Making our world more productive

Sect/70

13 August 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,

Proceedings/Outcome of the Ninetieth Annual General Meeting (AGM)
of the Company held through Video Conference (VC)/Other Audio-Visual Means (OAVM)
on Thursday, 13 August 2026 at 10:00 A.M. (IST)

The Ninetieth Annual General Meeting (AGM) of the Company was held through Video Conference (VC)/Other Audio Visual Means (OAVM) on Thursday, 13 August 2026 at 10:00 a.m. (IST) in compliance with all the applicable provisions of the Companies Act, 2013, the Rules made thereunder, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and in accordance with General Circular No. 20/2020 dated 5 May 2020 and General Circular No. 03/2025 dated 22 September 2025 issued by the Ministry of Corporate Affairs (MCA) and Circular no. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated 3 October 2024 read with Master Circular no. HO/49/14/14(7)2025-CFDPOD2/ I/3762/2026 dated 30 January 2026 issued by the Securities and Exchange Board of India (SEBI) read with other circulars issued for this purpose from time to time, permitting the companies to conduct their Annual General Meetings through Video Conferencing ('VC')/Other Audio Visual Means ('OAVM'), in accordance with the framework provided therein.

At 10:00 a.m., Mr Michael James Devine, Chairman, welcomed the Members present and after ascertaining the quorum, called the meeting to order. The Company had received one representation under Section 113 of the Companies Act, 2013 from The BOC Group Ltd., U.K. a wholly owned subsidiary of Linde plc (the ultimate Holding Company) in respect of its 75% shareholding of 63,963,167 equity shares in the Company. 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 Auditors and Secretarial Auditors remained open and accessible to the Members electronically throughout the meeting pursuant to the provisions of the Companies Act, 2013.

The Chairman introduced the Board Members, Key Managerial Personnel and the Statutory Auditors, who joined the meeting by VC/OAVM from various locations. The Chairman also acknowledged the presence of the 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. At the request of the Chairman, Mr Amit Dhanuka, Company Secretary of the

Company provided general instructions to the Members regarding participation in the meeting. The Chairman informed that all the necessary steps/measures had been taken by the Company under the current circumstances to enable the Members to participate and vote at the Meeting through electronic mode in a seamless manner.

The Chairman then delivered his speech to the Members covering a brief overview of the Performance of the Company, Strengthening the Core Business, Sustainability and Energy Transition, Industry and Economic Outlook, Strategic Direction followed by his concluding remarks. Thereafter, at the request of the Chairman, Mr Milan Sadhukhan, the Managing Director of the Company made a presentation covering a brief introduction of Linde plc and Linde India, brief overview of Linde India'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. The Managing Director's presentation also covered 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.

The Chairman added that since the Notice convening the AGM had already been circulated to the Members, the same was being taken as read with the consent of the Members. Thereafter, as the Independent Auditor's Report - both Standalone and Consolidated and the Secretarial Audit Report contained qualifications, Mr Amit Dhanuka, Company Secretary, at the request of Chairman, read out the qualified opinion from the Independent Auditor's Report and the Secretarial Audit Report for financial year 2025-26 and the Management's response thereon.

Thereafter, the Company Secretary provided brief details of all the resolutions (ordinary and special business) set forth in the Notice of the AGM as follows:

Sl. no.	Particulars	Brief Details of the Resolution
ORDINARY BUSINESS		
1.	Adoption of Audited Standalone and Consolidated Financial Statements and Reports thereon	**Ordinary Resolution** in respect of adoption of the Audited Standalone Financial Statements for the financial year ended 31 March 2026, the Reports of the Auditors and Directors thereon and the Audited Consolidated Financial Statements for the financial year ended 31 March 2026 and the Reports of the Auditors thereon.
2.	Declaration of Dividend	**Ordinary Resolution** in respect of 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).
3.	Appointment of Director retiring by rotation	**Ordinary Resolution** in respect of re-appointment of Mr Michael James Devine as Director, retiring by rotation.
SPECIAL BUSINESS		
4.	Ratification of remuneration of Cost Auditors	**Ordinary Resolution** in respect of ratification of remuneration of M/s. Mani & Co., Cost Auditors for the financial year ending on 31 March 2027.

The Chairman then invited the Members who had registered themselves as Speakers to ask questions or seek clarifications on the Agenda item. At the request of the Chairman, the Moderator facilitated the questions from all the speaker shareholders. After all the speaker shareholders had asked their questions, the Chairman responded to the questions received by the Company in advance as per Note 19 of the AGM Notice. The Chairman then requested the Managing Director to reply to the questions raised by the speaker shareholders during the meeting. After all material and pertinent questions raised by the shareholders were answered by the Chairman and the Managing Director, the Chairman informed the Members about the e-voting, which was the last part of the proceedings.

The Chairman informed that the voting on National Securities Depository Limited (NSDL) platform would remain open for 30 minutes and requested members to cast their votes, in case they had not cast their votes by way of remote e-voting. The Chairman informed that the Board of Directors had appointed Mr P K Sarawagi, Practicing Company Secretary to scrutinize the e-voting process in a fair and transparent manner. The Chairman had severally authorized the Managing Director and the Company Secretary of the Company to receive the Scrutinizer's Report and declare the voting results for the aforesaid resolutions and place the same on the website of the Company, the stock exchanges and NSDL and added that the resolutions as set forth in the Notice would be deemed to be passed on the date of the meeting subject to the receipt of the requisite votes. The Chairman then thanked the members for attending the meeting.

At the request of the Chairman, the Moderator announced opening of the e-voting window for 30 minutes and added that the proceedings of the AGM would close thereafter.

As per the reports provided by NSDL, a total of 73 Members (including speaker shareholders) were present during the AGM.

The meeting concluded at 12:45 P.M. IST.

A copy of the presentation made by the Managing Director at the AGM is enclosed.

The above proceedings/outcome of the 90th AGM held on 13 August 2026 may please be treated as compliance with Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thanking you,

Yours faithfully,

AMIT DHANUKA

Digitally signed by AMIT DHANUKA
DN: c=IN, o=Personal, pseudonym=9c8x6tow40q2nh1yrfm7dae5kjsp3zlv, 2.5.4.20=6530d1796e85e73c94ffec38d6d24e9cd3c400c24a77ec1c987a3e657f160c09, postalCode=700159, st=West Bengal, serialNumber=e21a6333f447b014055dc0e97ea353aa76642f2cb50956c94d111868fdb5cb69, cn=AMIT DHANUKA
Date: 2026.08.13 17:05:44 +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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Fax +91 33 2401 4206
Email customercare.lg.in@linde.com
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Customer Focus

Linde India Limited
90th Annual General Meeting
13th August 2026

Agenda

1 Business Briefing

- Linde Plc and Linde India: A Brief Overview
- SHEQ Priorities
- Community Stewardship
- Customer Focus

2 Financial Performance

- Financial Performance (2025- 26)
- Balance Sheet position

3 Way Forward

- End Market Outlook
- Projects & Manufacturing
- Sustainable Development Framework

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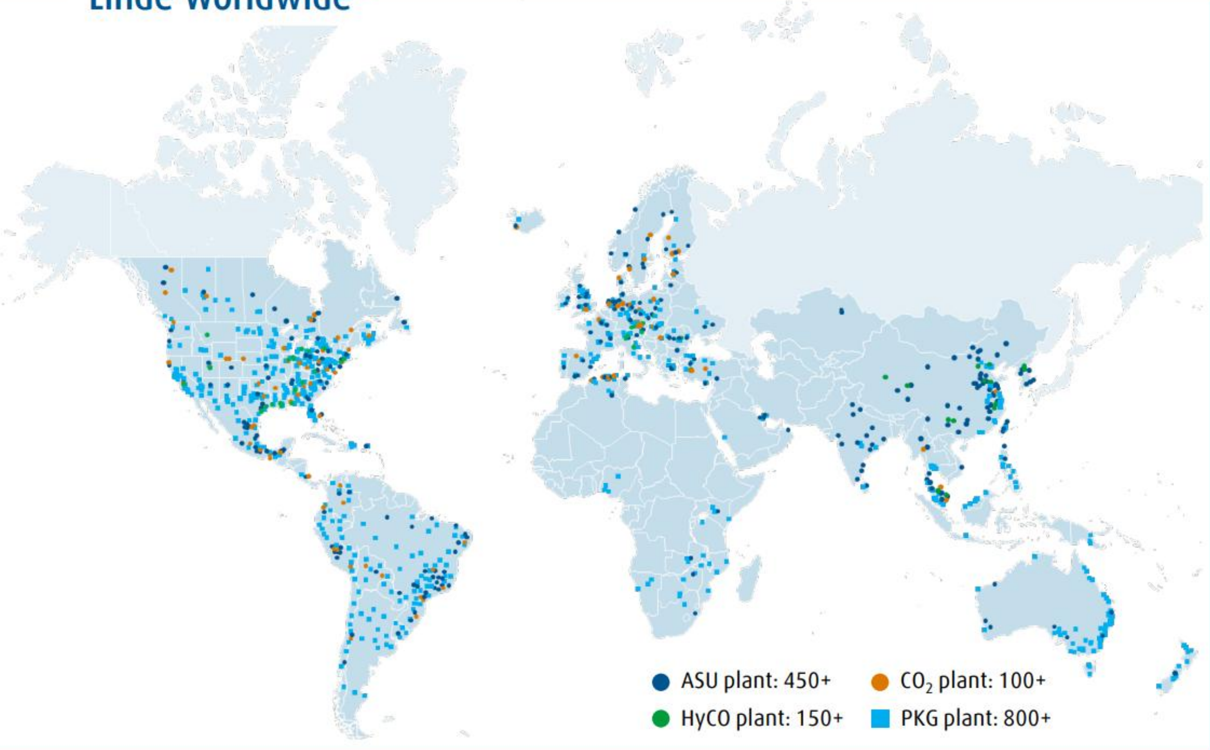
Linde Plc

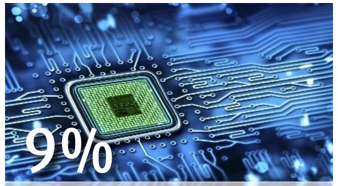
Largest Industrial Gases & Engineering Company

Linde Worldwide



Consumer Related

Food & Beverage



Electronics

Healthcare

Industrial Related

Chemicals & Energy

Manufacturing

Metals & Mining

2025 Sales
34 Billion USD

Market Cap
> 210 Billion USD

Operating in
> 80 Countries

Investing
4+ Billion USD p.a.

World class **Engineering & Execution** capability globally

Vision, Mission & Values

Our Vision

To be the best performing global industrial gases and engineering company, where our people deliver innovative and sustainable solutions for our customers in a connected world.

Our Mission

Making our world more productive.

Our Values

Safety

Integrity

Community

Inclusion

Accountability

Linde India

Global technology propelling local growth…

90+
Years in India

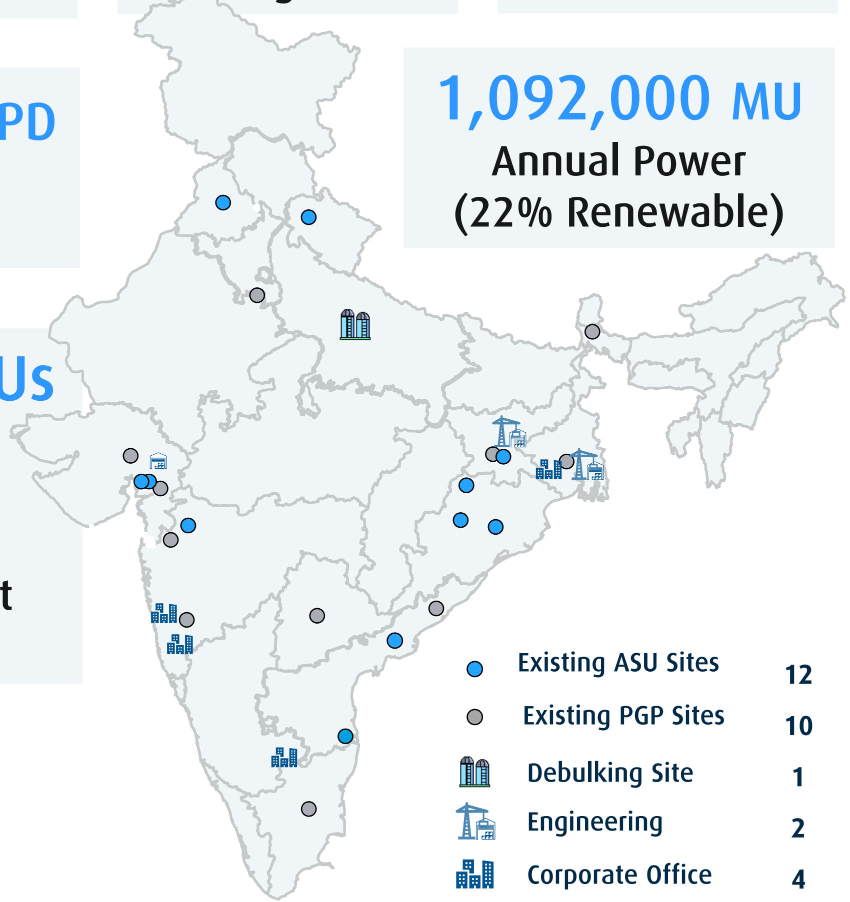
800*+
Professionals serving Gases

300*+
Engineering Professionals

20,000 TPD
Installed Capacity

1,092,000 MU
Annual Power (22% Renewable)

100+ ASUs & N2 plants
Built in last 50 years



Integrated business model – Gases I Engg I Applications

- ❑ **Strong Nationwide infrastructure & supply network**
  Pan India presence & density | Modern fleet (320**+ assets)
- ❑ **From "Engineering & Construction" to "Supply & Service"**
  Engineering center in Kolkata & Jamshedpur | Large Gas portfolio
- ❑ **Industry leading Applications portfolio**
  Improving customer processes and delivering value

Operational Excellence

- ❑ **Robust track record in Operations & Maintenance**
  Remote Operating Centers | Experienced Professionals | Global expertise & best practices
- ❑ **Preferred BOO partner to leading companies**
  Own & operates the highest no of ASUs on BOO basis in India

TATA STEEL #WeAlsoMakeTomorrow | JSL JINDAL STAINLESS | सेल SAIL | OWENS CORNING | इंडियनऑयल IndianOil

- * Including contractuals & LSAS employees

** Own & contractor driven

Safety: Core Priority of Linde "Speak Up, Stay Safe."

Open communication, proactive intervention and readiness across Linde India operations

Safety culture

Global SHEQ campaign and Safety Commitment Week reinforced "speaking up' culture, peer intervention and shared accountability

Capability building

Permit-to-work (PTW) system, Job task observations (JTO), Behavioural SHEQ and Lead Assessor trainings, Driver KIOSK at locations, Fit-for-duty checks, In-house AI-based modules VR training modules strengthened frontline risk awareness and assurance capability

Emergency readiness

Mock drills, rescue demonstrations and TERP exercises improved response effectiveness with partners and authorities

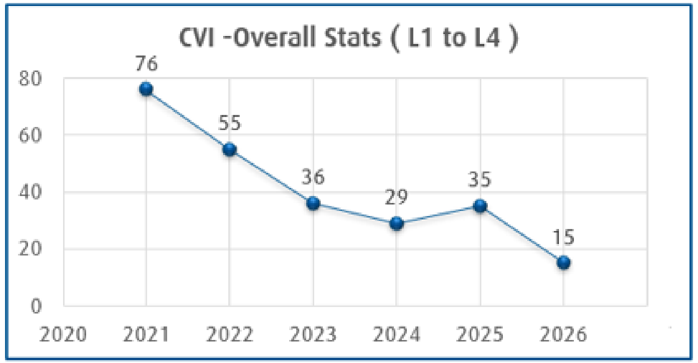
Linde's commitment towards ZERO harm to people and the environment

Safety Performance & Leading /Lagging Indicators

Zero In Control Events (L1 &L2) (2021 to YTD)

Zero Roll Over Events

Zero CVI with Micro-Sleep



'All Stats Current as of preparation date, Up to 01/06/2026

Linde's Commitment towards Society

Three-Year CSR Journey FY24 to FY26	Total Budget	Projects Executed	Lives Impacted[1]
	300.61M	75+	2 Lakhs+

FY 2025-26 PERFORMANCE SNAPSHOT

₹117.67M	₹52.24M	10+ Key	90,000+
FY 25-26 CSR BUDGET	SPENT TO DATE (44 %)	FLAGSHIP PROJECTS	TOTAL BENEFICIARIES

Education

Advancing research, STEM education and school infrastructure for **20,000+ students and researchers.**

Healthcare

Specialized healthcare support for children with critical illnesses

Environment Conservation

A plastic waste reduction initiative supports sustainable practices, engaging over **30,000+ community members**

Road Safety

Road safety efforts use driver training and awareness initiatives to upskill and sensitize over **1.5 lakh people**

Disaster Rehabilitation

Support in rebuild essential public infrastructure in flood-affected areas of Punjab

[1]Cumulative as on FY 2026

Customer Focus

Delivery Excellence

Customer Connect

Innovating for Customer

Centralised Monitoring
Real time visibility of fleets
Drivers & road safety assistance

Robust management systems to deliver products **in safe environment**

Real time order placement , **tracking deliveries** & inventory levels
Customer Feedback

In house development of **The Linde Mixer** makes Linde **self-reliant**

Precise & reliable
Ar-CO2 gas blending through advanced **thermal conductivity technology**

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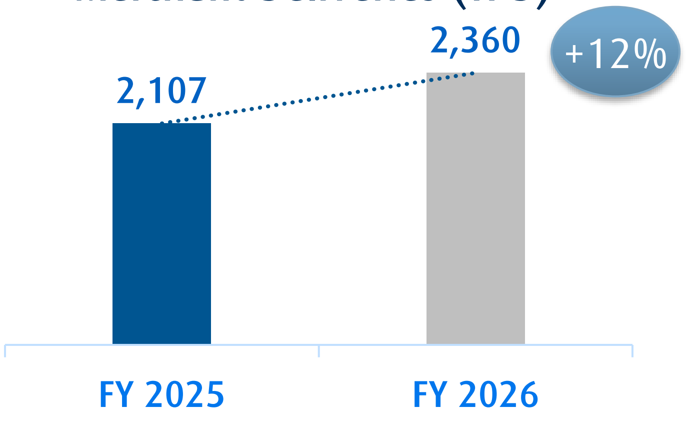
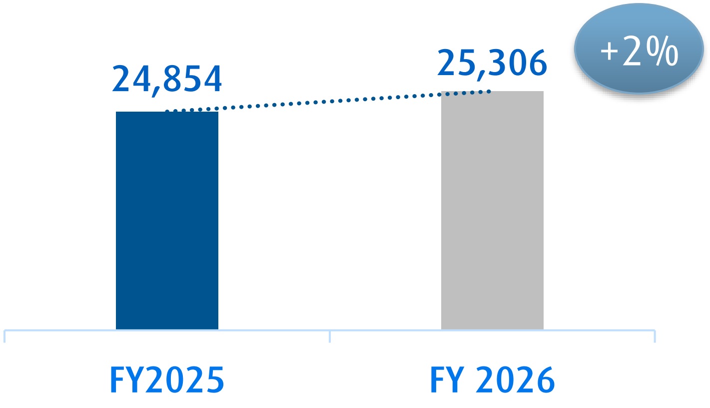
Standalone Financial Performance Highlights: FY26

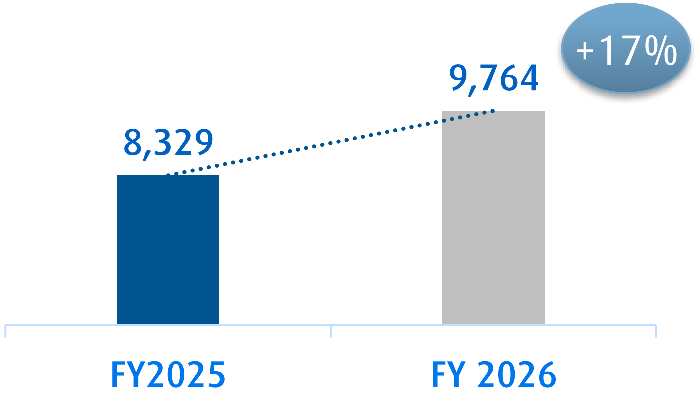
Merchant Deliveries (TPD)



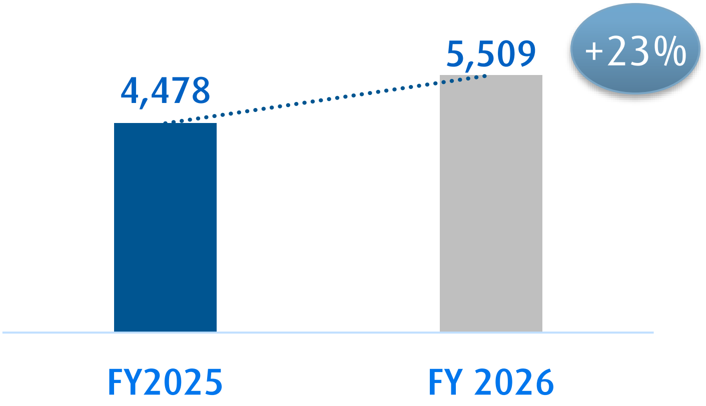
Revenue (Rs. Million)



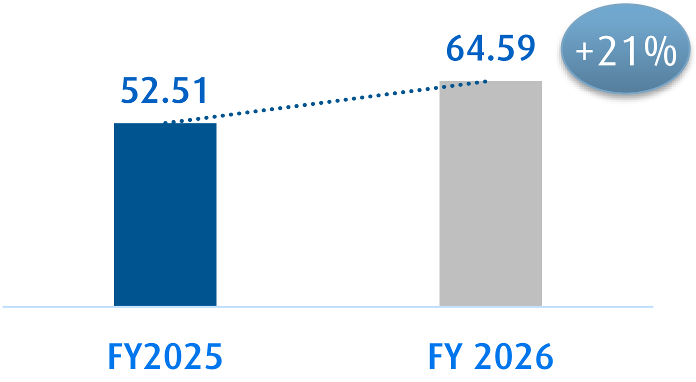
EBITDA (Rs. Million)



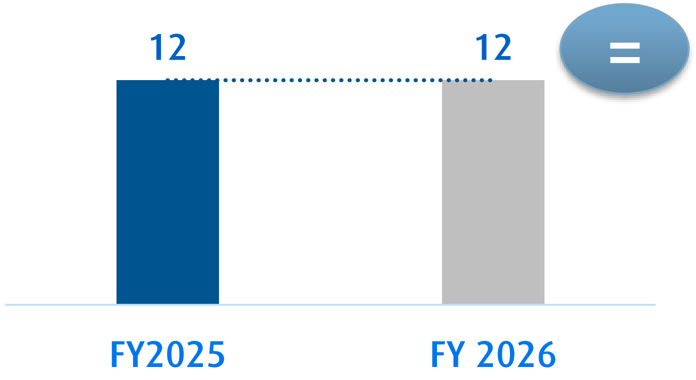
Net Earnings (Rs. Million)



Diluted Earning/Share (Rs.)

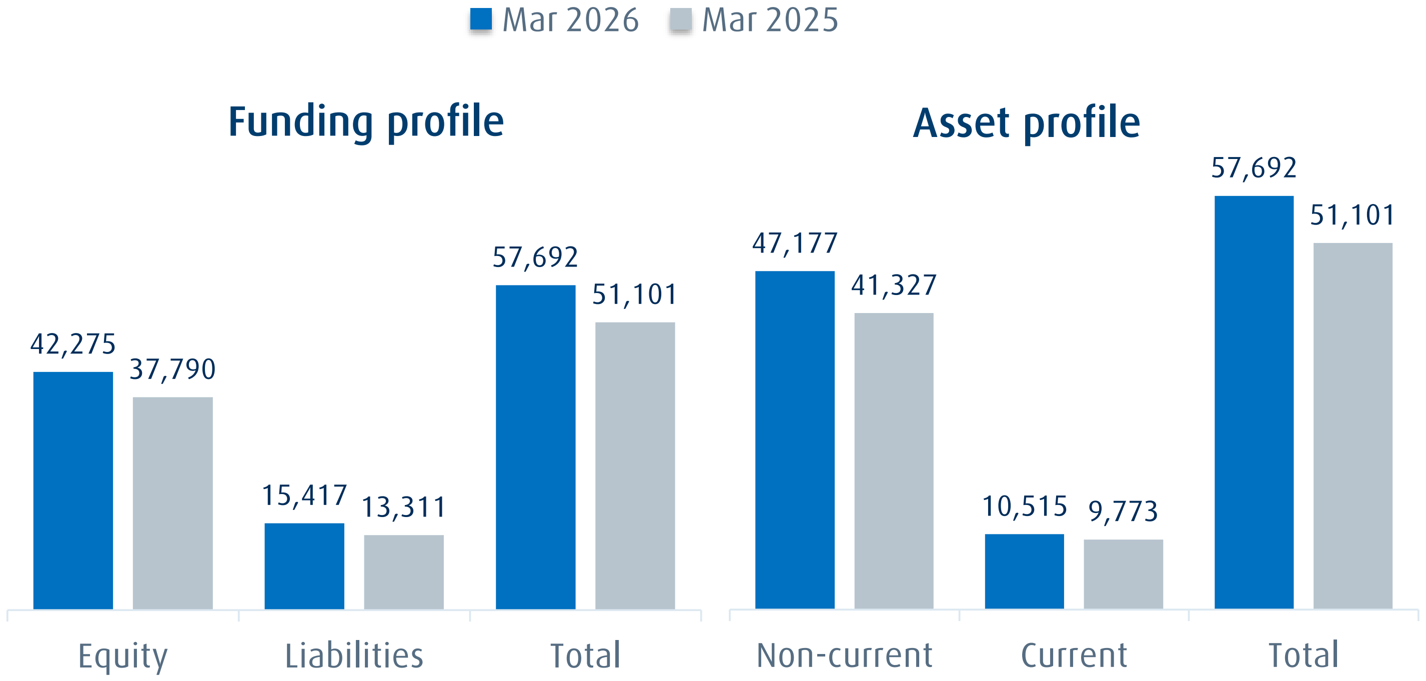


Dividend/Share (Rs.)



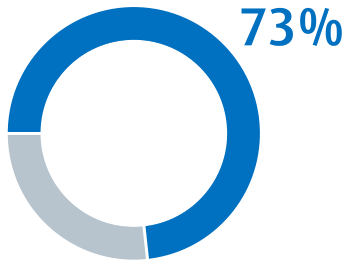
13% balance-sheet growth rests on a strong equity base

Standalone | Mar 2026 compared with Mar 2025 | ₹ million



Mar 2026 balance sheet mix

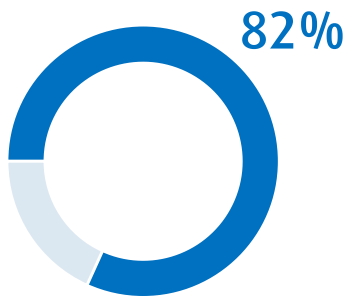
CAPITAL STRUCTURE



₹42,275m
Equity

₹15,417m
Liabilities

ASSET COMPOSITION



₹47,177m
Non-current assets

₹10,515m
Current assets

Strong equity and long-term assets provide capacity to fund the next phase of growth

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End Market Outlook

Growth drivers of Linde India

↗ | Growth Enablers
Δ | Impact to IG market
CAGR (2026-2030)

Steel

↗ | Infrastructure projects, urbanization & policy support
Δ | New O2/N2/Ar demand

Chemical & Energy

↗ | Rising energy demand
Δ | N2 for inerting & purging

Automotive

↗ | Expanding middle class & push for EVs & Gov support/PLI
Δ | Shielding gases

Healthcare

↗ | Rapid urbanization of T2/3 cities
Δ | Demand for O2 & Medical Gas pipeline projects

Solar

↗ | backward integration, PLI
Δ | N2 and high purity gases

Semicon

↗ | Self reliance; ISM 2.0
Δ | Opportunity for HP N2, Electronic specialty gases

Space

↗ | Cost effective satellite launch
Δ | Bulk & Rare gases

Defense

↗ | Policy support; domestic & export orders
Δ | Bulk & Industrial gases demand

Onsite   Bulk   Packaged   PED

Growth Projects: Gases

Projects Capitalised:

- ❑ **1450tpd ASU** at **JSL**'s Jajpur
- ❑ **High purity N20** plant at Hyderabad
- ❑ **Debulking** & redistribution station @ Lucknow
- ❑ **7.5 kNm^3/hr. N2 plant** for **IOCL** in Panipat

Projects under construction/commissioning/handover:

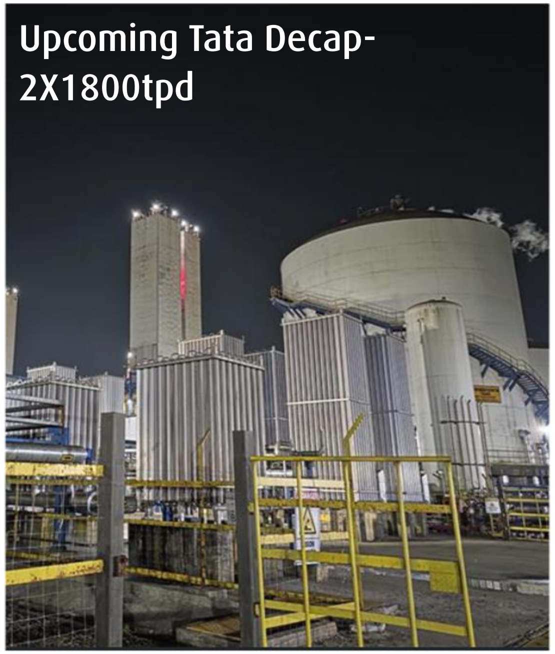
- ❑ **2x1,800 TPD ASUs for Tata Steel** at Kalinganagar, Orissa
- ❑ **1,000 TPD ASU** at **SAIL in Rourkela**, Orissa
- ❑ **900tpd ASU at Electrosteel** Bokaro
- ❑ **Third ASU (250tpd) at Dahej**

Focused on Consistent Value Creation for Stakeholders

JSL 1450tpd

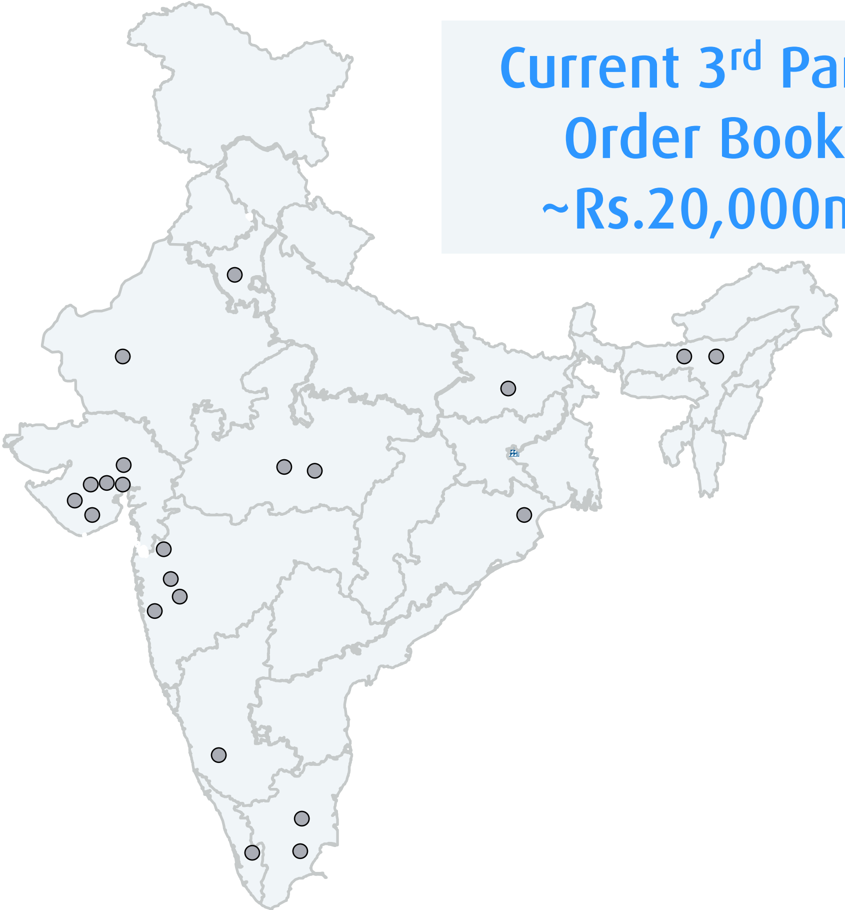
IOCL N2

Upcoming RSP2 1000tpd



Upcoming Tata Decap-
2X1800tpd

Ongoing SoE Projects: PED



Current 3rd Party Order Book ~Rs.20,000m

Reputed Govt. & Private sector customers

TATA ELECTRONICS
adani
NRL
Bharat Petroleum
Reliance Industries Limited
हिन्दुस्तान पेट्रोलियम HP

Maps are shown for reference only, and the actual location may vary

In-house Manufacturing Capability Development

Vessels and large ASU equipment manufactured in FY 2025-26

Equipment Dispatched

VI Cold Box for SLRM & Tata Electronics

Process Skid for SLRM & Tata Electronics

Surge Tank for SLRM-2

RE Box for Adani

Pressure Column for Kirloskar

Vaporizer for IOCL Haldia

Vessels Manufactured

50 KL

200 KL

150 KL

100 KL

PPU vessel

Sustainable Development Framework

Productivity

- **Energy Efficiency:** Power consumption reduction through operational upgrades
- **Debottlenecking** and production enhancement at merchant plants
- **Tank and tanker upgrades:** Route optimization

Digitalization & AI

- **iTank**: Tank Sizing & Upgrade Digitalization
- **iON:** Onsite Rate Escalation & Billing Digitalization
- **iPlan**: Production Planning Tool for ASU clusters
- **Sampada:** CMES Work process Digitalization
- **Udaan:** In-house SIP management tool

Environment & Governance

- **Deployment of renewable energy**
- **14% YoY reduction in emission intensity**
- **Strong Board & Audit Committee governance**
- Robust Compliance framework

Diversity & Inclusion

- Advancing gender diversity towards the **"30 by 30"** goal
- Mentoring program for Women Leaders under DEI
- **Intentional inclusive leadership** program
- 90%+ employee response in survey

People & Talent

- **Assessment & Development Centers**
- **Function-specific** learning and **capability building** programs
- **Intentional assignments** for talent at all levels

Thank you

This presentation contains statements relating to Company's objectives, projections, outlook, expectations, estimates, etc., some of which may be forward looking statements within the meaning of applicable laws and regulations.

Although the Company believes that the expectations reflected in such forward-looking statements are reasonable, no assurance can be given that such expectations will prove to have been correct. Accordingly, actual results or performance could differ materially from such expectations, projections, etc., whether express or implied as a result of among other factors, changes in economic conditions affecting demand and supply, success of business and operating initiatives and restructuring objectives, change in regulatory environment, other government actions including taxation, natural phenomena such as floods and earthquakes, customer strategies, etc., over which the Company does not have any direct control.

Making our world more productive

Environment

~14% Y-o-Y Reduction in emission intensity per million rupee of Revenue from Operations adjusted for PPP

1.2 million emitted

MT CO_2e
Linde GHG footprint

15.6 thousand MT CO_2e Scope 1 GHG emissions: 10.7 thousand MT from N2O production, 4.8 thousand MT from other GHG emissions, driving and natural gas use

1.2 million MT CO_2e Scope 2 indirect GHG emissions emitted mainly from the power consumed at air separation plants