

# Strategy for Success

Innovation, Integration and Improvement

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24<sup>th</sup> Annual Credit Suisse Chemical & Ag Science Conference

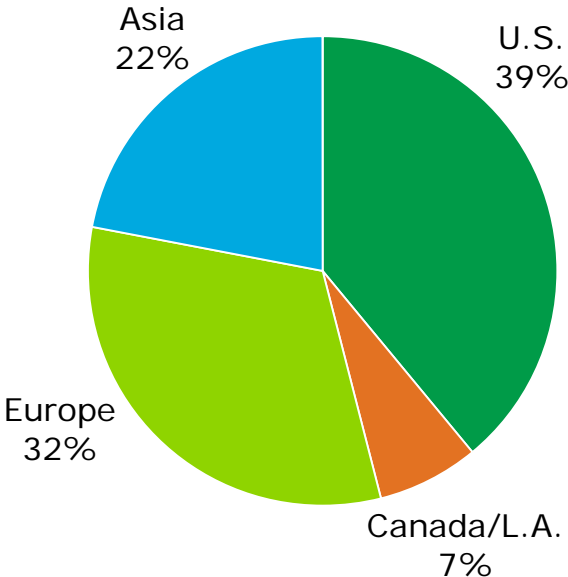
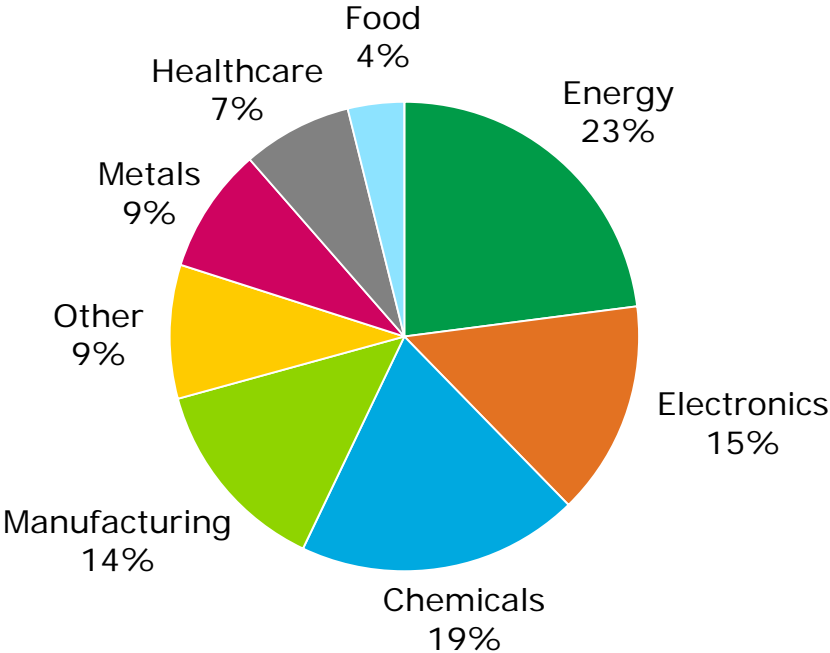
September 13, 2011

# 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 projections and targets. These forward-looking statements are based on management's reasonable expectations and assumptions as of the date this release is issued regarding important risk factors. 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, stalling of global economic recovery; renewed deterioration in economic and business conditions; weakening demand for the Company's products; future financial and operating performance of major customers and industries served by the Company; unanticipated contract terminations or customer cancellations or postponement of projects and sales; the success of commercial negotiations; asset impairments due to economic conditions or specific product or customer events; the impact of competitive products and pricing; interruption in ordinary sources of supply of raw materials; the ability to recover unanticipated increased energy and raw material costs from customers; costs and outcomes of litigation or regulatory actions; successful development and market acceptance of new products and applications, the ability to attract, hire and retain qualified personnel in all regions of the world where the Company operates; consequences of acts of war or terrorism impacting the United States and other markets; the effects of a natural disaster; the success of cost reduction and productivity programs and achieving anticipated acquisition synergies; the timing, impact, and other uncertainties of future acquisitions or divestitures; significant fluctuations in interest rates and foreign currencies from that currently anticipated; the continued availability of capital funding sources in all of the Company's foreign operations; the impact of environmental, healthcare, tax or other legislation and regulations in jurisdictions in which the Company and its affiliates operate; the impact of new or changed financial accounting guidance; the timing and rate at which tax credits can be utilized and other risk factors described in the Company's Form 10K for its fiscal year ended September 30, 2010. 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.

# Air Products At a Glance

- \$9B in revenues across diverse markets and geographies
- Positioned for continued long-term value creation



# Air Products Supply Modes

## *Stability and Profitable Growth*

### Onsite/Pipeline



15-20 year Contracts  
Limited Volume Risk  
Energy Pass through

### Package Gases & Specialty Materials



Short-Term Contracts  
Differentiated Positions

### Liquid/Bulk

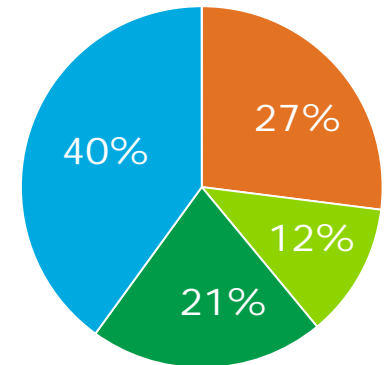


3-5 year Contracts  
Cost Recovery

### Equipment & Services



Sale of Equipment  
PO Based



- Onsite/Pipeline
- Packaged Gases & Specialty Material
- Equipment & Services
- Liquid/Bulk

Revenue  
Growth

11%-13%  
per year

From \$9B  
in 2010  
to  
\$15B+ in 2015

Operating  
Margin

20%

From 16.5%  
in 2010  
to  
20% in 2015

Return on  
Capital

15%

From 12.5%  
in 2010  
to  
15% in 2015

# Global Trends Drive Growth

## Increasing Energy Demand



- Refining
- Gasification

## Environmental Focus



- Refining
- Glass
- Coatings & Construction

## Emerging Markets



- Metals
- Chemicals
- Food
- Electronics

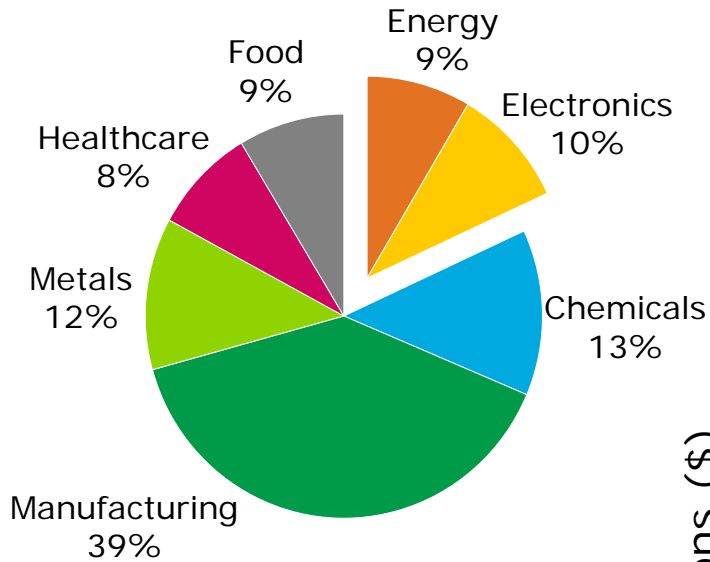
## Digital Revolution



- Semiconductor
- Display

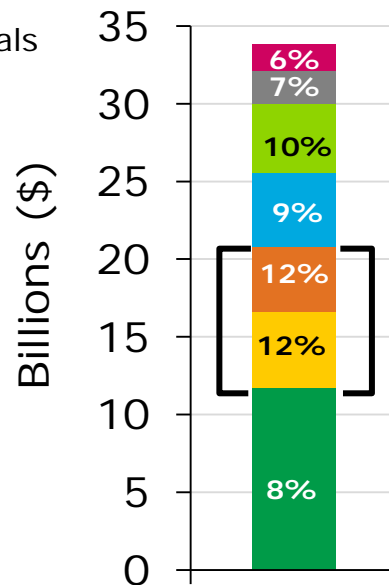
# Air Products Market Exposure 2010

Market \$63 Billion



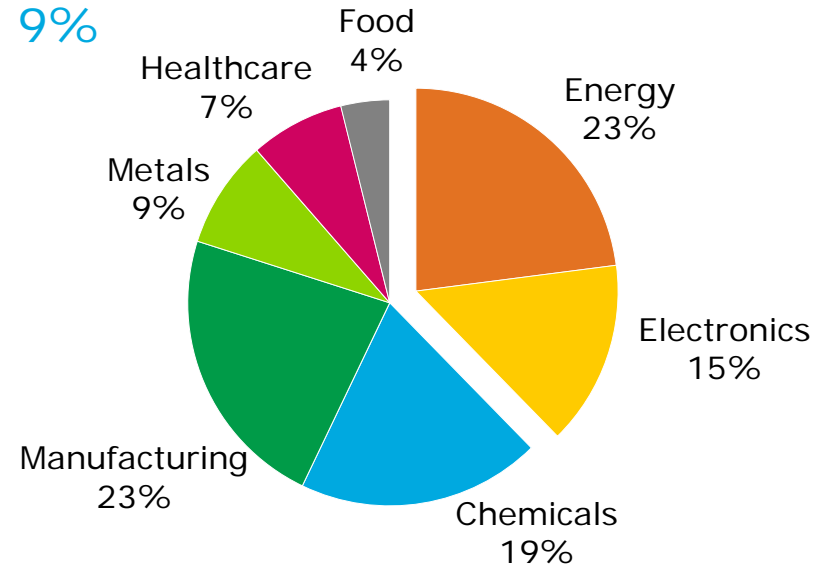
~9% Growth

Annual Growth 9%



Sales Growth

APD \$9 Billion



~10-11% Growth

# Air Products Advantage: Profitable Joint Ventures with Leadership Positions

Mexico	Italy	South Africa	India	Thailand
				

<b>Sales (100%)</b>	\$0.6B	\$0.5B	\$0.2B	\$0.1B	\$0.1B
<b>AP Ownership</b>	40%	49%	50%	50%	49%

FY 2010	Air Products (as reported)	Equity Affiliates <sup>1</sup> (100% basis)	Combined <sup>2</sup> (AP + 100% EA)
Sales (\$MM)	\$9,026	\$2,293	\$11,319
Op Inc (\$MM)	\$1,485	\$454	\$1,940
Op Margin	16.5%	19.8%	17.1%

Partially owned JV's create exposure to 25% more sales and 30% more op income

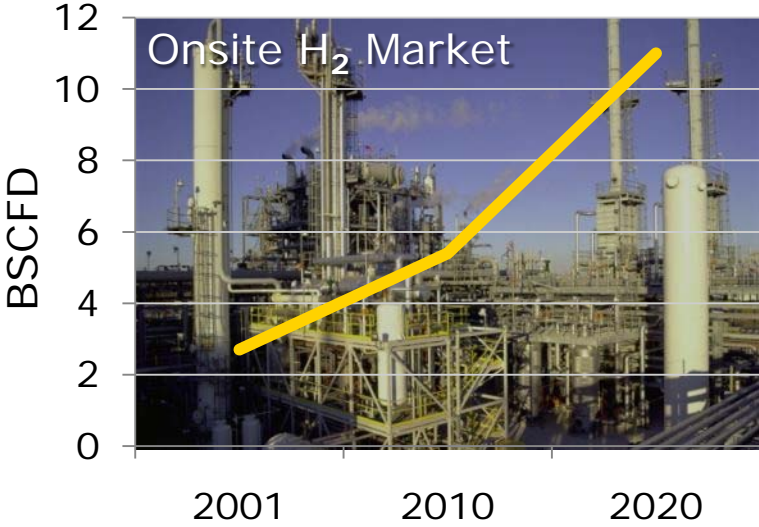
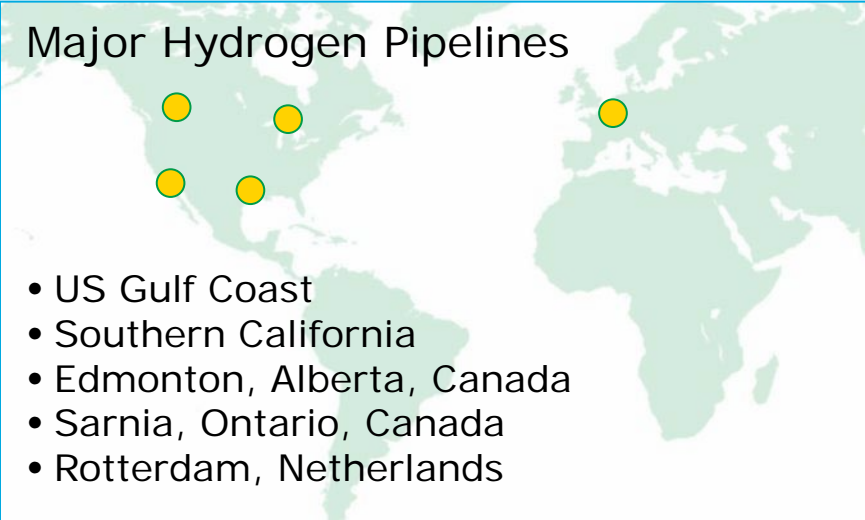
Notes: 1) Please refer to financial statements for equity affiliate accounting. 2) Non-GAAP. If Air Products was to gain controlling financial interest and then consolidate, the results would be different than shown here



# Accelerating Air Products Growth

Growth Component	% Increase
Market Growth	9%
Air Products Market Position	1%-2%
Consolidation / M&A	1%-2%
<b>Total</b>	<b>11-13%</b>

# Air Products Advantage: Hydrogen Leadership

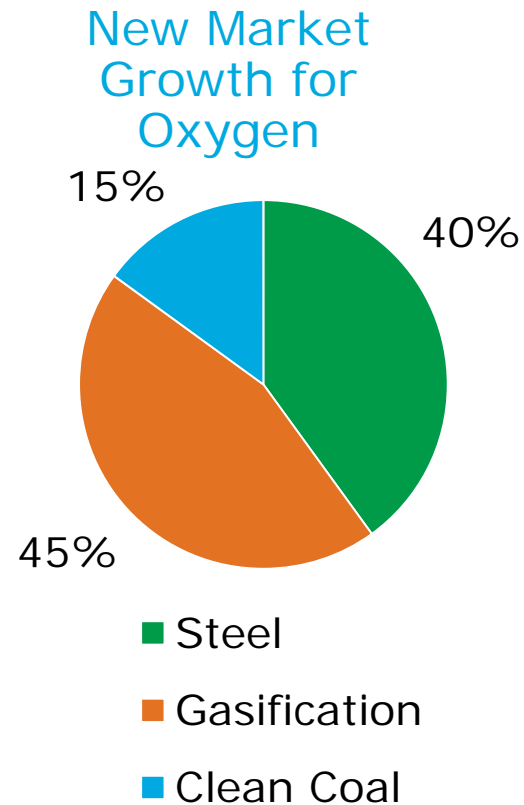


#1 market share for over two decades

# Tonnage Gases

## Significant New Markets for Oxygen

- Steel
  - Asian infrastructure growth
  - Mill modernization
- Gasification
  - Power
  - Feedstock independence
  - Low BTU hydrocarbons
- Cleaner coal
  - Power
  - CO<sub>2</sub> capture

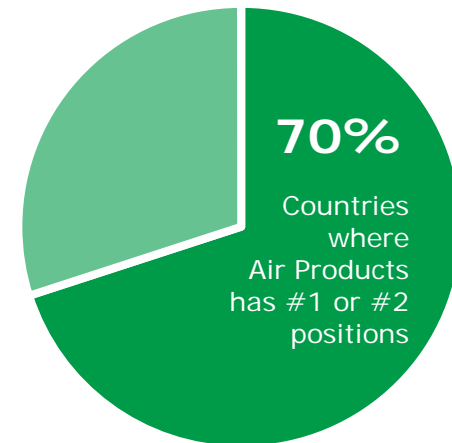


900,000 tons-per-day new oxygen capacity by 2020 = 300+ new plants

# Air Products Advantage: Asia Merchant Leadership

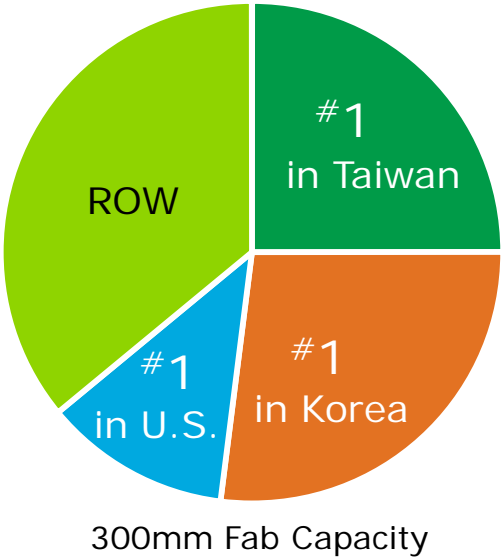


Asia 2011  
Manufacturing Output



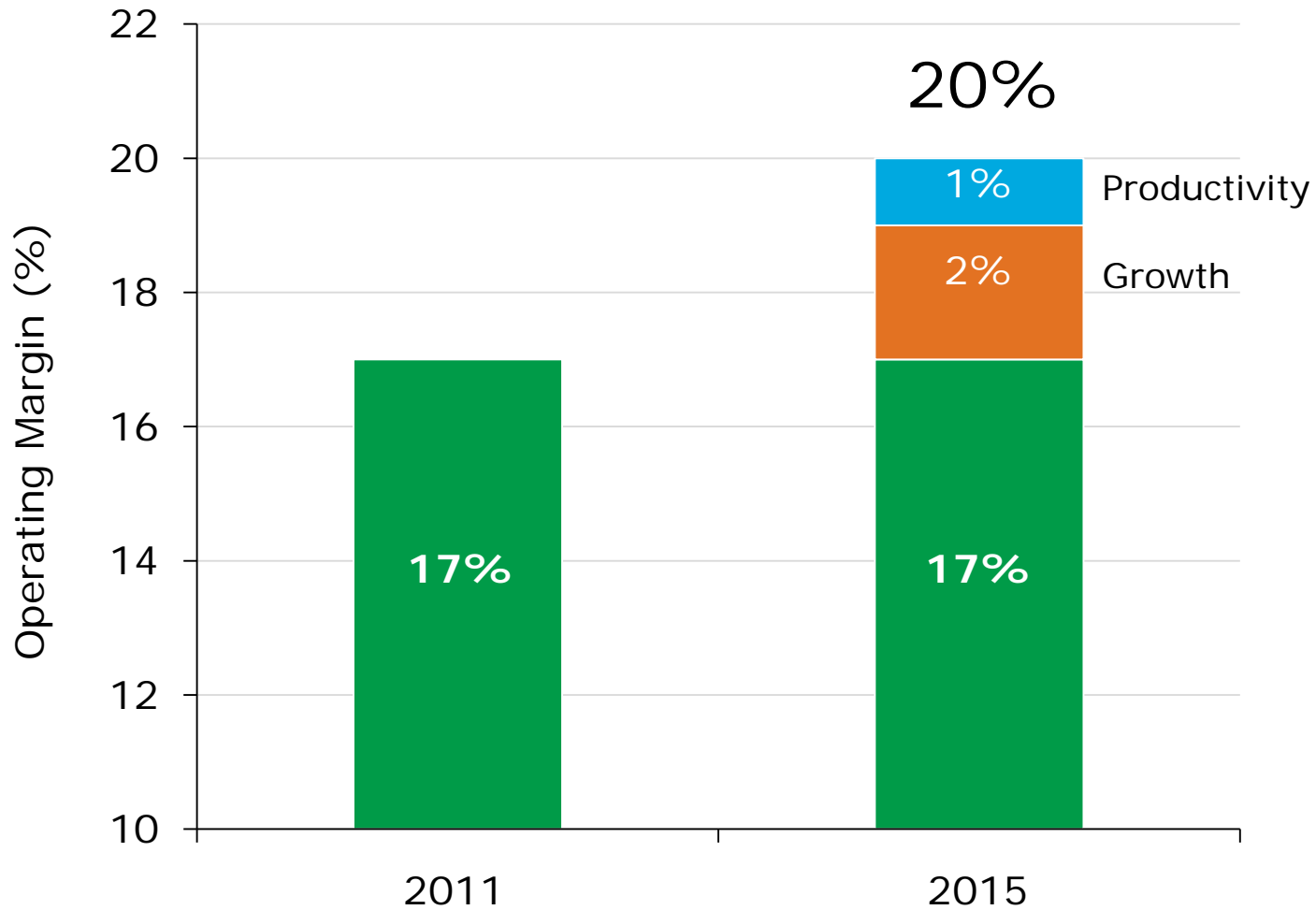
#1 positions in high growth markets

# Air Products Advantage: Electronics Leadership

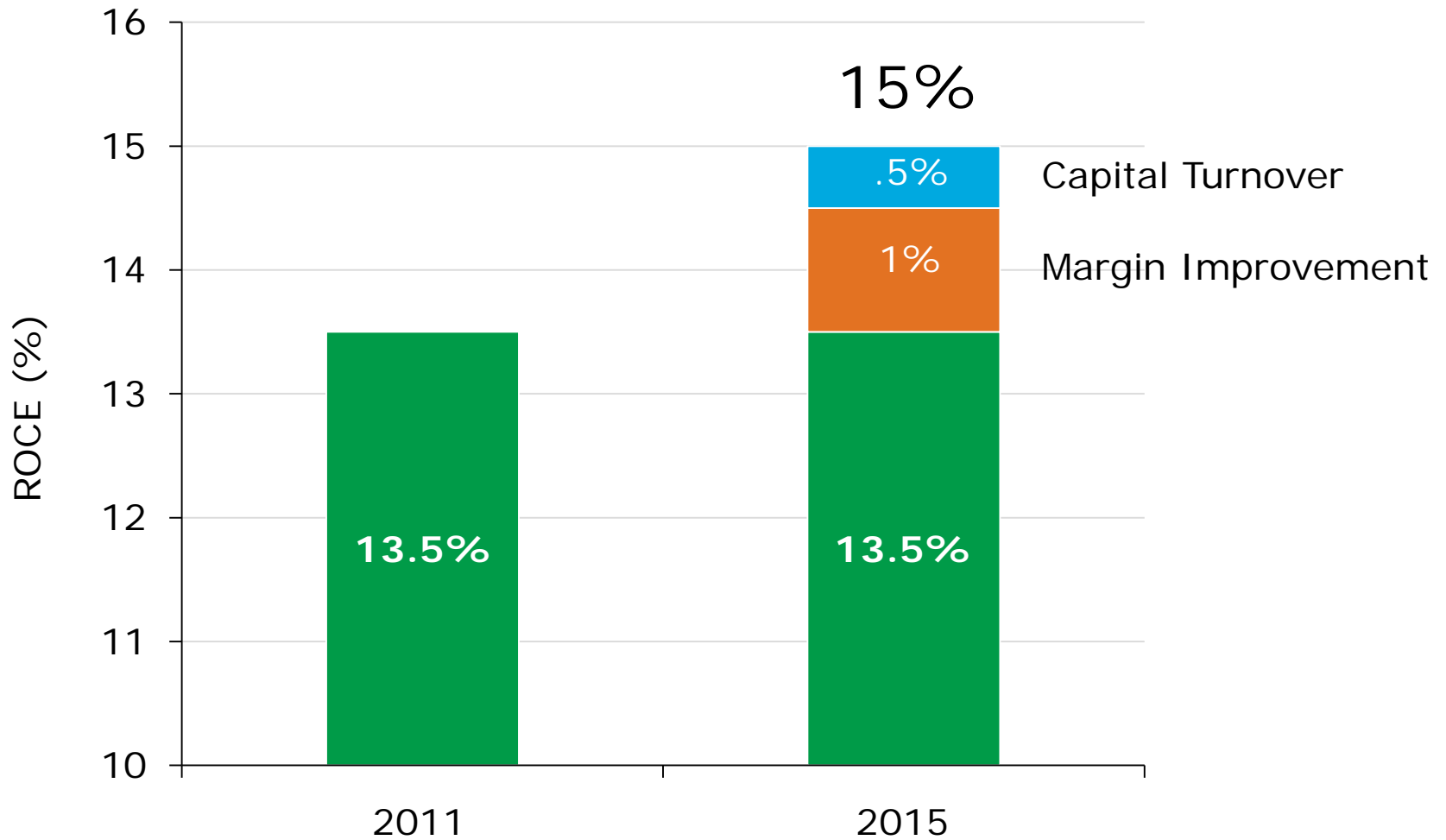


Key customer and geographic positions

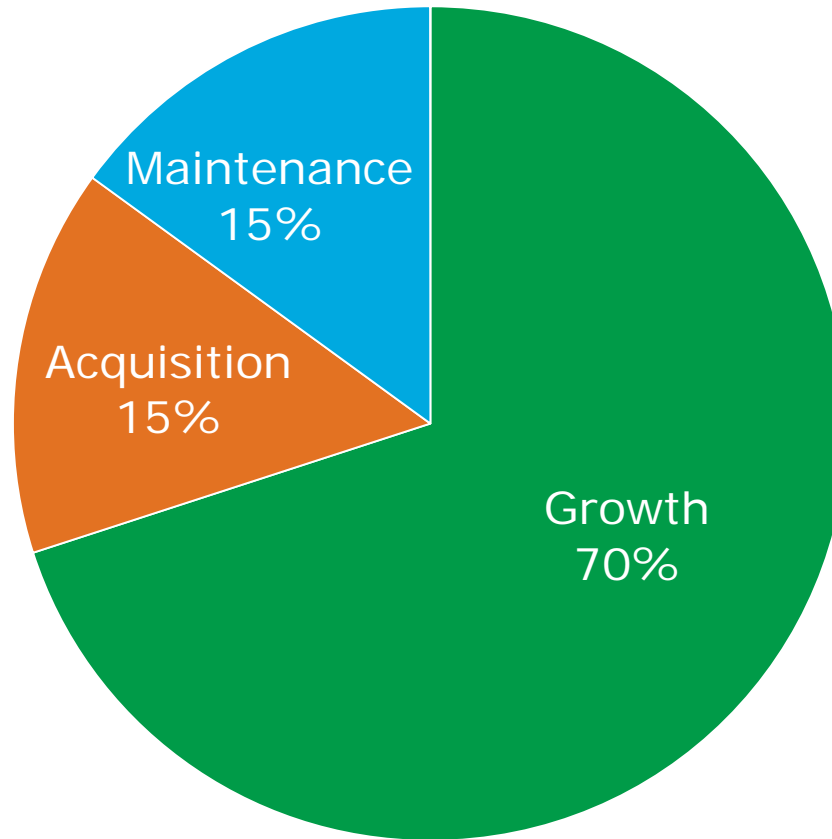
# Roadmap to 20% Margin



# Driving Returns Higher



# Strong Growth Opportunities Drive Disciplined Investment

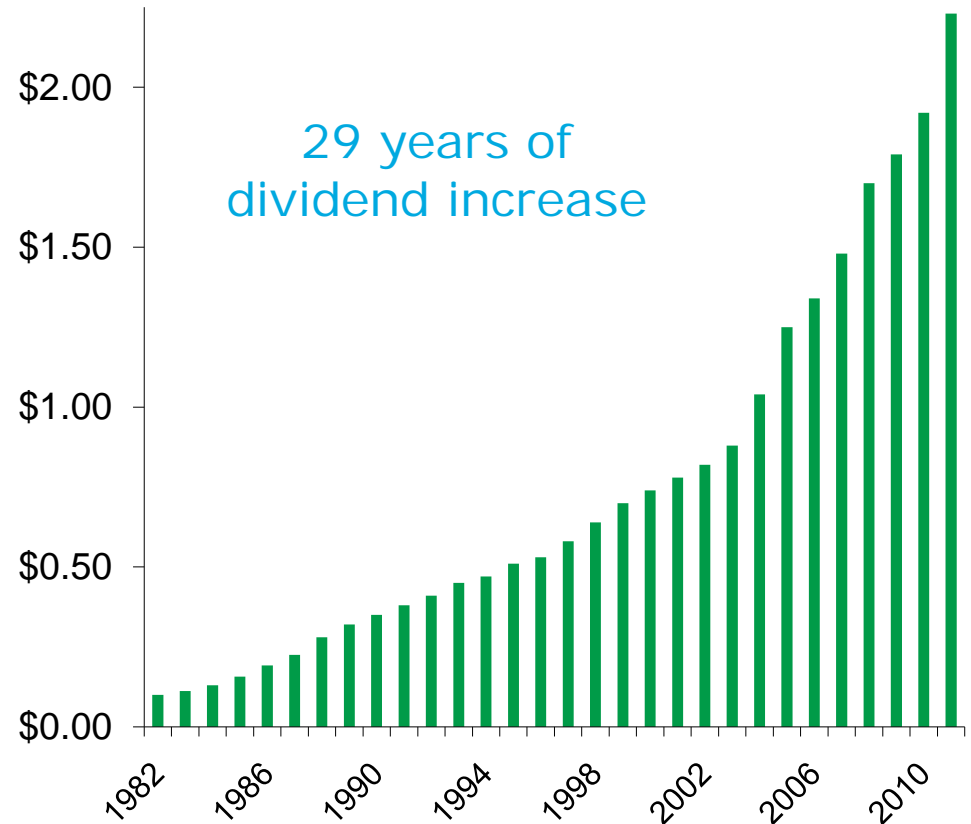


\$13-14B Capital Spending - 2011 to 2015



# Cash Priorities Remain Consistent

- Invest in the best return projects
- Maintain A bond rating
- Dividend increase each year
- Share repurchase with excess cash



2015  
by  
2015

**\$15+** Billion in Sales

**20%** Operating Margin

**15%** Return on Capital Employed

Thank you...  
tell me more

