Praxair, Inc.

Matthew J. White
Senior Vice President and Chief Financial Officer

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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.
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Senior Vice President & Chief Financial Officer

Matt White was appointed senior vice president and chief financial officer of Praxair, Inc. in 2014.

White joined Praxair in 2004 as finance director of Praxair’s largest business unit, North American Industrial Gases. In 2008, he became vice president and controller of Praxair, Inc., then was named vice president and treasurer in 2010. In 2011, Matt was named president of Praxair Canada. Before joining Praxair, White was vice president, finance, at Fisher Scientific and before that he held various financial positions, including group controller, at GenTek, a manufacturing and performance chemicals company.

White earned a bachelor of science degree in industrial engineering from Penn State University and a master’s degree in business administration-finance from the University of Delaware. He is a certified public accountant and a CFA charterholder.
Praxair Snapshot

Industrial Gases
- Critical to customer; small part of their cost
- Local production and distribution
- Long-term contracts

Praxair Industry-Leading Results
- Operating margin 23%
- After-tax return on capital 13%
- Operating cash flow 23% of sales

Praxair Performance Drivers
- Diverse end-markets
- Integrated supply model
- Select geographic footprint, largest in Americas
- Disciplined investments drive density & returns
- Growth and margin expansion
- Strong cash flow generation and disciplined capital allocation

YTD15 Sales

Continuous improvement…resilient cash flow… accretive recovery
Geographic Density

54% Sales
- Largest integrated system
- U.S. petchem build-out
- U.S. packaged gas M&A

12% Sales
- Leverage to recovery
- Project start-ups
- M&A builds density

14% Sales
- Application technology driven growth
- India strength

14% Sales
- Price attainment
- Right-sizing costs
- Growing healthcare, food and beverage

Taking action on profitability and growth

% of September year-to-date 2015 sales; excludes Praxair Surface Technologies
Medium-Term Profit Drivers

2015

Optimize Base Business
- Price management
- Leaner organization
- Productivity and cash flow

Enhance Geographic Density
- Synergistic acquisitions
- More resilient end-markets

Increasing Benefits from Project Contribution
- 40% of backlog in North America and growing
- Larger contribution in 2017+

2018+

Eventual Macro Recovery
- Emerging markets and upstream energy
- Strengthening foreign exchange rates
- Highly accretive earnings growth

Grow earnings independent of macro economic environment
Medium-term Growth Outlook

% Year-Over-Year Growth, excluding FX impact

**SALES**

- Low to mid single-digit
  - Price
  - Project backlog
  - Applications technology
  - Base volume related to industrial production
  - Acquisitions/divestitures

**OPERATING PROFIT**

- Greater than sales growth
  - Margin expansion
  - Restructuring actions
  - Productivity + pricing > costs
  - Existing asset utilization

**EPS**

- Greater than OP growth
  - Fewer shares
  - Annual dividend growth

**AFTER-TAX RETURN ON CAPITAL:**

- ~13%+

**STRONG OPERATING CASH FLOW**

- ~25% of Sales
Capital Allocation

Operating Cash Flow ~25% of Sales

Growth
- Priority is quality growth
  - Capital projects in our core business with prudent terms and conditions
  - Synergistic acquisitions
  - Double-digit after-tax IRR

Return to Shareholders
- Consistently strong return of cash to shareholders
  - Growing dividends at least in-line with earnings (19% CAGR over 22 years)
  - Remaining free cash for stock repurchases

Investment Grade Rating
- Maintain “A” rating
  - Hold net debt approximately at current levels
  - Flexibility for future growth opportunities

Consistently Disciplined
Sustainability Highlights

**BEST-IN-CLASS SAFETY PERFORMANCE:**

- SAFETY FIRST
- 20x better than US OSHA industrial average lost workday case rate

**ECO-PORTFOLIO:**

- $60+MM energy savings per year
- 32% of revenue

**GHG:**

- 2x net GHG benefit through PX applications
- 335,946 beneficiaries globally from Community Engagement

**RECOGNITION:**

- 13 consecutive years named to the Dow Jones Sustainability Indices
- In Collaboration with RobecoSAM
- 8 consecutive years as a Climate Disclosure Leader 2014
- 2015 FORBES' America's Best Employers List

**EMPLOYEES PARTICIPATED IN Praxair's Zero Waste Program:**

- 250+ sites & 12,500+ employees participated in Praxair's Zero Waste Program

**90% of LEADERSHIP in emerging economies is local**

**125MM people served by water applications**