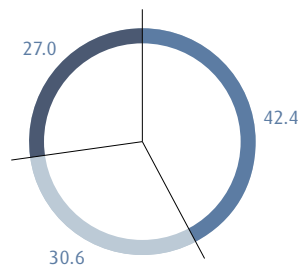


# Gases Division

## FINANCIAL HIGHLIGHTS

<i>in € million</i>	2014	2013
Revenue	13,982	13,971
Operating profit	3,835	3,846
Capital expenditure (excluding financial assets)	1,890	2,254
Employees as at 31.12.	53,436	51,536
Revenue from joint ventures	152	127

## SALES BY REPORTABLE SEGMENT IN %



EMEA	42.4 (2013: 43.3)
Americas	30.6 (2013: 30.0)
Asia/Pacific	27.0 (2013: 26.7)



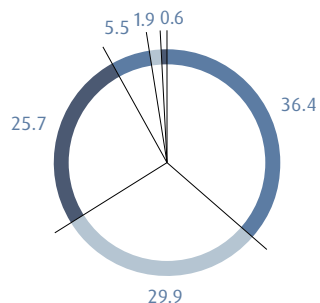
LINDE PRODUCES AND DISTRIBUTES THE ATMOSPHERIC GASES OXYGEN, NITROGEN AND ARGON. ITS PORTFOLIO ALSO INCLUDES HYDROGEN, HELIUM, CARBON DIOXIDE, WELDING GAS MIXTURES AND HIGH-PURITY SPECIALTY GASES.

# Engineering Division

## FINANCIAL HIGHLIGHTS

<i>in € million</i>	2014	2013
Revenue	3,106	2,879
Order intake	3,206	3,911
Order backlog	4,672	4,504
Operating profit	300	319
Operating margin	9.7%	11.1%
Capital expenditure (excluding financial assets)	41	33
Employees as at 31.12.	7,330	6,997

## SALES BY REGION IN %



Asia/Pacific	36.4 (2013: 43.3)	Middle East	5.5 (2013: 9.5)
Europe	29.9 (2013: 21.6)	Africa	1.9 (2013: 2.7)
North America	25.7 (2013: 21.3)	South America	0.6 (2013: 1.6)



LINDE IS ONE OF THE LEADING INTERNATIONAL ENGINEERING PLAYERS WITH MORE THAN 4,000 PLANT REFERENCES AND OVER 1,000 PATENT-PROTECTED OR PATENT-PENDING PROCESS TECHNOLOGIES.



# At a Glance

The Linde Group



Leading.

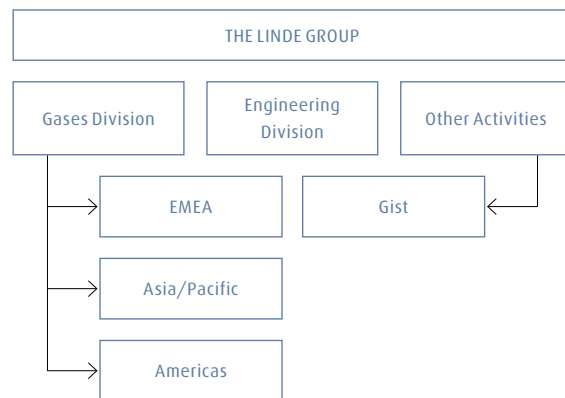
THE LINDE GROUP

# Corporate profile

## The Linde Group

In the 2014 financial year, The Linde Group generated revenue of EUR 17.047 bn, making it the largest gases and engineering company in the world with approximately 65,500 employees working in more than 100 countries worldwide. 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.

## ORGANISATIONAL STRUCTURE



The Group comprises three divisions: Gases and Engineering (the two core divisions) and Other Activities (the logistics services company Gist). The largest division, Gases, has three reportable segments – EMEA (Europe, Middle East and Africa), Asia/Pacific and the Americas. These reportable segments are further subdivided into nine Regional Business Units (RBUs). In addition, Linde has established five Global Governance Centres (GGCs) for the Gases Division which are centrally managed and operate across the regions: GGC Merchant & Packaged Gases (liquefied and cylinder gases), GGC Electronics (electronic gases), GGC Healthcare, GGC Operations and GGC Deliver. The Group has also set up the Group-wide function Opportunity & Project Development in order to take better advantage of business opportunities.

## 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 Healthcare business (medical gases and services), and is a leading global player in the development of environmentally friendly hydrogen technologies.

## Engineering Division

Linde's Engineering Division is successful throughout the world, with its focus on promising market segments such as olefin, natural gas, air separation, hydrogen and synthesis gas plants. 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 turnkey industrial plants. Linde plants are used for a wide variety of applications: 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.



LINDE'S PRODUCTS AND SERVICES ADD VALUE TO ITS CUSTOMERS, SETTING THE COMPANY APART FROM THE COMPETITION.

# Facts and figures

## LINDE FINANCIAL HIGHLIGHTS

in € million	2014	2013
Revenue	17,047	16,655
Operating profit <sup>1</sup>	3,920	3,966
EBIT	1,885	2,171
Profit for the year	1,162	1,430
Employees as at 31.12.	65,591	63,487

<sup>1</sup> EBIT adjusted for amortisation of intangible assets and depreciation of tangible assets.



THE GLOBAL HEALTHCARE MEGATREND IS BEING ACCELERATED BY CHANGING DEMOGRAPHICS.

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Additional information on The Linde Group can be obtained from us.