



# Deutsche Bank German and Austrian Corporate Conference.

LeadIng.



THE LINDE GROUP

Frankfurt, 20 May 2010

Georg Denoke

Member of the Executive Board and CFO

This presentation contains forward-looking statements about Linde AG (“Linde”) and their respective subsidiaries and businesses. These include, without limitation, those concerning the strategy of an integrated group, future growth potential of markets and products, profitability in specific areas, the future product portfolio, anti-trust risks, development of and competition in economies and markets of the group.

These forward looking statements involve known and unknown risks, uncertainties and other factors, many of which are outside of Linde’s control, are difficult to predict and may cause actual results to differ significantly from any future results expressed or implied in the forward-looking statements in this presentation.

While Linde believes that the assumptions made and the expectations reflected in this presentation are reasonable, no assurance can be given that such assumptions or expectations will prove to have been correct and no guarantee of whatsoever nature is assumed in this respect. The uncertainties include, inter alia, the risk of a change in general economic conditions and government and regulatory actions. These known, unknown and uncertain factors are not exhaustive, and other factors, whether known, unknown or unpredictable, could cause the group’s actual results or ratings to differ materially from those assumed hereinafter. Linde undertakes no obligation to update or revise the forward-looking statements in this presentation whether as a result of new information, future events or otherwise.

## Operational performance

- Back to growth in Q1 2010
- HPO (High Performance Organisation)
- 2010 outlook

## Set-up for sustainable profitable growth

- Emerging market footprint
- Business synergies Gases and Engineering
- Energy and Environmental mega-trend
- Healthcare mega-trend

## Appendix

## **Resilient performance in the crisis**

Limited operating profit decline in 2009: Group -6.7% and Gases -1.6%

Credit rating upgrades confirm operational and financial stability through the recession

## **Back to growth in Q1 2010, driven by HPO and the economic recovery**

Group sales increase of 7.4%, Group operating profit up 19.1%

HPO savings drive further margin improvement of 210 bp to 22.1%

Reported EPS of € 1.17 (+72.1%), adjusted EPS of € 1.41 (+42.4%)

Further market recovery in mature markets, emerging markets keep their good growth momentum

## **Stable growth set-up in a still fragile economic environment**

Solid financial structure with long-term oriented maturity profile

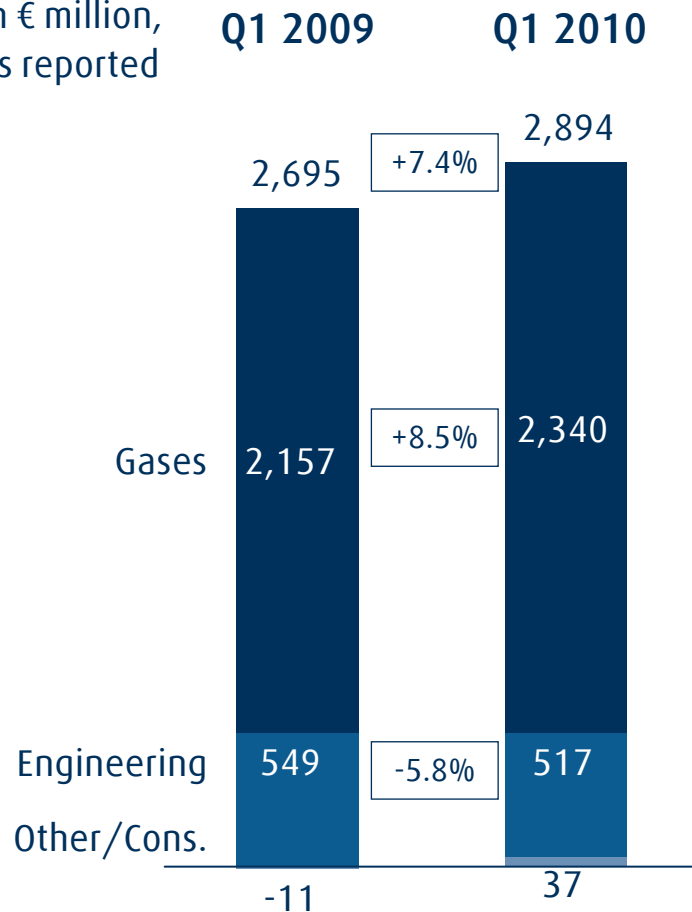
Well positioned for the mega-trends Healthcare, Energy/ Environment and Emerging Markets

Leverage of technology and customer synergies between our Gases and Engineering set-up

# Group, sales by Divisions

Gases recovery drives group sales up 7.4%

in € million,  
as reported



## Gases Division

- Comparable\* sales increase of 3.9%
- Global economic recovery drives improving volumes, strongest growth in tonnage and bulk product areas
- Positive currency impacts from ZAR and AUD more than compensate minor negative effects on USD

## Engineering Division

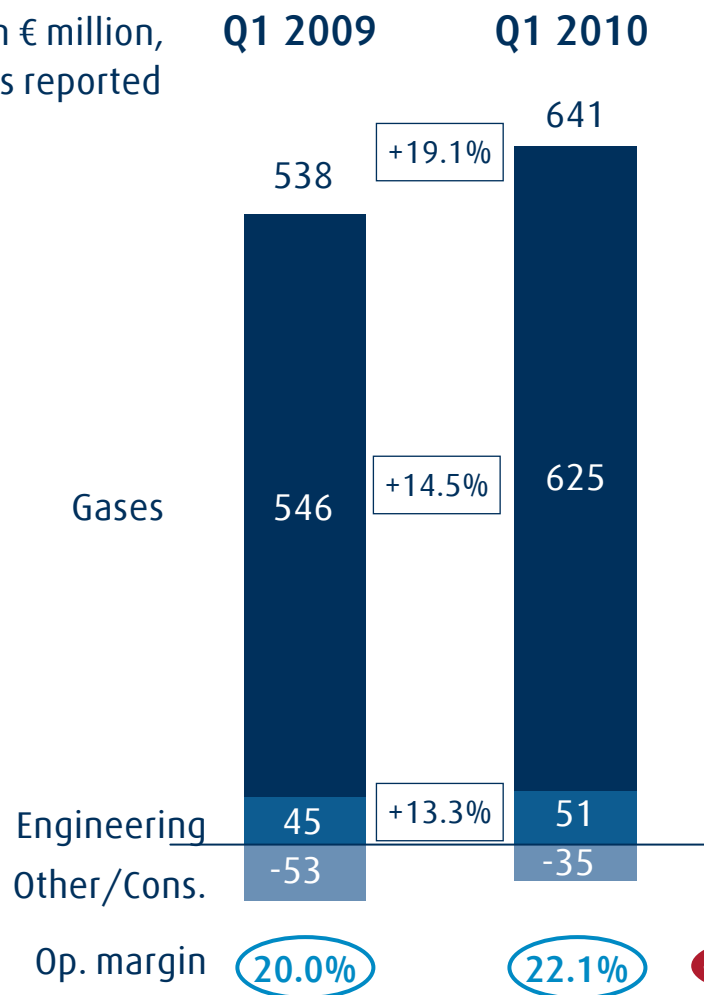
- Sales slightly below last year's Q1 level
- Order intake of € 502 m

\*excluding currency, natural gas price and consolidation effect

# Group, operating profit by Divisions

210 bp group margin improvement supported by HPO savings

in € million,  
as reported



## Gases Division

- Double-digit operating profit growth
- Overproportionate growth compared to sales: operating margin increase of 140 bp to 26.7% (Q1 09: 25.3%)
- HPO savings continue to come through in all regions, we are maintaining our full commitment

## Engineering Division

- Execution of order backlog on plan
- Margin of 9.9%, ahead of our 8% target

**+210 bp** on reported basis

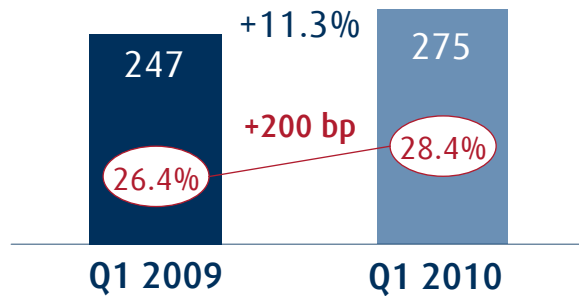
+140 bp, adjusted for € 20 m restructuring charges in Q1 2009

# Gases Division, operating profit by operating segment

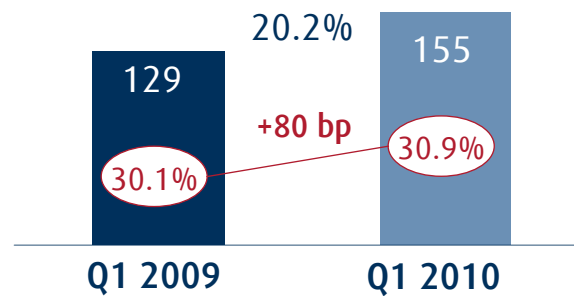
## HPO continues to drive margin improvements

in € million

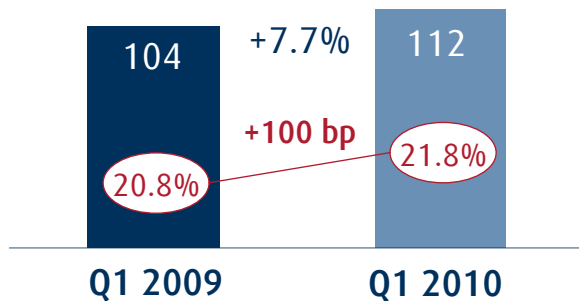
### Western Europe



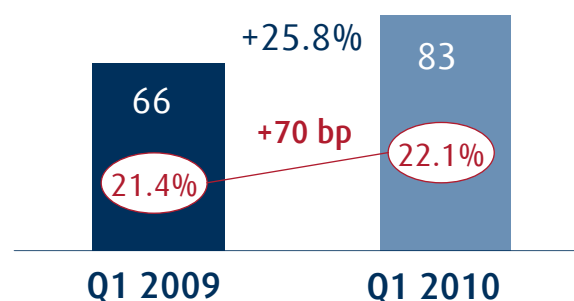
### Asia & Eastern Europe



### Americas



### South Pacific & Africa



- YoY margin increase in the Gases Division supported by efficiency improvements in all operating segments
- Western Europe and Asia & Eastern Europe further expand margins
- Americas margin continues to benefit from our improved structural set-up

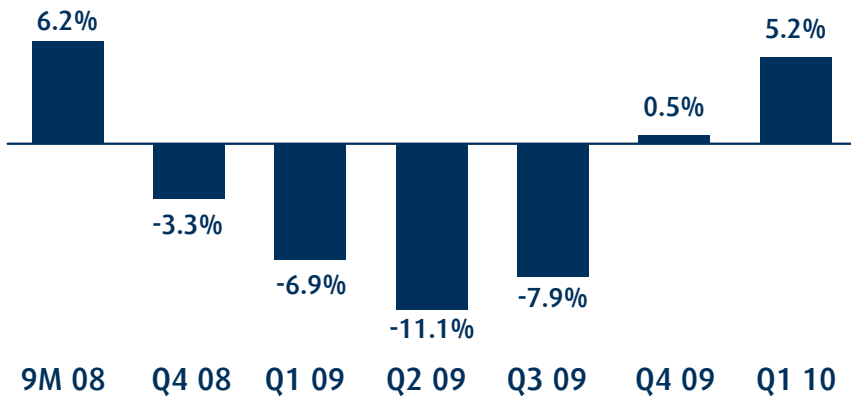
# Gases Division, product areas

Economic recovery visible in comparable yoy change

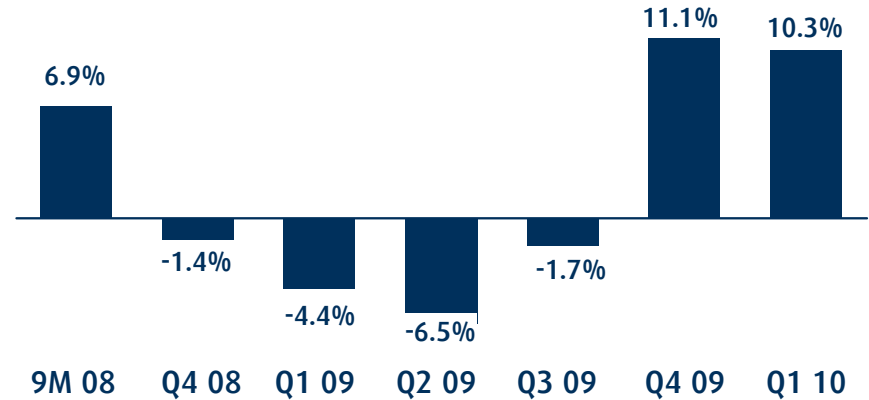


THE LINDE GROUP

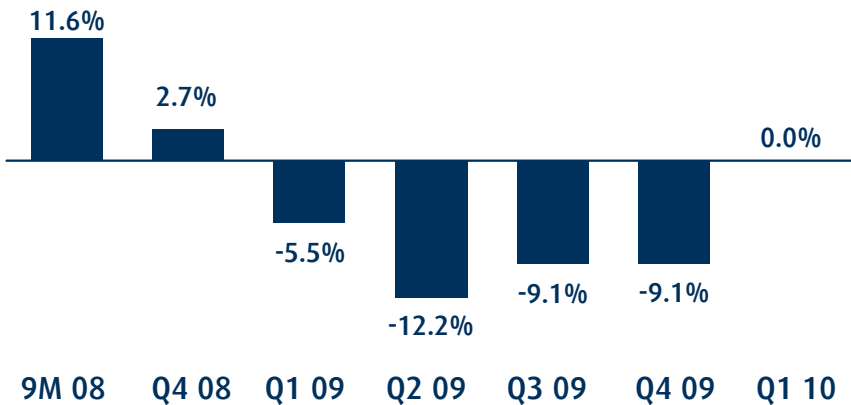
## Bulk



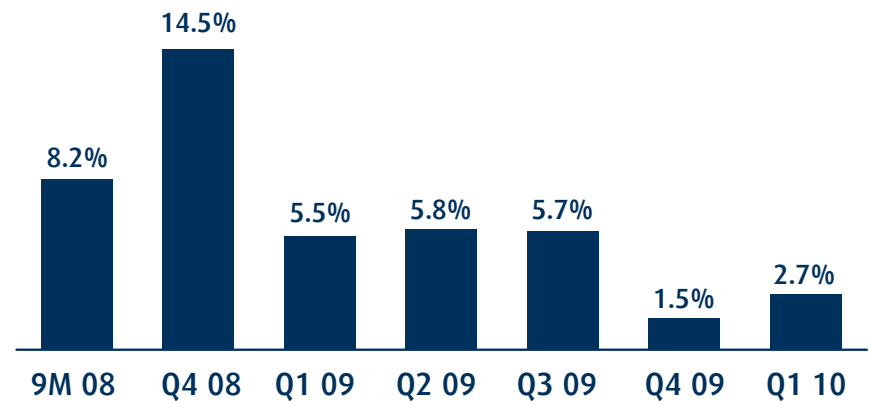
## Tonnage



## Cylinder



## Healthcare





# Engineering Division

Strong order backlog supported by a recovery in new orders

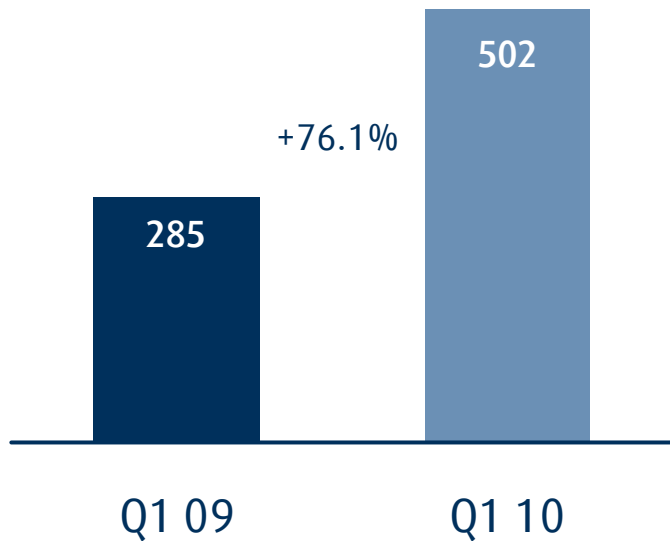


THE LINDE GROUP

- Order intake of € 502 m up 76% from last year's low level
- Order backlog of € 4.281 bn (year-end 2009: €4.215 bn)

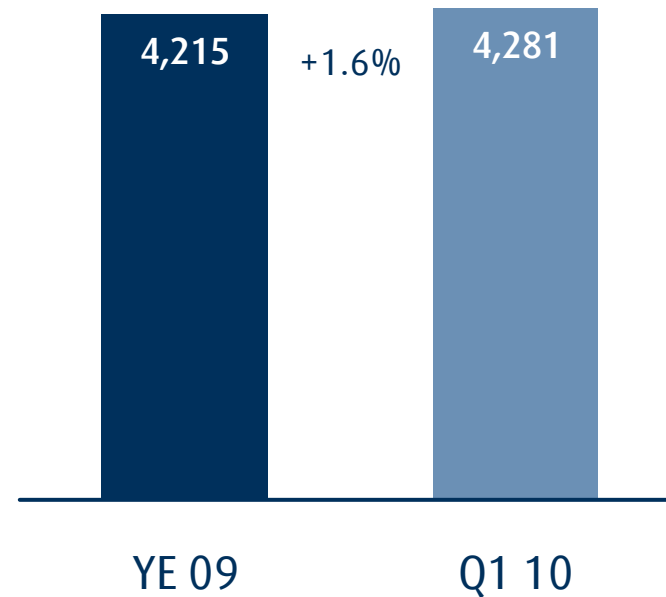
## Order intake

€ 502 million



## Order backlog

€ 4,281 million



# Group, solid financial position

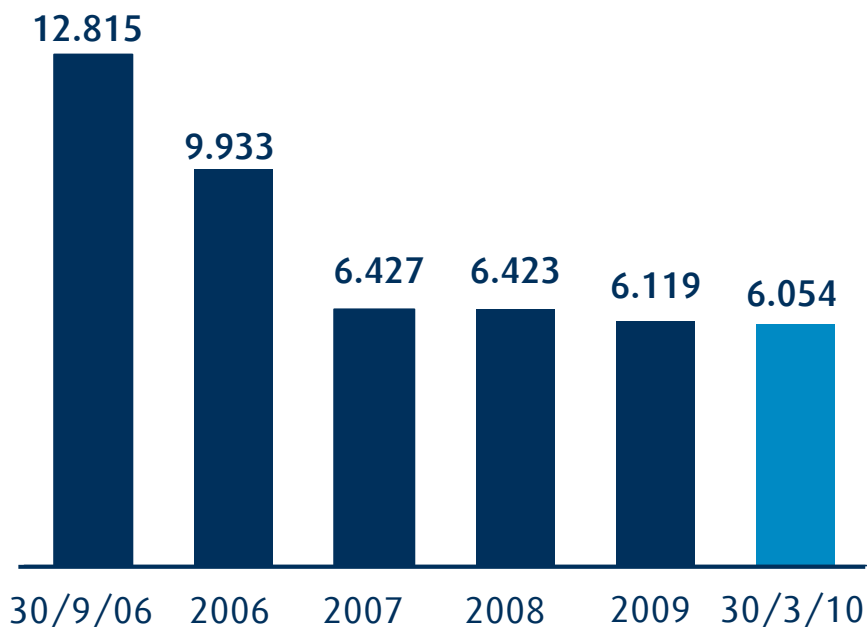
Successful deleveraging rewarded with rating upgrade



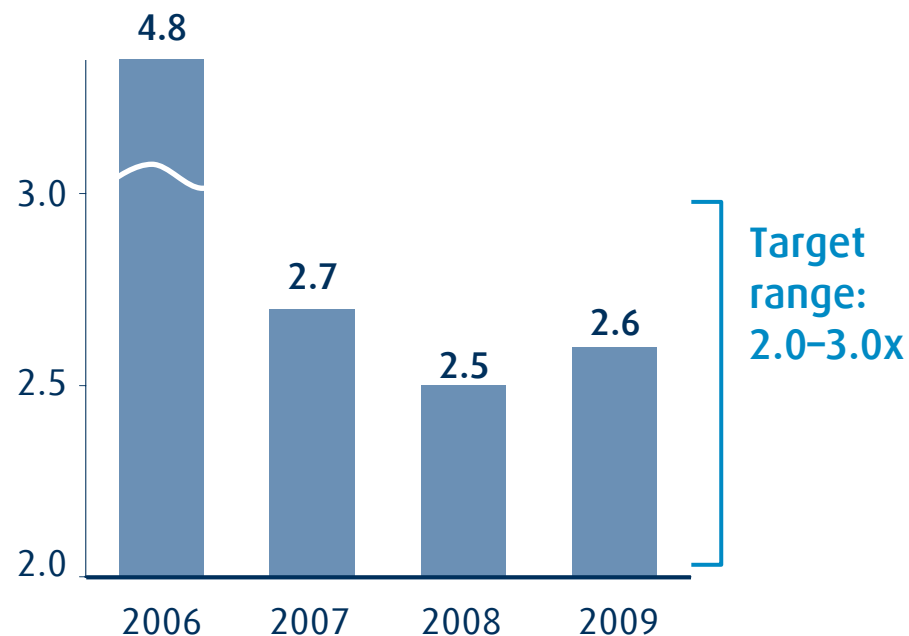
THE LINDE GROUP

2009 Net debt/EBITDA ratio of 2.6x, well within our target range of 2-3x

Net debt in € bn



Net debt/EBITDA



- Rating upgrade by S&P and Moody's towards A- and A3 respectively, both with stable outlook
- New credit facility of € 2.5 bn until 2015 further strengthening liquidity profile and financing flexibility

# HPO (High Performance Organisation)

A holistic approach covering the full value chain in all regions

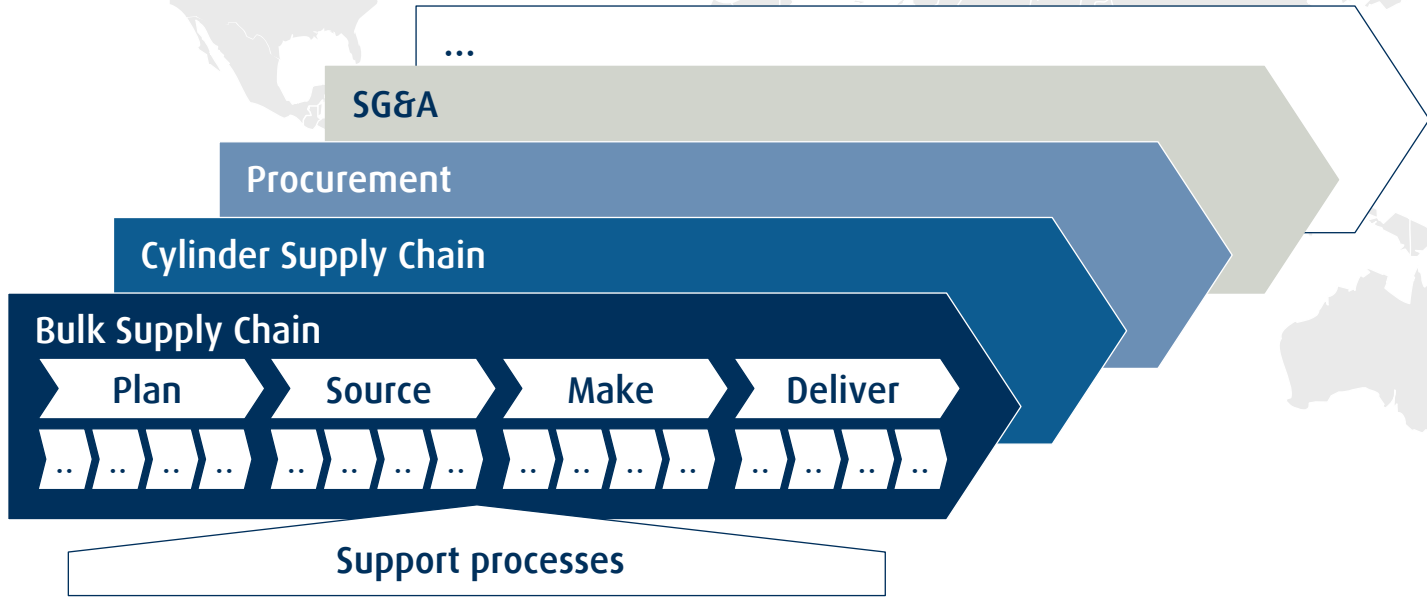
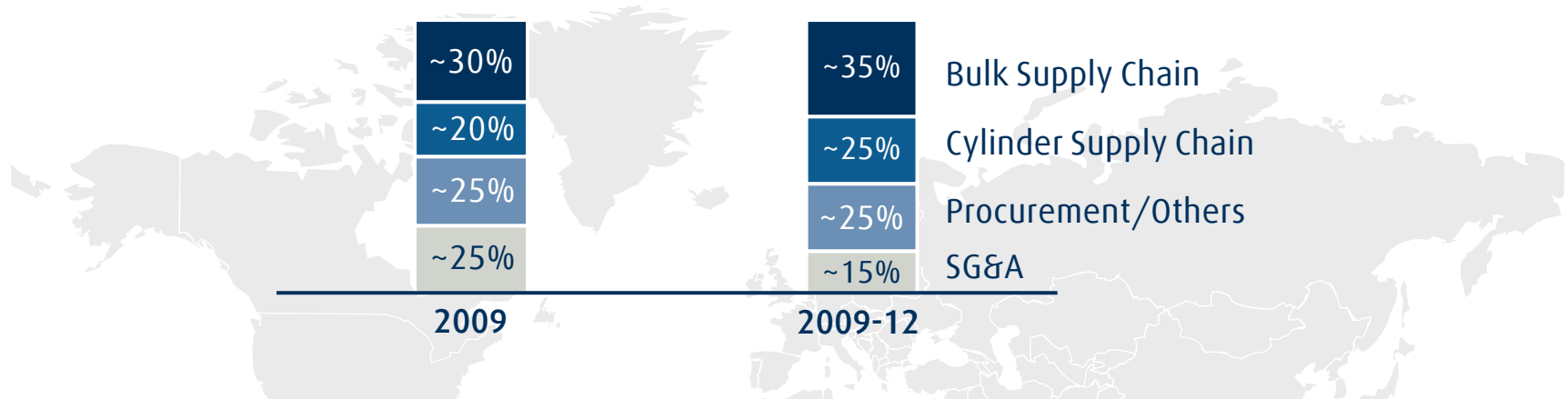


THE LINDE GROUP

Gross cost savings

> € 300 m

€ 650-800 m



## Based on current consensus expectations for a moderate economic recovery

### Group: Growth in sales and operating profit vs 2009

- Capital expenditure above 2009 level
  - Confirmation of HPO programme: € 650-800 m of gross cost savings in 2009-2012
- 

### Gases: Increase in sales and operating profit vs 2009, operating profit above record level of 2008

- Strong project pipeline in the tonnage product area
  - Gradual demand improvement in the bulk & cylinder product areas
  - Ongoing structural growth in healthcare
- 

### Engineering: Sales at least on 2009 level

- Order backlog provides visibility for up to two years
- First indications of improving investment climate for our key plant types
- Operating margin target unchanged at 8%

## Operational performance

- Back to growth in Q1 2010
- HPO (High Performance Organisation)
- 2010 outlook

## Set-up for sustainable profitable growth

- Emerging market footprint
- Business synergies Gases and Engineering
- Energy and Environmental mega-trend
- Healthcare mega-trend

## Appendix

# Growth opportunities

## Product portfolio serving mega-trends

### Emerging Markets



### Energy/Environment



### Healthcare



Leveraging Gases & Engineering business synergies

# Mega-trend Emerging Markets

Lower gases consumption implies structural growth potential



THE LINDE GROUP



Source: Spiritus Consulting market data 2007/Ifö

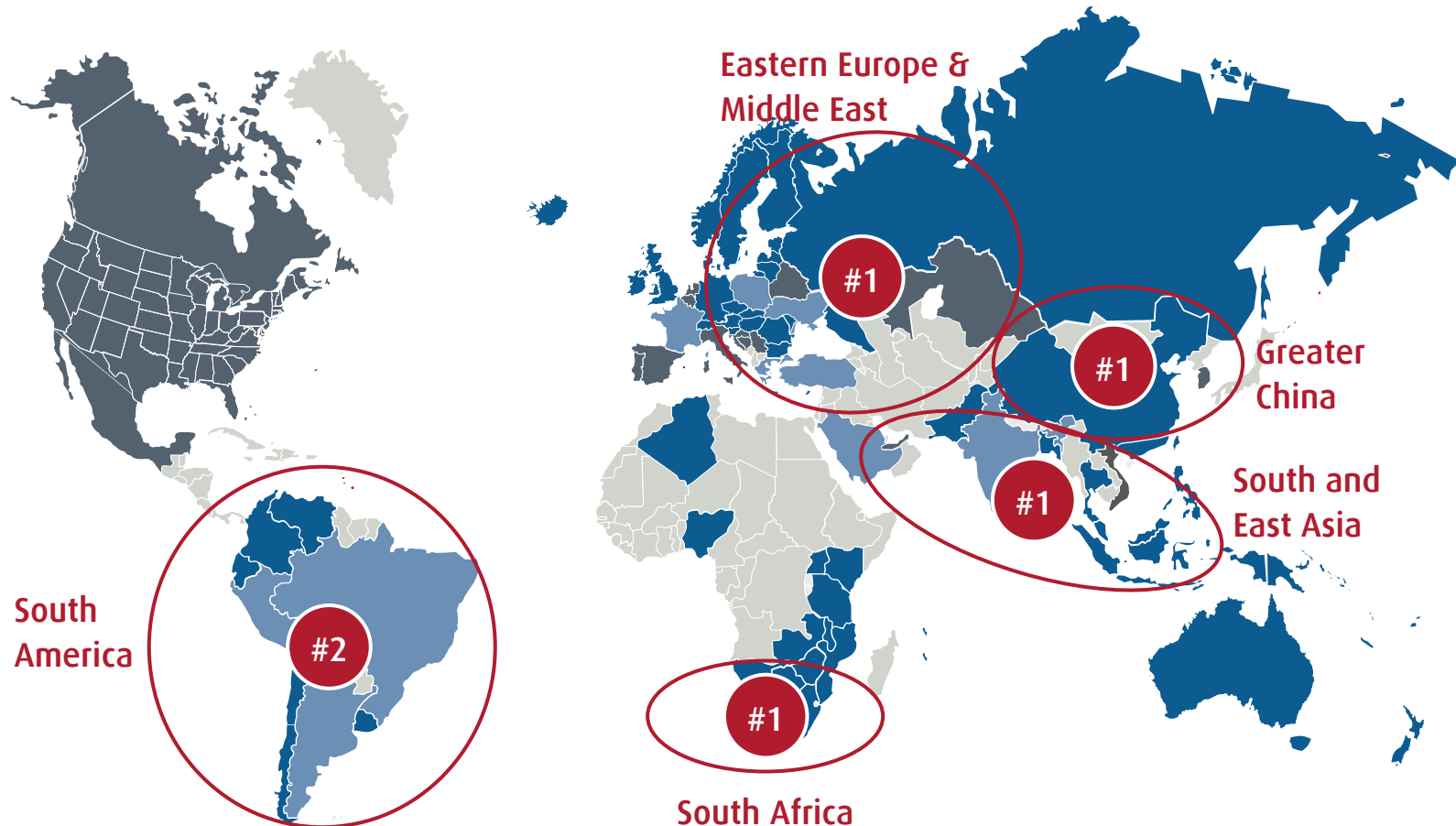
Emerging markets mega-trend driven by:

- Above-average GDP growth
- Increasing depth of gases applications
- Continuous trend towards outsourcing

# Mega-trend Emerging Markets

## Leading Gases set-up in local growth markets

Market leader in 4 out of 5 emerging market regions





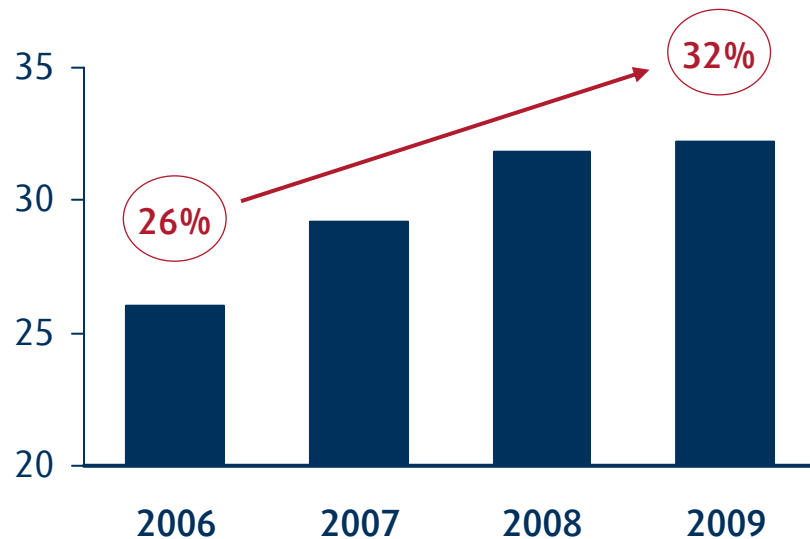
# Mega-trend Emerging Markets

Growth trend leveraged by strong investment decisions

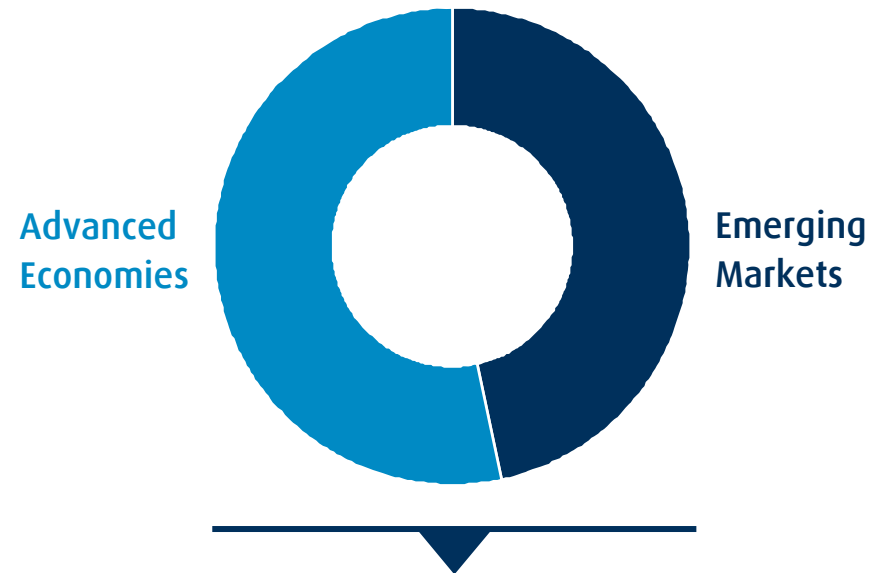


THE LINDE GROUP

Emerging market sales, excl. JVs (% of total Gases sales)



Gases Capex (2007-09): € 3.5 bn



Strong emerging market exposure based on:

- Perfect fit between the historic strengths of BOC and Linde footprints
- Further leverage of these leading market positions through our capital allocation

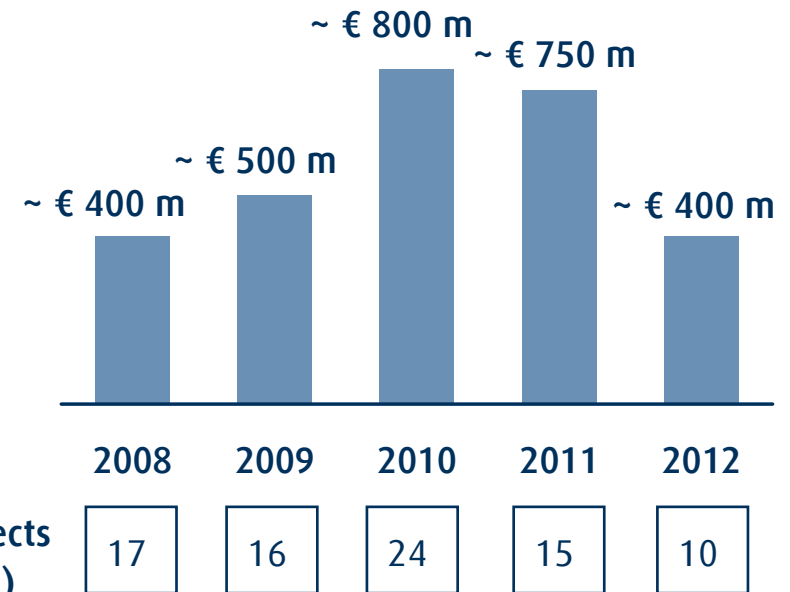
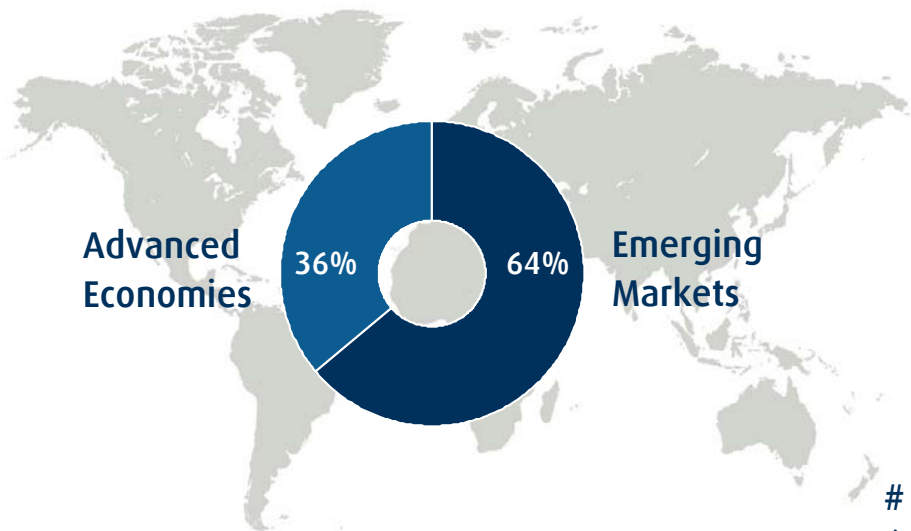
Nearly half of Capex allocated to Emerging Markets already in 2007-09

# Gases Division, project pipeline

€ 2.85 bn of investment, majority in emerging markets

- 2012 pipeline of 10 projects with a combined project amount of ~ € 400 m, several new signings in the first quarter
- € 2.85 bn investments between 2008-2012 (thereof € 0.5 bn in JVs @ share)
- Most significant sales recognition in 2010; sales contribution in 2011 close to 2010 given ramp-up of projects

## Project amount by on-stream date (incl. JVs)



# of projects  
(total: 82)

# Engineering Division

Global set-up with leading market position in all segments



## Air Separation Plants



Top1

## Hydrogen/ Synthesis Gas Plants



Top2

## Olefin Plants



Top2

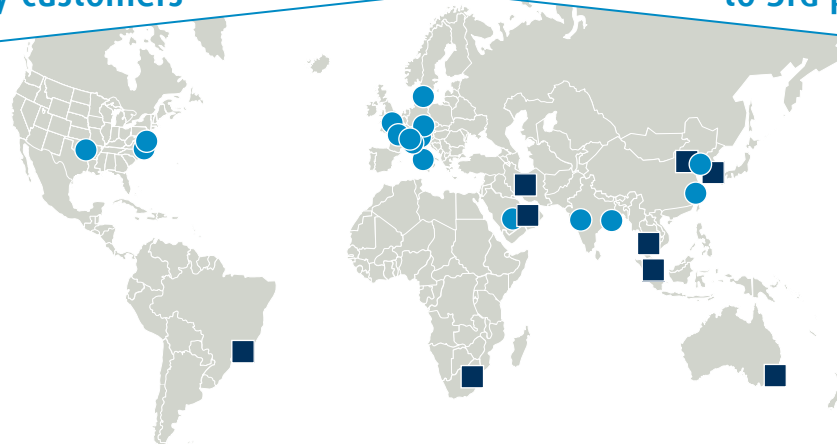
## Natural Gas Plants



Top3

Providing plants for the gases business  
and 3rd party customers

Providing chemistry and energy related solutions  
to 3rd party customers



- Engineering base
- Sales office

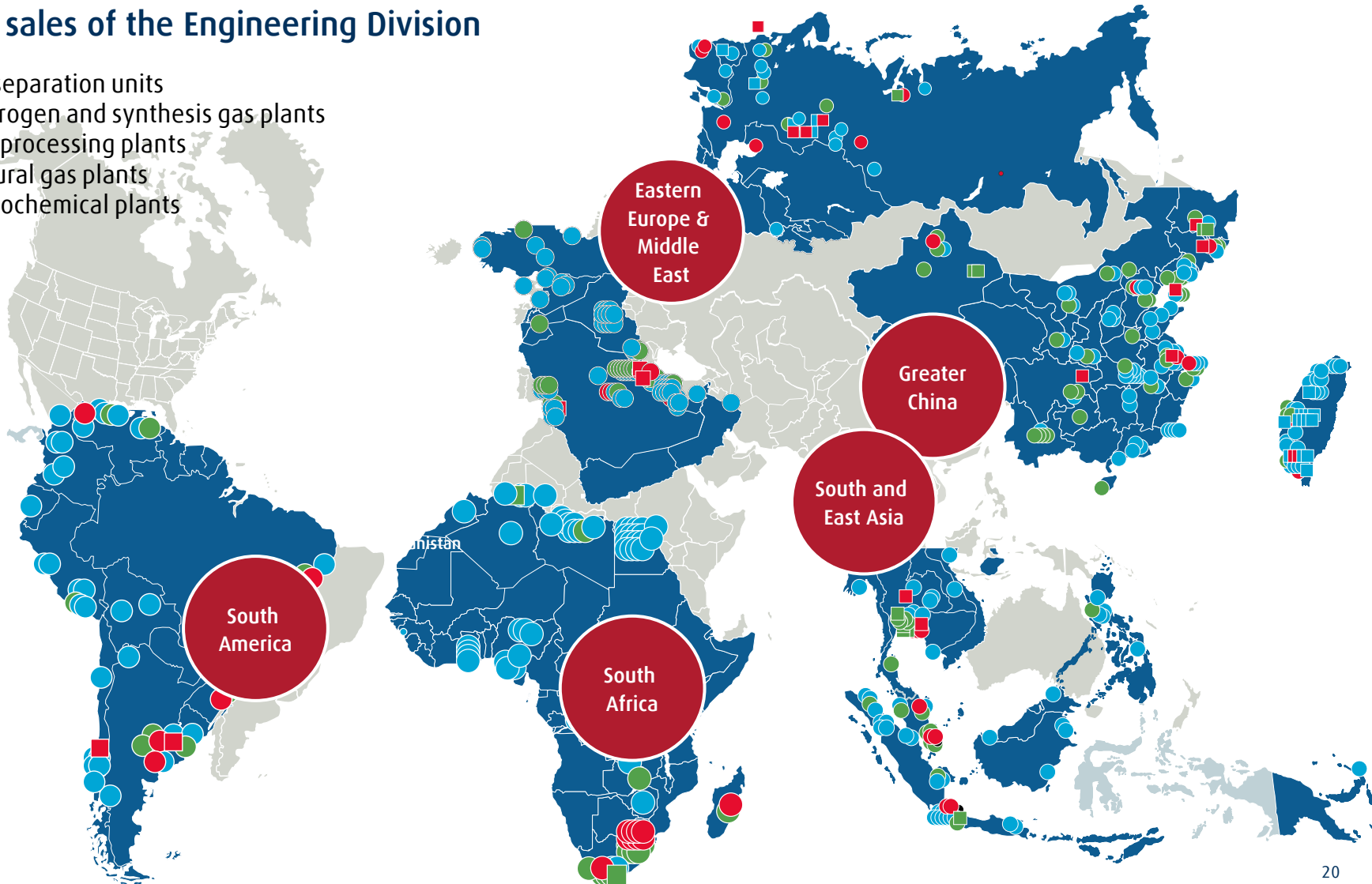
Supporting the energy/environmental mega-trend and leveraging customer relations for gas projects

# Mega-trend Emerging Markets

## Strong customer relationships in Engineering

### Plant sales of the Engineering Division

- Air separation units
- Hydrogen and synthesis gas plants
- Gas processing plants
- Natural gas plants
- Petrochemical plants



# Mega-trend Energy/Environment

## Current and future growth markets for Gases & Engineering

### Better use of fossil resources: Existing growth markets

Liquefied Natural Gas (LNG)	Statoil plant, Hammerfest, Norway
Gas-To-Liquid (GTL)	Pearl GTL project, Qatar Shell GTL LTD
CO <sub>2</sub> scrubbing	RECTISOL® CO <sub>2</sub> wash, used a.o. at Hammerfest LNG plant
Clean Coal	ASUs and Rectisol for coal gasifications in China
Coal liquefaction	Tonnage contract with Bayer/SCCC <sup>1</sup> in China
Enhanced Oil & Gas Recovery	Pemex Cantarell project, Mexico Adnoc Joint Venture, Abu Dhabi
Refinery Hydrogen	Tonnage contracts with Shell, EMAP, Chevron, CITGO,...

### Renewable energy: Developing growth markets

Photo-voltaic	Signed Gases contracts for 6 GWp of nominal capacity
Bio to Liquids	Waste Management JV plant started up in 2009
Biomass-Conversion	Choren/Sun Fuel Pilot Project, Germany
Geothermal	Turbines for geothermal project in France
Automotive Hydrogen	H2 Mobility Initiative launched with key industrial partners

### Clean energy: Future growth markets

OxyFuel	Vattenfall Pilot Project, Schwarze Pumpe, Germany
Post-comb. CO <sub>2</sub> capture	RWE/BASF Pilot Project, Niederaussem, Germany
CO <sub>2</sub> handling	Recycling CO <sub>2</sub> (OCAP, Nld) CO <sub>2</sub> SINK, Ketzin, Germany Statoil LNG plant, Norway

### Higher efficiency in energy use: Sustained growth in traditional end markets

REBOX® oxy-fuel (steel), WASTOX® (aluminium), Oxygen burner (glass), Water Treatment, ...

<sup>1</sup> Shanghai Cooking & Chemical Corporation

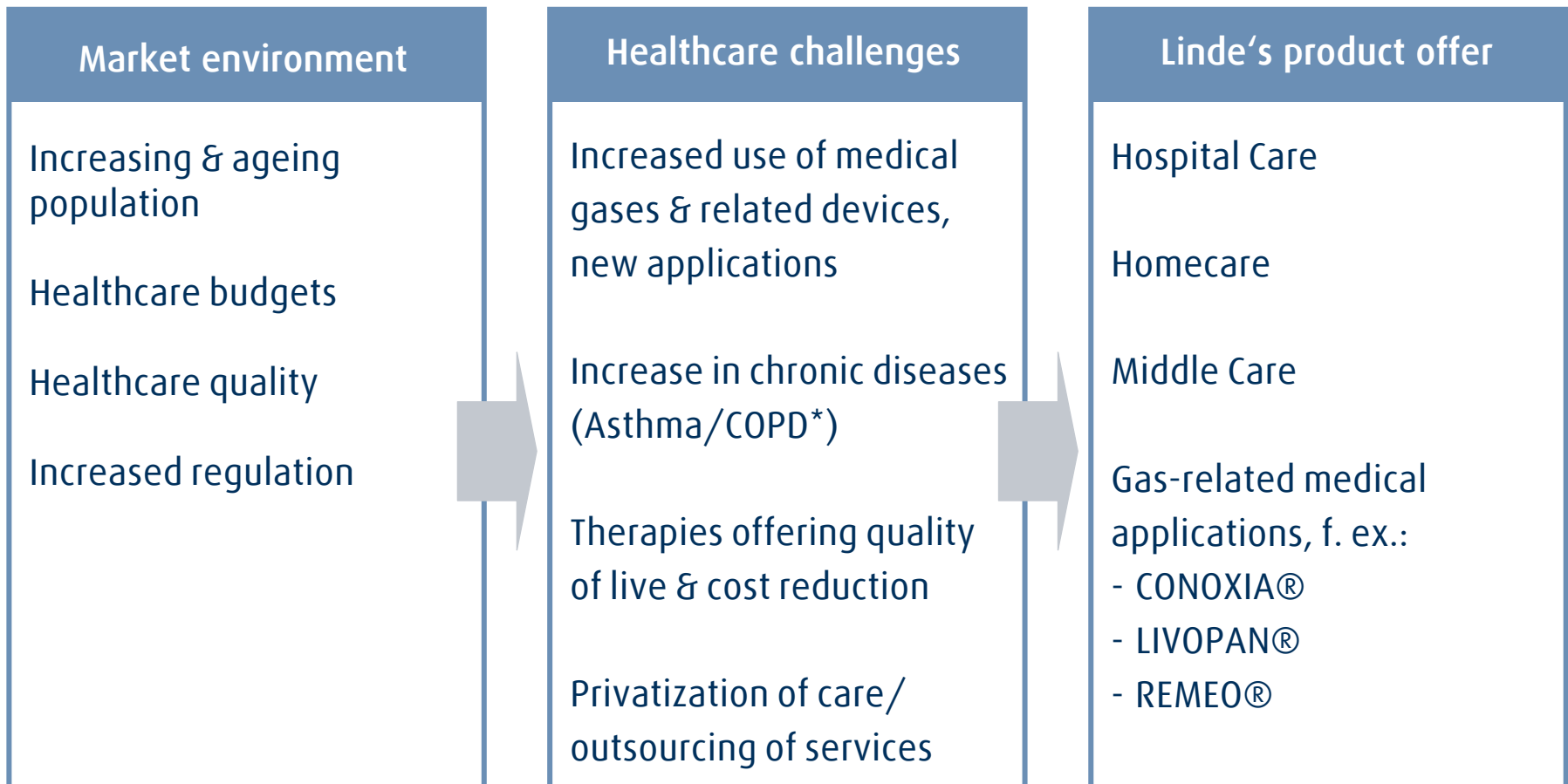
# Mega-trend Healthcare

Long-term potential for medical gases & related services



THE LINDE GROUP

## Global healthcare systems face interrelated & structural trends



\*Chronic Obstructive Pulmonary Disease

## **Resilience in the crisis – back to growth in Q1 2010**

Limited operating profit decline in 2009 as HPO savings drive significant operating margin increases

Double-digit increase leads operating cash flow above € 2 bn for FY 2009

19% growth in group operating profit in Q1 2010, driven by Gases recovery

## **Competitive set-up for sustainable profitable growth**

Strong market position in emerging markets

Leveraging business synergies of Gases & Engineering

Focus on mega-trends Energy/Environment and Healthcare

Based on sustainable cash flow generation and solid long-term financing

## **Full commitment to HPO**

Performance culture more important than ever: continuous improvement

Quickly adapted cost structure to market environment, durable productivity measures intensified

Long-term commitment to profitable growth: manage cost and returns to be ready for growth

## Operational performance

- Back to growth in Q1 2010
- HPO (High Performance Organisation)
- 2010 outlook

## Set-up for sustainable profitable growth

- Emerging market footprint
- Business synergies Gases and Engineering
- Energy and Environmental mega-trend
- Healthcare mega-trend



# Group, Q1 2010

## Key P&L items

in € million	Q1 09	Q1 10	in %
Sales	2,695	2,894	+7.4
Operating profit	538	641	+19.1
Margin	20.0	22.1	+210 bp
EBIT before special items and PPA depreciation	323	410	+26.9
PPA depreciation	74	59	-
EBIT	249	351	+41.0
Financial Result	-79	-68	-
Taxes	42	70	-
Net income	128	213	+66.4
Net income – Part of shareholders Linde AG	115	198	+72.2
EPS in €	0.68	1.17	+72.1
Adjusted EPS in €	0.99	1.41	+42.4

# Group, FY 2009

## Key P&L items



THE LINDE GROUP

in € million	2008	2009	Δ in %
Sales	12,663	11,211	-11.5
Operating profit	2,555	2,385	-6.7
Margin	20.2%	21.3%	+110bps
EBIT before special items and PPA depreciation	1,703	1,460	-14.3
Special items	59	0	-
PPA depreciation	-371	-293	-
EBIT	1,391	1,167	-
Financial Result	-385	-329	-
Taxes	-230	-185	-
Net income – Part of shareholders Linde AG	717	591	-
Net income adjusted	917	772	-15.8
EPS in €	4.27	3.51	-
EPS in € adjusted	5.46	4.58	-16.1

# Gases Division, product areas

Various distribution mix served from one product source



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

**Tonnage**  
Global #2

**Healthcare**  
Global #2



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



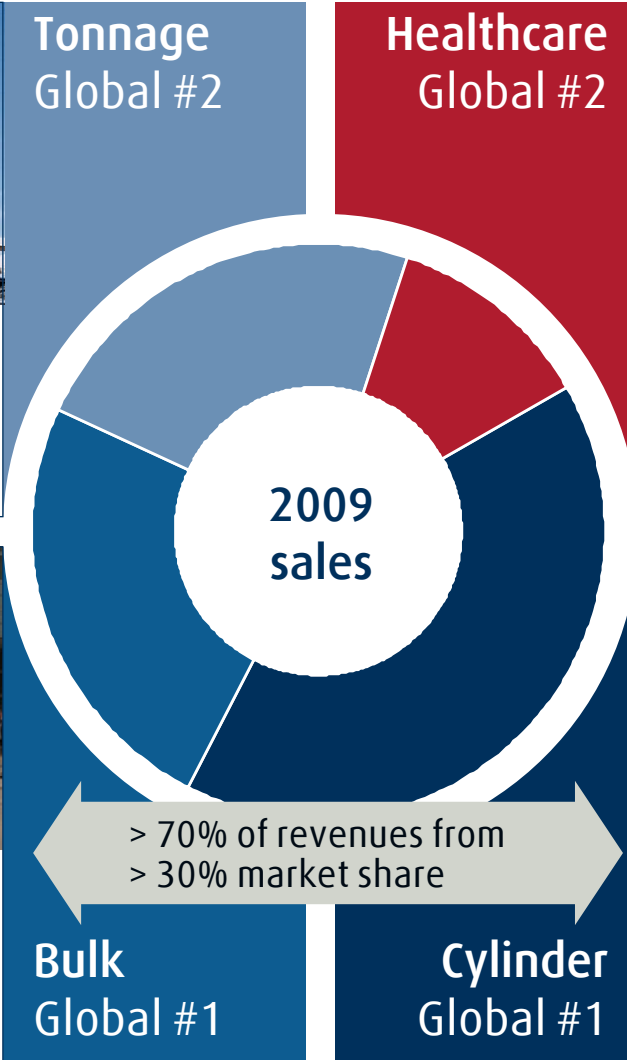
- Multi-year contracts
- Application-driven

**Bulk**  
Global #1

**Cylinder**  
Global #1



- High customer loyalty
- Includes specialty gases
- Cylinder rentals



2009 sales

> 70% of revenues from  
> 30% market share

# Gases Division, local business model

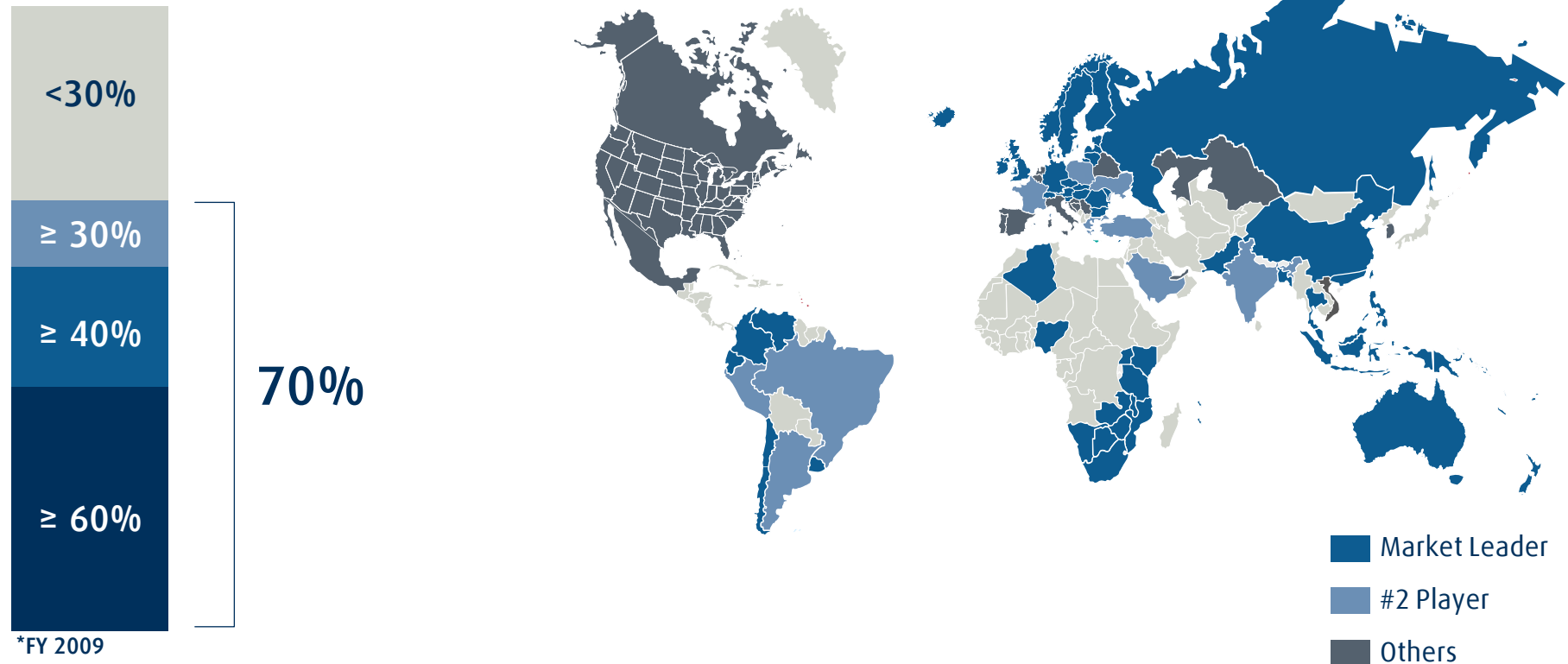
70% of revenues come from a leading market position

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

Sales split by market shares

Market leader in 46 of the 70 major countries,  
#2 Player in another 10

€ 8.9 bn\*

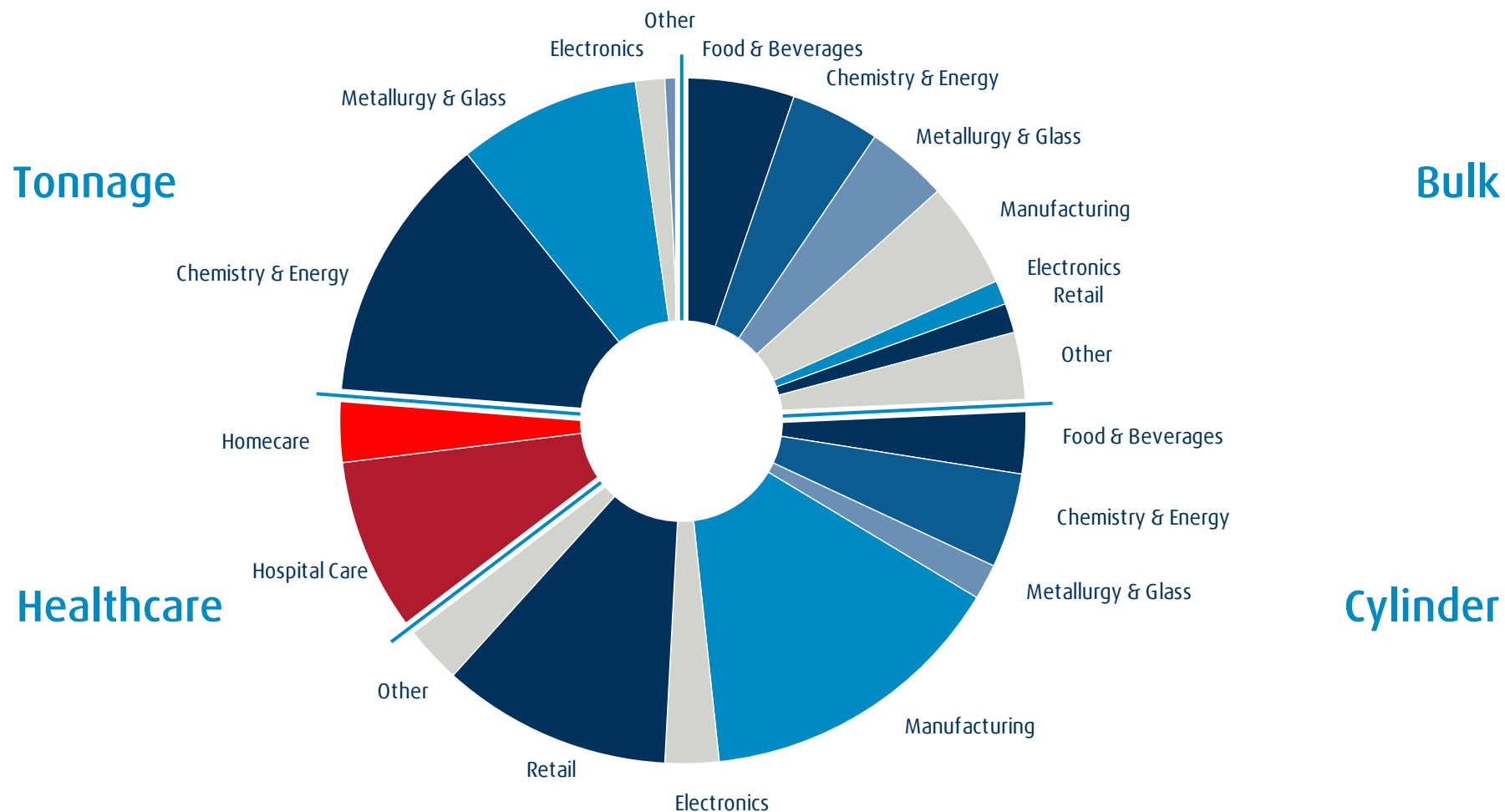


\*FY 2009

# Gases Division

Stability driven by a broad customer base

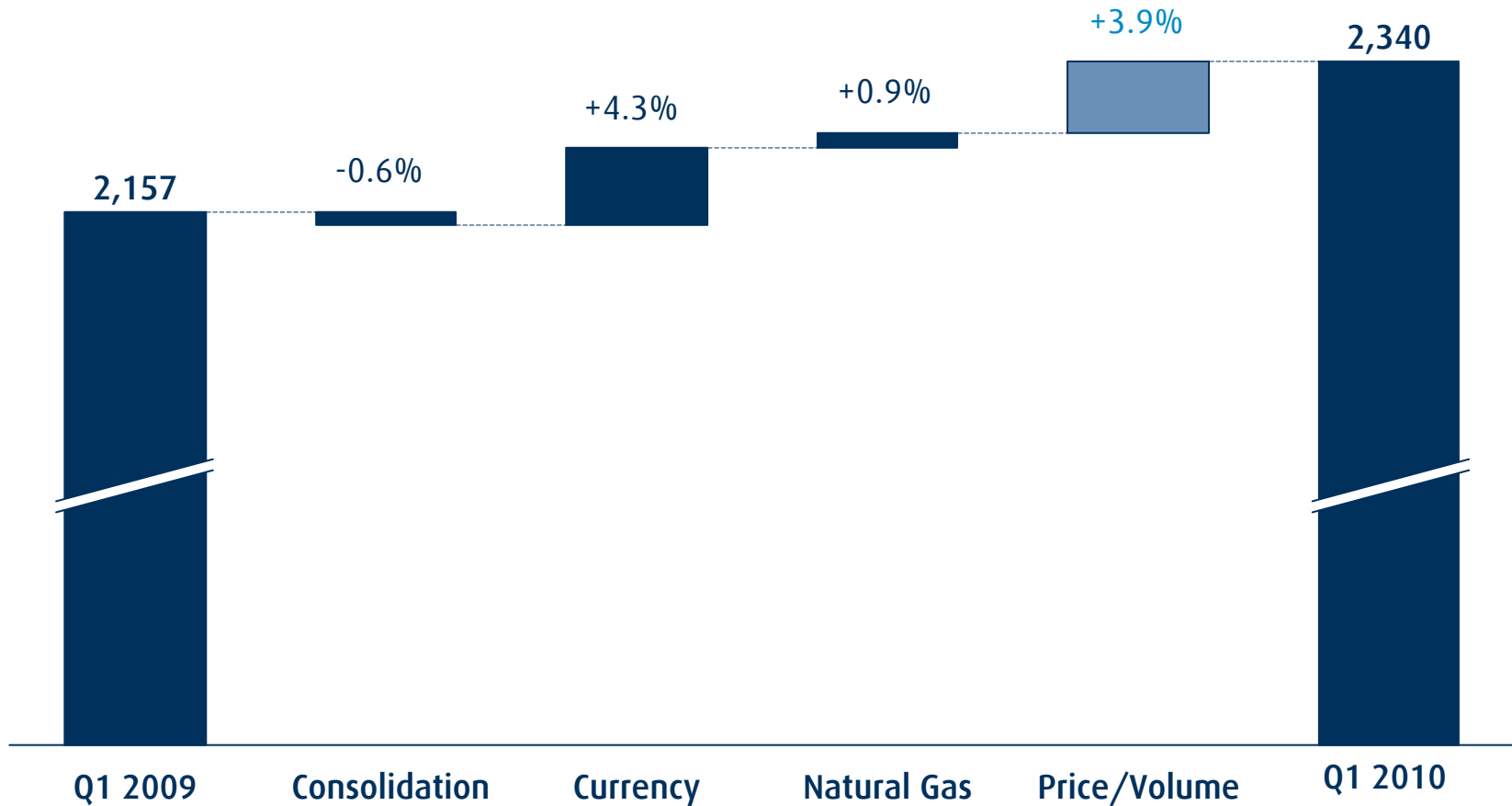
## 2009: Split of product areas by major end-customer groups



# Gases Division, Q1 2010 sales bridge

Sales increase of 3.9% on comparable basis

in € million

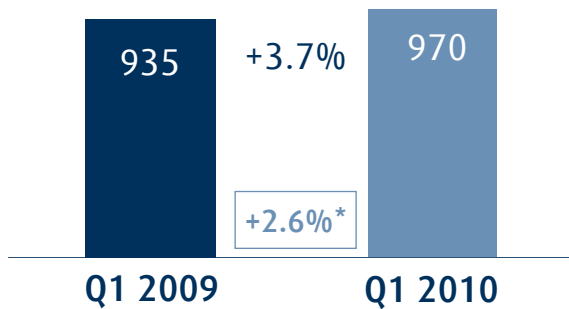


# Gases Division, Q1 2010 sales by operating segment

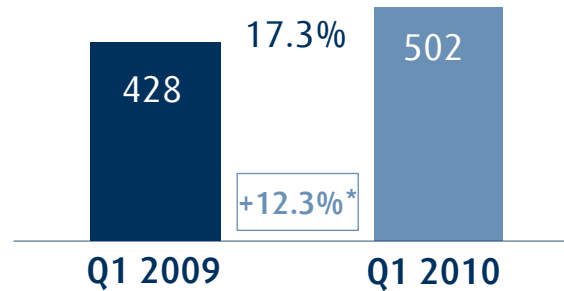
## Emerging markets still show the strongest momentum

in € million

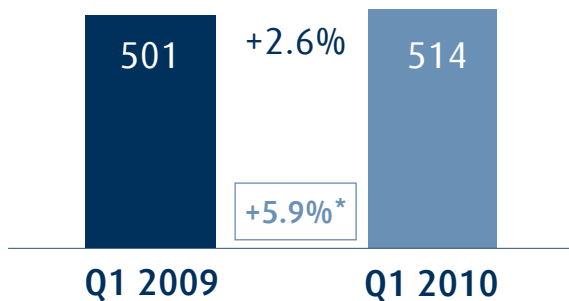
### Western Europe



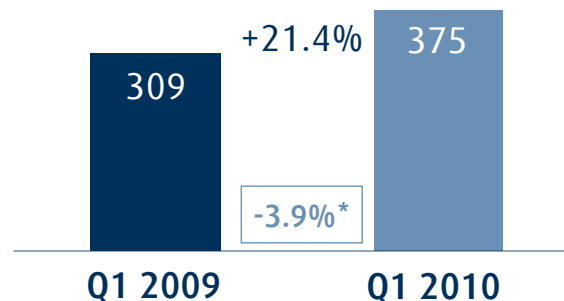
### Asia & Eastern Europe



### Americas



### South Pacific & Africa



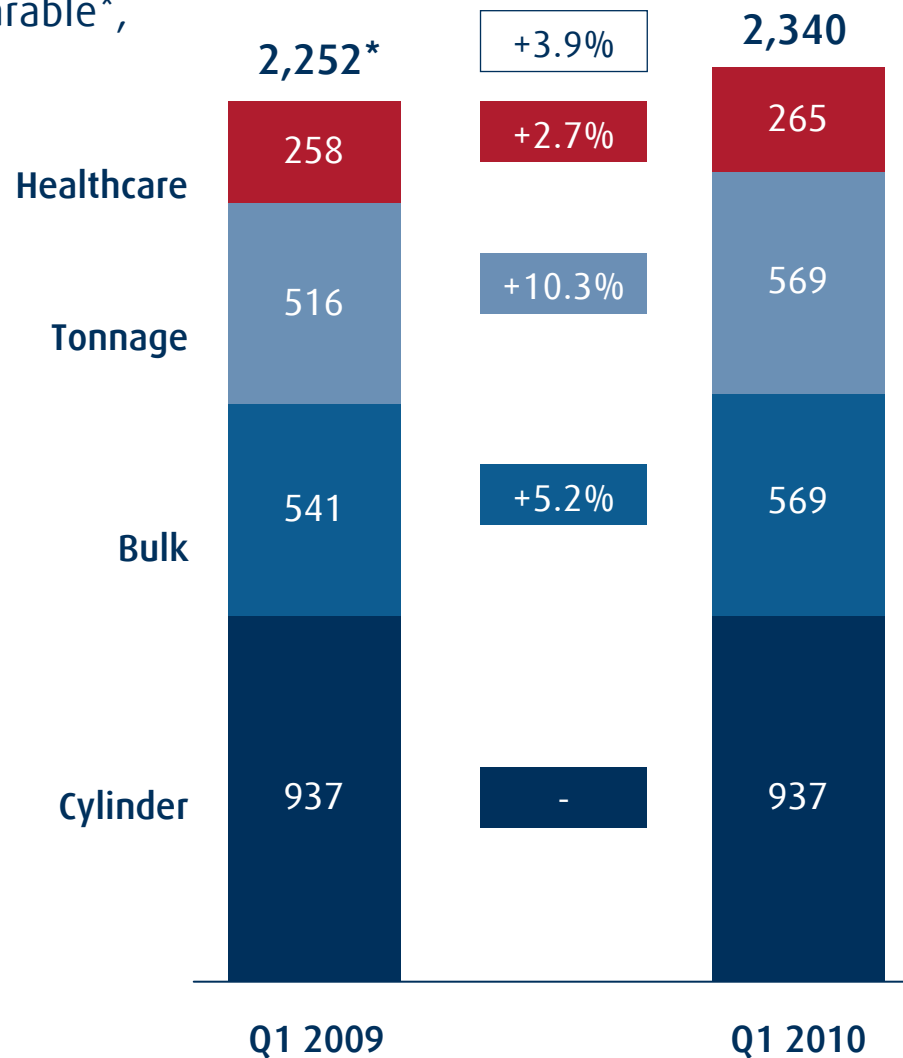
- Volume recovery visible in our industrial end markets
- Strongest momentum in Emerging Markets, with double-digit growth in Greater China as well as South- and East-Asia
- Europe showing slower recovery in Q1, impacted by a lower contractual pass-thru
- US demand improving in metals, chemicals and manufacturing sectors
- Major currency benefits in South Pacific and Africa

\*excluding currency, natural gas price and consolidation effect

# Gases Division, Q1 2010 sales by product areas

## Business environment improving in all product areas

in € million, comparable\*,  
consolidated



\*excluding currency, natural gas price and consolidation effect

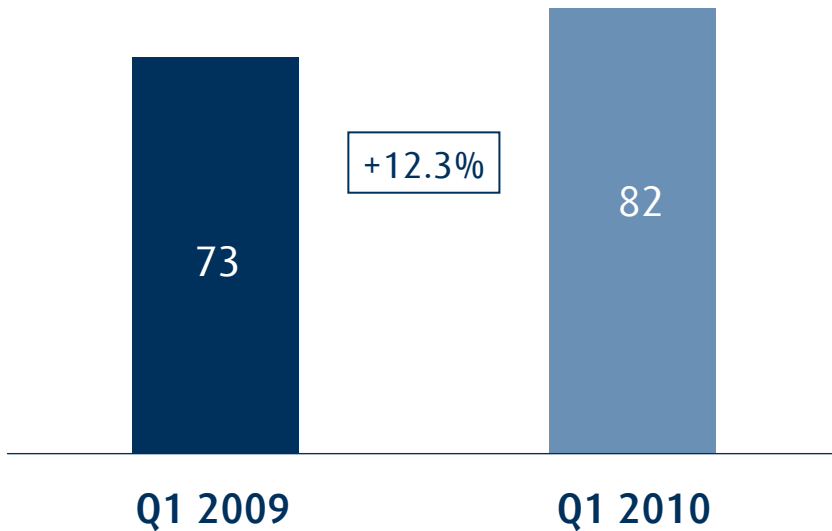


# Gases Division, Joint Ventures

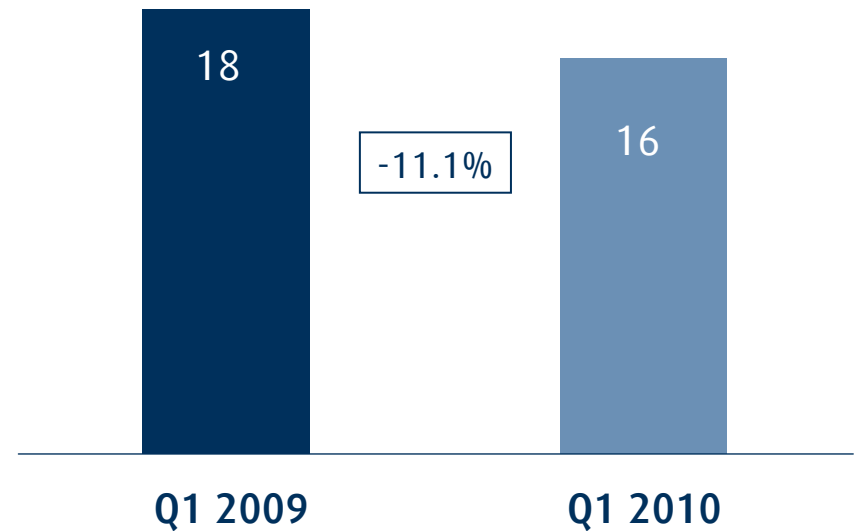
## Asian projects drive growth of our JV sales

in € million

### Proportionate Sales (not incl. in the Group top-line)



### Share of Net Income (contribution to operating profit)



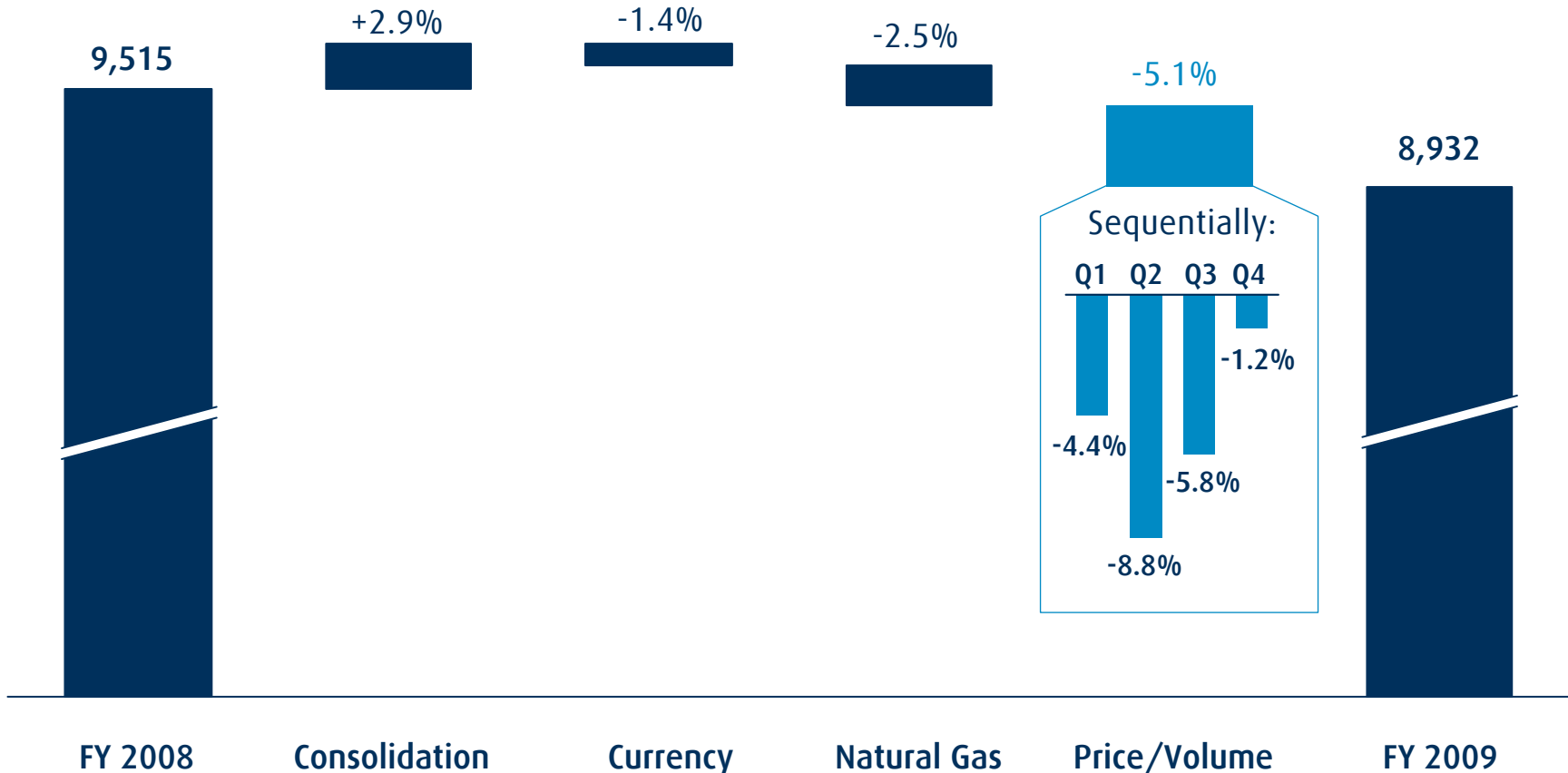
# Gases Division, 2009 sales bridge

Limited sales decline of 5.1% on comparable basis



THE LINDE GROUP

in € million



# Engineering Division, financial track record

## Leading market position in all segments

### Air Separation Plants



#### Top 1

- Products:
- Oxygen
  - Nitrogen
  - Rare gases

Main competitors:  
Air Liquide, Air Products, Praxair

### Hydrogen and Synthesis Gas Plants



#### Top 2

- Products:
- H<sub>2</sub>/CO/Syngas
  - Ammonia
  - Gas removal
  - Gas purification

Main competitors:  
Technip, Haldor Topsoe, Lurgi, Uhde

### Olefin Plants



#### Top 2

- Products:
- Ethylene
  - Propylene
  - Butadiene
  - Aromatics
  - Polymers

Main competitors:  
Technip, ABB Lummus, Stone & Webster, KBR, Toyo

### Natural Gas Plants



#### Top 3

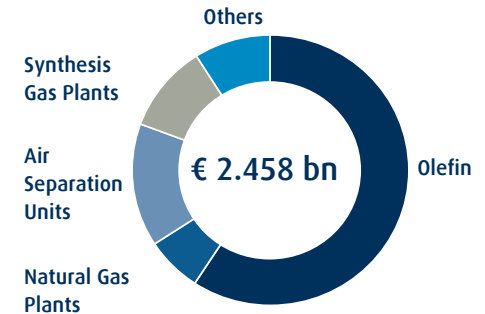
- Products:
- LNG
  - NGL
  - LPG
  - Helium

Main competitors:  
Chiyoda, Bechtel, JGC, KBR, Technip, Snam, Air Products

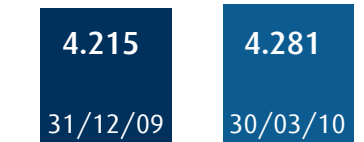
### Order intake, € bn



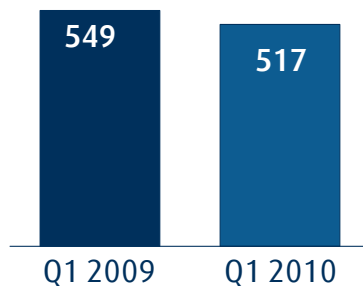
### 2009 order intake by segment



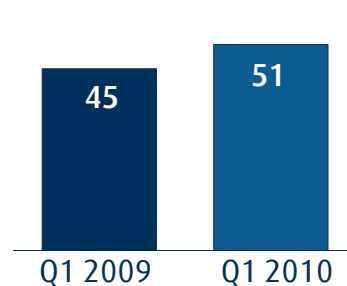
### Order backlog, € bn



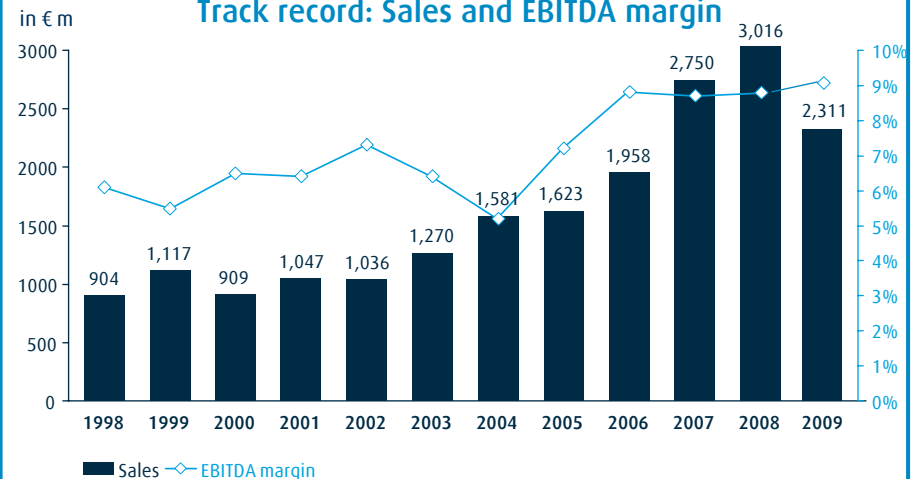
### Sales, € m



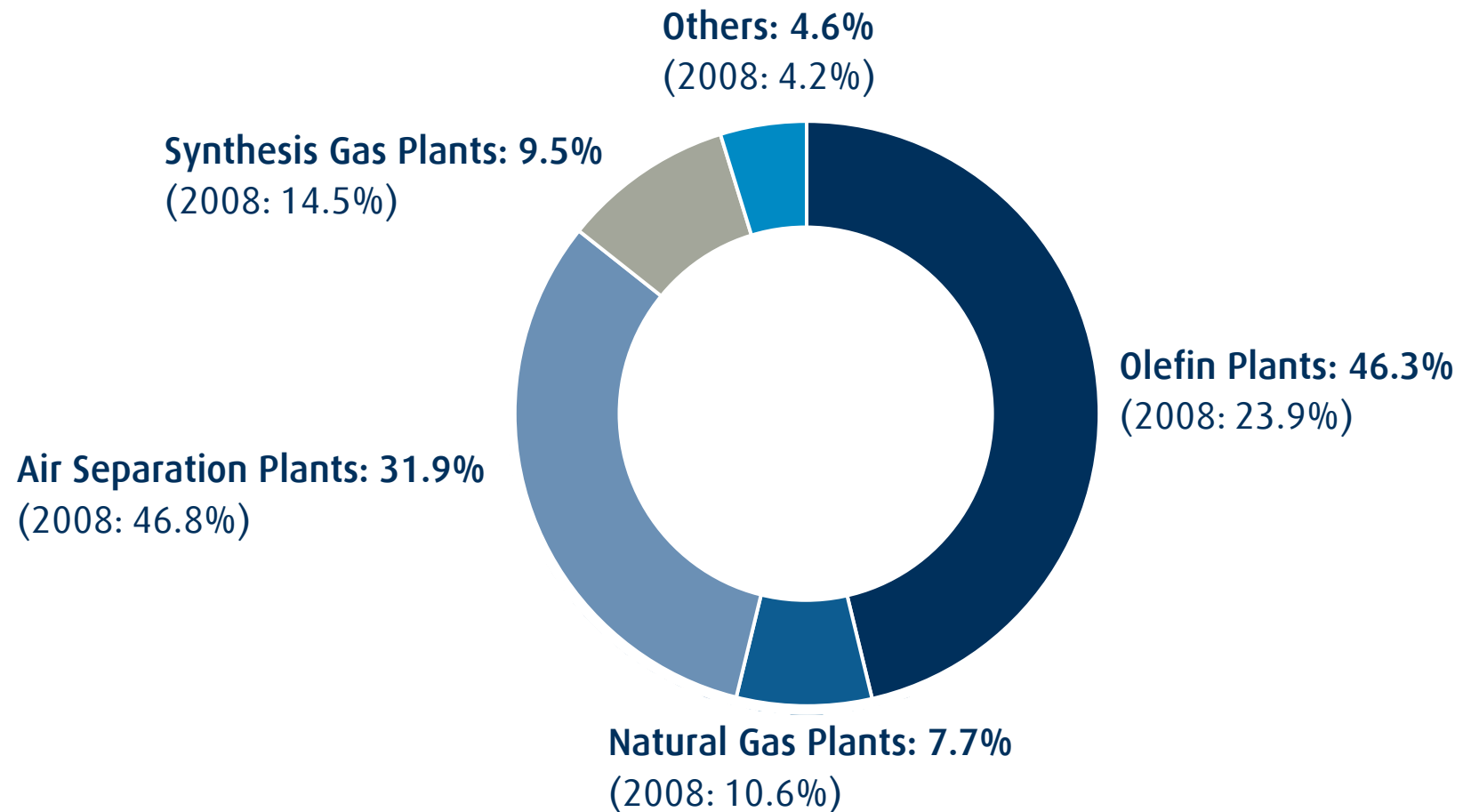
### Operating Profit, € m



### Track record: Sales and EBITDA margin

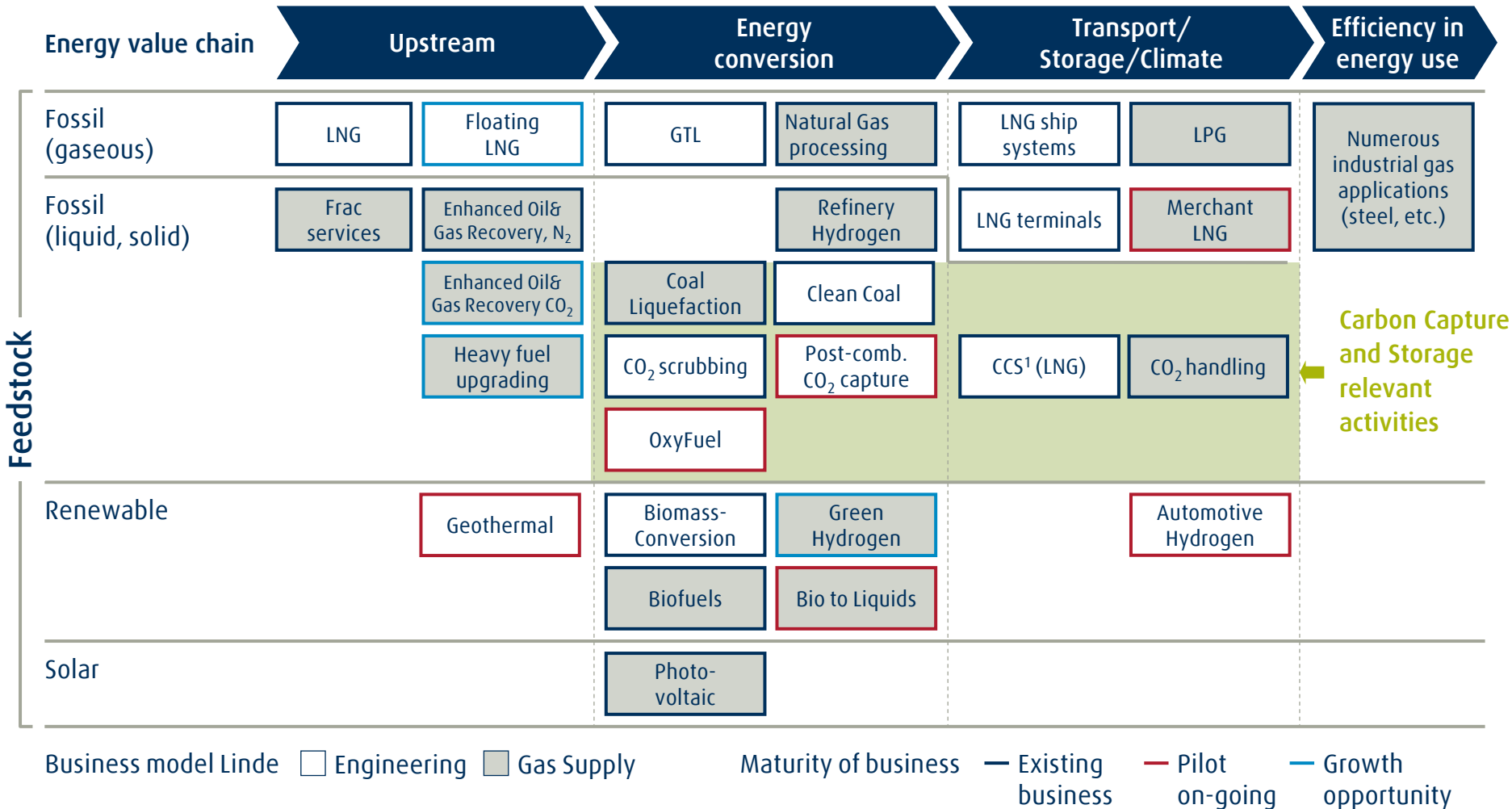


### Order backlog by plant type (31/12/2009)



# Mega-trend Energy/Environment

Technology synergies from our Gases & Engineering portfolio



<sup>1</sup> Carbon Capture & Storage

### From 2009 Quick-start initiatives (Examples) ...

Additional plants rolled into existing Remote Operating Centres (ROCs)

Harmonisation and capability enhancements of existing logistic systems

Pilots to explore and validate best-practice optimisation levers for cylinder filling

Further roll-out of category management resulting in, e.g., increased sourcing from low-cost countries

Further automation and standardisation of management reporting

### ... to Leading processes by 2012 (Examples)

All plants controlled via Regional and Global ROCs using advanced control systems

One common platform for scheduling and routing in all geographies

Most filling plants employing best-practice processes, optimised plant layout, and uniform performance measurement and management

Harmonised processes, tools & standards across the Group to fully realise the benefits of Linde's buying power

Highly efficient transactional processes in Sales and Administration functions

### **Better leverage synergies between our Gases and Engineering Divisions**

- Higher standardisation of ASUs: focus on a limited number of plant types
- Lower lead times: reduced delivery times to less than 24 months
- Lower costs: cut of total installed costs by more than 20%
- Thus making offerings of the Gases Division more attractive to its customers

### **Support productivity gains by further process excellence in the organisation**

- Shared best practices in contract management
- Further improved pricing performance by leveraging best practices

### **Invest in our employees**

- People excellence: make every individual a High Performer in his activity field

# Group, Q1 2010

## Cash Flow Statement

in € million	Q1 09	Q1 10
Operating Profit	538	641
Change in Working Capital	-37	-98
Other changes	-89	-146
<b>Operating Cash Flow</b>	<b>412</b>	<b>397</b>
Investments in tangibles / intangibles	-267	-223
Acquisitions / Financial investments	-60	-6
Other	45	38
<b>Investment Cash Flow</b>	<b>-282</b>	<b>-191</b>
<b>Free Cash Flow before Financing</b>	<b>130</b>	<b>206</b>



# Group, FY 2009

## Cash flow statement

in € million	Q1/09	Q2/09	Q3/09	Q4/09	2009	2008
Operating Profit	538	566	637	644	2,385	2,555
Change in Working Capital	-37	47	15	135	160	-197
Other changes	-89	-184	-69	-61	-97	-253
<b>Operating Cash flow</b>	<b>412</b>	<b>429</b>	<b>583</b>	<b>718</b>	<b>2,142</b>	<b>1,876</b>
Investments in tangibles / intangibles	-267	-276	-223	-338	-1,104	-1,404
Acquisitions / Financial investments	-60	-9	-12	-5	-86	-213
Other	45	31	56	68	200	345
<b>Investment Cash flow</b>	<b>-282</b>	<b>-254</b>	<b>-179</b>	<b>-275</b>	<b>-990</b>	<b>-1,272</b>
<b>Free Cashflow before financing</b>	<b>130</b>	<b>175</b>	<b>404</b>	<b>443</b>	<b>1,152</b>	<b>604</b>
Financing activities	-41	-416	-107	-66	-630	-712
<b>Net debt increase (+) / reduction (-)</b>	<b>-89</b>	<b>241</b>	<b>-297</b>	<b>-377</b>	<b>-522</b>	<b>108</b>

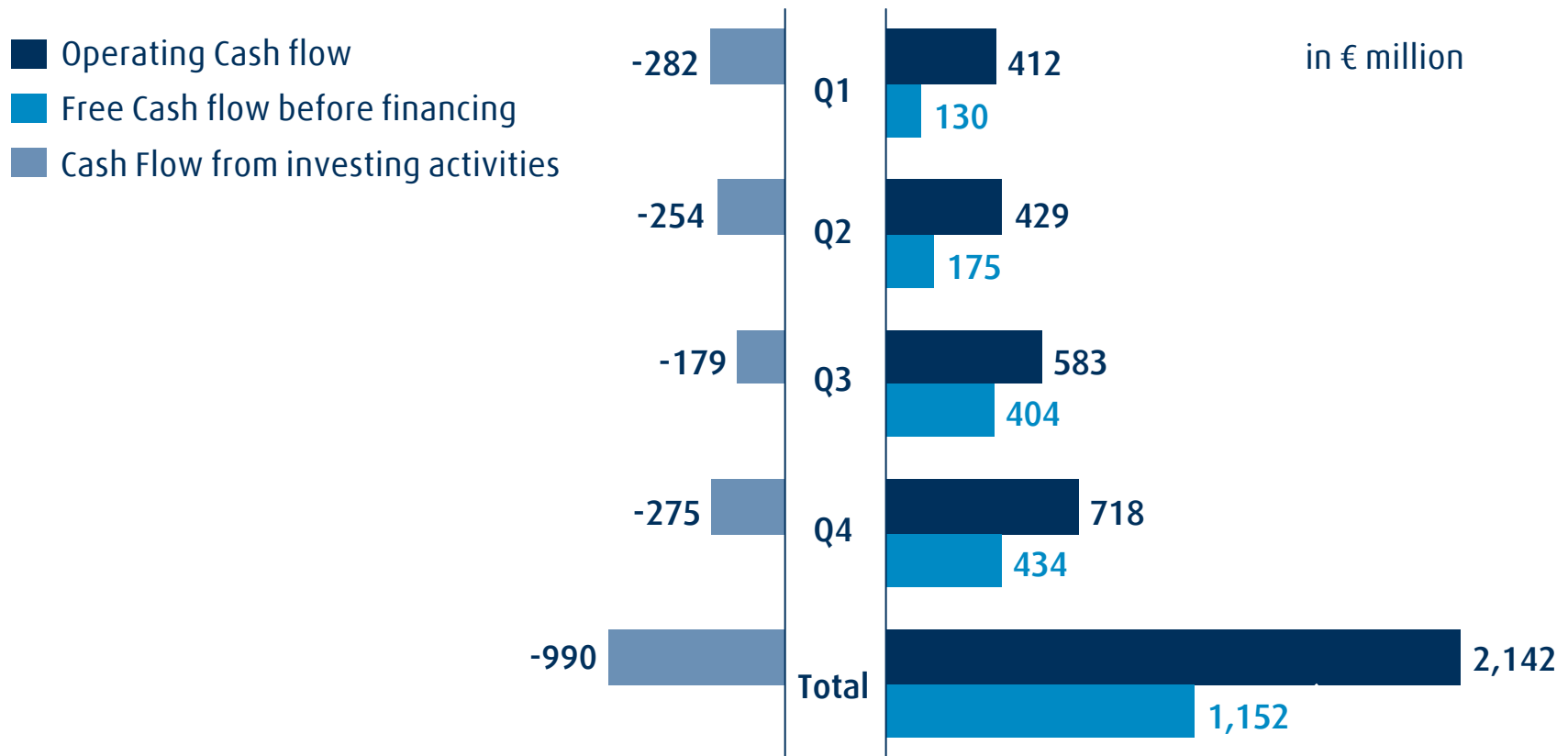
# Group, 2009 Cash Flow

## Strong free cash flow generation in the crisis



THE LINDE GROUP

Tight discretionary capex management leaves more than € 1 bn free cash flow before financing



# Group, 2009 Cash Flow

Balanced use between growth, deleveraging and dividends

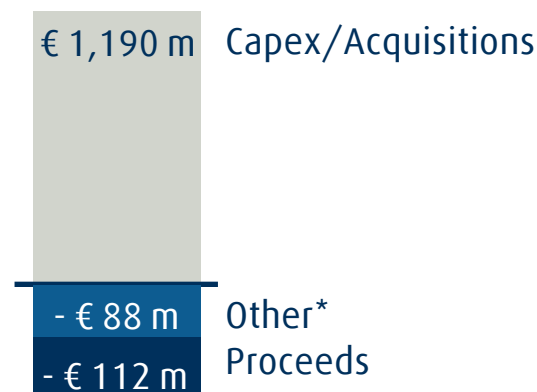
## Invest for sustainable profitable growth

- Strong capex discipline on Merchant investments
- Commitment to contracted tonnage projects
- Bolt-on acquisitions in attractive growth markets

Capex/Sales	Group	Gases
2008	11.6%	15.2%
2009	10.1%	11.5%

→ In line with our mid-term  
13% target ratio

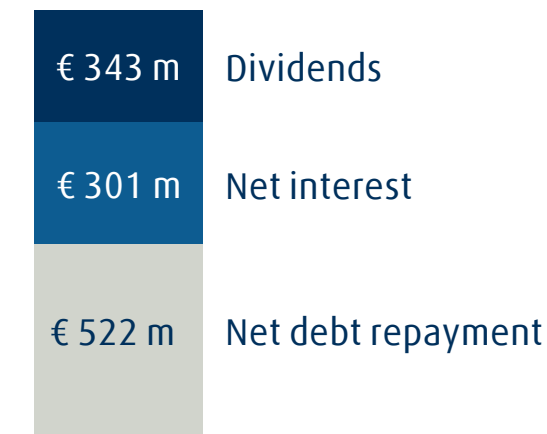
## Investing Cash Flow: € 990 m



## Balanced use of Free Cash Flow after Capex

- Maintained stable reflecting the resilient operating performance through the crisis
- Market environment allowed significantly lower interest costs on variable-rate debt
- Cash redemption not fully visible in the net debt development due to adverse currency effects

## Free Cash Flow before financing: € 1,152 m

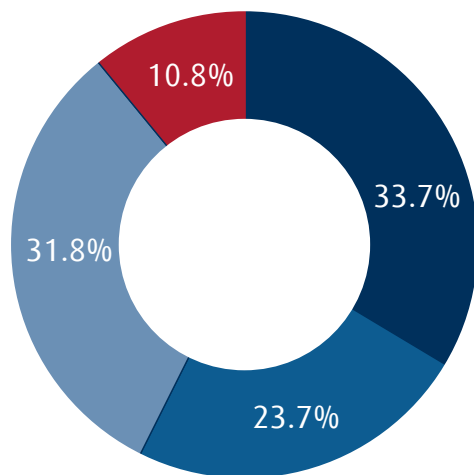


\* Includes payments for investments in current financial assets; and reconciliation of posted capex and the cash out for capex

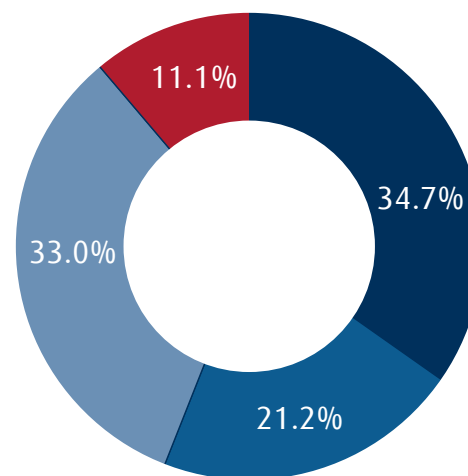
# Gases Division, 2009 Capex

Capex split by operating segments (excl. financial assets)

2009: € 1.029 bn



2007-09: € 3.542 bn



■ Western Europe ■ Americas ■ Asia & Eastern Europe ■ South Pacific & Africa

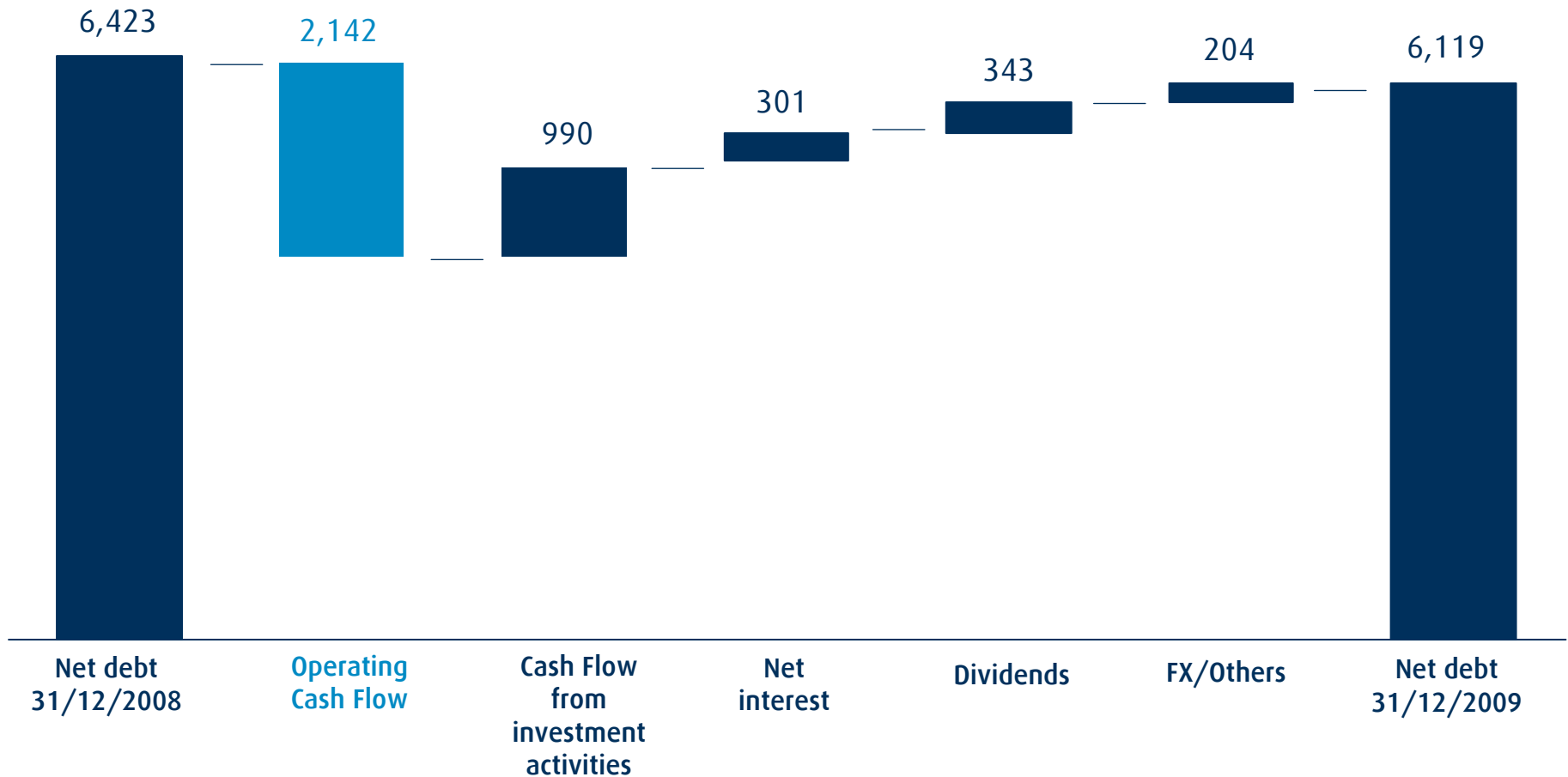
# Group, solid financial position

Net debt reduction of € 304 million in FY 2009



THE LINDE GROUP

in € million



# Group, solid financial position

## Stable long-term financing

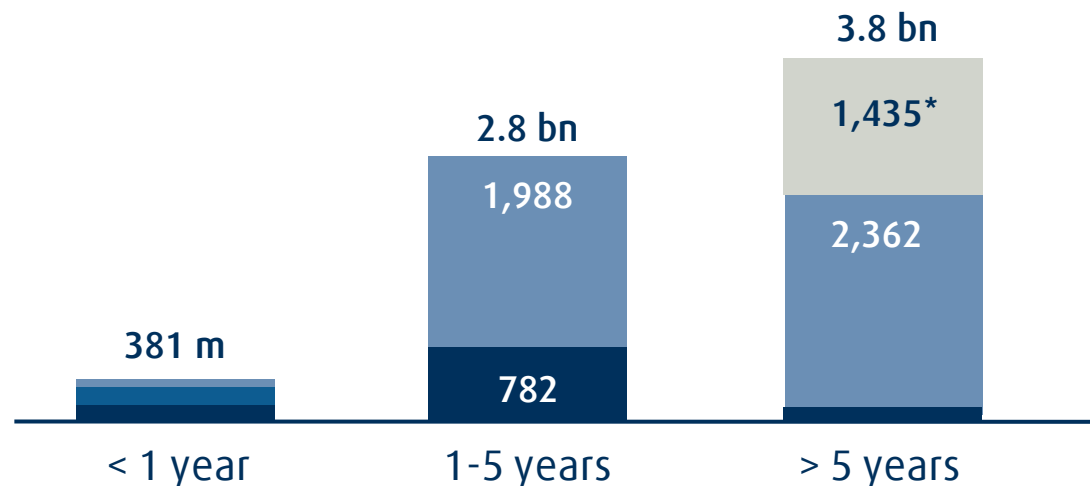
### Well-spread maturity profile

Regular issues have continuously lengthened our refinancing schedule  
 95% of total financial debt is due beyond 2010  
 55% of total financial debt has a longer maturity than 5 years

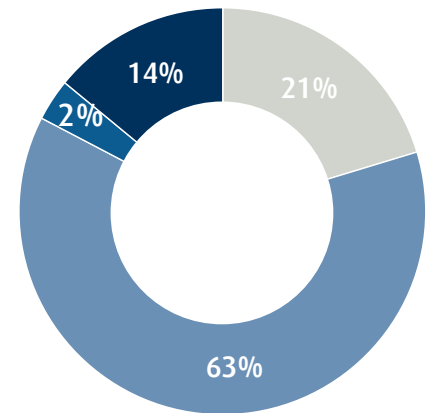
### Balanced mix of various financing instruments

Long-term capital market financing: bonds cover > 80% of financial debt

Financial debt, by maturity (in € m, Σ bn), as of 31/12/09



Financial debt, by instrument



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

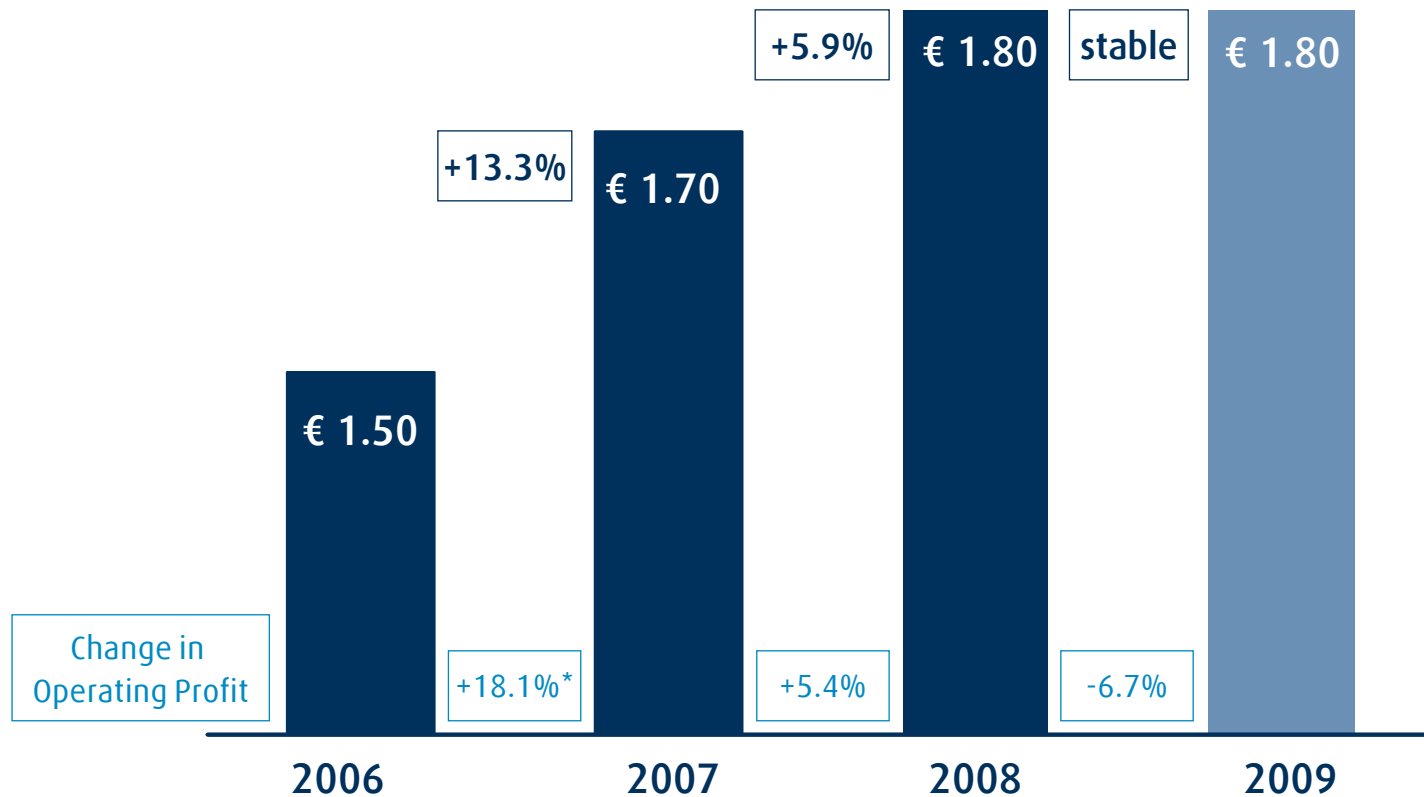
# Group, Dividends

Dividend unchanged of € 1.80



THE LINDE GROUP

## Consistent dividend policy

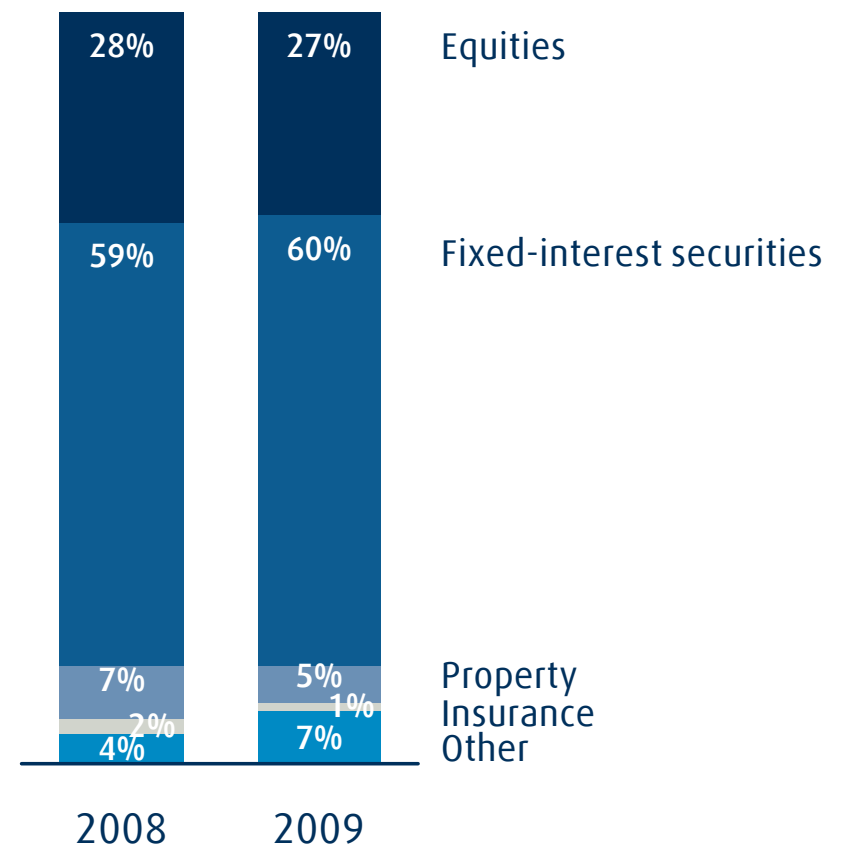


\* Comparable change: prior year figures including twelve months of BOC

### Net obligation

in € million	DBO	Plan asset	Net obligation
01.01.2009	4,097	3,453	644
Service costs	77		77
Net financing	238	195	43
Actuarial gains/losses	514	253	261
Contributions/payments	-227	-45	-182
FX	235	228	7
Other	-190	-188	-2
31.12.2009	4,744	3,896	848

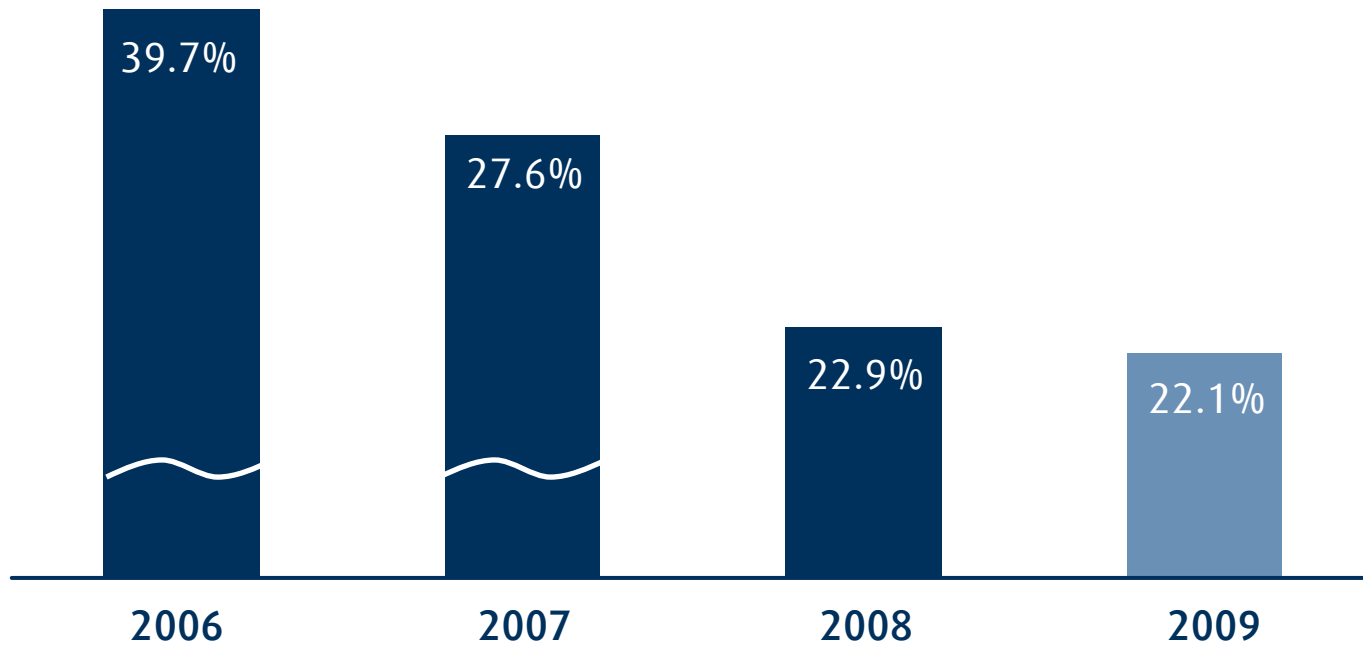
### Pension plan assets portfolio structure





# Group, Tax

## Development of tax rate



Target range for 2010: 24-26%

# Group

## Reconciliation of Capital Employed



THE LINDE GROUP

in € million	31.12.2008	31.12.2009			
	Key Financial Figures	As reported	Non-GAAP adjustment	Key Financial Figures	Effects
<b>Equity incl. minority interest</b>	<b>7,116</b>	<b>9,187</b>	<b>-952</b>	<b>8,235</b>	PPA and disposal effects
Plus: net debt	6,423	6,119		6,119	
Plus: liabilities from financial services	34	28		28	
Less: receivables from financial services	746	645		645	
<b>Balance of financial debt</b>	<b>5,711</b>	<b>5,502</b>		<b>5,502</b>	
Net pension obligations	681	887		887	
<b>Capital employed</b>	<b>13,508</b>	<b>15,576</b>	<b>-952</b>	<b>14,624</b>	
<b>Average Capital employed</b>	<b>13,696</b>	<b>15,109</b>		<b>14,066</b>	
<b>Return on Capital Employed (ROCE)</b>	<b>12.4 %</b>	<b>7.7 %</b>		<b>10.4 %</b>	

# Group

## Reconciliation of EPS

in € million	31.12.2008	31.12.2009			
	Key Financial Figures	As reported	Non-GAAP adjustment	Key Financial Figures	Effects
<b>EBIT before special items</b>	<b>1,703</b>	<b>1,167</b>	<b>293</b>	<b>1,460</b>	PPA
Taxes on income	-342	-185	-112	-297	deferred taxes on PPA
<b>Earnings after taxes and minority interest</b>	<b>917</b>	<b>591</b>	<b>181</b>	<b>772</b>	
<b>EPS (in €)</b>	<b>5.46</b>	<b>3.51</b>		<b>4.58</b>	
Weighted average no. of shares (in million)	167,8	168,6		168,6	

# Group, Purchase Price Allocation

## Confirmation of expected Depreciation & Amortisation

### Development of depreciation and amortisation (in € million)

Impact in 2009: € 293 million

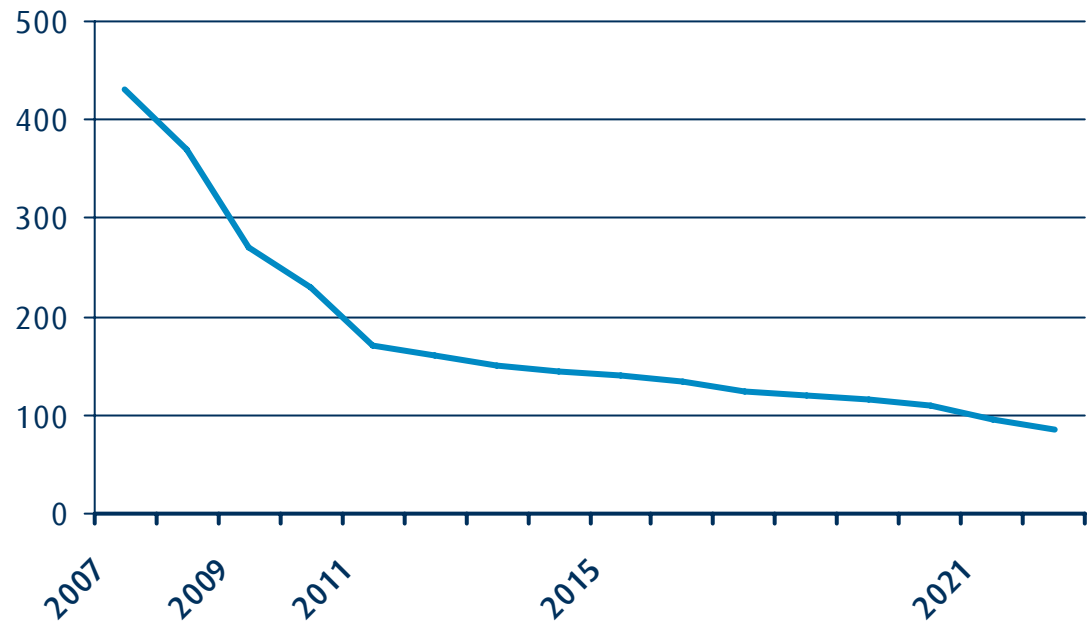
#### Expected range

2010	> 200 - 250
------	-------------

2011	> 175 - 225
------	-------------

...

2022	< 100
------	-------



# Group, Mandatory adoption of IFRIC 4

## Expected impact on sales and EBITDA

The Linde Group shows a significant amount of plants as embedded finance leases due to the adoption of IFRIC 4

Sales and EBITDA from IFRIC 4 plants not recognized through reported sales and EBITDA in 2009: € -120 million

Receivables from Financial Services (= PV of minimum lease payments):

31/12/2009	€ 645 million
31/12/2008	€ 746 million

### Important considerations:

- EBITDA multiple comparison with peers needs to be adjusted for IFRIC 4
- Reported operating profit margin for Gases Division in 2009 is 100 bps lower due to EFL
- Reported tonnage sales do not include sales from plants treated under IFRIC4

Very minor impact on EPS,  
no impact on Free Cash Flow

in € million	Gross investment	PV of minimum lease payments
Due within 2010	112	75
Due within one to five years	395	279
Due in more than five years	346	291
<b>Total</b>	<b>853</b>	<b>645</b>

↑ Future reduction in Sales and EBITDA      ↑ Amortization of lease receivable

### Purchase Price Allocation (PPA)

Impact in FY 2009: € 293 m (FY 2008: € 371 m)  
Expected impact FY 2010: €200-250 m

#### Background:

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

### IFRIC 4: Embedded Finance Lease (EFL)

Impact\* in FY 2009: € -120 m (FY 2008: € -127 m)  
Expected impact\* FY 2010: €-112 m \*(on Sales and EBITDA)

#### Background:

- Tonnage contracts dedicated to one single customer (> 95% of sales), who covers all major market risks, have to be treated under IFRS like an embedded finance lease.
- The related cash flow streams are therefore no more booked as sales and operating profit but recognised as amortisation of financial receivables in the balance sheet and financial income in the P&L.
- EBITDA multiple comparison with peers needs to be adjusted for IFRIC 4
- Very minor impact on EPS, no impact on Free Cash Flow

# Definition of financial key figures



THE LINDE GROUP

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

# Investor Relations Contacts



THE LINDE GROUP

## **Thomas Eisenlohr, Head of Investor Relations**

Phone +49 89 357 57 1330

[thomas.eisenlohr@linde.com](mailto:thomas.eisenlohr@linde.com)

## **Robert Schneider**

Phone +49 89 357 57 1332

[robert.schneider@linde.com](mailto:robert.schneider@linde.com)