



Linde India Limited Familiarization Programmes for Directors

Preamble

As a member of The Linde plc Group, the Company believes that an appropriate induction programme for new Directors and ongoing training for existing Directors makes a significant contribution to the maintenance of high corporate governance standards. The Managing Director and the Company Secretary are jointly responsible for ensuring that such induction and training programmes are provided to Directors.

Induction

The induction process is designed to:

- a. build an understanding of Linde India, its businesses, their business models and the markets and regulatory environment in which it operates;
- b. provide an appreciation of the role and responsibilities of the Directors;
- c. fully equip Directors to perform their role on the Board effectively; and
- d. develop understanding of Company's people and its key stakeholder relationships.

The Company Secretary shall provide the new Directors - Executive, Non-Executive and Independent Directors, with a briefing on their legal and regulatory responsibilities as Directors. This includes provision of a Directors' Induction kit containing general information on Company's Structure, Key Policies and Codes of the Company, Terms of Reference of the Various Committees of the Board, copy of the latest Annual Report, Memorandum and Articles of Association, Brief profile of the Board of Directors, Roles and Responsibilities of the Directors and necessary disclosure forms. The Managing Director provides a briefing on Company's current structure and business performance.

An appointment letter is issued to every Independent Director of the Company incorporating the roles, time commitment, duties and liabilities, performance evaluation process, code of conduct, remuneration, terms of reference of the various Board Committees etc. for information and acceptance.

The induction briefing for Non-Executive Independent Directors includes interactive sessions with Management Committee Members, Business and Functional heads, Auditors and a visit to any plant of the Company.

Training

The Company Secretary keeps the Board briefed on legal and regulatory development relevant to the Company and the Directors. In consultation with the Chairman, the Managing Director, the Chief Financial Officer and the Company Secretary ensure that the programme to familiarise the Non-Executive Directors with the business is maintained over time and kept relevant to the needs of the individuals involved and the Board as a whole. The Chairman shall in consultation with Independent Directors agree on the Training and Development needs of the Board as a whole and may decide on the action plan when appropriate. The Company Secretary shall be responsible for implementation of such plan and the Chairman shall regularly review the same.

In addition to the induction and training provided as part of the familiarization programme, the Independent Directors are also taken through various business and functional presentations which, *inter-alia*, cover regulatory updates, risk management, safety, etc. in the Audit Committee and Board meetings, besides Board Strategy workshop to discuss and review the strategy of the Company.

To enable the Directors to familiarize themselves and experience the manufacturing and other facilities of the Company, the Board Meetings are sometimes held in locations where the Company has operations, besides the registered office. Visits to the Company plants are also separately organized for the Directors for



Linde India Limited
Familiarization Programmes for Directors

this purpose, wherever possible.

The details of Programmes and the attendance of Independent Directors at such Programmes as required under Regulation 46(2)(i) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015 are given below:

Details of Familiarization Programmes organized by the Company during the Financial Year 2025-26:

Name of Independent Directors	Nature and No. of Programmes Attended							
	During the FY 2025-26				Cumulative till 31 March 2026			
	Business Presentation and immersion sessions	Plant/Factory Visit	Total no. of programme	Total no. of hours spent	Business Presentation and immersion sessions	Plant/Factory Visit	Total no. of programme	Total no. of hours spent*
Shalini Sarin	6	1	11	18	53	5	62	86
Subba Rao Amarthaluru	6	1	11	18	11	2	17	33
G S Krishnan	6	1	11	18	11	2	17	33