Praxair, Inc.
Steve Angel
Chairman, President and Chief Executive Officer

William Blair Growth Stock Conference

June 15, 2010
Forward Looking Statement

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; the ability to attract, hire, and retain qualified personnel; the impact of changes in financial accounting standards; the impact of tax 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 Has Delivered…

Unique Revenue Model

♦ Dedicated supply systems
♦ Long-term contracts
♦ No commodity pricing
♦ High ROC and cash flow

Continuous Improvement

♦ New product applications
♦ Productivity leadership
♦ Flawless execution

...above average growth in earnings and cash flow
Praxair: Unrivalled Network

On-site and Bulk Gases
♦ 140 production plants
♦ 5000 customer locations
♦ 900 distribution vehicles
♦ 6 pipeline enclaves

Packaged and Specialty Gases
♦ 175 distribution facilities
♦ >100,000 customers
♦ 1150 distribution vehicles
♦ 77 filling stations

...drives reliability, growth, and returns
Praxair Key Growth Drivers

- **Emerging Economies**
  - Increasing domestic consumption; infrastructure development
  - Migrating application technologies
  - Outsourcing of captive production

- **Energy**
  - Global growth of refinery hydrogen
  - Coal gasification in China
  - Enhanced oil recovery

- **Environment**
  - Air, water, waste regulations
  - Development of alternative fuels
  - Potential GHG regulations

- **Execution**
  - Low cost product-line plants
  - Productivity
  - Capital project execution
Strongest Presence in Emerging Markets

% of Revenues from Emerging Markets*

Praxair
Comp 1
Comp 2
Comp 3

Global Sales

$10B
~35%
2010F

$15B
~45%
2015F

Asia
Europe
South America
US and Canada
Mexico

Expect 14% sales CAGR from emerging markets

*Source: Praxair estimates
Strong Growth Outlook for Emerging Economies

♦ Brazil
  – Growing energy, metals and manufacturing markets
  – Strong domestic growth

♦ Mexico
  – Strong growth from energy sector
  – Upswing in industrial investment

♦ China
  – Petrochemicals and gasification
  – Internal expansion

♦ India
  – Expanding middle class
  – Infrastructure investment

Per Capita Gas Consumption (% of US)

<table>
<thead>
<tr>
<th>Country</th>
<th>Consumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>100%</td>
</tr>
<tr>
<td>Mexico</td>
<td>27%</td>
</tr>
<tr>
<td>Brazil</td>
<td>22%</td>
</tr>
<tr>
<td>China</td>
<td>6%</td>
</tr>
<tr>
<td>India</td>
<td>1%</td>
</tr>
</tbody>
</table>
Robust Pipeline of Hydrogen Opportunities

- Developed markets
  - Environmental fuel standards
  - Efficiency/flexibility/reliability
  - Shift to diesel

- Emerging Markets
  - Greenfield refining capacity
  - Adoption of Euro fuel standards
  - Heavy/sour crude capability
  - H₂ for chemicals
  - Trend toward outsourcing

Fuel Gas Management

Pursuing 3+BSCFD of hydrogen opportunities globally

Praxair hydrogen volumes expected to grow 15% p.a.
Continued Growth from the Energy Market

- Enhanced oil recovery
  - Nitrogen or CO₂ injection
  - Large global market potential

- Coal gasification in China
  - Integrated coal to chemicals
  - Large oxygen plants

- Natural gas BTU stabilization
  - Nitrogen blending

- CO₂ sequestration pilots

Significant long-term global opportunities
Applications Technologies

Oxy-fuel Combustion

Renewable Biofuels

Water Treatment

Photovoltaics

~2-3% per year sales growth from high margin applications
Project Backlog Continues to Grow

Major projects >$5MM capital

- December 2006: $1.0 B
- December 2008: $2.0 B
- December 2010F: $2.5 B Est.

Project start-ups will contribute 5% p.a. earnings growth
Proven Track Record Driving Productivity

♦ Production

♦ Distribution

♦ Administration

Productivity savings are sustainable
Cryogenic Plants

♦ Standardized product-line plants
  – Up to 3000 TPD
  – >90% of plant builds

♦ Multi-year Technology Roadmap

Oxygen Cost Index ($ per ton O₂)

Maintaining competitive advantage in plant offerings
Competitive Advantage - Execution

Superior execution ensures expected returns

*International Project Analysis (IPA), Chemical Industry
## Praxair Will Deliver

### Sustainable Annual Organic Growth

<table>
<thead>
<tr>
<th>Metric</th>
<th>Growth Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>8-12%</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>10-15%</td>
</tr>
<tr>
<td>EPS</td>
<td>12-18%</td>
</tr>
</tbody>
</table>

- Growing project backlog
- Emerging markets growth
- Modest recovery in US/EU
- Continued productivity
- Pricing > cost inflation
- EBITDA ~30% of sales
- Capex ~15% of sales

Free cash flow for increasing dividends and share purchases

*Non-GAAP measure, see page 40 of the 2009 annual report*
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.