



A. Quarterly Compliance Report on Corporate Governance

1. Name of Listed Entity: Linde India Limited
2. Quarter ending: 31 March 2026

I. Composition of Board of Directors										
Title (Mr./Ms.)	Name of the Director	PAN <sup>5</sup> & DIN	Category (Chairperson/Executive/Non-Executive/Independent/Noninee) <sup>5</sup>	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) <sup>#</sup>	No. of post of Chairperson in Audit/ Stakeholder Committee held in listed entities including this listed entity (Refer Reg. 26(1) of Listing Reg. <sup>#</sup>
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.	Milan Sadhukhan	DIN - 03082335	Executive - Managing Director	20/07/1975	01/01/2026	N.A.	1	0	Stakeholder - 1	0
Mr.	Abhijit Banerjee**	DIN - 08456907	Executive - Managing Director	06/12/1967	07/06/2019 07/06/2025 01/01/2026	N.A.	1	0	Stakeholder - 1	0
Ms.	Shalini Sarin	DIN - 06604529	Non-Executive - Independent	15/06/1965	10/07/2018 10/07/2023	92 months; Appointed for a term of 5 consecutive years w.e.f. 10/07/2023	6 <sup>^</sup>	6	Audit - 2 Stakeholder - 2	Stakeholder - 1
Mr.	Subba Rao Amarthaluru	DIN - 00082313	Non-Executive - Independent	11/04/1960	23/09/2024	18 months; Appointed for a term of 5 consecutive years w.e.f. 23/09/2024	3 <sup>^</sup>	3	Audit - 5 Stakeholder - 3	Audit - 4
Mr.	Gobichettipalayam Sreenivasan Krishnan	DIN - 00229417	Non-Executive - Independent	03/03/1958	23/09/2024	18 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.  
 \*\* It may please be noted that Mr Abhijit Banerjee, ceased to be the Managing Director of the Company effective close of business hours on 31 December 2025 (i.e. effective from 1 January 2026, which is the current quarter). In view of the aforesaid and for the purpose of recording his details of cessation as above, all his details including Directorships and Board Committee Memberships as available with us, as on 31 December 2025 have been mentioned here, which had also been filed in the Integrated filing- Governance for quarter & nine months ended 31 December 2025.  
**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) <sup>&amp;</sup>	Date of Appointment	Date of Cessation
Audit Committee	Yes	Mr. Subba Rao Amarthaluru	Chairman/Independent	01/10/2024	-
		Mr. Gobichettipalayam Sreenivasan	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	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	Independent	01/10/2024	-
		Mr. Abhijit Banerjee	Executive (Managing Director)	07/06/2019	01/01/2026
		Mr. Milan Sadhukhan	Executive (Managing Director)	01/01/2026	-
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	01/01/2026
		Mr. Milan Sadhukhan	Executive (Managing Director)	01/01/2026	-
Corporate Social Responsibility Committee	Yes	Dr. Shalini Sarin	Chairperson/Independent	23/07/2018	-
		Mr. Gobichettipalayam Sreenivasan	Independent	01/10/2024	-
		Mr. Abhijit Banerjee	Executive (Managing Director)	07/06/2019	01/01/2026
		Mr. Milan Sadhukhan	Executive (Managing Director)	01/01/2026	-

<sup>&</sup>Category 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 (Oct – Dec'25)	Date(s) of Meeting (if any) in the relevant quarter (Jan – Mar'26)	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
6 November 2025 29 December 2025	30 January 2026 9 February 2026	Yes Yes	Six Five	Three Three	31 (Thirty-one) 9 (Nine)

**IV. Meeting of Committees**

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Date(s) of meeting of the committee in the previous quarter (Oct - Dec'25)	Date(s) of Meeting of the committee in relevant quarter (Jan - Mar'26)	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**
<b>Audit Committee</b>					
6 November 2025	9 February 2026 23 March 2026	Yes (All members present) Yes (All members present)	Four Four	Three Three	94 (Ninety-four) 41 (Forty-one)
<b>Nomination &amp; Remuneration Committee</b>					
29 December 2025	9 February 2026	Yes (All members present)	Three	Two	Not Applicable
<b>Stakeholders Relationship Committee</b>					
5 November 2025	Nil	Not Applicable	Not Applicable	Not Applicable	Not Applicable
<b>Corporate Social Responsibility Committee</b>					
5 November 2025	9 February 2026	Yes (All members present)	Three	Two	Not Applicable
<b>Risk Management Committee</b>					
5 November 2025	Nil	Not Applicable	Not Applicable	Not Applicable	Not Applicable
*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 optional.					

<b>V. Details of Cyber Security Incidence</b>			
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**

- The composition of Board of Directors is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. - Yes
- The composition of the following committees is in terms of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Yes
  - Audit Committee
  - Nomination & Remuneration Committee
  - Stakeholders Relationship Committee
  - Risk Management Committee (applicable to the top 1000 listed entities, voluntary for entities ranked 1001 to 2000)
- 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
- 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
- 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 ended 31<sup>st</sup> December 2025 was placed and noted by the Board of Directors at its meeting held on 9<sup>th</sup> February 2026.

  
 Amit Dhanuka  
 Company Secretary



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Compliance Report on Corporate Governance for the period 1 April 2025 to 31 March 2026

Sl. No.	I. Disclosure on website in terms of Listing Regulations		
	Item	Compliance status (Yes/No/NA) refer note below	Web address
	As per Regulation 46(2) of the Listing Regulations, 2015		
1.1	Details of business	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
1.2	Memorandum of Association and Articles of Association	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
1.3	Brief profile of board of directors including directorship and full-time positions in body corporates	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
2.	Terms and conditions of appointment of independent directors	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
3.	Composition of various committees of board of directors	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
4.	Code of conduct of board of directors and senior management personnel	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
5.	Details of establishment of vigil mechanism/ Whistle Blower policy	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
6.	Criteria of making payments to non-executive directors	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
7.	Policy on dealing with related party transactions	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
8.	Policy for determining 'material' subsidiaries	N.A.	
9.	Details of familiarization programmes imparted to independent directors	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
10.	e-mail address for grievance redressal and other relevant details	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
11.	Contact information of the designated officials of the listed entity who are responsible for assisting and handling investor grievances	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
12.	Financial results	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
13.	Shareholding pattern	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
14.	Details of agreements entered into with the media companies and/or their associates	N.A.	N.A.
15.1	(I) Schedule of analyst or institutional investor meet (II) Presentations prepared by the listed entity for analysts or institutional investors meet, post earnings or quarterly calls prior to beginning of such events.	N.A.	N.A.
15.2	Audio recordings, video recordings, if any, and transcripts of post earnings or quarterly calls, by whatever name called, conducted physically or through digital means	N.A.	N.A.
16.	New name and the old name of the listed entity	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>

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17.	Advertisements as per regulation 47 (1)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
18.	Credit rating or revision in credit rating obtained	N.A.	N.A.
19.	Separate audited financial statements of each subsidiary of the listed entity in respect of a relevant financial year	N.A.	N.A.
20.	Secretarial Compliance Report	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
21.	Materiality Policy as per Regulation 30 (4)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
22.	Disclosure of contact details of KMP who are authorized for the purpose of determining materiality as required under Regulation 30(5)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
23.	Disclosure under regulation 30(8)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
24.	Statements of deviation(s) or variations(s) as specified in regulation 32	N.A.	N.A.
25.	Dividend Distribution policy as per Regulation 43A (1) (as applicable)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
26.1	Annual Return as provided under section 92 of the Companies Act, 2013	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
26.2	Employee Benefit scheme documents framed in terms of SEBI (SBEB) Regulations, 2021	N.A.	N.A.
27.	Confirmation that the above disclosures are in a separate section as specified in regulation 46(2)	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
28.	Compliance with Regulation 46(3) with respect to accuracy of disclosures on the website and timely updating	Yes	<a href="http://www.lindeindia.in">www.lindeindia.in</a>
<i>It is certified that these contents on the website of the Company are correct.</i>		Yes	

**II. Annual Affirmation**

Sl. no.	Particulars	Regulation Number	Compliance status (Yes/No/NA) refer note below
1.	Independent director(s) have been appointed in terms of specified criteria of 'independence' and/or 'eligibility'	16(1)(b)	Yes
2.	Board composition	17(1), 17(1A) & 17(1C), 17(1D) & 17(1E)	Yes
3.	Meeting of Board of directors	17(2)	Yes
4.	Quorum of Board Meeting	17(2A)	Yes
5.	Review of Compliance Reports	17(3)	Yes
6.	Plans for orderly succession for appointments	17(4)	Yes
7.	Code of Conduct	17(5)	Yes
8.	Fees/compensation	17(6)	Yes
9.	Minimum Information	17(7)	Yes
10.	Compliance Certificate	17(8)	Yes
11.	Risk Assessment & Management	17(9)	Yes
12.	Performance Evaluation of Independent Directors	17(10)	Yes

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13.	Recommendation of Board	17(11)	Yes
14.	Maximum No. of Directorships	17A	Yes
15.	Composition of Audit Committee	18(1)	Yes
16.	Meeting of Audit Committee	18(2)	Yes
17.	Role of Audit Committee and information to be reviewed by the audit committee	18(3)	Yes
18.	Composition of Nomination & Remuneration committee	19(1) & (2)	Yes
19.	Quorum of Nomination & Remuneration committee Meeting	19(2A)	Yes
20.	Meeting of Nomination & Remuneration committee	19(3A)	Yes
21.	Role of Nomination & Remuneration committee	19(4)	Yes
22.	Composition of Stakeholder Relationship Committee	20(1), 20(2) & 20(2A)	Yes
23.	Meeting of Stakeholder Relationship Committee	20(3A)	Yes
24.	Role of Stakeholder Relationship Committee	20(4)	Yes
25.	Composition and role of Risk Management Committee	21(1),(2),(3),(4)	Yes
26.	Meeting of Risk Management Committee	21(3A)	Yes
27.	Quorum of Risk Management Committee meeting	21(3B)	Yes
28.	Gap between the meetings of the Risk Management	21(3C)	Yes
29.	Vigil Mechanism	22	Yes
30.	Policy for Related Party Transaction	23(1), (1A), (5), (6), & (8)	Yes
31.	Prior or Omnibus approval of Audit Committee for all Related Party Transactions	23(2), (3)	Yes
32.	Approval for material related party transactions	23(4)	N.A.
33.	Disclosure of related party transactions on consolidated basis	23(9)	Yes
34.	Composition of Board of Directors of unlisted material Subsidiary	24(1)	The Company does not have any subsidiary.
35.	Other Corporate Governance requirements with respect to subsidiary of listed entity	24(2),(3),(4),(5) & (6)	The Company does not have any subsidiary.
36.	Alternate Director to Independent Director	25(1)	N.A.
37.	Maximum Tenure	25(2)	Yes
38.	Appointment, Re-appointment or removal of an Independent Director through special resolution or the alternate mechanism	25(2A)	Yes
39.	Meeting of independent directors	25(3) & (4)	Yes
40.	Familiarization of independent directors	25(7)	Yes
41.	Declaration from Independent Director	25(8) & (9)	Yes
42.	Directors and Officers Insurance for Independent Directors	25(10)	Yes





43.	Confirmation with respect to appointment of Independent Director who resigned from the listed entity	25(11)	N.A.
44.	Memberships in Committees	26(1)	Yes
45.	Affirmation with compliance to code of conduct from members of Board of Directors and Senior management	26(3)	Yes
46.	Policy with respect to Obligations of directors and senior management	26(2) & 26(5)	Yes
47.	Approval of the Board and Shareholders for compensation or profit sharing in connection with dealings in the securities of the Listed entity	26(6)	N.A.
48.	Vacancies in respect to Key Managerial Personnel	26A(1) & 26A(2), 26A(3)	N.A.

**Note**

1. In the column "Compliance Status", compliance or non-compliance may be indicated by Yes/No/N.A. For example, if the Board has been composed in accordance with the requirements of Listing Regulations, "Yes" may be indicated. Similarly, in case the Listed Entity has no related party transactions, the words "N.A." may be indicated.
2. If status is "No", details of non-compliance may be given here.
3. If the Listed Entity would like to provide any other information the same may be indicated here.

**III. Affirmations:**

The Listed Entity has approved Material Subsidiary Policy and the Corporate Governance requirements with respect to subsidiary of Listed Entity have been complied. - The Company does not have any subsidiary.

  
 Amit Dhanuka  
 Company Secretary





**B. INVESTOR GRIEVANCE REDRESSAL REPORT FOR QUARTER ENDED 31 MARCH 2026**

Investor Grievance Redressal Report	
No. of investor complaints pending at the beginning of Quarter	1
No. of investor complaints received during the Quarter	14
No. of investor complaints disposed off during the Quarter	10
No. of investor complaints those remaining unresolved at the end of the Quarter	5

**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				

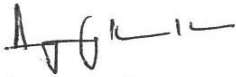
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F. DISCLOSURE OF LOANS/GUARANTEES/COMFORT LETTER/SECURITIES ETC.

Additional Half Yearly Disclosure			
<b>I. Disclosure of Loans / guarantees / comfort letters / securities etc.</b>			
<b>(A) Any loan or any other form of debt advanced by the listed entity directly or indirectly to:</b>			
Entity	Aggregate amt. advanced during six months	Balance outstanding at the end of six Months	
Promoter or any other entity controlled by them	0.00	0.00	
Promoter Group or any other entity controlled by them	0.00	0.00	
Directors (including relatives) or any other entity controlled by them	0.00	0.00	
KMPs or any other entity controlled by them	0.00	0.00	
<b>(B) Any guarantee/ comfort letter (by whatever name called) provided by the listed entity directly or indirectly, in connection with any loan(s) or any other form of debt availed by:</b>			
Entity	Type (guarantee, comfort letter etc.)	Aggregate amt. of issuance during six months	Balance outstanding at the end of six months (taking into account any invocation)
Promoter or any other entity controlled by them	0.00	0.00	0.00
Promoter Group or any other entity controlled by them	0.00	0.00	0.00
Directors (including relatives) or any other entity controlled by them	0.00	0.00	0.00
KMPs or any other entity controlled by them	0.00	0.00	0.00
<b>(C) Any security provided by the listed entity directly or indirectly, in connection with any loan(s) or any other form of debt availed by:</b>			
Entity	Type of security (cash, shares etc.)	Aggregate value of security provided during six months	Balance outstanding at the end of six months
Promoter or any other entity controlled by them	0.00	0.00	0.00
Promoter Group or any other entity controlled by them	0.00	0.00	0.00
Directors (including relatives) or any other entity controlled by them	0.00	0.00	0.00
KMPs or any other entity controlled by them	0.00	0.00	0.00
<b>II. Affirmations:</b>			
All loans (or other form of debt), guarantees, comfort letters (by whatever name called) or securities in connection with any loan(s) (or other form of debt) given directly or indirectly by the listed entity to promoter(s), promoter group, director(s) (including their relatives), key managerial personnel (including their relatives) or any entity controlled by them are in the economic interest of the Company.			
 Ajay Kumar Sah Interim Chief Financial Officer			