

Passion for Excellence.

Safety, Health, Environment and Quality in AGA sub-region Europe North.



Gases from AGA are part of every-day life.

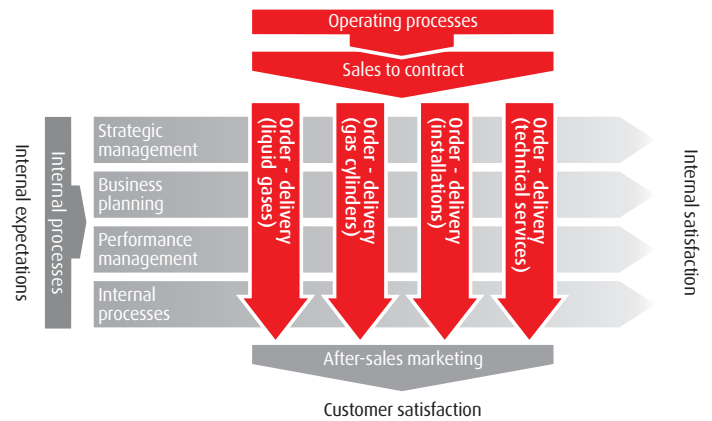
AGA develops and markets gases and related technology and services.

AGA sub-region Europe North is a regional organisation covering all Nordic countries and the Baltic states. As part of The Linde Group we are able to offer both local expertise and global experience. This guarantees that whatever we do - from innovative solutions to reliable deliveries - adapts to the needs of our customers. With the help of our gases and gas applications, our customers can improve productivity, safety and competitiveness of their operations in ways that are benign to the environment.

AGA is a leading supplier of industrial gases. With its experience of more than one hundred years, AGA offers a wide range of gases, many of which are developed to meet the unique needs of specific industries.

AGA's business processes are sustained by our support organisations: purchasing, development, sales, finances, human resources, safety, health, environment & quality, communications and information systems.

Operating processes



Quality and safety drive our operations.

Quality is about the fulfilment of requirements and expectations – from quality of products to timely deliveries – in all areas of operation. Quality is also about the requirements we at AGA set on ourselves. To ensure that all our requirements are met we have developed a management system, which, besides covering all our processes, also provides for continuous development of our personnel and products.

Our safety, health, environment and quality policy (SHEQ) is based on our main principle, as we do not want to harm people or the environment.

AGA is firmly committed to the occupational safety and health of our personnel as well as to the well-being of the environment and to avoiding any material damage due to industrial accidents. Our regional management system, based on ISO 9001, OHSAS 18001 and ISO 14001 standards, is fully integrated into our management system.

AGA is part of the worldwide Linde Group. This makes internal communication particularly important in the coordination of activities and sharing of information. In addition to several printed and electronic publications AGA takes advantage of newest internet and intranet technologies in order to ensure regular and timely communication of information. AGA provides transparent information to its personnel, customers, authorities and neighbouring communities about the effects of its operations.





AGA is committed to continuous development.

To allow our customers to utilize all the possibilities of gas in the best possible way, we must continuously develop new, innovative processes and methods. By working in close cooperation with our customers, by determining their current needs and by anticipating their future requirements, AGA offers creative solutions, reliable deliveries, consistent quality and tailored training. The aim of all this is to ensure that our customers have the right gas at the right time and in the right mode.

Thanks to our products and services, our customers can lower their costs, improve their productivity and strengthen their competitiveness

in ways that conserve the environment. To maintain our leadership position, AGA has adopted the Lean Six Sigma method in order to develop our activities throughout our business. It helps us meet both the requirements of our customers and the objectives we have set on ourselves.

As part of the Linde Group, AGA has access to global research and development information in all fields of its operation. We research and develop our products and solutions on an on-going basis to be able to meet our customers' expectations and the requirements of our own specialists.





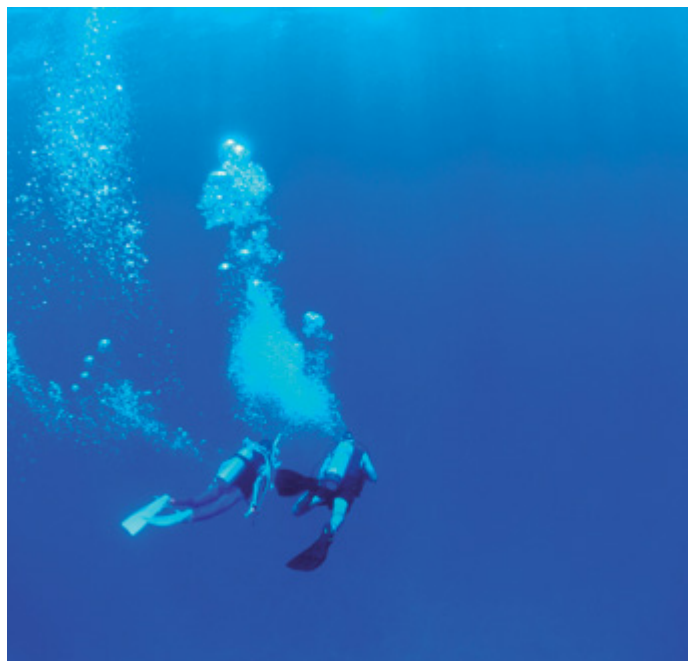
Our vision.

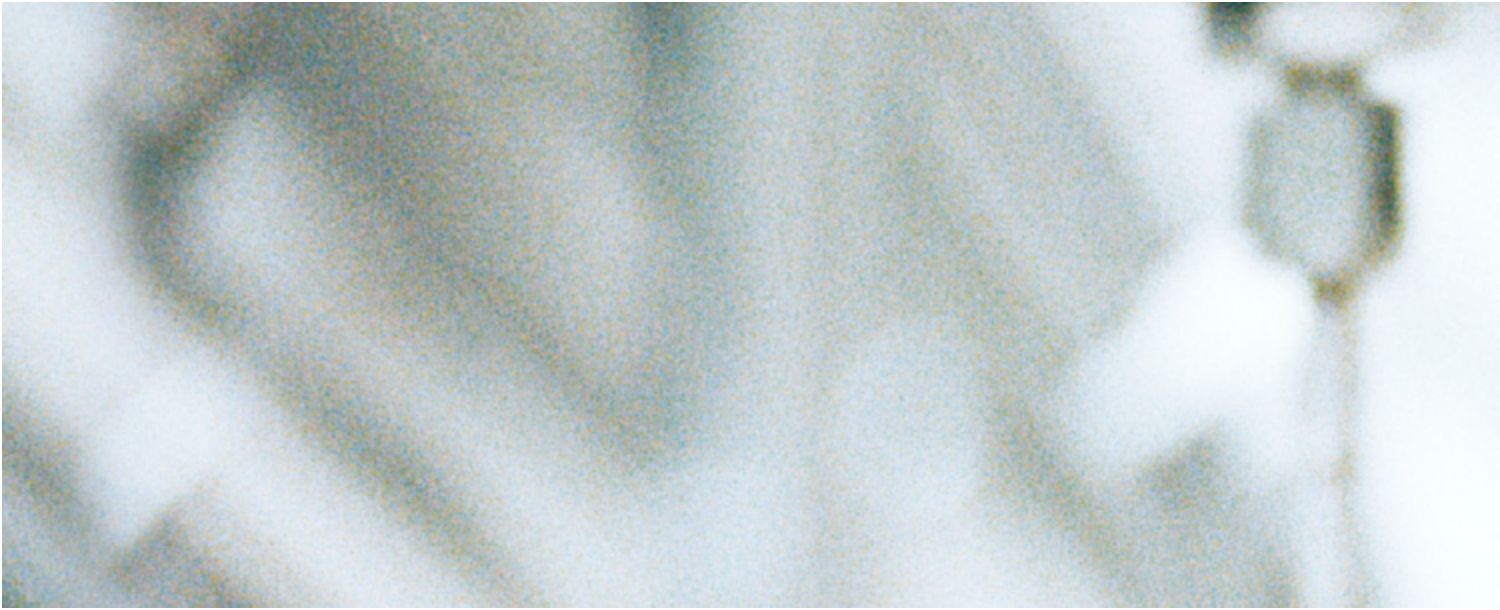
Our goal is to be the leading global gases and engineering group, which is respected and admired as a developer of innovative solutions that change the world.

Our objective is a capability to have an even stronger impact through innovation on certain fields, such as environmentally benign energy, energy efficiency, safer and healthier food production and distribution, waste water treatment, environmental protection, and health care. We are persistently looking for new technologies, applications and services in these and other areas in order to benefit humankind and our planet. In this work, we need talented and committed people in all fields of our

operation. We invest in their recruitment and training as well as in retaining them and creating a working environment where their potential and energy can be fully realized.

We use the term "leading" in a broad sense of the word. In our peer group we want to be the leader in terms of productivity, growth, safety, customer service, quality of operations, corporate responsibility, stakeholder value as well as attracting, developing and retaining talented personnel. We recognize that our goals are ambitious but we are prepared to continuously develop our activities in order to achieve these goals.





Our company culture.

We make several decisions every day. Some of them involve ethical, some cultural choices. The principles of our operating culture are the basis for all of them. All people working for AGA are committed to the following operating principles:

- AGA only accepts safe business operations. We ask ourselves, whether we can do this safely.
- AGA only accepts business activities, deals and communication with internal and external customers which are ethical and honest. We ask ourselves, whether our activities are honest in terms of the integrity of myself and the entire organisation.

- AGA only accepts business practices that respect all people. We ask ourselves whether this activity shows respect to the humanity of the other person.
- AGA only accepts business practices which are sustainable in regard with the entire company, its employees, customers, communities and environment. We ask ourselves whether our way of acting helps to prevent long-term negative effects.





Our values.

Passion to excel.

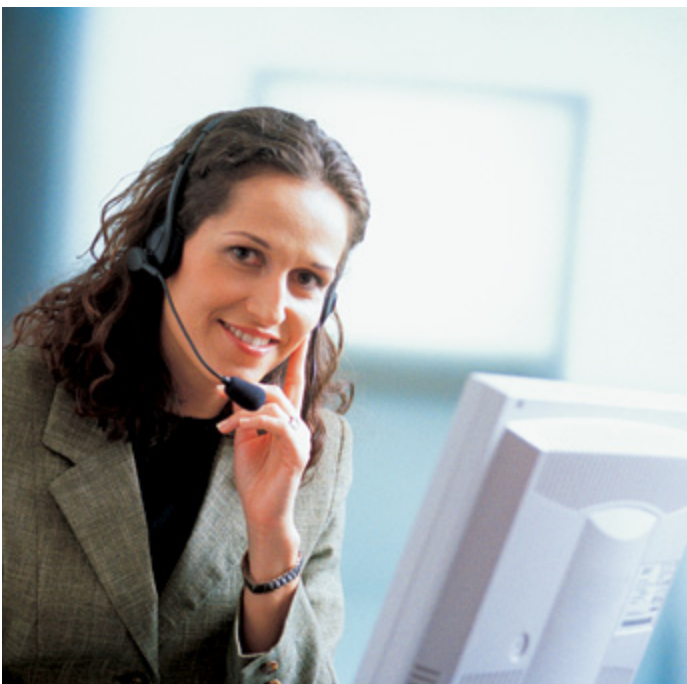
- Our vision is to be the leading global gases and engineering group.
- We want to make a difference and to be a winner.
- We want to evolve into an efficient and effective organisation and to remain an efficient and effective organisation.
- We strive for excellence in everything we do.
- We continuously develop our entire organisation, all of our processes and operations, and we apply the LEAN Six Sigma quality management tool to this end.
- We continuously seek opportunities to learn from each other, our customers, our competitors and other industries.
- We develop and coach our employees in such a way that they can excel.
- We recognize and reward high-performance individuals and teams.



Our values.

Innovating for customers.

- External customers are the reason we exist and they are essential to our current and future success.
- We need to innovate in every area of our business in order to retain existing customers and gain foothold in new markets and customer segments.
- We offer excellent service to internal customers so that they can provide better service to external customers.
- We aim at deliver on our promise.
- We make it easy for customers to do business with us.
- We provide value-adding solutions to our customers.
- We anticipate customer and market needs by spending time with customers in order to understand their needs.
- We create a climate that supports innovation.
- When serving internal customers we always ask: "How will this benefit our external customers?"



Our values.

Empowering people.

- Our people create our success.
- We believe that capable and responsible people can make a difference.
- We trust our people and believe in empowering individuals and teams to do the right thing.
- We agree on clear goals, for which the people are accountable.
- We define boundaries but give people space for taking the initiative, learning and personal fulfilment.
- We encourage entrepreneurship.
- We stand up for what we believe in and do the right thing.
- We support the development of people and coach them for success.
- We each personally behave in ways consistent with our foundational principles of safety, integrity, sustainability and respect.



Our values.

Thriving through diversity.

- We strongly believe that the diversity of our employees, their capabilities, our global footprint and our range of business activities is a source of competitive advantage.
- We will unleash the true power of our employees by creating an environment where every person can use their potential in full.
- We believe that there are business benefits from developing gender diversity and respecting varying cultures.
- We continuously and actively encourage and embrace contributions and participation from diverse individuals and teams.
- We strive to learn from different points of views and to turn our dilemmas into solutions.
- We actively seek to remove practical and psychological barriers which prevent diverse groups from joining, contributing and having rewarding careers in The Linde Group.
- We collaborate within and across teams, functions and regions by putting company interests above the interests of our own group.
- We foster global mindset and develop individuals and teams who can think globally.





Responsibility and success go hand in hand.

Safety: We do not want to harm people.

Safety is always a main concern for us in our business. We want to take care of our own health and safety and those of the others. AGA employees will always behave in accordance with The Linde Group SHEQ principles and spirit.

Integrity: Our actions are honest, fair and ethical.

There are universal moral and ethical principles that go deeper than cultural differences. We expect consistent adherence to these in all our operations. We have the right to expect honesty and fairness from one another and adhere to this when dealing with our customers, suppliers and other stakeholders. AGA people consistently behave in accordance with the principles and spirit of The Linde Group code of ethics.

Sustainability: We are preoccupied with today's success but accept our responsibility for future generations.

In line with our vision we believe that our products, technology and solutions can make a difference to the world. We do not want to harm

the environment. We accept our responsibility for future generations by being environmentally responsible and helping our customers to do the same. We believe in creating long-term relations with our stakeholders and communities and that our success is linked to turning business dilemmas into win-win outcomes. AGA grows hand in hand with our employees who develop, reach their full potential and improve their standard of living.

Respect: Every human being deserves to be treated with respect.

AGA people treat each other with respect and dignity regardless of seniority, age, gender, ethnicity, religion, sexual orientation or any other differences – in accordance with the detail and spirit of the Universal Declaration of Human Rights of the United Nations.

Getting ahead through innovation.

With its innovative concepts, AGA is playing a pioneering role in the global market. As a technology leader, our task is to constantly raise the bar. Traditionally driven by entrepreneurship, we are working steadily on new high-quality products and innovative processes.

AGA offers more. We create added value, clearly discernible competitive advantages and greater profitability. Each concept is tailored specifically to meet our customers' requirements – offering standardized as well as customised solutions. This applies to all industries and all companies regardless of their size.

AGA – ideas become solutions.

Sweden

AGA Gas AB
www.aga.se

Norway

AGA AS
www.aga.no

Iceland

ISAGA ehf
www.aga.is

Latvia

AGA SIA
www.aga.lv

Finland

Oy AGA Ab
www.aga.fi

Denmark

AGA A/S
www.aga.dk

Estonia

AS Eesti AGA
www.aga.ee

Lithuania

AGA UAB
www.aga.lt