

# Facts and figures

Carl von Linde founded Linde in 1879, inspiring the spirit of progress, innovation and creativity that shapes the company to this day. Building on these core values, The Linde Group's commitment to engineering excellence, reliability and entrepreneurial drive has fuelled steady growth over its 135-year history.

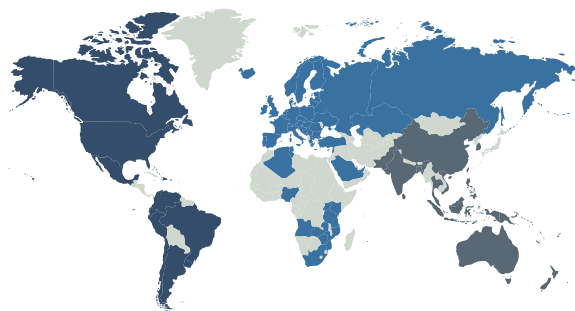
## LINDE HIGHLIGHTS

		2015	2014
Revenue	€ million	17,944	17,047
Operating profit <sup>1</sup>	€ million	4,131	3,920
EBIT (earnings before interest and tax)	€ million	2,043	1,885
Earnings after tax	€ million	1,252	1,162
Employees as at 31.12.		64,538	65,591
Direct and indirect greenhouse gas emissions	million t CO <sub>2</sub> e	25.1	24.7
Total energy consumption <sup>2</sup>	million MWh	78.9	77.9
Patents		3,232	2,783
Investment in research and development	€ million	132	106

<sup>1</sup> EBIT (before non-recurring items) adjusted for amortisation of intangible assets and depreciation of tangible assets.

<sup>2</sup> Combined consumption of electricity, natural gas and other sources of energy.

## GLOBAL ACTIVITIES OF THE LINDE GROUP



### REPORTING SEGMENTS

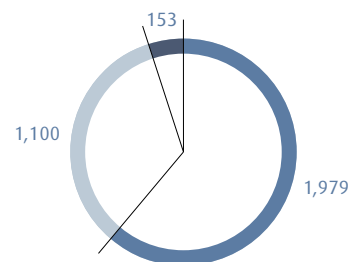
■ AMERICAS ■ EMEA ■ ASIA/PACIFIC

Countries home to operational companies in which Linde holds a direct or indirect shareholding and which belong to The Linde Group.

# Research & development

Innovative drive is a key success factor for a technology company like The Linde Group. That is why the company is constantly stepping up its research and development activities and extending its cooperations with customers and partners. Focusing on growth sectors such as energy, the environment, metallurgy, food and healthcare, Linde not only develops new technologies and gas-enabled applications, it also works to improve existing customer processes.

## LINDE GROUP PATENTS



Linde Gases	1,979 (2014: 1,682)
Linde Engineering	1,100 (2014: 953)
Healthcare	153 (2014: 148)

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# The Linde Group

At a Glance

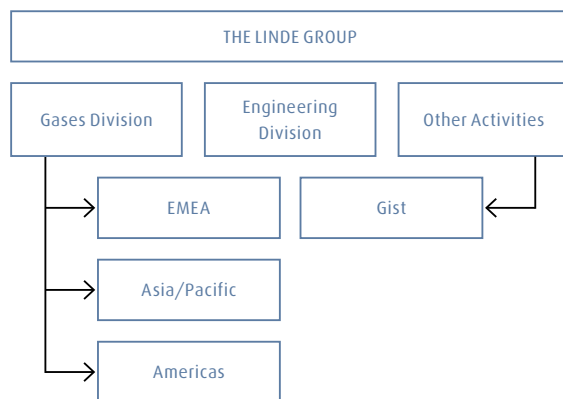
Leading.

THE LINDE GROUP

# The Linde Group

In the 2015 financial year, The Linde Group generated revenue of EUR 17.944 bn, making it one of the leading gases and engineering companies in the world, with approximately 64,500 employees working in more than 100 countries worldwide. The strategy of The Linde Group is geared towards long-term, sustainable and profitable growth. It will achieve this by further sharpening its strong customer focus, building lasting and close relationships with customers and developing innovative applications that add true value to customers by meeting their concrete business challenges. 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, products and services that unite the goals of customer value and sustainable development.

## ORGANISATIONAL STRUCTURE



The Group comprises three divisions: Gases, Engineering and Other Activities (the logistics services company Gist). The Healthcare product unit belongs to the Gases Division, which is divided into three reportable segments: EMEA (Europe, Middle East and Africa), Asia/Pacific and the Americas.

# Gases Division

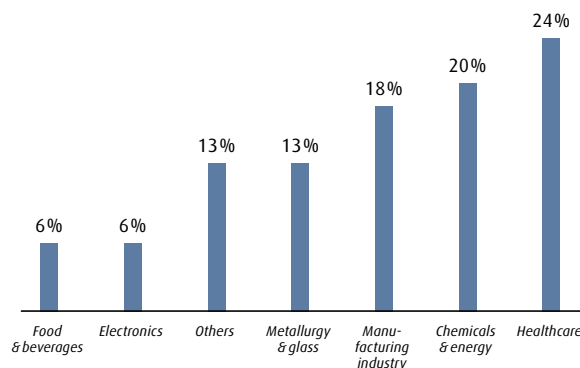
The Linde Group is a world leader in the international gases market. The company offers a wide range of compressed and liquefied gases as well as chemicals, and – thanks to its global reach – is the partner of choice across a huge variety of industries. Linde gases are used, for example, in the energy sector, steel production, chemical processing, environmental protection and metal fabrication, as well as in glass production, food processing and electronics. The company is also a leading global supplier of premium healthcare products and services for patients with respiratory disorders.

## GASES DIVISION HIGHLIGHTS

		2015	2014
Revenue	€ million	15,168	13,982
EMEA	€ million	6,010	5,980
Americas	€ million	5,183	4,314
Asia/Pacific	€ million	4,157	3,812
Operating profit <sup>1</sup>	€ million	4,151	3,835
Operating margin	%	27.4	27.4
Investments (excluding financial investments)	€ million	1,881	1,890
Employees as at 31.12.		52,395	53,436

<sup>1</sup> EBIT (before non-recurring items) adjusted for amortisation of intangible assets and depreciation of tangible assets.

## GASES DIVISION REVENUE BY CUSTOMER SEGMENT



# 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 across a broad application spectrum in the petrochemical, chemical, refining, pharmaceutical and fertiliser industries. They are also used to produce hydrogen and synthesis gases, separate air and treat natural gas.

## ENGINEERING DIVISION HIGHLIGHTS

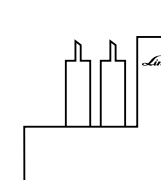
		2015	2014
Revenue	€ million	2,594	3,106
Operating profit <sup>1</sup>	€ million	216	300
Operating margin	%	8.3	9.7
Order intake	€ million	2,494	3,206
Order backlog	€ million	4,541	4,672
Investments (excluding financial investments)	€ million	32	41
Employees as at 31.12.		7,038	7,330

<sup>1</sup> EBIT (before non-recurring items) adjusted for amortisation of intangible assets and depreciation of tangible assets.

## ENGINEERING DIVISION PLANTS

**54 years**

One of Linde's plants has been steadily producing oxygen and nitrogen since 1962



**>90 countries**

Linde's plants have been constructed in over 90 countries spanning all continents

**-49°C/+45°C**

From the Antarctic to the desert – Linde builds and operates plants under the most extreme of conditions

**>3,000**

For over 100 years, the Engineering Division has focused on air separation units as one of its core competencies