## 2013 Performance

<table>
<thead>
<tr>
<th></th>
<th>2013*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>+6%</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>+6%</td>
</tr>
<tr>
<td>Operating Margin %</td>
<td>22%</td>
</tr>
<tr>
<td>Earnings per Share</td>
<td>+6%</td>
</tr>
<tr>
<td>Return on Capital</td>
<td>13%</td>
</tr>
</tbody>
</table>

### Ex-Currency

Sales +8%

Operating Profit +8%

* Adjusted OP, EPS and after-tax ROC
Total Shareholder Return – 10 Years

<table>
<thead>
<tr>
<th></th>
<th>Return</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRAXAIR</td>
<td>310%</td>
</tr>
<tr>
<td>S&amp;P 500</td>
<td>104%</td>
</tr>
<tr>
<td>S&amp;P Materials</td>
<td>120%</td>
</tr>
</tbody>
</table>
Strong Dividend Growth

Annual Dividends ($ MM)

- CAGR 20%
- ~$ 6 Billion Distributed
Strong Cash Flow Generation

Reinvest and Return Cash to Shareholders at a Greater Rate than Industry Average

% of Sales (3-yr average)

- Operating Cash Flow: PRAXAIR 24%, Industry Average 16%
- Capital Spend: PRAXAIR 17%, Industry Average 12%
- Dividends: PRAXAIR 6%, Industry Average 4%
- Share Repurchases: PRAXAIR 6%, Industry Average 1%

Source: Bloomberg (2011-2013)
## Strong Productivity

<table>
<thead>
<tr>
<th>Production Efficiency</th>
<th>Product Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant optimization</td>
<td>Integrated production and distribution improvement</td>
</tr>
<tr>
<td>Reliability technologies</td>
<td>Optimized asset utilization</td>
</tr>
<tr>
<td>Engineering/R&amp;D new technologies</td>
<td>Logistics Center of Excellence</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global Sourcing</th>
<th>Business Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sourcing contract management</td>
<td>Value stream and process mapping</td>
</tr>
<tr>
<td>Low cost country sourcing</td>
<td>Six Sigma/Lean</td>
</tr>
<tr>
<td>Leverage global commodities</td>
<td>Global business process replications</td>
</tr>
</tbody>
</table>

### Annual 5% Cost Reduction Target

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>% total cost stack</td>
<td>6%</td>
<td>7%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Safety Performance

- Safety Performance:
  - Recordable Injury Rate: 3.4
  - Lost Workday Case Rate: 1.0

Bar chart showing the recordable injury rate and lost workday case rate from 2007 to 2013, with the 2013 OSHA Industrial Average shown as 3.4 and 1.0, respectively.
Secular Growth Drivers Intact

1. Emerging Economies
   - Infrastructure development
   - Modernization & outsourcing of captive production
   - Growing applications & intensity of gas use

2. Energy
   - Oil & gas resurgence in North America
   - Energy services
   - Gasification

3. Environment
   - Air emissions
   - Water quality
   - Resource-efficient solutions
Strong Backlog

$2.2B Capital

Balanced Portfolio of Projects

As of 4Q 2013
Sustainability

11\textsuperscript{th} consecutive year
DOW JONES SUSTAINABILITY WORLD INDEX

6\textsuperscript{th} consecutive year
CARBON DISCLOSURE INDEX

Top 50
MOST INNOVATIVE COMPANIES
FORBES MAGAZINE

100 Best Corporate Citizens
CORPORATE RESPONSIBILITY MAGAZINE 2013
Georgia Drivers Achieve 4 Million Safe Miles
SB Seo – A Spirit of Giving Back
Tamara Brown – Inspiring Young Women
Terry Bourgeois – Making an Impact
Giving Back to our Global Communities
Annual Shareholders Meeting

April 22, 2014