

Strategy for Success

Innovation, Integration and Improvement

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Global Industrials and Materials Conference

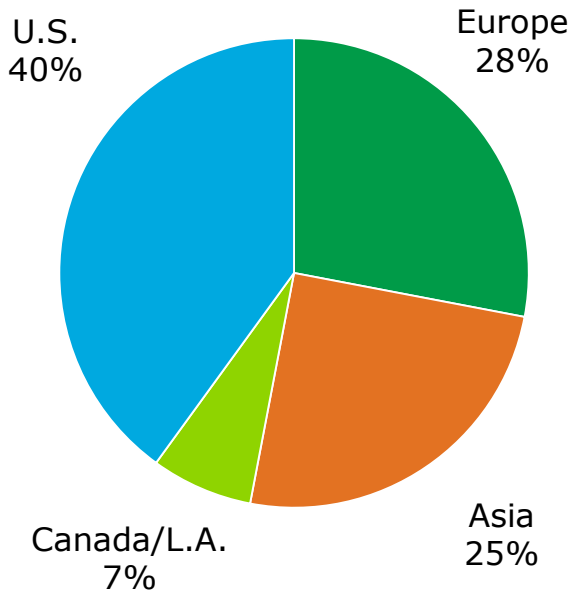
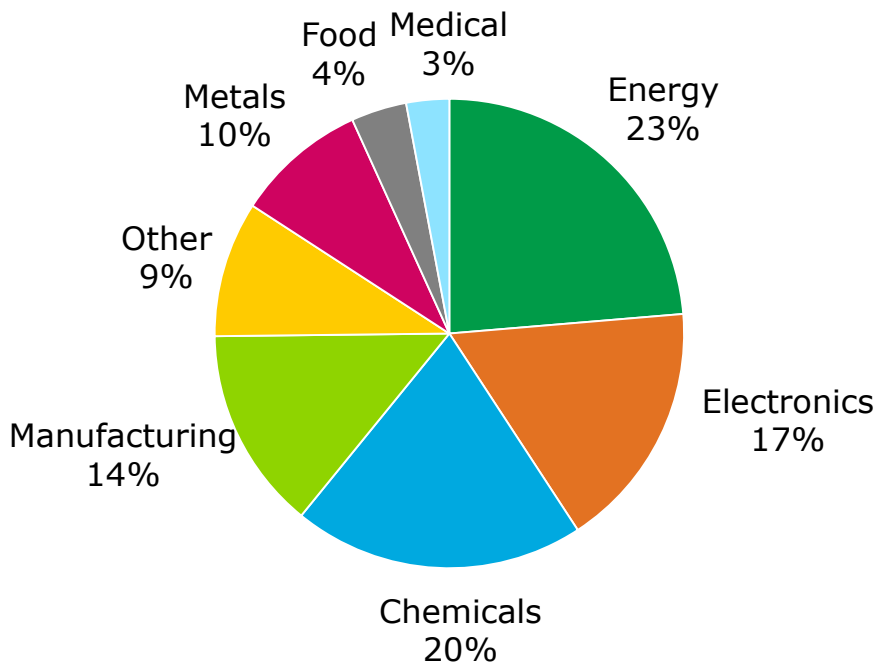
September 2012

Forward Looking Statement

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Air Products At a Glance

- \$10B in revenues across diverse markets and geographies
- Positioned for continued long-term value creation



FY 2011 revised to exclude European homecare services

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



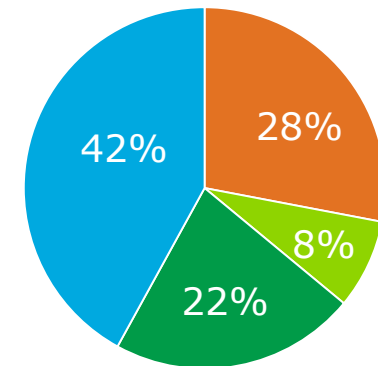
3-5 year Contracts
Cost Recovery

Equipment & Services



Sale of Equipment
PO Based

FY11



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

FY 2012 Progress

- Macro headwinds
 - Weaker manufacturing growth
 - Stronger U.S. dollar
- Restructuring / productivity
- Strong capital project signings / backlog
- Growing LNG equipment backlog
- Portfolio management actions
 - Europe homecare services
 - Indura
 - DA Nano
 - AHG

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

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

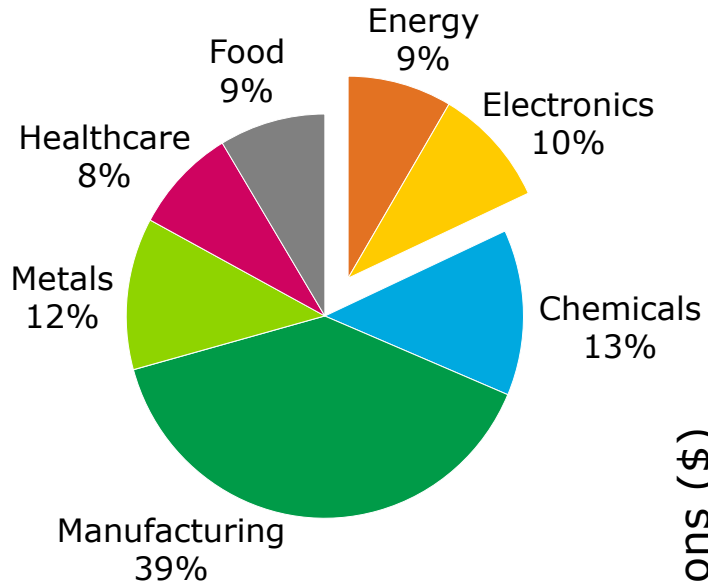
Return on
Capital

15%

From 12.5%
in 2010
to
15% in 2015

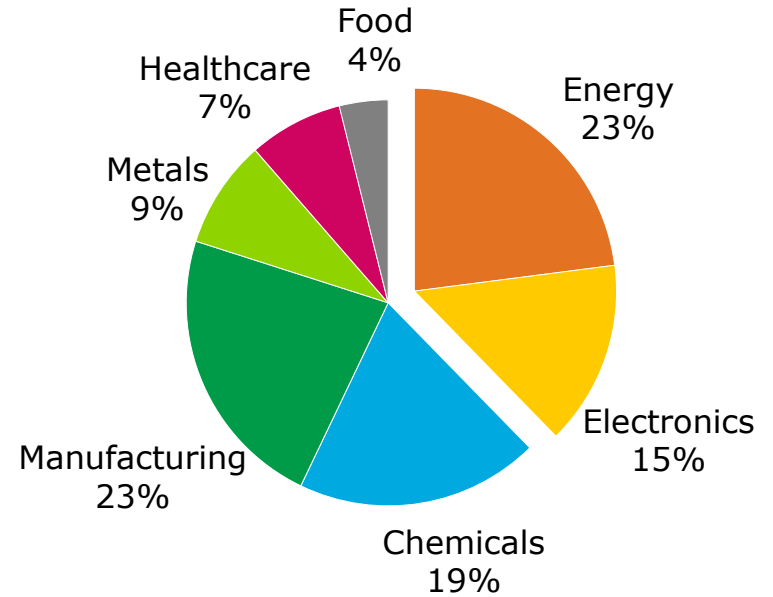
Air Products Market Exposure

2010 IG Market \$63B

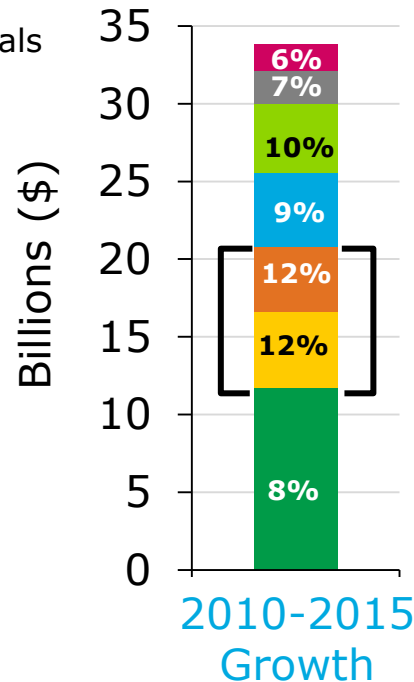


2010-2015 Market Growth = 9%

2010 APD \$9B



2010-2015 AP Growth = 10-11%



Air Products Advantage: Profitable Joint Ventures with Leadership Positions

Mexico	Italy	South Africa	India	Thailand
				

Sales (100%)	\$0.7B	\$0.6B	\$0.2B	\$0.2B	\$0.1B
AP Ownership	40%	49%	50%	50%	49%

FY 2011	Air Products (as reported)	Equity Affiliates ¹ (100% basis)	Combined ² (AP +100% EA)
Sales (\$MM)	\$10,082	\$2,650	\$12,732
Op Inc (\$MM)	\$1,671	\$537	\$2,208
Op Margin	16.6%	20.3%	17.3%

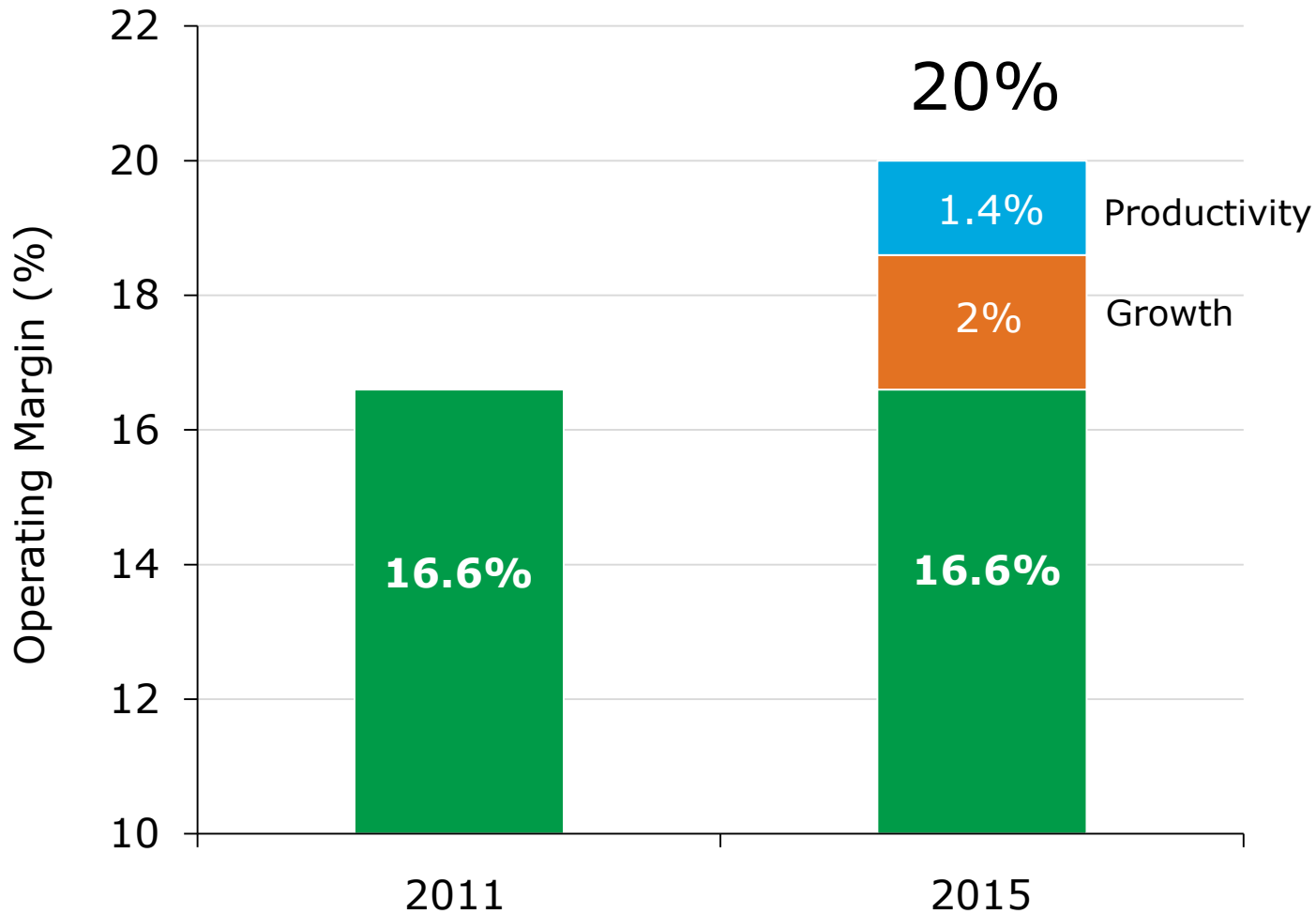
Partially owned JV's create exposure to 26% more sales and 32% more op income

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 2010-2015

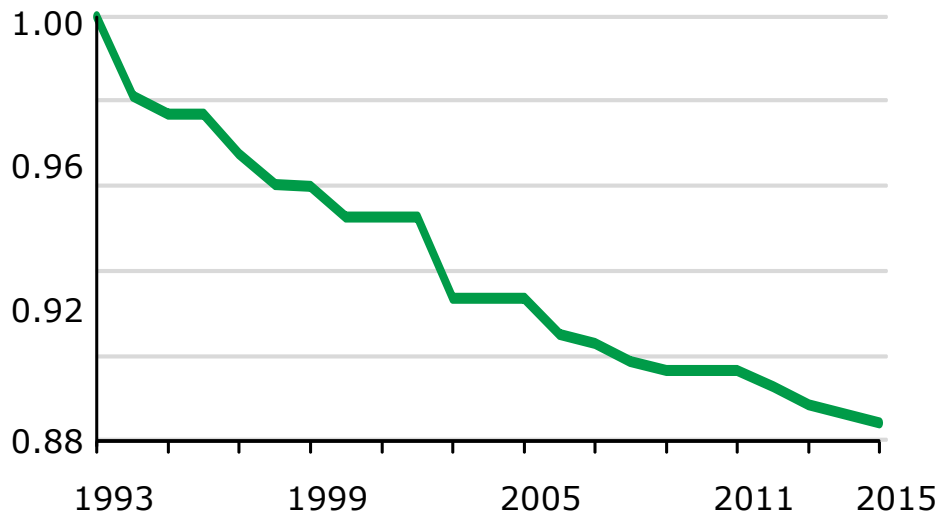
Growth Component	% Increase
Market Growth	9%
Air Products Market Position	1%-2%
Consolidation / M&A	1%-2%
Total	11-13%

Roadmap to 20% Margin

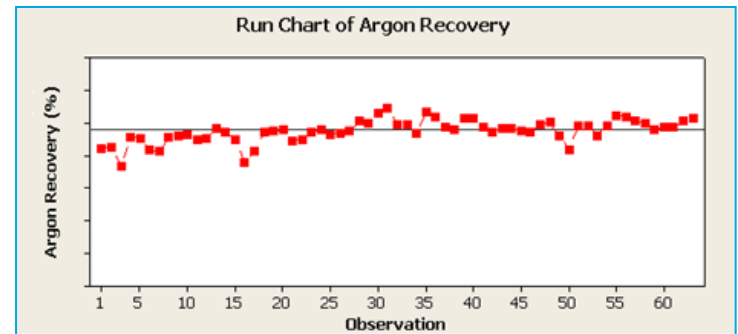
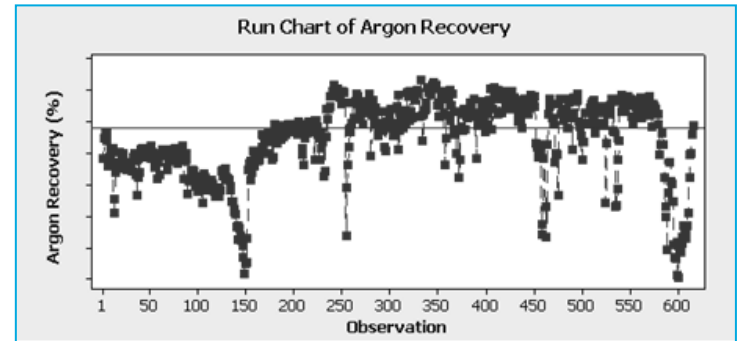


Variable Cost Leverage

Hydrogen Efficiency



Argon Recovery



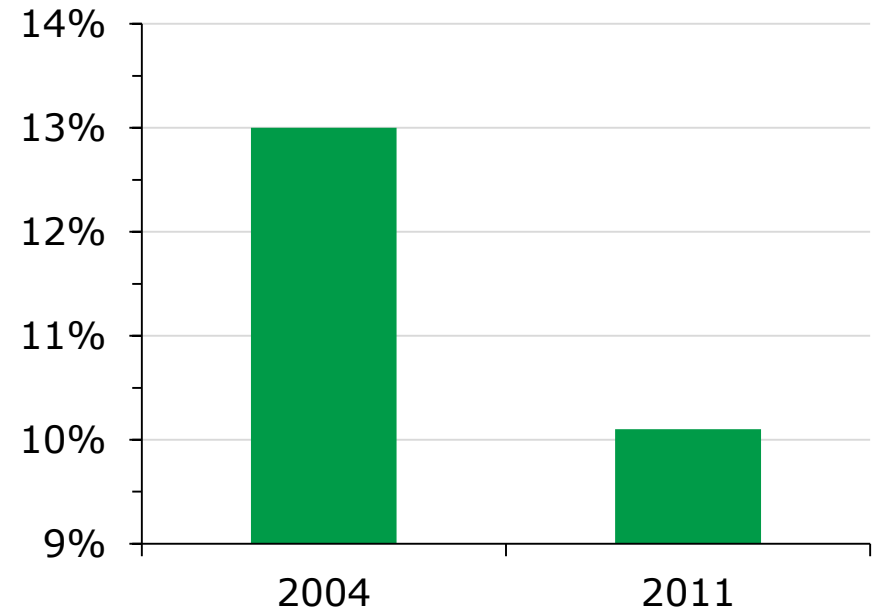
\$100MM/year improvement

Fixed Cost Leverage

Operating Service Center

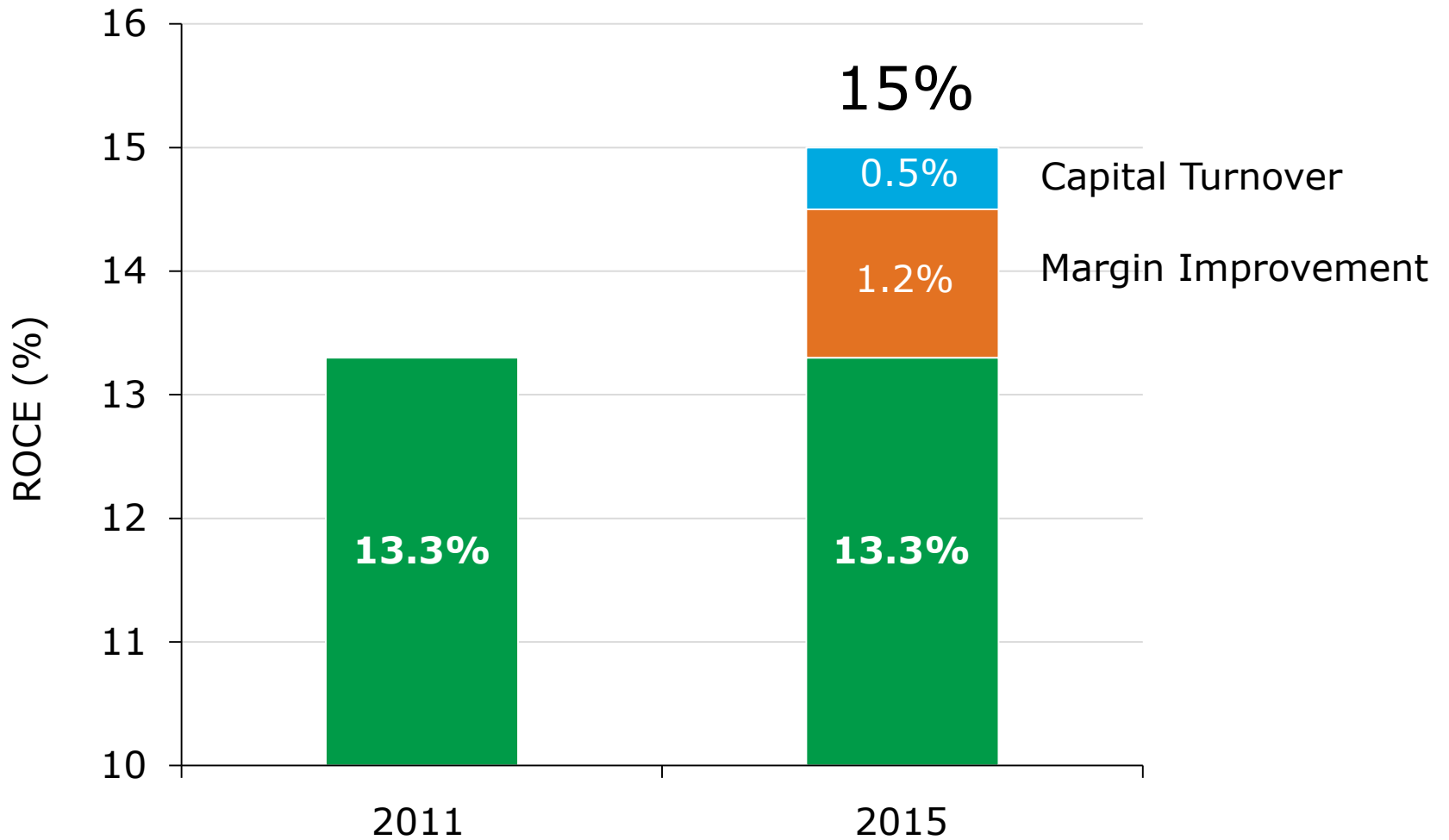


SG&A as a % of Sales



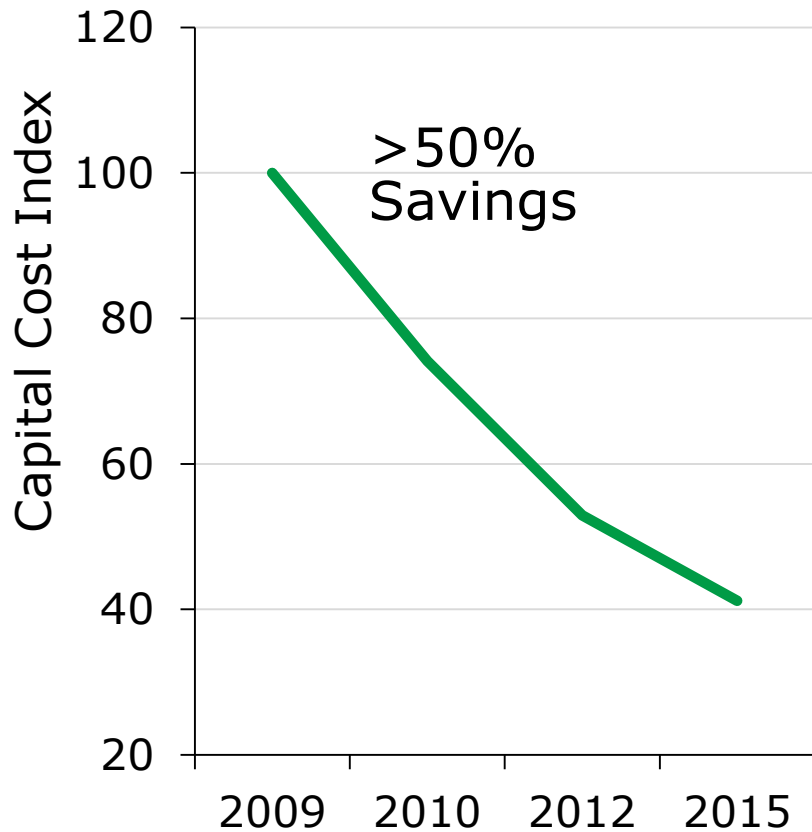
\$50MM/year improvement

Driving Returns Higher

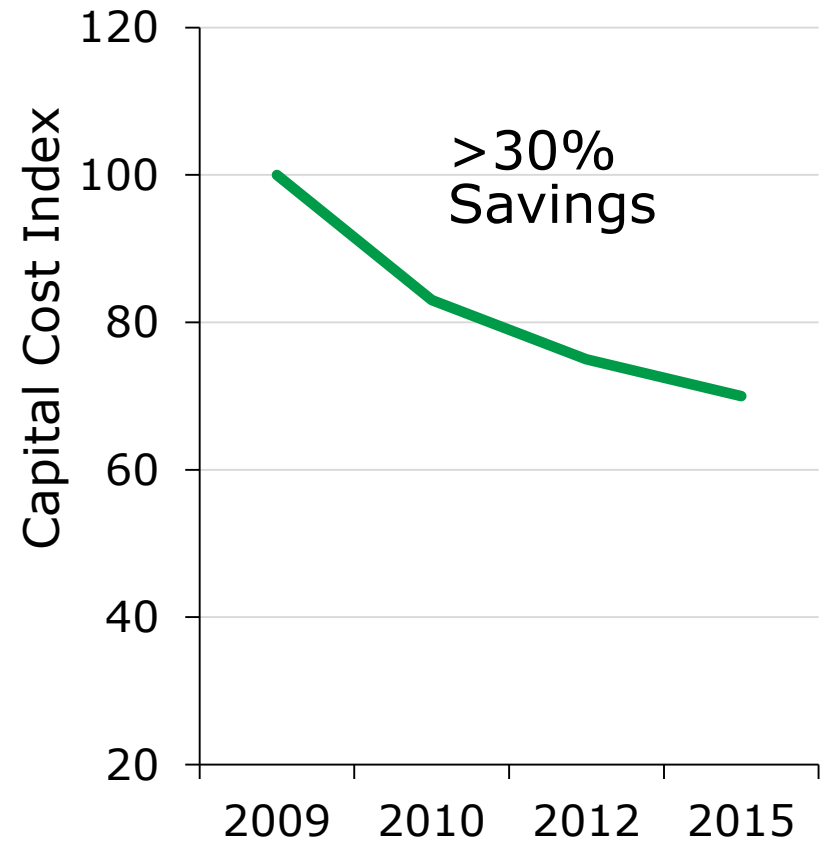


Driving Capital Cost Lower

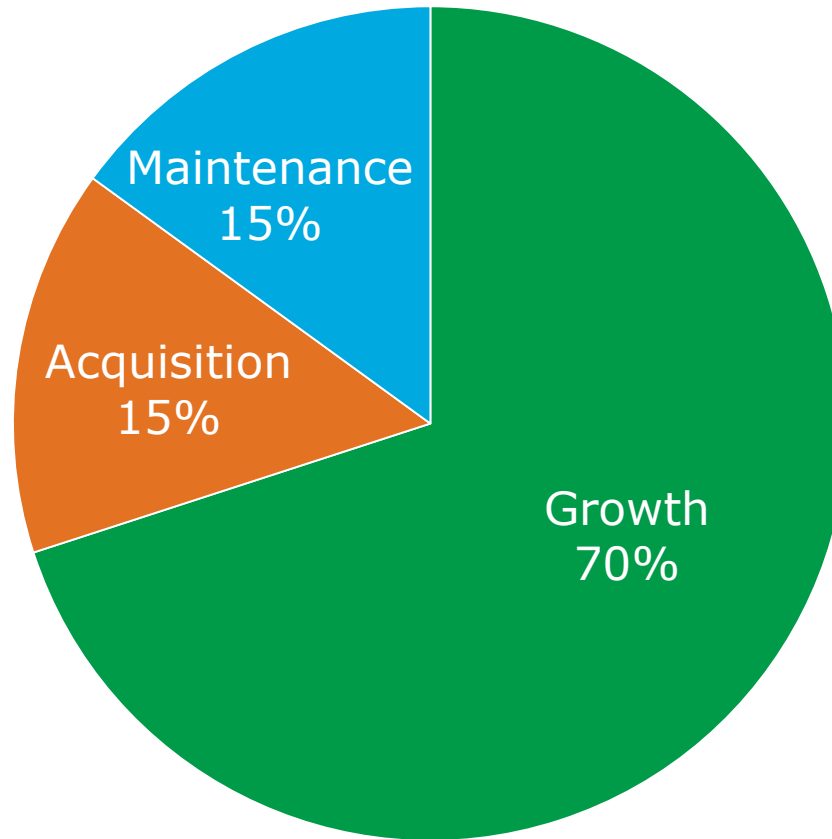
Large ASU



Electronics Nitrogen



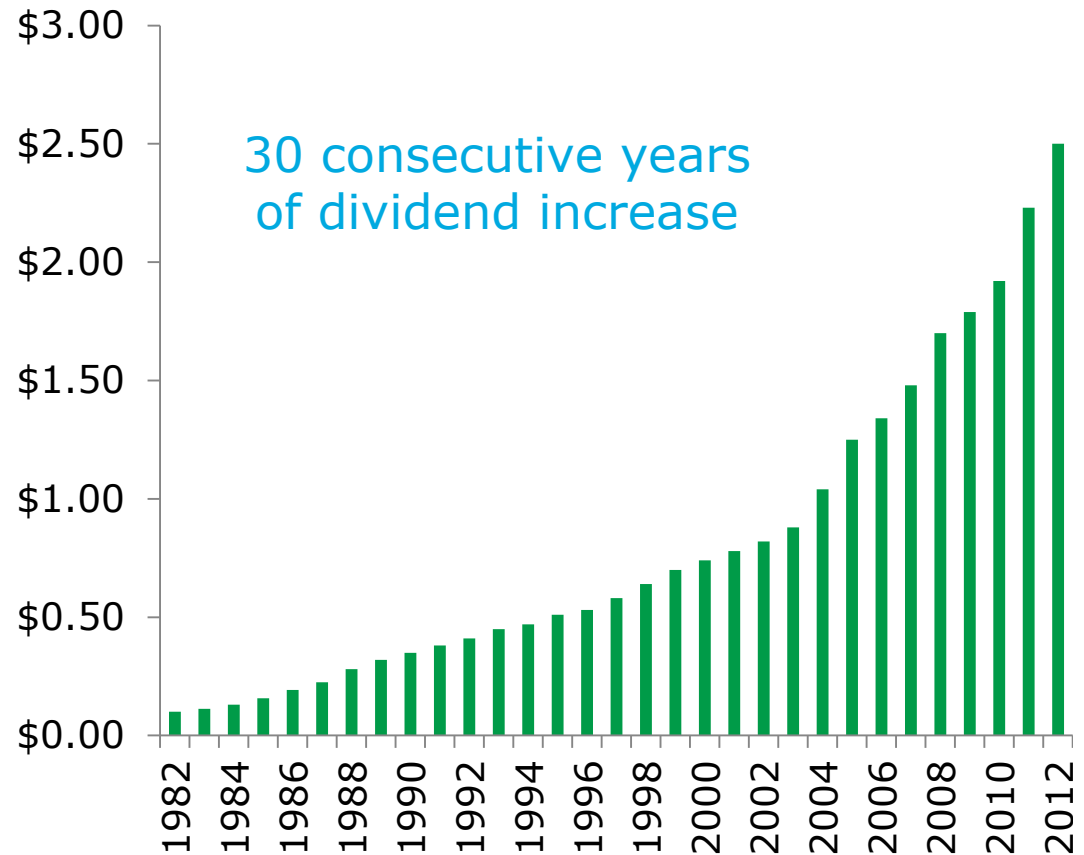
Strong Growth Opportunities Drive Disciplined Investment



\$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

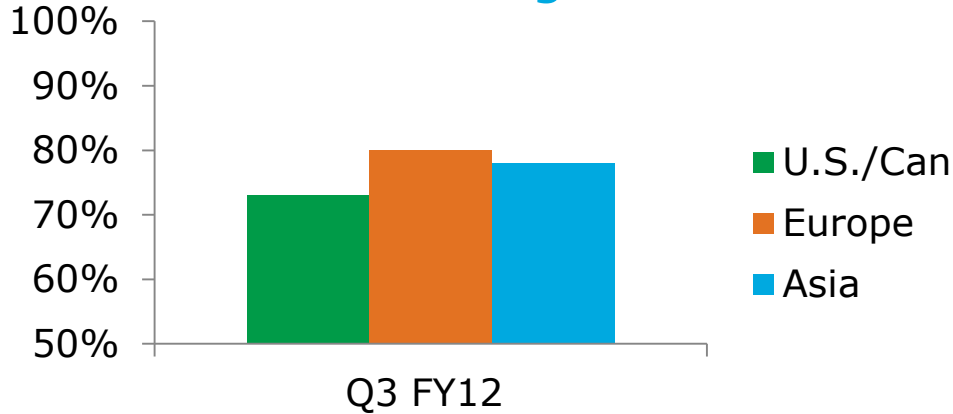


Near Term Focus

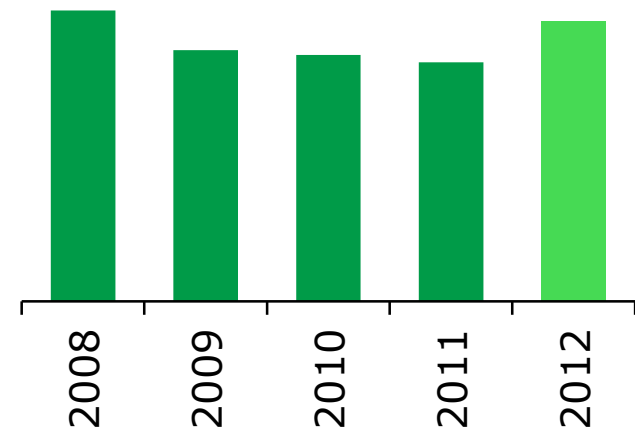
- Drive volume growth in North America and Asia
- Improve pricing and reduce costs in Europe
- Deliver Tonnage growth to the bottom line
- Continue improving Electronics & Performance Materials
- Sign more LNG orders
- Drive down operating costs

Merchant Opportunity

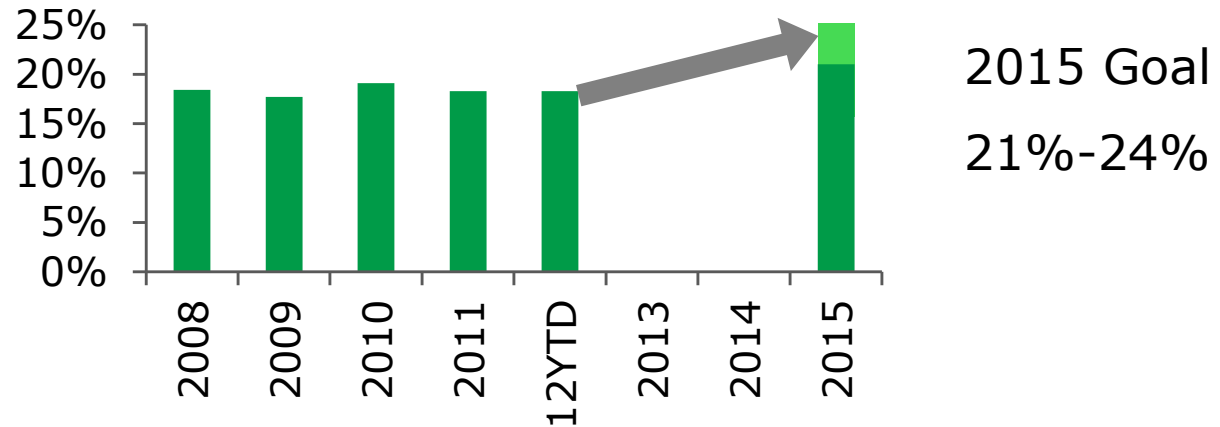
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Signings (MTD)



Operating Margin



Strategic drivers

- Expands geographic presence by creating #2 position in the 2nd highest growth region
- Respected market leader with a well-known Brand
- Depth and breadth of employees

Transaction highlights

Purchase Consideration	CLP 451 billion (\$884 million) for 67% of Indura in two stages
Indura Sales	CLP 244 billion (\$478 million, March 2012 LTM)
Accretion	Accretive to FY13 EPS

Tonnage Backlog

Plant	Location	Capacity	Timing
<u>Hydrogen</u>			
H2 Pipeline	Gulf Coast, US	180 miles	Q4FY12
H2	Petrochina, Chengdu, China	90 MMSCFD H2	H1FY13
H2	Marathon, Detroit	60 MMSCFD H2	H1FY13
H2	St. Charles, LA	World Scale	FY14
<u>Gasification</u>			
ASU/Liquid	Petrochina, Chengdu, China	World Scale	H1FY13
ASU	PCEC, Weinan, China	8,200 TPD O2	H2FY13
ASU/Liquid	Wison, Nanjing, China	1,500 TPD O2	FY14
ASU	Shaanxi, China	12,000 TPD O2	FY14
ASU/Liquid	XLX, Henan, China	2,000 TPD O2	FY14
ASU/Liquid	Zhengyuan, Hebei, China	2,000 TPD O2	FY14
<u>Steel</u>			
ASU/Liquid	Gent, Belgium	2,000 TPD O2	H1FY13

Energy from Waste - Tees Valley, UK

Strategic drivers

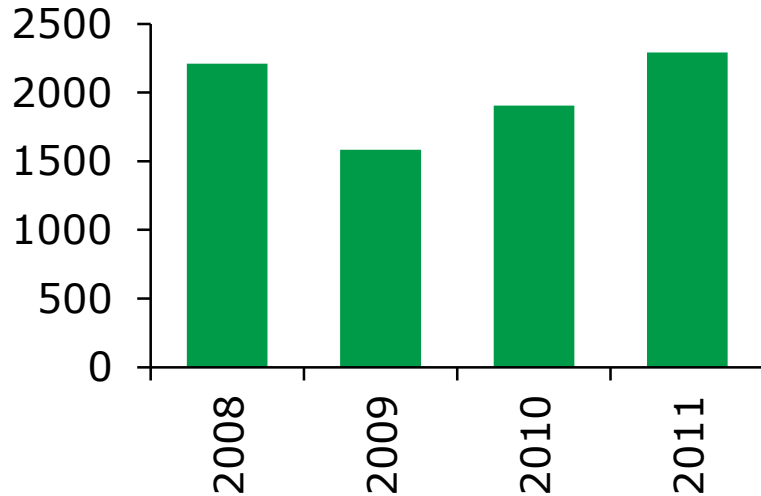
- Innovative growth opportunity
- Onsite business model
- Proven competencies

Project highlights

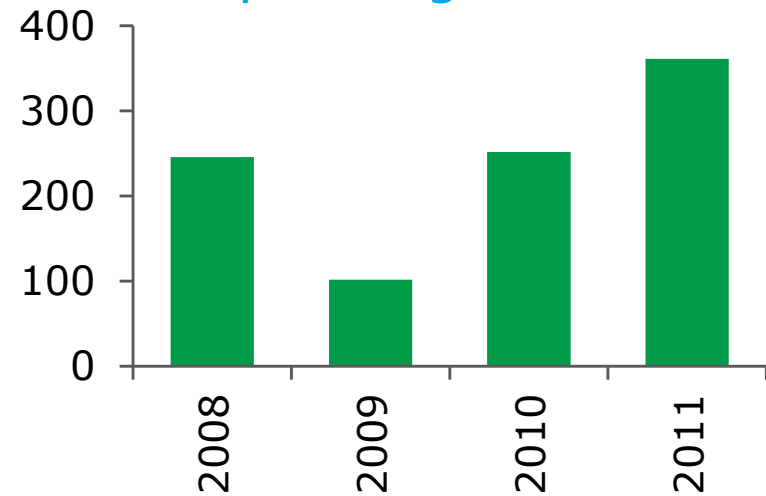
Project	Gasify 350,000 TPY of waste into 50 MW of power in Tees Valley, UK
Key Partners	Fortune 150 company – power purchase Fortune 100 bank – Renewable Credit purchase Impetus – waste provider AlterNRG – Westinghouse gasification technology
Economic Dimensions	~\$500MM capital ~\$130MM annual revenue

Electronics & Performance Mat'ls Improvement

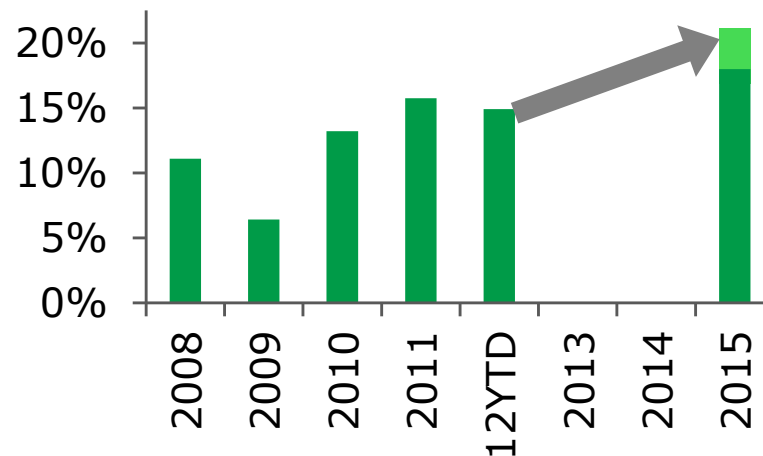
Sales



Operating Income



Operating Margin



2015 Goal
18%- 21%

Air Products Opportunity

- Asset leverage
- Record capital spending and project backlog
- #1 position in energy
- #1 position in electronics
- 2015 goals

2015 by 2015

\$15+ Billion in Sales

20% Operating Margin

15% Return on Capital Employed

Thank you...
tell me more