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Sect/73

10 September 2026

To, The Manager Listing Department National Stock Exchange of India Ltd., [NSE NEAPS] Exchange Plaza, 5th Floor, Plot No. C/1, G-Block, Bandra Kurla Complex, Bandra (E) Mumbai – 400 051 SYMBOL: LINDEINDIA	To, The General Manager Department of Corporate Services BSE Limited, [BSE Listing Centre] New Trading Ring, Rotunda Building, 1st Floor, P.J. Towers, Dalal Street Fort, Mumbai – 400 001 SCRIP CODE: 523457

Dear Sir/Madam,

Minutes of 90th Annual General Meeting of the Company held through Video Conference/Other Audio-Visual Means on Thursday, 13 August 2026

We enclose herewith a copy of minutes of the proceedings of the 90th Annual General Meeting of the Company held through Video Conference/Other Audio-Visual Means on Thursday, 13 August 2026.

This may please be treated as compliance with Regulation 30 read with Part A of Schedule lll of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thanking you,

Yours faithfully,

AMIT DHANUKA Digitally signed by AMIT DHANUKA Date: 2026.09.10 14:28:14 +05'30'

Amit Dhanuka
Company Secretary

Encl: as above

Registered Office
Linde India Limited
Oxygen House, P43 Taratala Road
Kolkata 700 088, India
CIN L40200WB1935PLC008184

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MINUTES OF THE 90TH ANNUAL GENERAL MEETING (AGM) OF THE MEMBERS OF THE COMPANY HELD THROUGH VIDEO CONFERENCE/OTHER AUDIO-VISUAL MEANS ON THURSDAY, 13 AUGUST 2026 AT 10:00 A.M. IST

PRESENCE OF BOARD MEMBERS & KEY MANAGERIAL PERSONNEL:

MR MICHAEL JAMES DEVINE	In the Chair as Non-Executive Chairman of the Board, participating by video conference from RDB Primarc, Kolkata.
MR SUBBA RAO AMARTHALURU	Independent Director and Chairman of the Audit Committee and Risk Management Committee, participating by video conference from Bengaluru.
MR GOBICHETTIPALAYAM SREENIVASAN KRISHNAN	Independent Director and Chairman of the Nomination and Remuneration Committee, participating by video conference from Bengaluru.
DR SHALINI SARIN	Independent Director and Chairperson of the Corporate Social Responsibility Committee and Stakeholders' Relationship Committee, participating by video conference from New Delhi.
MS MANNU SANGGANERIA	Non-Executive Director, participating by video conference from Singapore.
MR MILAN SADHUKHAN	Managing Director, participating by video conference from RDB Primarc, Kolkata.
MR AJAY KUMAR SAH	Interim Chief Financial Officer, participating by video conference from RDB Primarc, Kolkata.
MR AMIT DHANUKA	Company Secretary, participating by video conference from RDB Primarc, Kolkata.

PRESENCE OF STATUTORY AUDITORS, SECRETARIAL AUDITOR AND SCRUTINIZERS:

Mr Pramit Agrawal, Partner of Price Waterhouse & Co. Chartered Accountants LLP, Statutory Auditors of the Company joined the meeting as invitee by Video Conference from Gurgaon and Mr P K Sarawagi, Proprietor of Messrs P Sarawagi & Associates, Secretarial Auditor and Scrutinizer, joined the meeting as invitee by Video Conference from Kolkata.

STATUTORY REGISTERS:

The Register of Directors and Key Managerial Personnel and their shareholdings under Section 170 of the Companies Act, 2013 and the Register of Contracts or Arrangements, in which Directors are interested under Section 189 of the Companies Act, 2013 together with the Report(s) of the Statutory and Secretarial Auditors remained open and accessible to the Members electronically on the NSDL platform throughout the meeting pursuant to the applicable provisions of the Companies Act, 2013.

ATTENDANCE OF MEMBERS:

As per the reports provided by National Securities Depository Ltd. (NSDL), 75 Members joined the meeting through Video Conference including The BOC Group Limited, U.K. (through its Authorised Representative) in respect of 63,963,167 equity shares held by it in Linde India Ltd. (the Company) constituting 75% of its paid- up share capital.

1.	CHAIRMAN	Mr Michael James Devine took the Chair pursuant to Article 83 of the Company's Articles of Association of the Company. THE CHAIRMAN welcomed the Members present to the 90th Annual General Meeting of the Company, which was held through video conference (VC)/ Other Audio-Visual Means (OAVM) in compliance with the circulars issued by

		the Ministry of Corporate Affairs, Government of India and Securities and Exchange Board of India.
2.	QUORUM	THE CHAIRMAN then declared the presence of requisite quorum and called the meeting to order. THE CHAIRMAN thereafter introduced the Board Members and Key Managerial Personnel of the Company and the locations from where they were attending the meeting by video conference. THE CHAIRMAN also acknowledged the presence of Statutory Auditors and Secretarial Auditors of the Company and the Scrutinizer appointed by the Board to scrutinize the e-voting process for the 90th AGM in a fair and transparent manner.
3.	GENERAL INSTRUCTIONS & INSPECTION RELATED DOCUMENTS	THE CHAIRMAN then requested Mr Amit Dhanuka, Company Secretary of the Company to provide general instructions to the Members regarding participation in the Meeting. Mr Amit Dhanuka, Company Secretary mentioned that as informed by the Chairman, the AGM was being held through VC/OAVM facility, which was provided by NSDL in accordance with the circulars issued by the Ministry of Corporate Affairs, Government of India and Securities and Exchange Board of India. He further informed that the Company had provided the facility of live webcast of proceedings of the AGM for all the Members. THE COMPANY SECRETARY thereafter informed the Members that the Company had provided the facility of remote e-voting to the Members through NSDL e-voting system, to enable them to cast their vote electronically. The remote e-voting was open from 9:00 a.m. on Monday, 10 August 2026 till 5:00 p.m. on Wednesday, 12 August 2026. The Members were also informed that those Members who had not cast their vote through remote e-voting process, had been provided with facility to cast their vote during the AGM using e-voting website of NSDL and the Members could reach out to NSDL helpline numbers in case of need for any assistance. He then announced that one representation under Section 113 of the Companies Act, 2013 and Power of Attorney had been received from The BOC Group Ltd., U.K., in respect of 63,963,167 equity shares representing 75% of the paid-up share capital of the Company. THE COMPANY SECRETARY further stated that the Register of Directors and Key Managerial Personnel maintained under Section 170 of the Companies Act, 2013 and the Register of Contracts or Arrangements maintained under Section 189 of the Companies Act, 2013 together with the Report(s) of Statutory Auditors and Secretarial Auditors were open for inspection on the website of NSDL and were accessible to the Members throughout the meeting pursuant to the relevant provisions of the Companies Act, 2013. He informed that since the AGM was conducted through VC/OAVM, the requirement for appointment of proxies and its related compliances were not applicable. He also requested the Members to refer to the information provided in the Notes to AGM Notice for more details.

		THE COMPANY SECRETARY thereafter stated that the Company had received requests from some Members to register themselves as speakers at the Meeting. He informed that the floor would be open for those Members to ask questions or express their views during the AGM and the Moderator would facilitate the session once the Chairman would open the floor for questions and answers. The COMPANY SECRETARY then handed over to the Chairman to continue with the proceedings.
4.	CHAIRMAN'S SPEECH	THE CHAIRMAN stated that the Members would appreciate that all necessary efforts had been taken by the Company to enable the Members to participate and vote at the Meeting through electronic mode in a seamless manner. Thereafter, THE CHAIRMAN addressed the Members and welcomed them to the 90th Annual General Meeting of the Company. He thanked the shareholders for their continued trust, confidence and support. The CHAIRMAN began his address by providing an overview of the global and domestic economic environment. He stated that while the global economy continued to face challenges arising from geopolitical tensions, trade realignments and the transition towards sustainable energy systems, India had continued to distinguish itself as a major driver of global growth, supported by resilient domestic demand, accelerating infrastructure development and a strong policy focus on manufacturing and energy transition. Against this backdrop, he mentioned that the Company had delivered a resilient and high-quality performance, demonstrating the strength of its business model and its ability to adapt to evolving market conditions. On the Company's financial performance for FY 2025-26, he informed the Members that revenue from operations stood at Rs. 25,306 million as compared to Rs. 24,854 million in the previous year, reflecting a growth of 2%. He further stated that the Company had achieved EBITDA of Rs. 9,764 million, representing a growth of 17% over the previous year, driven by higher volumes, an improved product mix and continued operational efficiency initiatives. Profit after tax increased to Rs. 5,509 million, registering a growth of 23% over the previous year and reflecting the Company's ability to consistently deliver value to its stakeholders. The CHAIRMAN informed the Members that the Gases business, which remained central to the Company's strategy, had recorded a growth of 4% during the year, supported by healthy demand across industrial and healthcare sectors, along with steady growth in food & beverage and electronics. He also stated that while the Project Engineering Division was impacted by the timing of project execution during the year, it continued to remain strategically important and was supported by a healthy pipeline of opportunities linked to long-term industrial investments. On the operational front, he highlighted that the Company had continued to strengthen its core Gases business across onsite, merchant bulk and packaged gases segments through focused investments in supply chain capabilities, customer engagement and expansion into high-growth sectors. The Company had commissioned new facilities and strengthened its

		downstream logistics infrastructure during the year. He further mentioned that the Company's continued expansion in key industrial clusters, including Dahej, together with ongoing capacity augmentation initiatives, would position it well to support growing customer demand. Thereafter, the CHAIRMAN deliberated on sustainability and energy transition initiatives undertaken by the Company. He stated that sustainability remained an integral part of the Company's growth strategy and business operations. During the year, the Company had made significant progress in expanding renewable energy sourcing across its operations, including through hybrid renewable energy arrangements under long-term contracts. He observed that industrial gases would continue to play an increasingly important role in enabling low-carbon technologies, advanced manufacturing and efficient resource utilization, thereby positioning the Company favourably at the intersection of industrial growth and sustainability. The CHAIRMAN also shared his views on the industry outlook and future growth opportunities. He stated that India's economic outlook remained compelling, supported by manufacturing expansion, increasing urbanization, digital adoption and policy-led growth initiatives. He noted that initiatives such as the Production Linked Incentive (PLI) schemes, supply chain localization and continued infrastructure investments were expected to drive demand across sectors such as steel, electronics, chemicals and energy. He further stated that emerging sectors including semiconductors, electric mobility, renewable energy and advanced materials were creating new opportunities for high-value gas applications, while sustained investments in transportation, logistics and urban infrastructure would support long-term growth in demand for industrial gases. On the Company's strategic priorities, the CHAIRMAN stated that the Company would remain focused on strengthening its leadership position in the Gases business, expanding its presence across key industrial clusters, enhancing supply chain resilience and operational efficiency, leveraging opportunities in high-growth and emerging sectors, and advancing sustainability and energy transition initiatives. He expressed confidence that the Company's strong balance sheet, diversified business portfolio and deep customer relationships would enable it to capture long-term growth opportunities while continuing to deliver disciplined and sustainable performance. In his concluding remarks, THE CHAIRMAN expressed his sincere appreciation to the shareholders for their continued support and confidence in the Company. He also thanked the Company's customers for their partnership and acknowledged the dedication and commitment of the employees whose focus on safety, excellence and innovation had contributed significantly to the Company's success. He further placed on record his appreciation for the continued support and guidance received from Linde plc, which enabled the Company to leverage global expertise and best practices.
5.	PRESENTATION BY MR MILAN SADHUKHAN - MANAGING DIRECTOR	THE CHAIRMAN then requested Mr Milan Sadhukhan, Managing Director, to make a brief presentation about the Company's performance and various other initiatives of the Company during the financial year ended 31 March 2026.

		Mr Milan Sadhukhan thereafter made a presentation covering a brief introduction of Linde plc and Linde India, brief overview of the Company's Safety, Health, Environment and Quality priorities, Community Stewardship, Customer Focus, Financial Performance of the Gases and PED business during the financial year ended 31 March 2026 and the Balance Sheet as on 31 March 2026. He also presented an overview of the way forward for the Company covering the Growth Outlook for both Gases and PED business and the Company's Sustainable Development Framework.
6.	NOTICE, FINANCIAL STATEMENTS, DIRECTORS' REPORT, AUDITORS' REPORT, ETC.	After the presentation by the Managing Director of the Company, THE CHAIRMAN stated that the Notice dated 30 May 2026 convening the 90th AGM had been with the Members for quite some time and with their consent, the same were taken as read. THE CHAIRMAN thereafter in compliance with the provisions of Section 145 of the Companies Act, 2013 read with Clause 13 of the Secretarial Standards on General Meetings, requested the Company Secretary to read out the qualifications or observations or comments in the Independent Auditors' Report - both Standalone and Consolidated, the Secretarial Audit Report and the Management's response on the same.
7.	OBSERVATIONS OF THE STATUTORY AND SECRETARIAL AUDITORS AND MANAGEMENT'S RESPONSE	THE COMPANY SECRETARY then at the request of THE CHAIRMAN, read out the observations made by the Statutory Auditors and the Secretarial Auditors in their respective Audit Reports and the Management's response to the same covered in the Director's Report. THE CHAIRMAN thereafter requested the Company Secretary to provide brief details of the Resolutions set forth in the Notice of the 90th AGM as per the Secretarial Standards. At the request of THE CHAIRMAN, Mr Amit Dhanuka briefly explained the agenda under Ordinary Business and Special Business as contained in the Notice of the 90th AGM.
8.	ADOPTION OF AUDITED STANDALONE AND CONSOLIDATED FINANCIAL STATEMENTS AND REPORTS THEREON FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026	THE COMPANY SECRETARY informed that the **Ordinary Resolution** for Item No.1 of the Notice pertained to the adoption of the Audited Standalone and Consolidated Financial Statements of the Company for the financial year ended 31 March 2026 together with the Report of Board of Directors and Auditors thereon. The Resolution for Item No. 1 of the Notice read as follows: "RESOLVED THAT the Audited Standalone Financial Statements of the Company for the financial year ended 31 March 2026, containing the Balance Sheet as at that date, the Statement of Profit and Loss and the Cash Flow Statement for the financial year ended 31 March 2026 together with the Notes to the Financial Statements and the Auditors' and Directors' Report thereon along with Annexures thereto and the Audited Consolidated Financial Statements for the financial year ended 31 March 2026, containing the Consolidated Balance Sheet as on that date, the Consolidated Statement of Profit and Loss and the Consolidated Cash Flow Statement for the financial year ended 31 March 2026 together with the Notes to the Consolidated Financial Statements and the Auditors' Report thereon along with Annexures thereto, as circulated to the Shareholders and laid before the meeting, be and are hereby received and adopted."

9.	DECLARATION OF DIVIDEND FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026	THE COMPANY SECRETARY then informed that the **Ordinary Resolution** for Item No. 2 of the Notice pertained to the Declaration of Dividend on 85,284,223 equity shares of Rs. 10/- each for the financial year ended 31 March 2026 at the rate of 120%, i.e., Rs.12/- per equity share of Rs. 10/- each (inclusive of a special dividend of 80%, i.e., Rs. 8/- per equity share of Rs. 10/- each). The Resolution for Item No. 2 of the Notice read as follows: "RESOLVED THAT as recommended by the Board of Directors, dividend on 85,284,223 Equity Shares of Rs. 10/- each in the Company, at the rate of 120%, i.e., Rs. 12/- per equity share of Rs. 10/- each (inclusive of a special dividend of 80%, i.e., Rs. 8/- per equity share of Rs. 10/- each for the financial year ended 31 March 2026, absorbing an aggregate amount of Rs.1,023,410,676/- be and is hereby declared and the above dividend be paid after deduction of income tax at source as applicable, on or about 21 August 2026 to those Members whose names appeared on the Company's Register of Members at the close of business hours on 6 August 2026 and in respect of shares held in dematerialized form, to those beneficial owners whose names appeared in the statements furnished by the Depositories for this purpose as at the close of business hours on 6 August 2026."
10.	RE-APPOINTMENT OF DIRECTOR RETIRING BY ROTATION – MR. MICHAEL JAMES DEVINE	THE COMPANY SECRETARY then stated that the **Ordinary Resolution** for Item No. 3 of the Notice pertained to re-appointment of Mr. Michael James Devine, Non-Executive Director, who was retiring by rotation. The Resolution for Item No. 3 of the Notice read as follows: "RESOLVED THAT Mr. Michael James Devine (DIN: 10042702), who retires from the Board of Directors under Article 104 of the Company's Article of Association and being eligible for re-election, be and is hereby re-appointed as a Director of the Company."
11.	RATIFICATION OF REMUNERATION OF COST AUDITORS FOR THE FINANCIAL YEAR ENDING ON 31 MARCH 2027	THE COMPANY SECRETARY then informed that the **Ordinary Resolution** for Item No. 4 of the Notice was with respect to ratification of the remuneration of M/s. Mani & Co., Cost Auditors for the financial year ending on 31 March 2027. The Resolution at Item No. 4 of the Notice read as follows: "RESOLVED THAT pursuant to the provisions of Section 148(3) and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 (including any statutory modification(s) or re-enactment thereof, for the time being in force), M/s Mani & Co., Cost Accountants (Firm Regn. No. 000004), appointed as Cost Auditors by the Board of Directors of the Company to conduct the audit of cost records of the Company for the financial year ending 31 March 2027 as prescribed under the Companies (Cost Records and Audit) Rules, 2014 be paid a fee of Rs. 2,30,000/- (Rupees Two Lakhs Thirty Thousand only) plus applicable taxes and out of pocket expenses that may be incurred during the course of audit and the said cost audit fee be and is hereby ratified and confirmed."
12.	DISCUSSIONS ON AUDITED FINANCIAL STATEMENTS	After the above resolutions were briefed and read, THE CHAIRMAN took over the proceedings and invited the Members who had registered themselves as speakers to make comments, observations and seek clarifications on any item on the Notice of the AGM and gave general instructions in this regard and

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<td>AND THE REPORTS THEREON</td>
<td>stated that the Moderator would facilitate the questions on the audio-video feature. THE CHAIRMAN added that few Members of the Company had sent their questions in advance as per Note 19 of the AGM Notice and he would deal with them after all the speaker shareholders had finished with their questions. THE CHAIRMAN added that the questions raised during the meeting would then be replied by either himself or the Managing Director at the end.

The following Members who had registered themselves as speakers, spoke on the audio-video feature and put forth their questions and sought clarifications on the Financial Statements and Reports as well as the business and affairs of the Company:

<table>
<tr><th>Sl. No.</th><th>Names</th></tr>
<tr><td>1.</td><td>Mr. Jaydip Bakshi</td></tr>
<tr><td>2.</td><td>Mr. Dilip Kumar Das</td></tr>
<tr><td>3.</td><td>Mr. Bimal Krishna Sarkar</td></tr>
<tr><td>4.</td><td>Mr. Manish Jain</td></tr>
<tr><td>5.</td><td>Mr. Sujan Modak</td></tr>
<tr><td>6.</td><td>Mr. Himanshu A Trivedi</td></tr>
<tr><td>7.</td><td>Mr. Vinay Vishnu Bhide</td></tr>
<tr><td>8.</td><td>Ms. Yashvi Kothari</td></tr>
<tr><td>9.</td><td>Mr. Amit Kumar Banerjee</td></tr>
<tr><td>10.</td><td>Ms. Lily Pradhan</td></tr>
<tr><td>11.</td><td>Mr. Kewal Kumar Vohra</td></tr>
<tr><td>12.</td><td>Mr. Amit Ashok Gadgil</td></tr>
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THE CHAIRMAN thereafter thanked the Members for taking keen interest in the affairs of the Company and answered the material questions and queries received by the Company in advance from the shareholders, which included various questions relating to operations, financial performance of the Gases and Project Engineering divisions, application technology sales, opportunities and challenges, capex and future plans, ongoing SEBI matter pending before the Hon'ble Supreme Court, etc.

THE CHAIRMAN thereafter requested Mr Milan Sadhukhan, Managing Director to respond to the questions raised by the speaker shareholders during the Meeting. THE CHAIRMAN and THE MANAGING DIRECTOR thereafter answered the remaining relevant and material questions raised by the speaker shareholders. THE CHAIRMAN then thanked THE MANAGING DIRECTOR for answering the questions raised by the Members.</td>
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<td>13.</td>
<td>COMMENCEMENT OF VOTING, SCRUTINIZER'S REPORT AND ANNOUNCEMENT OF VOTING RESULTS</td>
<td>THE CHAIRMAN mentioned that with the completion of the Q&A session, it was now time for e-voting on the NSDL e-voting website, which was the last part of the proceedings of AGM. He informed the Members that voting on the NSDL platform would continue for the next 30 minutes to enable those shareholders who had not voted so far to cast their votes on the resolutions. THE CHAIRMAN informed that the Board of Directors had appointed Mr P K Sarawagi, Practicing Company Secretary, as the Scrutinizer to scrutinize the e-voting process for the 90th AGM in a fair and transparent manner and submit a Scrutinizer's Report to the Chairman or a person authorized by him in this regard. THE CHAIRMAN thereafter severally authorized Mr Milan Sadhukhan, Managing Director and Mr Amit Dhanuka, Company Secretary of the Company to receive the Scrutinizer's Report and declare the results of voting and place the results on the websites of the Company, the Stock Exchanges and National</td>
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		Securities Depository Limited. THE CHAIRMAN added that the resolutions set forth in the Notice of the 90th AGM would be deemed to be passed on 13 August 2026 subject to receipt of requisite number of votes in favour. THE CHAIRMAN thereafter thanked the shareholders for attending the meeting through VC/OAVM. The meeting concluded at 12:45 p.m. IST. The results of the e-voting (refer Annexure I below) were declared on 13 August 2026 on receipt of the Scrutinizer's Report dated 13 August 2026 issued by Mr P K Sarawagi of M/s. P Sarawagi & Associates, Company Secretaries.

Annexure I

Brief summary of the voting results of the resolutions in respect of all the items of business as contained in the Notice of the 90th Annual General Meeting as per the Scrutinizer's Report dated 13 August 2026 was as follows:

ORDINARY BUSINESS

Resolution No. 1 (Ordinary Resolution): Adoption of Audited Standalone and Consolidated Financial Statements and Reports thereon for the financial year ended 31 March 2026

Mode of voting	No. of shares held	No. of votes polled	% of votes polled on outstanding shares	Number & % of votes – in favour	Number & % of votes – against
Remote E-voting and E-voting at the AGM	85,284,223	71,193,702	83.478%	64,991,985 91.289%	6,201,717 8.711%

RESULT: Resolution passed by the Members with requisite majority.

Resolution No. 2 (Ordinary Resolution): Declaration of Dividend for the financial year ended 31 March 2026

Mode of voting	No. of shares held	No. of votes polled	% of votes polled on outstanding shares	Number & % of votes – in favour	Number & % of votes – against
Remote E-voting and E-voting at the AGM	85,284,223	71,193,702	83.478%	69,358,845 97.423%	1,834,857 2.577%

RESULT: Resolution passed by the Members with requisite majority.

Resolution No. 3 (Ordinary Resolution): Re-appointment of Director retiring by rotation – Mr Michael James Devine

Mode of voting	No. of shares held	No. of votes polled	% of votes polled on outstanding shares	Number & % of votes – in favour	Number & % of votes – against
Remote E-voting and E-voting at the AGM	85,284,223	71,193,702	83.478%	65,593,926 92.135%	5,599,776 7.865%

RESULT: Resolution passed by the Members with requisite majority.

SPECIAL BUSINESS

Resolution No. 4 (Ordinary Resolution): Ratification of remuneration of M/s. Mani & Co., Cost Auditors for the financial year ending on 31 March 2027

Mode of voting	No. of shares held	No. of votes polled	% of votes polled on outstanding shares	Number & % of votes – in favour	Number & % of votes – against
Remote E-voting and E-voting at the AGM	85,284,223	71,193,702	83.478%	71,190,822 99.996%	2,880 0.004%

RESULT: Resolution passed by the Members with requisite majority.

Based on the Report of the Scrutinizer, all the Ordinary Resolution(s) as set out in the Notice of the 90th Annual General Meeting were passed by the Members of the Company with requisite majority.

Sd/-
CHAIRMAN
(On 8 September 2026)

Date of entry: 8 September 2026

Place of signing: Munich, Germany