

Praxair, Inc.

Steve Angel
Chairman, President and Chief Executive Officer



Nomura Global Chemical Industry Leaders Conference

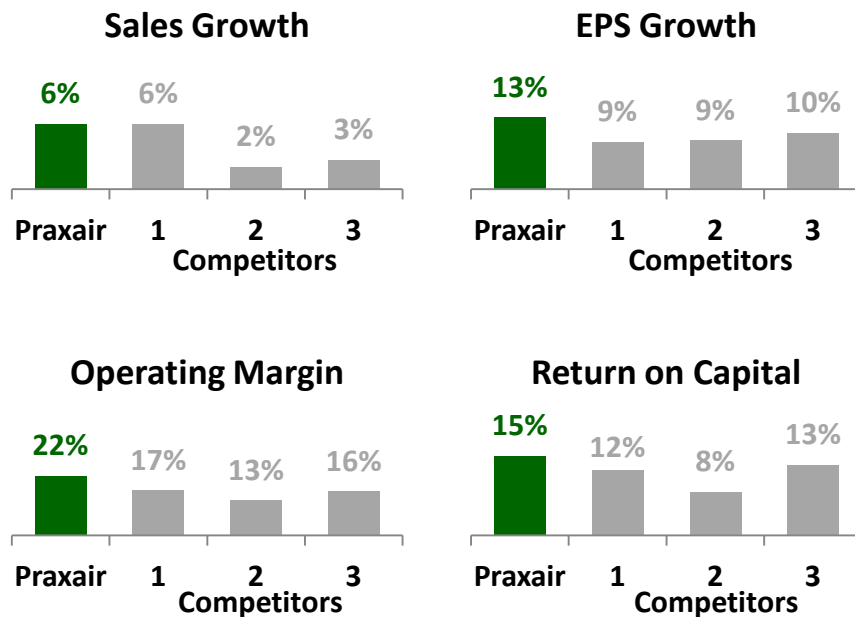
March 22, 2012

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; 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.

Praxair Track Record

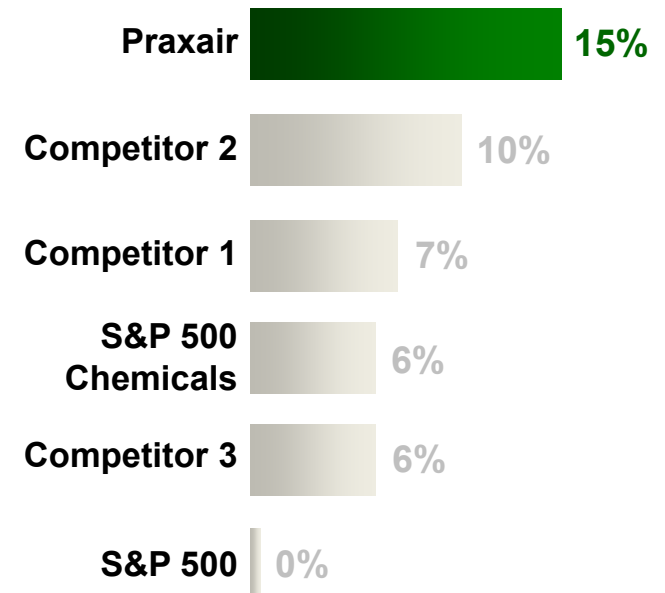
Strong Underlying Fundamentals...



* Sales Growth and EPS Growth – 5 year CAGR

** Operating Margin and ROC – 2011

Driving Industry - Leading Returns (5-year TSR)



Leading value creation in the industry

Sustaining a Competitive Advantage

Focus

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

Market Selection

- Build density in key geographies
- Best emerging market footprint
- Capital discipline

Technology

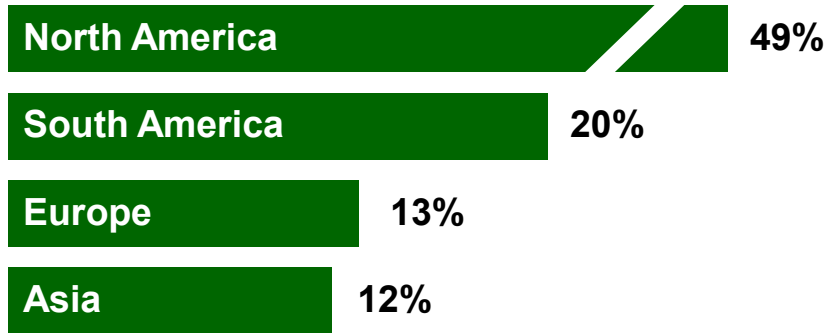
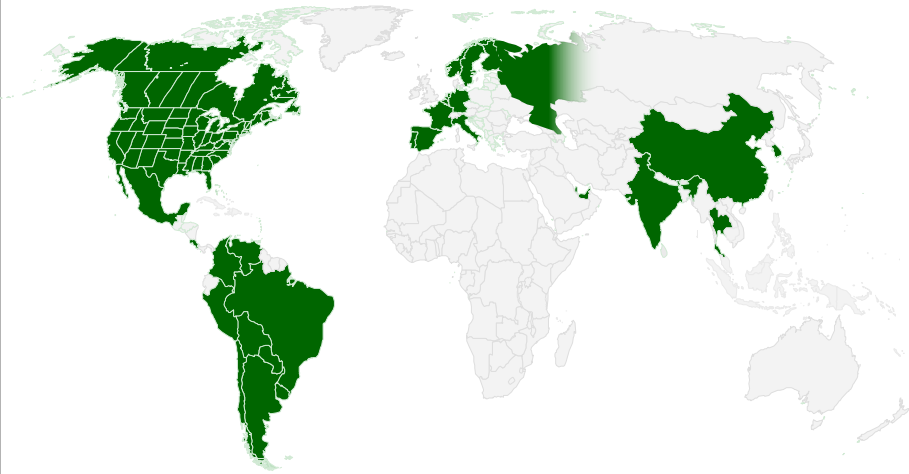
- Product line advantage
- Customer applications
- Total cost of ownership

Execution

- Project management
- Distribution efficiencies
- Productivity culture

Execution culture...difficult to emulate

Selective Geographic Focus and Integrated Supply



Three supply methods from one plant

Onsite / Pipeline 25%

- 15-year take-or-pay contracts
- Indexed to energy, inflation and currency

Merchant / Liquid 32%

- Exclusive supply agreements
- Sourced as by-product from on-site

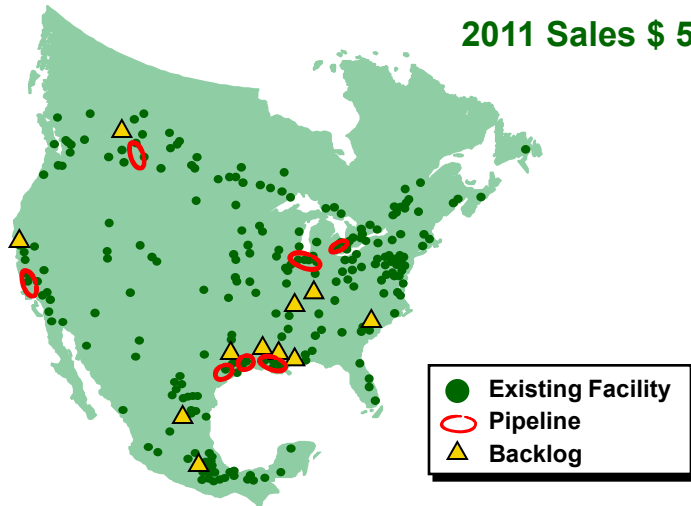
Packaged / Medical 27%

- Cylinder and equipment rental
- Sourced as by-product from bulk

Production / distribution density drives higher profitability and ROC

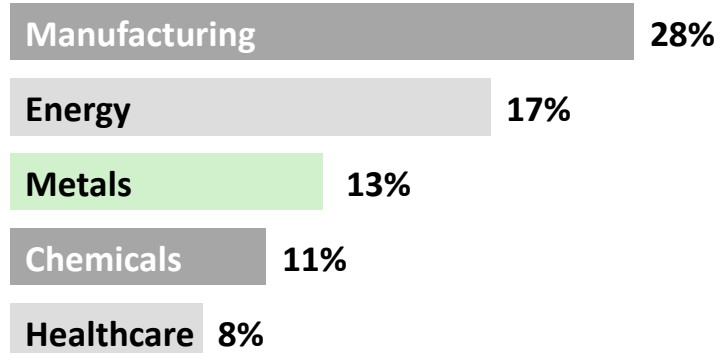
North America

2011 Sales \$ 5.5B



- 500 production plants
- 3,000 distribution vehicles
- 500,000 customer locations
- Pipeline enclaves
- Unique helium, argon and rare gases production & supply capabilities

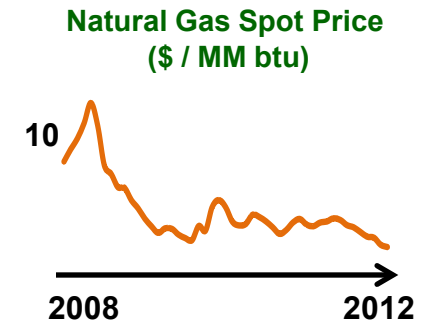
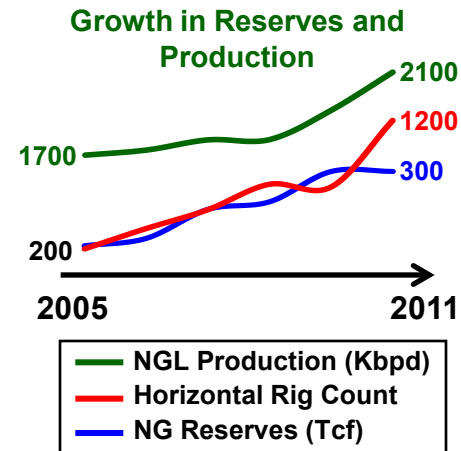
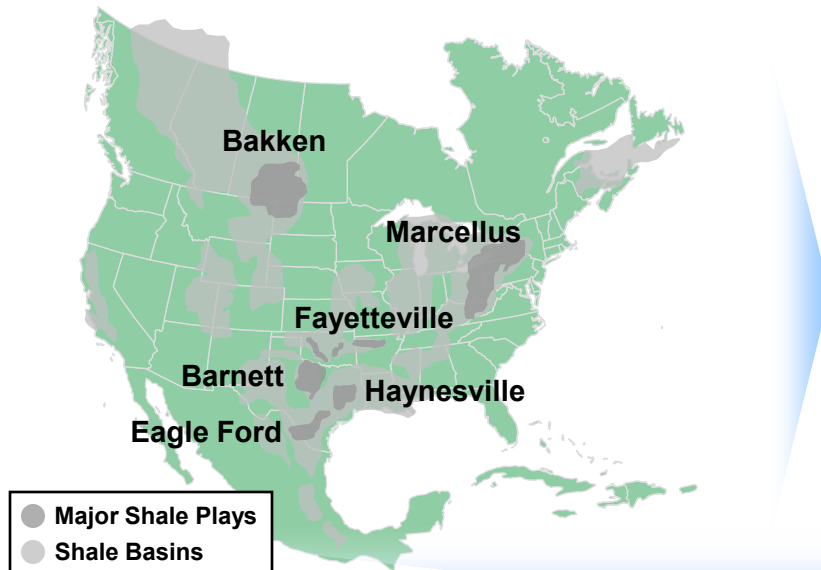
Main Markets



- Strong growth fundamentals:
 - Manufacturing
 - Energy
 - Chemical
- Robust backlog of projects

Largest industrial gases company in North America

Strong Shale Activity Drives Significant Opportunities



Oil & Gas Services

- Praxair # 1 in N. A.
- Significant assets
- \$350MM sales*
- Shale opportunity

New Projects

- Ethane crackers, methanol and derivatives
- Hydrocracking for refineries

US Industry

- Chemical industry and manufacturing competitiveness
- Potential 0.5% increase in I.P.

* 2012 estimates

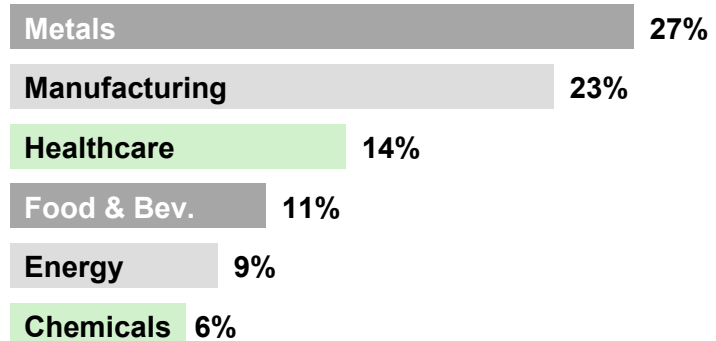
South America



■ Unrivaled network, strong #1 position

- 145 production units
- 285 branches and filling stations
- 2,050 distribution vehicles
- 150,000 customers

Main Markets



■ Robust underlying fundamentals

- Expanding domestic demand
- Infrastructure development
- Export of metals and agricultural commodities

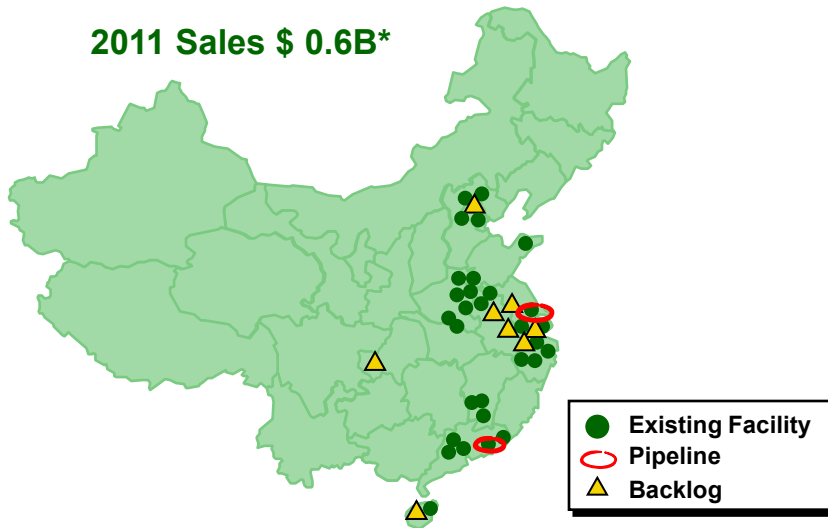
■ Key growth markets: energy, manufacturing, metals, food & beverage, healthcare

■ Strong growth from project backlog

Best positioned and preferred supplier

China

2011 Sales \$ 0.6B*



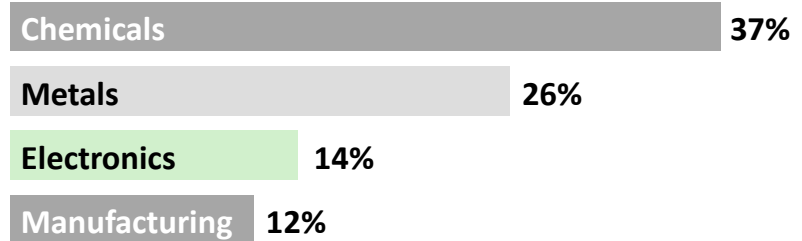
■ Major enclaves in key geographies

- Caojing
- Daya Bay
- Chongqing

■ Quality customers and projects

* Combined Sales

Main Markets



■ Growing market with significant opportunities:

- Gasification, chemicals, metals, electronics
- Industrialization of inland provinces
- Energy efficiency & environmental
- Outsourcing captive production
- Applications driven growth
- Strong growth from project backlog

Increasing density and expanding footprint

Hydrogen Demand Growth

- Developed markets
 - Heavy/sour crude capability
 - Shift to diesel
 - Replacing older, inefficient units

- Emerging Markets
 - Greenfield refining capacity
 - Adoption of Euro fuel standards
 - Heavy/sour crude capability
 - H2 for chemicals
 - Trend toward outsourcing

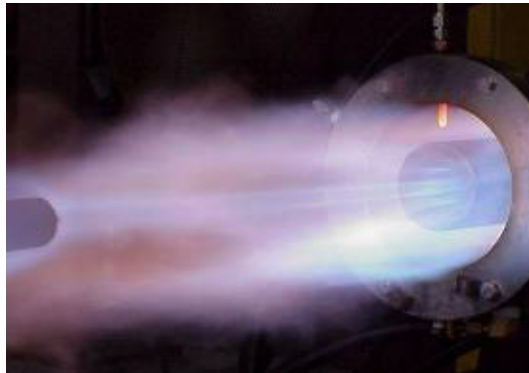
Refining Capacity Growth (2010 – 2015)

US/Europe	2%
India	15%
China	20%
Middle East	24%
Brazil	25%

Source: Purvin & Gertz, Praxair estimates

Praxair hydrogen volumes expected to grow 20% p.a.

Environmental Applications for Customers



Oxy-fuel Combustion



VOC emissions control



Water Treatment

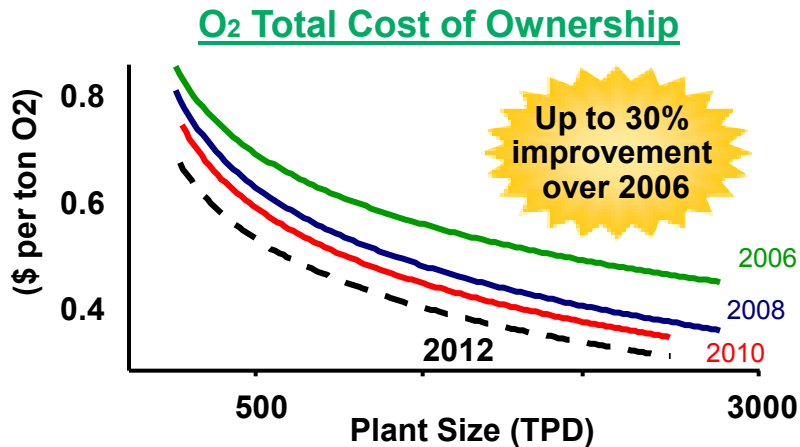


Energy efficient windows

~2-3% per year sales growth from high margin applications

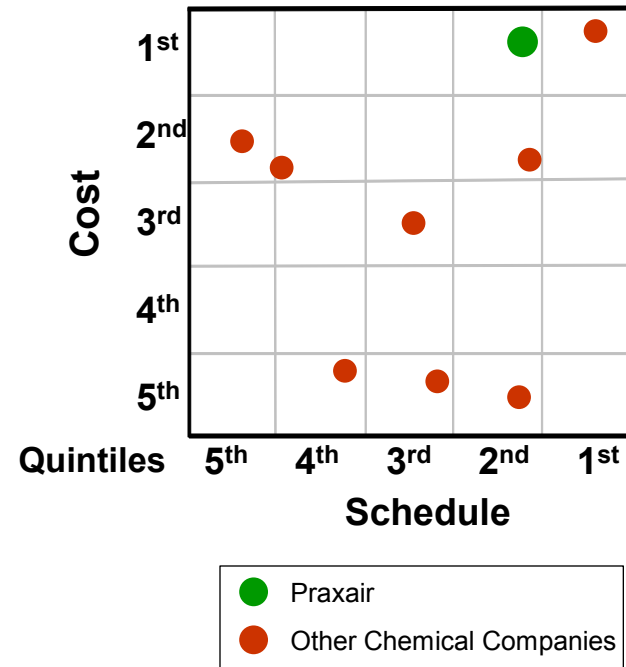
Competitive Advantage in Plant Design and Execution

- **Standardized product-line plants**
 - Up to 3000 TPD
 - >90% of plant builds
- **Multi-year Technology Roadmap**



Maintaining competitive advantage in plant offerings

Cost and Schedule Performance*



Superior execution ensures expected returns

* Source: International Project Analysis (IPA)

Proven Track Record of Productivity

Plant Efficiency

- Turbomachinery
- Advanced Control systems

Distribution & Packaged Gas

- Fuel efficiency
- Routing optimization

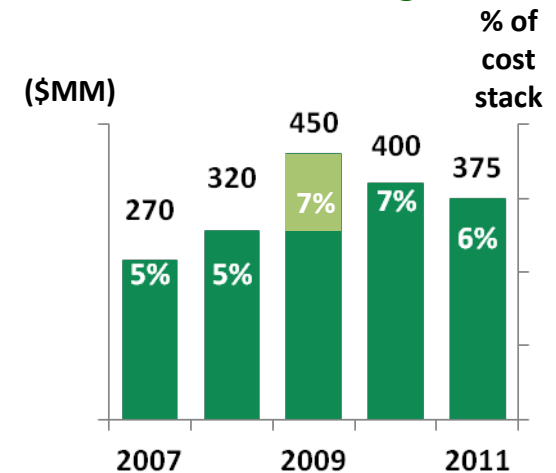
Lean Six Sigma

- Network optimization
- Facility workflow

Business Process

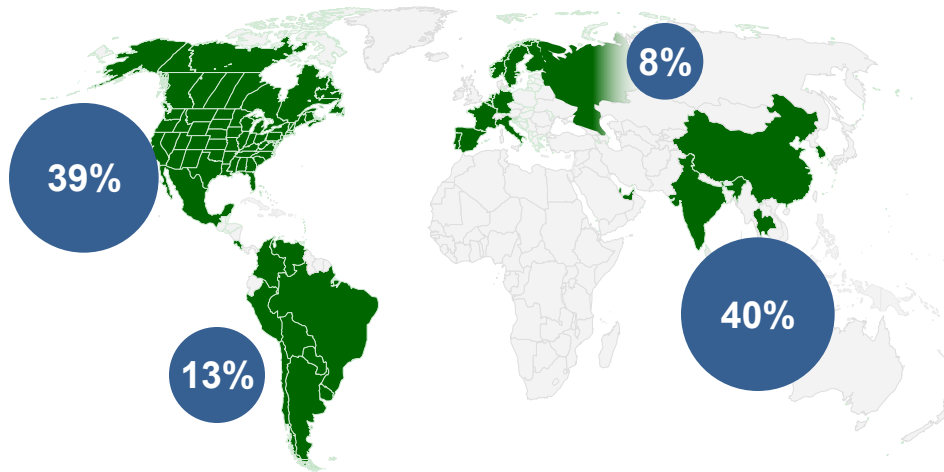
- Excellence in Design, Global Engineering & Execution (EDGE)

Annual Savings

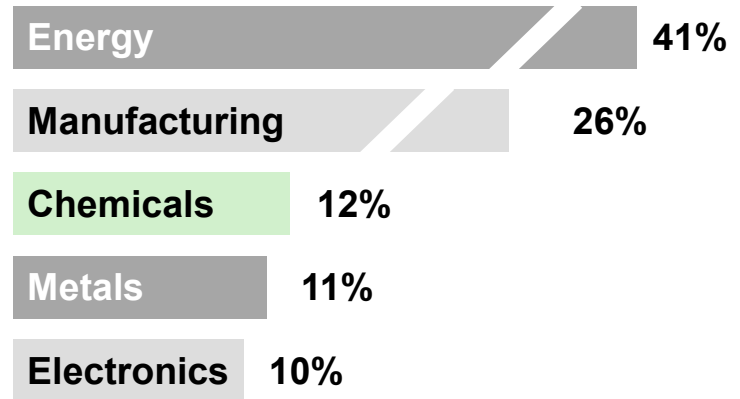


Productivity savings are sustainable – minimum target 5% per year

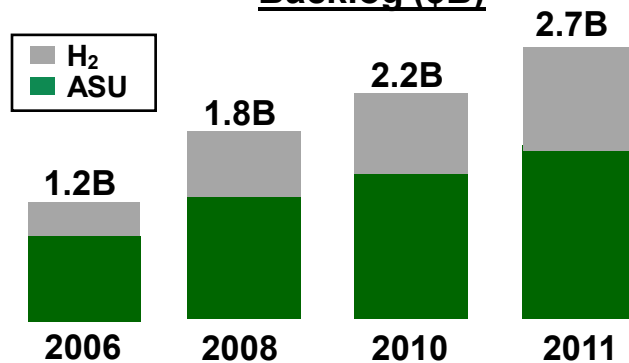
Project Backlog



Backlog by Market



Backlog (\$B)



- \$ 2.7B of signed, long-term contracts with customers
- Strong customer bidding activity

Driven by emerging economy and energy markets

Long-term Growth Objectives

Annual Organic Growth

Sales → **8-12%**

Operating Profit → **10-15%**

EPS → **12-18%**

After-tax return on capital* **15%+**

- Growing project backlog
- Emerging markets growth

- Continued productivity
- Pricing > cost inflation

- EBITDA ~30% of sales
- Capex ~15% of sales

**Free cash flow for
increasing dividends and
share purchases**

*Non-GAAP measure, see page 40 of the 2011 annual report

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.



CARBON DISCLOSURE PROJECT

Global Carbon Disclosure Leadership Index
Global Carbon Performance Leadership Index



MSCI ESG Indices

