



Staying on Track.
Cheuvreux German Corporate
Conference 2010.

LeadIng.



THE LINDE GROUP

Frankfurt, 19-20 January 2010
Georg Denoke, CFO

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Operational performance

- Financial KPIs
- Resilience in crisis
- HPO (High Performance Organisation)

Set-up for sustainable profitable growth

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

Outlook

- Outlook 2009 unchanged
- Macroeconomical development

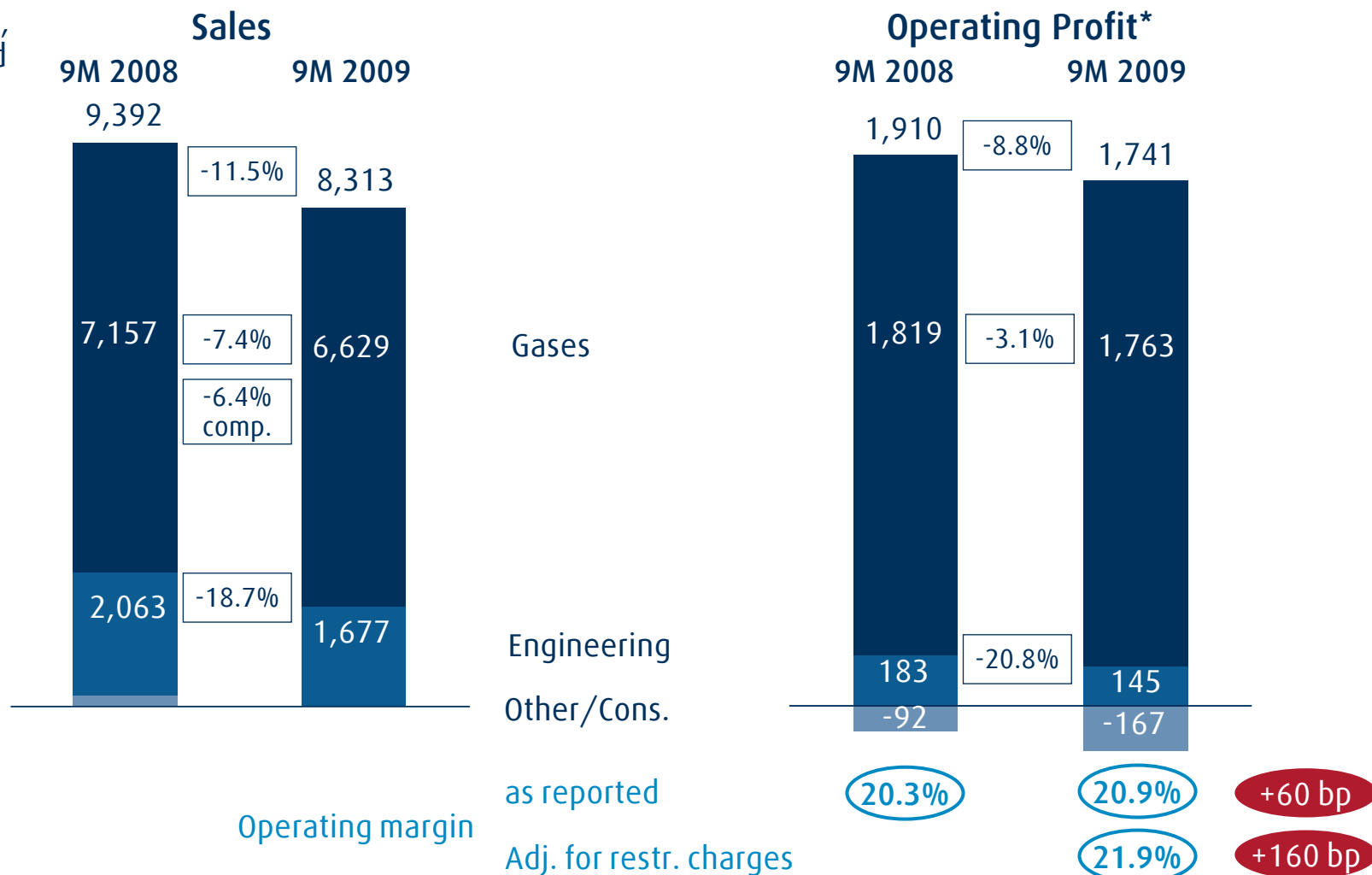
Group, 9M operational performance

Group operating profit excl. restructuring charges down 4.7%



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in € million,
as reported



*EBITDA before special items and incl. share of net income from associates and joint ventures

Group, cash flow statement

Another strong cash flow contribution in Q3



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in € million	9M 08	9M 09
Operating Profit	1,910	1,741
Change in Working Capital	-241	25
Other changes	-368	-342
Operating Cash Flow	1,301	1,424
Net investment in tangibles/ intangibles	-773	-653
Acquisitions/Financial investments	-74	-81
Other	131	19
Investment Cash Flow	-716	-715
Free Cash Flow before Financing	585	709
Financing activities	-703	-564
Net debt increase (+) / reduction (-)	118	-145

Group, financial position

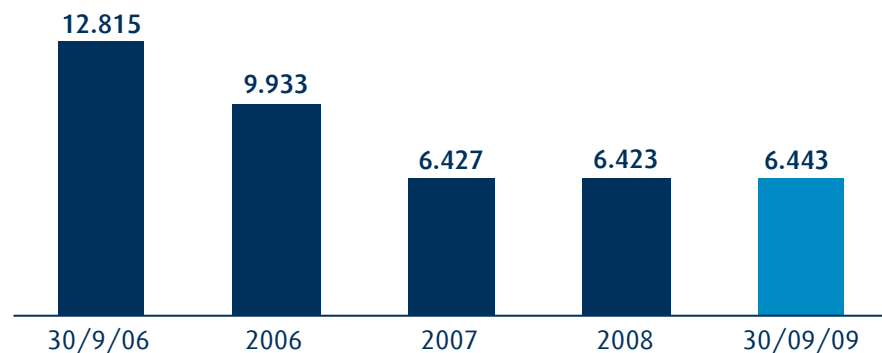
Well spread maturity profile with strong liquidity reserve



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Net debt, in € bn

Net debt/EBITDA of 2.5x in FY 2008 within target range of 2-3x



Cash position & credit facility cover all financial maturities until end of 2010

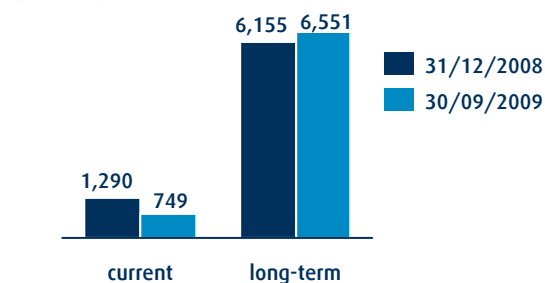
€ 2 bn credit facility available until March 2011:

- Committed with more than 50 banks
- No financial covenants
- Fully undrawn

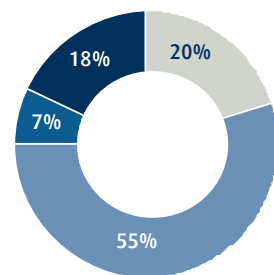


90% of financial debt due beyond 2010

Solid maturity profile
(in € m)



Financial debt, by instrument



Further strengthening of financial structure

\$ 400 m Eurodollar-bond

- 5-year maturity (2014)
- Issued in November 2009
- Coupon of 3.625%

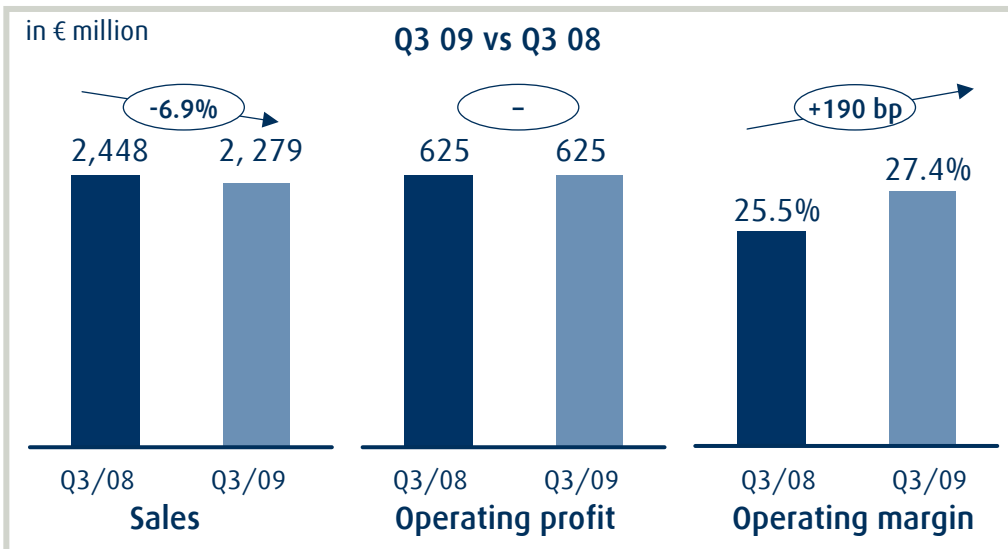
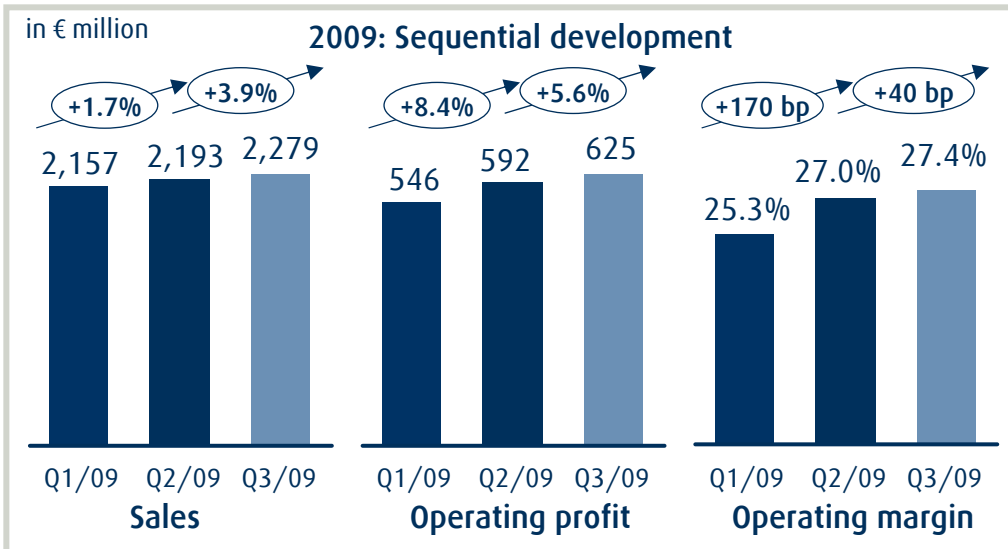
€ 1.6 bn forward start revolving credit facility

- Signed in June 2009, available from March 2011 - March 2013
- More than 20 of our core national and international banks participating
- No financial covenants*

* within investment grade rating

Gases Division, quarterly focus

Positive sequential trend maintained and confirmed in Q3



Ongoing sequential growth

- Further sales increase on Q2 09
- Emerging Markets keep showing the strongest momentum
- Mature economies show first modest increase in sales run rates

Strong margin improvement

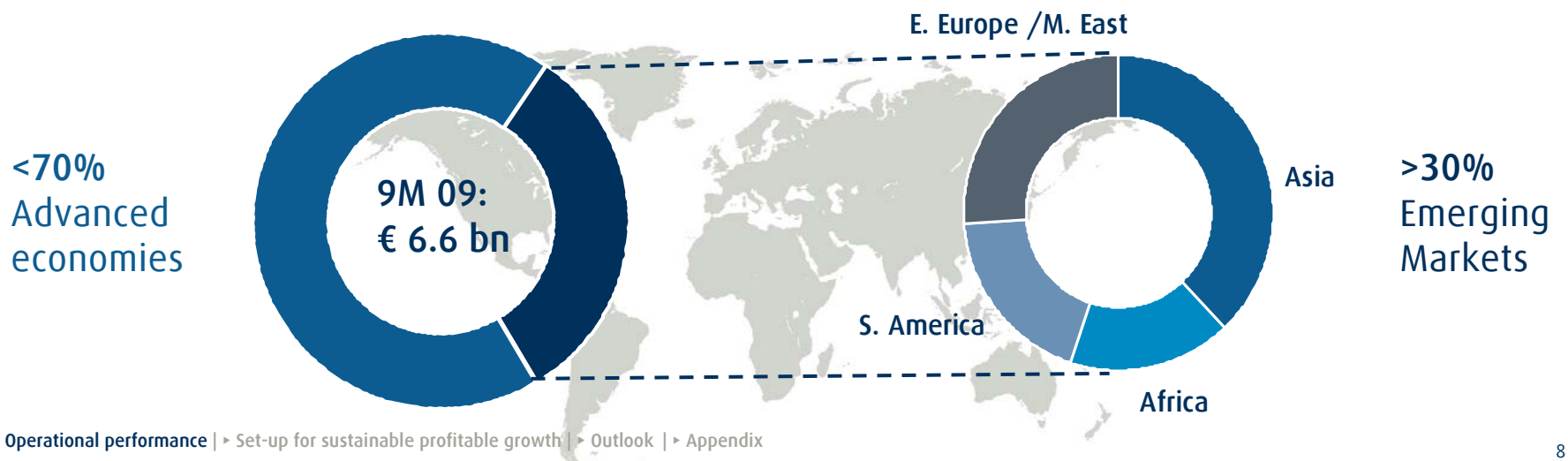
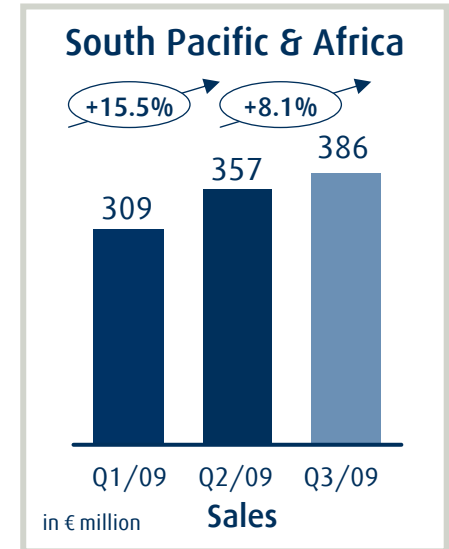
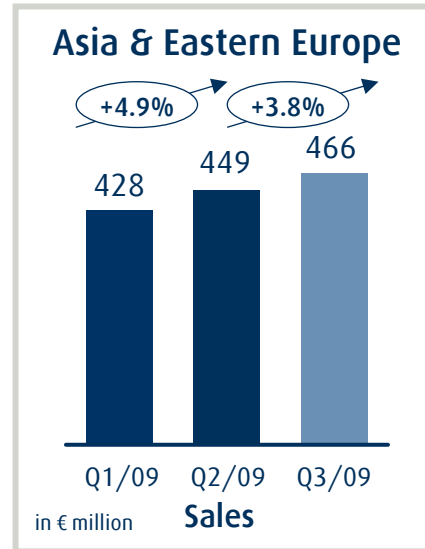
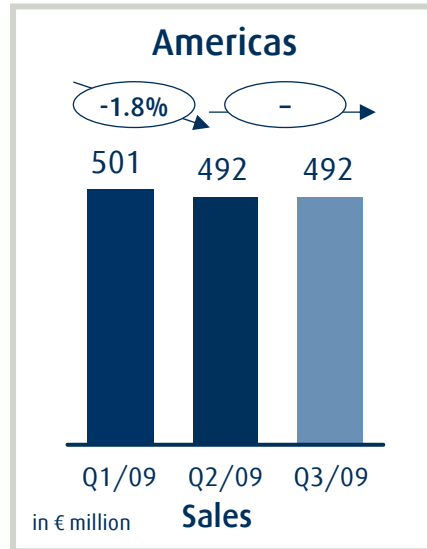
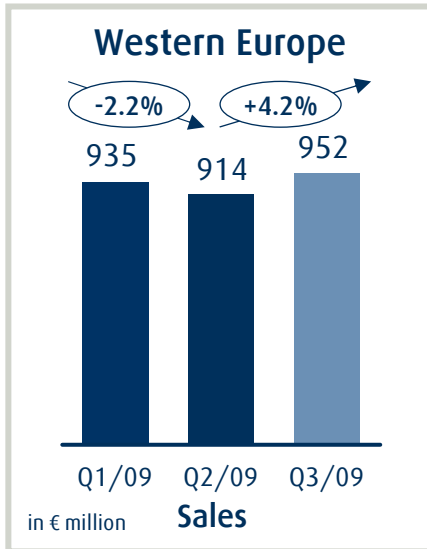
- Significant margin increase vs. Q3 08, another improvement vs. strong Q2 09 margin
- Acceleration of HPO visible
- Excl. natural gas price effect margin up by 90 bp

Gases Division, quarterly focus

Sequential improvement mainly driven by emerging markets



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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



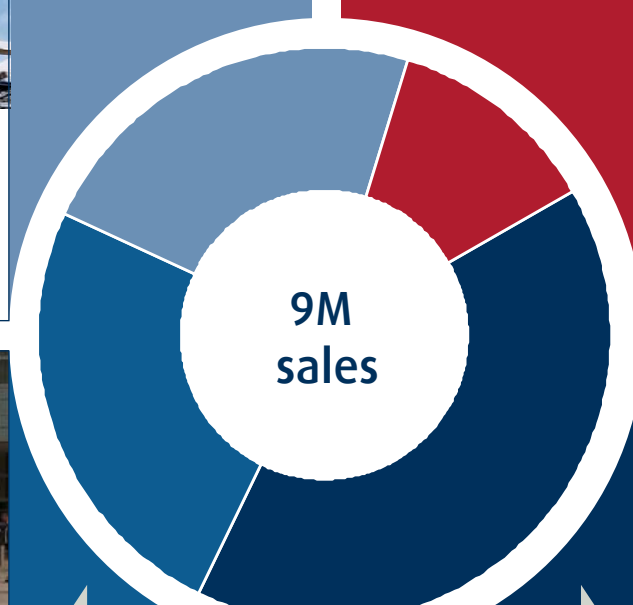
- Multi-year contracts
- Application-driven

Bulk
Global #1

Cylinder
Global #1



- High customer loyalty
- Includes specialty gases
- Cylinder rentals



> 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

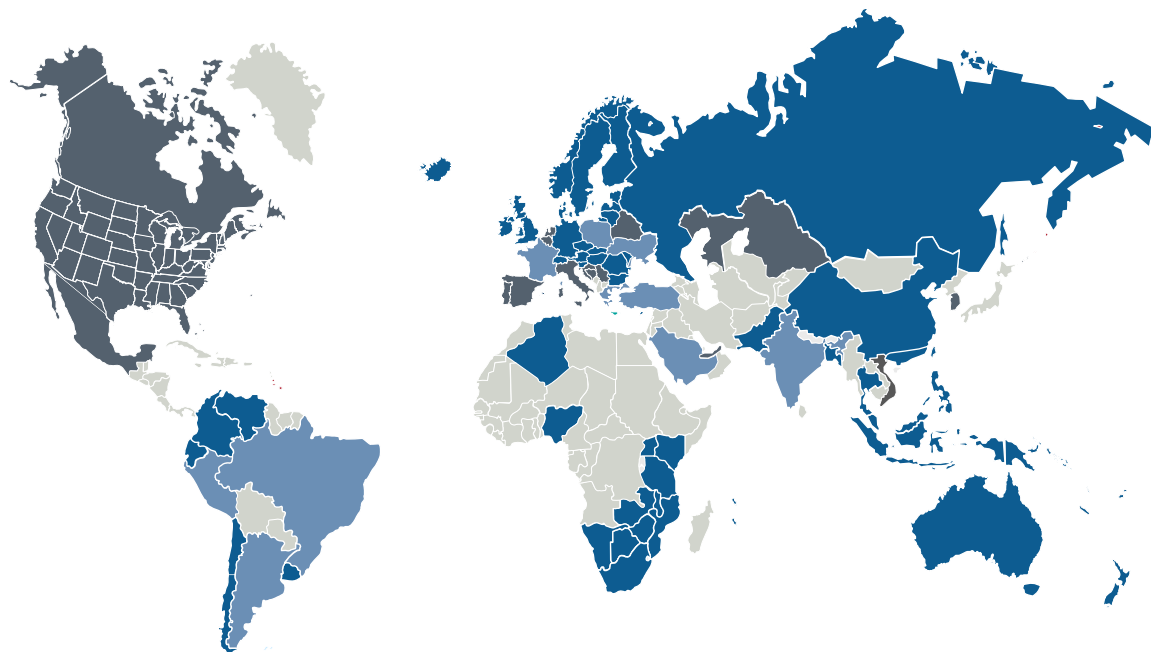
Sales split by market shares

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

€9.5 bn*



70%

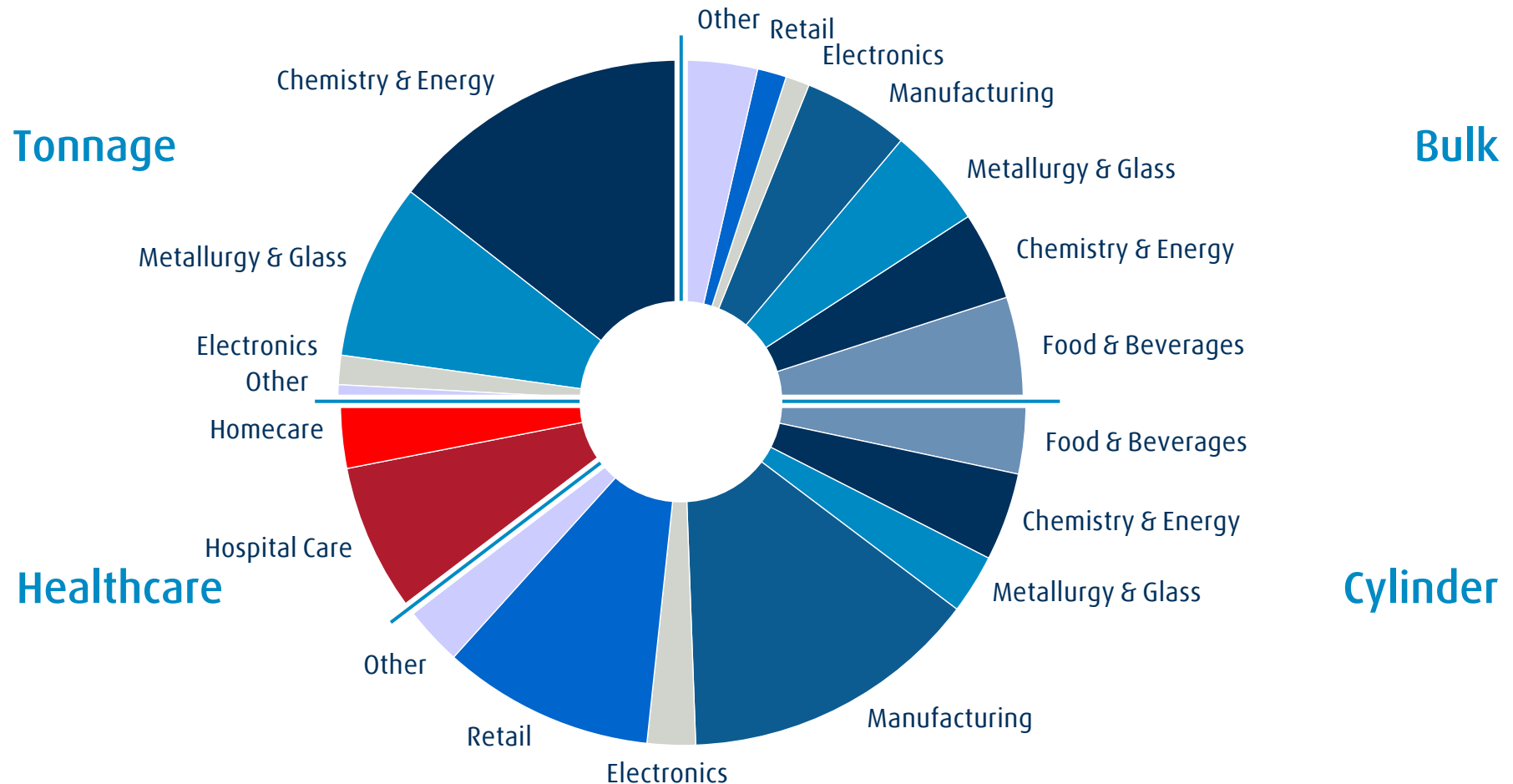


*FY 2008

Gases Division, customer industries

Stability driven by a broad customer base

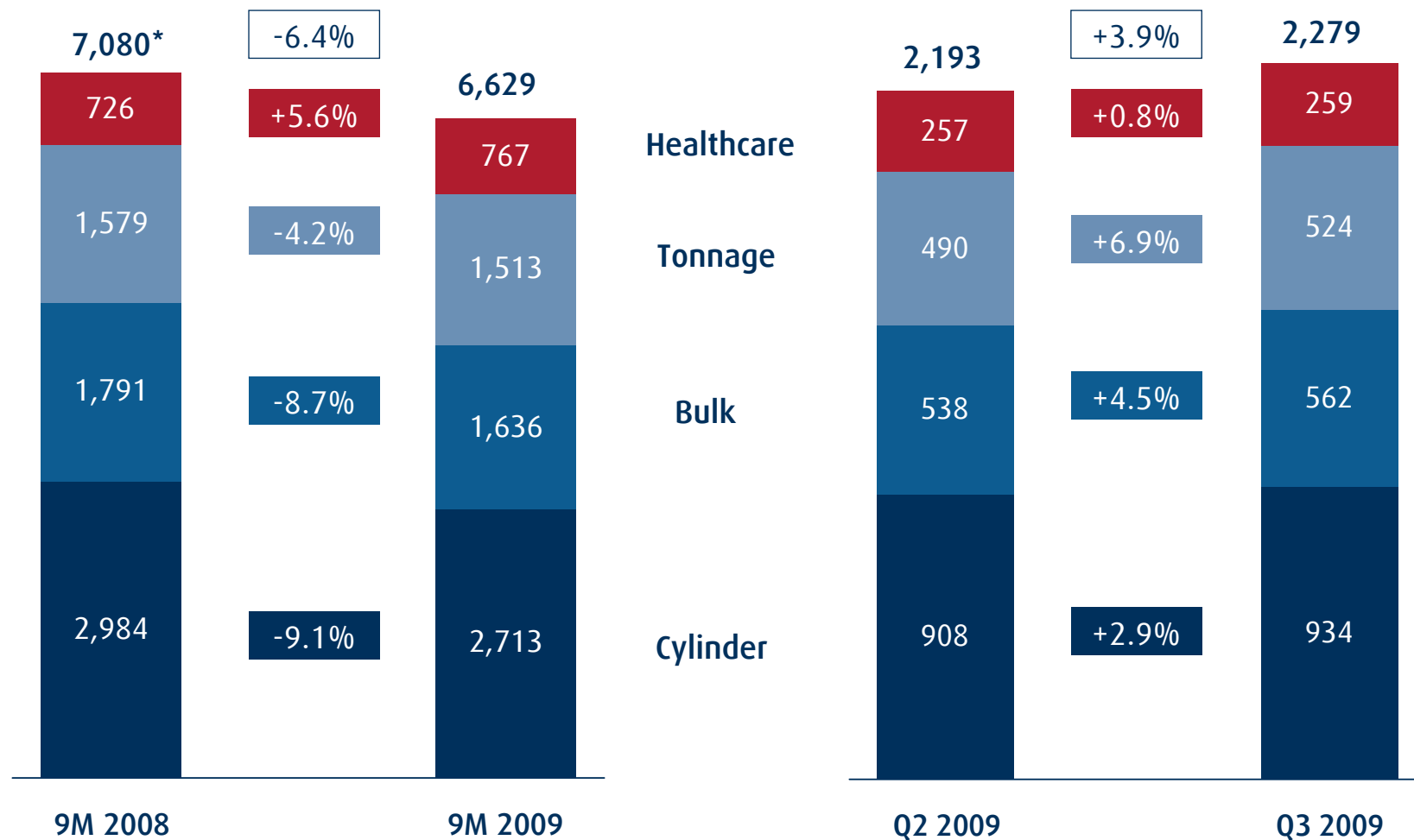
2008: Split of product areas by major end-customer groups



Gases Division, sales by product areas (consolidated)

Positive sequential momentum confirmed in Q3 2009

in € million



* comparable: excluding currency, natural gas price and consolidation effect

High Performance Organisation (HPO)

Implementing the next step of our continuous optimisation



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BOC Acquisition

Integration

Synergies

HPO

Transformation

- Pure play
- Portfolio optimisation
- Track record in efficiency improvement

The Linde Group

- New operating model
- One culture
- One vision



Direct merger savings

- G&A
- Procurement / R&D
- Supply management / production

€250 million net cost savings
First full-year contribution in FY 2009

Continuous improvement

- Process excellence
- Productivity improvement
- People excellence

4-year period: 2009-2012
€650-800 million gross cost reduction

Acceleration of HPO: € 200 m gross savings already in 2009

Operational performance

- Financial KPIs
- Resilience in crisis
- HPO (High Performance Organisation)

Set-up for sustainable profitable growth

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

Outlook

- Outlook 2009 unchanged
- Macroeconomical development

Growth opportunities

Product portfolio serving mega-trends

Emerging Markets



Energy/Environment



Healthcare

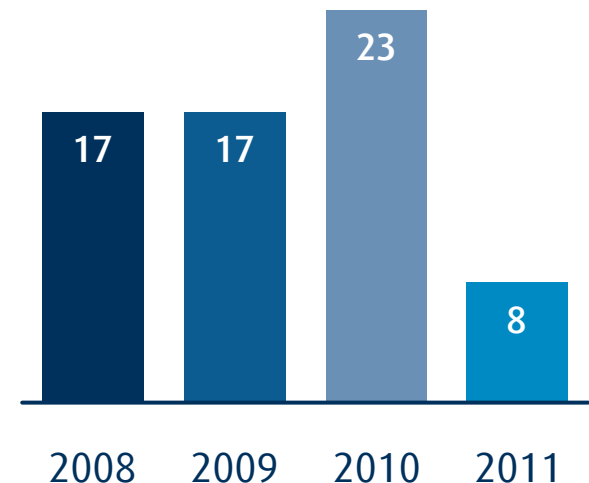


Leveraging Gases & Engineering business synergies

Gases Division, project pipeline

Prospects for projects improving again

- 65 start-ups in our project pipeline by 2011 (incl. JVs)
- Still lower activity in new contract signings
- However, customer discussions on potential projects show renewing interest, especially in Emerging Markets
- New tonnage contract with Tata Steel Ltd.: largest ASU in India to start up by 2012



Engineering Division

Global set-up with leading market position in all segments

Air Separation Plants



Top1

Hydrogen/ Synthesis Gas Plants



Top2

Olefin Plants



Top2

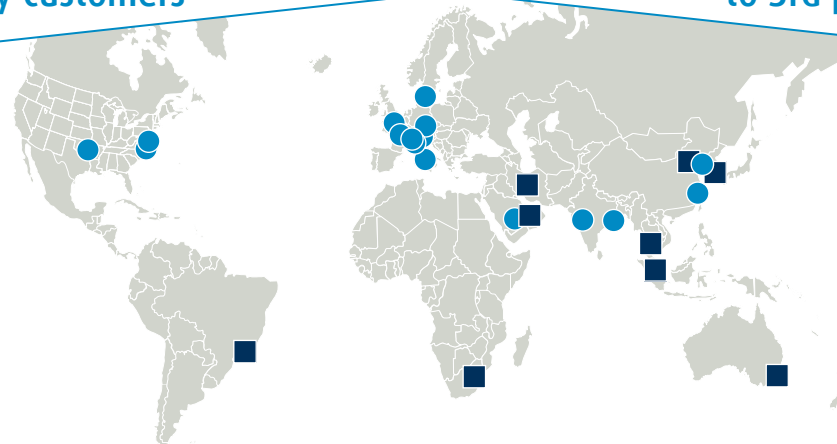
Natural Gas



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

Gases and Engineering business model

Well established footprint in Russia

Strong long-term potential in Russia:
Serving the industrial expansion with our combined Gases and Engineering offering

Engineering Division

Long-standing customer relationships
More than € 500 m order intake in 2009
Two new olefin projects in Western Siberia
Customers belong to SIBUR Holding and Gazprom

Gases Division

Current focus on four major industrial clusters
New tonnage contract for Novolipetsk Steel
€ 37 million plant investment for new ASU
Additional liquid capacity for the Moscow region

Gases and Engineering footprint in Russia:



● New contracts, signed dec 09

○ Major gases supply operations

Installed base of major plants build by Linde Engineering:

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

Gases and Engineering business model

Leverage synergies from common customer relationships



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ADNOC (Abu Dhabi National Oil Corporation)

- customer relationship in Gases and Engineering:

ADNOC - long-term customer of our Engineering Division

Ethylene plant (Ruwais 1) signed in 1998

Ethylene plant (Ruwais 2) signed in 2006

Ethylene plant (Ruwais 3) signed in June 2009

JV ADNOC/Gases Division (founded in December 2007)

First contract: ASU in the Ruwais cluster

Serving Ethylene cracker (Ruwais 2) with nitrogen

Linde gets 100% of liquid product to serve local Merchant Markets

Second contract: Enhanced Gas Recovery scheme in Habshan

2 large air separation units going on-stream at the end of 2010

Capacity of 670,000 standard cubic metres of nitrogen per hour

Total investment costs of appx. USD 800 m

Engineering

- strong footprint on the Arabian Peninsula:

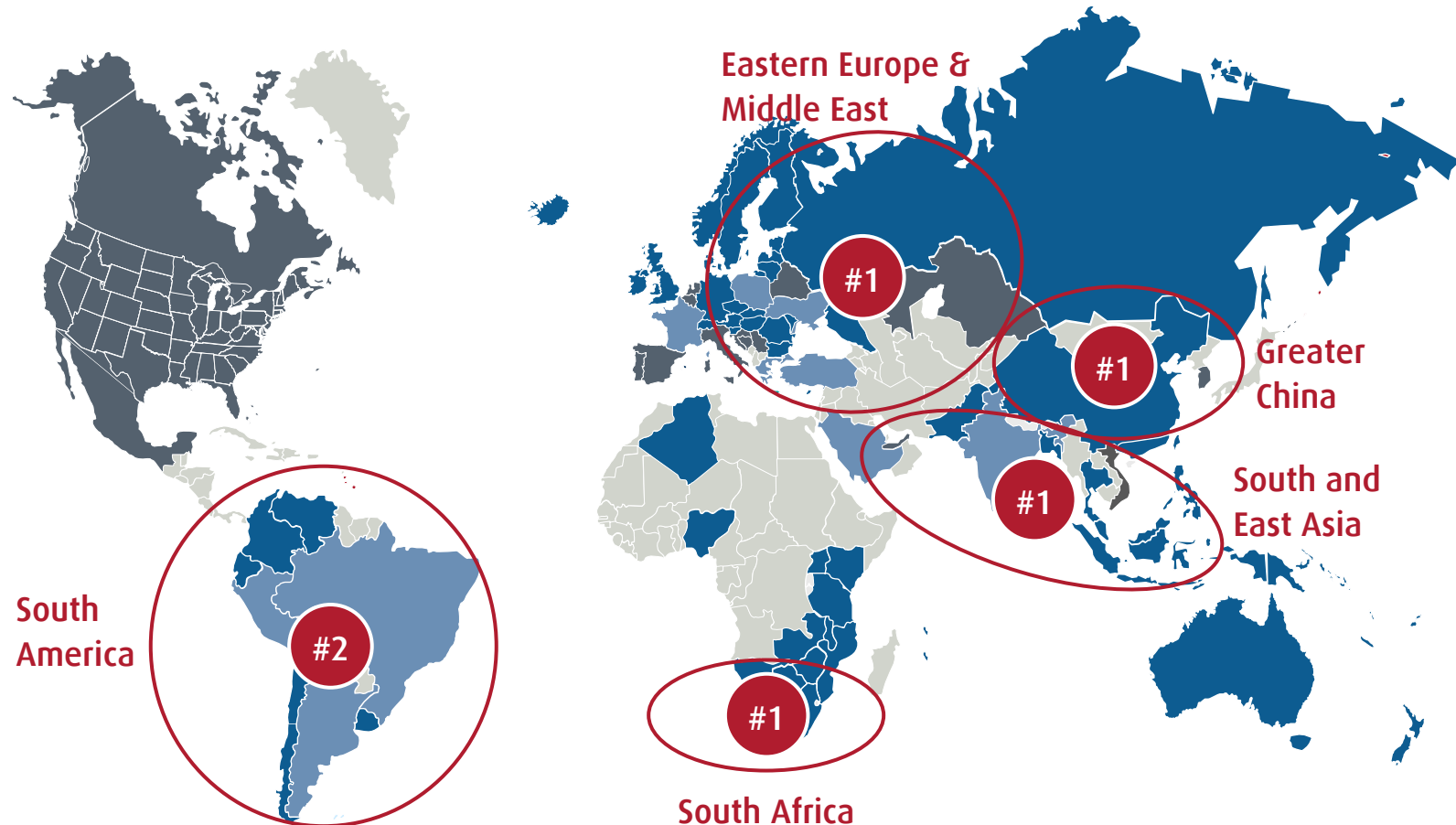


- Air separation units
- Hydrogen and synthesis gas plants
- Gas processing plants
- Natural gas plants
- Petrochemical plants

Gases Division, local business model

Strong set-up in emerging markets

Market leader in 4 out of 5 emerging market regions



Industrial gases market, consumption by region

Wide diversity between mature and developing markets



Overproportionate growth in emerging markets, driven by increasing standard of living, resources & applications
CAGR* (1999-2006): e.g. Eastern Europe +12%, South & East Asia +11%

But also ongoing growth in more mature markets driven by continuous flow of new applications
CAGR* (1999-2006): e.g. Western Europe +5%, USA +6%

(* in local currency)

Source: Spiritus Consulting/Ifo

Long term growth drivers remain intact

Energy/Environmental Mega-Trend

Our Gases & Engineering solutions address structural challenges:

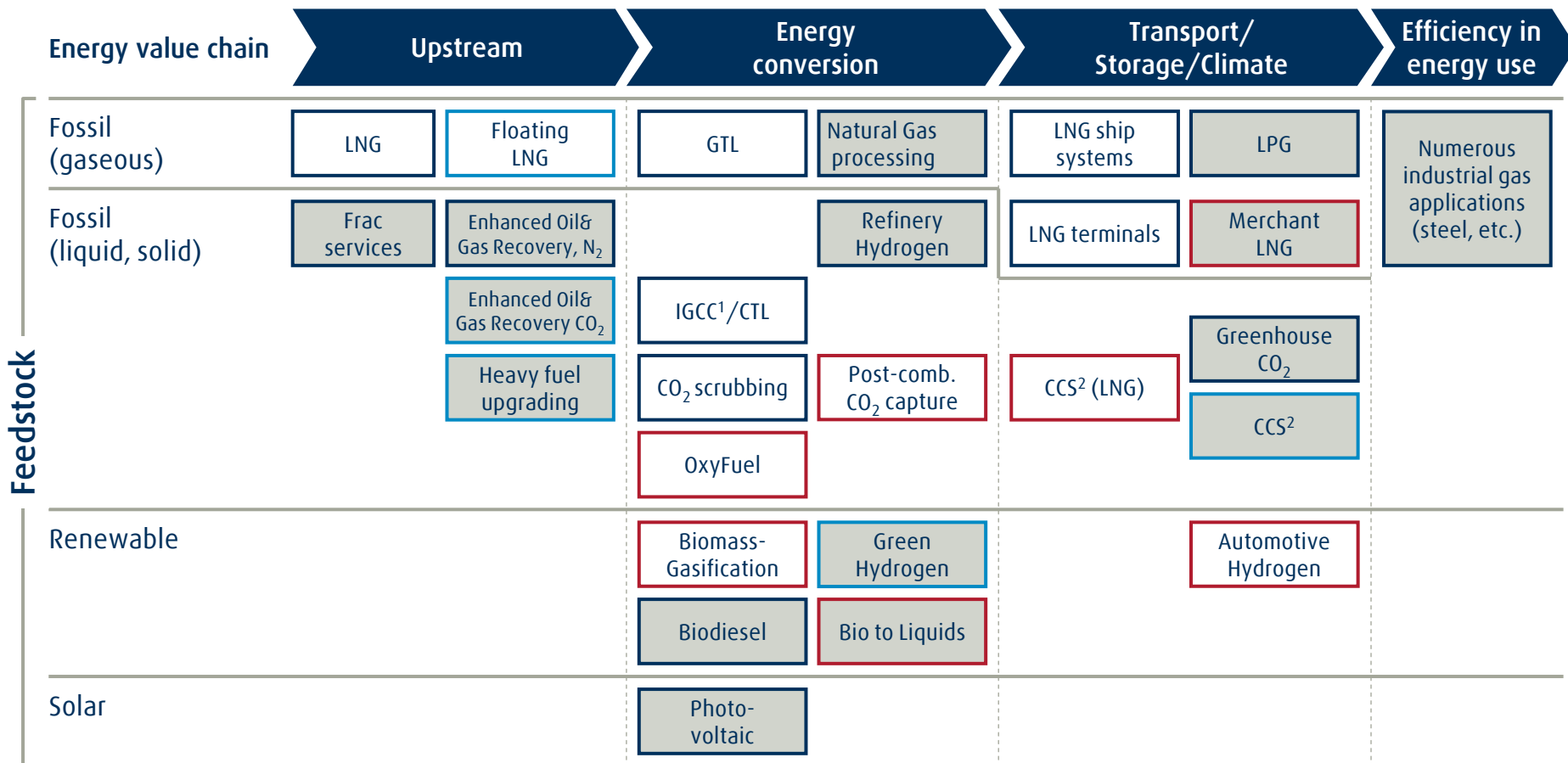
Limited resources / environmental protection

Higher returns on existing fields	➔	Enhanced Oil & Gas recovery	Nitrogen/CO ₂
Sourer crude / lower emissions	➔	Refinery fuel upgrades	Hydrogen
Diversification of energy sources			
— Natural gas	➔	LNG/GTL	Oxygen
— Cleaner coal	➔	Coal gasification/CCS	Oxygen/CO ₂
— Renewables	➔	Photovoltaics/Biofuels	Electronic Gases/ Specialty Gases/ Nitrogen
Lower energy consumption of industrial processes	➔	Oxy-combustion	Oxygen

➔ Long-term potential for our Gases & Engineering portfolio

Energy/Environmental Mega-Trend

Gases & Engineering technology portfolio



Feedstock

Business model Linde Engineering Gas Supply

Maturity of business Existing business Pilot on-going Growth opportunity

¹ Integrated Gasification Combined Cycle, ² Carbon Capture & Storage

Long term growth drivers remain intact

Healthcare Mega-Trend

Global healthcare systems face structural trends:

- | | | | |
|--|---|--|-------------------------------|
| — MORE patients
(ageing population) | ➔ | Increasing consumption of traditional healthcare gases | Hospital Care |
| — HIGHER expectations
(quality of life) | ➔ | New diagnostics & therapies | f.ex. COPD*,
Sleep therapy |
| | ➔ | Improved patient mobility | Homecare |
| — LESS financial resources
(health budget pressures) | ➔ | Reduce Hospital time | Homecare/
Middle Care |

➔ Long-term potential for healthcare gases and related services

*Chronic Obstructive Pulmonary Disease

Operational performance

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Set-up for sustainable profitable growth

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- Healthcare mega-trend

Outlook

- Outlook 2009 unchanged
- Macroeconomical development

Economic background:

- Moderate recovery expected in H2, based on the stabilisation since the end of H1
- 2009 global economic output to be significantly below 2008

Group

- Further recovery in the second half-year compared to the first half as the economic improvement takes hold
- Based on the economic background and the business figures per end of September, sales and earnings level as in the record year 2008 no more attainable
- Confirmation of HPO program: € 650-800 m of gross cost savings in 2009-2012

Gases

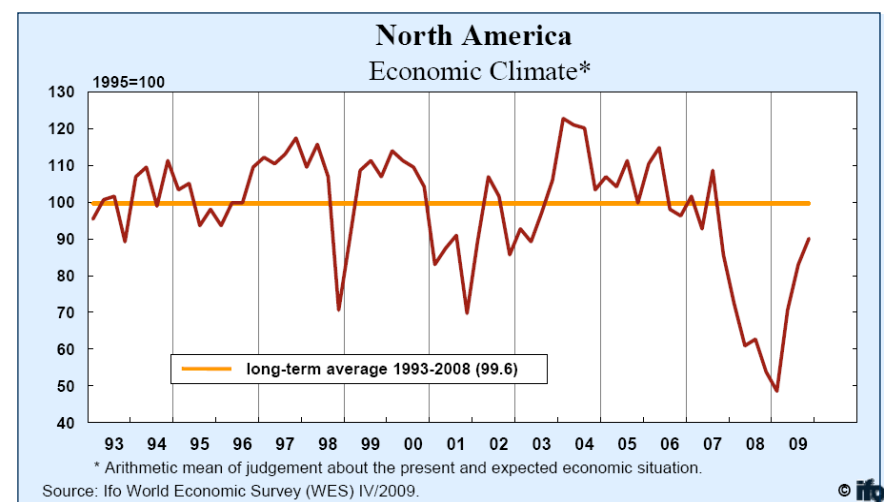
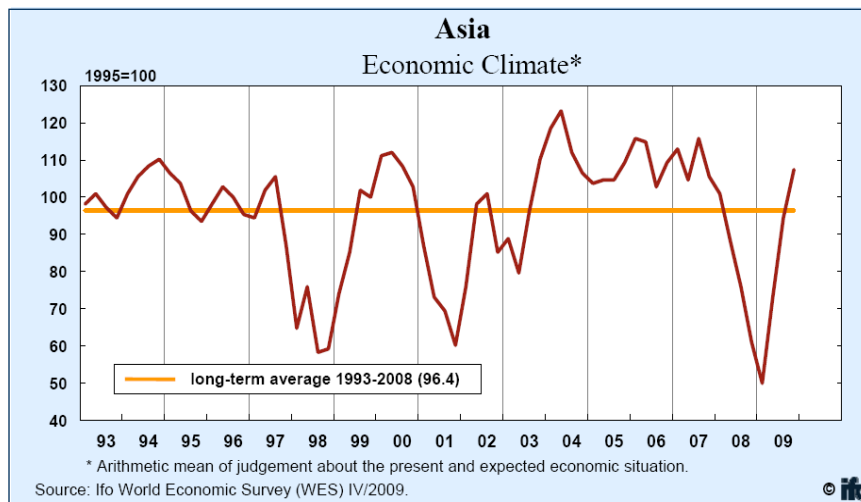
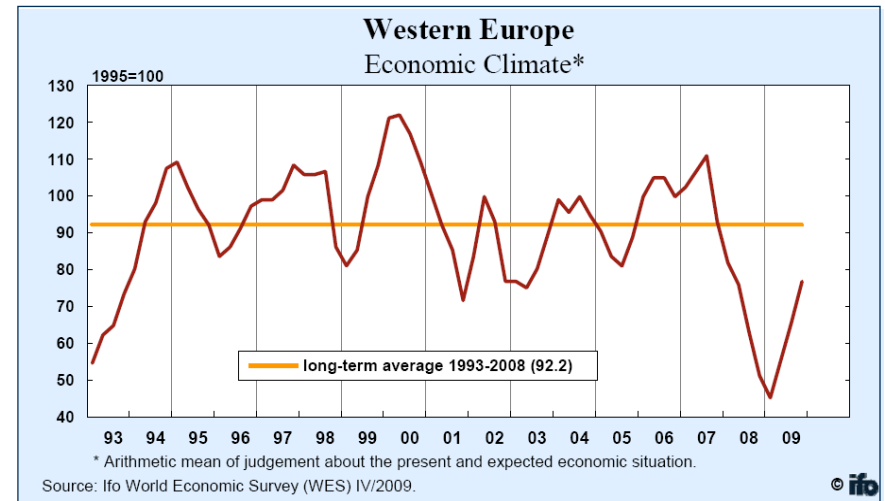
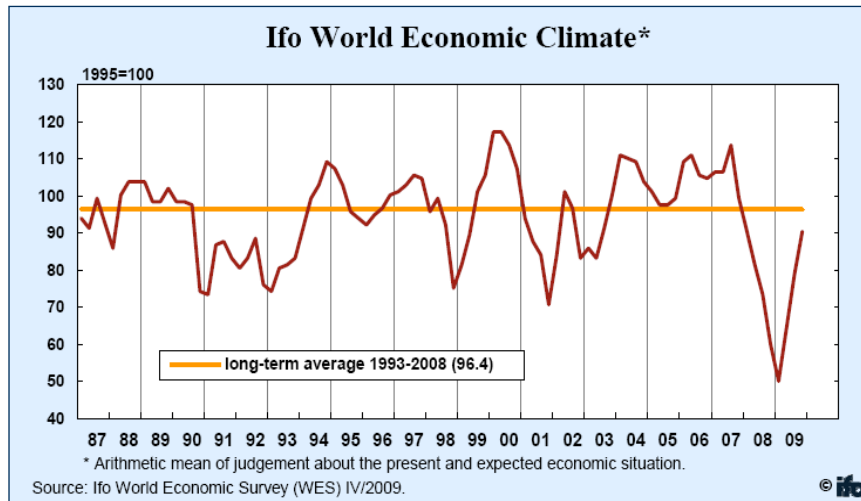
- Better business performance in H2 than in H1 expected as current economic recovery trends take hold
- Positive trend in H2 not sufficient to reach record sales and earnings levels of 2008

Engineering

- Sales in 2009 to remain below the high previous year figure
- Target for the operating margin remains at 8 percent

Economic climate improves in all geographies

Asia crosses its long-term average



Resilience in the crisis

Profitability strengthened in difficult market environment, ongoing strong cash flow generation
Improving sequential trend confirmed in the third quarter, supported by cost initiatives
Bulk and cylinder business supported by strong market positions

Competitive set-up for sustainable profitable growth

Very 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 long-term financing

Acceleration into HPO

Performance culture more important than ever: continuous improvement
Quickly adapting cost structure to market environment, intensifying durable productivity measures
Long-term commitment to profitable growth: manage cost and returns to stay ready for growth



Group Financial Highlights



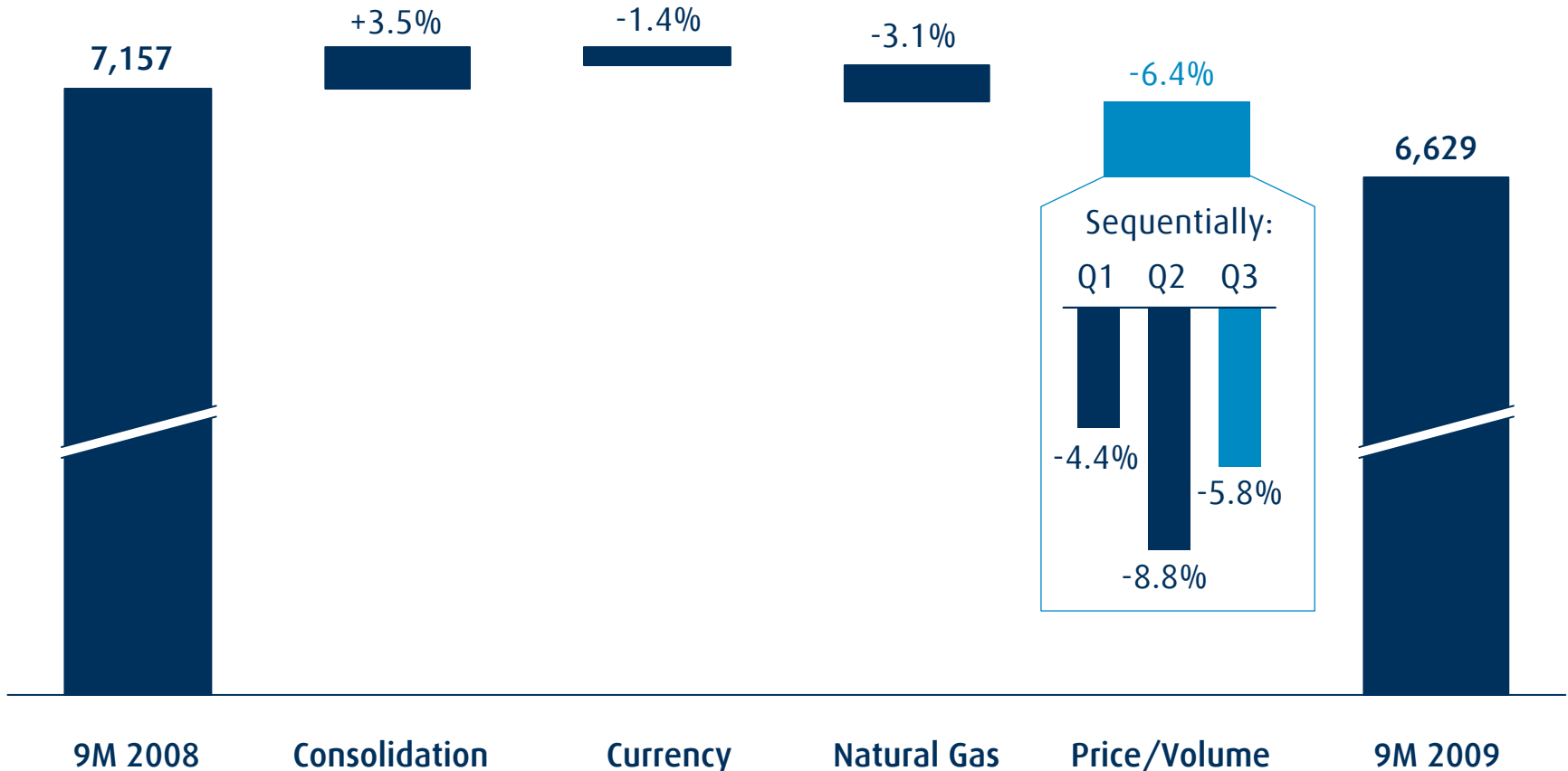
in € million	9M 08	9M 09	Δ in %
Sales	9,392	8,313	-11.5
Operating profit	1,910	1,741	-8.8
Margin	20,3	20,9	+60 bp
Operating profit excluding restructuring charges	1,910	1,821	-4.7
Margin	20,3	21,9	+160 bp
EBIT before special items and PPA depreciation	1,288	1,079	-16.2
Special items	59	0	-
PPA depreciation	-277	-221	-
EBIT	1,070	858	-19.8
Financial Result	-274	-247	
Taxes	203	155	-
Net income – Part of shareholders Linde AG	552	417	-24.5
Net income adjusted – Part of shareholders Linde AG	693	569	-17.9

in € million	9M 08	9M 09	Δ in %
Net income - Part of shareholders Linde AG	552	417	-24.5
+ depreciation/amortisation from purchase price allocation	+277	221	
+ special items	-59	-	
- respective tax impact	-77	-69	
Adjusted Net Income	693	569	-17.9
+ Restructuring costs	-	+80	
- respective tax impact	-	-21	
Adjusted Net Income (excl. restructuring costs)	693	628	-9.4
Average outstanding shares	167,587	168,530	
EPS	3.29	2.47	-24.9
Adjusted EPS	4.14	3.38	-18.4
Adjusted EPS excl. restructuring costs	4.14	3.73	-9.9

Gases Division, 9M sales bridge

Sales -6.4% on comparable basis

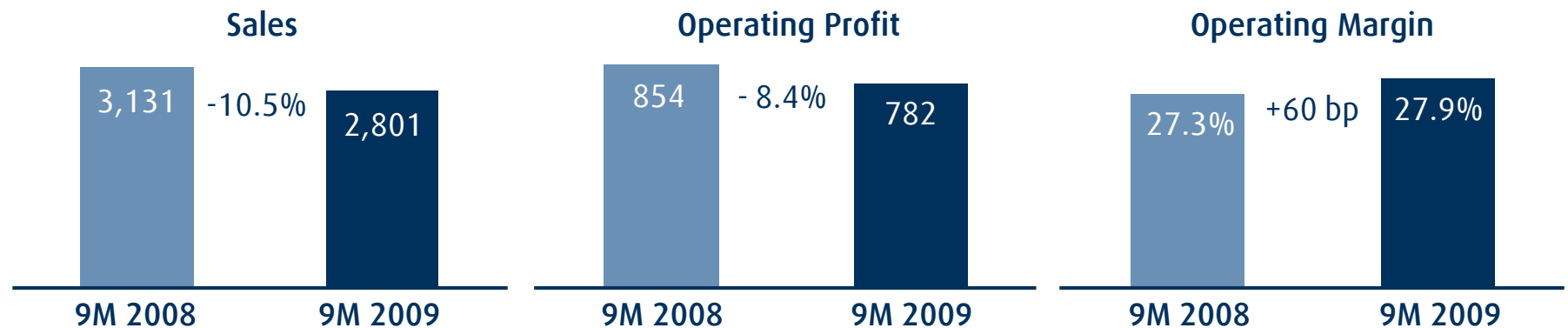
in € million



Gases Division, operating segments

Western Europe

in € million, as reported



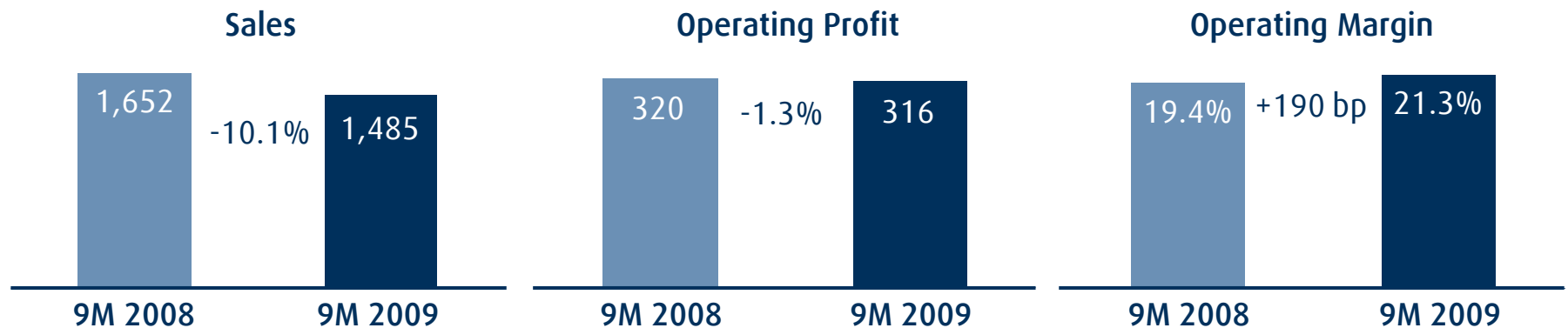
9M highlights

- Comparable sales development of -5.4%, continued currency effect from GBP weakness
- Further stabilisation of demand, but no broad-based recovery yet
- Ongoing sales growth in our healthcare business
- Margin stays strong in spite of lower volumes, driven by our HPO measures and pricing

Gases Division, operating segments

Americas

in € million, as reported



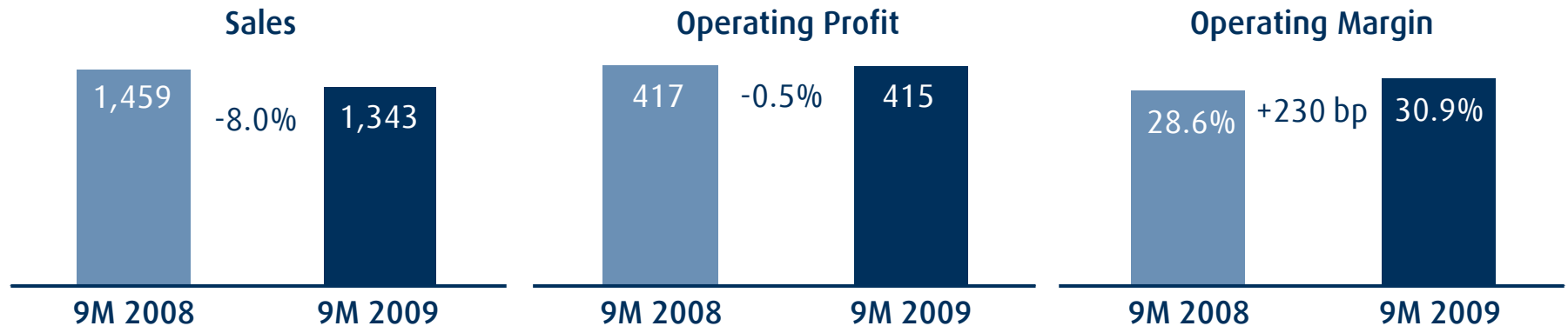
9M highlights

- Comparable sales development of -8.3%
- Further stabilisation, with initial signals of a potential recovery in some end markets
- North America: sequential improvements (esp. in tonnage), but volumes still below 2008
- South America: fared quite well through the crisis, underlying growth in healthcare and cylinder
- Substantial margin improvement supported by an early implementation of HPO and pricing

Gases Division, operating segments

Asia & Eastern Europe

in € million, as reported



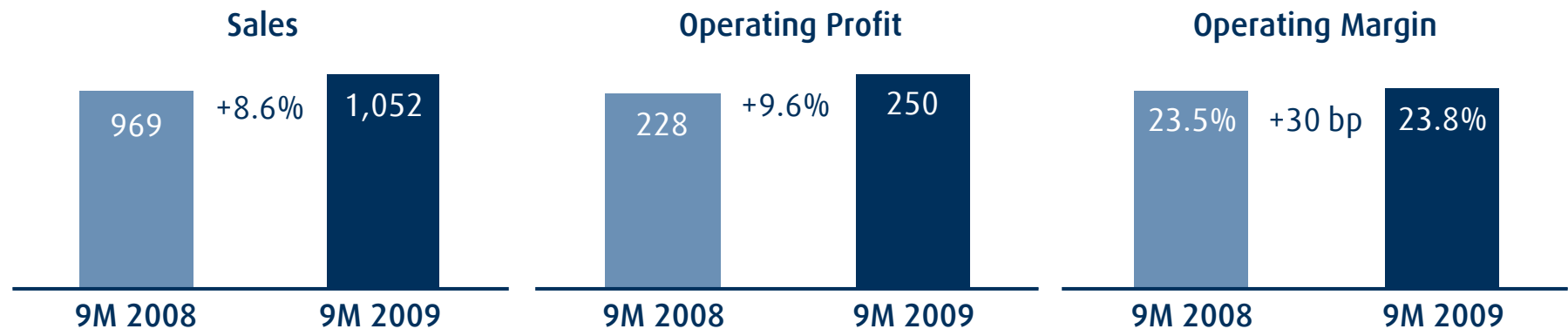
9M highlights

- Comparable sales development of -6.4%
- First indications of a slight recovery in sales run rates from the end of H1 were confirmed
- Trends in tonnage keep improving, in particular China back to high capacity usage levels
- Eastern Europe stabilised, but lagging recovery momentum versus other emerging markets
- Margin improved again, reflecting our HPO initiatives and JV contributions

Gases Division, operating segments

South Pacific & Africa

in € million, as reported



9M highlights

- Comparable sales development of -6.1%
- Elgas consolidation more than offsets translation effect from Australian Dollar weakness
- Very robust business performance in South Pacific throughout the crisis
- First slight signs of a market recovery visible in Africa
- Margin development reflects positive pricing and our cost initiatives

Gases Division, Joint Ventures

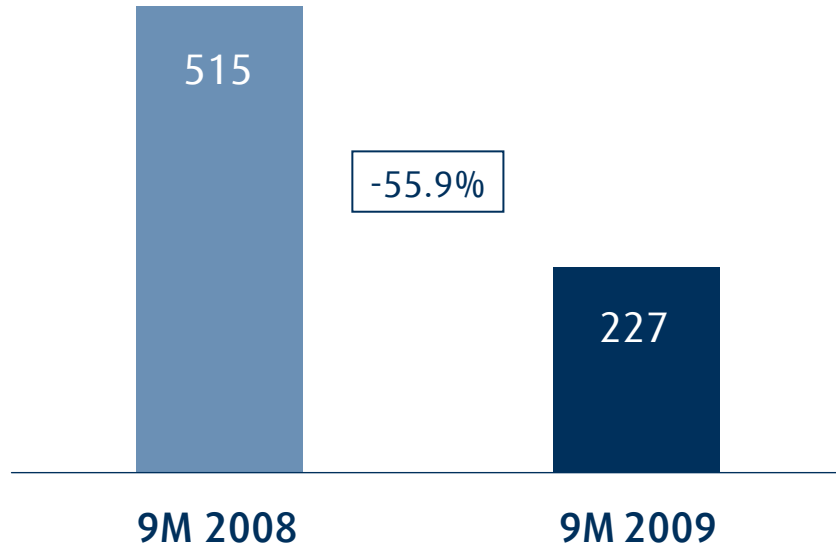
Consolidation effect, but strong operational performance

in € million

Proportionate Sales

(not incl. in the Group top-line)

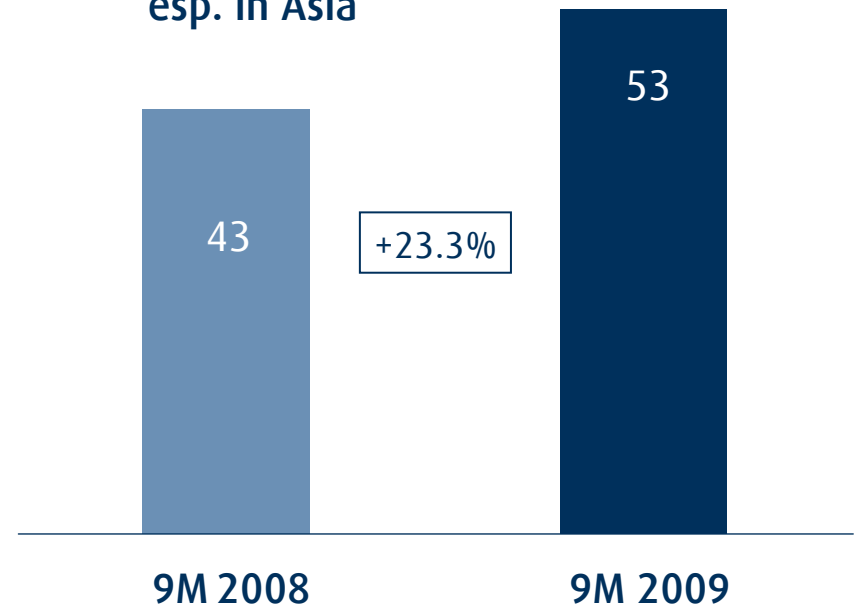
Reduction due to full consolidation of former JV Elgas as of Oct 2, 2008



Share of Net Income

(contribution to operating profit)

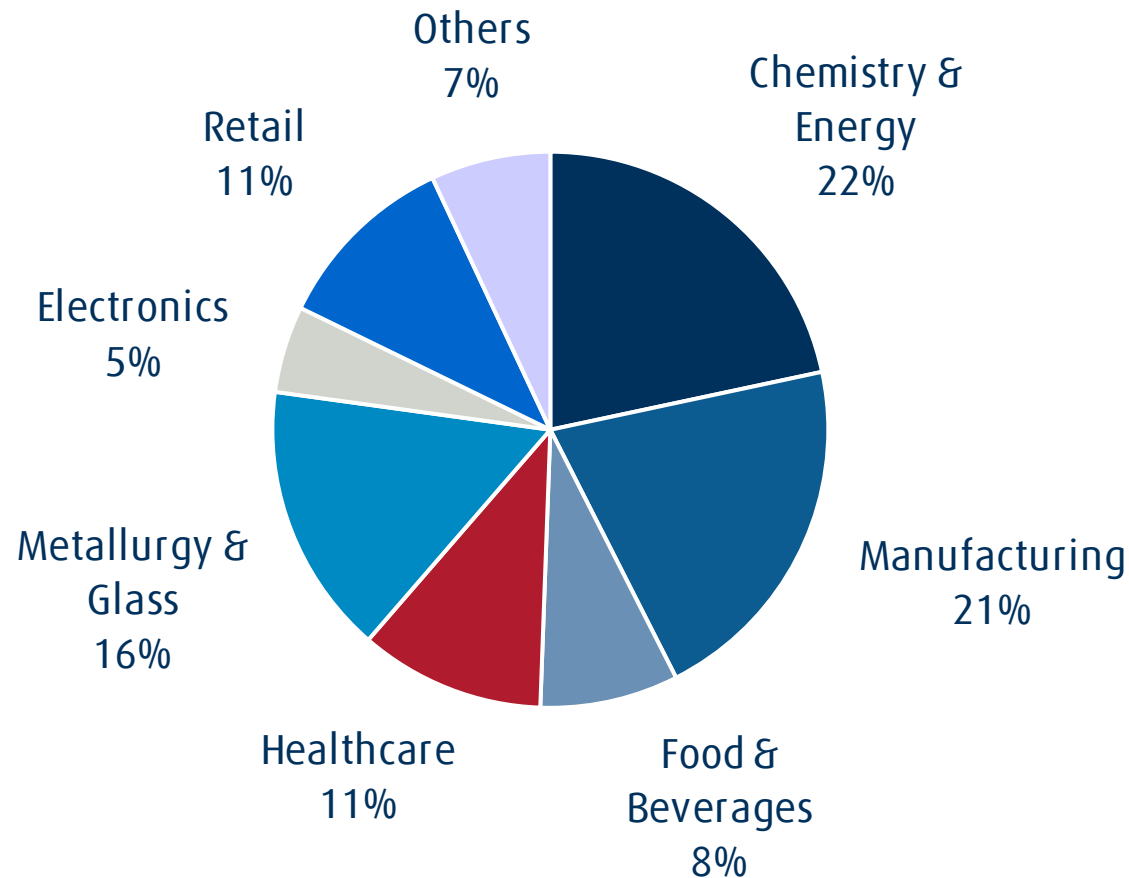
Driven by new plant start-ups, esp. in Asia



Gases Division, customer industries

Stability driven by a broad customer base

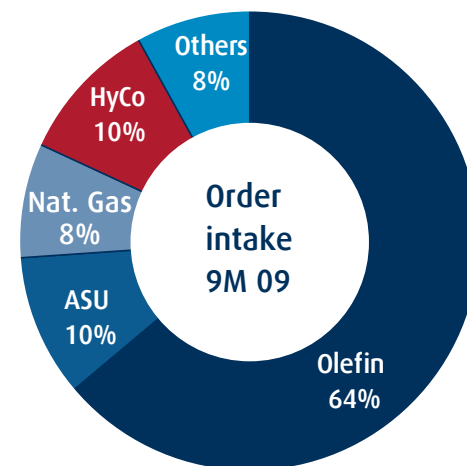
2008: Split by end-customer groups



Engineering Division

Order backlog of € 3.9 billion

- Order backlog of € 3.911 bn (year-end 2008: € 4.436 bn)
- Margin of 8.6% above target level of 8%
- Increased activity level of project development especially in Emerging Markets



in € million	9M 08	9M 09	Δ yoy
Order intake	2,295	1,514	-34.0%
Sales	2,063	1,677	-18.7%
Operating profit*	183	145	-20.8%
Margin	8.9%	8.6%	-30 bp

*EBITDA before special items and incl. share of net income from associates and joint ventures

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:
- H₂/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

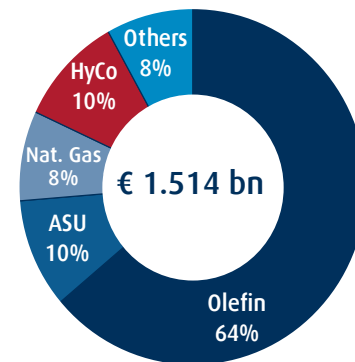
2.295

9M 08

1.514

9M 09

9M 09 order intake by segment



Order backlog, € bn

4.436

31/12/08

3.911

30/09/09

Sales, € bn

2.063

9M 08

1.677

9M 09

Operating Profit, € m

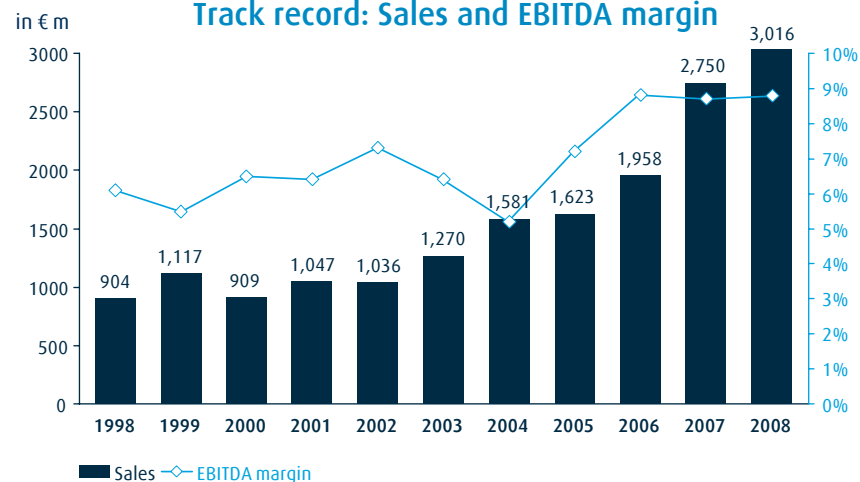
183

9M 08

145

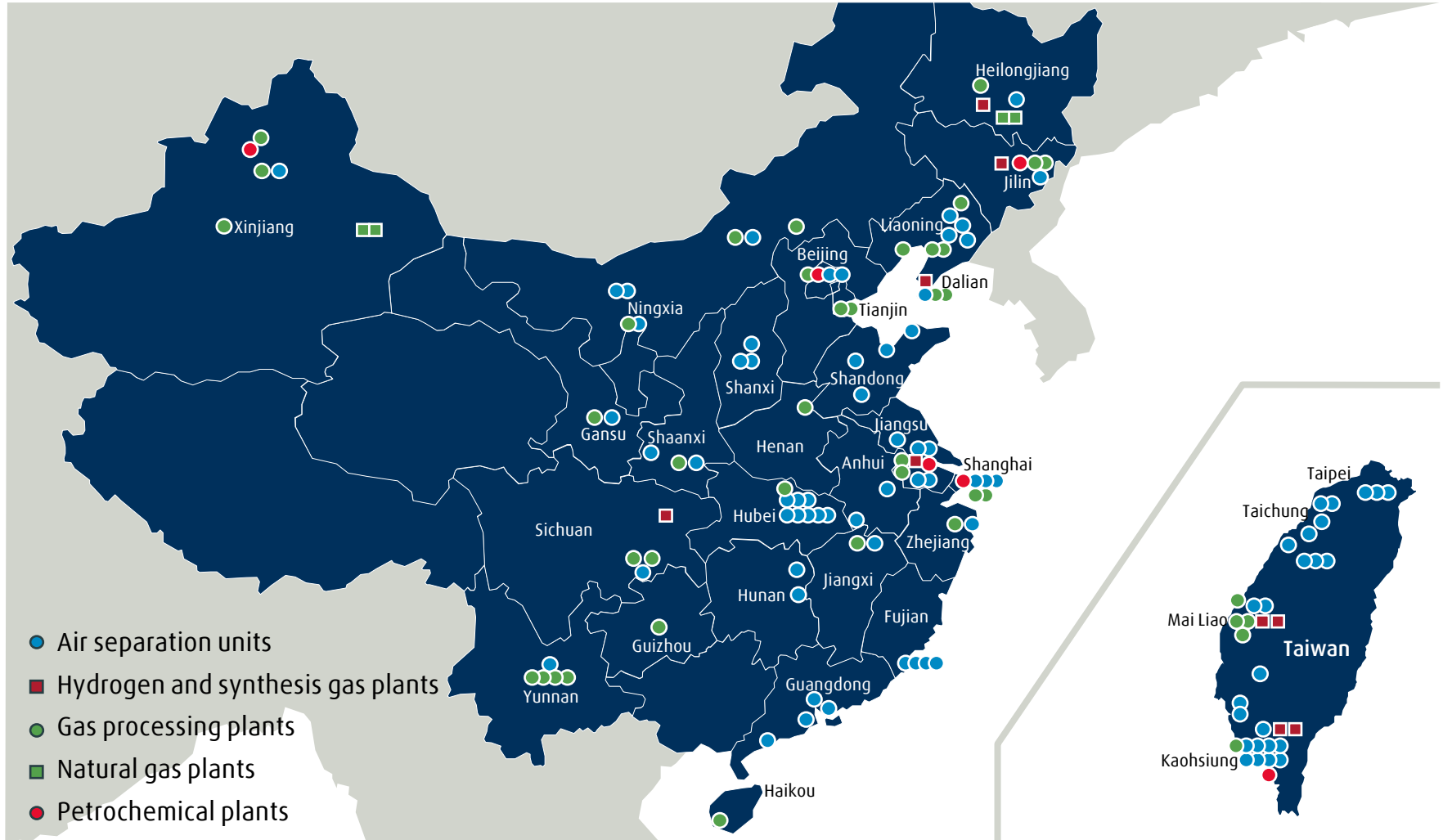
9M 09

Track record: Sales and EBITDA margin



Engineering Division, footprint in China

Strong established customer base



Group, FY 2008

Key P&L items

in € million	2007	2008	in %
Sales	12,306	12,663	+2.9
Operating profit	2,424	2,555	+5.4
Margin	19.7%	20.2%	+50bp
EBIT before special items and PPA depreciation	1,591	1,703	+7.0
Special items	607	59	-
PPA depreciation	-446	-371	-
EBIT	1,752	1,391	-
Financial Result	-377	-385	-
Taxes	-379	-230	-
Net income – Part of shareholders Linde AG	952	717	-
Net income adjusted	814	917	+12.7
EPS in €	5.87	4.27	-
EPS in € adjusted	5.02	5.46	+8.8

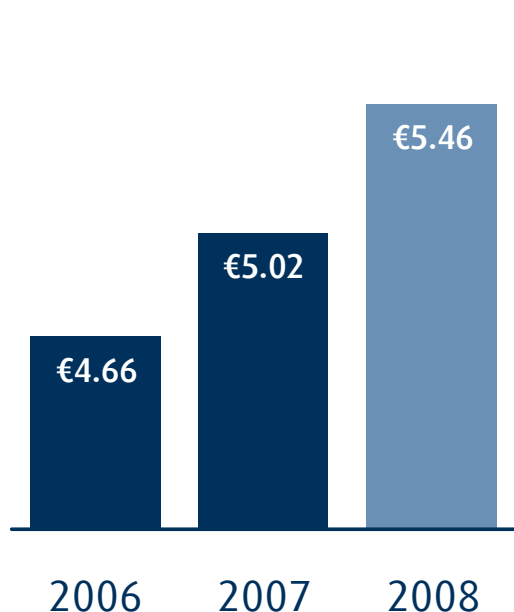
Further improvement in all our three key financial indicators

Profitable growth for our shareholders: adjusted EPS increase of 8.8%

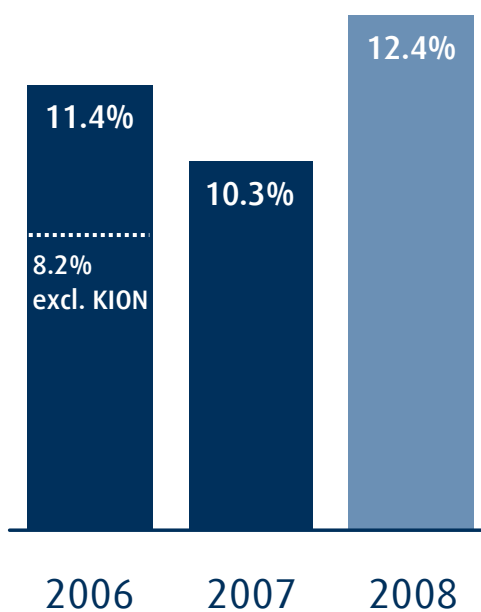
Further improvement in capital returns: ROCE improvement of 210 bp

Strong cash flow generation maintained in weakening environment: OCF up by 7.7%

Adjusted EPS

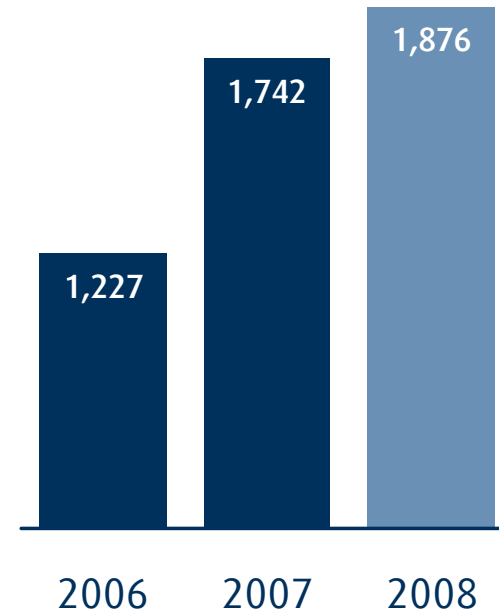


Adjusted ROCE



Operating Cash Flow

in € m, as reported



Group, FY 2008

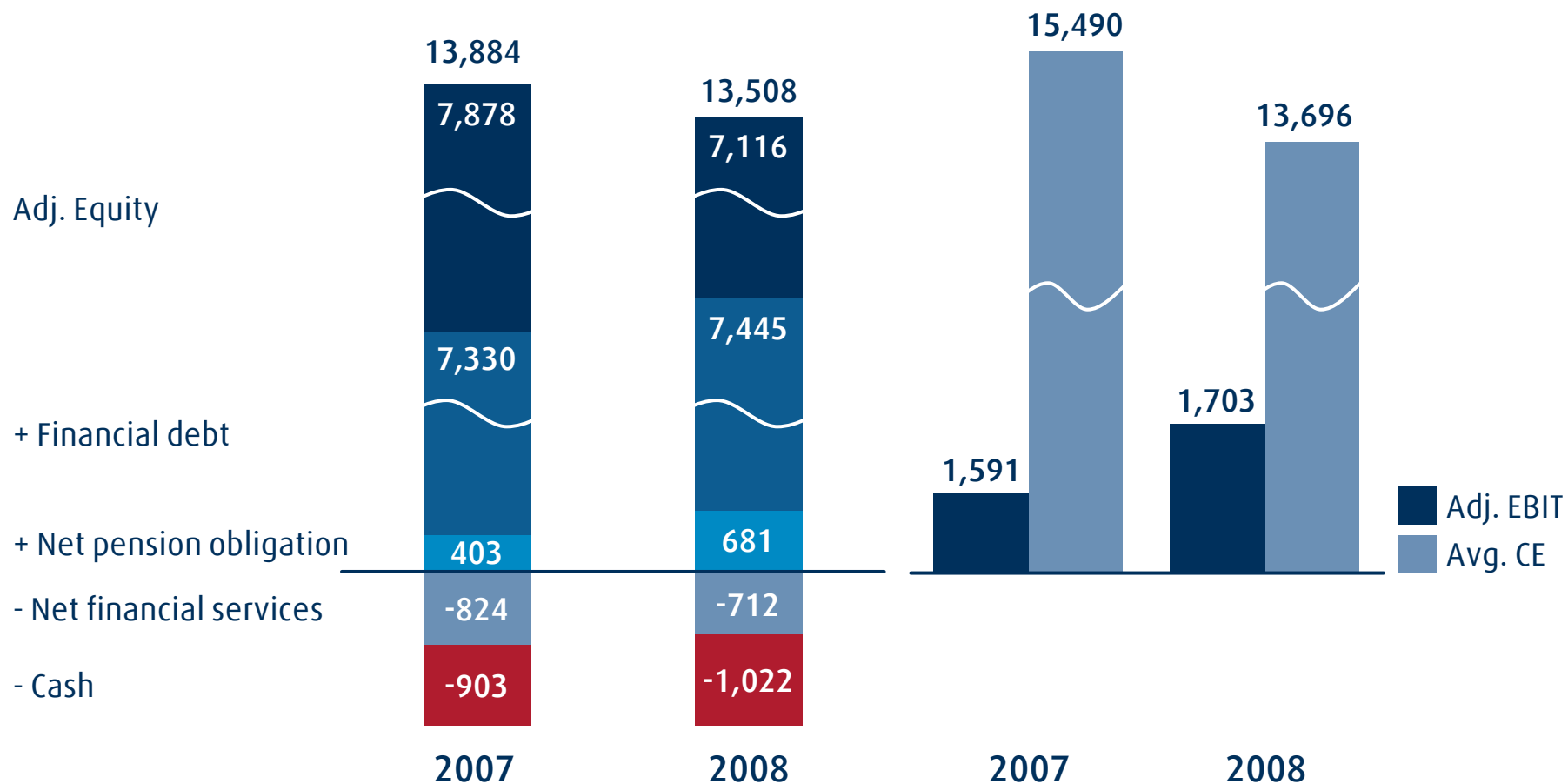
Adjusted ROCE

in € million

Capital Employed (B/S date)

Adj. ROCE
10.3%

Adj. ROCE
12.4%



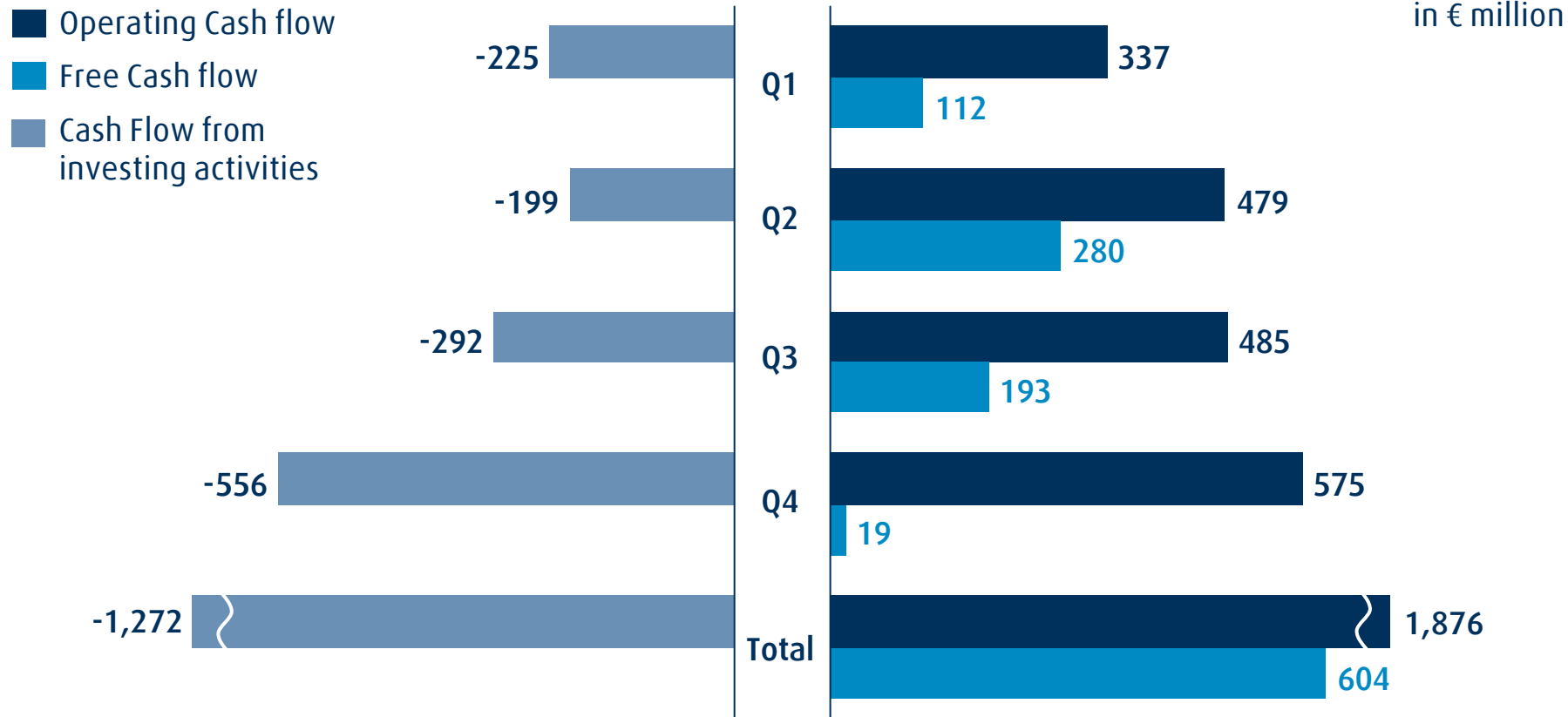
Group, FY 2008

Cash flow statement

in € million	Q1/08	Q2/08	Q3/08	Q4/08	2008	2007
Operating Profit	602	656	652	645	2,555	2,424
Change in Working Capital	-199	17	-59	44	-197	-114
Funds from operations	403	673	593	689	2,358	2,310
Paid taxes	-38	-77	-86	-28	-229	-336
Other changes	-28	-117	-22	-86	-253	-232
Operating Cash flow	337	479	485	575	1,876	1,742
Disposals	38	93	0	22	153	3,533
Acquisitions	0	-54	-20	-139	-213	-576
Net investments	-261	-240	-272	-439	-1,212	-871
Investment Cash flow	-223	-201	-292	-556	-1,272	2,086
Free Cashflow before financing	114	278	193	19	604	3,828

Group, FY 2008

Free cash flow after investments

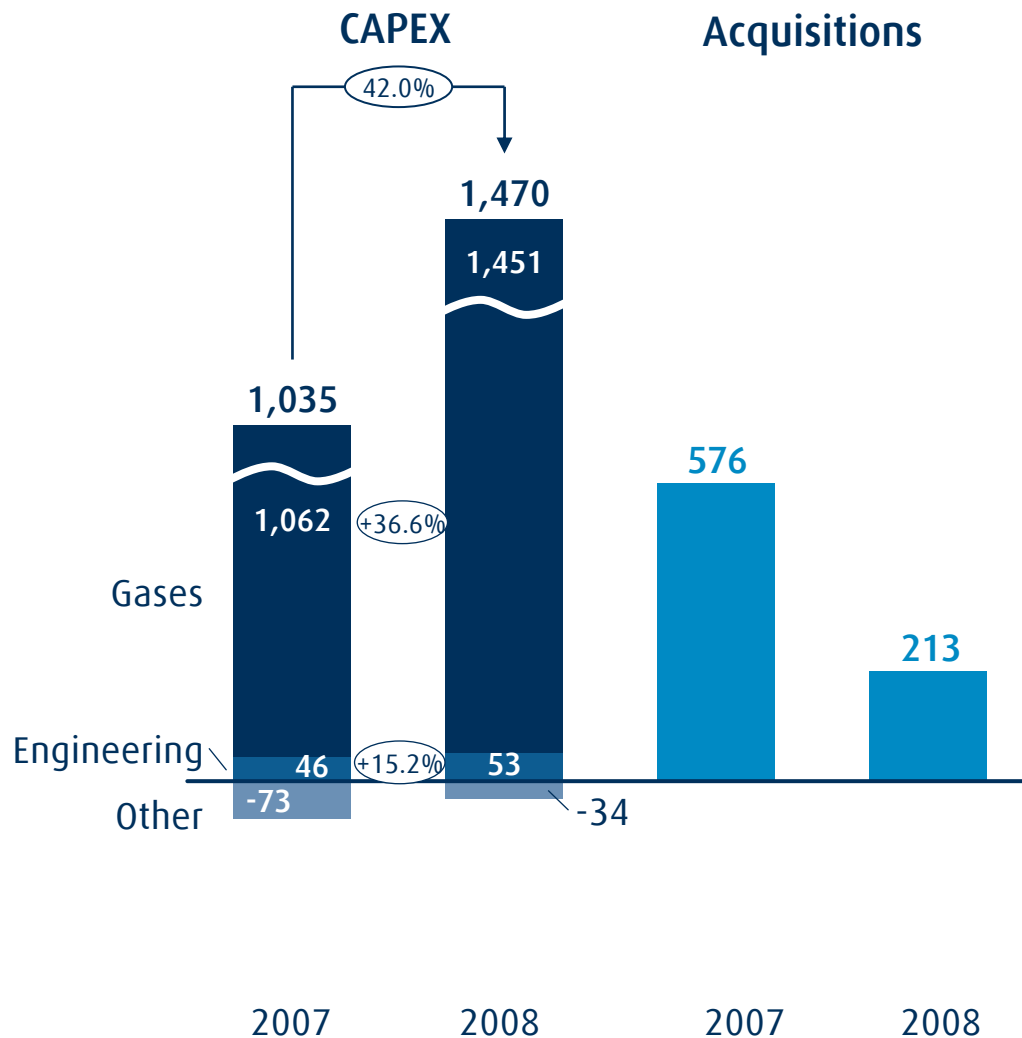
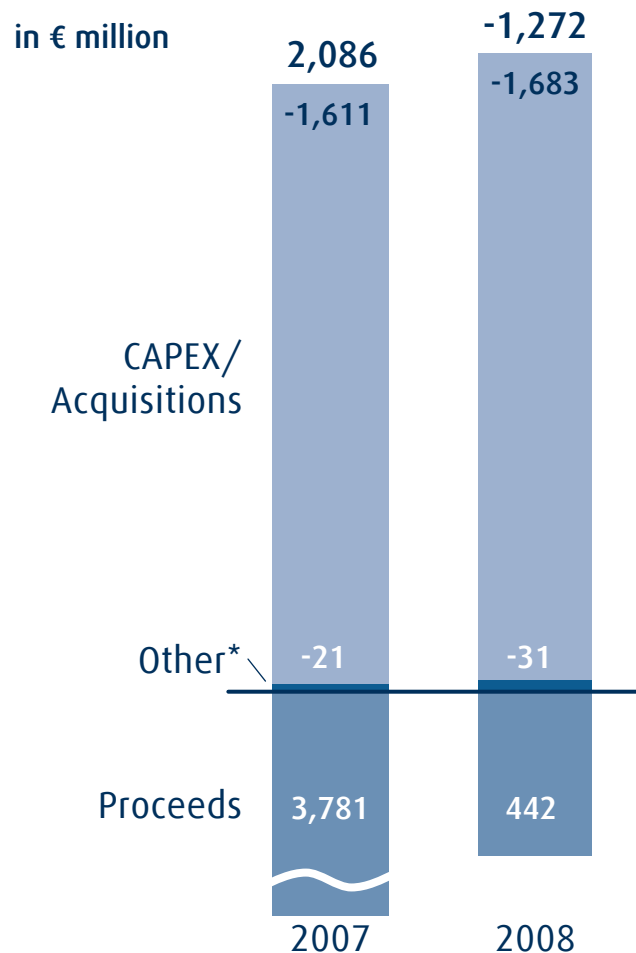


- Strong development of operating CF in Q4
- High investment activities in Q4 for bolt-on acquisition and on-site projects

Group, FY 2008

Capital expenditure and acquisitions

Cash Flow from investing activities

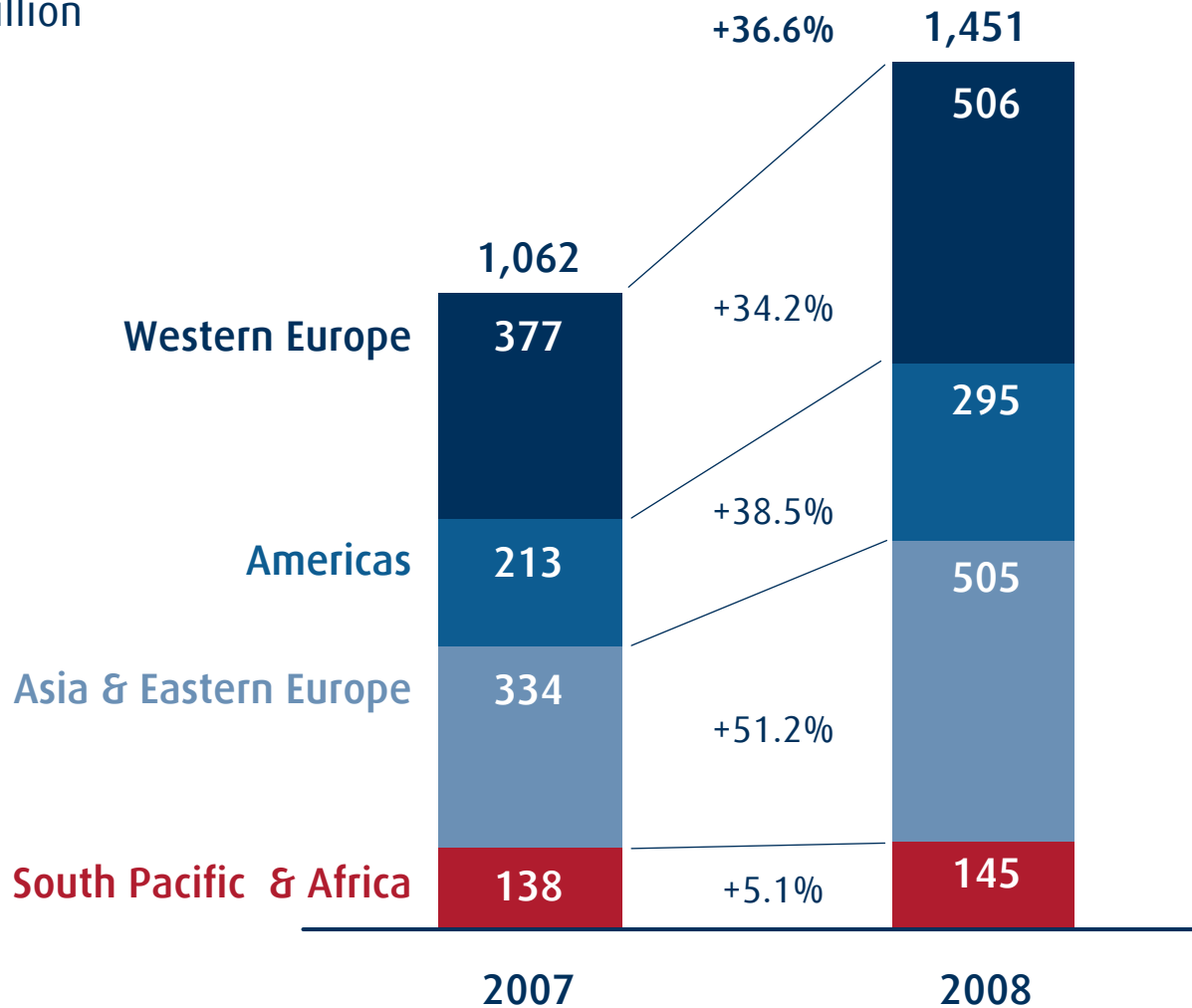


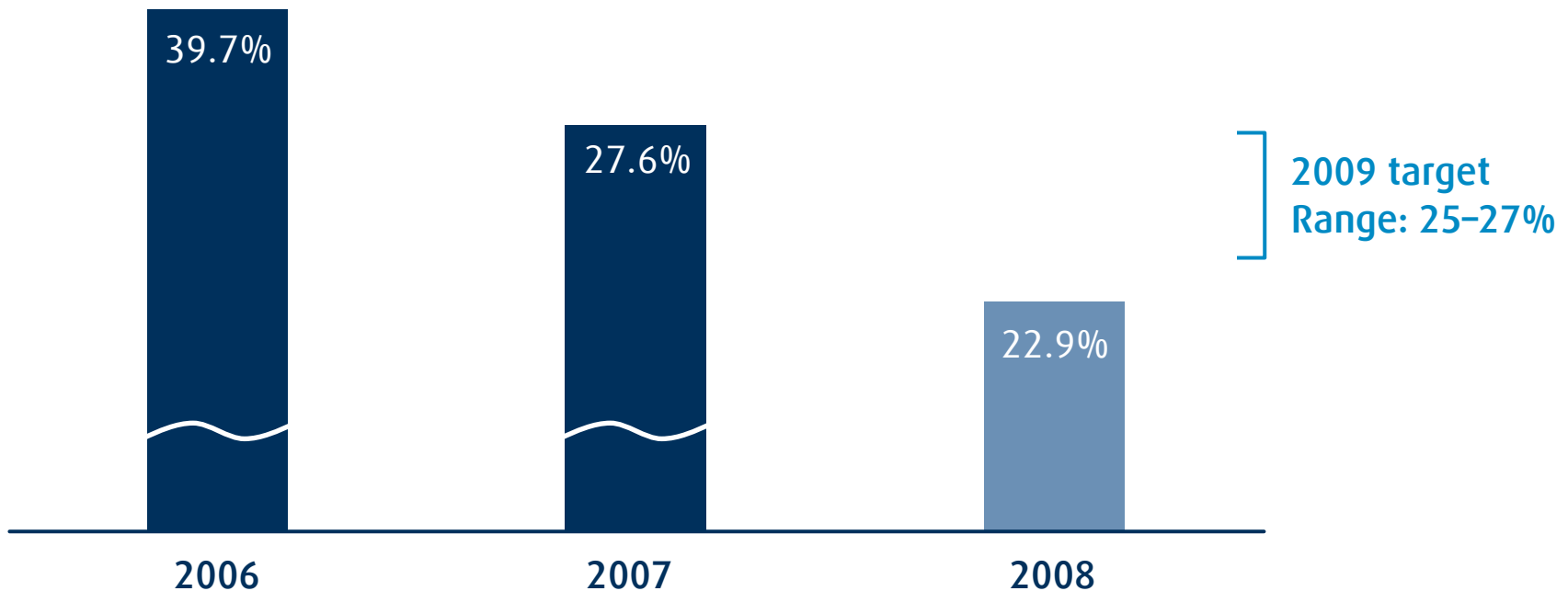
* Includes payments for investments in current financial assets; and reconciliation of posted capex and the cash out for capex

Gases Division, FY 2008

Capital expenditure

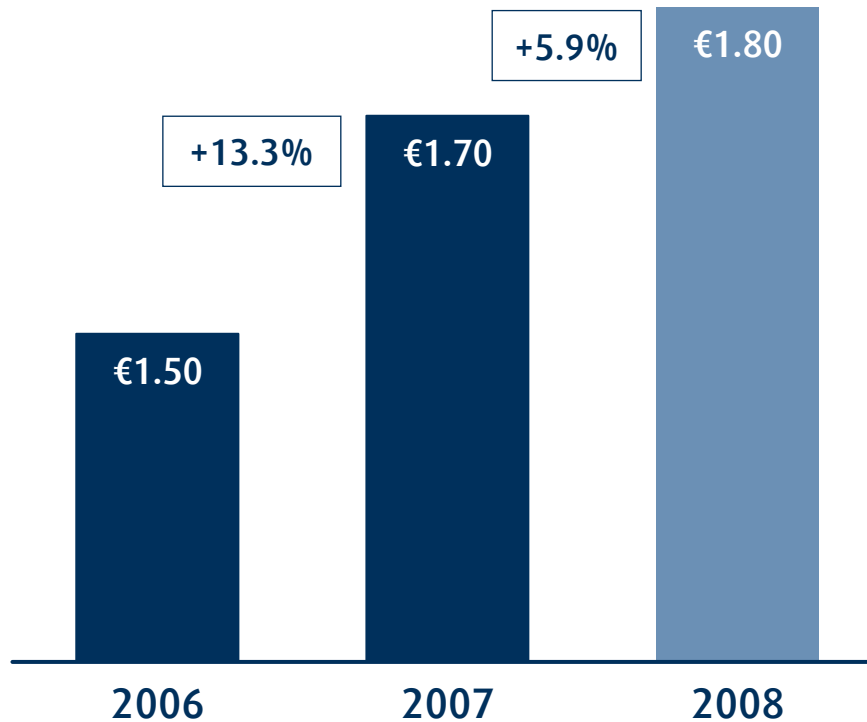
in € million





- Post-acquisition restructuring fully effective in 2008
- Positive impact of tax rate changes
- Strong performance of the Group in countries with lower tax rates

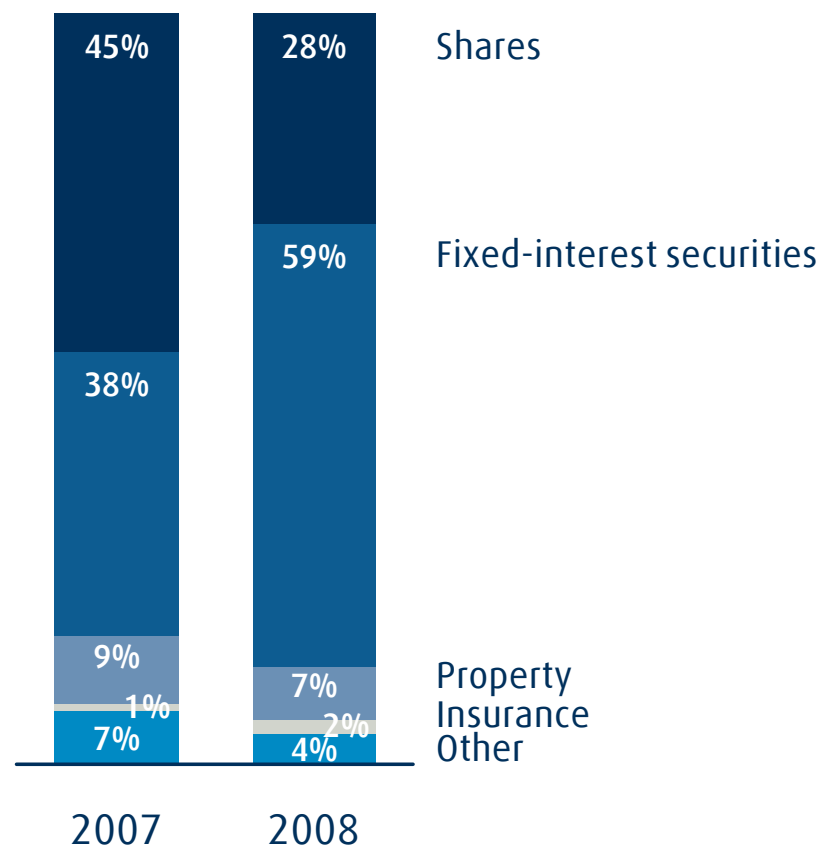
Consistent dividend policy: dividend development in line with growth of operating profit



Net obligation increases due to actuarial gains/losses

in € million	DBO	Plan asset	Net obligation
01.01.2008	5,152	4,813	339
Service costs	106		106
Net financing	272	296	-24
Actuarial gains/losses	-500	-947	447
Contributions/payments	-242	-25	-217
FX	-714	-701	-13
Other	23	17	6
31.12.2008	4,097	3,453	644

Further actuarial losses of approx. € 400 m avoided due to early optimization of the plan assets portfolio structure



Group, Purchase Price Allocation

Expected depreciation & amortisation

Development of depreciation and amortisation (in € million)

Impact in 2008: € 371 million

Expected range

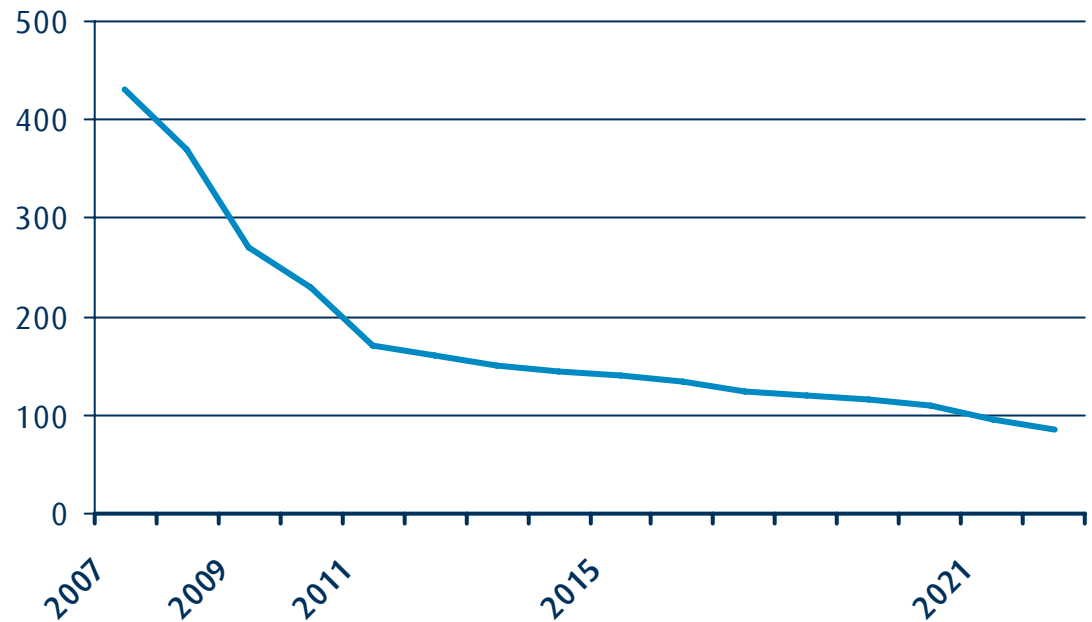
2009	> 275 – 325
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2010	> 200 – 250
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2011	> 175 – 225
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...

2022	< 100
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Purchase Price Allocation (PPA)

Impact in 9M 2009: € 221 m (9M 08: € 277 m)
Expected impact FY 2009: €275-325 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 9M 2009: € -94 m (9M 08: € -95 m)
Expected impact* FY 2009: €-118 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

Group

Definition of financial key indicators



THE LINDE GROUP

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

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