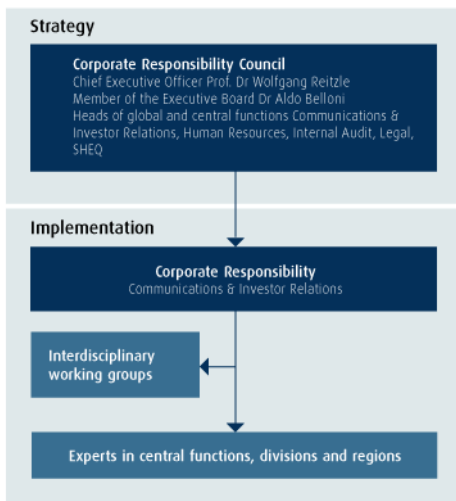




## Implementing corporate responsibility

The Corporate Responsibility Council steers our sustainability strategy at the highest level. Our Corporate Responsibility department coordinates the execution of this strategy in collaboration with the various departments and regions. It is also the contact point for stakeholders within and outside of the company.

### Corporate responsibility organisation



The Corporate Responsibility Council has been the highest-level decision-making body in all CR matters since 2004. The Council comprises Professor Wolfgang Reitzle, Chief Executive Officer of Linde AG, and Dr Aldo Belloni, Member of the Executive Board, together with managers responsible for the following global and central functions: Communications & Investor Relations, Human Resources, Internal Audit, Legal and SHEQ (Safety, Health, Environment, Quality).

The Council meets each year to define the cornerstones of our CR strategy. It also receives reports on the status of the previous year's targets and decides on new goals for our CR action items. The decisions made by the Corporate Responsibility Council are binding for the entire company.

The Council discusses and approves a wide range of sustainability topics, including climate protection activities: In 2010, we communicated a global, quantitative climate protection goal. In 2011, the Corporate Responsibility Council also received also a status update on this goal and advised on the further evolution of our environmental strategy.

### Implementing our CR strategy

Our Corporate Responsibility department coordinates the CR strategy at operational level. It works closely with the various departments responsible for implementing the individual spotlight topics. This process is supported by CR sponsors in the different regions and local companies.

The Corporate Responsibility department is also responsible for regular reports on our CR strategy and performance. In addition, it coordinates dialogue with internal and external stakeholders.

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