Praxair, Inc.

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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 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 changes in pension plan liabilities; the impact of tax, environmental, healthcare and other legislation and government regulation in jurisdictions in which the company operates; the cost and outcomes of investigations, litigation and regulatory proceedings; 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 Form 10-K and 10-Q reports filed with the SEC which should be reviewed carefully. Please consider the company’s forward-looking statements in light of those risks.
Praxair Delivers

Indexed EPS

Praxair

S&P 500

Consistent outperformance versus the S&P 500

* Source: S&P
Praxair Business Model

1. Customer Demand Resilience

2. Secular Growth of Emerging, Energy and Environment

3. Economies of Scale from Integrated Network

4. Execution Culture

Industry leading return on capital
Customer Demand Characteristics

**Diverse Markets***
- Food & Beverage: 7%
- Electronics: 9%
- Chemicals: 10%
- Energy: 11%
- Aerospace: 3%
- Manufacturing: 23%
- Metals: 16%
- Other: 11%
- Healthcare: 10%

**Diverse Geographies***
- North America: 51%
- United States: 23%
- Canada: 19%
- Mexico: 11%
- United States: 11%
- Europe: 13%
- Asia: 11%

**Customer Purchasing**
- Industrial Gas Critical to Operation But Small Slice of Buy

**Favorable Terms and Conditions**
- Long-Term Take-or-Pay Contracts
- Cost Pass-Through

Demand resilience with strong price

* 2010 sales
Emerging Markets Sales Growth

- 2005: $7.5B, 26% growth
- 2010: $10B, 36% growth
- 2015F: $16B, 44% growth

14% CAGR for emerging market growth
Emerging Economies – Growth Outlook

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

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

■ China
  – Petrochemicals and gasification
  – Industrialization of inland provinces

■ India
  – Expanding middle class
  – Infrastructure investment

■ Middle East and Russia

Per Capita Industrial Gas Consumption (% of US)

100%

Decades of Organic Growth

U.S. ME* Rus Mex Brazil China India
52% 33% 27% 22% 15% 1% 

*GCC countries
Source: Spiritus Consulting
Praxair China

2010 Sales of $500 MM*

* Combined Sales

Petrochemical, gasification and application driven growth

- New Refinery Capacity
  - Self-sufficiency in emerging countries
  - Middle East exports

- More Hydrogen Intensity per Barrel
  - Shift to heavier more sour crude
  - Tighter fuel specifications
  - More complex refineries

- Increased Hydrogen Outsourcing
  - From ~20% to ~30% in 2015


<table>
<thead>
<tr>
<th>Region</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>US/Europe</td>
<td>2%</td>
</tr>
<tr>
<td>India</td>
<td>15%</td>
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<tr>
<td>China</td>
<td>20%</td>
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<tr>
<td>Middle East</td>
<td>24%</td>
</tr>
<tr>
<td>Brazil</td>
<td>25%</td>
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</tbody>
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Source: Purvin & Gertz, Praxair estimates
Economies of Scale from Integrated Network

*Three Profit Streams from One Plant*

**On-Site Plant/Pipeline 25%**
- 15-year take-or-pay contracts
- Indexed to energy, inflation, currency

**Merchant Liquid 30%**
- Exclusive supply agreements
- Sourced as by-product from on-site

**Packaged/Medical 29%**
- Cylinder and equipment rental
- Sourced as by-product from bulk

Production/distribution density drives higher profitability and ROC
Production/Distribution Density in North America

- **$5.1B Sales 2010**

- **On-site and Bulk Gases**
  - > 400 production plants
  - > 15,000 customer locations
  - 1,500 distribution vehicles
  - Several pipeline enclaves

- **Packaged & Specialty Gases**
  - > 100 production facilities
  - > 500,000 customers
  - 1,100 distribution vehicles

- **Unique helium, argon and rare gases production & supply capabilities**
Sustaining a Competitive Advantage

**Focus**
- Stick to our core business
- Operating discipline
- Sale of gas model

**Market Selection**
- Build density in key geographies
- Best emerging market footprint
- Capital discipline

**Technology**
- Product line advantage
- Customer applications
- Total cost of ownership

**Execution**
- Project management
- Distribution efficiencies
- Productivity culture

Execution culture…difficult to match our “Say/Do” ratio
Execution Culture - Proven Track Record Driving Productivity

**Distribution Optimization**

**Oxygen Cost Index ($ per ton O_2)**

- Up to 30% improvement over 2006

**Sales per Employee**

- Low Cost Country Sourcing
  - China
  - Taiwan
  - Korea
  - India
  - Thailand
  - Brazil
  - Mexico
  - Russia

Sustainable target ~5% of cost stack annually ~ $300 MM
High Growth and Return on Capital Create Shareholder Value

**3 E’s***
- Energy
- Emerging Economies
- Environment

Sales Growth (10-yr CAGR) vs. Return On Capital

*Source: Bloomberg (1) 2010, non-GAAP measure. For Praxair see 2010 Annual Report.*
Expect slowing economic growth for 2012

Current Macroeconomic Trends and Outlook

North America
- Manufacturing
- Energy
- Chemicals
- Metals
- Healthcare
- Food & Bev
- Electronics

Europe
- Manufacturing
- Metals
- Chemicals
- Healthcare
- Food & Bev
- Electronics

South America
- Metals
- Chemicals
- Manufacturing
- Healthcare
- Food and Bev
- Energy

Asia
- Metals
- Manufacturing
- Chemicals
- Food and Bev
- Energy
- Electronics
Driven by emerging country and energy markets
Long-term Growth Objectives

Sales Growth Components

- ASU
  - 3% - 4%
- Hydrogen
  - 1% - 2%
  - 2% - 3%
- Backlog
  - 2% - 3%
- New Applications
  - 2% - 3%
- Base Business
  - 2% - 3%

Annual Organic Growth*

- Sales
  - 8% - 12%
- Operating Profit
  - 10% - 15%
- EPS
  - 12% - 18%
- After-tax ROC
  - 15+%*

* Excludes acquisitions, divestitures and foreign currency
Cash Flow Projections – 2011 to 2015 cumulative

Cash Flow Generated from Operations
$18B

Capital Expenditures
$11B

Cash Flow Distributed
$7B

Dividends
Share Repurchase

US & Canada
Europe
South America & Mexico
Asia
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.