



# Praxair, Inc.

**Steve Angel**

**Chairman, President and  
Chief Executive Officer**

**Oppenheimer 4<sup>th</sup> Annual  
Industrials Conference**

**November 17, 2009**



*Making our planet more productive<sup>SM</sup>*

[www.praxair.com](http://www.praxair.com)

# Forward Looking Statement

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**This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on management’s reasonable expectations and assumptions as of the date the statements are made but involve risks and uncertainties. These risks and uncertainties include, without limitation: the performance of stock markets generally; developments in worldwide and national economies and other international events and circumstances; changes in foreign currencies and in interest rates; the cost and availability of electric power, natural gas and other raw materials; the ability to achieve price increases to offset cost increases; catastrophic events including natural disasters, epidemics and acts of war and terrorism; the ability to attract, hire, and retain qualified personnel; the impact of changes in financial accounting standards; the impact of tax, environmental, home healthcare and other legislation and government regulation in jurisdictions in which the company operates; the cost and outcomes of litigation and regulatory agency actions; continued timely development and market acceptance of new products and applications; the impact of competitive products and pricing; future financial and operating performance of major customers and industries served; and the effectiveness and speed of integrating new acquisitions into the business. These risks and uncertainties may cause actual future results or circumstances to differ materially from the projections or estimates contained in the forward-looking statements. The company assumes no obligation to update or provide revisions to any forward-looking statement in response to changing circumstances. The above listed risks and uncertainties are further described in Item 1A (Risk Factors) in the company’s latest Annual Report on Form 10-K filed with the SEC which should be reviewed carefully. Please consider the company’s forward-looking statements in light of those risks.**

# Praxair Performs

## Historical Performance

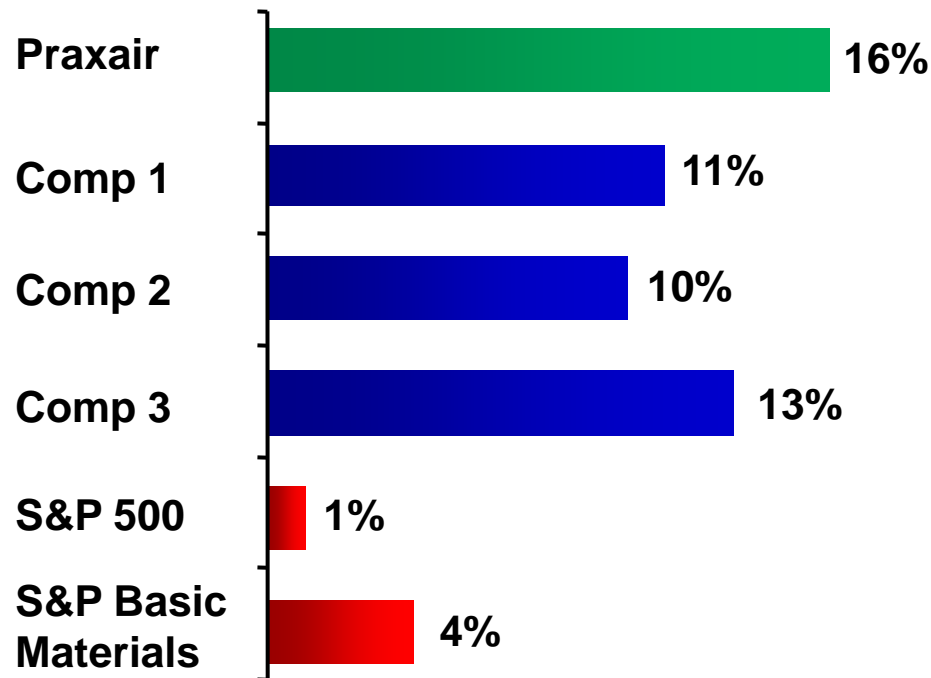
2008	<b>PX</b>	<b>Peers<sup>(1)</sup></b>	<b>S&amp;P 500</b>
<b>Sales growth</b> (5 year CAGR)	<b>14%</b>	<b>9%</b>	<b>10%</b>
<b>EPS growth</b> (5 year CAGR)	<b>19%</b>	<b>12%</b>	<b>4%</b>
<b>NOPAT ROC<sup>(2)</sup></b>	<b>15%</b>	<b>10%</b>	<b>--</b>
<b>Cash distributed to shareholders<sup>(3)</sup></b> (5 year average % sales)	<b>8%</b>	<b>3%</b>	<b>--</b>

(1) Bloomberg, PX estimates. Weighted average.

(2) Non-GAAP measure. See page 41 of annual report.

(3) Non-GAAP measure. Cash flow distributed = cash dividends plus purchases of common stock, net of issuances.

## 5 Year Annualized TSR\*



\*Total Shareholder Return = Price Appreciation and Dividends  
Source: Bloomberg 11/9/09

**The best track record in a great industry**

# Unique Revenue Model

## On-Site/Pipeline Supply



- ◆ 15 year take-or-pay contracts
- ◆ Indexed to energy, inflation, currency

## Merchant Liquid Supply



- ◆ Exclusive supply agreements
- ◆ Sourced as by-product from on-site

## Packaged/Medical Gases

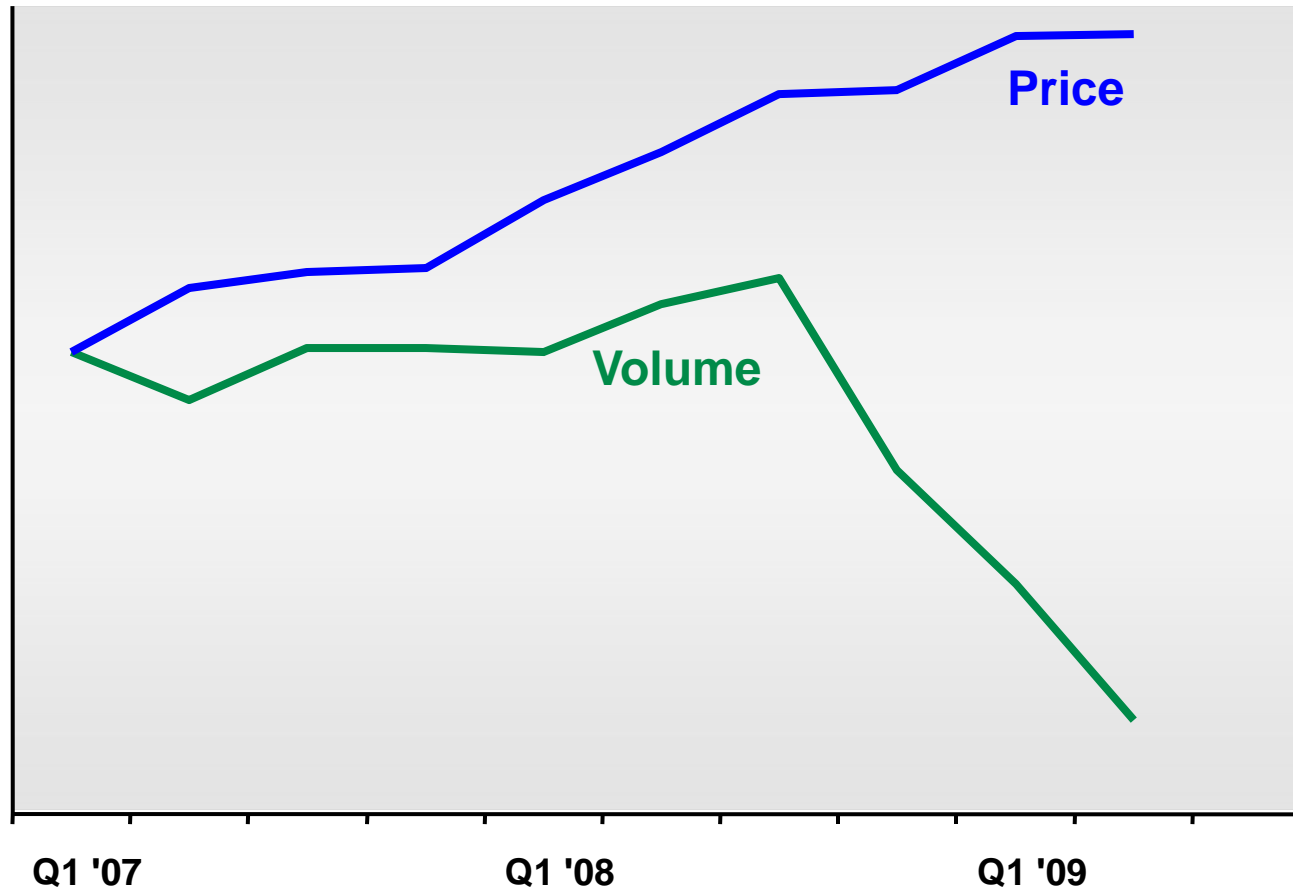


- ◆ Cylinder and equipment rental
- ◆ Sourced as by-product from bulk

**Integrated system; contract terms drive high ROC**

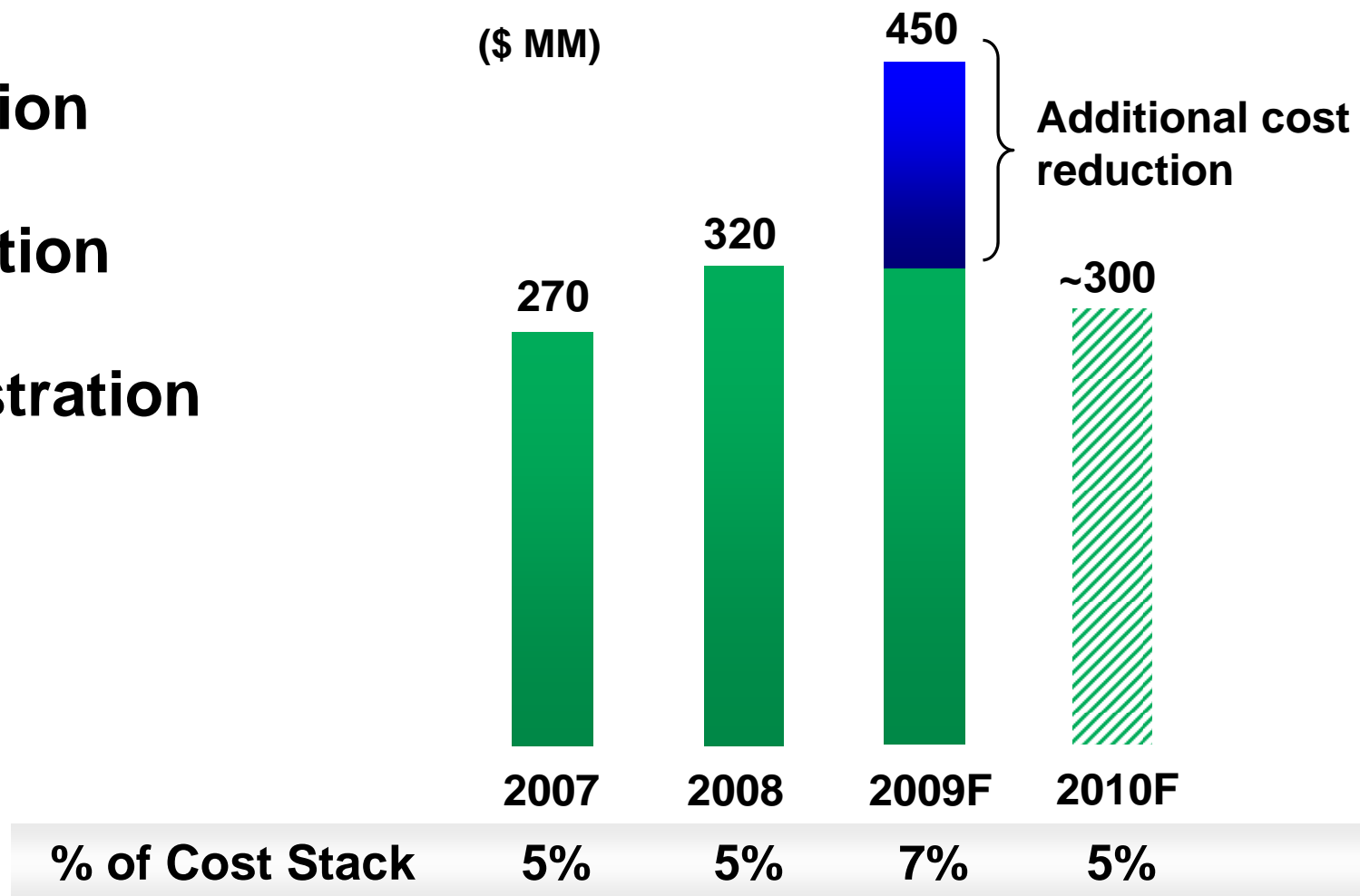
# Stable Pricing Through the Cycle

## U.S. LIN/LOX Indexed Price vs. Volume



# Proven Track Record Driving Productivity

- ◆ Production
- ◆ Distribution
- ◆ Administration



**Productivity savings are sustainable**

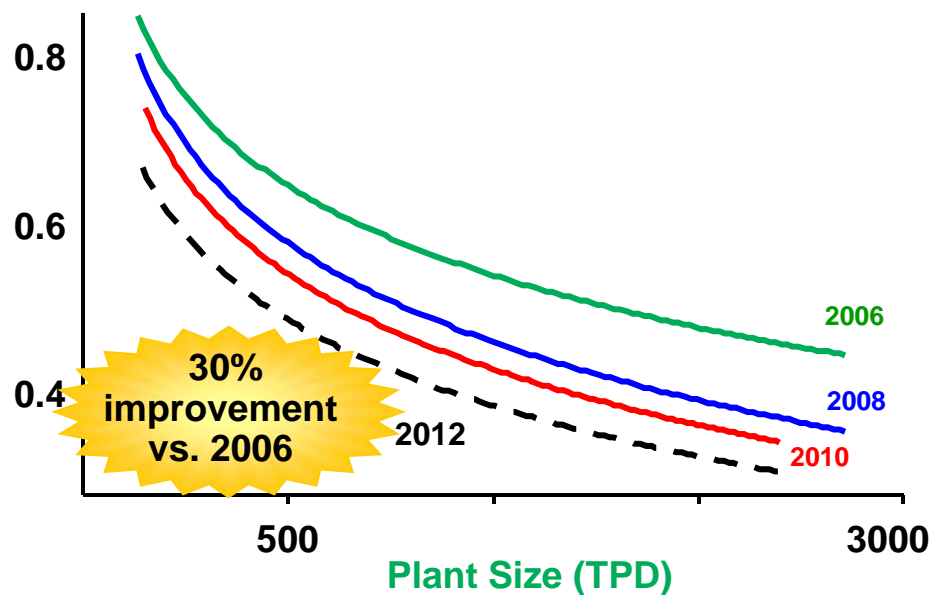
# Oxygen Plants

## ◆ Standardized product lines

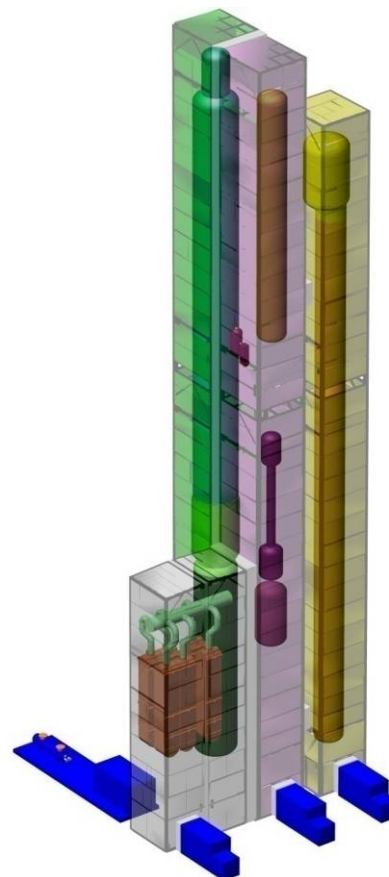
- Up to 3000 TPD
- >90% of plant builds

## ◆ Multi-year Technology Roadmap

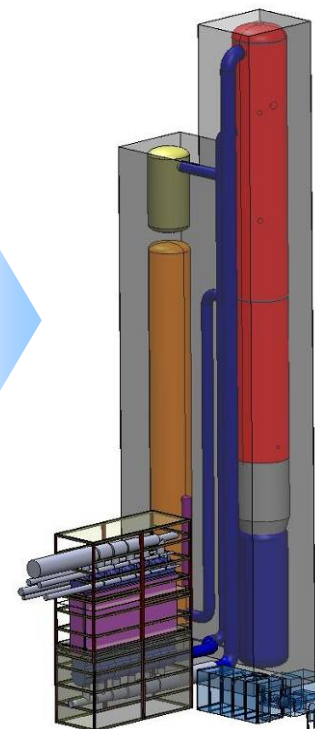
### Oxygen Cost Index (\$ per ton O<sub>2</sub>)



### 2008 Design



### 2010 Design



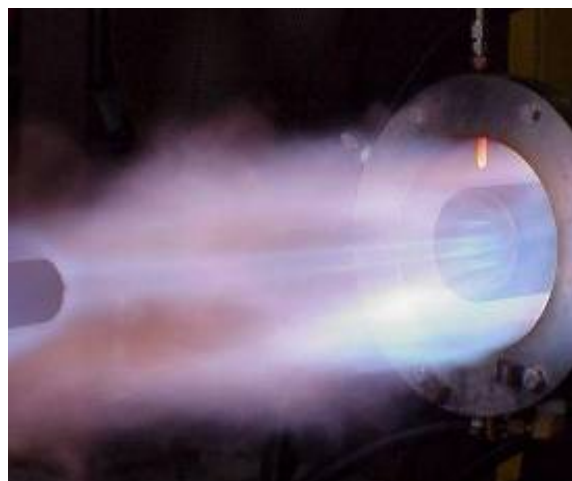
**Maintaining competitive advantage in plant offerings**

# Applications Technologies

## Renewable Biofuels



## Oxy-fuel Combustion



## Photovoltaics



**~2% per year sales growth from high margin applications**



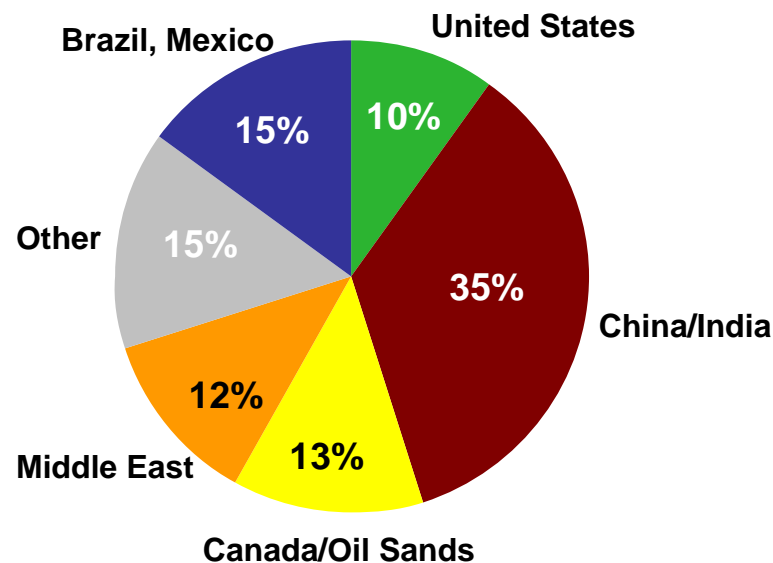
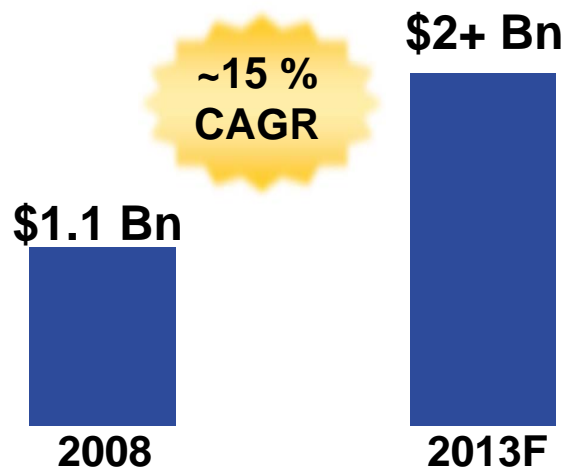
# Hydrogen for Refining

## ◆ Global growth drivers

- Growing diesel demand
- Heavy sour crude
- Fuel emission standards
- Outsourcing captive production
- Emerging markets

**Hydrogen demand expected to grow by ~14 BCF/day by 2015....equivalent to 140 world-scale SMRs**

### Praxair H<sub>2</sub> Sales

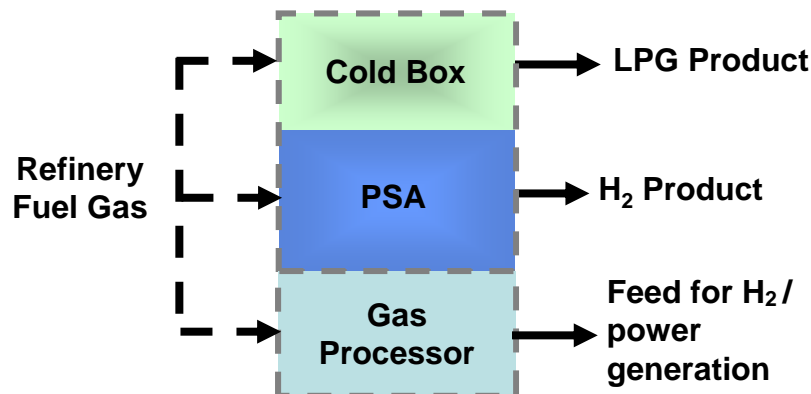


**% of New H<sub>2</sub> Demand by Region**

**Strong growth expected to continue**

# Supporting Refiners' New Challenges

- ◆ In-house refining expertise
  - H<sub>2</sub>/energy studies
  - Customized process solutions



- ◆ H<sub>2</sub>/energy optimization
  - H<sub>2</sub> recovery/purification
  - Liquids recovery
  - Refinery gas processing

- ◆ Suite of O<sub>2</sub> applications
  - Productivity and emissions reduction

	Capacity Increase	Fuel Savings	Emissions Reductions		
			NO <sub>x</sub> ,SO <sub>x</sub>	CO <sub>2</sub>	CO
Oxygen Enrichment For Sulfur Recovery Units (SRU)	30%-100%	●			
Fluid Catalytic Cracker (FCC)	10-30%		●		
FCC with CONO <sub>x</sub> Process	10-30%		●	●	●
Oxy-Fuel for Process Heaters	5-25%	●	●	●	
Oxygen Enhanced Steam Methane Reforming	10-20%	●		●	

**Expertise and technology creating differentiation and new opportunities**

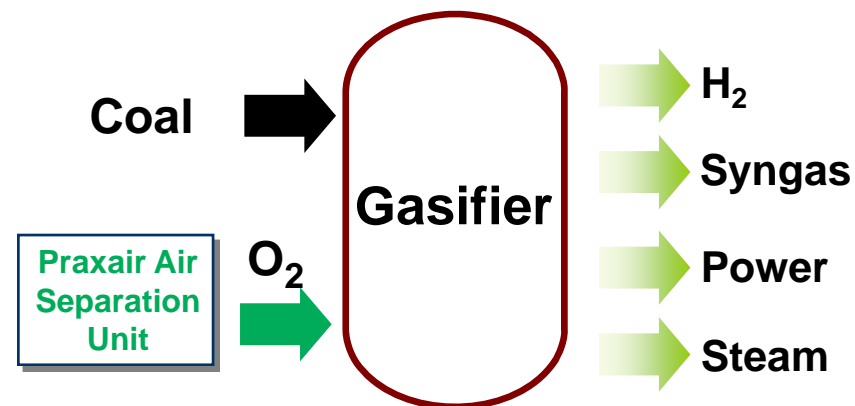
# Coal Gasification

## ◆ Active in China

- Limited oil and gas availability
- Plenty of low cost coal
- Syngas chemical feedstock

## ◆ Praxair oxygen supply

- Large oxygen plants
- Integrated with gasification technology
- 6,000 TPD in backlog

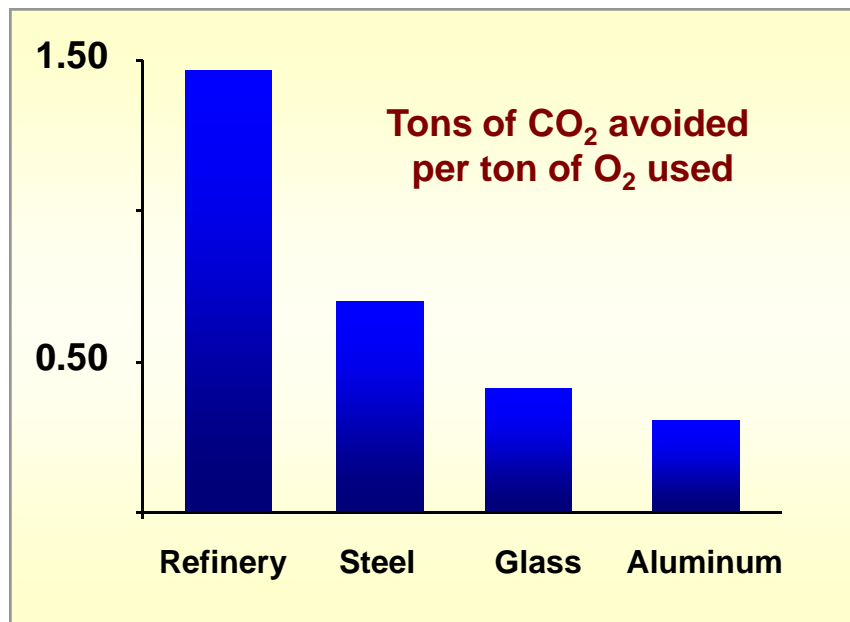


3,000 TPD product line plant

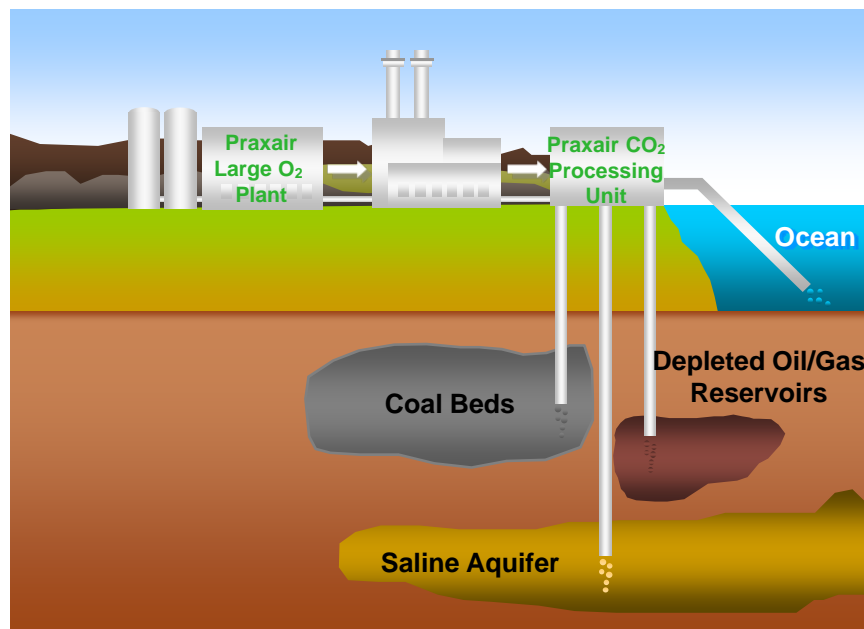
**Significant future growth opportunity**

# Global Warming / CO<sub>2</sub> Legislation

Reduce CO<sub>2</sub> footprint through energy efficiency



CO<sub>2</sub> Capture and Sequestration

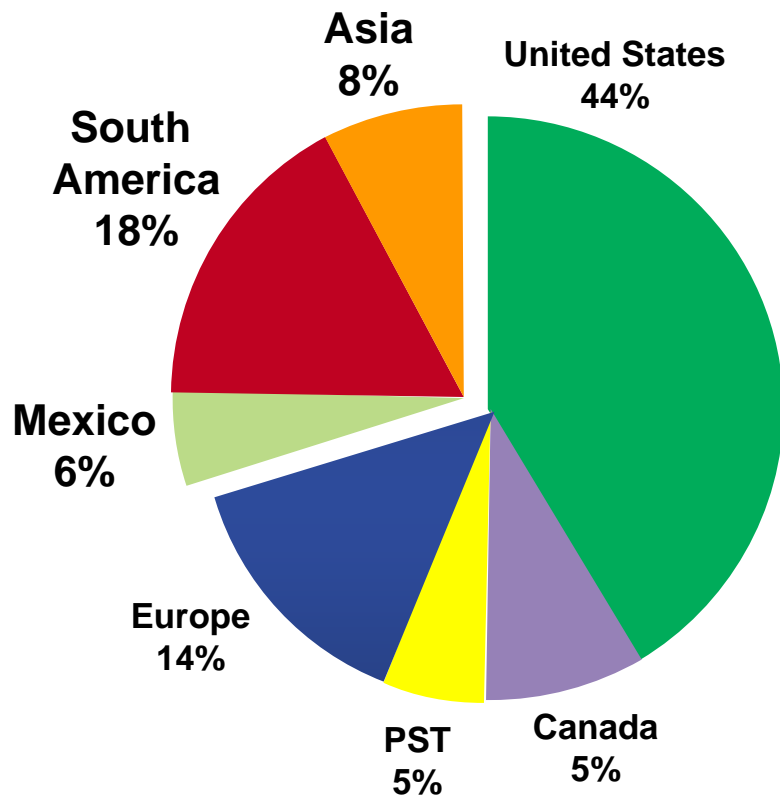


Power station with CO<sub>2</sub> capture

Well-positioned with short and long-term solutions

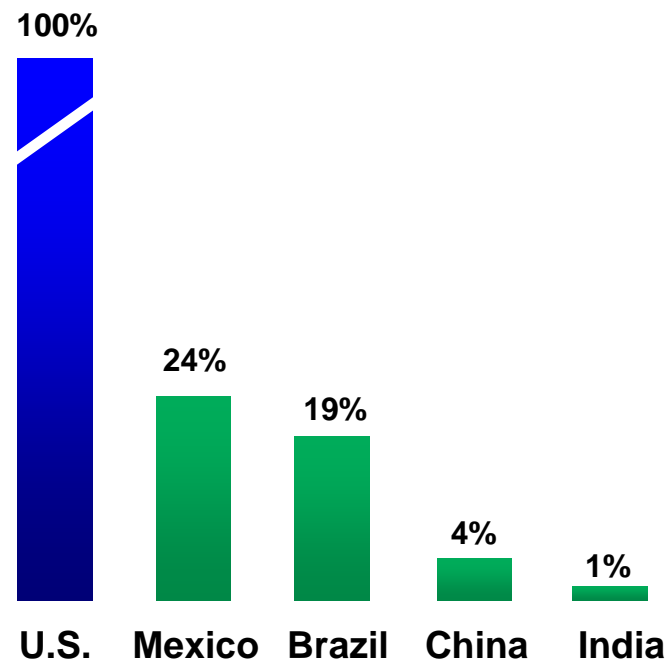
# Strong Presence in Emerging Economies

Praxair Sales



2008 Sales \$10.8 Bn







Per Capita Gas Consumption (% of US)

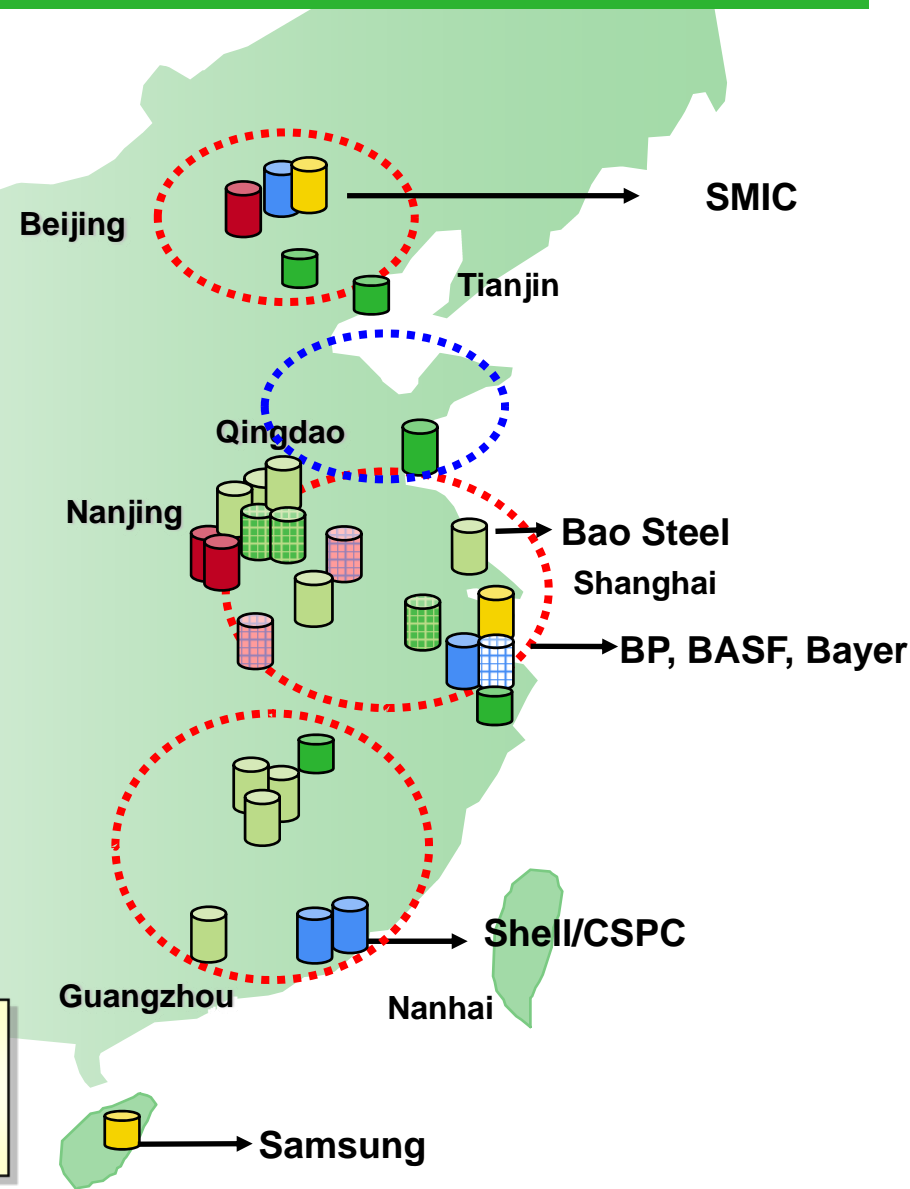


**Strong growth expected from emerging economies**

# Growth Continuing in China

2008 sales of \$376 MM\*

- ◆ Petrochemical 
- ◆ Metals 
- ◆ Gasification 
- ◆ Electronics 
- ◆ Food & beverage 
- ◆ Other 

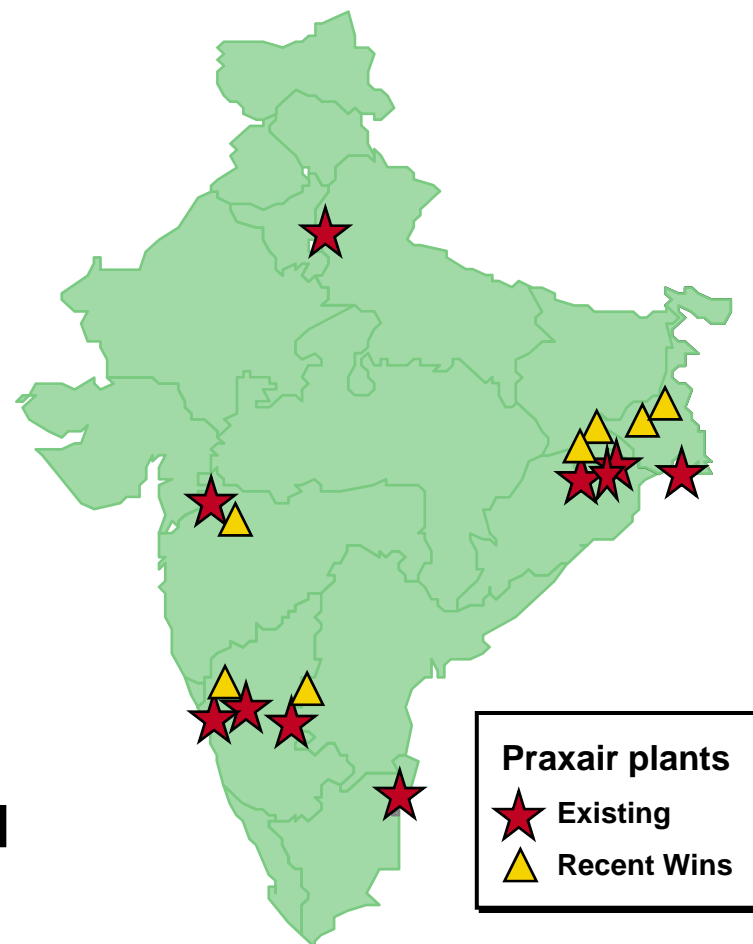


**Vertically integrated business with high distribution density**

\*Combined sales.  Under construction

# Growing in India

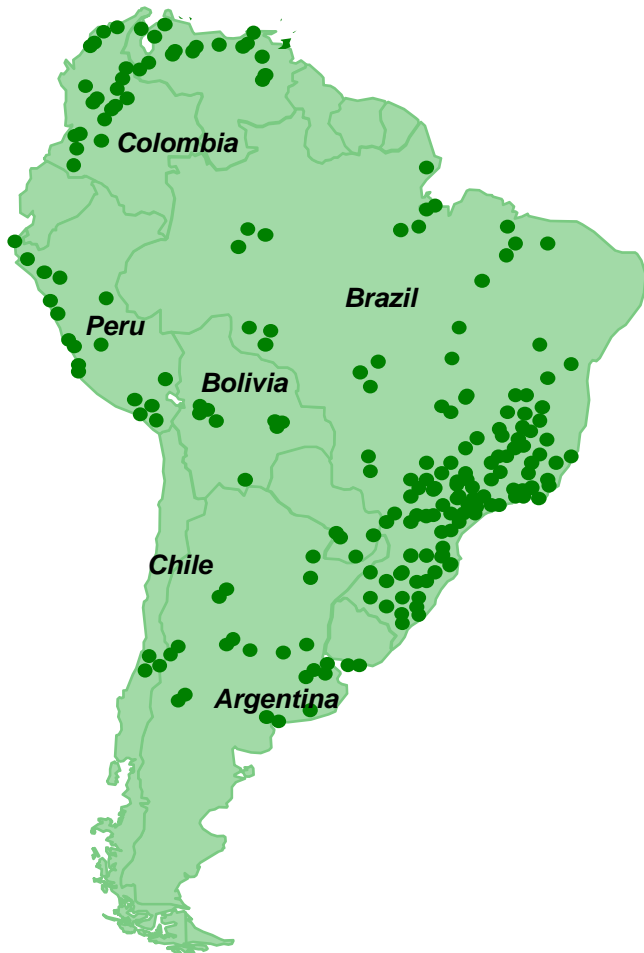
- ◆ Praxair #1 position
- ◆ \$1 B industrial gas market growing 15% per year
- ◆ Growth to continue despite near-term moderation
- ◆ 80% of production geared to domestic consumption
  - Infrastructure investments
  - Growing middle class
- ◆ Captive users moving to purchased product



**Strong opportunity pipeline**

# South America

2008 Sales \$1.9 B



- ◆ Pro-growth policies
  - Low interest rates
  - Fiscal discipline
  - Foreign reserves
- ◆ Pragmatic stimulus package
- ◆ Expanding middle class
- ◆ Growth from energy, metals and manufacturing markets
- ◆ Best positioned and preferred supplier

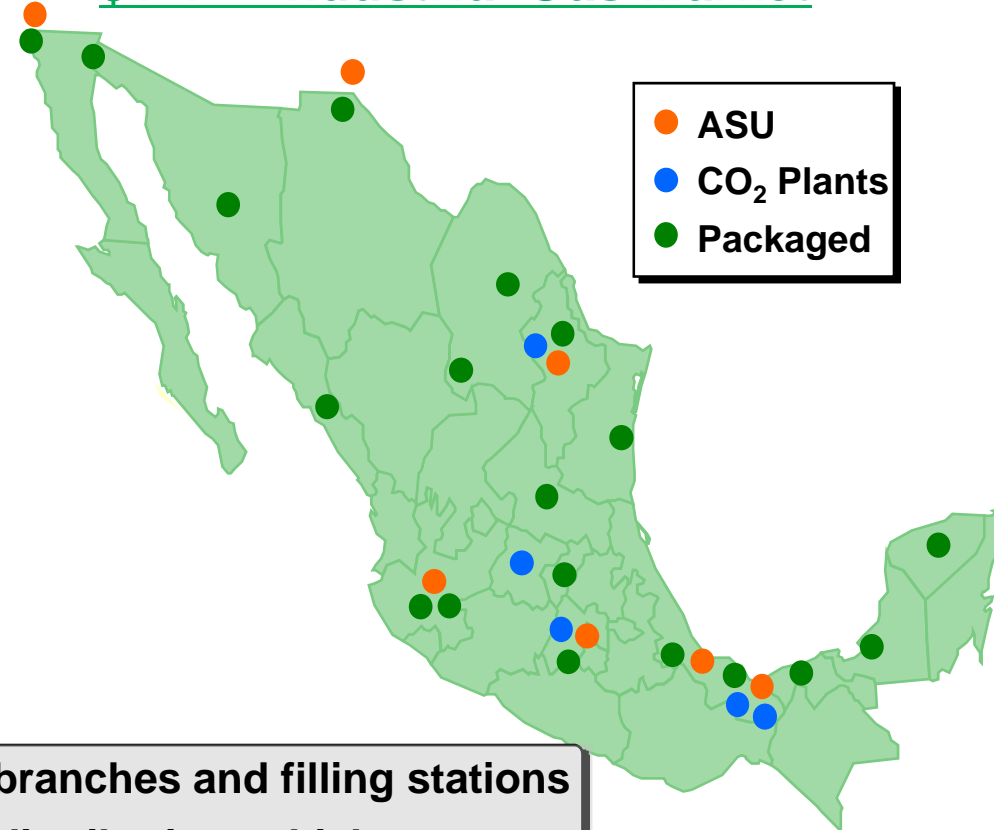
**Forecast sales growth of ~10% p.a. and OP growth of ~15% p.a.**



# Strong Opportunities in Mexico

- ◆ Praxair strongest position
- ◆ Increasing opportunities with PEMEX
  - Enhanced oil recovery
  - Oil well services
  - Hydrogen for refining
- ◆ Upswing in industrial investment
- ◆ \$100 - \$150MM per year capital investment

● \$1.4 B Industrial Gas Market

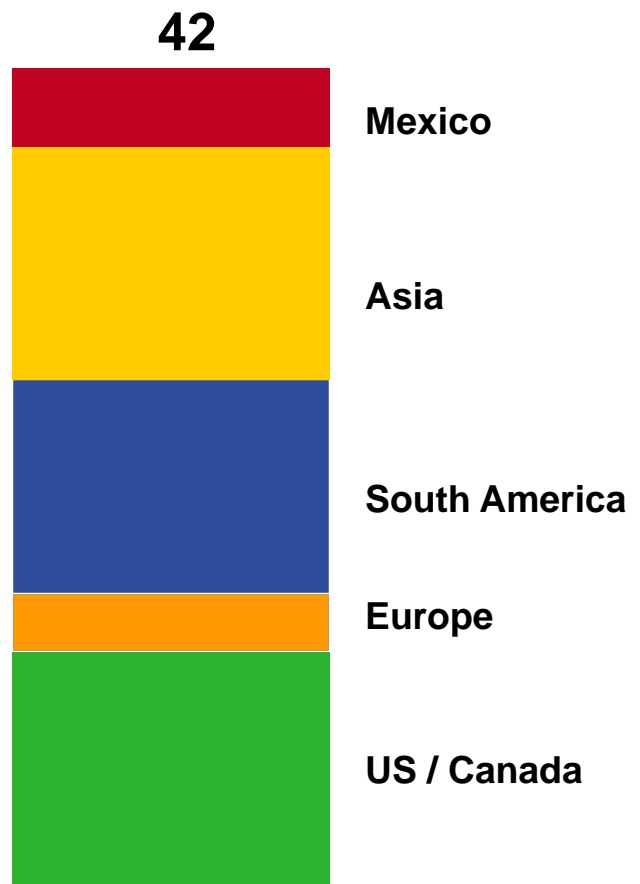


●	ASU
●	CO <sub>2</sub> Plants
●	Packaged

110 branches and filling stations  
 850 distribution vehicles  
 25,000 customers

**Energy sector will drive strong growth**

# Strong Project Backlog



**Q3 2009**

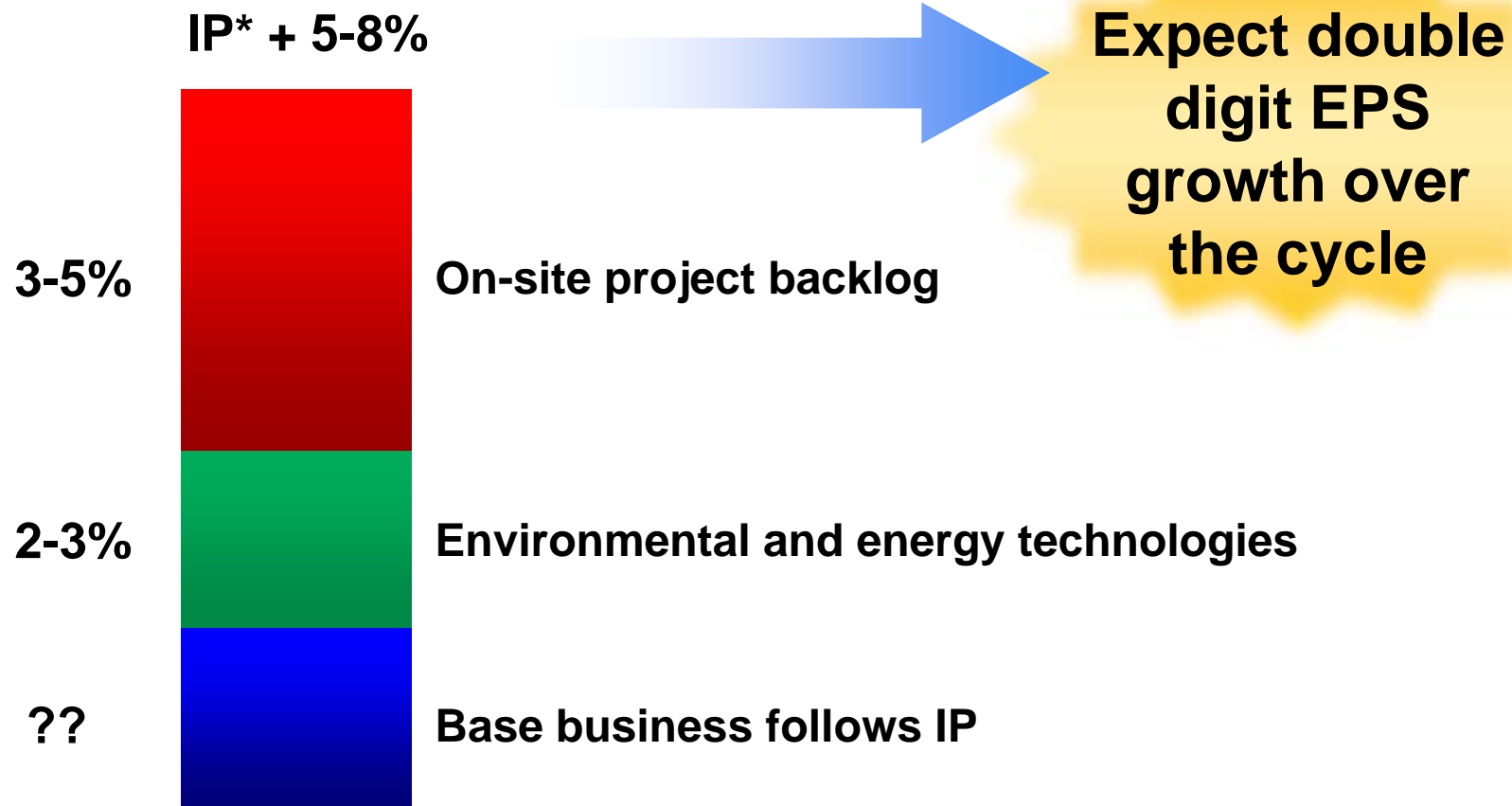
# of projects, by region

- ◆ 42 major on-site projects
- ◆ Project start-ups 2009 to 2011
- ◆ ~\$2 billion in capex
- ◆ 2/3 in emerging markets
- ◆ Diverse markets and geographies

**Project backlog will drive revenue and earnings growth**

# Long-Term Growth From New Projects and Technologies

## Annual Organic Sales Growth



**Future earnings growth will significantly outpace the economy**

# Principles of Sustainable Development

## *Governance and Integrity*

Maintain strong systems and a culture of global corporate governance, compliance, ethics, human rights, integrity and accountability.

## *Strategic Leadership*

Stay current with, and take advantage of, emerging global opportunities, developments and challenges to position Praxair for the future.

## *Customer Commitment*

Focus relentlessly on the delivery of customer value through continuous innovation that helps our customers enhance their product quality, service, reliability, productivity, safety, energy efficiency and environmental performance.

## *Environmental Responsibility*

Achieve continuous environmental performance improvement and energy efficiency in our operations.

## *Employee Safety and Development*

Provide opportunities that allow employees to develop to their fullest potential in a creative, inclusive and safe environment.

## *Community Support*

Participate in community development in regions where we operate.

## *Financial Performance*

Maintain year-on-year recognition from shareholders and stakeholders for top-tier financial performance.

## *Stakeholder Engagement and Communication*

Partner with internal and external stakeholders to achieve a strong, secure and sustainable society, economy and environment.



Dow Jones Sustainability Indexes

