

# Quality Policy.

'We do it right consistently, the first time. We do it better continuously.'

At Linde we comply with product and service quality based on requirements determined by our customers\*, our own quality standards and by regulatory authorities.

LeadIng.



## Quality vision

- Linde is considered the industry leader for product and service quality.
- Guided by customer requirements, and by means of appropriate quality, we create value for our customers and for Linde.
- Quality is core to everything we do, every day.
- All Linde employees and contractors are required, engaged, equipped and empowered to deliver Quality Excellence.

## Quality principles

- Quality is everyone's responsibility ... 100% adherence to this quality policy and our procedures is expected.
- Know, understand and efficiently meet customers' requirements.
- Continuously improve processes and systems to deliver better quality sustainably and efficiently.
- Facilitate continuous learning through replication and sharing of best practice.
- Research, develop and promote technologies, products and services that sustainably enhance quality and product safety.

## Our quality commitment

We commit to:

- Comply with regulatory requirements as defined by governments and industry.
- Provide a framework for establishing and reviewing quality objectives.
- Visibly measure the efficiency and effectiveness of our quality performance in relation to our customers' requirements and drive continuous improvement.
- Reduce business risk through transparent and effective management of technological, transactional and service processes.
- Develop suppliers and maintain mutually beneficial relationships while ensuring their consistent compliance to our requirements.
- Provide training, coaching, support and an infrastructure to ensure adherence to this policy.
- Make sure that managers at all levels visibly lead and ensure this policy is appropriately communicated and applied to all, and understood by all.

\*Customer is used in its broadest definition and includes patients.

Handwritten signature of Dr Aldo Belloni in black ink.

Dr Aldo Belloni

Handwritten signature of Dr Christian Bruch in black ink.

Dr Christian Bruch

Handwritten signature of Bernd Eulitz in black ink.

Bernd Eulitz

Handwritten signature of Sanjiv Lamba in black ink.

Sanjiv Lamba

Handwritten signature of Dr Sven Schneider in black ink.

Dr Sven Schneider

Handwritten signature of Oliver Pfann in black ink.

Oliver Pfann