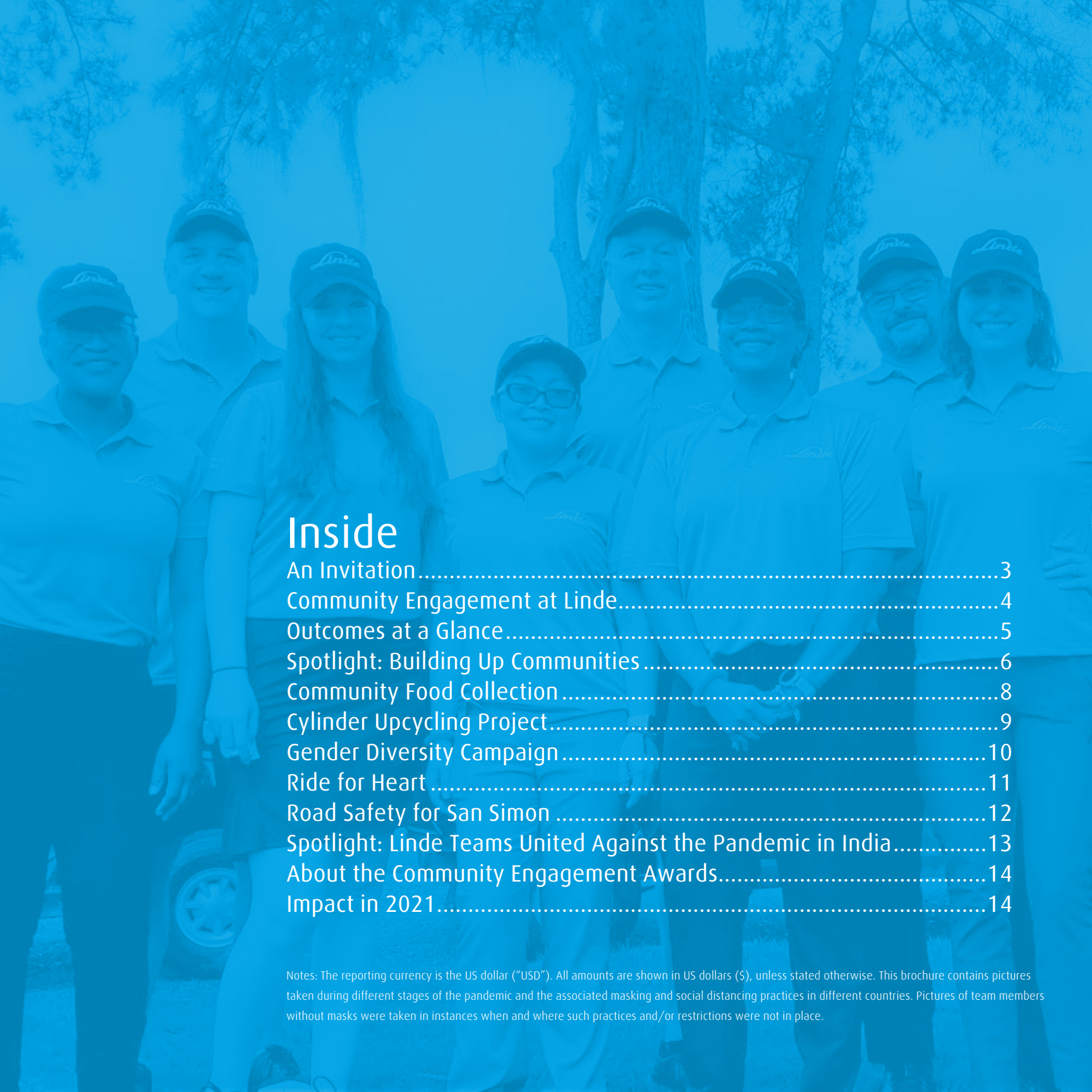


Making our world more productive



Community Engagement 2021





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Notes: The reporting currency is the US dollar ("USD"). All amounts are shown in US dollars (\$), unless stated otherwise. This brochure contains pictures taken during different stages of the pandemic and the associated masking and social distancing practices in different countries. Pictures of team members without masks were taken in instances when and where such practices and/or restrictions were not in place.

An Invitation



A painted line. An empty cylinder. A bike ride. A can of food. One little hand-printed note. All ordinary things until they are placed in the hands of the passionate people of Linde.

We are committed to improving the communities where we live and work, especially when our communities face the greatest challenges. These challenges—the global health crisis, natural disasters and social inequities—continue to impact our communities. Nearly 10,000 times, an individual employee reached out in an act to help address these challenges and live our mission.

With participation from every Linde business, these efforts—spanning 389 projects—resulted in employees:

- Contributing nearly 60,000 hours of their time.
- Raising or donating funds, along with their facilities; this included approximately \$2.8 million in cash and in-kind donations, such as food, clothing and trees/seedlings.
- Enriching the lives of 100,000 children and students.

When I look at these projects, I am filled with pride at the concern and creativity of our teams. They have helped address some of the most compelling needs, including educational gaps, healthcare access and food insecurity. I also see something else: Linde's values—safety, integrity, community, inclusion and accountability—resonate through each of these efforts.

It is our privilege to do our part to foster stronger communities every day. As our communities strengthen, so do the bonds within our teams, between Linde and our employees, and with the community.

We invite you to see these projects and some of the ways our communities have become more resilient and how we are living our mission of *making our world more productive*.

Sincerely,

A handwritten signature in black ink that reads "Tamara". The signature is fluid and cursive, with a long, sweeping underline that extends to the left.

Tamara E. Brown
Vice President, Sustainability

Community Engagement at Linde

Community is a core value at Linde:

We are committed to improving the communities where we live and work. Our charitable contributions, along with employee volunteerism, support initiatives that make important and sustainable contributions to our world.

The practice of working within and for the benefit of our communities is consistent with our mission of *making our world more productive*.

Community engagement activities occur through both corporate-led projects and employee-led or “grassroots” initiatives.

Regardless of the type of project, our strategic direction remains the same. We hope to achieve the following:

DEEPEN our impact from corporate philanthropy by supporting our local communities in the priority areas of education, diversity and the environment.

ENGAGE employees by fostering opportunities that build camaraderie and give them the freedom to participate in and support local community building.

DRIVE sustainable impact by furthering projects in areas complementary to our business and mission, which increases the opportunity to leverage Linde’s expertise and resources to develop creative solutions.

As an essential part of the sustainable development efforts at Linde, community engagement is practiced across the globe and is focused in select areas. We endeavor to be both intentional and impactful in these activities.

Understanding community need is critical for community investment. Our employees and teams pay close attention to local needs through activities, such

as joining community committees, attending local town meetings, providing public safety awareness, hosting educational community events and engaging with relevant nonprofit and/or community organizations.

While efforts vary greatly—ranging from closing the gaps exposed by the pandemic to rebuilding communities to protecting the local ecosystem—the goal of all community engagement efforts is to achieve multiple benefits for many stakeholders, both external and internal. Community engagement has been a formal endeavor for many years, and we continue to see a strong level of employee volunteerism that directly addresses identified needs with a measurable impact.

Linde assesses the impact of the Community Engagement Program, and we highlight some of these in this brochure. For example, among our employee-led programs, teams consistently report that beneficiaries experience improved quality of life and an increase in positive attitudes. Employees report personal growth and increased awareness of community needs.

Corporate-led community engagement, such as workforce development, contributes directly to increased skill development for trainees. Among other proud moments, the year 2021 ended with the 100th soldier trained in truck driving through the *Skills Pipeline* Workforce Development Program. Soldiers transitioning from the military may earn their commercial driving credentials before exiting service.

A snapshot of this impact is provided on page 14. Together, these efforts by Linde team members help to make the communities we live and work in stronger and more resilient.



250,000

Beneficiaries Globally



389

 Projects Completed

68,000 lbs

of Food Donated

31,000 lbs

of Clothing Donated

Benefited

100,000

Children and Students

9,900

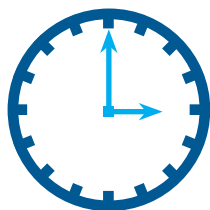
Individual
Instances of
Volunteerism

Three

Beneficiaries for
Every One Employee
(3:1)

60,000

Hours Contributed



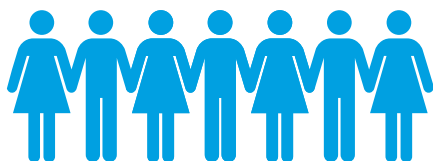
More Than

\$20 million

Cumulative Earnings Potential for *Skills Pipeline Welders*

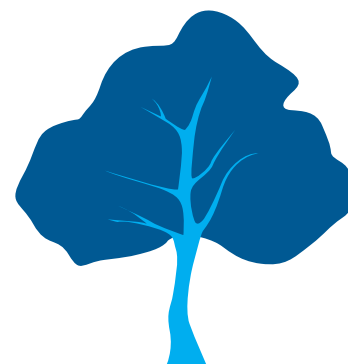
\$2.8 million

Cash & In-Kind
Contributions
by Employees
and Facilities



30,000 Trees

Planted Through
Community
Engagement Efforts



Spotlight: Building Up Communities

One of the greatest sources of pride for Linde's employees is being a good neighbor. In the course of 2021, Linde teams around the world took this to heart and boldly acted where help was most needed in the neighborhoods around Linde's facilities. In several cases, Linde employees literally helped to rebuild their communities, donning gloves, hammers and other tools to lend a helping hand to those who needed a new start.

Tonawanda's Power Women Created Affordable Places to Live

The women of the Linde Technology Center in Tonawanda (New York, USA) found an opportunity to help local low-income families find decent, safe, affordable new homes. They took part in Habitat for Humanity Buffalo's Women Build event and spent an entire day in nearby Buffalo, helping to build homes for members of the local community. For more than 45 years, Habitat for Humanity has helped families realize the dream of home ownership. Beneficiaries receive financial education and purchase their home through a low-interest loan. The new homeowners also help to build their new house alongside volunteers from the community.



The volunteers included Tina Geffers, Associate Procurement Director, who gained a lot from the experience: "Participating in Women Build was one of the most enlightening and empowering things I have had the opportunity to do in the community. Not only did I learn so much about this great organization and the amazing things they are doing in the community, I learned a lot about myself and what I am capable of accomplishing."

A greater understanding of community needs is one of the key outcomes expressed by Linde volunteer teams. For the 18 women participating in the event, the project also highlighted the challenges that women face as homeowners. While building houses, the women also empowered other women to build stronger, better, healthier and safer communities.

Employees in Western Europe Joined Forces to Support Flood Victims

In other Linde communities, volunteers helped to rebuild in response to a natural disaster. In July 2021, heavy rains caused the worst flood Europe has seen in decades, devastating many countries. Parts of Belgium, the Netherlands, Austria, Switzerland, Germany and other neighboring countries were particularly affected. Complete villages were destroyed, and roads and railroads were washed away. The personal toll was evident: More than 200 people perished and many, including Linde employees and their close friends and family, lost homes and possessions.

Almost immediately, the EMEA team took action, joining the rescue and recovery efforts across parts of Austria, Benelux, France and Western Germany. The response was coordinated, reaching across several countries and offering hands-on help.

The project started with a fundraising effort to support the Malteser charity, a major international organization assisting with flood recovery efforts. However, the team wanted to do more than give funds: Volunteer teams joined the recovery and clean-up efforts. Linde also donated company equipment such as pumps, buckets and shovels, to local firefighters and first responders to support recovery efforts.

It is, for the employees, living the Linde mission: “This project is about more than doing the right thing,” said Saskia Huber, one of the sustainable development coordinators in EMEA. “It’s about being a living member of the community—which means protecting, engaging and reacting to the tragedies of the people living in it.” By helping to rebuild infrastructure, private homes, Linde facilities and everything else that was destroyed, Linde employees actively helped to make this region productive again.



Community Food Collection

Surface Technologies: Italy

Focus Area

Community Support

The Need

Food insecurity is a global problem. The World Bank estimates that approximately 4 million people in Italy face moderate or severe food insecurity.

The Response

Four Surface Technologies plants in Italy joined together to help address issues of hunger for some of the country's most vulnerable people. Working with the Banco Alimentare Network, a cooperation of 7,500 food banks across Italy whose goal is addressing access to nutritional foods and issues of social

inclusion, employees amassed food donations. One hundred employees from the four facilities supported the effort.

This cooperation between the facilities reflects the commitment to community engagement throughout Surface Technologies. As part of its "Cares" Initiative, sites around the world are encouraged to pick at least one community concern or establish a relationship with a community organization. Not only does the community benefit, but employees gain as well.

"Our teams continue to build camaraderie as they join together to address challenges faced by the community," said Todd Skare, President of Surface Technologies. "I am proud of the way our local employees connect with each other and local community organizations to make an impact."



Making a difference...

By helping the most vulnerable access most basic needs.

Cylinder Upcycling Project

EMEA: Johannesburg, South Africa

Focus Area

Environment

The Need

The employment of young people in Africa is a top priority for the continent. This is particularly true in South Africa, where the unemployment rate at the end of 2021 exceeded 35 percent.

The Response

The team from Linde's Afrox subsidiary in Johannesburg partnered with the Thuthukisa Community Initiative to address two separate social issues: waste accumulation and unemployment. The operation is accustomed to dealing with post-consumer metal cylinders. With about 40 sites in South Africa participating in the Zero Waste Program, teams seek ways to reduce the environmental impact. Instead of letting the cylinders become garbage, the team turned them into an opportunity for social benefit: Employee volunteers started a

welding training program for unemployed youth, teaching them to turn the cylinders into braai stands. These stands—South African barbecue grills—give an entrepreneurial jump start to the new welders, who have started businesses selling the braai stands. And, they have an early customer from Afrox, who loves these environmentally friendly corporate gifts for customers and gifts of appreciation for employees.

Projects like this demonstrate the power of community engagement to address social challenges as well as goals for the circular economy. "This is a unique project answering so many pressing needs on a local level," said Nemenita Mohabir, Manager, Corporate Social Responsibility, at Linde's Afrox subsidiary. "The project expresses a creative way to reuse and upcycle used cylinders. This contributes not only to our site's Zero Waste Program, but also gives these young people an opportunity to start a small business and make a reliable living. We support efforts to reduce local unemployment and give young community members a larger perspective for their lives."



Making a difference...

By reducing waste and increasing self-sufficiency.

Gender Diversity Campaign

Americas: Monterrey, Mexico

Focus Area

Diversity

The Need

According to the Organization for Economic Co-operation and Development, less than half of women in Mexico work outside of the home, and carry out most of the unpaid work in the home.

The Response

International Women's Day (IWD) is a global observance of the achievements and contributions of women. Inclusion is a core value at Linde and the Linde

team in Monterrey took this day to not only celebrate but also to challenge the social, cultural and economic barriers faced by women.

Joining IWD's #ChooseToChallenge campaign, employees in North Latin America reached out to the next generation of women who are students in the SELIDER Scholarship Program, an educational and leadership training opportunity supported by Linde.

Employees proudly chose a phrase that best expressed these sentiments to challenge biases and promote an equitable, inclusive world where every person can have the opportunity to develop to their fullest potential and can make a choice for their futures.



Making a difference...

By encouraging us all to break the bias and eliminate inequities for generations to come.

Ride for Heart

Americas: Mississauga, Canada

Focus Area

Health

The Need

Heart disease and stroke represent the two greatest causes of death globally. Every five minutes, one Canadian dies from these and related conditions.

The Response

Support for heart and stroke research has been a focus for Linde in Canada for nine years. The project was started by an employee who wanted to honor his son's memory and raise awareness of heart disease. From that point, employees have walked, run and cycled to support the cause, even virtually this year due to the ongoing pandemic.

In June, teams were on the move separately, across the provinces of Ontario and Alberta, raising \$9,000 CAD to help combat these diseases, which now pose additional health concerns due to COVID-19.



Making a difference...
By supporting research to better health outcomes.

Road Safety for San Simon

APAC: San Simon, Philippines

Focus Area

Community Support

The Need

The World Health Organization (WHO) estimates motor vehicle crashes kill more than 1 million people around the world each year. Therefore, reducing injuries and death from motor vehicle incidents is a significant goal for public health.

The Response

Safety is a core value at Linde: Safety Commitment Days, training events and safety messaging are among the various ways a safety-focused culture is reinforced at offices and sites globally. This attention to accident reduction

naturally translates into a concern outside of the workplace, as well. The team at the Philippines Head Office in Mandaluyong took the opportunity to help improve road safety in the area.

This event was part of a larger, three-year-long project, which is working to identify and potentially reduce road safety risk in the area. Working with the local community, a team of 60 employee volunteers donated metal barriers and traffic signs. In more than 500 hours, the volunteers also repainted road markings for pedestrian lanes to increase walkers' safety. To add a little fun reinforcement, employees and community members conducted a colorful motorcade. The team hopes these steps promote safety awareness for the 60,000 people of San Simon.



Making a difference...

By helping community members to safely reach their destinations.

Spotlight: Linde Teams United in the Battle Against the Pandemic in India

In 2021, the world faced the second year of challenges brought on by the global COVID-19 pandemic. While Linde businesses worked hard to maintain the critical supply of oxygen and other medical gases, Linde employees around the globe demonstrated a massive commitment to our company value of Community, conducting efforts that helped overcome access gaps in food, education and medical supplies.

India is one of the countries most affected by the coronavirus pandemic. The country has suffered the highest number of COVID-19 deaths of countries in Asia, and ranks third globally for COVID-19 fatalities. Since the start of the pandemic, more than half a million people in India succumbed to the disease, according to data from the World Health Organization (WHO). As a devastating second wave of the pandemic ravaged India in 2021, the team worked around the clock at Linde facilities to meet the soaring medical oxygen demand. Additionally, many Linde volunteers spent hours working hand-in-hand with local communities to wade through the crisis.



Several teams across India, including in Bangladesh, Bhadrachalam, Kalinganagar, Kochi, Rourkela and Paradeep, rolled up their sleeves and donated critical food supplies to those in need. Orphanages and retirement homes were among the organizations that rely on charitable donations, which have dropped dramatically since the start of the pandemic. The food—enough to last several months—filled a desperate gap for these organizations and their residents.

Accessing education became more challenging for many children, as many do not own a computer. Sensing the urgency around this issue, employee teams in Bangalore, Kalinganagar and Paradeep brought laptops and tablets to several schools and childcare facilities, and taught the children how to use the devices. The team also paid the network connectivity fee for the upcoming year to ensure the students would continue to have access to their classes. The teams' vital efforts enabled the children to continue their education despite COVID-related shutdowns.

Additionally, teams in Coimbatore, Jamshedpur, Kolkata, Paradeep and other locations worked hard to support the needs of medical facilities and the patients in their care. The teams started by painting and repairing the buildings, and donating much needed medical equipment. In Bangladesh and Kolkata, Linde volunteers donated an innovative oxygen booth, which provided life-saving oxygen support to patients waiting for treatment outside of the hospitals' emergency rooms. To help make the facilities safer, the teams also donated video call equipment so that patients could easily communicate with their families and medical teams from a distance.

Several teams, including in Paradeep and Rourkela, also started COVID-19 awareness campaigns. In Paradeep, the team connected with a local medical center to create a COVID Awareness Camp, which taught people in rural areas the importance of getting vaccinated and how to keep themselves safe. In Rourkela, a team of "Linde Oxygen Warriors" tried to reduce the spread of the virus by sanitizing the local village around their plant and distributing masks to the villagers twice a week.

The Linde volunteers also partnered with a charity to sponsor various COVID-relief activities across India, from food distribution to organizing medical camps to ambulance service in tribal areas to vaccination drives.



About the Community Engagement Awards

Linde is proud to recognize excellence in employee-led community engagement efforts through its annual Community Engagement Awards Program.

Each of the projects profiled in this brochure exemplifies the dedication and creativity our teams give to every effort.

Global finalists are nominated from each business and region.

During the selection and evaluation process, projects are reviewed in five key areas:

- Need
- Enduring impact
- Ability to replicate globally
- Execution: Method(s) used to address need and level of employee engagement
- Degree to which the project complements Linde's mission

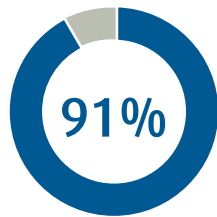
All project teams are recognized by our CEO, Sanjiv Lamba. In addition, to deepen the long-term impact from previously successful efforts, each of the selected global winners receives a substantial charitable contribution from Linde's Global Giving Program to be redirected to the project's beneficiary.

For more information about the Community Engagement Program or awards, please contact Tamara Brown, Vice President, Sustainability, at: tamara.brown@linde.com.

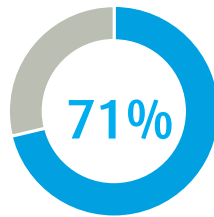
Impacts in 2021

Measurement and continuous improvement are keys to project success. In order to realize impact, Linde includes the consideration of needs assessment for all community engagement efforts and evaluates key metrics for community engagement projects. For more than a decade, the results of employee-led community engagement projects were assessed for a significant subset of projects using a methodology developed by the London Benchmarking Group, which measures input, outputs and impacts. These metrics are key considerations in the annual review of projects for the Community Engagement Award.

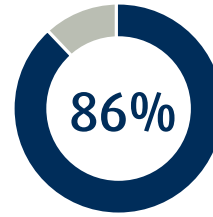
The following represent some of the impact measurements for 2021 projects:



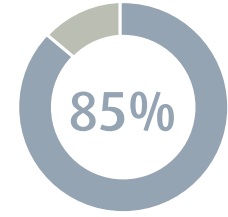
of projects positively impacted beneficiaries' quality of life



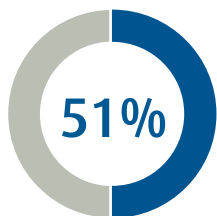
of projects developed beneficiaries' skills



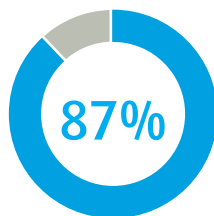
of projects increased employees' awareness of community needs



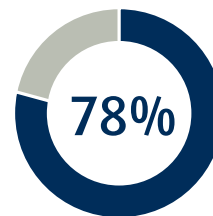
of projects promoted positive employee engagement



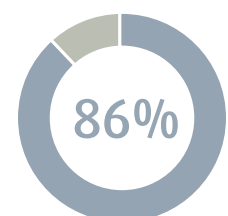
of projects helped employees develop transferable skills



of projects helped beneficiaries develop positive attitudes



of projects increased employees' management effectiveness



of projects positively impacted Linde's reputation



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