

Strategy for Success

Innovation, Integration, and Improvement

Scott Crocco

Senior Vice President and
Chief Financial Officer

Baird Industrial Conference
November 2013



Forward looking statement

Note: This presentation contains "forward-looking statements" within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, including statements about earnings guidance and business outlook. These forward-looking statements are based on management's reasonable expectations and assumptions as of the date of this release. Actual performance and financial results may differ materially from projections and estimates expressed in the forward-looking statements because of many factors not anticipated by management, including, without limitation, weakening or reversal of global or regional economic recovery; future financial and operating performance of major customers; unanticipated contract terminations or customer cancellations or postponement of projects and sales; the impact of competitive products and pricing; interruption in ordinary sources of supply of raw materials; unanticipated asset impairments or losses; the impact of price fluctuations in natural gas; the ability to recover unanticipated increased energy and raw material costs from customers; costs and outcomes of litigation or regulatory investigations; the impact of management and organizational changes, including the chief executive officer search; the success of productivity programs; the timing, impact, and other uncertainties of future acquisitions or divestitures; significant fluctuations in interest rates and foreign currencies from that currently anticipated; political risks, including the risks of unanticipated government actions that may result in project delays, cancellations or expropriations; the impact of changes in environmental, tax or other legislation and regulations in jurisdictions in which the Company and its affiliates operate; the impact on the effective tax rate of changes in the mix of earnings among our U.S. and international operations; and other risk factors described in the Company's Form 10K for its fiscal year ended September 30, 2012. The Company disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained in this document to reflect any change in the Company's assumptions, beliefs or expectations or any change in events, conditions, or circumstances upon which any such forward-looking statements are based.

All financial figures are FY13 unless noted otherwise

Who we are

We have built a global portfolio with market leading positions in diverse end markets \$10+ billion in sales

- Established leading positions across varied high growth and critical end markets
- Great growth opportunities in Energy, Environmental and Emerging markets
- Helping customers succeed by improving their productivity, efficiency, quality and environmental impact
- Targeting diverse offerings, geographies (40+ countries) and customers
- Plus leading Joint Venture positions in key growth markets around the world

“Built on innovation” – Early identification of new markets and trends

- Pioneered onsite business model
- Developed H₂ outsource model
- Recognized leader in the LNG market
- First entrant and established leader in electronics industry
- Leveraged onsite project development expertise to develop sustainable waste-to-energy solutions

Consistent and predictable cash flows

- Long-term contracts and diversified customer base
- Pricing to recover raw material cost increases
- Relentless focus on productivity minimizes impact of cost inflation
- Prudent capital structure with strong balance sheet



Air Products supply modes

Stability and profitable growth



41%

21%

30%

8%

Onsite/Pipeline

15-20 year contracts
Limited volume risk
Energy pass through

Liquid Bulk

3-5 year contracts
Cost recovery

Package Gases & Specialty Materials

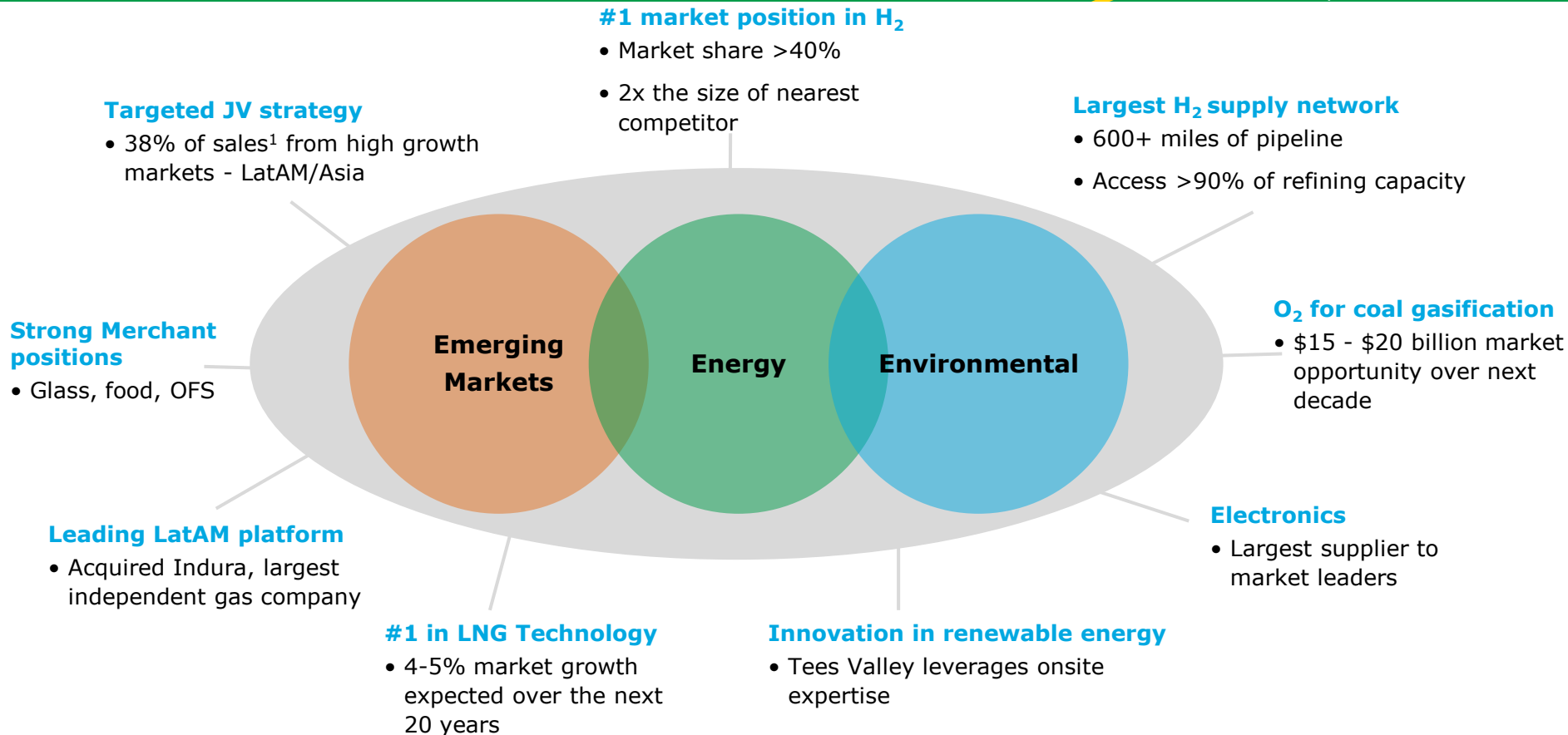
Short-term contracts
Differentiated positions

Equipment & Services

Sale of equipment
PO based

Industry leading onsite exposure

Our target markets have high growth potential



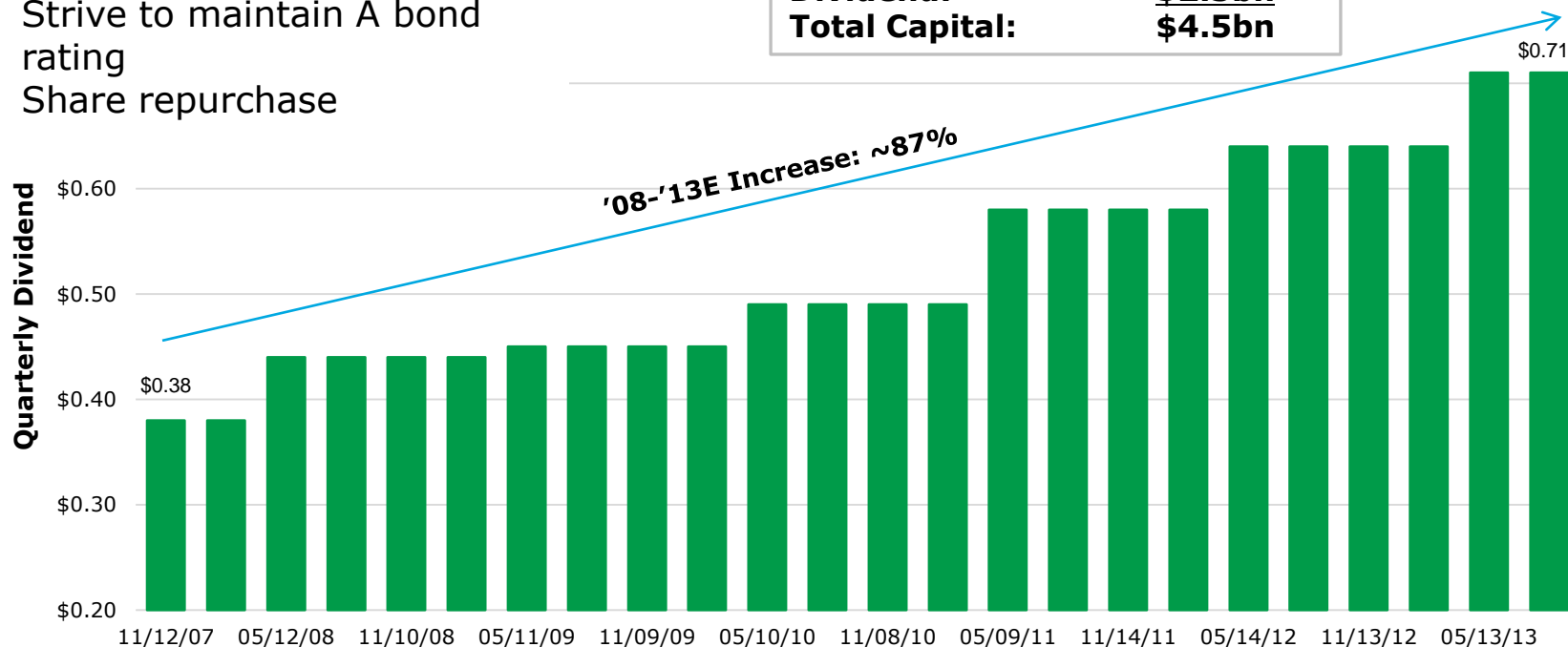
Helping customers succeed by improving their productivity, efficiency, quality and environmental impact

Notes: 1) With 100% JVs

Strong capital return to shareholders

- Invest in core projects at good returns
- Dividend increases each year
- Strive to maintain A bond rating
- Share repurchase

Since 2008:	
Repurchase:	\$2.0bn
Dividend:	\$2.5bn
Total Capital:	\$4.5bn



31 Consecutive Years of Dividend Increases
Strong and long-standing track record

Key Focus...

- Delivering profitable growth from existing assets
- Disciplined project execution
- Winning in the marketplace
- Focused productivity and cost reductions

...to deliver shareholder value

Thank you

[tell me more](#)

