementing the compliance programme. The Head of Compliance is supported by compliance officers in the various business units and regions.

## Preventing violations

We inform employees about the legal regulations and other standards that apply to their areas of work. Through e-learning and classroom-based courses, we familiarise our employees with our Code of Ethics. Over 33,000 e-learning courses had been completed worldwide by the end of 2011, and over 4,500 employees took part in classroom training sessions between 2009 and 2011.

## Identifying misconduct

Our Integrity Line reporting system is one of the key pillars of our compliance programme. It provides employees and stakeholders with various channels for reporting concerns and suspected violations – anonymously, if desired.

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# 33,000

training courses

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Over 33,000 e-learning courses on our Code of Ethics – in 22 languages – had been completed by the end of 2011.

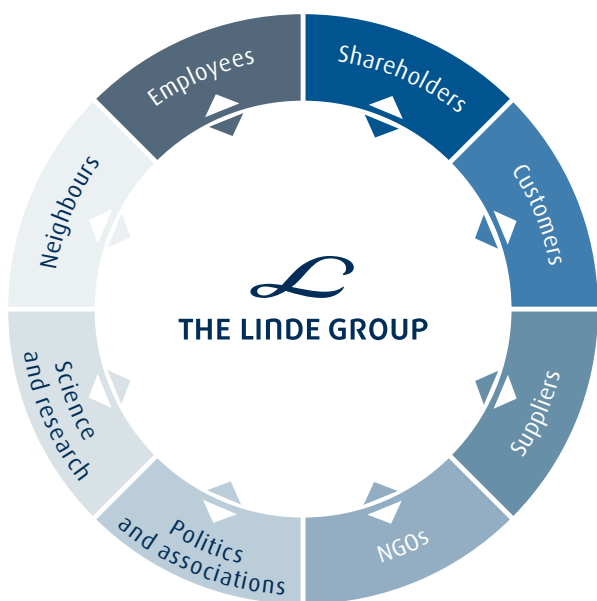
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In 2011, our Integrity Line was contacted 430 times. Each one of these contacts was assessed, for example to determine whether it entailed a general enquiry or an allegation of misconduct. 54 audits were instigated in 2011 as a result of reports to the Integrity Line. If an internal investigation reveals that a report is valid, we follow a set protocol to check which measures have already been implemented. This enables us to assess whether the necessary steps have been implemented to resolve the issue in question.

# Stakeholder engagement

Engaging with our stakeholders helps us to identify and evaluate key sustainability issues. We incorporate their requirements into our sustainability management and prioritise them in our reporting activities.

## Linde Group stakeholders



### Relevant topics

We regularly evaluate issues of relevance for CR management at Linde. This process defines the spotlight topics of our CR strategy. We communicate with our stakeholders in a number of ways to ensure we can take their requirements into account where appropriate. Communication channels include:

- ↳ Employee surveys and interdisciplinary work-groups on sustainability issues
- ↳ Personal discussions with investors, customers, journalists and NGOs
- ↳ Participation in public political discussions
- ↳ Collaboration with sustainability networks such as UN Global Compact

Dialogue with stakeholders in 2011 centred on a number of key issues including sustainability performance across our supply chain and the potential of our environmental and energy technologies to reduce CO<sub>2</sub> emissions.



- ↳ Taking medical science to the next level: Linde Healthcare set up the REALfund to support a number of innovative academic R&D ideas that focus on new applications of medical gases. In July 2011, four grantees received a total of EUR 300,000 in funding for their research projects.



WE SUPPORT

Linde supports the UN Global Compact. Every year, we report on how we incorporate the ten Global Compact principles into our business activities.

The trust of our stakeholders is a vital success factor for us. Which is why we maintain continuous dialogue with key stakeholders such as employees, shareholders, customers, suppliers, non-government organisations (NGOs), politicians, academic and research circles, our neighbours and the general public.

Through different cooperations, we are actively driving numerous sustainable development initiatives. Together with partners from science and research, we explore various products and processes to supply companies and homes with low-carbon energy and fuel. We are also working together with industry associations to develop strategies aimed at environmental protection and safety.

# A winning team

Over 50,000 people are the driving force behind our global success. We provide safe working conditions, invest in training and reward excellence. Our diverse workforce is a major asset for us.

Inspired by a belief in "People Excellence", our HR strategy focuses on three main pillars: talent development, corporate culture and empowerment of our employees to realise their full potential. During the period under review, we continued to develop our people excellence activities, implementing a wide range of measures such as the ongoing expansion of our performance management system.

## Fair conditions

We encourage our employees to identify with our long-term corporate goals. One of the ways we do this is by including variable components in our remuneration agreements. Detailed assessments of all management positions help us ensure transparency, equality and fair-market-value remuneration. Linde offers pension schemes and healthcare benefits in over 50 countries. As a result, almost 78 percent of our employees are covered by company benefit schemes.

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# 70%

## managers from outside Germany

**A German company with an international team: In 2011, over 70 percent of senior managers at Linde were from countries other than Germany, representing over 40 different nations in total.**

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We help employees successfully balance private and professional goals by offering flexible work schemes, childcare assistance and support for employees with family members who are ill or require special care. In 2011, Linde increased the number of day-care places it offers to employees in and around Munich from 20 to 37. Australian Linde Group member BOC extended the period of parental leave available to its employees to 21 weeks, which is now 3 weeks longer than the statutory entitlement. Based on talks with employee representatives in Germany, 2011 also saw us reach agreements regarding variable remuneration and teleworking options for employees in our Engineering Division with the Works Council.



## Satisfied employees

In 2010, we carried out our first globally uniform voluntary employee survey. 73 percent of our employees completed the questionnaire. Once the results had been evaluated, team meetings were held in all lines of business to assess the current status and agree binding improvement plans. By the end of 2011, over 70 percent of the teams worldwide had already implemented the measures in these action plans. We intend to carry out a follow-up survey in 2012 to assess the success of these measures.

## Winning and developing talent

Recruiting, training and developing qualified young talent is a central aspect of our HR strategy. At both national and international level, we actively partner with universities and research institutions. We offer, for example, a graduate programme for engineering students in Africa and collaborate with six target universities in the South Pacific region. At the start of 2012, we launched a new graduate training programme in China. In 2011, apprentices accounted for 1.3 percent of the Linde Group workforce.

People Excellence is an important cornerstone of our HPO (High Performance Organisation) efficiency programme.



↳ A global team: Linde is represented by over 50,000 employees in more than 100 countries worldwide.

We expanded manager development concepts for first and second line managers in 2011. These programmes focus on developing the core competencies required to effectively lead employees and inspire them to excel. All managers in the target group had completed this training by the end of the year. In total, 64.4 percent of employees availed of training opportunities in 2011.

### Diversity

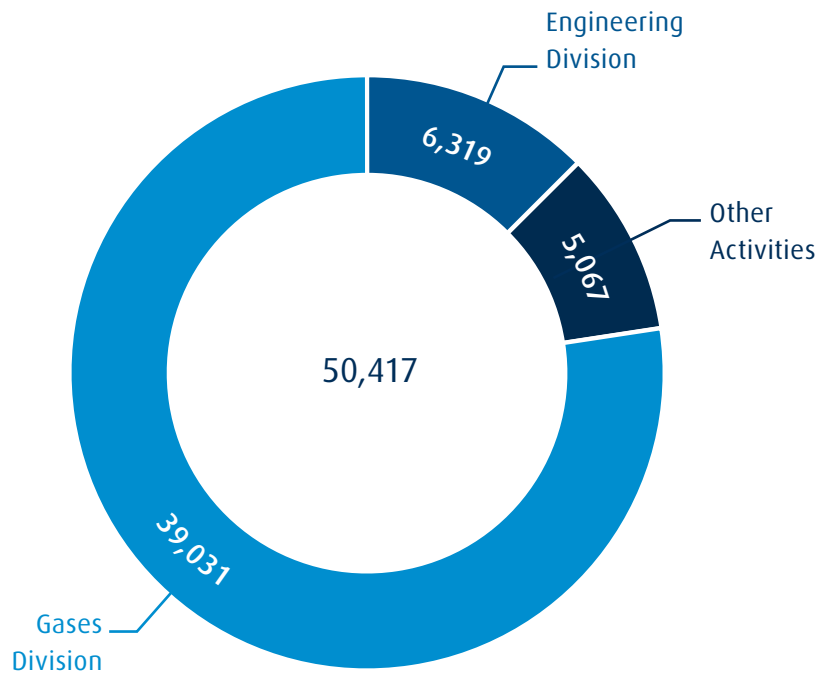
Our diversity management programme aims to fully leverage the benefits of our varied workforce. In our German companies alone, our workforce comprises people from over 60 different countries. In 2011, over 70 percent of senior managers at Linde were from countries other than Germany, representing over 40 different nations in total.

Our HR activities in 2011 entailed a number of measures aimed at promoting equal opportunities. These included a new diversity-aware employee promotion guideline for the Eastern Europe and Middle East region as well as an equality audit in Canada.

The proportion of female employees in The Linde Group totalled 19.5 percent in 2011. The proportion of women in senior management was 11 percent. We have set ourselves the goal of raising the percentage of women in management positions to between 13 and 15 percent by 2018. In 2011, we further increased the percentage of women in our most important development programmes. The proportion of women

## Employees

The Linde Group



in the Global Leadership Development Circle – a development programme for experienced managers responsible for a large number of employees – rose to 15.2 percent (2010: 6.5 percent). The proportion of women in our programme for middle management, the Global Talent Circle, rose to 26.8 percent.

### Occupational health and safety

The health and safety of our employees are top priorities. We systematically reduce the work-related risks at Linde. Through regular training, we promote a high level of occupational health and safety awareness. We also use audits to check compliance with our standards. Over the coming years, we intend to further expand and internationally harmonise our health management system. The number of work-related accidents per million hours worked by Linde employees (lost time injury rate) was down again in 2011, at 1.4 (2010: 1.9). We aim to reduce this figure even further in the future and are continually adapting our safety management system to achieve this. Concrete activities here in 2011 focused in particular on raising transport safety and improving manual handling.

# Protecting people and the environment

Our environment and safety management activities are focused on protecting employees, business partners, customers, our neighbours and the environment from harm. With our energy and environmental technologies, we are helping to tackle major ecological challenges such as climate change and water conservation.

Our global Safety, Health, Environment and Quality (SHEQ) Policy sets out our commitment to protecting people and the environment. We focus in particular on conserving resources, maximising plant, site and product safety, and reducing emissions and waste. We regularly assess the success of our activities. In 2011, occupational health and safety audits were carried out at over 54 percent of our sites, and environmental audits at around 49 percent. We also rely on external certification to international norms to confirm our high standards. 34 percent of our sites, for example, are certified in accordance with the environmental management standard ISO 14001. We provide regular training on health, occupational safety and environmental protection for employees. Around 20,000 employees took part in these training sessions in 2011.

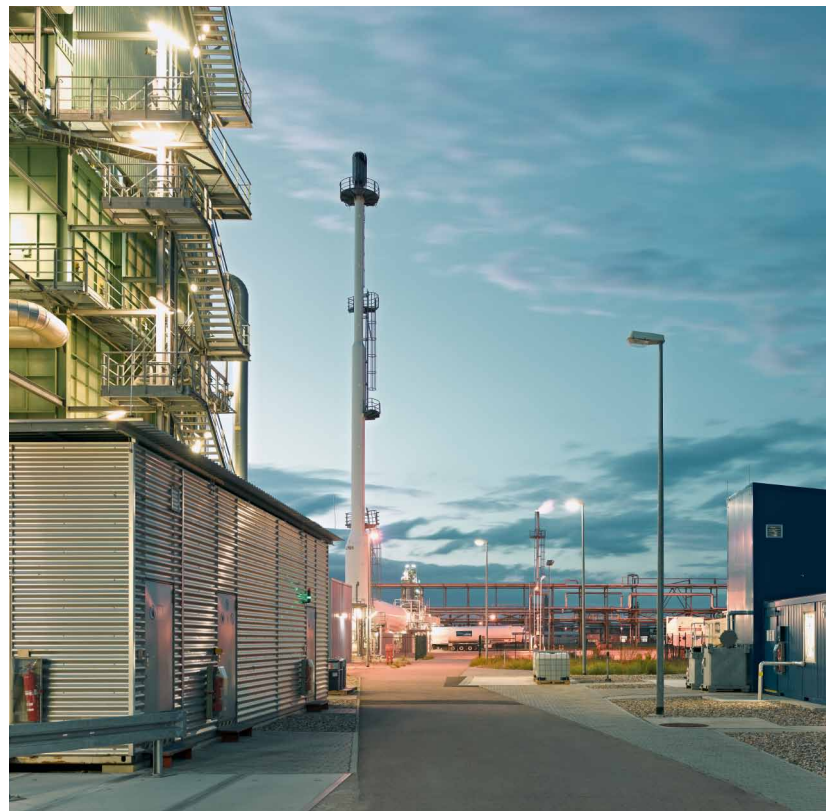
# 500

## environmental projects

Between 2008 and 2010, we ran over 500 environmental protection projects. In 2011 we initiated a number of further environmental projects, primarily focusing on energy efficiency, climate protection and efficient water use.

### Energy and climate protection

Climate protection plays a central role at every stage of the product value chain – from research and development through production to storage and transport. We regularly measure and evaluate company processes that have an impact on the climate. In 2011, Linde emitted around 16.9 million tonnes of greenhouse gases (2010: 15.7 million tonnes). In the same year, our total energy consumption amounted to around 57 million MWh. The increase in emissions compared with the previous year can be explained by



the increase in production. We intend to combat this trend with our energy management activities. As part of our strategy here, we carry out internal audits to assess the energy efficiency of our plants and processes worldwide. Over 85 percent of the electricity we consume is used in air separation plants. Our global climate objective therefore concentrates on this area. By 2013, we aim to improve energy intensity at our air separation plants by three percent per quantity of gas produced relative to 2008. At the end of 2011, we had managed to improve efficiency by 2.7 percent.

### Water

We mainly use water in product manufacturing, steam generation, plant cooling processes and office buildings. At our locations throughout the world, we focus

↳ Chemicals hub at Leuna, Saxony-Anhalt, Germany: In autumn 2011, Linde started operations at a pilot plant that produces hydrogen from glycerine. This demonstrates industrial-scale technical feasibility to supply certified “green” hydrogen to refuelling stations for fuel-cell vehicles. Crude glycerine occurs, for example, as a by-product when biodiesel is made from vegetable oils such as rapeseed.

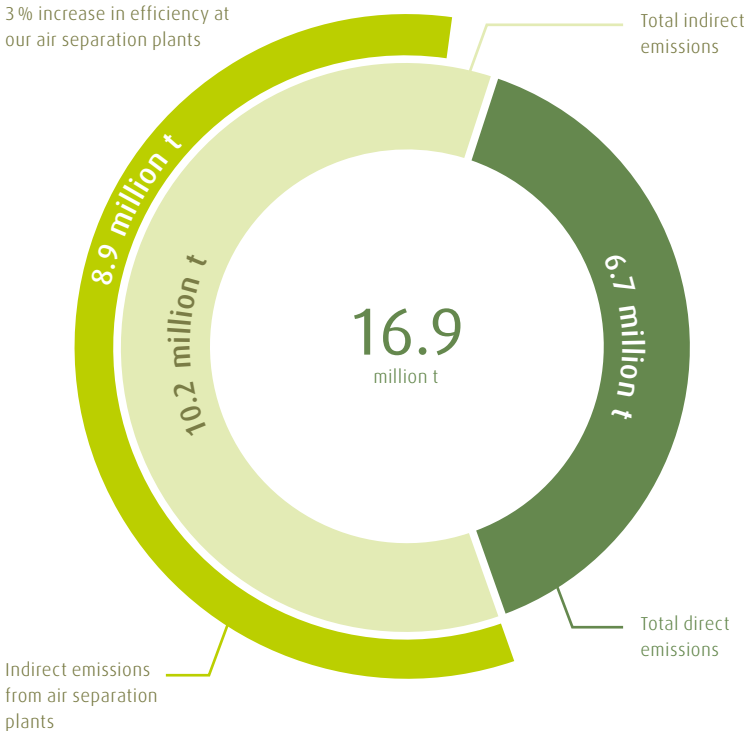
↳ In California, leading waste disposal company Waste Management has teamed up with Linde in a joint venture. The two companies have developed a system that captures gas from compostable waste (landfill gas) and turns it into fuel that can also be used by Waste Management's collection trucks. Converting the trucks to this climate-friendly fuel biogas will save 31 million litres of petrol or diesel each year. This corresponds to savings of around 45,000 tonnes of CO<sub>2</sub> emissions.



## Greenhouse gas emissions in CO<sub>2</sub> equivalents

### Goal 2013

3% increase in efficiency at our air separation plants



on using water resources sustainably. We concentrate on keeping water consumption as low as possible in regions affected by water shortages and on reducing emissions to water. In 2011, The Linde Group used around 263 million m<sup>3</sup> water worldwide. Over 80 per cent of this water is used as once-through water to cool our plants. The vast majority of this cooling water does not come into contact with sources of contamination and can be returned to the water cycle without further treatment. We also market products designed to improve the quality of water and offer our customers solutions to optimise the treatment of wastewater or the eco-balance of fish farming.

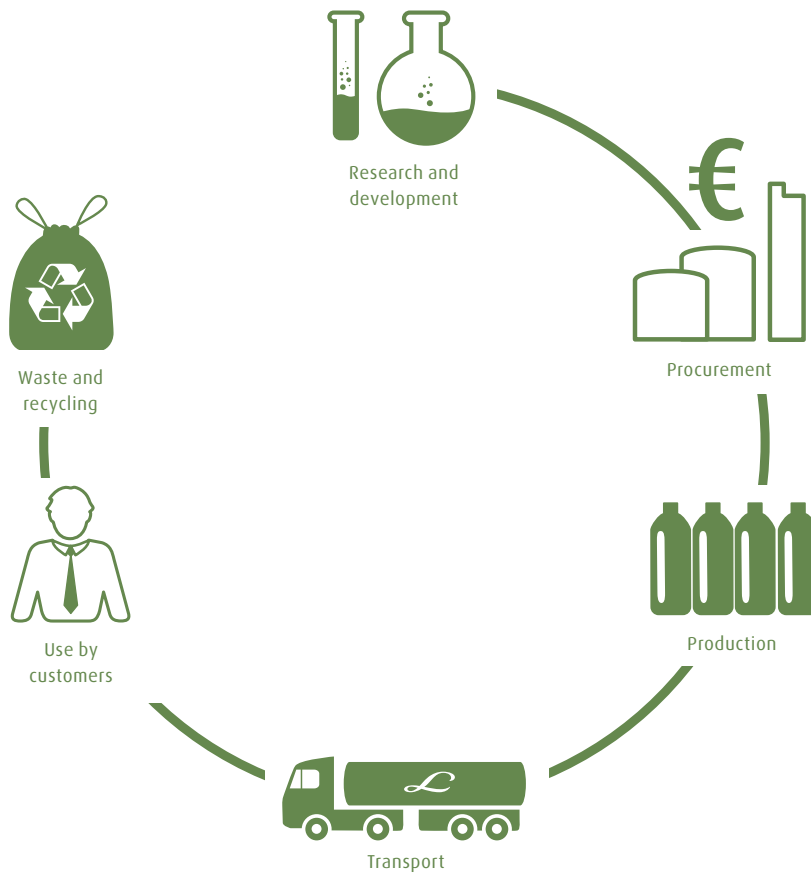
### Emissions and waste

In addition to greenhouse gases, we also track and analyse emissions of air pollutants. A few of our production processes generate emissions of inorganic gases such as carbon monoxide (CO), sulphur oxides (SO<sub>x</sub>), nitrogen oxides (NO<sub>x</sub>), ammonia (NH<sub>3</sub>) and volatile organic compounds (VOC). Total air emissions for Linde in 2011 amounted to around 3,400 tonnes.

We continuously look for ways to avoid waste. Where this is not feasible, we try to keep our volume of waste to a minimum. In 2011, Linde generated around 64,400 tonnes of waste worldwide. We classify the waste generated by our business activities as hazardous or non-hazardous in line with national legislation.

## Product stewardship

Ensuring safety at every stage of the value chain



### Safety activities

Safety is a number one priority at Linde. Here, we focus not only on our internal business processes, but also on how our products are used. Our safety activities extend to contractors, customers and suppliers and also involve authorities and local communities. In 2011, we focused in particular on safety risks in connection with transport. Our aim is to further reduce the number and frequency of transport-related incidents. To this end, we continued to implement a new global initiative for transport safety in 2011. The initiative comprises a number of measures such as audits to check compliance with minimum operating standards and our management and driver training programs. Our strong commitment to safety was acknowledged independently in 2011, for example, in the form of several safety awards within Asia.

### Product stewardship

Our product stewardship activities cover the entire lifecycle of our products. We use a carefully defined process to assess the potential risks involved in their production, handling and use. As part of this process, we also analyse the types of risks posed by our products and their ecological impact. At all of our sites, we assess the risks that our plants might pose to

employees, neighbouring companies, people living in the vicinity and the local environment. We provide safety training for employees that come into contact with our products, offering courses on topics such as the safe handling of gases and transport safety.

# 1,200

health, safety  
and environment audits

We check compliance with our standards the world over. In 2011, we ran or commissioned over 1,200 health, safety and environment audits at our various locations.



↳ Safety is a number one priority at Linde. We focus not only on our internal business processes, but also on how our products are used. We hold regular training sessions on safety issues and use audits to check compliance with our standards.

- ↳ At Linde, we attach great importance to transport safety. In 2010, we developed a new global action pack for this area. Concrete measures include audits to check compliance with minimum standards and a new driver training programme.



- ↳ Research for clean energy: In the US, Linde is involved in a promising CO<sub>2</sub> recycling project. The gas is being used in a number of pilot plants to support the metabolism of algae that produce environmentally sound fuel (green crude) and base chemicals.

When we hand over our products, we want to make sure our customers are informed of all necessary safety measures and understand the products and their properties. We therefore provide safety data-sheets as well as extensive information on the handling, storing and labelling of our products. We also offer customer safety training sessions covering the properties of gases and important safety measures for transport, use and storage. Our product stewardship programme supports the Global Product Strategy (GPS) of the International Council of Chemical Associations.

#### Innovations and sustainability

Our research and development activities also focus on the environmental impact of production processes. Key priorities include the need to increase energy efficiency across processes and plants and cut the emissions released during production – by both Linde and our customers. To meet these challenges, we bundled the expertise of our engineers even further, launching the Clean Energy Group in 2011. The aim of this group, which operates across the different business areas, is to develop innovative products and processes

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# 20,000

employees trained

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We encourage our employees to step up to environmental and safety issues. In 2011, over 50 percent of employees in our Gases Division took part in health, safety or environmental training courses – over 20,000 employees. Transport safety was a particular focus here.

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that help to make renewable energies economically viable, reduce consumption of natural resources and cut harmful emissions. In 2011, we spent a total of EUR 98 million on research and development and filed 235 new patents. We systematically promote a culture of creativity and innovation. 2011 was the sixth year in which we recognised the best innovations across the Group. The winners join the Linde Innovators Club, which now numbers 130 members.



# Community involvement

Across the globe, we support projects and initiatives in local communities. This takes the form of donations, sponsorships and time devoted by our employees.

We have defined focus areas for our corporate citizenship activities. Initiatives that promote education and science are a particular priority for us. Yet we also invest in social projects, safety, culture, sport and environmental protection, helping to make the regions in which we operate more attractive locations – for our employees and our neighbours.

# 230,000

students reached

Committed to road safety in Australia and New Zealand, we helped to found the Rotary Youth Driver Awareness programme. This initiative provides practical safety training for young people who are preparing to take their driving test. Thus far, over 230,000 students have completed the course.

We involve our employees in different activities here, including projects that focus on children and young people or relief efforts following natural disasters. Cross-regional activities are organised by the Group headquarters in Munich while local initiatives are run by the individual regions. South African Group member Afrox, for instance, donates one percent of the previous year's after-tax earnings to good causes.



↳ For the third consecutive year, Linde employees visited schools in Korea as science ambassadors from the world of industry. In 2011, over 160 school children learnt a range of interesting facts, including how liquid nitrogen can be used to make banana ice cream.

## Corporate citizenship

The Linde Group



### Focusing on science and education

For us, promoting science and education is an investment in the future. We support innovative research projects and engineering training opportunities as well as initiatives for children with limited educational prospects. For instance, we sponsored the Carl von Linde Academy at the Technical University of Munich with an endowment of over EUR 8 million. The Academy gives future engineers, natural scientists and computer scientists a grounding in areas that extend far beyond pure technical knowledge. Sustainability and business ethics, for example, are just two of the key topics on the curriculum. By the end of 2011, over 7,800 students had availed of the courses on offer at the Carl von Linde Academy. The Linde Healthcare REALfund supports innovative research projects focused on the applications of medical gases. In 2011, four grantees, selected from over 30 applications, received a total of EUR 300,000 in funding.

In 2011, Linde employees again played an active role in some regions as educators from the world of



3,100  
children supported

South African Group member Afrox supported schools, orphanages and other organisations in the course of 2011. Over 3,100 children received assistance within the framework of approximately 70 projects.

**Commitment to safety and the environment**

We are also a founding member of the Rotary Youth Driver Awareness programme in Australia and New Zealand, underscoring our exemplary role in safety. The programme provides training for young people preparing to take their driving test. Over 230,000 students have thus far participated. In 2012, our GIST Division is launching a new road safety project that will see truck drivers taking their vehicles to schools and talking to children about road safety issues.

We are involved in environmental projects around the globe. In New Zealand, for example, the water protection programme "Where There's Water" was initiated by Linde employees. Regional companies in South and East Asia also focus on environmental protection. During the course of 2011, Linde employees planted around 20,000 trees in India, Bangladesh and the Philippines.

**Providing help in crises**

In emergencies, we help by donating money and equipment, and by providing on-site assistance. In response to the flooding in the Australian state of Queensland and the earthquake in the New Zealand city of Christchurch, our local companies, Group headquarters and employees in the affected regions donated a total of over EUR 430,000 in 2011.

↳ Linde employees in Africa spent one day with the project or organisation that they support. Known as "Bumbanani Day", this event brings employees closer to the communities in which they live and work. Bumbanani Day events are held throughout Sub-Saharan Africa each year and attended by thousands of children and Linde employees.

Strengthening local communities – employees are actively involved in projects supporting children, environmental protection and emergency relief efforts.

industry, acting as science ambassadors in Korea, for example, and visiting schools in the UK and North America. As of 2012, we contribute to scholarships awarded to talented school children from socially disadvantaged backgrounds in and around Munich. As one of the founding members of the "future Initiative" of the Deutsches Museum in Munich, we are supporting the renovation and modernisation of the world's largest science and technology museum with a total donation of EUR 5 million until 2018.

20,000  
trees planted

Regional companies in South and East Asia also focus on environmental protection. During 2011, Linde employees planted around 20,000 trees in India, Bangladesh and the Philippines.

# Key data

<b>Financial indicators</b>		2011	2010
Sales	€ million	13,787	12,868
EBIT before amortisation of fair value adjustments	€ million	2,152	1,933
Earnings after taxes on income	€ million	1,244	1,064
Capital expenditure	€ million	1,367	1,302
Expenditure for research and development	€ million	98	94
Personnel expenses	€ million	2,653	2,527
Pension costs	€ million	190	178
<b>Employees</b>			
Number of employees	as of Dec. 31, 2011	50,417	48,430
Apprentices/trainees	%	1.3	1.3
Employees employed under collective wage agreements	%	53.5	54.9
Employees with access to company pension schemes	%	78	76
Staff turnover rate <sup>1</sup>	%	6.3	5.7
Female staff	%	19.5	19.3
Women in senior management positions	%	11.0	10.3
Average number of training days	per employee	2.3	2.0
Average expenditure on training programmes	per employee in €	268	241
Number of workplace accidents	per million hours worked	1.4	1.9
Number of fatal workplace accidents		5	2
<b>Environment and safety</b>			
Electricity consumption	million MWh	20.3	19.0
Natural gas consumption	million MWh	25.4	25.2
Water consumption <sup>2</sup>	million m <sup>3</sup>	42.6	43.0
Direct CO <sub>2</sub> emissions	million t	5.7	5.4
Indirect CO <sub>2</sub> emissions	million t	10.2	9.5
Emissions of air pollutants	thousand t	3.4	3.3
<b>Emissions to water</b>			
Chemical oxygen demand (COD)	t	165	308
Nitrates	t	61	35
Phosphates	t	3	3
Waste <sup>3</sup>	t	64,429	71,915
Number of serious traffic incidents involving trucks	per 1 million km driven	0.08	0.08
Proportion of sites with occupational health and safety audits	%	54.5	53.2
Proportion of sites with environmental protection audits	%	49.1	47.8

<sup>1</sup> Staff turnover rate relates to employees who left the Group voluntarily during the period under review.

<sup>2</sup> The figures relate to drinking water and industrial water used. They do not include once-through water for cooling systems, which is simply drawn from local water sources and heated. After use, it is pumped back into the original water source at a temperature that does not pose any risk to the surrounding ecosystem.

<sup>3</sup> The previous year's figure was adapted in 2011.

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