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**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION**  
Washington, D.C. 20549

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**SCHEDULE 14A**  
**Proxy Statement Pursuant to Section 14(a) of the  
Securities Exchange Act of 1934 (Amendment No. )**

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Filed by the Registrant

Filed by a party other than the Registrant

CHECK THE APPROPRIATE BOX:

- Preliminary Proxy Statement
- Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**
- Definitive Proxy Statement
- Definitive Additional Materials
- Soliciting Material under §240.14a-12



**Air Products and Chemicals, Inc.**  
(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

PAYMENT OF FILING FEE (CHECK ALL BOXES THAT APPLY):

- No fee required
- Fee paid previously with preliminary materials
- Fee computed on table in exhibit required by Item 25(b) per Exchange Act Rules 14a-6(i)(1) and 0-11
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**Air Products**  
473,644 followers  
Promoted

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Don't let Mantle Ridge jeopardize Air Products' ability to deliver superior long-term shareholder value by disrupting the significant progress we've made. Learn more and view important cautionary statements & disclaimers at the link below.

AIR PRODUCTS	VS	MANTLE RIDGE
✓ Industry-leading adjusted EBITDA margin		✗ History of value destruction
✓ Positioned to be the global leader in clean hydrogen		✗ Contradictory and disorganized actions
✓ Executing a prudent capital allocation strategy while derisking our clean hydrogen business		✗ Pursuit of company control without any serious plan

**Your Vote Is Important.**  
Visit [voteairproducts.com](https://voteairproducts.com) to learn more.

Your Vote Matters

Your Vote Matters



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Also on December 20, 2024, the Company uploaded the following note to its employees to its intranet site:

## Confused about how to vote your Air Products shares in the proxy contest with activist investor Mantle Ridge?

### Here's what you need to know!

Because this is a contested director election, Air Products shareholders will receive proxy materials from both Air Products (WHITE card) and activist investor Mantle Ridge (BLUE card). You will receive the materials either in e-mail form or in print form, depending on how your account preferences are set up with your broker. Even if you plan to attend/listen into the meeting, it's important that you submit your proxy promptly.

- **If you hold Air Products shares in more than one account**, you will receive communications for **each account**. Each account has a **unique control number**, so you need to **vote each control number** to have all your shares voted and counted.
- You should **ONLY vote the WHITE card**, and Air Products' leadership team strongly encourages you to vote **ONLY "FOR"** each of the **nine highly qualified Air Products' Nominees**.
- Please **discard any BLUE proxy card you may receive** from Mantle Ridge.
- If you voted on a BLUE card, you can change that by voting again on the **WHITE card**.
- **Only the latest-dated instruction will get cast at the meeting**. There's no harm in voting the WHITE card again if you're not sure.



You may receive additional voting reminders in the coming weeks from both Air Products and Mantle Ridge, but if you have already **voted for each account where you hold shares**, there is no need to take additional action.

If you need assistance voting your shares, visit [How to Vote | Vote Air Products](#) for instructions, or you can contact our proxy solicitor, Innisfree M&A at 1(877) 750-0537 (toll-free from the U.S. and Canada) or +1 (412) 232-3651 (from other countries).