

# Driving Performance and Executing on Strategy

Simon Moore  
Director, Investor Relations

Oppenheimer Industrial  
Growth Conference

May 2014



# Forward looking statements

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 presentation. 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; unexpected changes in raw material supply and markets including helium; the impact of price fluctuations in natural gas; unanticipated asset impairments or losses; the ability to recover increased energy and raw material costs, including weather related costs, from customers; costs and outcomes of litigation or regulatory investigations; the impact of management and organizational changes, including pension settlement and other associated costs; 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 regulatory activities 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, 2013. The Company disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained in this presentation 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.

# Air Products is...

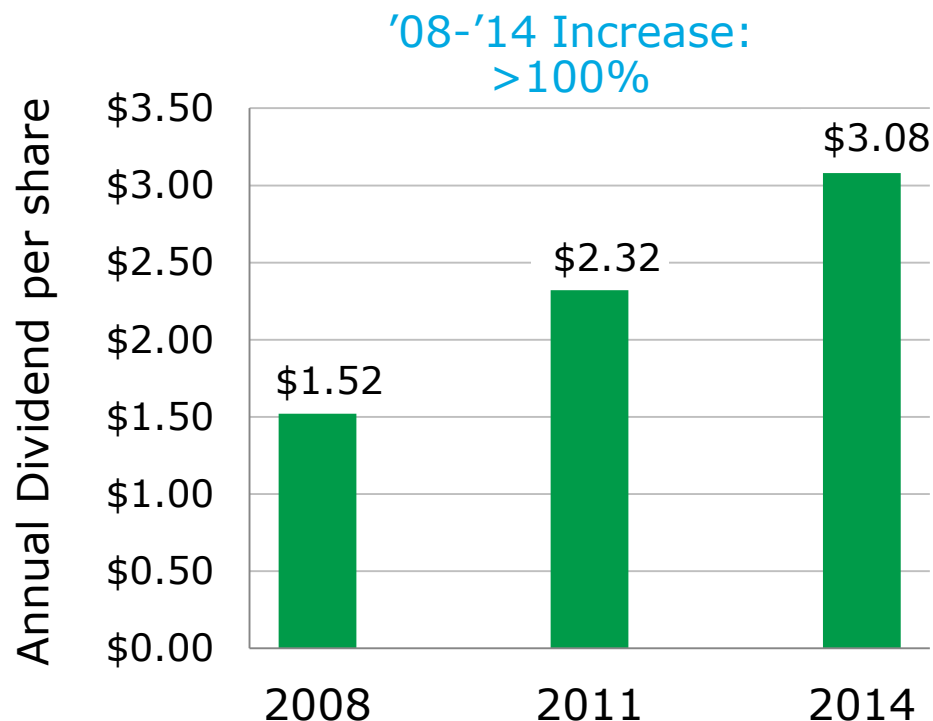
...a leader in the global industrial gas industry with:

- Established leading positions in diverse end markets, including energy, chemicals, electronics and manufacturing
- Growth opportunities driven by Energy, Environmental and Emerging markets
- Complementary materials and equipment businesses
- A multi-billion project backlog with long-term contracts that generate consistent and predictable cash flows
- Leading positions in key growth regions including profitable joint ventures
- A prudent capital structure with a solid balance sheet supporting long-term profitable growth



# Committed to delivering shareholder value

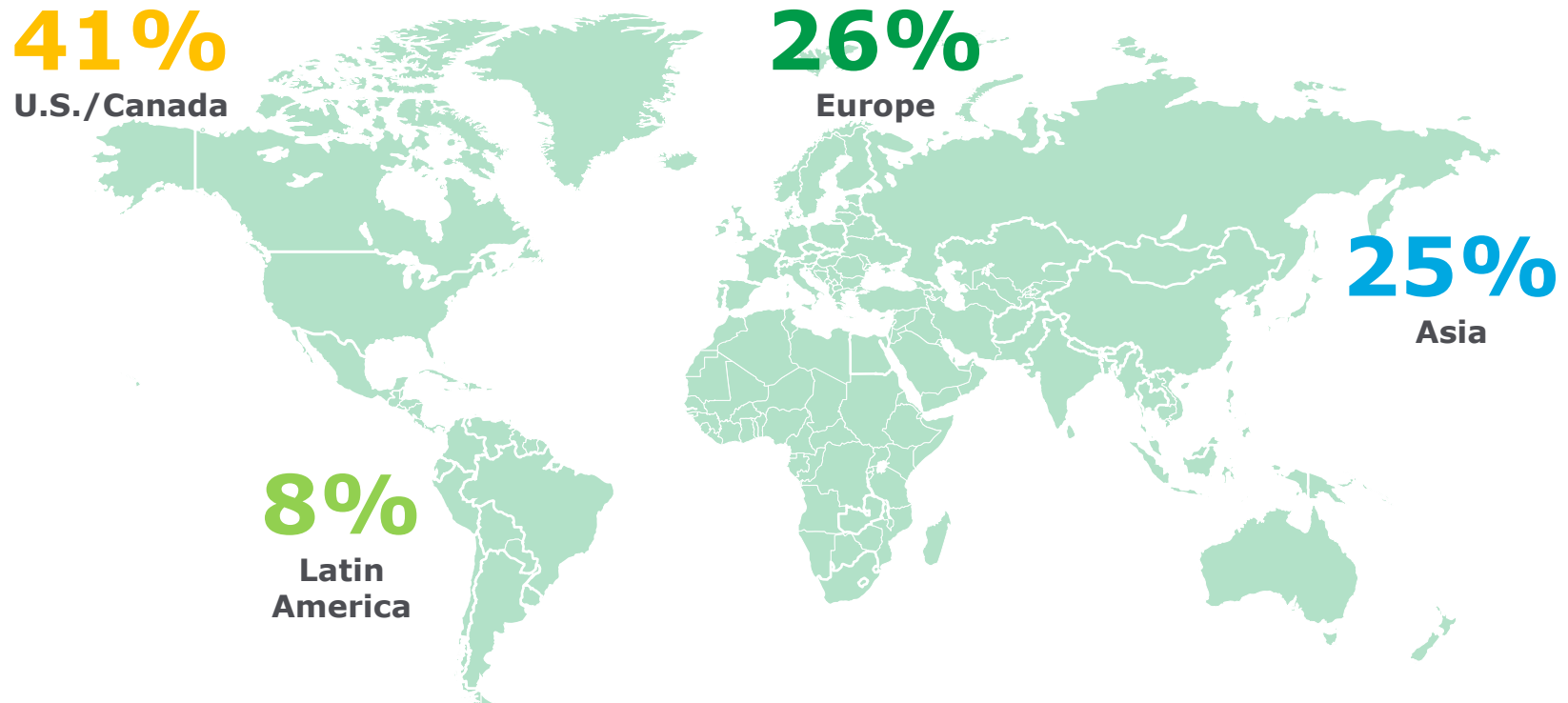
- Invest in core projects at good returns
- Dividend increases each year
- Strive to maintain A bond rating
- Share repurchase



**~\$5B returned to shareholders since 2008 = \$3B dividend + \$2B repurchase**  
**32 Consecutive Years of Dividend Increases**

# Air Products global presence

\$10 billion in revenue from 50 countries around the world with leading positions in high growth emerging economies



# Air Products supply modes

## Stability and profitable growth



**41%**

### Onsite/Pipeline

15-20 year contracts  
.....  
Limited volume risk  
.....  
Energy pass through  
.....

**21%**

### Liquid Bulk

3-5 year  
contracts  
.....  
Cost recovery  
.....

**30%**

### Package Gases & Specialty Materials

Short-term contracts  
.....  
Differentiated  
positions  
.....

**8%**

### Equipment & Services

Sale of  
equipment  
.....  
PO based  
.....

**Industry leading onsite exposure**

# Air Products target markets have high growth potential

## Strong Merchant positions

- Glass, food, OFS
- Asia Leadership

## #1 market position in H<sub>2</sub>

- Market share >40%
- Strong growth drivers

## Targeted JV strategy

38% of sales<sup>1</sup> from high growth markets - LatAM/Asia

## Largest H<sub>2</sub> supply network

- 600+ miles of pipeline
- Access >90% of refining capacity

## Leading LatAM platform

Acquired Indura, largest independent gas company

## Emerging Markets

## Environmental



## Energy

## O<sub>2</sub> for coal gasification

\$15-\$20 billion market opportunity over next decade

## #1 in LNG Technology

4-5% market growth expected over the next 20 years

## Electronics and Performance Materials

- Largest supplier to market leaders
- Advanced Materials and PM Innovation

## Innovation in renewable energy

Tees Valley leverages onsite expertise

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



## Tonnage Segment

# Onsite business delivers secure and predictable cash flow

- 15-20 year take-or-pay contracts
  - Attractive returns on capital
  - Limited energy or volume risk
  - 2-3 year project execution
- #1 in global onsite H<sub>2</sub> used to refine heavy crude and reduce sulfur content
  - Strong growth profile
  - The world's largest H<sub>2</sub> pipeline (~675 miles), supplying 90% of refineries on the U.S. Gulf Coast
- Leading position in China O<sub>2</sub> market
  - When complete, will be the largest supplier of O<sub>2</sub> for use in coal gasification
- Investment location driven by market opportunities and risk-adjusted return

### Leading Global Footprint in Onsite Business

- 10 major on-site projects currently under construction
- >85% of total backlog



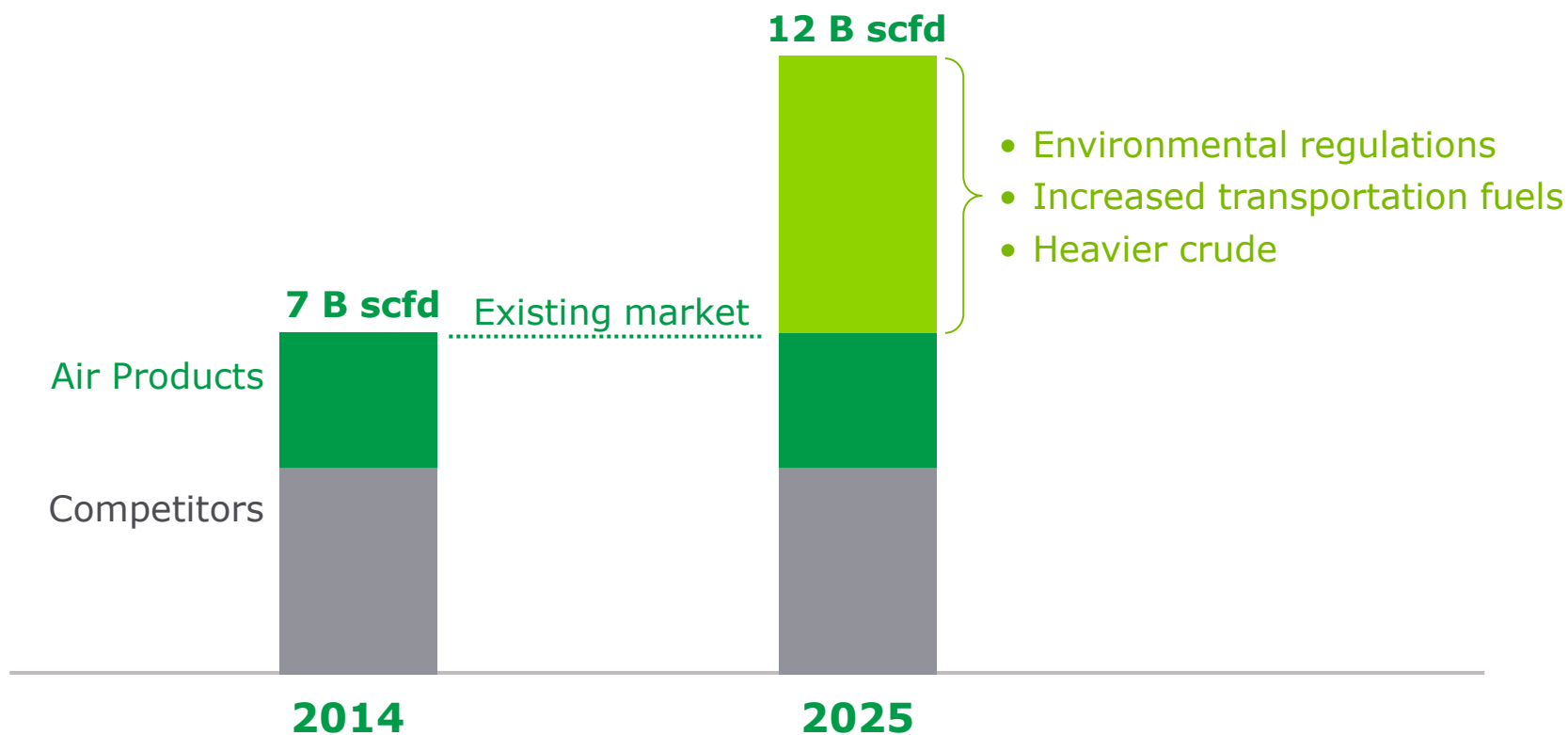
**Attractive, secure earnings regardless of economic environment**



# #1 leadership in global on-site H<sub>2</sub>

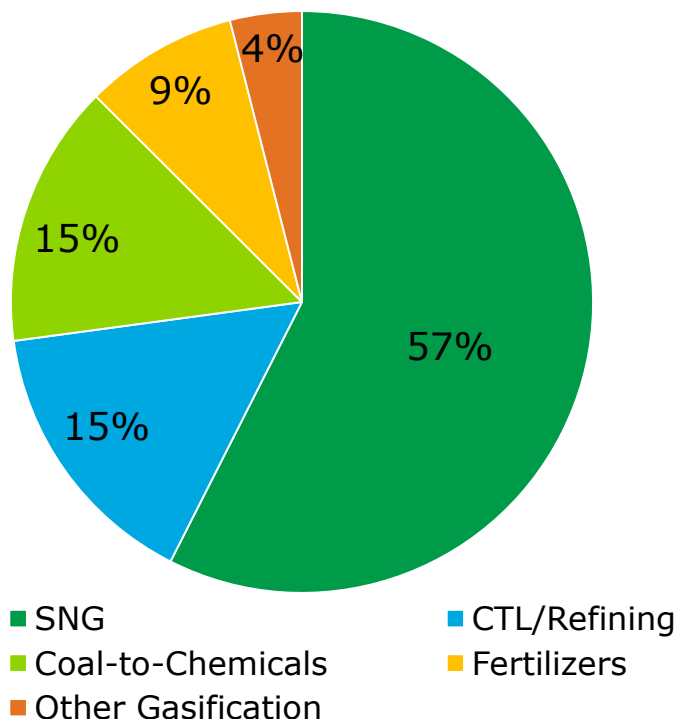
Maintained 40% share over 20+ years

Significant future growth



# Oxygen for coal gasification in China

High growth market over the next ten years

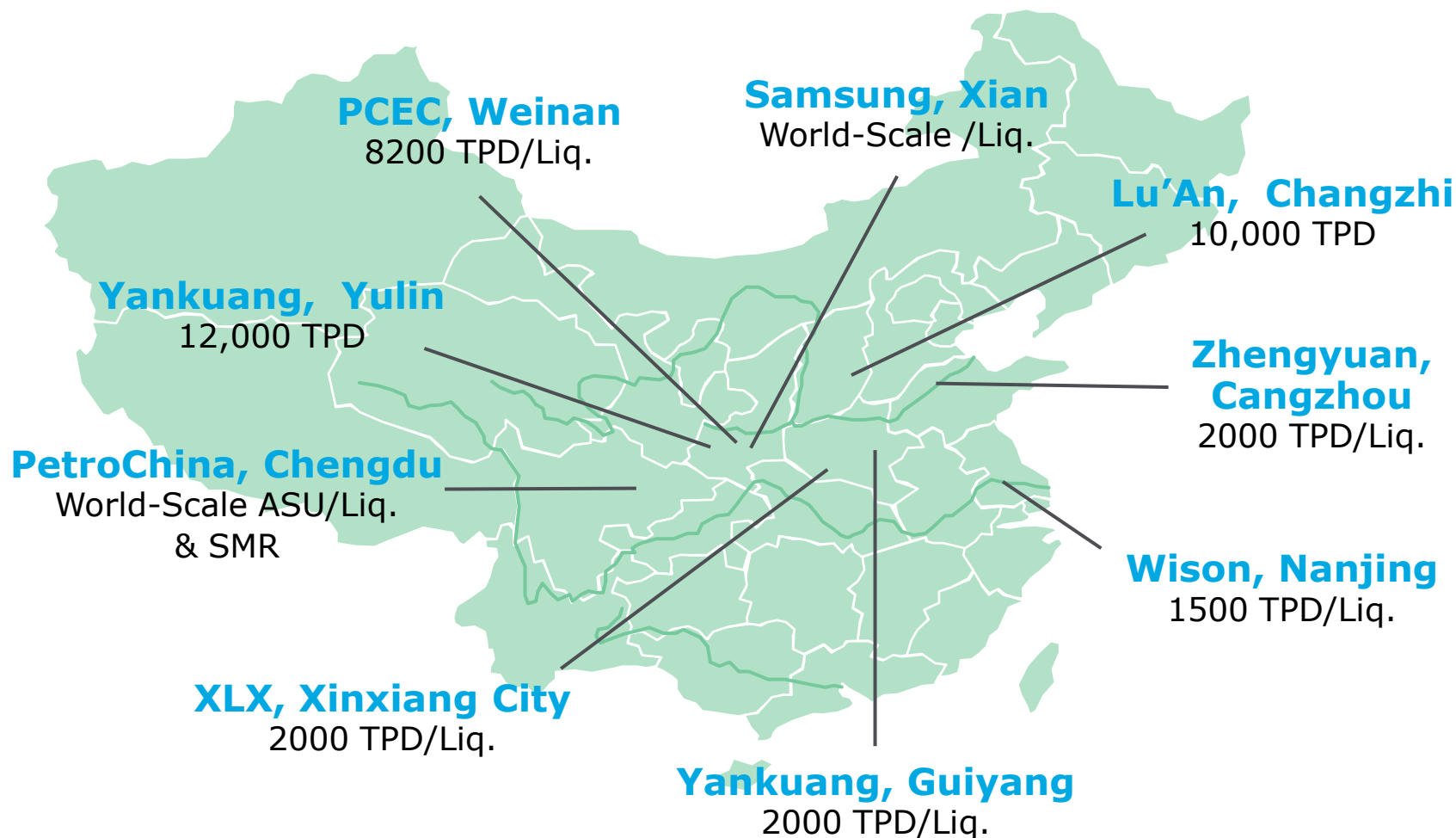


- China goals
  - Energy independence
  - Utilize domestic resources
  - Environmental improvement
- Low coal price vs. Oil and NG
- Outsource model
- Diverse end markets

**China represents almost 70% of the global oxygen market of 1 million TPD or \$25 billion investment**

## Tonnage Segment

# China significant recent wins

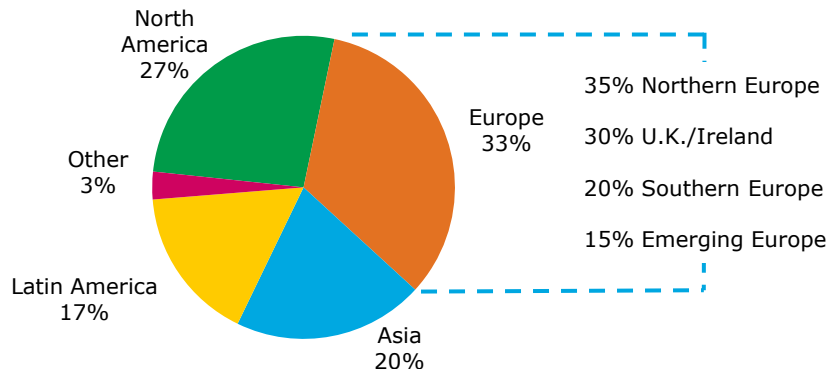


## Merchant Segment

# Business is positioned to outperform...

... from economic recovery in Europe and an acceleration of activity in Asia

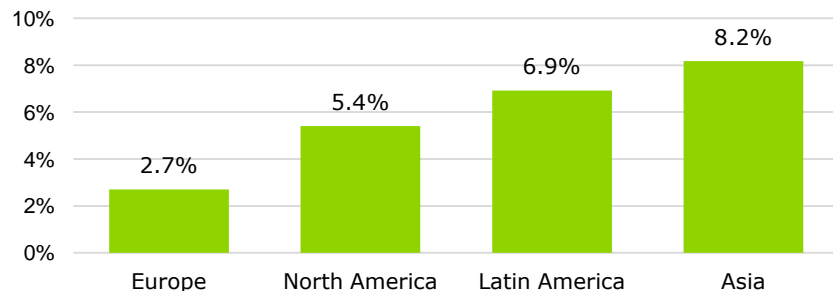
- #1 position in high growth Asian markets
  - China, Korea and Taiwan
- #2 position in US/Canada



- ~4/5 of European revenue from stable economic regions
  - Northern Europe, U.K./Ireland and Emerging Europe

Merchant Business – FY13

### % Real GDP Growth (2013-2015)



- ~\$1 billion of sales opportunity with expected incremental margins of 30%-40%
  - Timing driven by macroeconomic factors
- Opportunities geographically diversified, creating balanced global portfolio
- Resources in place to deliver growth
  - Experienced sales force focused on profitable growth

**Significant opportunity in key growth markets**







# Merchant Segment Driving improvement

- Load existing assets
  - Commercial technology applications
  - Targeted sales resources
- Leverage new price opportunities
- Benefits from restructuring
- Improve helium supply
  - New projects
- Strategic Positions
  - Indura
  - EPCO
  - Oil Field services



## Merchant Segment

# Profitable joint ventures with leadership positions in emerging markets

	Mexico	Italy	South Africa	Saudi Arabia	India	Thailand
						
Sales (\$B, 100%)	\$0.9	\$0.6	\$0.2	\$0.15	\$0.15	\$0.15
AP Ownership	40%	49%	50%	25%	50%	49%

FY 2013	Air Products (as reported)	Equity Affiliates <sup>1</sup> (100% basis)	Combined <sup>2</sup> (AP + 100% EA)
Sales (\$B)	\$10.2	\$2.8	\$13.0
Op Inc (\$B)	\$1.6	\$0.5	\$2.1
Op Margin	15.4%	19.2%	16.2%

**Partially owned JV's create exposure to 28% more sales and 35% more op income**

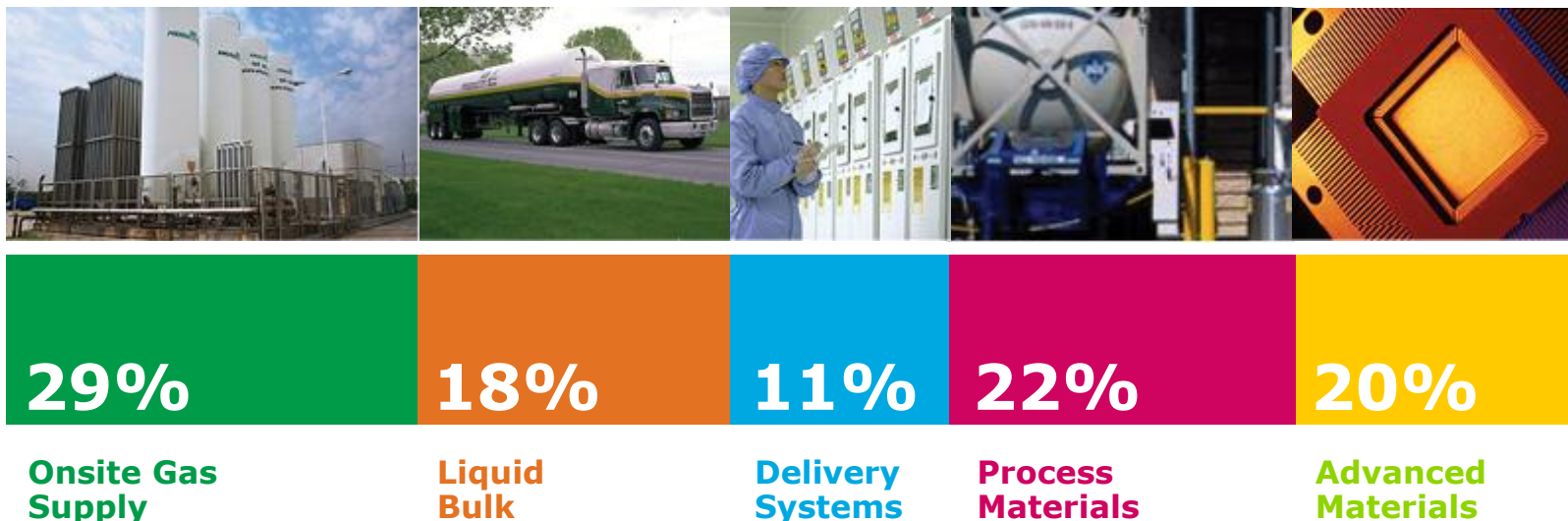
1. Please refer to financial statements for equity affiliate accounting.

2. Non-GAAP. If Air Products was to gain controlling financial interest and then consolidate, the results would be different than shown here

# Electronics and Performance Materials Segment

## Electronics

Reported revenue \$1.2 billion plus \$0.3B liquid/bulk in merchant



- Focus on the semiconductor industry
  - 300mm FABs for logic, memory and foundry
- Stability and profitable growth



# Electronics and Performance Materials Segment

## Performance Materials

### Growth through differentiation

- \$1 Billion sales, 4 major product lines



Polyurethane additives



Epoxy curing agents



Specialty surfactants



Functional additives

- Targeting a \$9 B space with #1 or #2 positions in the key target markets
- Focused on bringing differentiated performance to our customers' products, helping drive productivity, quality and environmental benefit
- Lower competitive intensity, niche markets, growing at multiples of GDP; substantial emerging market opportunities

# Energy from waste—Tees Valley UK

- Strategic drivers for EfW business
  - Innovative growth opportunity
  - Onsite business model
  - Proven competencies
- TV1
  - On schedule for a late FY14 startup and early FY15 full operation
- TV2
  - Duplicate of TV1 at adjacent site – leveraging project execution and operational synergies to obtain significant capital and operating savings resulting in improved profitability
  - Early CY2016 startup to maximize synergies and ROC program benefits
- Combined Projects
  - Gasify 700,000 TPY of waste to generate 100MW of power
  - ~\$950MM capital, \$0.25 - \$0.30 EPS when fully on-stream



# Equipment and Energy Segment

## Innovation in LNG

### Reshape markets and serve emerging needs

- Full range of process options: from peak-shavers to mega-trains
- Technology of choice for emerging floating LNG market
- Recent wins in Malaysia, China and Russia, solid backlog, strong bidding activity



**World's leading provider of patented LNG technology and equipment**

# Rigorous and disciplined approach to capital management...

## Risk Analysis

- Investments are made following a detailed quantitative, analytical and return-oriented evaluation
  - Industry, market, customer and facility quality evaluation
  - Region / sovereign risk
  - Contract terms

## Focused on Returns

- Project IRRs must significantly exceed risk-adjusted cost of capital and project specific return thresholds
- Not “growth for growth’s sake”

## Focused Spending

- Our investments are focused on our core gas business
  - Of our multi-billion backlog, >85% is onsite

## Checks and Balances

- All investments must be reviewed and approved by management
- All major investments must be reviewed and approved by Board
- Board-level review process performed after each major project to evaluate and improve our approach

## Project Execution

- Stellar execution record with actual capital below budget in each of the last five years

**Air Products is committed to proper allocation for future growth and focuses on good quality projects with attractive returns**

# Industry leading \$3.5B backlog:

Over 85% secure onsite/pipeline business model

Plant	Location	Capacity	Timing
ASU/Liquid	Yankuang, Guiyang, China	2,000 TPD O2	Onstream
H2	Petrochina, Chengdu, China	90 MMSCFD H2	Onstream
ASU/Liquid	Wison, Nanjing, China	1,500 TPD O2	Onstream
ASU/Liquid	Samsung, Xian, China	World Scale	Onstream*
ASU/Liquid	XLX, Xinxiang, China	2,000 TPD O2	Onstream
ASU	Tainan, Taiwan	Multiple Plants	Onstream*
H2	St. Charles, LA	World Scale	Onstream
Helium	Wyoming	200 MMSCFY	Q3FY14
ASU	Samsung, Tangjeong, Korea	World Scale	Q4FY14
ASU/Liquid	PCEC, Weinan, China	8,200 TPD O2	Q4FY14*
ASU/Liquid	Zhengyuan, Hebei, China	2,000 TPD O2	Q4FY14
EfW	Tees Valley 1, UK	50MW	FY15
ASU	Yankuang, Yulin, China	12,000 TPD O2	FY15
Helium	Colorado	230 MMSCFY	FY15
ASU	Lu'An, Changzhi City, China	10,000 TPD O2	FY16
H2/ASU	BPCL, India	165 MMSCFD H2	FY16
H2	Scotford, Canada	150 MMSCFD H2	FY16
EfW	Tees Valley 2, UK	50MW	FY16

# Air Products will continue to create value for shareholders



We are **focused on shareholder value creation**, with 32 consecutive years of dividend increase and ~\$5bn of capital returned since 2008



We have **proactively managed our portfolio**, continue to execute productivity initiatives, and made strategic acquisitions and divestitures positioning us in the right markets



We are **positioned for long term success**, taking advantage of economic recovery, with leadership positions in key markets and geographies and an industry-leading backlog supported by secure long-term contracts



We have a clear path to **driving profitable growth** through execution on our backlog, operational improvements, innovation and taking advantage of capacity loading

# Key focus...

- Maximizing value of our investments
  - Loading existing assets
  - Disciplined project execution
- Focused productivity and cost reductions
- Winning in the marketplace
- Delivering profitable growth

...to deliver shareholder value



Thank you

**tell me more**

