



## Key indicators

**Non-financial indicators allow us to also document and evaluate the ecological and social footprint of our business activities. Our key financial indicators are reported according to our 2008 financial report.**

### Financial indicators

Our key financial indicators are reported according to the International Financial Reporting Standard (IFRS) in our consolidated financial statements. You will find more information in our 2008 financial report.

### Human Resources

We have adapted and consolidated our human resources indicators to reflect The Linde Group's organisational structure. 31 December is the closing date for each year. During the year under review, we started gradually rolling out our new Group-wide standardised reporting system. This system scales smoothly, allowing us to easily add new indicators step by step. The employee figures are reported as full-time equivalents.

### Health, Safety, Environment (HSE) indicators

Our key HSE figures relate to 819 national and international production, sales and administration locations, covering around 94 percent of the consolidated companies.

We are making ongoing efforts to increase standardisation of our data collection methods and improve the quality and scope of our key indicators. In 2008, we employed a number of measures to advance data collection across the Group. Key developments here include greater accuracy in terms of definitions, creating and communicating internal guidelines for recording and validating environmental indicators, extending data acquisition to companies previously not consolidated and to new locations and introduction of a standardised, web-based data capture system.

Although these measures – in particular the web-based data capture tool – have a positive impact on data quality, we are aware that they may also compromise meaningful comparison with data from previous years. We realise that the data pool on which HSE indicators are based involves uncertainty due to the actual nature of the data and the fact that we have limited means to verify compliance with data capture guidelines. This is compounded by the fact that measurement methods may vary and some indicators are based on estimates or calculations that have to be regularly updated.

We continue to focus on improving the quality and comparability of the HSE data. Above all, we will be stepping up internal checks on data quality across all organisational levels and tightening up documentation of these checks.

We commissioned an independent service provider to audit our reporting of selected indicators for the first time. The auditors KPMG Sustainability assessed our process for capturing HSE metrics relevant to our business. The audited indicators are identified with a . The Assurance Report is available here.

You will find additional indicators and detailed information on our CR accounting processes here.

[HOME](#)

[ABOUT THIS REPORT](#)

[Spotlight](#)

[Corporate profile](#)

[Fast facts](#)

[Scope](#)

[FUNDAMENTALS](#)

[FIELDS OF ACTION](#)

[DIVISIONS](#)

[ROADMAP](#)

[GRI INDEX](#)

[ASSURANCE REPORT](#)



		2008	2007	2006
<b>FINANCIAL INDICATORS<sup>1</sup></b>				
Sales	€ million	12,663	12,306	8,113
In Germany	%	10.5	10.2	14.6
Outside Germany	%	89.5	89.8	85.4
Operating profit <sup>2</sup>	€ million	2,555	2,424	1,586
Earnings before interest and taxes on income (EBIT) <sup>3</sup>	€ million	1,703	1,591	989
Earnings before taxes on income (EBT)	€ million	1,006	1,375	363
Earnings after taxes on income	€ million	717	952	1,838
Earnings per share <sup>4</sup>	€	5.46	5.02	4.66
Dividend	€ million	303	283	241
Market capitalisation (at closing rate)	€ million	10,084	15,046	12,579
Capital expenditure (excluding financial assets)	€ million	1,470	1,035	776
Cash flow from operating activities	%	14.8	14.4	10.5
Equity ratio	%	34.6	36.9	29.5
Return on capital employed (ROCE)	%	12.4	10.3	11.4
Research and development costs	€ million	104	97	92
Cost of materials	€ million	5,431	4,662	5,834
<b>HUMAN RESOURCES</b>				
Number of employees		51,908	50,485	51,038
In Germany	%	14.7	14.1	14.1
Outside Germany	%	85.3	85.9	85.9
Employees with limited contracts	%	4.7	6.7	5.9
Female staff	%	20.2	19.4	18.7
Staff turnover rate	%	6.6	7.2	6.8
Employees who have taken up training opportunities	%	56.9	54.1	53.1
Personnel costs	€ million	2,380	2,449	2,809
<b>HEALTH, SAFETY, ENVIRONMENT (HSE)</b>				
Consumption of electricity	TWh	* 20.0	19.9	20.4
Electricity consumption by air separation plants	TWh	* 17.5	16.9	17.8
Consumption of natural gas <sup>5</sup>	TWh	* 23.2	21.9	24.8
Natural gas consumption by HyCO plants <sup>5/6</sup>	TWh	* 20.7	21.2	20.2
Direct CO <sub>2</sub> emissions	Million tonnes	* 4.5	4.7	4.2
Direct CO <sub>2</sub> emissions from HyCO plants	Million tonnes	* 3.4	3.3	3.1
Indirect CO <sub>2</sub> emissions	Million tonnes	* 9.7	9.7	10.0
Indirect CO <sub>2</sub> emissions from air separation plants	Million tonnes	* 8.4	8.0	8.7
Consumption of water <sup>7</sup>	Million m <sup>3</sup>	* 49.3	54.8	n/a
Water consumption by air separation plants	Million m <sup>3</sup>	* 34.7	33.8	31.7
Number of workplace accidents per million hours worked by Linde employees (Lost Time Injury Rate; LTIR) <sup>8</sup>		* 2.1	2.6	2.6
Number of working days lost per million hours worked		34.1	42.3	70.0
Number of fatal industrial accidents involving Linde employees		2	6	1

\* **KPMG** created an Assurance Report (02.11.2009) for this indicator, which you will find on page 14.

<sup>1</sup> BOC is included in this figure from September 2006 to year-end as BOC was consolidated for the first time in September.

<sup>2</sup> EBITDA before non-recurring items, including our share of the income from associates and joint ventures.

<sup>3</sup> EBIT before non-recurring items and before amortisation of fair value adjustments identified in the course of the purchase price allocation.

<sup>4</sup> Adjusted for the effects of the purchase price allocation and non-recurring items.

<sup>5</sup> Prior-year figures for 2008 have been adjusted. Some of the information therefore differs from the information given in the 2008 financial report.

<sup>6</sup> HyCO plants is a collective term for plants producing hydrogen, carbon monoxide and synthesis gas. This includes steam reformers, partial oxidation plants and methanol crackers.

<sup>7</sup> Water consumption refers to drinking water and process water. It does not include once-through water for cooling systems.

<sup>8</sup> Our high safety standards also apply to contractors working on behalf of Linde. Together with our partners, we have introduced a wide range of measures aimed at raising safety standards across both companies. To assess the success of these measures, we document the LTIR reported by our contractors every quarter and publish these figures in the Internet.