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

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

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
-
-



Air Products

478,267 followers

Promoted



Our Board nominees' deep industry expertise will ensure the successful execution of our strategy to deliver long-term value. Vote ONLY "FOR" Air Products' Board nominees and view important cautionary statements & disclaimers at the link below.

A Refreshed, Independent and Fit-for-Purpose Board

A graphic with a green background featuring the Air Products logo at the top right. Below the logo, the text "A Refreshed, Independent and Fit-for-Purpose Board" is displayed in white. Underneath, there are nine circular portraits of board members arranged in a 3x3 grid. A white dotted line curves across the bottom left corner of the graphic.

Refreshed, Independent, Fit-For-Purpose Board

Our Board is world-class expertise across a full of disciplines

A graphic with a green background and a yellow horizontal line at the bottom. The text "Our Board is world-class expertise across a full of disciplines" is written in white.



Large Industrial Projects



Corporate Governance



Finance and Capital Management



Investor Relations

Our Board has expertise across c



Air Products
478,273 followers
Promoted



Your vote at Air Products' upcoming 2025 Annual Meeting of Shareholders is more important than ever. Learn how to vote ONLY "FOR" Air Products' Director nominees and view important cautionary statements & disclaimers at the link below.

Vote "FOR" only
the nine director
nominees on the
Company's WHITE
proxy card

Tonit M. Calaway ✓
Charles Cogut
Lisa A. Davis
Seifollah Ghasemi
Jessica Trocchi Graziano
Edward L. Monser
Bhavesh "Bob" V. Patel
Wayne T. Smith
Alfred Stern

WHITE PROXY CARD

THE BOARD OF DIRECTORS RECOMMENDS
YOU VOTE "FOR" ONLY THE NINE (9)
COMPANY NOMINEES LISTED

	FOR	WITHHOLD
Tonit M. Calaway	✓	<input type="checkbox"/>
Charles Cogut	✓	<input type="checkbox"/>
Lisa A. Davis	✓	<input type="checkbox"/>
Seifollah Ghasemi	✓	<input type="checkbox"/>
Jessica Trocchi Graziano	✓	<input type="checkbox"/>
Edward L. Monser	✓	<input type="checkbox"/>
Bhavesh "Bob" V. Patel	✓	<input type="checkbox"/>
Wayne T. Smith	✓	<input type="checkbox"/>
Alfred Stern	✓	<input type="checkbox"/>

Mantle Ridge Nominees OPPOSED
by the Company

Andrew Evans	<input type="checkbox"/>	<input type="checkbox"/>
Paul Hillal	<input type="checkbox"/>	<input type="checkbox"/>
Tracy McKibben	<input type="checkbox"/>	<input type="checkbox"/>
Dennis Reilley	<input type="checkbox"/>	<input type="checkbox"/>

0:37 / 2:59

Vote "FOR" Only Air Products' Director Nominees on the White Proxy Card today!

Learn more

Our Board is world-class with expertise across a full range of disciplines



Large Industrial Projects



Corporate Governance



Executive Leadership



Finance and Capital Management



Investor Relations



Industry Operations

Our Board has expertise across disciplines

8 out of 9 of our Board members
are **independent**



8 of 9 of our Board members are
independent

5 out of 9 of our Board members represent **diverse backgrounds**



5 of 9 Members represent diverse backgrounds

Our Board members'
average tenure is **4.6 years**.



- 2 New Director Nominees
- 4 Director Nominees with 1-5 Years
- 3 Director Nominees with 5+ Years

Average Tenure

If elected, as of the annual meeting, 6 out of our 9 Directors will have been **appointed in the past five years.**



6 of 9 Directors appointed in past 5 years

Electing any of Mantle Ridge's proposed nominees would remove significant & relevant experience & expertise from the Board. **Safeguard the value of your investment in Air Products.**

Vote **ONLY "FOR"** Air Products' Board nominees on the **WHITE** proxy card.

Mantle Ridge's Proposed Nominees not experts