

Making our world more productive



A. Quarterly Compliance Report on Corporate Governance

1. Name of Listed Entity: Linde India Limited
2. Quarter ending: 31 December 2025

I. Composition of Board of Directors										
Title (Mr./Ms.)	Name of the Director	PAN ⁵ & DIN	Category (Chairperson/Executive/Non-Executive/Independent/Nonminee) ⁶	Date of Birth	Date of Initial Appointment /Date of re-appointment /Date of cessation	Tenure*	No. of Directorship in listed entities including this listed entity (with reference to Regulation 17A)	No. of Independent Directorship in listed entities including this listed entity (with reference to proviso to regulation 17A(1)] & reg. 17A(2))	No. of memberships in Audit/ Stakeholder Committee(s) including this listed entity (Refer Reg. 26(1) of Listing Regulations) [#]	No. of post of Chairperson in Audit/ Stakeholder Committee held in listed entities including this listed entity (Refer Reg. 26(1) of Listing Reg. [#]
Mr.	Michael James Devine	DIN - 10042702	Non-Executive Non-Independent (Chairperson)	11/10/1968	15/02/2023	N.A.	1	0	Audit - 1	0
Mr.	Abhijit Banerjee	DIN - 08456907	Executive - Managing Director	06/12/1967	07/06/2019 07/06/2022 07/06/2025	N.A.	1	0	Stakeholder - 1	0
Ms.	Shalini Sarin	DIN - 06604529	Non-Executive - Independent	15/06/1965	10/07/2018 10/07/2023	89 months; Appointed for a term of 5 consecutive years w.e.f. 10/07/2023	6 [^]	6	Audit - 2 Stakeholder - 2	Stakeholder - 1
Mr.	Subba Rao Amarthalu	DIN - 00082313	Non-Executive - Independent	11/04/1960	23/09/2024	15 months; Appointed for a term of 5 consecutive years w.e.f. 23/09/2024	3 [^]	3	Audit - 5 Stakeholder - 3	Audit - 4
Mr.	Gobichettipalayam Sreenivasan Krishnan	DIN - 00229417	Non-Executive - Independent	03/03/1958	23/09/2024	15 months; Appointed for a term of 5 consecutive years w.e.f. 23/09/2024	1	1	Audit - 1	0
Ms.	Mannu Sangganeria	DIN - 09243027	Non-Executive Non-Independent	25/02/1976	29/07/2021	N.A.	1	0	0	0

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Includes committee position in listed & unlisted public limited companies.
 ^ Excludes directorships in unlisted public limited and private limited companies.
 \$PAN number of any director would not be displayed on the website of Stock Exchange
 &Category of director means executive/non-executive/independent/nominee. If a Director fits into more than one category write all categories separating with hyphen
 *to be filled only for Independent Director. Tenure would mean total period (in months) from which Independent director is serving on Board of directors of the listed entity in continuity without any cooling off period.
Note: Passing of Special Resolution under Regulation 17 (1A) of Listing Regulations, 2015 – Not Applicable
 The PAN details of the Directors have been purposely removed.

Whether Regular chairperson (Board) appointed: Yes

Whether Chairperson is related to Managing Director or CEO: No

II. Composition of Committees

Name of Committee	Whether Regular chairperson appointed	Name of Committee Members	Category (Chairperson/Executive/Non- Executive/Independent/Nominee) ⁵	Date of Appointment
Audit Committee	Yes	Mr. Subba Rao Amarthaluru	Chairman/Independent	01/10/2024
		Mr. Gobichettipalayam Sreenivasan Krishnan	Independent	01/10/2024
		Dr. Shalini Sarin	Independent	23/07/2018
		Mr. Michael James Devine	Non-Executive (Non-Independent)	20/03/2023
Nomination & Remuneration committee	Yes	Mr. Gobichettipalayam Sreenivasan Krishnan	Chairman/Independent	01/10/2024
		Dr. Shalini Sarin	Independent	01/10/2024
		Mr. Michael James Devine	Non-Executive (Non-Independent)	20/03/2023
Risk Management Committee	Yes	Mr. Subba Rao Amarthaluru	Chairman/Independent	01/10/2024
		Mr. Gobichettipalayam Sreenivasan Krishnan	Independent	01/10/2024
		Mr. Abhijit Banerjee	Executive (Managing Director)	07/06/2019
Stakeholders' Relationship Committee	Yes	Dr. Shalini Sarin	Chairperson/Independent	01/10/2024
		Mr. Subba Rao Amarthaluru	Independent	01/10/2024
		Mr. Abhijit Banerjee	Executive (Managing Director)	07/06/2019
Corporate Social Responsibility Committee	Yes	Dr. Shalini Sarin	Chairperson/Independent	23/07/2018
		Mr. Gobichettipalayam Sreenivasan Krishnan	Independent	01/10/2024
		Mr. Abhijit Banerjee	Executive (Managing Director)	07/06/2019

⁵Category of directors means Executive/Non-executive/Independent/Nominee. If a director fits into more than one category write all categories separating them with hyphen.

III. Meeting of Board of Directors

Date(s) of Meeting (if any) in the previous quarter (Jul – Sept'25)	Date(s) of Meeting (if any) in the relevant quarter (Oct – Dec'25)	Whether requirement of Quorum met (details)*	No. of Directors present	No. of Independent Directors present	Maximum gap between any two consecutive meetings in no. of days
7 August 2025	6 November 2025	Yes	Five	Three	90 (Ninety)
	29 December 2025	Yes	Five	Three	52 (Fifty-two)

IV. Meeting of Committees

Date(s) of meeting of the committee in the previous quarter (Jul – Sept'25)	Date(s) of Meeting of the committee in relevant quarter (Oct – Dec'25)	Whether requirement of Quorum met (details)*	No. of Directors present	No. of Independent Directors present	Maximum gap between any two consecutive meetings in no. of days**
Audit Committee					
7 August 2025	6 November 2025	Yes (All members present)	Four	Three	90 (Ninety)
Nomination & Remuneration Committee					

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Nil	29 December 2025	Yes	Two	Two	Not Applicable
Stakeholders Relationship Committee					
Nil	5 November 2025	Yes (All members present)	Three	Two	Not Applicable
Corporate Social Responsibility Committee					
7 August 2025	5 November 2025	Yes (All members present)	Three	Two	Not Applicable
Risk Management Committee					
7 August 2025	5 November 2025	Yes (All members present)	Three	Two	89 (Eight-nine)
*to be filled in only for the current quarter meetings					
** This information has to be mandatorily be given for Audit Committee and Risk Management Committee, for rest of the committees giving this information is optional.					

V. Details of Cyber Security Incidence			
Whether as per Regulation 27(2)(ba) of SEBI (LODR) Regulations, 2015 there has been cyber security incidents or breaches or loss of data or documents during the quarter			No
Date of the event	Not Applicable	Brief details of the event	Not Applicable

VI. Affirmations

1. The composition of Board of Directors is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. - Yes
2. The composition of the following committees is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Yes
 - a. Audit Committee
 - b. Nomination & Remuneration Committee
 - c. Stakeholders Relationship Committee
 - d. Risk Management Committee (applicable to the top 1000 listed entities, voluntary for entities ranked 1001 to 2000)
3. The committee members have been made aware of their powers, role and responsibilities as specified in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. - Yes
4. The meetings of the Board of Directors and the above committees have been conducted in the manner as specified in SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. - Yes
5. This report and/or the report submitted in the previous quarter have been placed before the Board of Directors. Any comments/observations/advice of Board of Directors may be mentioned here: The Compliance Report on Corporate Governance for the quarter and half year ended 30 September 2025 was placed and noted by the Board of Directors at its meeting held on 6 November 2025.


 Amit Dhanuka
 Company Secretary





B. INVESTOR GRIEVANCE REDRESSAL REPORT FOR QUARTER ENDED 31 DECEMBER 2025

Investor Grievance Redressal Report	
No. of investor complaints pending at the beginning of Quarter	0
No. of investor complaints received during the Quarter	11
No. of investor complaints disposed off during the Quarter	10
No. of investor complaints those remaining unresolved at the end of the Quarter	1

C. DISCLOSURE OF ACQUISITION OF SHARES OR VOTING RIGHTS IN UNLISTED COMPANIES

The details of acquisition of shares or voting rights in unlisted companies during the quarter in terms of sub-para 1 of para A of Part A of Schedule III are given below:

Sl. No.	Name of the unlisted company in which shares or voting rights have been acquired	Date of acquisition	Aggregate holding (% shares or voting rights) as at the end of the previous quarter	% shares or voting rights acquired during the quarter	Aggregate holding (% shares or voting rights) as at the end of the quarter
Not Applicable					

D. DISCLOSURE OF IMPOSITION OF FINE OR PENALTY

The details of imposition of fine or penalty during the quarter in terms of sub-para 20 of para A of Part A of Schedule III are given below:

Sl. No.	Name of the authority	Nature and details of the action(s) taken or order(s) passed	Date of receipt of direction or order, including any ad interim or interim orders, or any other communication from the authority	Details of the violation(s)/ contravention(s) committed or alleged to be committed	Impact on financial, operation or other activities of the listed entity, quantifiable in monetary terms to the extent possible
Not Applicable					

E. DISCLOSURE OF UPDATES TO ONGOING TAX LITIGATIONS OR DISPUTES

The updates on tax litigations or disputes in terms of sub-para 8 of para B of Part A of Schedule III read with corresponding provisions of Annexure 18 of the Master Circular are given below:

Sl. No.	Name of the opposing party	Date of initiation of the litigation / dispute	Status of the litigation / dispute as per last disclosure	Current status of the litigation / dispute
Not Applicable				

