

# Praxair, Inc.

James S. Sawyer  
Executive Vice President and  
Chief Financial Officer



Morgan Stanley Global Chemicals Conference

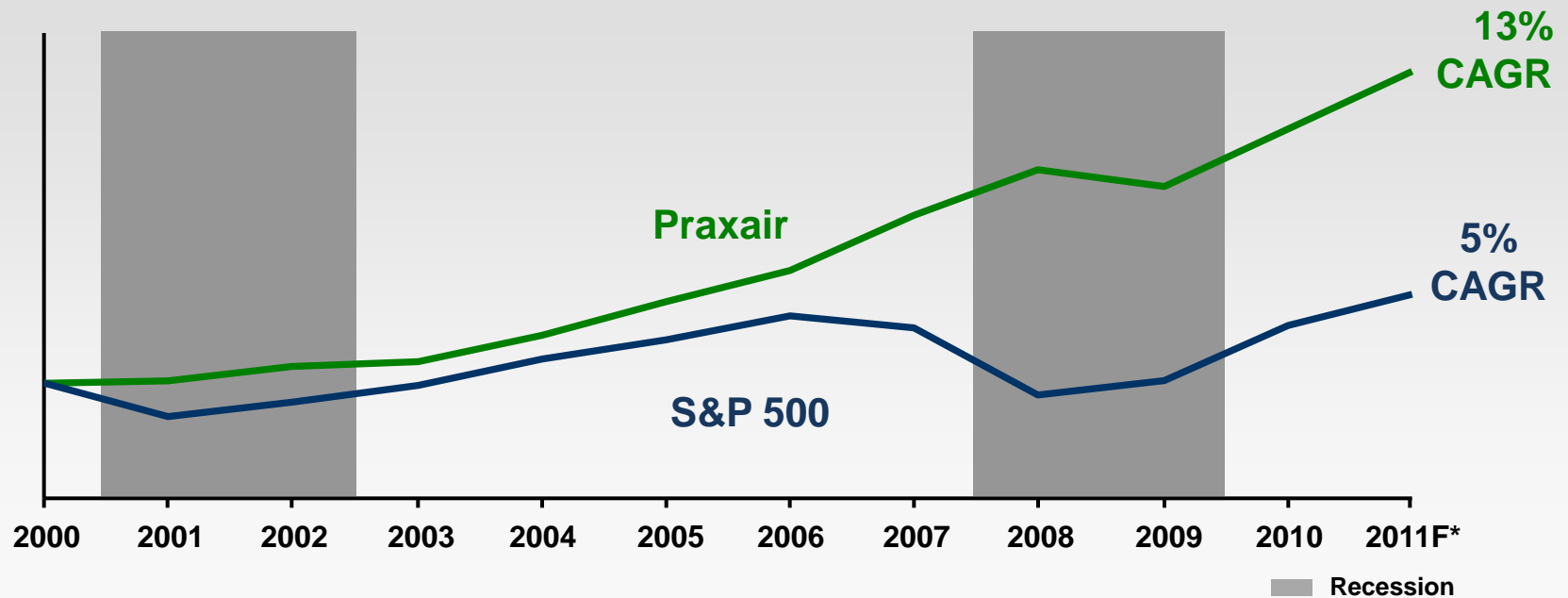
November 17, 2011

## 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

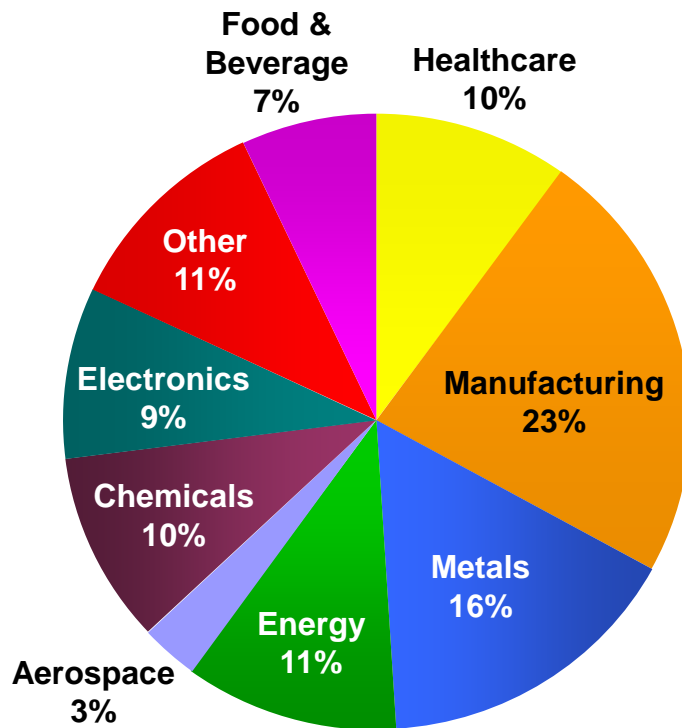
## Indexed EPS



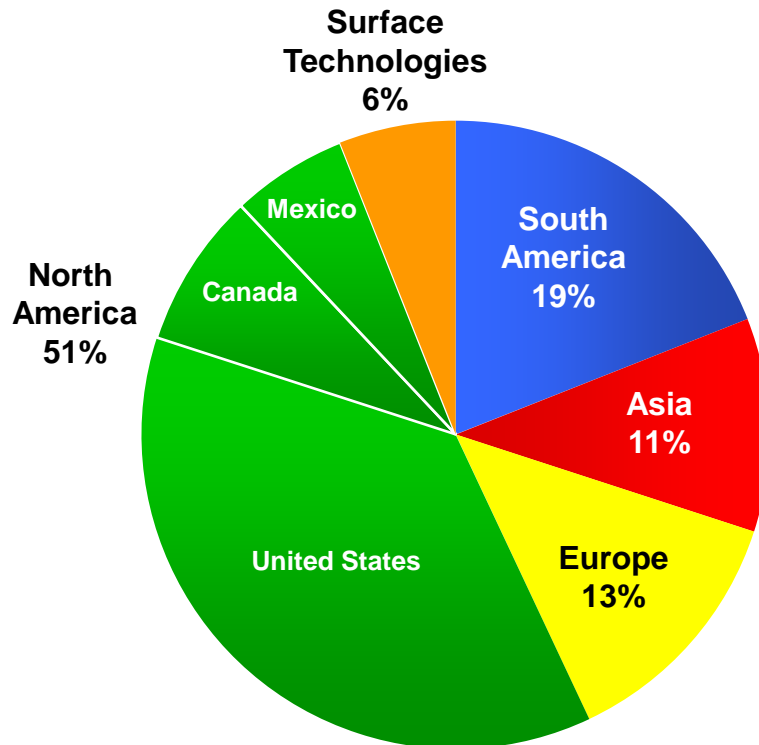
Consistent outperformance versus the S&P 500

# Diverse Markets and Geographies

## Markets



## Geographies



2010 sales

## Unique Revenue Model



### On-Site/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



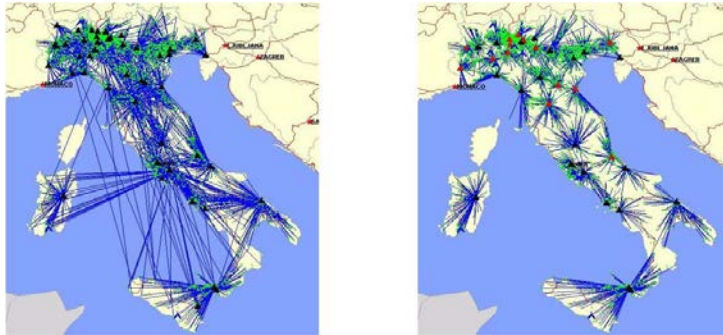
### Packaged/Medical 29%

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

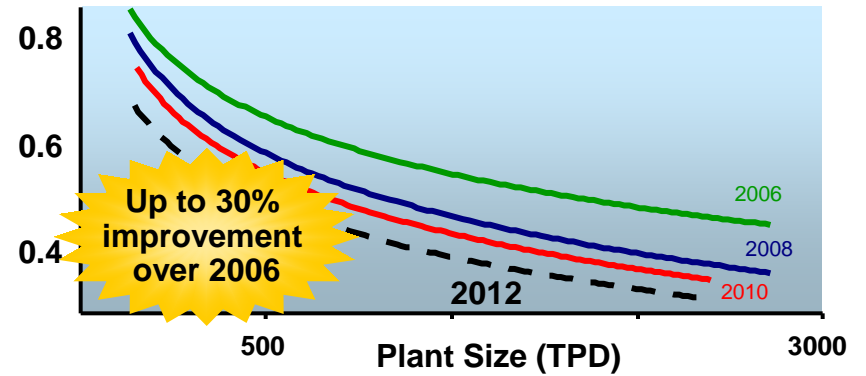
Integrated supply & contract terms drive high ROC

# Productivity Programs

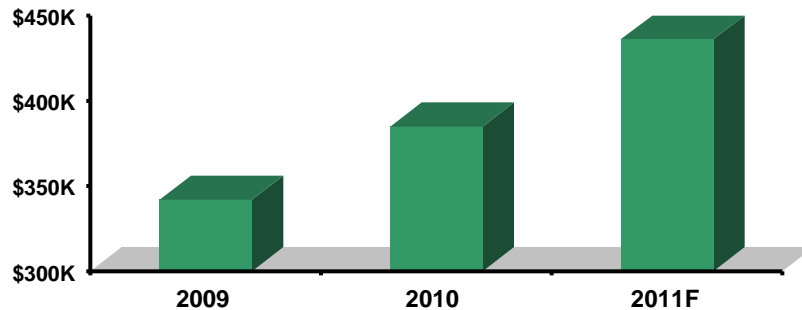
## Distribution Optimization



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



## Sales per Employee



## Low Cost Country Sourcing



Target 5% of cost stack annually ~ \$300 MM

# 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

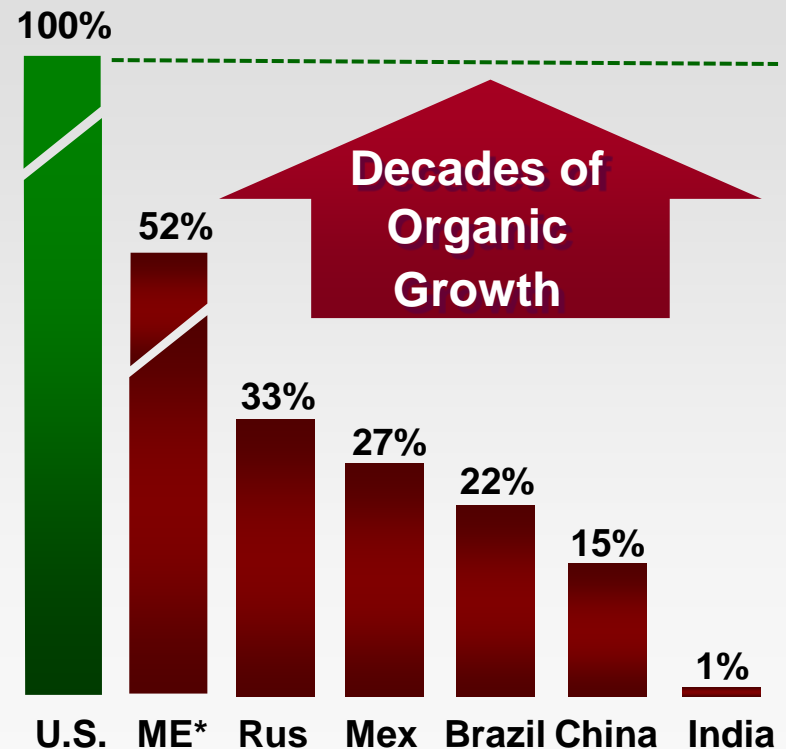
- Petrochemicals and gasification
- Industrialization of inland provinces

## ■ India

- Expanding middle class
- Infrastructure investment

## ■ Middle East and Russia

### Per Capita Industrial Gas Consumption (% of US)

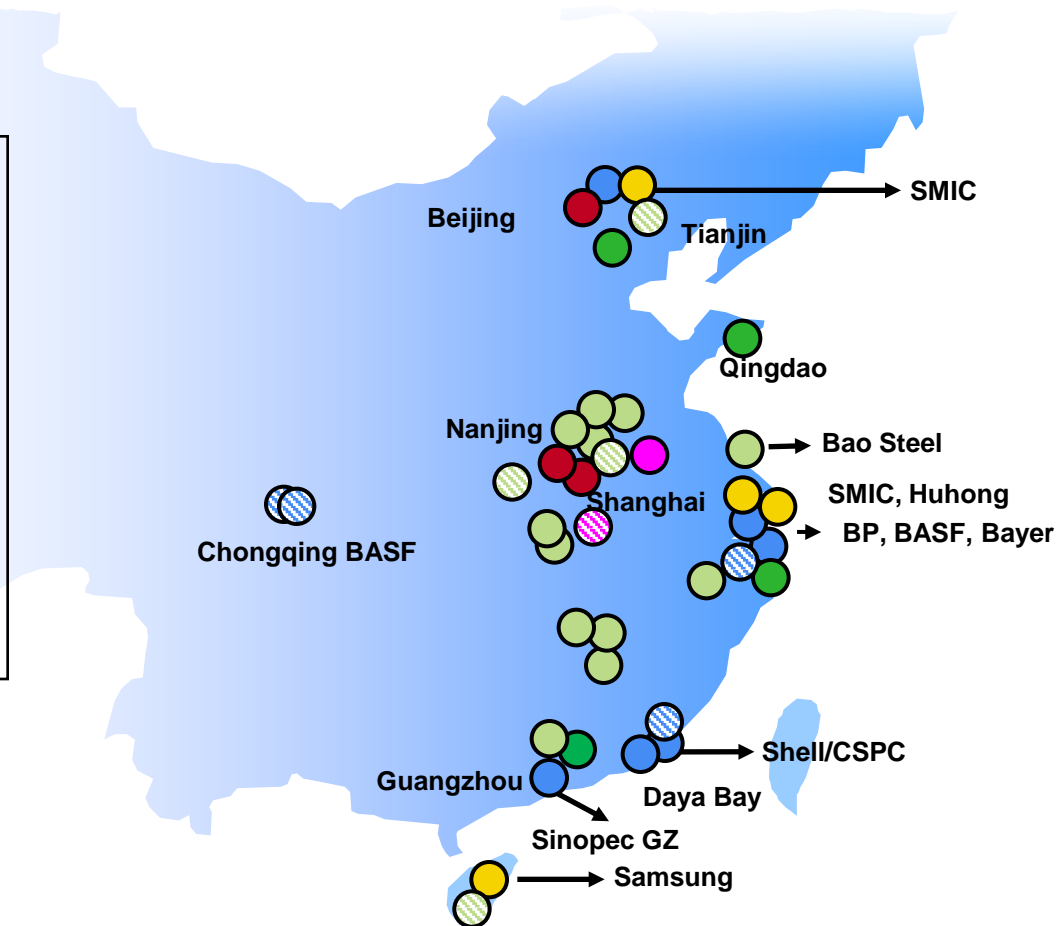


\*GCC countries  
Source: Spiritus Consulting

# Praxair China

2010 Sales of \$500 MM\*

- Petrochemical
- Metals
- Gasification
- Electronics
- Food & beverage
- Other
- Under construction

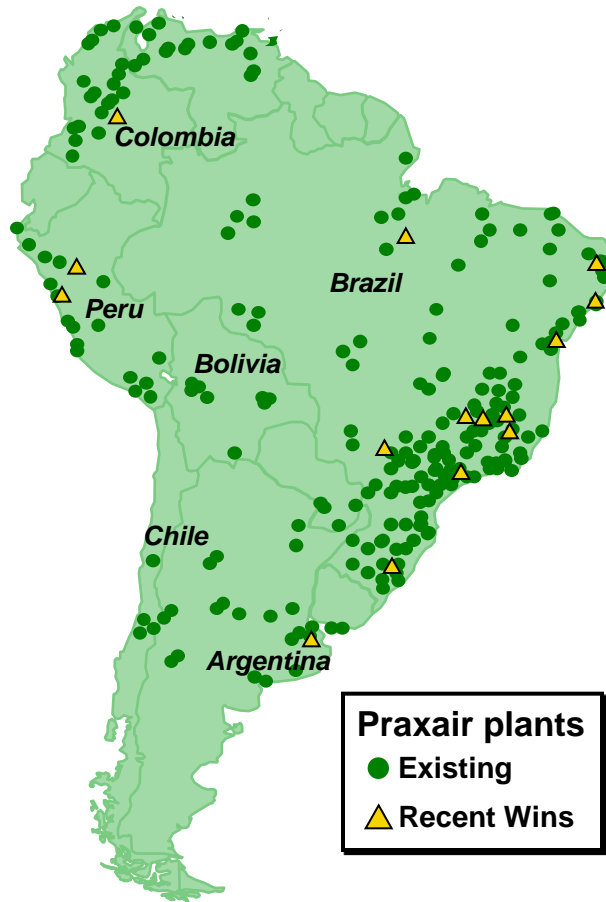


Increasing density and expanding footprint

\* Combined Sales



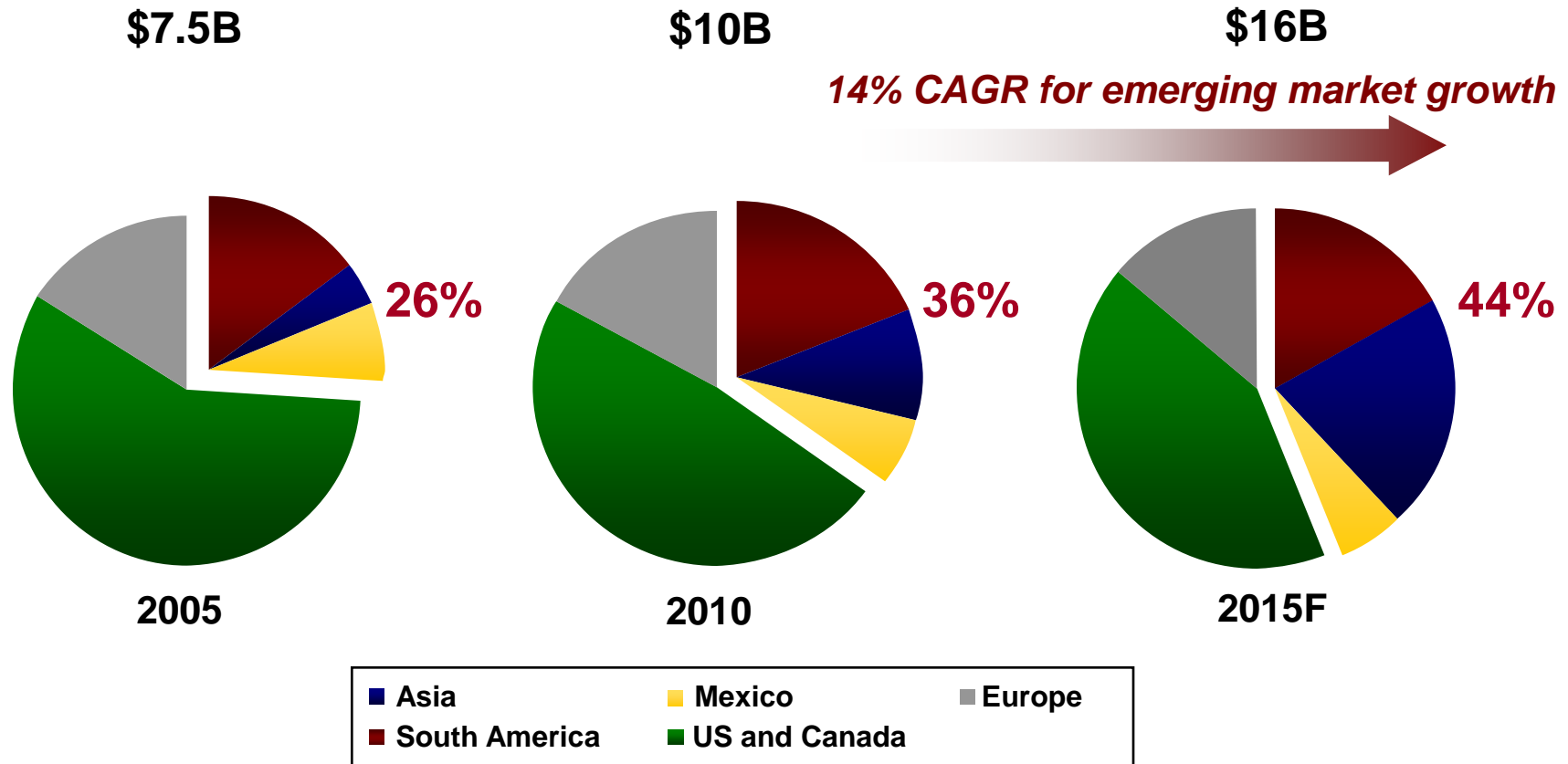
## South America



- **Unrivaled network**
  - 145 production units
  - 285 branches and filling stations
  - 2,050 distribution vehicles
  - 150,000 customers
- **Largest markets include metals, manufacturing, healthcare, food and beverage, energy and chemicals**
- **Strong growth from project backlog**
- **Expanding domestic demand**
- **2010 Sales of \$2B**

Best positioned and preferred supplier

# Emerging Markets Sales



Accelerating growth in emerging markets

## Energy Markets Drive Hydrogen 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

### Refining Capacity Growth (2010 – 2015)

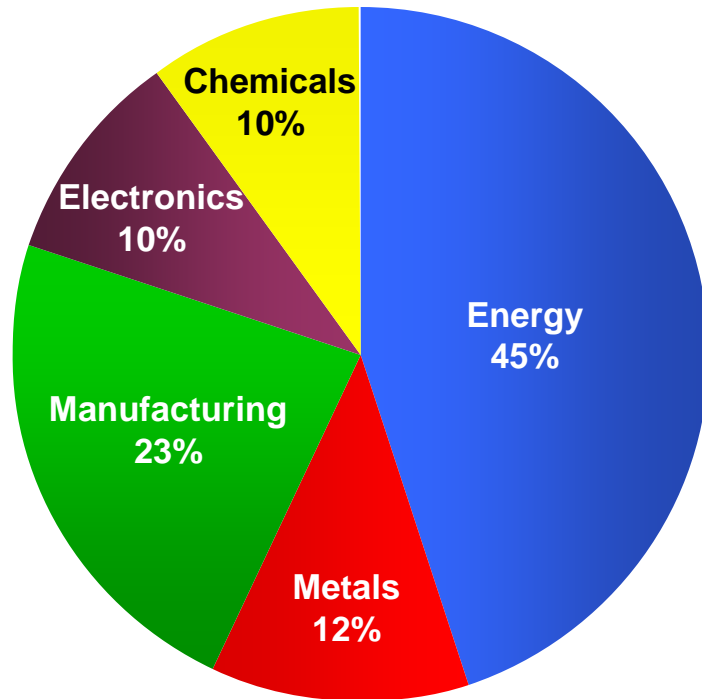
<b>US/Europe</b>	<b>2%</b>
<b>India</b>	<b>15%</b>
<b>China</b>	<b>20%</b>
<b>Middle East</b>	<b>24%</b>
<b>Brazil</b>	<b>25%</b>

Source: Purvin & Gertz, Praxair estimates

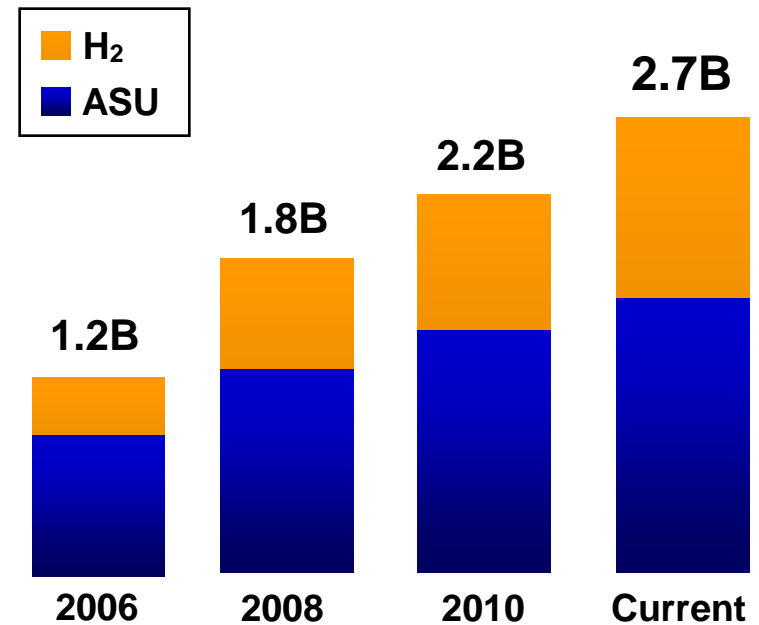
Praxair hydrogen volumes expected to grow 20% p.a.

# Growing Project Backlog

Backlog by Market



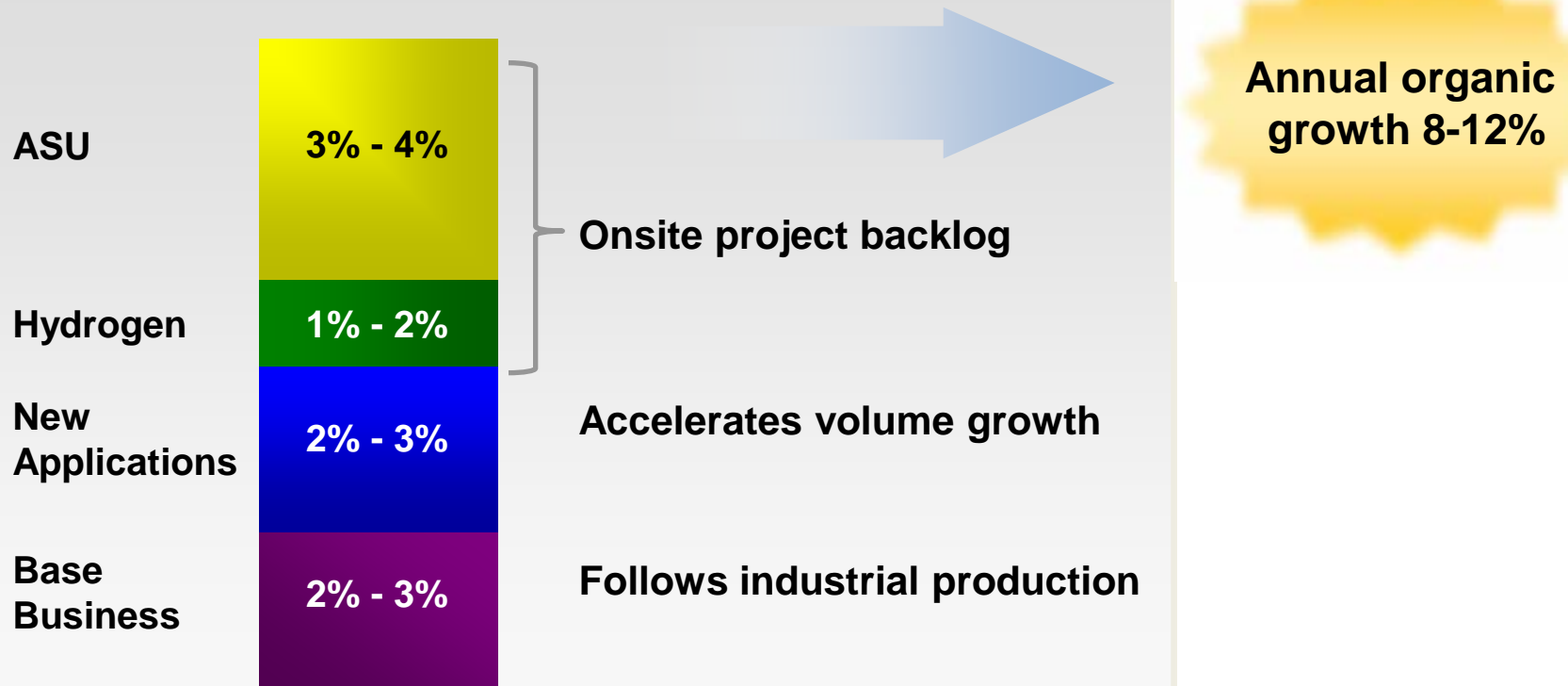
Backlog \$B



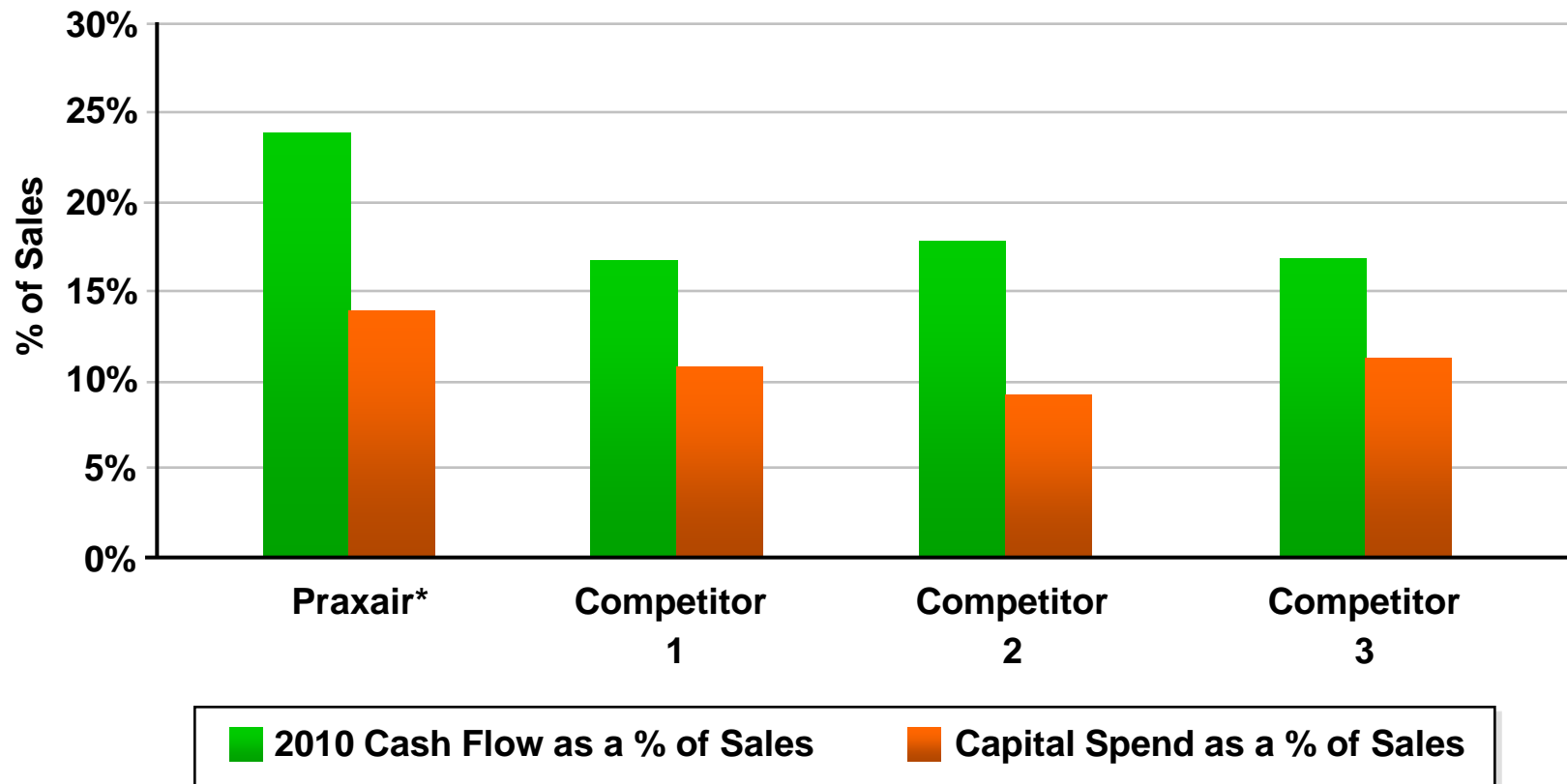
Driven by emerging country and energy markets

# Long-term Growth Objectives

## Sales Growth Components



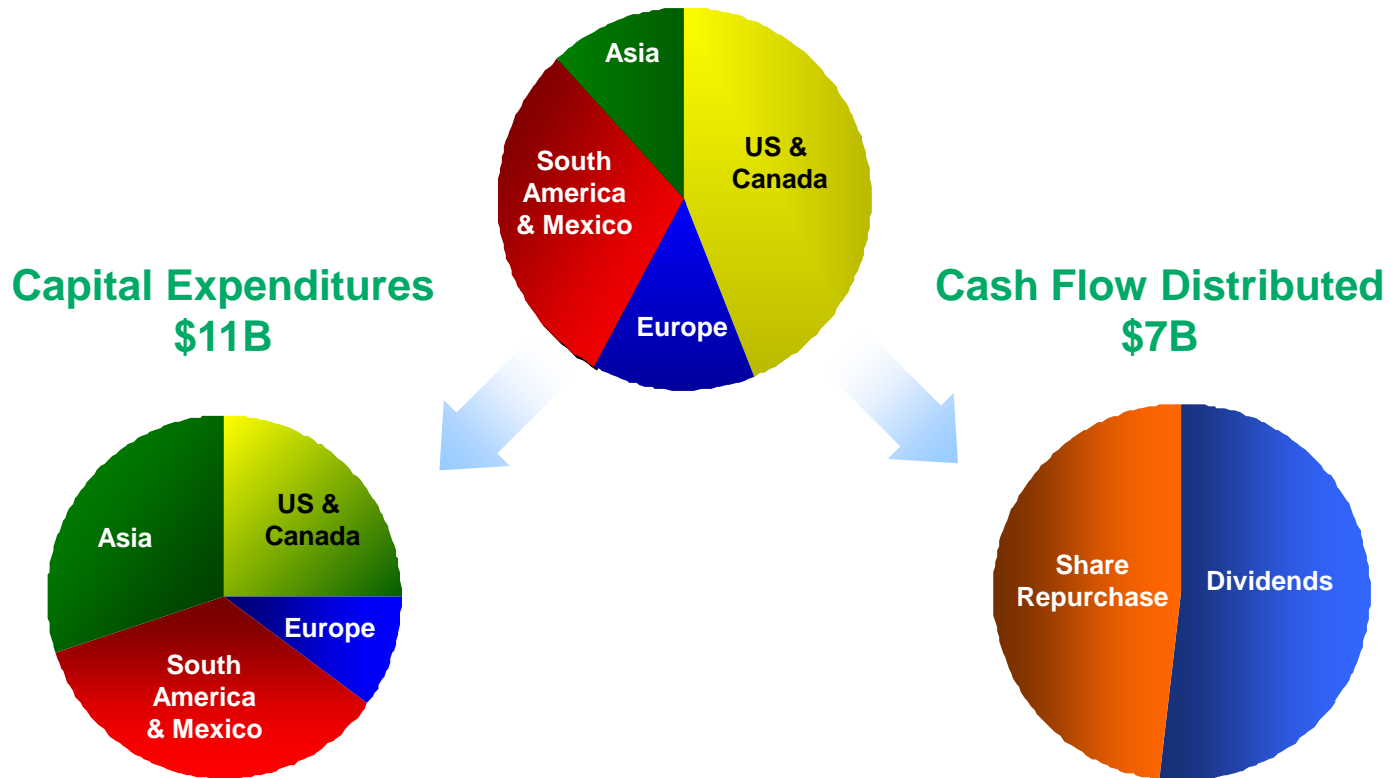
## We Generate Strong Cash Flow and Are Able to Reinvest at A Greater Rate



\*Refer to 2010 Annual Report Item 7.

# Cash Flow Projections – 2011 to 2015 cumulative

## Cash Flow Generated from Operations \$18B



## Long-term Growth Objectives

### Annual Organic Growth

**Sales** → **8-12%**

**Operating Profit** → **10-15%**

**EPS** → **12-18%**

**After-tax return on capital\*** **15%+**

- 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 39 of the 2010 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.



## CARBON DISCLOSURE PROJECT

Global Carbon Disclosure Leadership Index  
Global Carbon Performance Leadership Index



## MSCI ESG Indices

