UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported) November 18, 2026

Air Products and Chemicals, Inc.
(Exact name of registrant as specified in charter)

Delaware	001-04534	23-1274455
(State or Other Jurisdiction of Incorporation)	(Commission File Number)	(IRS Employer Identification No.)

1940 Air Products Boulevard
Allentown, Pennsylvania 18106-5500
(Address of principal executive offices and zip code)

(610) 481-4911
Registrant's telephone number, including area code

not applicable
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☒ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol(s)	Name of each exchange on which registered
Common Stock, par value $1.00 per share	APD	New York Stock Exchange
0.500% Euro Notes due 2028	APD28	New York Stock Exchange
2.950% Euro Notes due 2031	APD31	New York Stock Exchange
0.800% Euro Notes due 2032	APD32	New York Stock Exchange
3.250% Euro Notes due 2032	APD32B	New York Stock Exchange
4.000% Euro Notes due 2035	APD35	New York Stock Exchange
3.450% Euro Notes due 2037	APD37	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 under the Securities Act of 1933 (17 CFR 230.405) or Rule 12b-2 under the Securities Exchange Act of 1934 (17 CFR 240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 8.01. Other Events.

On November 18, 2026, the board of directors (the "Board") of Air Products and Chemicals, Inc. (the "Company"), upon the recommendation of its Corporate Governance and Nominating Committee (the "Committee"), announced that it would nominate Carol Williams for election to the Board at the Company's 2027 Annual Meeting of Shareholders (the "Annual Meeting"). Ms. Williams has extensive chemical industry experience, including senior leadership roles at The Dow Chemical Company, where she previously served as Special Advisor to the Chief Executive Officer; Executive Vice President of Manufacturing and Engineering, Supply Chain and Environmental, Health and Safety Operations; President of Chemicals and Energy; Senior Vice President of Basic Chemicals; and Corporate Vice President of Market Facing, Business Development and Licensing Portfolio. Ms. Williams also serves on the boards of directors of Olin Corporation, where she chairs the Nominating and Governance Committee, and O-I Glass Inc.

In addition to Ms. Williams, the Board, upon recommendation of the Committee, nominated eight current directors, Tonit M. Calaway, Andrew "Drew" W. Evans, Paul C. Hilal, Eduardo Menezes, Dennis H. Reilley, Wayne T. Smith, Alfred Stern and Howard Ungerleider, for re-election at the Annual Meeting. Two incumbent directors, Jessica Trocchi Graziano and Bhavesh V. ("Bob") Patel will not stand for re-election at the Annual Meeting and will retire from the Board when their terms conclude. Following the Annual Meeting, the size of the Board will be reduced to nine directors. There are no disagreements between the Company and Ms. Graziano or Mr. Patel on any matter relating to the Company's operations, policies or practices that resulted in their decision not to stand for re-election and to retire from the Board at the conclusion of the Annual Meeting.

On November 18, 2026, the Company issued a press release regarding Ms. Williams' nomination and Ms. Graziano's and Mr. Patel's decisions not to stand for re-election at the Annual Meeting. A copy of the press release is filed as Exhibit 99.1 hereto and is incorporated herein by reference.

Important Information and Where to Find It.

The Company plans to file a definitive proxy statement with the U.S. Securities and Exchange Commission (the "SEC") in connection with the solicitation of proxies for the Annual Meeting. Shareholders are advised to read the proxy statement (including any amendments or supplements thereto) and any other relevant documents that the Company files with the SEC relating to the Annual Meeting, as such materials will contain important information. Shareholders will be able to obtain, free of charge, copies of the proxy statement, any amendments or supplements thereto and any other documents (including the proxy card) when filed by the Company with the SEC at the SEC's website, www.sec.gov, or at the Company's website, https://investors.airproducts.com/.

Certain Information Regarding Participants

The Company, its directors and certain of its executive officers and other employees may be deemed to be "participants" (as defined in Section 14(a) of the Securities Exchange Act of 1934) in the solicitation of proxies from shareholders in connection with the Annual Meeting. Additional information regarding the identity of these potential participants and their direct or indirect interests, by security holdings or otherwise, will be set forth in the Company's definitive proxy statement to be filed with the SEC in connection with the Annual Meeting and is also available in the Company's prior filings and the Section 16 filings of the Company's directors and executive officers, which are available free of charge on the websites of the SEC and the Company that are referenced above.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

Exhibit No.	Description
99.1	Press Release of Air Products and Chemicals, Inc. dated November 18, 2026.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document).

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

Air Products and Chemicals, Inc.
(Registrant)

Date: November 18, 2026

By: /s/ Matthew Lepore
Matthew Lepore
Executive Vice President, General Counsel,
Chief Compliance Officer and Secretary

Exhibit 99.1

News Release

Air Products and Chemicals, Inc.
1940 Air Products Boulevard, Allentown, PA 18106-5500
www.airproducts.com

Air Products to Nominate Carol Williams for Election to Board of Directors

LEHIGH VALLEY, PA (November 18, 2026) – Air Products (NYSE: APD) today announced that it will nominate Carol Williams as an independent director candidate for election to its Board of Directors at the Company's 2027 Annual Meeting of Shareholders.

Williams brings significant industry and operational experience, including senior leadership of manufacturing, engineering, supply chain, and environmental, health and safety functions at The Dow Chemical Company.

"We are delighted to nominate Carol, a proven leader who would be a strong addition to the Board as it oversees Air Products' strategy and continued focus on safe, reliable execution to deliver long-term value for shareholders," said Wayne T. Smith, Chairman of the Board.

Williams spent 34 years at Dow in roles that included Executive Vice President of Manufacturing and Engineering, Supply Chain and Environmental, Health and Safety Operations; President of Chemicals and Energy; and Senior Vice President of Basic Chemicals. She retired at the end of 2014 as Special Advisor to the Chief Executive Officer. Williams serves on the boards of Olin Corporation, where she chairs the Nominating and Governance Committee, and O-I Glass, Inc. She holds a bachelor's degree in chemical engineering from Carnegie Mellon University.

The Company also announced that Jessica Trocchi Graziano and Bhavesh ("Bob") Patel will not stand for re-election at the 2027 Annual Meeting and will retire from the Board when their terms conclude.

"We are grateful to Jessica and Bob for their service and contributions to Air Products," said Smith. "Both provided important insight and counsel during a period of significant change for the Company, and we thank them for their dedication and wish them well in their future endeavors."

About Air Products

Air Products (NYSE: APD) is a world-leading industrial gases company in operation for more than 85 years. Serving energy, environmental, and emerging markets, the Company is generating a cleaner future by providing essential industrial gases, related equipment, and applications expertise that help customers improve productivity, efficiency, and sustainability across a wide range of industries, including energy, chemicals, electronics, metals, manufacturing, food, medical, and space.

Air Products is focused on profitably growing its core industrial gases business, accelerating growth in areas of competitive strength, and extending its reach through disciplined opportunities that create long-term value. As the leading global supplier of hydrogen, Air Products develops, engineers, builds, owns and operates some of the world's largest hydrogen projects and has extensive capabilities in air separation technology, engineering, and plant operations. Through its sale of equipment businesses, the Company also provides specialized products such as turbomachinery, membrane systems, and cryogenic containers globally.

Air Products had fiscal 2026 sales of $13.0 billion from operations in approximately 50 countries. For more information, visit www.airproducts.com or follow us on LinkedIn, X, Facebook, or Instagram.

This release contains "forward-looking statements" within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on management's expectations and assumptions as of the date of this release and are not guarantees of future performance. While forward-looking statements are made in good faith and based on assumptions, expectations and projections that management believes are reasonable based on currently available information, actual performance and financial results may differ materially from projections and estimates expressed in the forward-looking statements because of many factors, including the risk factors described in our Annual Report on Form 10-K for the fiscal year ended September 30, 2025 and other factors disclosed in our filings with the U.S. Securities and Exchange Commission ("SEC"). Except as required by law, we disclaim any obligation or undertaking to update or revise any forward-looking statements contained herein to reflect any change in the assumptions, beliefs or expectations or any change in events, conditions or circumstances upon which any such forward-looking statements are based.

Important Information and Where to Find It

The Company plans to file a definitive proxy statement with the SEC in connection with the solicitation of proxies for the 2027 Annual Meeting of Shareholders (the "Annual Meeting"). Shareholders are advised to read the proxy statement (including any amendments or supplements thereto) and any other relevant documents that the Company files with the SEC relating to the Annual Meeting, as such materials will contain important information. Shareholders will be able to obtain, free of charge, copies of the proxy statement, any amendments or supplements thereto and any other documents (including the proxy card) when filed by the Company with the SEC at the SEC's website, www.sec.gov, or at the Company's website, https://investors.airproducts.com/.

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