Praxair, Inc.

Steve Angel
Chairman, President and Chief Executive Officer

Credit Suisse Basic Materials Conference
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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; 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. Additionally, financial projections or estimates exclude the impact of special items which the company believes are not indicative of ongoing business performance. 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.
# Industrial Gas Industry Advantages

<table>
<thead>
<tr>
<th></th>
<th><strong>Industrial Gases</strong></th>
<th><strong>Commodity Chemicals</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competitive Field</strong></td>
<td>Local</td>
<td>Global</td>
</tr>
<tr>
<td><strong>Distribution</strong></td>
<td>Integrated system</td>
<td>Limited scope</td>
</tr>
<tr>
<td><strong>Price</strong></td>
<td>Contract</td>
<td>Spot</td>
</tr>
<tr>
<td><strong>Customers</strong></td>
<td>Small part of buy</td>
<td>Significant attention</td>
</tr>
<tr>
<td><strong>Raw Materials</strong></td>
<td>Stable</td>
<td>Volatile</td>
</tr>
<tr>
<td><strong>Growth</strong></td>
<td>Steady</td>
<td>Cyclical</td>
</tr>
<tr>
<td><strong>Return on Capital</strong></td>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>
Consistent Outperformance

- Strategic Focus
- Operational Excellence
- Disciplined Capital Allocation

**Operating Margin* (% of sales)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Praxair</th>
<th>Industry Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>14%</td>
<td>9%</td>
</tr>
<tr>
<td>1996</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>2004</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>22%</td>
<td></td>
</tr>
</tbody>
</table>

**Operating Cash Flow Growth**

- **Praxair**
  - 11% CAGR
  - 2x growth from 1992

- **Industry Average**

**Return on Capital**

<table>
<thead>
<tr>
<th>Year</th>
<th>Praxair</th>
<th>Comp 1</th>
<th>Comp 2</th>
<th>Comp 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1996</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Factset

*Praxair non-GAAP measure; refer to Annual Report for reconciliation

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Sustaining a Competitive Advantage

- Select geographies – best footprint
- Core industrial gas
- Sale of gas model
- Integrated supply
- Build density

- Product line advantage
- Total cost of ownership
- Customer innovation

- High performers
- Disciplined operators
- Detail-oriented
- Nimble and adaptable
- Excellent leaders
- Non-hierarchical

- Operational discipline
- Capital investment
- Safety
- Productivity
- Contract management
- Project execution
- Integrity and compliance

High performance culture...drives future results
Select Geographic Footprint

52% Sales
- Largest integrated system
- Manufacturing & energy
- Packaged gas M&A

13% Sales
- Right sized costs
- Leverage to recovery

17% Sales
- Unrivalled network
- Developing middle class
- Infrastructure

13% Sales
- Density strategy
- Energy & environment
- Metals (India)

#1 industrial gases supplier in the Americas

% of 2013 sales
Growth Outlook

% Year-over-Year Growth

- Sales: High single-digit growth
- Operating Profit: Sales growth
- EPS: Low double-digit growth

- Base growth 2-3%
- Project backlog ~3%
- Price 1-2%
- Acquisitions ~1%
- Excludes FX
- Productivity + pricing > costs
- Improved asset utilization
- 1-2% share count reduction

Generating strong cash flow

After-tax return on capital: 14%+
We Generate Stronger Cash Flow and…

% of Sales (5-yr average)

Operating Cash Flow: Praxair 25%, Industry Average 18%
Capex: Praxair 16%, Industry Average 12%
Dividends: Praxair 6%, Industry Average 6%
Net Repurchases: Praxair 4%, Industry Average -1%

...reinvest and return to shareholders at a greater rate

Source: Factset (2009-2013)
*Industry ex-Praxair
Summary

- Best positioned for North America growth
- Highly accretive growth with any incremental economic improvement
- Latin America pressure near-term, continued strong cash flow & margins
- Balanced portfolio for downside protection
- Margin expansion from price + productivity > costs
- Improving on industry-leading return on capital
- Strong free cash flow funds growing shareholder returns

Continued high quality, disciplined growth and capital allocation
# Sustainable Development Aligned with Business Strategy

## 2013 Achievements

<table>
<thead>
<tr>
<th>Business Drivers</th>
<th>Economic</th>
<th>Environmental</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ENERGY</strong></td>
<td>$3 Billion revenue from Eco-Portfolio</td>
<td><strong>2X GHG benefit</strong> vs. total GHG emissions</td>
<td>Safety Record 5X better than U.S. industry average</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>&gt;50 million people served with safe drinking water</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>EMERGING ECONOMIES</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>EXECUTION</strong></td>
<td>Sustainable Productivity more than 20% of total productivity savings</td>
<td></td>
<td>&gt;1 Million beneficiaries from community engagement (cumulative, 2009-2013)</td>
</tr>
</tbody>
</table>

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**Praxair has been a member of Dow Jones Sustainability Indices for 12 consecutive years**

**Praxair has been a member of CDP for 7 consecutive years**

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