Praxair, Inc.

Steve Angel
Chairman, President and Chief Executive Officer

November 11, 2014
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.
Overview

- Industrial Gas (IG) major, largest in Americas
- Industry-leading 22% operating margin and return on capital 13%*
- IG critical to customer but small part of costs … reliable supply is key
- Long-term contracts with take-or-pay clause
- Integrated across supply modes
- Diverse end-markets and geographies

Differentiators

- Disciplined investments in core IG drive density & returns
- Execution culture
- Constant focus on price and productivity
- Strong cash flow generation and disciplined capital allocation

Consistently leading the industry in profitability and return on capital

**Praxair Snapshot**

*Praxair 2013 non-GAAP measure; refer to Annual Report for reconciliation*
Consistent Outperformance

- Strategic Focus
- Operational Excellence
- Disciplined Capital Allocation

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

Leading value creation in the industry

Source: Factset
Industry Average ex-Praxair

## 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>Pass-through</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>
What We Do and Products We Supply

We supply customers with atmospheric, process and specialty gases, high-performance coatings, and related services and technologies

- **Atmospheric Gases**
  - Produced when air is purified, compressed, cooled, distilled and condensed
  - Oxygen, nitrogen, argon and rare gases

- **Process & Specialty Gases**
  - Produced as by-products of chemical production or recovered from natural gas
  - Carbon dioxide, helium, hydrogen, semiconductor process gases, and acetylene
Select Geographies and Integrated Supply

% of 2013 sales
Excludes Surface Technologies segment

Three supply modes

Onsite / Pipeline  27%
- 15-year take-or-pay contracts
- Indexed to energy and inflation

Merchant / Liquid  34%
- Exclusive supply contracts, 3-7 years
- Sourced as by-product from on-site

Packaged  30%
- Cylinder rental and specialty gas focus
- Sourced as by-product from bulk

Production / distribution density drives higher profitability and ROC

North America  52%
South America  17%
Europe  13%
Asia  13%
North America

2013 Sales $6.2B
52% of Praxair

- 500+ production plants
- 3,000+ distribution vehicles
- Fully-integrated supply system

29% of Sales by End Market Sep 2014 YTD

- Manufacturing: 29%
- Energy: 20%
- Metals: 12%
- Chemicals: 10%

Sep 2014 YTD Year-over-Year Growth

<table>
<thead>
<tr>
<th></th>
<th>As Reported</th>
<th>Ex-FX &amp; P/T*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>OP</td>
<td>4%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Growing & building density

Solid growth fundamentals: manufacturing, energy, chemical and metals

Packaged gas acquisition opportunities

U.S. petchem proposal activity

* P/T = cost pass-through
South America

2013 Sales $2.0B
17% of Praxair

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

Best positioned & preferred supplier

Sep 2014 YTD Year-over-Year Growth

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<th>As Reported</th>
<th>Ex-FX &amp; P/T*</th>
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<tbody>
<tr>
<td>Sales</td>
<td>-3%</td>
<td>5%</td>
</tr>
<tr>
<td>OP</td>
<td>-2%</td>
<td>7%</td>
</tr>
</tbody>
</table>

% of Sales by End Market Sep 2014 YTD

- Metals: 28%
- Manufacturing: 21%
- Healthcare: 17%
- Food & Beverage: 13%

Growth opportunities
- Expanding domestic demand and infrastructure projects
- Vast mineral and hydrocarbon resources
- #1 or #2 position in 8 out of 9 countries
Europe

2013 Sales $1.5B
13% of Praxair

- Pipeline systems: Germany, Belgium, Spain and Italy

Sep 2014 YTD Year-over-Year Growth

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<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>OP</td>
<td>17%</td>
<td>14%</td>
</tr>
</tbody>
</table>

% of Sales by End Market Sep 2014 YTD

- Manufacturing: 22%
- Metals: 16%
- Chemicals: 15%
- Healthcare: 11%

- Right-sized costs in the South
- Density and efficiency improvement with Italian acquisition & France divestiture
- Growing in the North, entering Russia

Deliver strong margin leverage
Density focus…profitable growth

2013 Sales $1.5B
13% of Praxair

- China, India, South Korea & Thailand
- Major pipeline systems in China
  - Caojing, Daya Bay

Sep 2014 YTD Year-over-Year Growth

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<th>As Reported</th>
<th>Ex-FX &amp; P/T*</th>
</tr>
</thead>
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<tr>
<td>Sales</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>OP</td>
<td>18%</td>
<td>18%</td>
</tr>
</tbody>
</table>

% of Sales by End Market Sep 2014 YTD

- Electronics: 31%
- Metals: 28%
- Chemicals: 12%
- Manufacturing: 10%

Growth Opportunities

- Refining
- Chemicals
- Environmental
- Application technologies
- Energy efficiency
Majority of bidding activity U.S. Gulf Coast and Asia
We Generate Stronger Cash Flow and…

<table>
<thead>
<tr>
<th>Category</th>
<th>Praxair</th>
<th>Industry Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash Flow</td>
<td>25%</td>
<td>18%</td>
</tr>
<tr>
<td>Capex</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Dividends</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Net Repurchases</td>
<td>4%</td>
<td>-1%</td>
</tr>
</tbody>
</table>

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

...reinvest and return to shareholders at a greater rate
Balanced use of cash to maximize return to shareholders
Key Messages

- 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
### 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><img src="image" alt="Solar Panels" /></td>
<td><strong>2X GHG benefit</strong> vs. total GHG emissions</td>
<td><strong>Safety Record 5X</strong> better than U.S. industry average</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td><img src="image" alt="World Map" /></td>
<td><img src="image" alt="People" /></td>
<td><strong>&gt;50 million</strong> people served with safe drinking water</td>
</tr>
<tr>
<td><strong>EMERGING ECONOMIES</strong></td>
<td><img src="image" alt="growing tree" /></td>
<td><strong>Sustainable Productivity</strong> more than 20% of total productivity savings</td>
<td><strong>&gt;1 Million beneficiaries</strong> from community engagement (cumulative, 2009-2013)</td>
</tr>
<tr>
<td><strong>EXECUTION</strong></td>
<td><img src="image" alt="Water Drop" /></td>
<td></td>
<td></td>
</tr>
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**Praxair Achievements**

- Praxair has been a member of the Dow Jones Sustainability Indices for 12 consecutive years.
- Praxair has been a member of CDP for 7 consecutive years.

**Certifications**

- **Dow Jones Sustainability Indices**
- **Newsweek Green Rankings 2014**
- **NYSE Euronext Vigeo US 50**
- **CEC, Empresa Socialmente Responsable**
- **ESR, Climate Disclosure Leader 2014**

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