







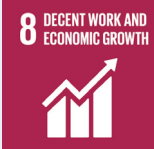



Sustainable Development Targets 2018-2028*

Climate Change 	Safety, Health & Environment 	People & Community 	Integrity & Compliance 
Invest & Innovate in Decarbonization <ul style="list-style-type: none"> • >\$1 billion in decarbonization initiatives • >1/3 annual R&D budget to decarbonization 	Occupational and Distribution Safety <ul style="list-style-type: none"> • Achieve annual operational safety better than industry levels (LWCR, TRCR) • Achieve annual Commercial Vehicle Incident Rate (CVIR) of <2.5 / million km 	Diversity & Inclusion <ul style="list-style-type: none"> • Achieve 30% representation of women globally by 2030 	Integrity & Compliance <ul style="list-style-type: none"> • Confirm 100% annual Certification to Linde's Code of Business Integrity
Achieve 35% intensity reduction in GHG vs. EBITDA <ul style="list-style-type: none"> • >2x low-carbon power sourcing, primarily from active renewable electricity • Improve energy & GHG intensity <ul style="list-style-type: none"> • 4% for HyCO GHG • 7% for ASU energy • 10% for distribution fleet GHG • 10% absolute reduction in GHG emissions from Other GHG 	Health/Product Stewardship <ul style="list-style-type: none"> • Zero global sales of coating slurries that contain hexavalent chrome by 2029 (Surface Coatings) 	Employee Community Engagement <ul style="list-style-type: none"> • Contribute 550 CE projects by 2028 • Integrate Community Needs Assessments into Engineering project design phase (U.S. only) 	
Deliver Innovative & Sustainable Solutions <ul style="list-style-type: none"> • Contribute >50% annual sales from Sustainability Portfolio • Enable >2x annual carbon productivity 	Environment <ul style="list-style-type: none"> • Achieve \$1.3 billion Sustainable Productivity • Implement Water Management Plans at 100% relevant sites • Achieve Zero Waste at 450 sites 	Global Giving <ul style="list-style-type: none"> • Increase environmental / climate-related philanthropic spend by 50% 	
		 	 

* All targets run 2018-2028 except where otherwise noted.