Praxair, Inc.

James S. Sawyer  
Executive Vice President and  
Chief Financial Officer

Jefferies Global Industrial and A&D Conference  
August 07, 2012
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; the impact of information technology system failures, network disruptions and breaches in data security; 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.
Consistent Outperformance

Unique Revenue Model

- No speculative capex
- Long-term contracts
- No commodity pricing
- Critical product, but low percentage of customer’s cost stack
- High ROC and cash flow

Indexed EPS

<table>
<thead>
<tr>
<th>Year</th>
<th>Praxair</th>
<th>S&amp;P 500</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1996</td>
<td></td>
<td></td>
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<tr>
<td>2000</td>
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<td>2004</td>
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<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012F*</td>
<td>16% CAGR</td>
<td>8% CAGR</td>
</tr>
</tbody>
</table>

Operating Cash Flow

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td></td>
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<tr>
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<td>2004</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>$2.5B</td>
</tr>
</tbody>
</table>

Steady earnings growth through economic cycles

* Source: S&P
Secular Growth Drivers Intact

- Infrastructure development & domestic consumption
- Migrating application technologies
- Outsourcing of captive production

Emerging Economies

- Global growth of refinery hydrogen
- Coal gasification in China
- Oil and gas well services

Energy

- Air, water, waste regulations
- Development of alternative fuels
- Resource-efficient solutions

Environment
Diverse Markets

Manufacturing 24%
- Cutting – O₂
- Welding – O₂, N₂, Ar, H₂, He, blends
- Glass – O₂, N₂, Ar, H₂, He
- Automotive – O₂, N₂, Ar, H₂, Xe, Ne

Metals 18%
- Steel production – O₂
- Stainless steel – Ar, O₂
- Metal finishing / coating – H₂
- Inerting – Ar, N₂

Energy 11%
- Refining – H₂
- Natural gas fracturing – N₂
- Enhanced oil recovery – N₂, CO₂
- LNG in Brazil

Chemicals 10%
- Production – O₂, N₂, H₂
- Coal gasification – O₂
- Syngas production – CO
- Process control – specialty gases

Electronics 9%
- Semiconductor – process gases
- Photovoltaics – N₂, Ar, SiH₄
- Flat panel - O₂, N₂, Ar, H₂, He, NH₃

Healthcare 8%
- Hospitals – O₂, N₂, CO₂
- MRI – He
- Sterilization – sterilant gases
- Anesthesia – N₂O

Food & Bev 6%
- Carbonation – CO₂
- Freezing – N₂, CO₂
- Inerting – N₂
- Hydrogenation – H₂

% of 2011 sales
North America

- **500 production plants**
- **3,000 distribution vehicles**
- **Fully-integrated supply system**
- **Strength across all three countries:** U.S., Canada and Mexico

2011 Sales $ 5.5B

**Strong growth fundamentals:**
- Metals
- Manufacturing
- Energy: Refining and Oil & Gas Services
- Chemical

**Packaged gas acquisition opportunities**

**Robust backlog of projects**

**JUNE YTD YOY GROWTH**

<table>
<thead>
<tr>
<th></th>
<th>As reported</th>
<th>Ex-FX &amp; P/T*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALES</strong></td>
<td>4%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>OP</strong></td>
<td>13%</td>
<td>15%</td>
</tr>
</tbody>
</table>

* P/T = cost pass-through

Largest and only fully-integrated industrial gases company in North America
South America

2011 Sales $ 2.3B

- Unrivaled network, strong #1 position
- 100 years of operations
- Fully-integrated on-site, merchant and packaged gases business

■ Solid underlying fundamentals
  - Infrastructure development
  - 2014 World Cup and 2016 Olympics
  - Domestic demand
  - Exports of metals
  - Energy

■ Strong growth from project backlog

Best positioned and preferred supplier

* P/T = cost pass-through

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<tr>
<td>SALES</td>
<td>-7%</td>
<td>2%</td>
</tr>
<tr>
<td>OP</td>
<td>-17%</td>
<td>-3%</td>
</tr>
</tbody>
</table>
Europe

2011 Sales $ 1.4B

- Key markets: chemicals, manufacturing, healthcare, metals, food and beverage
- Positive price traction
- Consolidated Yara acquisition in Norway
- Strong project backlog in Russia

Pipeline enclaves: Germany, Belgium, Spain and Italy

Right-sizing cost structure

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* P/T = cost pass-through
Increasing density and expanding footprint

Asia

2011 Sales $1.3B

- Secular growth opportunities:
  - Gasification, energy, resources
  - Expanding middle class and industrialization
  - Energy efficiency & environmental

- Outsourcing captive production
- Applications driven growth
- Strong growth from project backlog

- Quality customers and projects
- Major enclaves in China
  - Caojing, Daya Bay, Chongqing

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(1) Kuwait, Bahrain, Qatar, UAE
(2) P/T = cost pass-through
Productivity Programs

Distribution Optimization

Sales per Employee

Oxygen Cost Index ($ per ton $O_2$)

Low Cost Country Sourcing

- China
- Taiwan
- Korea
- India
- Thailand
- Brazil
- Mexico
- Russia

Target 5% of cost stack annually ~ $300 MM
Project Backlog

Driven by emerging economy and energy markets

Backlog ($B)

- $2.5B - signed, long-term contracts with customers
- Solid customer bidding activity

Backlog by Market

<table>
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<th>Market</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Energy</td>
<td>45%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>25%</td>
</tr>
<tr>
<td>Electronics</td>
<td>11%</td>
</tr>
<tr>
<td>Metals</td>
<td>10%</td>
</tr>
<tr>
<td>Chemicals</td>
<td>9%</td>
</tr>
</tbody>
</table>

H$_2$ | ASU

2006 | 1.2B | 1.8B | 2.2B | 2.7B | 2.5B | 2Q12

2008 | 2010 | 2011 | 2Q12
Sustaining a Competitive Advantage

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

Market Selection
- Best geographic footprint
- Build density in key regions
- Capital discipline

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

Execution
- Project management
- Distribution efficiencies
- Productivity culture

Execution culture...difficult to emulate
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.