

Lisa Tilmann, Senior Manager IR 09/10 October 2012

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# Agenda



- 1. Operational and Financial Performance
- 2. Strategic Focus:
  - Growth Markets
  - Energy / Environment
  - Healthcare
- 3. Outlook

# Profitable Growth.



### **Highlights**

Group sales increased by 5.9% to € 7,174 m

Group operating profit\* grew by 6.2% to € 1,655 m

Group margin increased by 10 bp to 23.1%

EPS increased by 3.9% to € 3.45 and adjusted EPS by 3.2% to € 3.91

### **Operations**

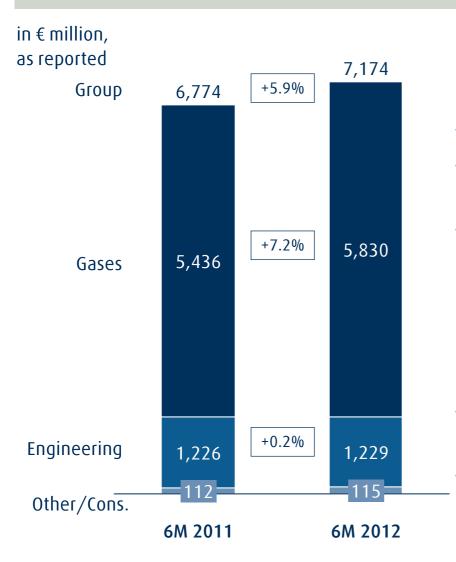
Gases project pipeline for 2012 to 2015 increased by € 650 m to € 2.6 bn Operating margin of the Gases Division at 27.4% (+10 bp)

#### 2012 Outlook reinforced

Growth in sales and operating profit vs. record year 2011 HPO: € 650-800 m of gross cost savings in 2009-2012

# **Group, sales by Divisions**Continued growth in all areas





#### **Gases Division**

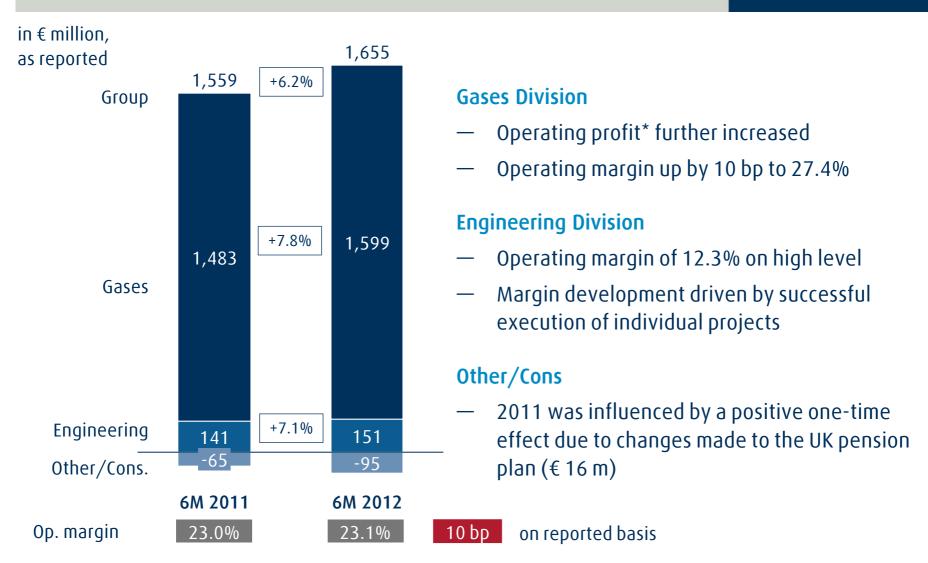
- Solid growth through Growth Markets
- Comparable growth\* of 3.4% negatively impacted by plant shut downs in Tonnage
- Growth supported by Healthcare with the newly acquired Homecare business from Air Products

### **Engineering Division**

- Strong order intake with more than half of the orders from Asia and Middle East
- Order backlog further increased to € 3.8 bn

# **Group, operating profit by Divisions**Group margin further improved

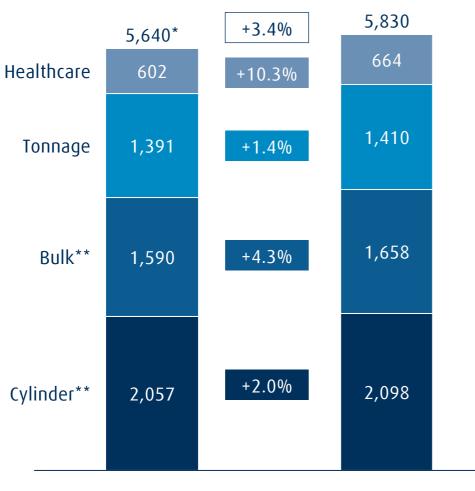




# Gases Division, sales by product areas Growth impacted by plant shut downs



### in € million, comparable\* (consolidated)



#### Healthcare

- Acquisition of Continental European Homecare business of Air Products has been closed on 30 April 2012
- Two months of consolidated sales for the acquisition included

### **Tonnage**

- Adjusted for negative impacts from plant shut downs/ maintenance comparable growth of 4.8%, including joint ventures 6.4%
- Plant start ups mainly in the second half of 2012

6M 2011 6M 2012

# Gases Division, sales and operating profit by operating segment Growth continued



in € million



### **ASIA/PACIFIC**



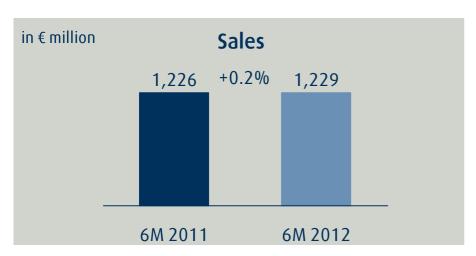
#### **AMERICAS**



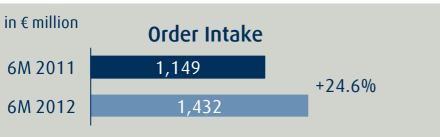
# **Engineering Division, key figures**Outstanding operating profit margin of 12.3%

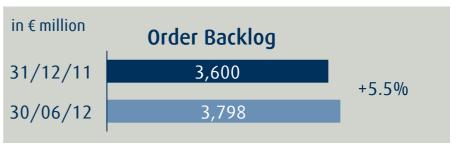


- New project wins in Tonnage support high order intake and increasing order backlog
- New order intake of around USD 250 m for equipment/gas processing plants for shale gas
- Strong operating profit\* margin





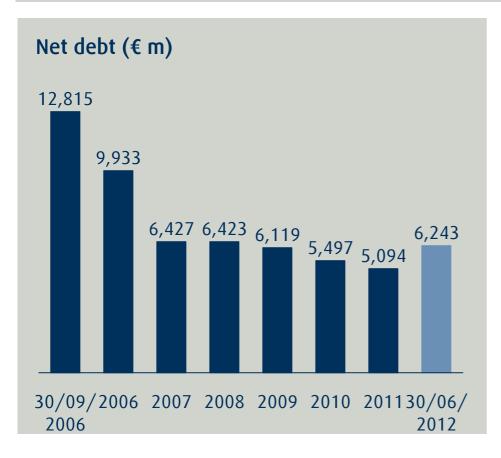




<sup>\*</sup>EBITDA incl. share of net income from associates and joint ventures

# **Group, solid financial position**Sound financial strategy







### **Credit Ratings**

Standard&Poor's: A/A-1 with stable outlook (04 July 2012\*)

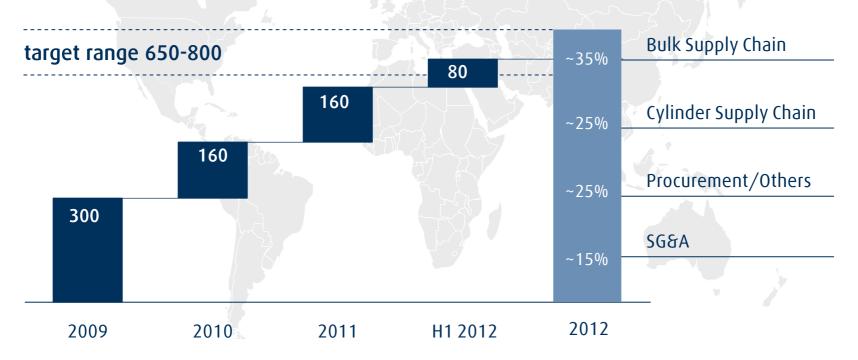
— Moody's: A3/P-2 with stable outlook (02 July 2012\*)

# **HPO (High Performance Organisation)**On the way to an excellent company



- HPO is fully on track with savings of ~ € 80 m in H1 2012
- Initiatives have been launched and rolled out in all relevant areas
- Contribution expected also in 2013 ff.
- Gross cost savings increased to € 700 m as of 30 June 2012

# Accumulated gross cost savings in € million



# **Group, dividends**Dividend increased by 13.6% to € 2.50





<sup>\*</sup> comparable change: prior year figures including twelve months of BOC

# Agenda

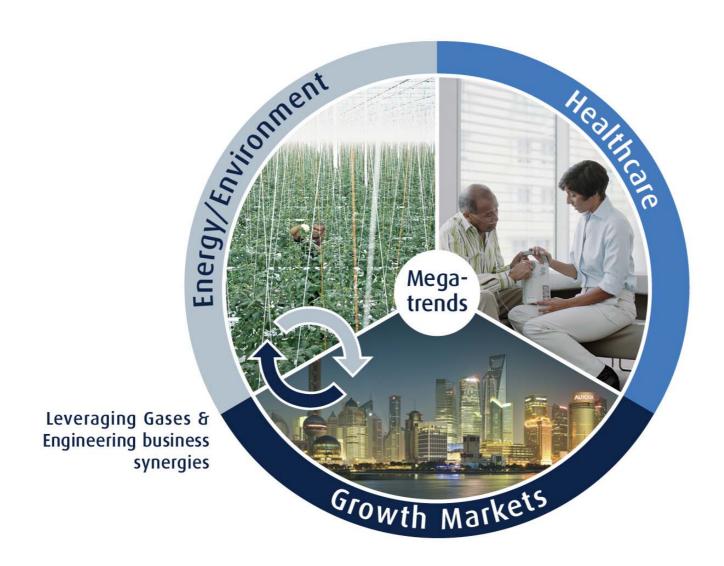


- 1. Operational and Financial Performance
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## Mega-trends

## Leveraging growth with our Gases & Engineering set-up



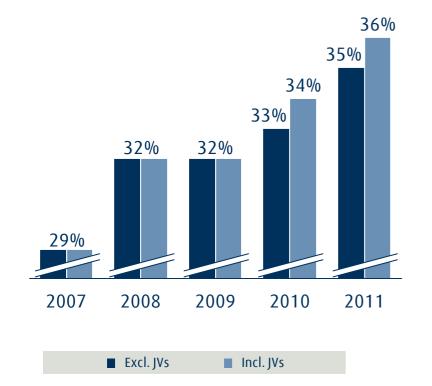


# Mega-trend Growth Markets Strong investments in future growth



Growth Markets exposure further increased

Growth Market sales (% of Gases sales)



Majority of Capex 2011 invested in Growth Markets

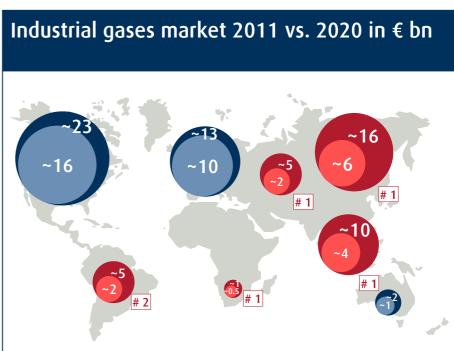
Gases Capex 2007 – 2011 in € bn



# Mega-trend Growth Markets Market leader in 4 out of 5 Growth Markets







- Linde average revenue growth 2007-2011
- O Average GDP growth 2007-2011



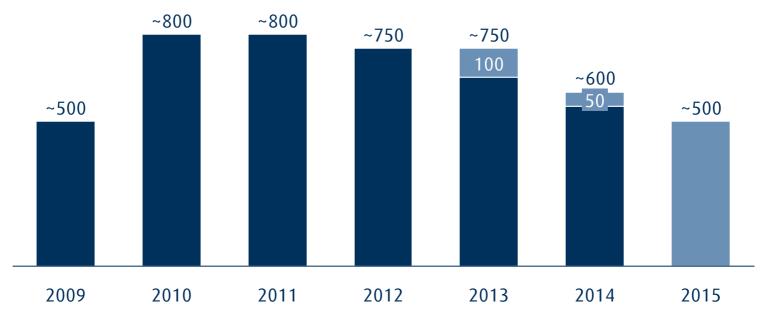
Source: Linde database, figures excl. Japan, equipment, healthcare and major impact out of future growth markets of the energy/environment sector

# Gases Division, project pipeline Currently € 2.6 billion under execution



- € 4.7 bn investments between 2009-2015 (thereof € 0.6 bn in JVs @ share)
- Project amount for 2013 to 2015 increased by around € 650 m
- Around 70% of total project-capex allocated to Growth Markets
- Amount of project opportunities remains at € 4.3 bn on a high level

#### Project amount by on-stream date (incl. JVs) in € m



(Projects > € 10 m)

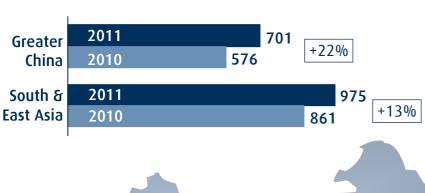
Additional since FY 2011 results presentation

### Mega-trend Growth Markets

### Comprehensive strategy to capture growth potential in Asia



### Consolidated sales in Asia in € m





Indonesia

### Major investment commitments in Asia LTM

#### Yantai, China (Q3/2011)

- On-site supply contract with Wanhua Polyurethanes Co., Ltd.
- Two large scale ASUs: ~€ 130 m capex, on-stream date 2013/2014\*

#### Wu'an, China (Q4/2011)

- On-site supply contract with Hebei Puyang Iron and Steel Ltd.
- Decaptivation of 7 ASUs with energy efficiency upgrade and construction of a new ASU: ~ € 120 m capex, on-stream date 2014\*

#### Jilin, China (Q4/2011)

- On-site supply contract with Evonik Industries and Jilshen
- Hydrogen plant (SMR): ~€ 42 m capex, on-stream date 2013/2014\*

#### Dalian, China (Q1/2012):

- On-site supply contract with chemical producer Dahua Group
- Decaptivation of 2 ASUs: investment ~ € 70 m, on-stream date 2014\*

#### Kalinganagar, India (Q2/2012)

- On-site supply contract with Tata Steel,
- Two large scale ASUs: ~ € 80 m capex, on-stream date 2014\*

#### Ba Ria, Vietnam (Q3/2012)

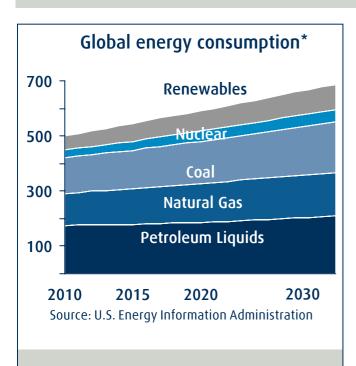
- On-site supply contract with POSCO SS-Vina,
- Largest ASU in Vietnam: ~€ 40 m capex, on-stream date 2014\*

<sup>\*</sup> to be expected

## Mega-trend Energy/Environment

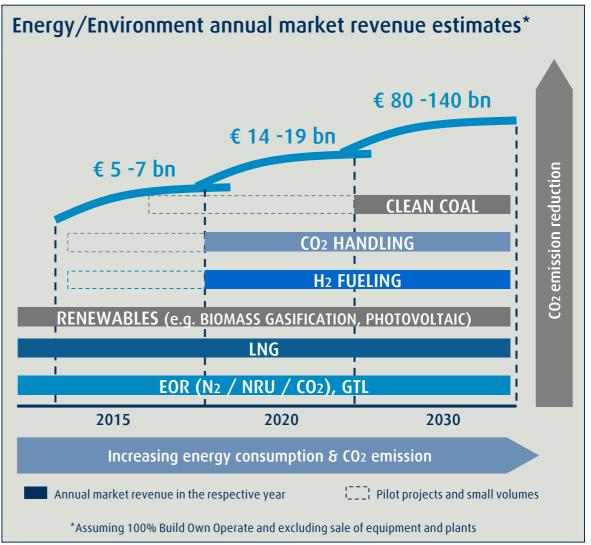
## Importance of new technologies & industrial gases applications





- Fossil resources remain dominant energy source
- Fossil resources becoming scarce
- CO<sub>2</sub>-emissions steadily increasing
- Importance of renewable energy increasing but still limited reach

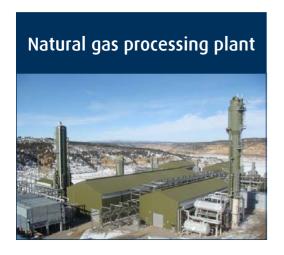
\*in quadrillion British Thermal Units (equals around 10<sup>27</sup> Joules)

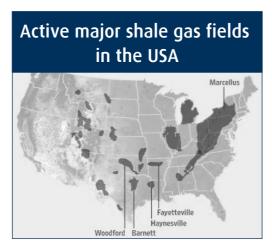


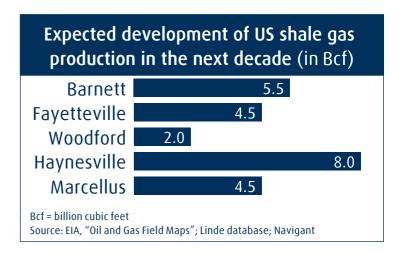
(Please find assumptions for estimates on page 49)

# Mega-trend Energy/Environment Opportunities in shale gas business: Example US









### **Engineering**

- Total order intake since 2010 more than USD 800 m
- Opportunities within the field of shale gas:
  - Natural gas processing plants: driven by the necessity of gas treatment for pipeline and bulk use
  - Small-mid-scale LNG plants: driven by increasing demand for merchant LNG
  - Ethane crackers: driven by increasing chemical production
  - Gases-to-liquids (GTL)

#### Gases

- Potential leverage of our operation experience into the area of shale gas
- Based on shale gas new chemical clusters develop with the need for industrial gases supply

# Mega-trend Healthcare Market leader in an attractive industry





#### Market environment

Growing, ageing population and under-diagnosed diseases

Increasing wealth in Growth Markets

Healthcare budget pressure and regulation

## Mega-trend Healthcare

## From medical gas provider to solutions & service provider



### Development of new therapies and applications

### **Hospital Care**

- Gas supply and technical assistance
- Logistics and installation
- Customer service
- Hospital & medical gas services



### **Gas Therapies**

- Pulmonary
   hypertension & cardio-thoracic
   surgery
- Oxygen & heliox therapies
- Pain relief



#### **Intermediate Care**

 REMEO: treatment and care of chronic patients with mechanical ventilation needs

#### Homecare

- Home oxygen therapies
- Ventilation
- Sleep therapy
- Nutrition/Infusion
- INR monitoring
- Specialty pharmaceutical services





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# **Gases, Capex**Development Capex Sales Ratio 2007-2011





Data 2007-2011 @ actual average fx rates at the end of the respective year

<sup>\*</sup> plus: additional potential for mega-projects

# Outlook\* Profitable Growth.



2012	Group	<ul> <li>— Growth in sales and operating profit vs. 2011</li> <li>— Confirmation of HPO-programme: € 650-800 m of gross cost savings in 2009-2012</li> </ul>
	Gases	<ul> <li>— Sales increase vs. 2011</li> <li>— Continuous improvement of productivity</li> </ul>
	Engineering	<ul> <li>— Sales at the same level as in 2011</li> <li>— Operating margin of at least 10%</li> </ul>
Mid-term	Group	<ul> <li>2013: Operating profit of at least € 4 bn</li> <li>2015: Adjusted** ROCE of 14% or above</li> </ul>
	Gases	<ul> <li>Average capex/sales ratio 13% plus</li> <li>Revenue increase above market growth</li> <li>Further increase in productivity</li> </ul>

<sup>\*</sup> based on current economic predictions and prevailing exchange rates

## Agenda



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# **Group, Q2 2012** Key P&L items



in € million	Q2 2011	Q2 2012	Δ in %
Revenue	3,449	3,669	6.4
Operating profit	798	847	6.1
Operating margin	23.1%	23.1%	+0 bp
EBIT	472	497	5.3
PPA depreciation	-60	-61	-1.7
EBIT before PPA depreciation	532	558	4.9
Financial result	-77	-71	7.8
Taxes	-100	-103	-3.0
Net income	295	323	9.5
Net income – attributable to Linde AG shareholders	282	304	7.8
EPS in €	1.65	1.77	7.3
Adjusted EPS in €	1.91	2.02	5.8

## **Group, H1 2012** Key P&L items



in € million	H1 2011	H1 2012	Δin %
Revenue	6,774	7,174	5.9
Operating profit	1,559*	1,655	6.2
Operating margin	23.0%	23.1%	+10 bp
EBIT	918	973	6.0
PPA depreciation	-121	-122	-0.8
EBIT before PPA depreciation	1,039	1,095	5.4
Financial result	-126**	-163	-2.9
Taxes	-194	-179	7.7
Net income	598	631	5.5
Net income – attributable to Linde AG shareholders	566	591	4.4
EPS in €	3.32	3.45	3.9
Adjusted EPS in €	3.79	3.91	3.2

<sup>\*</sup>including € 16 m one-time effect from changes to the UK pension plan

<sup>\*\*</sup>including positive one-time effect of € 30 m (repayment of BOC Edwards vendor loan)

# **Group, FY 2011**Key P&L items



in € million	2010	2011	Δin %
Sales	12,868	13,787	7.1
Operating Profit	2,925	3,210	9.7
Margin	22.7%	23.3%	+60 bp
EBIT before PPA depreciation	1,933	2,152	11.3
PPA depreciation	-254	-242	5.0
EBIT	1,679	1,910	13.8
Financial Results	-280	-291	-3.9
Taxes	-335	-375	-11.9
Net income	1,064	1,244	16.9
Net income – Part of shareholders Linde AG	1,005	1,174	16.8
EPS in €	5.94	6.88	15.8
Adjusted EPS in €	6.89	7.71	11.9

# **Gases Division, operating segments**Quarterly data



EMEA (€ m)	Q1 2011	Q2 2011	Q3 2011	Q4 2011	FY 2011	Q1 2012	Q2 2012
Sales	1,393	1,431	1,434	1,414	5,672	1,445	1,499
Operating profit*	395	412	408	419	1,634	414	420
Operating margin	28.4%	28.8%	28.5%	29.6%	28.8%	28.7%	28.0%
Asia/Pacific (€ m)	Q1 2011	Q2 2011	Q3 2011	Q4 2011	FY 2011	Q1 2012	Q2 2012
Sales	707	766	810	793	3,076	808	866
Operating profit*	196	210	228	238	872	218	235
Operating margin	27.7%	27.4%	28.1%	30.0%	28.3%	27.0%	27.1%
Americas (€ m)	Q1 2011	Q2 2011	Q3 2011	Q4 2011	FY 2011	Q1 2012	Q2 2012
Sales	580	593	605	606	2,384	625	636
Operating profit*	136	134	135	130	535	152	160
Operating margin	23.4%	22.6%	22.3%	21.5%	22.4%	24.3%	25.2%

<sup>\*</sup>EBITDA incl. share of net income from associates and joint ventures

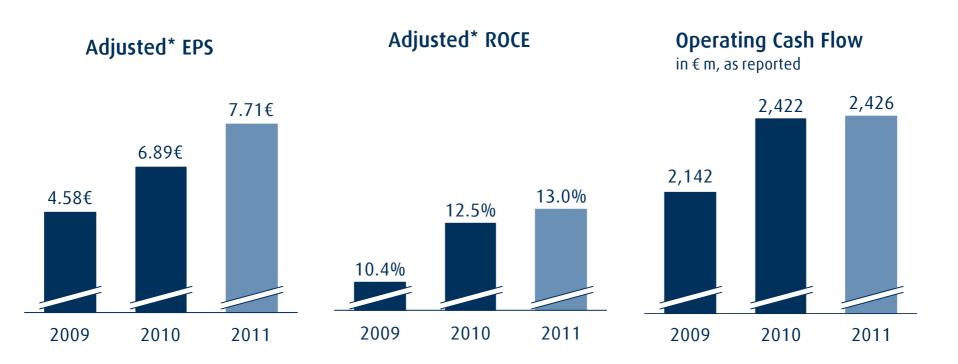
### Group

## Financial key indicators again on record levels



### Profitable growth for our shareholders

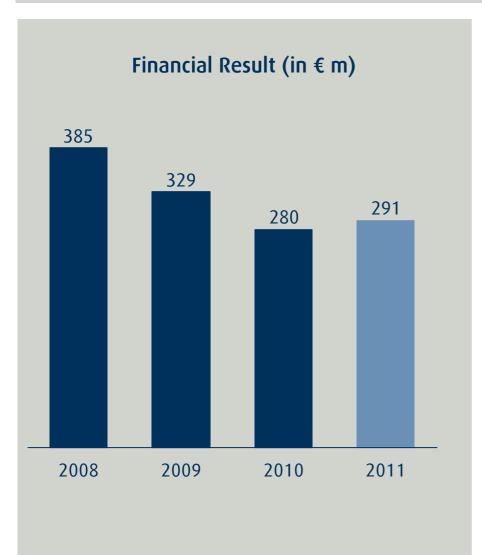
- adjusted EPS up by 11.9%
- adjusted ROCE further improved by 50 bp

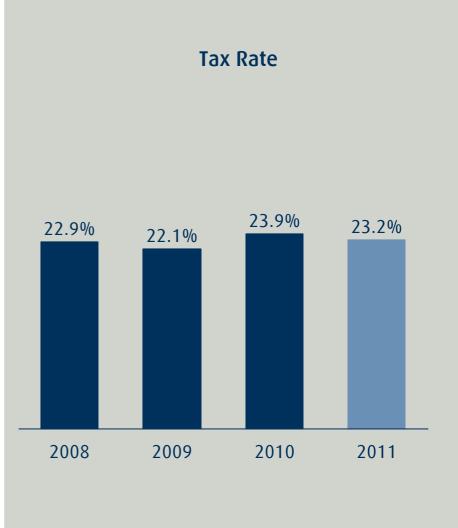


## Group

### Financial Result and Tax Rate







# **Group, H1 2012**Cash Flow Statement



in € million	Q1 2012	Q2 2012	H1 2012	H1 2011
Operating profit	808	847	1,655	1,559
Change in Working Capital	-318	-101	-419	-174
Other changes	-105	-262	-367	-408
Operating Cash Flow	385	484	869	977
Investments in tangibles/intangibles	-321	-384	-705	-547
Acquisitions/Financial investments	-3	-655	-658	-14
Other	43	24	67	76
Investment Cash Flow	-281	-1,015*	-1,296*	-485
Free Cash Flow before Financing	104	-531	-427	492
Interests and swaps	-68	-146	-214	-159
Dividends and other changes	-33	-402	-435	-387
Net debt increase (+)/decrease (-)	-3	1,079	1,076	54

<sup>\*</sup>excluding proceeds on disposal of securities € 555 m

# **Group, FY 2011**Cash Flow Statement



in € million	Q1 2011	Q2 2011	Q3 2011*	Q4 2011*	2011*	2010
Operating profit	761	798	804	847	3,210	2,925
Change in Working Capital	-180	6	60	39	-75	84
Other changes	-141	-267	-142	-159	-709	-587
Operating Cash Flow	440	537	722	727	2,426	2,422
Investments in tangibles/intangibles	-237	-310	-346	-452	-1,345	-1,192
Acquisitions/Financial investments	-13	-1	-41	-23	-78	-68
Other	43	33	40	53	169	195
Investment Cash Flow	-207	-278	-347	-422	-1,254	-1,065
Free Cash Flow before Financing	233	259	375	305	1,172	1,357
Interests and swaps	-45	-114	-123	-56	-338	-298
Dividends and other changes	-2	-385	-7	-11	-405	-280
Net debt increase (+)/decrease (-)	-186	240	-245	-238	-429	-779

<sup>\*</sup> excluding investments in securities of € 600 m in Q3 and € 1,052 m in Q4

# **Group, solid financial position**Early refinancing of existing financial debt

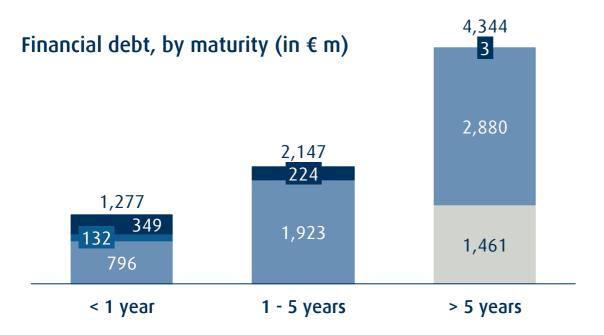


### Continuous efforts to extend the Group's maturity profile

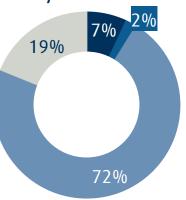
- Issuance of € 500 m 7 years senior notes in June 2012
- More than 80% of total financial debt is due beyond 2012
- Approx. 56% of total financial debt has a longer maturity than 5 years

### Balanced mix of various financing instruments

- Strong focus on long-term bond financing
- Strategic funding in EUR, GBP, USD and AUD







- Other Bonds
- Subordinated Bonds (\*callable in 2013/2016)
- Commercial Paper
- Bank Loans

Figures as of 31 December 2011

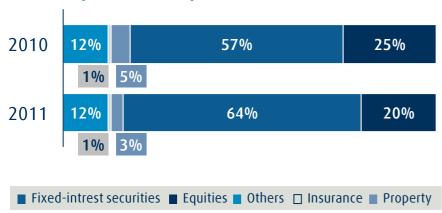
# **Group, Pensions**Performance and key figures 2011



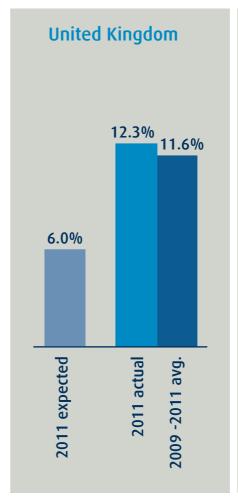
### Net obligation

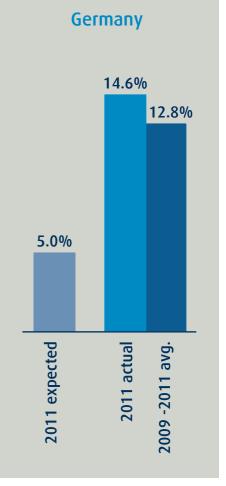
in € million	DBO	Plan asset	Net obligation
01/01/2011	4,971	4,467	504
Service costs	88		88
Net financing	253	254	-1
Actuarial losses/gains	335	153	182
Contributions/payments	-213	-13	-200
0ther	-33	-19	-14
31/12/2011	5,401	4,842	559*

### Pension plan assets portfolio structure



### Performance of major pension plans

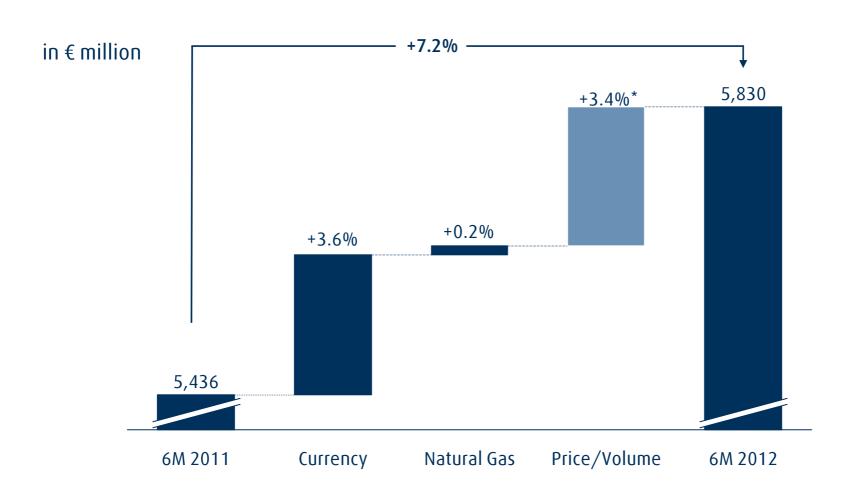




<sup>\*</sup> Figure does not include effects from asset ceiling (€ 26 m) and provisions for similar obligations (€ 26 m)

# Gases Division, sales bridge 6M 2012 sales increased by 3.4% on comparable basis

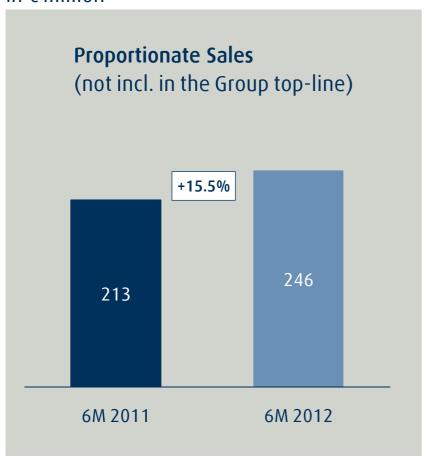


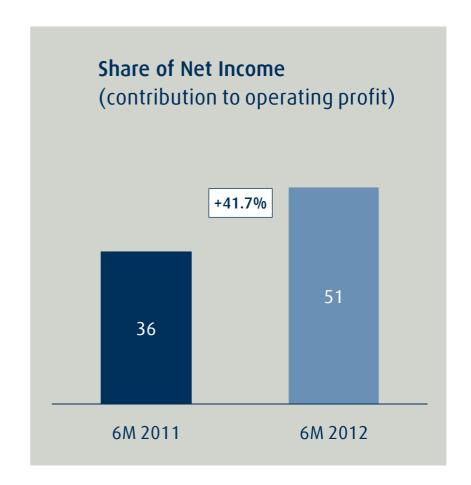


# **Gases Division**Joint ventures



### in € million



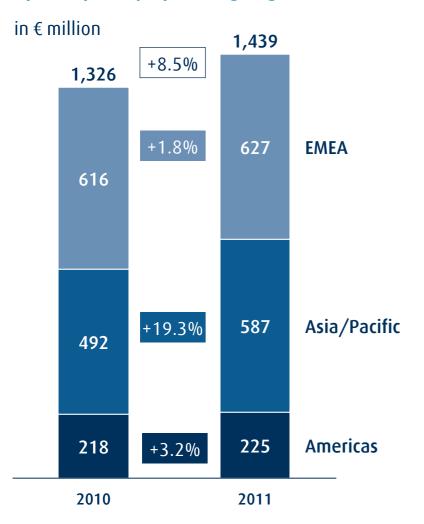


## Gases Division, Split of Capex

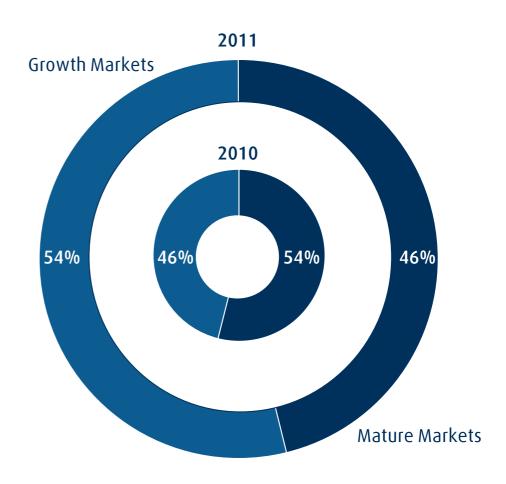
# Growth Markets Capex increased to above 50 percent



### **Split Capex by operating segments**

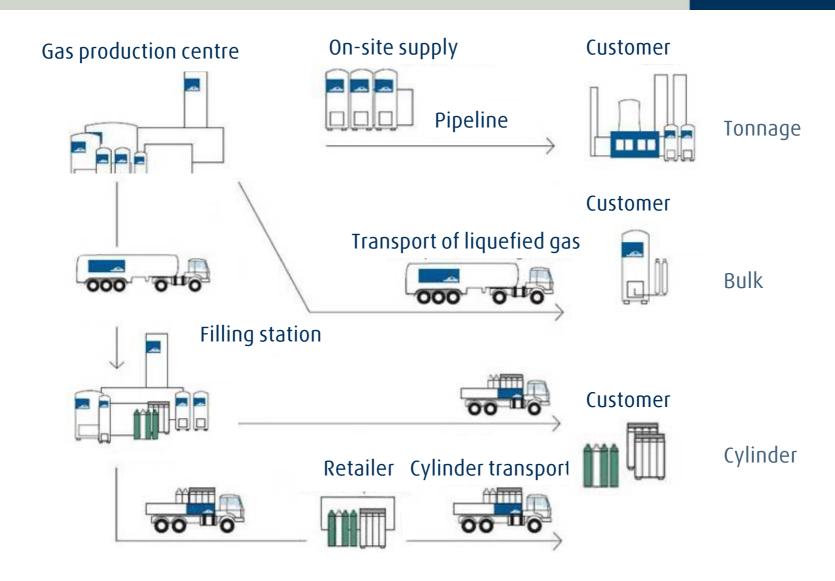


### Split Capex by markets



# **Gases Division**From source to customer





### **Gases Division**

### Various distribution mix served from one product source

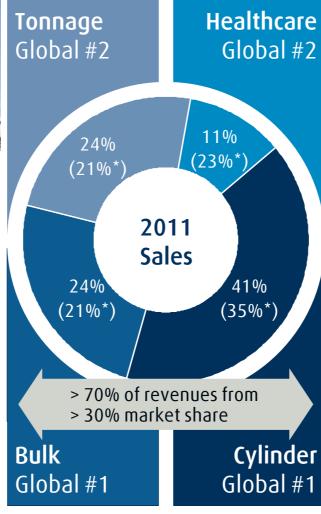




- 15-year take-or-pay contracts (incl. base facility fees)
- Add. growth in JVs & Embedded Finance Lease projects



- Multi-year contracts
- Application-driven





- Hospital care & Homecare
- Bulk & cylinder gases
- Structural growth



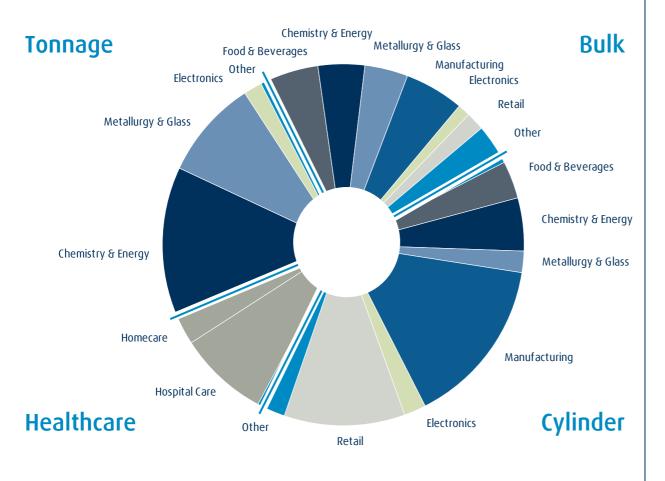
- High customer loyalty
- Includes specialty gases
- Cylinder rentals

#### **Gases Division**

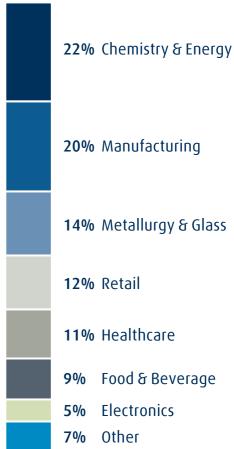
### Stability driven by a broad customer base



### 2011: Split of product areas by major end-customer groups



# 2011: Split of sales by major end-customer groups



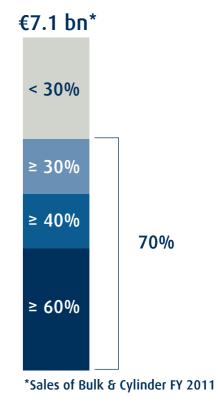
# Gases Division, local business model







Sales split by market share Bulk & Cylinder



# Linde Engineering with leading market position in all segments







Worldwide #1

Hydrogen & Synthesis Gas Plants



Worldwide #2

### Petrochemical Plants



Worldwide #2

**Natural Gas Plants** 



Worldwide #3

Production of plants for Linde Gas and 3rd party customers

Providing chemistry and energy related solutions to 3rd party customers

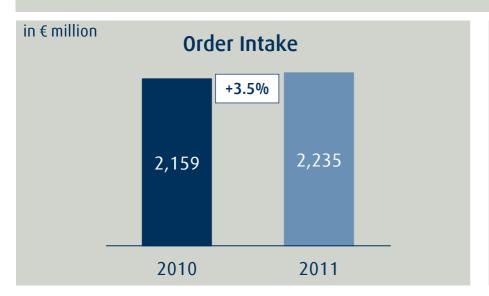


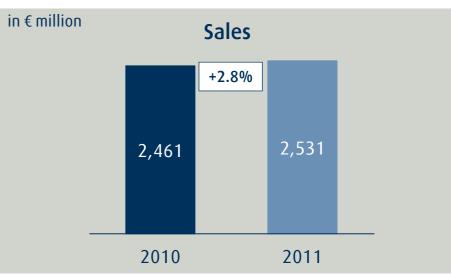
- LE Locations
- Project companies, rep. and sales offices

Supporting the energy/environmental mega-trend and leveraging customer relations for gas projects

# **Engineering Division, key figures**Order intake up by 3.5%





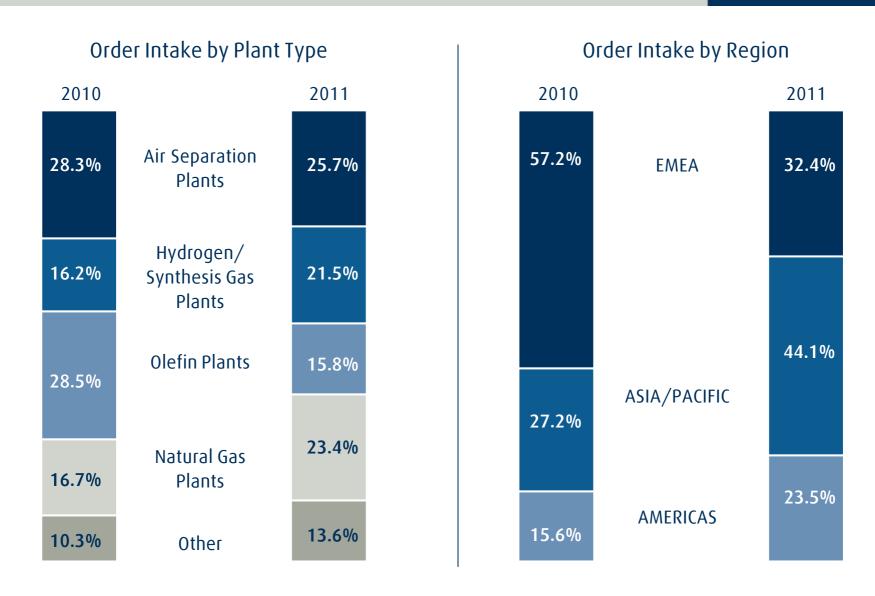




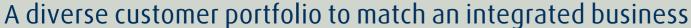


# **Engineering Division**FY 2011 order intake by plant type and region





# Mega-trend Growth Markets – China





Oil/Petrochemicals



扬子石化-巴斯夫有限责任公司 **BASF-YPC Company Limited** 









**Chemicals** 











Metallurgy







**BAOSTEEL** 







**Electronics** 

























Healthcare























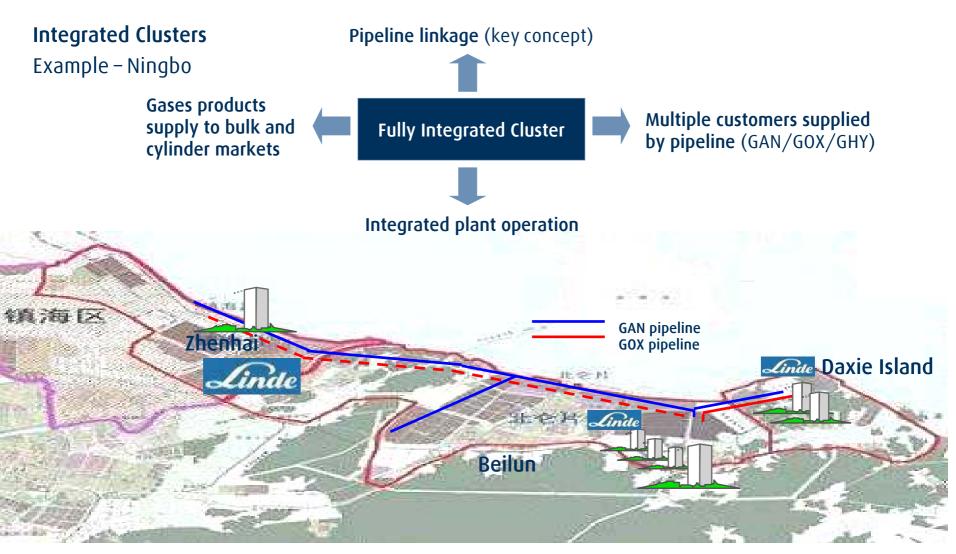






# Mega-trend Growth Markets – China Integrated offer in selected industrial poles





# Clean Energy market estimation 2020 & 2030 top down



Market size in € bn	2015	2020	2030	Assumptions for 2030
Clean Coal			20 - 40	- Triple-digit number of 1 GW Carbon Capture (1.5 Gt/a CO <sub>2</sub> at EUR 25-40/t)
CO <sub>2</sub> networks	small	1	15 - 25	<ul> <li>Installation of significant pipeline network and corresponding compression</li> <li>(1.5 Gt/a handling fee CO<sub>2</sub> at EUR 10-15/t)</li> </ul>
H <sub>2</sub> fueling	small	1	10 - 15	<ul> <li>Installation of a significant fuel station infrastructure</li> <li>Corresponding annual H<sub>2</sub> consumption of some bn tons p.a.</li> </ul>
EOR/EGR*	1.5	4 - 5	18 - 35	<ul> <li>Single to double digit number of large N<sub>2</sub> EOR/NRU projects</li> <li>Double digit number of large CO<sub>2</sub> EOR projects including industrial CO<sub>2</sub> capture and pipeline (overlapping w/CCS)</li> </ul>
LNG	3 - 4	6 - 10	11 - 23	<ul> <li>Based on penetration rate of LNG replacing existing fuels</li> <li>Merchant LNG projects based on geographical set up and existing infrastructure</li> <li>Floating LNG projects</li> </ul>
Renewables	1	2	3	Includes mainly gases used for manufacturing of photovoltaic cells
Range	5 - 7	14 - 19	80 - 140	* Assuming 100% Build Own Operate and excluding sale of equipment and plants

#### General assumptions:

- Market numbers are directional only and w/o inflation or currency
- Oil price development at 80-100 USD/bll
- Outsourced gases market only (excl. captive market or equipment sales)

### Mega-trend Healthcare

## Lincare – the performance leader in the Homecare industry





- 1,091 locations
  - More than 800,000 patients
  - 35 Billing/Collections Offices
  - 31 Pharmacies
- 11,000 employees
  - 1,320 in Billing/Collections
  - 1,166 in Sales



### Leading player in the US

- 2011: USD 1.8 bn sales and USD 454 m EBITDA
- Leading provider in the highly fragmented US industry
- Pure play in respiratory: ~90% of sales
- 28% of 2011 share of industry revenues
- National platform offers full US coverage
- Scale and efficiency advantages

### Established brand with strong reputation

- High-quality products and services for patients and providers
- Top-class billing processes and IT-systems
- Strong sales force with superior relationships to referral sources

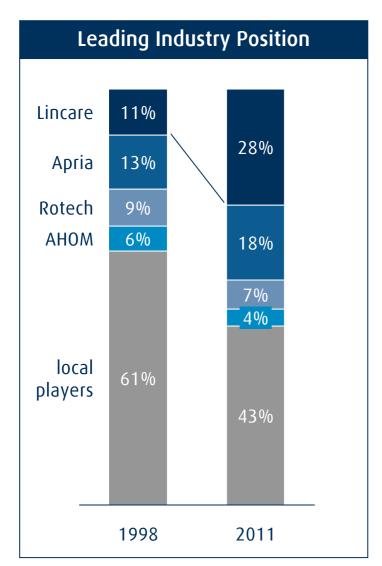
### Best-in-class sales growth track record

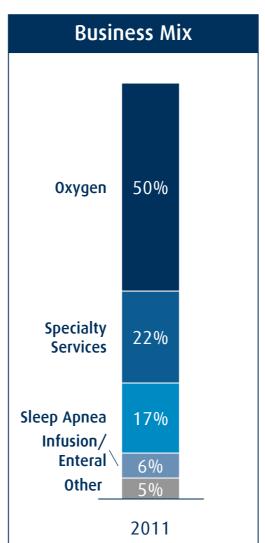
- CAGR in 2002-2011 of 7.5%
- Managing price cuts through customer gains
- Disciplined industry consolidator utilizing strong cash flow

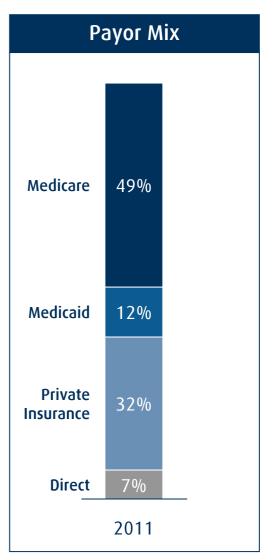
# Mega-trend Healthcare

# Lincare – Industry leader with balanced business & payor mix



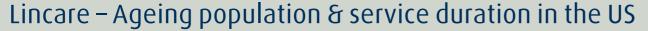






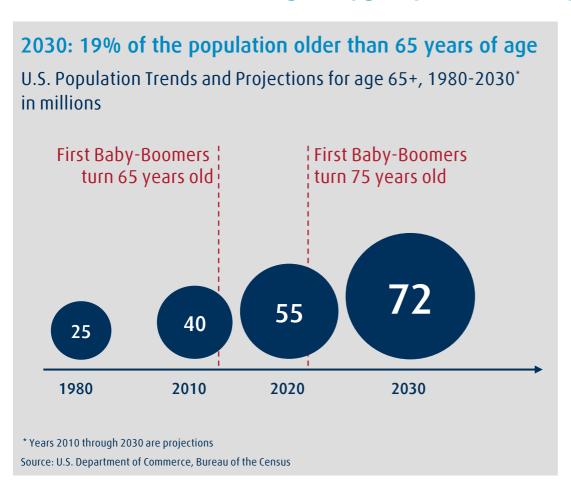
Source: Lincare investor presentation 51

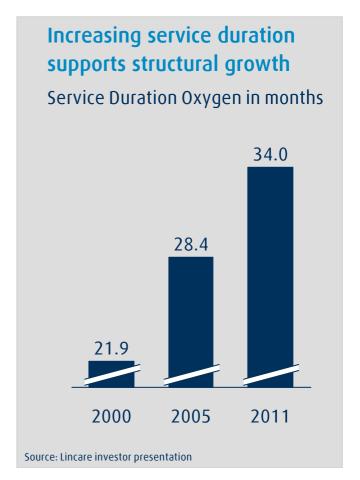
### Mega-trend Healthcare





### The average oxygen patient is 75 years of age





### Group

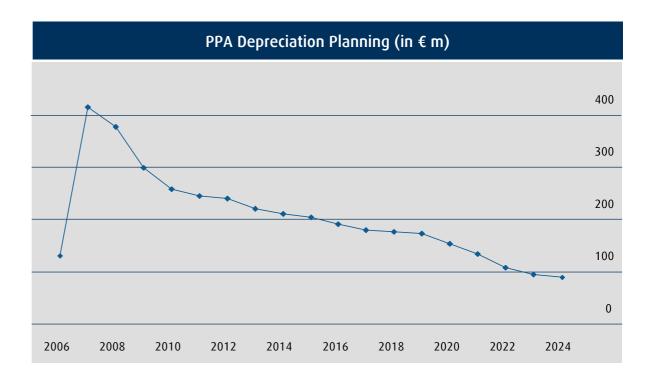
### PPA – Expected Depreciation & Amortisation



- Development of depreciation and amortisation
- Impact in H1 2012: € 122 million
- Expected range adjusted due to exchange rate effects

### Expected range in € m

2012	230 - 255
2013	200 – 225
•••	
2022	< 125



# Group, Definition of financial key figures



Operating Profit	Return	EBITDA (incl. IFRIC 4 adjustment) excl. finance costs for pensions excl. special items incl. share of net income from associates and joint ventures
adjusted ROCE	Return	Operating profit - depreciation / amortisation excl. depreciation/amortization from purchase price allocation
	Average Capital Employed	equity (incl. minorities) + financial debt + liabilities from financial leases + net pension obligations - cash, cash equivalents and securities - receivables from financial leases
adjusted EPS	Return	earnings after tax and minority interests + depreciation/amortization from purchase price allocation +/- special items
	Shares	average outstanding shares

### **Investor Relations**



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#### **Financial Calendar**

Interim Report January to September: 29 October 2012

Annual General Meeting: 29 May 2013