



Linde plc Investor Teleconference Presentation

Fourth Quarter 2024

February 6, 2025

Forward-Looking Statement



This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are identified by terms and phrases such as: anticipate, believe, intend, estimate, expect, continue, should, could, may, plan, project, predict, will, potential, forecast, and similar expressions. They are based on management’s reasonable expectations and assumptions as of the date the statements are made but involve risks and uncertainties. These risks and uncertainties include, without limitation: the performance of stock markets generally; developments in worldwide and national economies and other international events and circumstances, including trade conflicts and tariffs; changes in foreign currencies and in interest rates; the cost and availability of electric power, natural gas and other raw materials; the ability to achieve price increases to offset cost increases; catastrophic events including natural disasters, epidemics, pandemics such as COVID-19, and acts of war and terrorism; the ability to attract, hire, and retain qualified personnel; the impact of changes in financial accounting standards; the impact of changes in pension plan liabilities; the impact of tax, environmental, healthcare and other legislation and government regulation in jurisdictions in which the company operates; the cost and outcomes of investigations, litigation and regulatory proceedings; the impact of potential unusual or non-recurring items; continued timely development and market acceptance of new products and applications; the impact of competitive products and pricing; future financial and operating performance of major customers and industries served; the impact of information technology system failures, network disruptions and breaches in data security; and the effectiveness and speed of integrating new acquisitions into the business. These risks and uncertainties may cause future results or circumstances to differ materially from adjusted projections, estimates or other forward-looking statements.

Linde plc assumes no obligation to update or provide revisions to any forward-looking statement in response to changing circumstances. The above listed risks and uncertainties are further described in Item 1A. Risk Factors in Linde plc’s Form 10-K for the fiscal year ended December 31, 2023 filed with the SEC on February 28, 2024, which should be reviewed carefully. Please consider Linde plc’s forward-looking statements in light of those risks.

Key Highlights - 2024



People and Communities



- Best in-class safety performance
- Gender diversity 29%, 2030 goal 30%+
- 800+ community engagement projects globally, 39% YoY
- Investing in global talent development, including digital/AI programs

Environment



- YoY reduction absolute GHG emissions
- Low-carbon power consumption >40% of total
- Active low-carbon & renewable power; +19% YoY
- 58% SOG Backlog clean energy projects
- Member of Dow Jones Sustainability World Index, 22 consecutive years and #1 in Sustainalytics ESG

Financials



- Mitigated challenging macro environment
- EBIT Margins 29.5%, +190 bps
- EPS +10% ex. FX
- Increased ROC to 25.9%, +50 bps
- Returned \$7B+ to shareholders

Positioning for the Future



- Awarded SOG project to supply low carbon (blue) H2 to DOW (Canada), \$2B+ investment – largest ever
- Backlog \$10B+
- 59 small on-site wins
- Signed 18 bolt-on acquisitions with annualized revenue of approximately \$200 million

A successful year despite the challenges

EPS Algorithm Enabling Resilient Growth



Controllable

Capital Allocation

- Backlog contribution
- Share buybacks
- Bolt-on acquisitions
- Capital structure efficiencies



Management Actions

- Pricing
- Productivity
- Cost management



Annual EPS Growth 10%+

Non-Controllable

Economy

- Foreign currency translation (FX)
- Base volume (globally weighted IP)



2025 EPS impact

FX	-4%
Base volume range	-2% to +2%

EPS Algorithm Intact, 10%+ EPS Growth ex. Economy

Fourth-Quarter Adjusted Results⁽¹⁾



(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$8,282	\$8,356	-1%	\$8,302	0%
Operating Profit	\$2,480	\$2,477	0%	\$2,272	9%
<i>% of Sales</i>	<i>29.9%</i>	<i>29.6%</i>		<i>27.4%</i>	
Income	\$1,899	\$1,896	0%	\$1,753	8%
Diluted EPS	\$3.97	\$3.94	1%	\$3.59	11%
Op. Cash Flow	\$2,809	\$2,731	3%	\$2,727	3%
Capex	\$1,250	\$1,066	17%	\$1,151	9%
Base Capex ⁽²⁾	\$656	\$573	14%	\$705	-7%
Project Capex ⁽³⁾	\$594	\$493	20%	\$446	33%
After-Tax ROC	25.9%	25.8%	+10 bps	25.4%	+50 bps

	<u>YOY</u>	<u>SEQ.</u>
Sales Growth	--	- 1%
Volume	--	- 1%
Price / Mix	+ 2%	+ 1%
Cost pass-thru	--	+ 1%
Currency	- 2%	- 2%
Acq / Div	--	--
Engineering	--	--

- Broad-based price attainment & continued progress on productivity initiatives
- Seq. lower volume led by Food & Beverage end market, primarily due to seasonality. Metals & Mining and Chemicals & Energy also sequentially lower
- Op. margin 29.9%, YoY +250 bps
- EPS \$3.97, YoY +11%; +13% ex. FX
- ROC 25.9%, +50 bps YoY
- \$10+ billion project backlog

(1) Results other than Sales, Operating Cash Flow and Capex are Non-GAAP measures – see Appendix

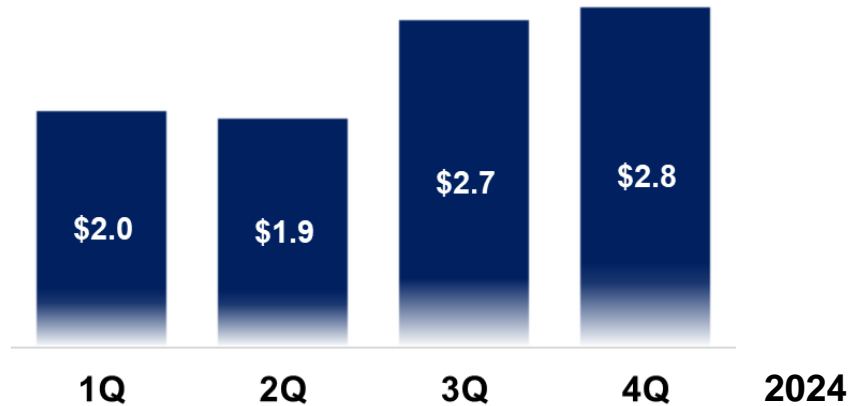
(2) Represents capex in small growth, maintenance and other non-project capex related investments

(3) Capex for projects > \$5mm with a long-term customer supply agreement and incremental growth

2024 Capital Management

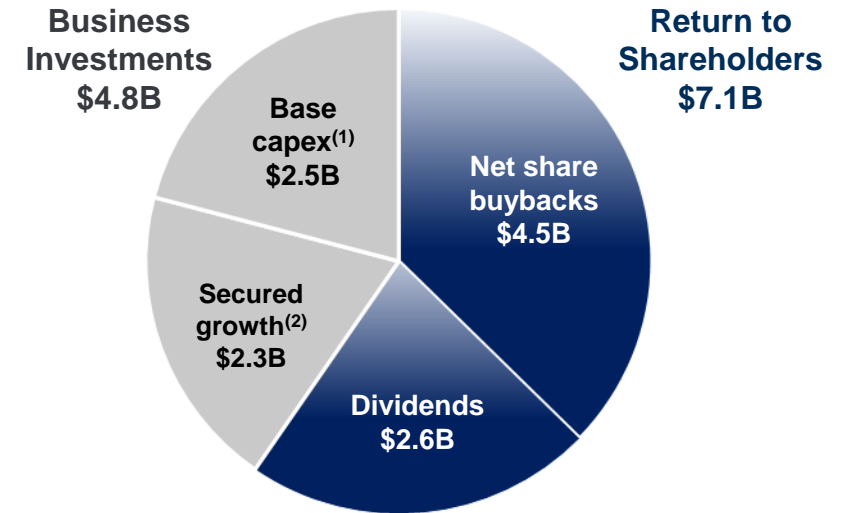


Operating Cash Flow (OCF) Trend (\$B)



	1Q	2Q	3Q	4Q	2024
OCF	\$2.0	\$1.9	\$2.7	\$2.8	\$9.4
Base CAPEX ⁽¹⁾	(\$0.6)	(\$0.6)	(\$0.6)	(\$0.7)	(\$2.5)
Avail. OCF	\$1.4	\$1.3	\$2.1	\$2.1	\$6.9

Capital Allocation



- Re-invested \$4.8B in the business
- Net share purchases \$4.5B
- Maintaining a strong balance sheet

Investing in the business and rewarding shareholders

1) Represents capex in base growth, maintenance and other non-project capex related investments

2) Represents project capex plus acquisitions



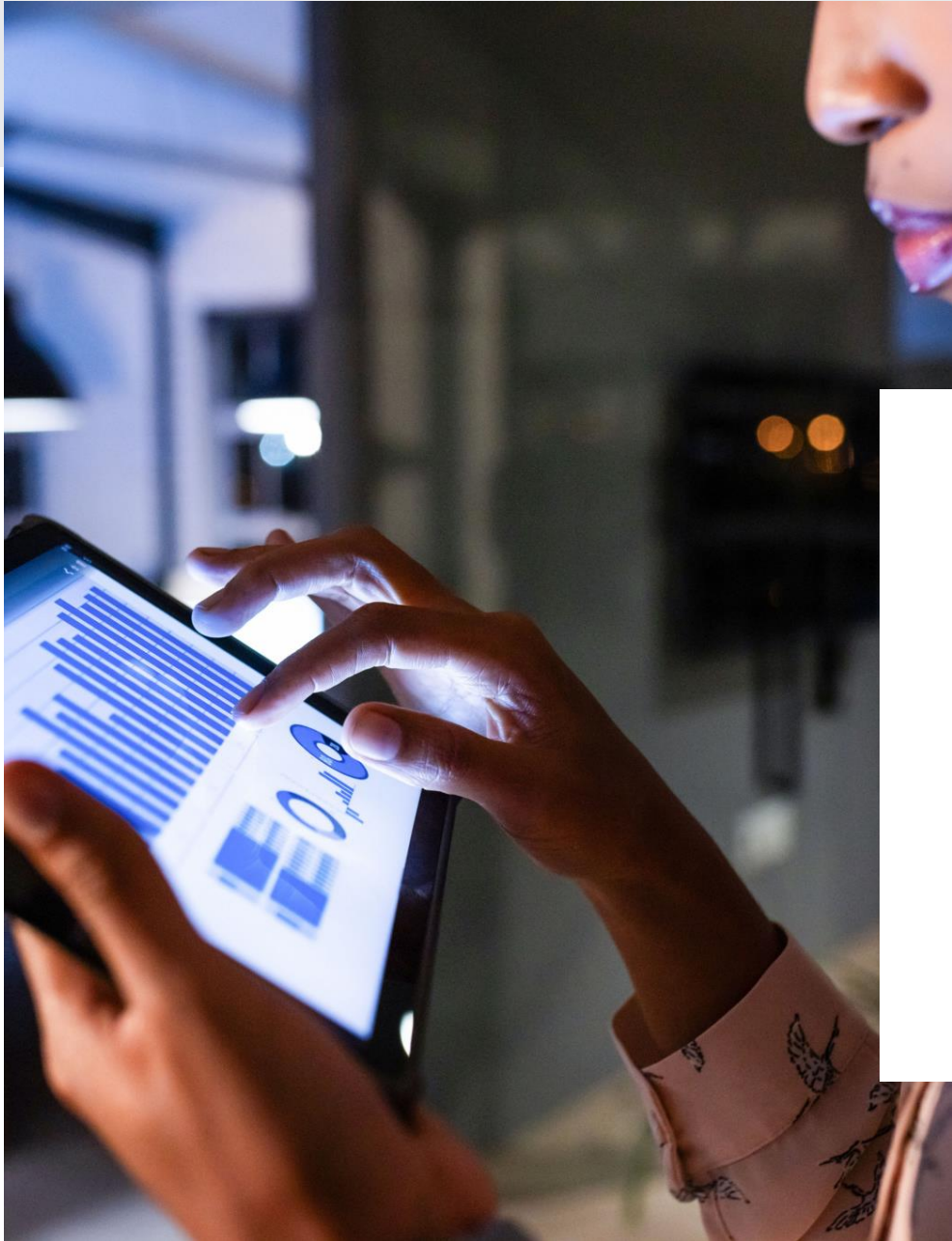
Full-Year 2025

- Adjusted EPS⁽¹⁾ in the range of \$16.15 to \$16.55
 - +4% to +7% vs. 2024
 - Estimated YoY currency headwind -4%
 - +8% to +11% vs. 2024 excluding FX
 - Mid-point assumes no economic improvement
- CAPEX: \$5.0B to \$5.5B

1st Quarter 2025

- Adjusted EPS⁽¹⁾ in the range of \$3.85 to \$3.95
 - +3% to +5% vs. 2024
 - Estimated YoY currency headwind -4%
 - +7% to +9% vs. 2024 excluding FX
 - Mid-point assumes no economic improvement

Full-year EPS +8% to +11% ex. FX



Appendix



Full-Year Adjusted Results⁽¹⁾



(\$MM)	2024	2023	Var
Sales	\$33,005	\$32,854	0%
Operating Profit	\$9,720	\$9,070	7%
<i>% of Sales</i>	<i>29.5%</i>	<i>27.6%</i>	
Income	\$7,475	\$6,989	7%
Diluted EPS	\$15.51	\$14.20	9%
Op. Cash Flow	\$9,423	\$9,305	1%
Capex	\$4,497	\$3,787	19%
Base Capex²	\$2,494	\$2,457	2%
Project Capex³	\$2,003	\$1,330	51%
After-Tax ROC	25.9%	25.4%	+50 bps

	<u>YOY</u>
Sales Growth	--
Volume	--
Price / Mix	+ 2%
Cost pass-thru (CPT)	- 1%
Currency	- 1%
Acq / Div	--
Engineering	--

- Price attainment in all geographic segments
- OP margin 29.5%, +190 bps
- Strong operating leverage
 - YoY Sales 0%, OP +7%, EPS +9%
 - Operating leverage across all geographic segments
- Record EPS \$15.51; +10% ex FX
- Capex increase led by Project Capex
- \$10.4 billion project backlog
- Record ROC 25.9%, increased 50 bps

(1) Results other than Sales, Operating Cash Flow and Capex are Non-GAAP measures – see Appendix

(2) Represents capex in small growth, maintenance and other non-project capex related investments

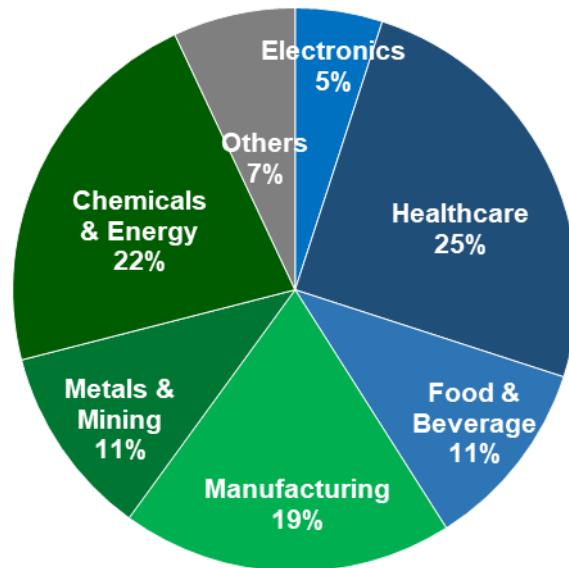
(3) Capex for projects > \$5mm with a long-term customer supply agreement and incremental growth

Americas



(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$3,609	\$3,618	0%	\$3,583	1%
Operating Profit	\$1,150	\$1,153	0%	\$1,075	7%
% of Sales	31.9%	31.9%		30.0%	

Sales by End Market

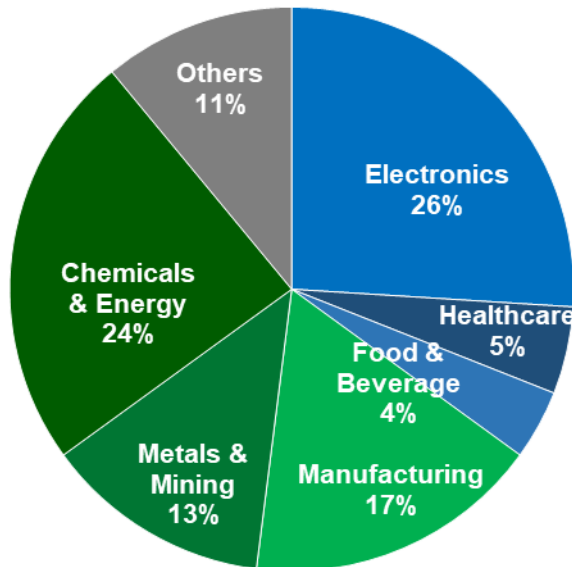


	<u>YOY</u>	<u>SEQ.</u>
Sales Growth	+ 1%	--
Volume	+ 1%	- 1%
Price / Mix	+ 2%	+ 1%
Cost pass-thru	--	+ 1%
Currency	- 3%	- 1%
Acq / Div	+ 1%	--

- YoY margins up 190 bps
- Continued price and productivity initiatives
- YoY volumes growth driven by Manufacturing, Electronics and Chemicals & Energy
- YoY FX headwind led by BRL, MXN and ARS

(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$1,668	\$1,716	-3%	\$1,639	2%
Operating Profit	\$500	\$497	1%	\$452	11%
% of Sales	30.0%	29.0%		27.6%	

Sales by End Market

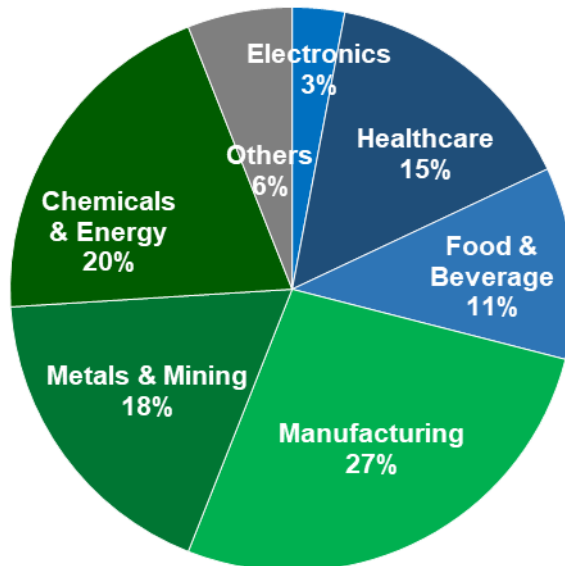


	<u>YOY</u>	<u>SEQ.</u>
Sales Growth	+ 2%	- 3%
Volume	+ 1%	- 2%
Price / Mix	--	--
Cost pass-thru	+ 1%	--
Currency	--	- 1%
Acq / Div	--	--

- YoY margins up 240 bps
- Continued good cost management
- YoY volumes led by project startups, primarily in Electronics
- Seq. lower volumes, primarily led by LPG seasonality

(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$2,059	\$2,111	-2%	\$2,100	-2%
Operating Profit	\$686	\$703	-2%	\$615	12%
% of Sales	33.3%	33.3%		29.3%	

Sales by End Market



	<u>YOY</u>	<u>SEQ.</u>
Sales Growth	- 2%	- 2%
Volume	- 2%	- 1%
Price / Mix	+ 3%	+ 1%
Cost pass-thru	- 2%	+ 1%
Currency	- 1%	- 3%
Acq / Div	--	--

- Ex. cost pass-thru, YoY margins up 330 bps
- Continued strong pricing plus productivity initiatives
- YoY lower volumes primarily from Manufacturing and Chemicals & Energy end markets
- Seq. lower volumes primarily from Metals & Mining end markets
- Sequential FX headwind led by EUR

Engineering



(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$628	\$611	3%	\$658	-5%
Operating Profit	\$106	\$108	-2%	\$119	-11%
% of Sales	16.9%	17.7%		18.1%	

3rd Party Orders (\$MM)	4Q 2024	3Q 2024	4Q 2023
Intake	\$880	\$491	\$567
SOP Backlog	\$3,271	\$3,149	\$3,628

- Stable margins led by good execution and benefits from productivity and cost actions
- Order intake of projects, \$0.9B
- SOP (sale of plant) backlog \$3.3 billion

Global Other









(\$MM)	4Q 2024	3Q 2024	Var	4Q 2023	Var
Sales	\$318	\$300	6%	\$322	-1%
Operating Profit	\$38	\$16	138%	\$11	245%
% of Sales	11.9%	5.3%		3.4%	

- YoY margin improvement led by coatings business and continued optimization of corporate costs
- Sequential margin improvement led by productivity initiatives

Global End Market Trends



4Q 2024	End Market	% of Sales ⁽¹⁾ & YoY Trend	YoY Sales ⁽²⁾ Growth	Seq. Sales ⁽²⁾ Growth
Consumer Related End Markets (More Resilient)				
	Healthcare	17%	--	+1%
	Food & Beverage	9%	+6%	-4%
	Electronics	9%	+4%	+2%
Industrial Related End Markets (More Cyclical)				
	Manufacturing	22%	+4%	--
	Chemicals & Energy	22%	--	-1%
	Metals & Mining	13%	+2%	-2%

(1) Excludes Engineering sales

(2) Excludes impact of currency, cost pass-through, acquisitions/divestitures, non-recurring sale of equipment
 Remaining balance of % of Sales relates to Other sales primarily to distributors, competitors and retail

High-Quality Project Backlog \$10.4B

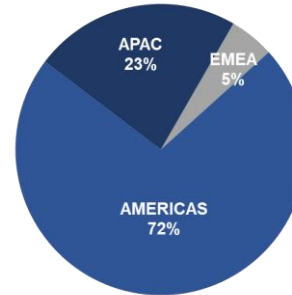


SOG Backlog⁽²⁾ \$7.1B

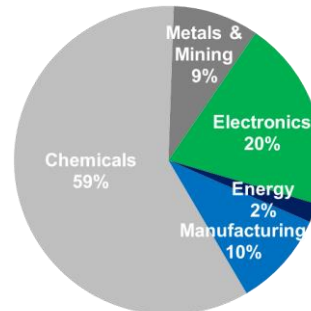


- ✓ Contractual growth
- ✓ Secure cash flow
- ✓ Double-digit IRR
- ✓ High-quality customers
- ✓ Increases network density

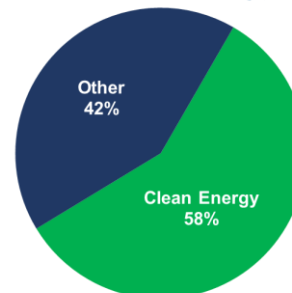
Geography



End Market



Clean Energy



SOP Backlog⁽¹⁾ \$3.3B



- ✓ Contractual growth
- ✓ Secure cash flow
- ✓ Double-digit IRR
- ✓ High-quality customers
- ✓ Primarily engineering and procurement services

(1) 3rd party sale of plant backlog. Represents future sales, secured under a signed agreement

(2) Sale of gas backlog. Represents project investments (CAPEX), supported by a long-term supply agreement

Sustainable Development Highlights



Best-in-class safety performance

Lost Workday Case Rate more than 4x better than U.S. Occupational Health and Safety Administration industrial average

Enabled the avoidance of >2x GHG emissions

than were emitted in all the company's operations

360,000 people benefited from global employee **community engagement** projects

Diverted more than **250 million pounds** of waste **from landfills**

Saved more than **375 million gallons of water** through sustainability initiatives

Sourced **more than 40%** of global electricity from **low-carbon sources**

Recognized leader in **diversity & inclusion**

Member of
Dow Jones Sustainability Indices

Powered by the S&P Global CSA



FTSE4Good

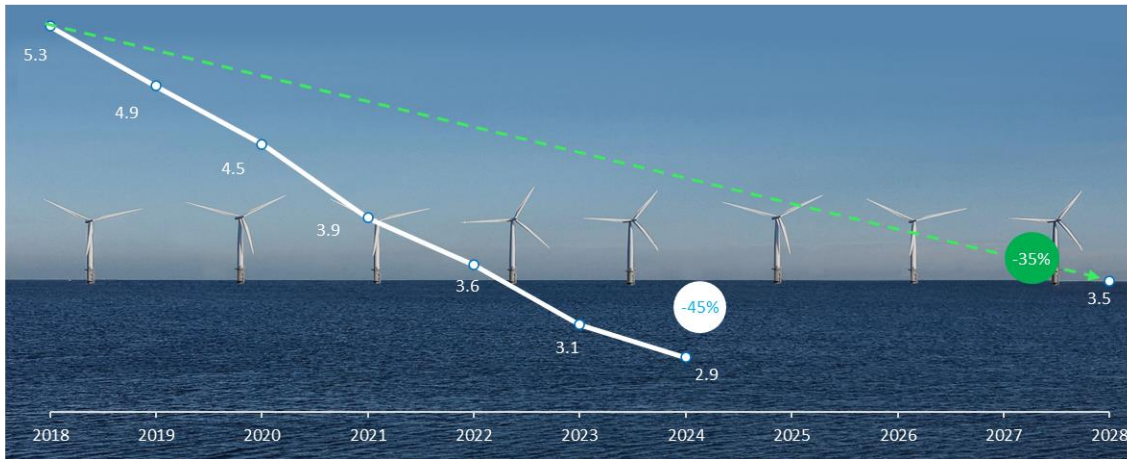
WORLD'S MOST
ETHICAL COMPANIES®



ESG Performance vs. 2028 Goals



Target: 35% Reduction in GHG Emissions Intensity 2018-2028⁽¹⁾



GHG Emissions Intensity⁽¹⁾ (Target: reduce 35% by 2028)

- Sequential improvement led by scope 1 reduction from lower volumes and profitable growth

Low-carbon energy⁽²⁾ (Target: double annual purchase by 2028)

- Over 40% of Linde's energy consumption is low carbon
- Since 2018, active low-carbon energy procurement has more than doubled

Decarbonizing our Future

- Dow Jones Sustainability™ World Index Includes Linde for the Twenty-Second Consecutive Year

(1) Scope 1 and 2 emissions (in million MT) divided by adjusted EBITDA in billion USD

(2) Low-carbon energy includes passive and active sourcing of solar, wind, hydro and nuclear

Strategy



Optimize the Base

- ✓ Network density
- ✓ Productivity/digitalization
- ✓ Price management
- ✓ Capex efficiency
- ✓ Portfolio optimization

Leverage the Recovery

- ✓ Price and volume
- ✓ Cost management
- ✓ Operations optimization

Capitalize on Growth

- ✓ Electronics
- ✓ Healthcare
- ✓ Backlog start-up



Clean Energy



>10% EPS Growth



Clean Energy

2025+

Sustainable value creation

Non-GAAP Measures



LINDE PLC AND SUBSIDIARIES SUMMARY NON-GAAP RECONCILIATIONS (UNAUDITED)

The following adjusted amounts are Non-GAAP measures and are intended to supplement investors' understanding of the company's financial statements by providing measures which investors, financial analysts and management use to help evaluate the company's operating performance. Items which the company does not believe to be indicative of ongoing business trends are excluded from these calculations so that investors can better evaluate and analyze historical and future business trends on a consistent basis. Definitions of these Non-GAAP measures may not be comparable to similar definitions used by other companies and are not a substitute for similar GAAP measures. See the "NON GAAP MEASURES AND RECONCILIATIONS" on the following pages for additional details relating to the adjustments.

(Millions of dollars, except per share amounts)								
	Sales		Operating Profit		Net Income		Diluted EPS	
Quarter Ended December 31,	2024	2023	2024	2023	2024	2023	2024	2023
Reported GAAP Amounts	\$ 8,282	\$ 8,302	\$ 2,270	\$ 2,028	\$ 1,725	\$ 1,543	\$ 3.60	\$ 3.16
Cost reduction program and other charges (a)	—	—	—	(2)	(10)	(4)	(0.02)	(0.01)
Purchase accounting impacts - Linde AG (b)	—	—	210	246	181	211	0.38	0.43
Pension settlement charges (c)	—	—	—	—	3	3	0.01	0.01
Total adjustments	—	—	210	244	174	210	0.37	0.43
Adjusted amounts	\$ 8,282	\$ 8,302	\$ 2,480	\$ 2,272	\$ 1,899	\$ 1,753	\$ 3.97	\$ 3.59

(Millions of dollars, except per share amounts)								
	Sales		Operating Profit		Net Income		Diluted EPS	
Year to Date December 31,	2024	2023	2024	2023	2024	2023	2024	2023
Reported GAAP Amounts	\$ 33,005	\$ 32,854	\$ 8,635	\$ 8,024	\$ 6,565	\$ 6,199	\$ 13.62	\$ 12.59
Cost reduction program and other charges (a)	—	—	145	40	125	(41)	0.26	(0.08)
Purchase accounting impacts - Linde AG (b)	—	—	940	1,006	777	818	1.61	1.66
Pension settlement charges (c)	—	—	—	—	8	13	0.02	0.03
Total adjustments	—	—	1,085	1,046	910	790	1.89	1.61
Adjusted amounts	\$ 33,005	\$ 32,854	\$ 9,720	\$ 9,070	\$ 7,475	\$ 6,989	\$ 15.51	\$ 14.20

(a) 2024 year-to-date charges include severance of \$165 million, other cost reduction charges of \$23 million, and other benefit of \$43 million related to a divestiture in APAC. 2023 year-to-date charges related primarily to severance and delist charges, which were offset by a tax settlement.

(b) To adjust for purchase accounting impacts related to the merger.

(c) To adjust for pension settlement charges.

Non-GAAP Measures, continued



LINDE PLC AND SUBSIDIARIES APPENDIX NON-GAAP MEASURES AND RECONCILIATIONS (UNAUDITED)

The following Non-GAAP measures are intended to supplement investors' understanding of the company's financial information by providing measures which investors, financial analysts and management use to help evaluate the company's operating performance and liquidity. Items which the company does not believe to be indicative of on-going business trends are excluded from these calculations so that investors can better evaluate and analyze historical and future business trends on a consistent basis. Definitions of these Non-GAAP measures may not be comparable to similar definitions used by other companies and are not a substitute for similar GAAP measures.

(Millions of dollars)	2024					2023				
	Year to Date December 31,	Q4	Q3	Q2	Q1	Year to Date December 31,	Q4	Q3	Q2	Q1
Adjusted Operating Profit and Operating Margin										
Reported operating profit	\$ 8,635	\$ 2,270	\$ 2,086	\$ 2,184	\$ 2,095	\$ 8,024	\$ 2,028	\$ 2,052	\$ 2,011	\$ 1,933
Add: Cost reduction program and other charges	145	—	145	—	—	40	(2)	2	22	18
Add: Purchase accounting impacts - Linde AG (c)	940	210	246	238	246	1,006	246	252	253	255
Total adjustments	1,085	210	391	238	246	1,046	244	254	275	273
Adjusted operating profit	\$ 9,720	\$ 2,480	\$ 2,477	\$ 2,422	\$ 2,341	\$ 9,070	\$ 2,272	\$ 2,306	\$ 2,286	\$ 2,206
Reported percentage change	8 %	12 %	2 %	9 %	8 %					
Adjusted percentage change	7 %	9 %	7 %	6 %	6 %					
Reported sales	\$ 33,005	\$ 8,282	\$ 8,356	\$ 8,267	\$ 8,100	\$ 32,854	\$ 8,302	\$ 8,155	\$ 8,204	\$ 8,193
Reported operating margin	26.2 %	27.4 %	25.0 %	26.4 %	25.9 %	24.4 %	24.4 %	25.2 %	24.5 %	23.6 %
Adjusted operating margin	29.5 %	29.9 %	29.6 %	29.3 %	28.9 %	27.6 %	27.4 %	28.3 %	27.9 %	26.9 %
Adjusted Depreciation and amortization										
Reported depreciation and amortization	\$ 3,780	\$ 913	\$ 960	\$ 958	\$ 949	\$ 3,816	\$ 949	\$ 959	\$ 960	\$ 948
Less: Purchase accounting impacts - Linde AG (c)	(923)	(206)	(240)	(237)	(240)	(991)	(241)	(249)	(251)	(250)
Adjusted depreciation and amortization	\$ 2,857	\$ 707	\$ 720	\$ 721	\$ 709	\$ 2,825	\$ 708	\$ 710	\$ 709	\$ 698

Non-GAAP Measures, continued



(Millions of dollars)	2024					2023				
	Year to Date December 31,	Q4	Q3	Q2	Q1	Year to Date December 31,	Q4	Q3	Q2	Q1
Adjusted Other Income (Expense) - net										
Reported Other Income (Expense) - net	\$ 185	\$ 74	\$ 51	\$ 2	\$ 58	\$ (41)	\$ (25)	\$ 16	\$ (27)	\$ (5)
Add: Purchase accounting impacts - Linde AG (c)	(17)	(4)	(6)	(1)	(6)	(15)	(5)	(3)	(2)	(5)
Adjusted Other Income (Expense) - net	\$ 202	\$ 78	\$ 57	\$ 3	\$ 64	\$ (26)	\$ (20)	\$ 19	\$ (25)	\$ —
Adjusted Net Pension and OPEB Cost (Benefit), Excluding Service Cost										
Reported net pension and OPEB cost (benefit), excluding service cost	\$ (190)	\$ (46)	\$ (45)	\$ (49)	\$ (50)	\$ (164)	\$ (39)	\$ (35)	\$ (45)	\$ (45)
Add: Pension settlement charges	(10)	(4)	(6)	—	—	(16)	(4)	(12)	—	—
Adjusted Net Pension and OPEB cost (benefit), excluding service costs	\$ (200)	\$ (50)	\$ (51)	\$ (49)	\$ (50)	\$ (180)	\$ (43)	\$ (47)	\$ (45)	\$ (45)
Adjusted Interest Expense - Net										
Reported interest expense - net	\$ 256	\$ 53	\$ 68	\$ 70	\$ 65	\$ 200	\$ 71	\$ 40	\$ 52	\$ 37
Add: Purchase accounting impacts - Linde AG (c)	3	—	—	1	2	16	1	2	4	9
Adjusted interest expense - net	\$ 259	\$ 53	\$ 68	\$ 71	\$ 67	\$ 216	\$ 72	\$ 42	\$ 56	\$ 46

Non-GAAP Measures, continued



(Millions of dollars)	2024					2023				
	Year to Date December 31,	Q4	Q3	Q2	Q1	Year to Date December 31,	Q4	Q3	Q2	Q1
Adjusted Income Taxes (a)										
Reported income taxes	\$ 2,002	\$ 533	\$ 498	\$ 508	\$ 463	\$ 1,814	\$ 459	\$ 487	\$ 438	\$ 430
Add: Purchase accounting impacts - Linde AG (c)	220	44	60	56	60	232	49	59	67	57
Add: Pension settlement charges	2	1	1	—	—	3	1	2	—	—
Add: Cost reduction program and other charges	36	10	21	—	5	81	2	—	34	45
Total adjustments	258	55	82	56	65	316	52	61	101	102
Adjusted income taxes	\$ 2,260	\$ 588	\$ 580	\$ 564	\$ 528	\$ 2,130	\$ 511	\$ 548	\$ 539	\$ 532
Adjusted Effective Tax Rate (a)										
Reported income before income taxes and equity investments	\$ 8,569	\$ 2,263	\$ 2,063	\$ 2,163	\$ 2,080	\$ 7,988	\$ 1,996	\$ 2,047	\$ 2,004	\$ 1,941
Add: Pension settlement charge	10	4	6	—	—	16	4	12	—	—
Add: Purchase accounting impacts - Linde AG (c)	937	210	246	237	244	990	245	250	249	246
Add: Cost reduction program and other charges	145	—	145	—	—	40	(2)	2	22	18
Total adjustments	1,092	214	397	237	244	1,046	247	264	271	264
Adjusted income before income taxes and equity investments	\$ 9,661	\$ 2,477	\$ 2,460	\$ 2,400	\$ 2,324	\$ 9,034	\$ 2,243	\$ 2,311	\$ 2,275	\$ 2,205
Reported Income taxes	\$ 2,002	\$ 533	\$ 498	\$ 508	\$ 463	\$ 1,814	\$ 459	\$ 487	\$ 438	\$ 430
Reported effective tax rate	23.4%	23.6%	24.1%	23.5%	22.3%	22.7%	23.0%	23.8%	21.9%	22.2%
Adjusted income taxes	\$ 2,260	\$ 588	\$ 580	\$ 564	\$ 528	\$ 2,130	\$ 511	\$ 548	\$ 539	\$ 532
Adjusted effective tax rate	23.4%	23.7%	23.6%	23.5%	22.7%	23.6%	22.8%	23.7%	23.7%	24.1%

Non-GAAP Measures, continued



(Millions of dollars)	2024					2023				
	Year to Date December 31,	Q4	Q3	Q2	Q1	Year to Date December 31,	Q4	Q3	Q2	Q1
Income from Equity Investments										
Reported income from equity investments	\$ 170	\$ 39	\$ 38	\$ 45	\$ 48	\$ 167	\$ 39	\$ 41	\$ 46	\$ 41
Add: Purchase accounting impacts - Linde AG (c)	72	18	18	18	18	72	18	18	18	18
Adjusted income from equity investments	\$ 242	\$ 57	\$ 56	\$ 63	\$ 66	\$ 239	\$ 57	\$ 59	\$ 64	\$ 59
Adjusted Noncontrolling Interests										
Reported noncontrolling interests	\$ (172)	\$ (44)	\$ (53)	\$ (37)	\$ (38)	\$ (142)	\$ (33)	\$ (36)	\$ (37)	\$ (36)
Add: Purchase accounting impacts - Linde AG (c)	(12)	(3)	(3)	(3)	(3)	(12)	(3)	(3)	(3)	(3)
Add: Cost reduction program and other charges	16	—	16	—	—	—	—	—	—	—
Total adjustments	4	(3)	13	(3)	(3)	(12)	(3)	(3)	(3)	(3)
Adjusted noncontrolling interests	\$ (168)	\$ (47)	\$ (40)	\$ (40)	\$ (41)	\$ (154)	\$ (36)	\$ (39)	\$ (40)	\$ (39)
Adjusted Net Income - Linde plc (b)										
Reported net income	\$ 6,565	\$ 1,725	\$ 1,550	\$ 1,663	\$ 1,627	\$ 6,199	\$ 1,543	\$ 1,565	\$ 1,575	\$ 1,516
Add: Pension settlement charge	8	3	5	—	—	13	3	10	—	—
Add: Cost reduction program and other charges	125	(10)	140	—	(5)	(41)	(4)	2	(12)	(27)
Add: Purchase accounting impacts - Linde AG (c)	777	181	201	196	199	818	211	206	197	204
Total adjustments	910	174	346	196	194	790	210	218	185	177
Adjusted net income - Linde plc	\$ 7,475	\$ 1,899	\$ 1,896	\$ 1,859	\$ 1,821	\$ 6,989	\$ 1,753	\$ 1,783	\$ 1,760	\$ 1,693
Adjusted Diluted EPS (b)										
Reported diluted EPS	\$ 13.62	\$ 3.60	\$ 3.22	\$ 3.44	\$ 3.35	\$ 12.59	\$ 3.16	\$ 3.19	\$ 3.19	\$ 3.06
Add: Pension settlement charge	0.02	0.01	0.01	—	—	0.03	0.01	0.02	—	—
Add: Cost reduction program and other charges	0.26	(0.02)	0.29	—	(0.01)	(0.08)	(0.01)	—	(0.02)	(0.05)
Add: Purchase accounting impacts - Linde AG (c)	1.61	0.38	0.42	0.41	0.41	1.66	0.43	0.42	0.40	0.41
Total adjustments	1.89	0.37	0.72	0.41	0.40	1.61	0.43	0.44	0.38	0.36
Adjusted diluted EPS	\$ 15.51	\$ 3.97	\$ 3.94	\$ 3.85	\$ 3.75	\$ 14.20	\$ 3.59	\$ 3.63	\$ 3.57	\$ 3.42
Reported percentage change	8 %	14 %	1 %	8 %	9 %					
Adjusted percentage change	9 %	11 %	9 %	8 %	10 %					

Non-GAAP Measures, continued



(Millions of dollars)	2024					2023				
	Year to Date December 31,	Q4	Q3	Q2	Q1	Year to Date December 31,	Q4	Q3	Q2	Q1
				First Quarter 2025		Full Year 2025				
				Low End	High End	Low End	High End			
Adjusted Diluted EPS Guidance (d)										
2025 Adjusted Guidance				\$ 3.85	\$ 3.95	\$ 16.15	\$16.55			
Adjusted percentage changes versus 2024 adjusted diluted EPS				3 %	5 %	4 %	7 %			
Add: Estimated currency headwind/(tailwind)				4 %	4 %	4 %	4 %			
Adjusted percentage change excluding currency				7 %	9 %	8 %	11 %			
Adjusted EBITDA and % of Sales										
Net Income - Linde plc	\$ 6,565	\$1,725	\$1,550	\$1,663	\$1,627	\$ 6,199	\$1,543	\$1,565	\$1,575	\$1,516
Add: Noncontrolling interests	172	44	53	37	38	142	33	36	37	36
Add: Net pension and OPEB cost (benefit), excluding service cost	(190)	(46)	(45)	(49)	(50)	(164)	(39)	(35)	(45)	(45)
Add: Interest expense	256	53	68	70	65	200	71	40	52	37
Add: Income taxes	2,002	533	498	508	463	1,814	459	487	438	430
Add: Depreciation and amortization	3,780	913	960	958	949	3,816	949	959	960	948
EBITDA	12,585	3,222	3,084	3,187	3,092	12,007	3,016	3,052	3,017	2,922
Add: Cost reduction program and other charges	145	—	145	—	—	40	(2)	2	22	18
Add: Purchase accounting impacts - Linde AG (c)	89	22	24	19	24	86	23	20	20	23
Total adjustments	234	22	169	19	24	126	21	22	42	41
Adjusted EBITDA	\$ 12,819	\$3,244	\$3,253	\$3,206	\$3,116	\$ 12,133	\$3,037	\$3,074	\$3,059	\$2,963
Reported sales	\$ 33,005	\$8,282	\$8,356	\$8,267	\$8,100	\$ 32,854	\$8,302	\$8,155	\$8,204	\$8,193
% of sales										
EBITDA	38.1%	38.9%	36.9%	38.6%	38.2%	36.5%	36.3%	37.4%	36.8%	35.7%
Adjusted EBITDA as a % of Sales	38.8%	39.2%	38.9%	38.8%	38.5%	36.9%	36.6%	37.7%	37.3%	36.2%

Non-GAAP Measures, continued



(a) The income tax expense (benefit) on the non-GAAP pre-tax adjustments was determined using the applicable tax rates for the jurisdictions that were utilized in calculating the GAAP income tax expense (benefit) and included both current and deferred income tax amounts.

(b) Net of income taxes which are shown separately in "Adjusted Income Taxes and Effective Tax Rate".

(c) The company believes that its non-GAAP measures excluding Purchase accounting impacts - Linde AG are useful to investors because: (i) the 2018 business combination was a merger of equals in an all-stock merger transaction, with no cash consideration, (ii) the company is managed on a geographic basis and the results of certain geographies are more heavily impacted by purchase accounting than others, causing results that are not comparable at the reportable segment level, therefore, the impacts of purchasing accounting adjustments to each segment vary and are not comparable within the company and when compared to other companies in similar regions, (iii) business management is evaluated and variable compensation is determined based on results excluding purchase accounting impacts, and; (iv) it is important to investors and analysts to understand the purchase accounting impacts to the financial statements.

A summary of each of the adjustments made for Purchase accounting impacts - Linde AG are as follows:

Adjusted Operating Profit and Margin: The purchase accounting adjustments for the periods presented relate primarily to depreciation and amortization related to the fair value step up of fixed assets and intangible assets (primarily customer related) acquired in the merger and the allocation of fair value step-up for ongoing Linde AG asset disposals (reflected in Other Income/(Expense)).

Adjusted Interest Expense - Net: Relates to the amortization of the fair value of debt acquired in the merger.

Adjusted Income Taxes and Effective Tax Rate: Relates to the current and deferred income tax impact on the adjustments discussed above. The income tax expense (benefit) on the non-GAAP pre-tax adjustments was determined using the applicable tax rates for the jurisdictions that were utilized in calculating the GAAP income tax expense (benefit) and included both current and deferred income tax amounts.

Adjusted Income from Equity Investments: Represents the amortization of increased fair value on equity investments related to depreciable and amortizable assets.

Adjusted Noncontrolling Interests: Represents the noncontrolling interests' ownership portion of the adjustments described above determined on an entity by entity basis.

(d) We are providing adjusted earnings per share ("EPS") guidance for 2025. This is a non-GAAP financial measure that represents diluted earnings per share (a GAAP measure) but excludes the impact of certain items that we believe are not representative of our underlying business performance, such as cost reduction and other charges and the impact of potential divestitures or other potentially significant items. Given the uncertainty of timing and magnitude of such items, we cannot provide a reconciliation of the differences between the non-GAAP adjusted EPS guidance and the corresponding GAAP EPS measure without unreasonable effort.

Non-GAAP Measures, continued



LINDE PLC AND SUBSIDIARIES
APPENDIX
NON-GAAP MEASURES AND RECONCILIATIONS
(Millions of dollars)
(UNAUDITED)

(Millions of dollars)

	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Capex	\$ 1,250	\$ 1,066	\$ 1,133	\$ 1,048	\$ 1,151	\$ 948	\$ 859	\$ 829
Less: backlog capex (a)	(594)	(493)	(515)	(401)	(446)	(351)	(282)	(251)
Base Capex	\$ 656	\$ 573	\$ 618	\$ 647	\$ 705	\$ 597	\$ 577	\$ 578
Operating Cash Flow	\$ 2,809	\$ 2,731	\$ 1,929	\$ 1,954	\$ 2,727	\$ 2,520	\$ 2,150	\$ 1,908
Less: base capex	(656)	(573)	(618)	(647)	(705)	(597)	(577)	(578)
Available Operating Cash Flow	\$ 2,153	\$ 2,158	\$ 1,311	\$ 1,307	\$ 2,022	\$ 1,923	\$ 1,573	\$ 1,330

(a) Backlog capex is defined as capital expenditures for projects greater than \$5 million with a customer supply contract.

Non-GAAP Measures, continued



LINDE PLC AND SUBSIDIARIES APPENDIX NON-GAAP MEASURES AND RECONCILIATIONS (UNAUDITED)

(Millions of dollars)	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Free Cash Flow (FCF) - Free cash flow is a measure used by investors, financial analysts and management to evaluate the ability of a company to pursue opportunities that enhance shareholder value. FCF equals cash flow from operations less capital expenditures.								
Operating Cash Flow	\$ 2,809	\$ 2,731	\$ 1,929	\$ 1,954	\$ 2,727	\$ 2,520	\$ 2,150	\$ 1,908
Less: Capital Expenditures	(1,250)	(1,066)	(1,133)	(1,048)	(1,151)	(948)	(859)	(829)
Free Cash Flow	\$ 1,559	\$ 1,665	\$ 796	\$ 906	\$ 1,576	\$ 1,572	\$ 1,291	\$ 1,079
Net Debt - Net debt is a financial liquidity metric used by investors, financial analysts and management to evaluate the ability of a company to repay its debt and is calculated as total debt (excluding purchase accounting impacts) less liquid assets.								
Debt	\$21,623	\$22,262	\$21,518	\$20,319	\$19,373	\$18,003	\$17,490	\$18,777
Less: Cash and cash equivalents	(4,850)	(5,187)	(4,626)	(4,848)	(4,664)	(3,894)	(3,357)	(4,962)
Net debt	16,773	17,075	16,892	15,471	14,709	14,109	14,133	13,815
Less: Purchase accounting impacts - Linde AG	(4)	(4)	(4)	(5)	(7)	(8)	(10)	(13)
Adjusted net debt	\$16,769	\$17,071	\$16,888	\$15,466	\$14,702	\$14,101	\$14,123	\$13,802

Non-GAAP Measures, continued



(Millions of dollars)	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Reported net income - Linde plc	\$ 1,725	\$ 1,550	\$ 1,663	\$ 1,627	\$ 1,543	\$ 1,565	\$ 1,575	\$ 1,516
Add: noncontrolling interests	44	53	37	38	33	36	37	36
Add: interest expense - net	53	68	70	65	71	40	52	37
Less: tax benefit on interest expense - net *	(13)	(16)	(17)	(16)	(16)	(12)	(12)	(9)
Reported NOPAT	\$ 1,809	\$ 1,655	\$ 1,753	\$ 1,714	\$ 1,631	\$ 1,629	\$ 1,652	\$ 1,580
Adjusted net income - Linde plc	\$ 1,899	\$ 1,896	\$ 1,859	\$ 1,821	\$ 1,753	\$ 1,783	\$ 1,760	\$ 1,693
Add: adjusted noncontrolling interests	47	40	40	41	36	39	40	39
Add: adjusted interest expense - net	53	68	71	67	72	42	56	46
Less: tax benefit on interest expense - net *	(13)	(16)	(17)	(17)	(16)	(13)	(13)	(11)
Adjusted NOPAT	\$ 1,986	\$ 1,988	\$ 1,953	\$ 1,912	\$ 1,844	\$ 1,851	\$ 1,843	\$ 1,767
*Tax benefit on interest expense - net is generally presented using the reported effective rate.								
4-quarter trailing reported NOPAT	\$ 6,931	\$ 6,753	\$ 6,727	\$ 6,626	\$ 6,492	\$ 6,246	\$ 5,930	\$ 4,692
4-quarter trailing adjusted NOPAT	\$ 7,839	\$ 7,697	\$ 7,560	\$ 7,450	\$ 7,305	\$ 7,101	\$ 6,863	\$ 6,638

Non-GAAP Measures, continued



(Millions of dollars)	2024				2023			
	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
Equity and redeemable noncontrolling interests:								
Redeemable noncontrolling interests	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13	\$ 13
Linde plc shareholders' equity	38,092	39,173	38,179	38,829	39,720	38,898	39,911	39,970
Noncontrolling interests	1,383	1,417	1,359	1,387	1,362	1,327	1,324	1,353
Total equity and redeemable noncontrolling interests	\$39,488	\$40,603	\$39,551	\$40,229	\$41,095	\$40,238	\$41,248	\$41,336
Reported capital	\$56,261	\$57,678	\$56,443	\$55,700	\$55,804	\$54,347	\$55,381	\$55,151
Total equity and redeemable noncontrolling interests	\$39,488	\$40,603	\$39,551	\$40,229	\$41,095	\$40,238	\$41,248	\$41,336
Add: Adjusted net debt	16,769	17,071	16,888	15,466	14,702	14,101	14,123	13,802
Less: Linde AG Goodwill (a)	24,256	24,256	24,256	24,256	24,256	24,256	24,256	24,256
Less: Linde AG Indefinite lived intangibles (a)	1,868	1,868	1,868	1,868	1,868	1,868	1,868	1,868
Adjusted capital	\$30,133	\$31,550	\$30,315	\$29,571	\$29,673	\$28,215	\$29,247	\$29,014
(a) Represent opening balance sheet purchase accounting impacts of non-amortizing assets related to the Linde AG merger.								
Ending capital (see above)	\$56,261	\$57,678	\$56,443	\$55,700	\$55,804	\$54,347	\$55,381	\$55,151
5-quarter average ending capital	\$56,377	\$55,994	\$55,535	\$55,277	\$54,910	\$53,853	\$53,669	\$53,869
Ending adjusted capital (see above)	\$30,133	\$31,550	\$30,315	\$29,571	\$29,673	\$28,215	\$29,247	\$29,014
5-quarter average ending adjusted capital	\$30,248	\$29,865	\$29,404	\$29,144	\$28,774	\$27,713	\$27,523	\$27,715
After-tax ROC (4 quarter reported NOPAT / 5-quarter average ending capital)	12.3 %	12.1 %	12.1 %	12.0 %	11.8 %	11.6 %	11.0 %	8.7 %
Adjusted after-tax ROC (4 quarter trailing adjusted NOPAT / 5-quarter average ending adjusted capital)	25.9 %	25.8 %	25.7 %	25.6 %	25.4 %	25.6 %	24.9 %	24.0 %

After-tax Return on Capital and Adjusted After-tax Return on Capital (ROC) - After-tax return on capital is a measure used by investors, financial analysts and management to evaluate the return on net assets employed in the business. ROC measures the after-tax operating profit that the company was able to generate with the investments made by all parties in the business (debt, noncontrolling interests and Linde plc shareholders' equity).



Thank You for
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