Moving forward

Create Shareholder Value

Q2 FY21
Earnings Conference Call

May 10, 2021

Forward-looking statements

This presentation contains “forward-looking statements” within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, including statements about earnings guidance, business outlook and investment opportunities. These forward-looking statements are based on management’s expectations and assumptions as of the date of this presentation 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, those disclosed in our earnings release for the second quarter of fiscal 2021 as well as in our filings with the Securities and Exchange Commission. Except as required by law, the Company disclaims 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.

Non-GAAP Financial Measures

This presentation and the discussion on the accompanying conference call contain certain financial measures that are not prepared in accordance with U.S. generally accepted accounting principles (“GAAP”). We have posted to our website, in the relevant Earnings Release section, reconciliations of these non-GAAP financial measures to the most directly comparable financial measures prepared in accordance with GAAP. The non-GAAP financial measures supplement our GAAP disclosures and are not meant to be considered in isolation or as a substitute for the most directly comparable measures prepared in accordance with GAAP. These measures may not be comparable to similarly titled measures used by other companies.

Safety results

	FY14	Q2FY21	Q2FY21 vs FY14
Employee Lost Time Injury Rate	0.24	0.05	79% better
Employee Recordable Injury Rate	0.58	0.40	31% better

FY14 includes former Materials Technologies businesses that were divested in FY2017

Our Goal

Air Products will be the **safest, most diverse** and **most profitable** industrial gas company in the world, providing excellent service to our customers

Creating shareholder value
Management philosophy

Shareholder Value	Cash is king; cash flow drives long-term value. What counts in the long term is the increase in **per share value** of our stock, not size or growth.
CEO Focus	Capital allocation is the most important job of the CEO.
Operating Model	Decentralized organization releases entrepreneurial energy and keeps both costs and politics ("bureaucracy") down.

Five Point Plan: Moving Forward

Sustain the lead	Deploy capital	Evolve portfolio	Change culture	Belong and Matter
Safest, most diverse, and most profitable	Strategically invest significant available capacity	Grow onsite portion	4S	Inclusion
Best-in-class performance	Win profitable growth projects globally	Energy, environment and emerging markets	Committed and motivated	Enjoyable work environment
Productivity			Positive attitudes and open minds	Proud to innovate and solve challenges

Our **Higher** Purpose

Bringing people together to **collaborate** and **innovate** solutions to the world's most significant energy and environmental sustainability challenges

Executing our gasification strategy

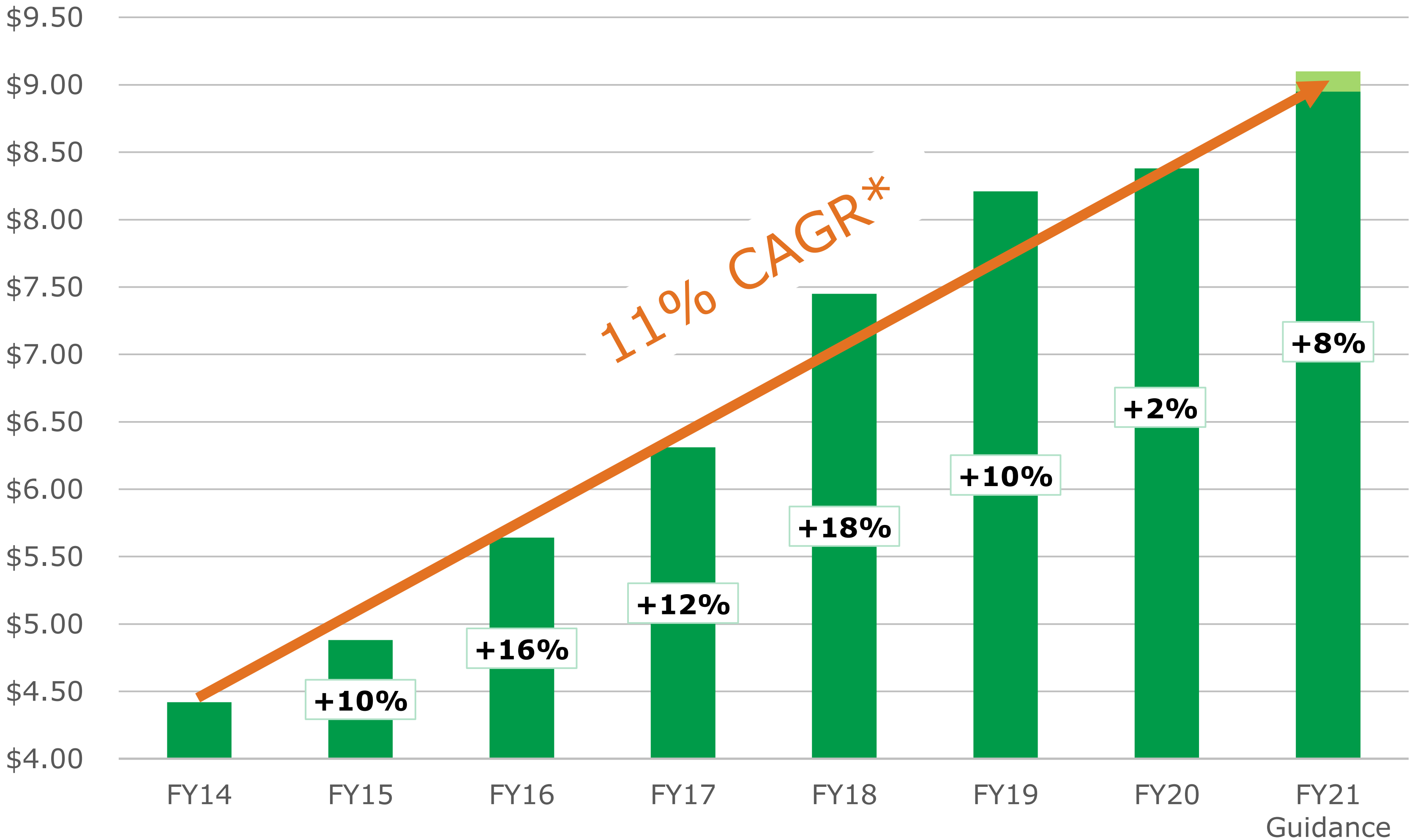
Energy, environmental, emerging markets

- Lu'An: Customer has requested start-up of the facility; commissioning is underway following the extended downtime
- Jazan: In final stages of financing project; barring unforeseen circumstances, expect to close during this fiscal year

Project capital represents 100%, not APD share
Project dates represent actual or expected onstream

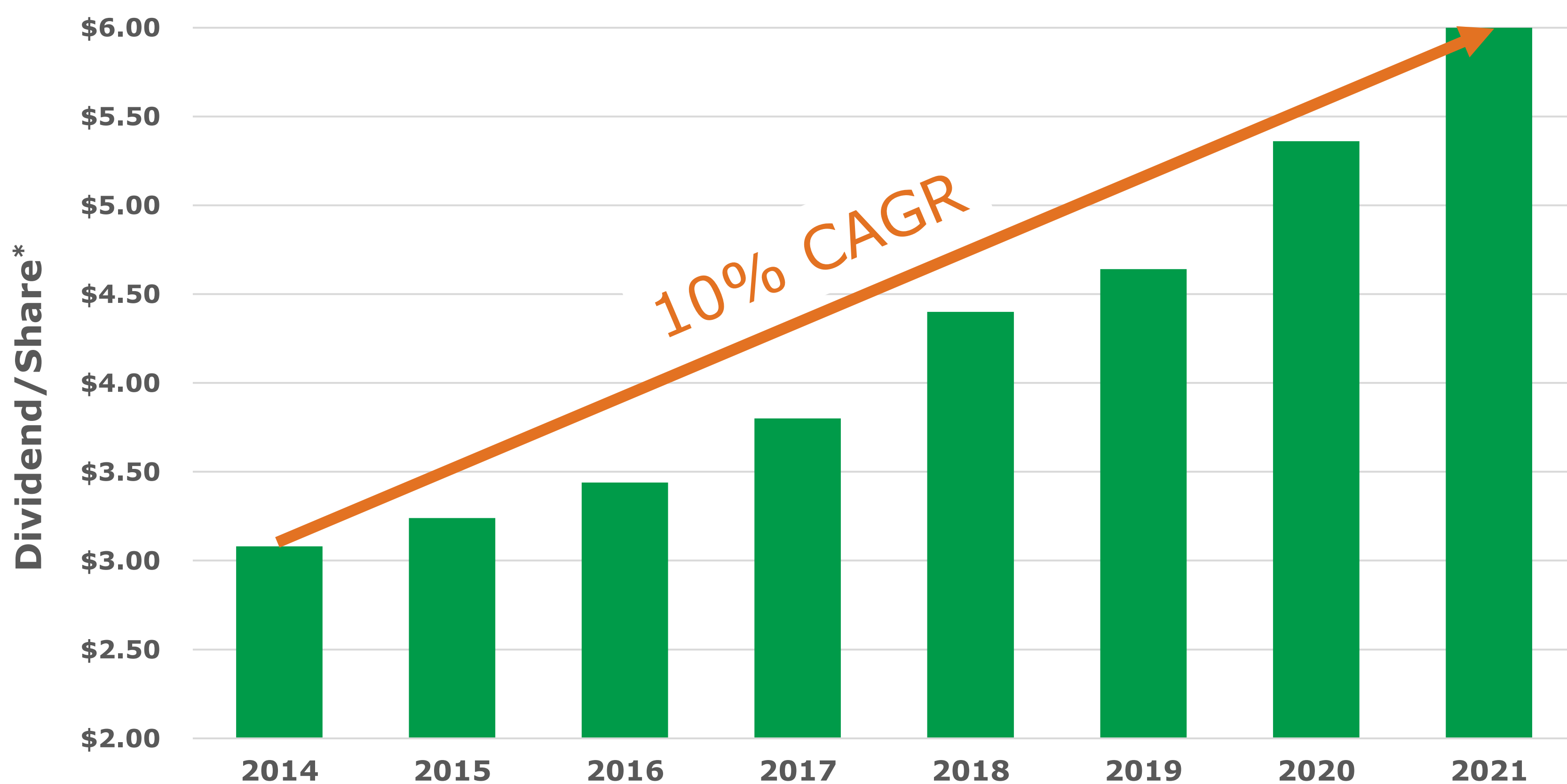
AIR PRODUCTS

Air Products Adjusted EPS*



* Non-GAAP financial measure. See website for reconciliation. CAGR is calculated using midpoint of FY21 guidance.

Dividend history



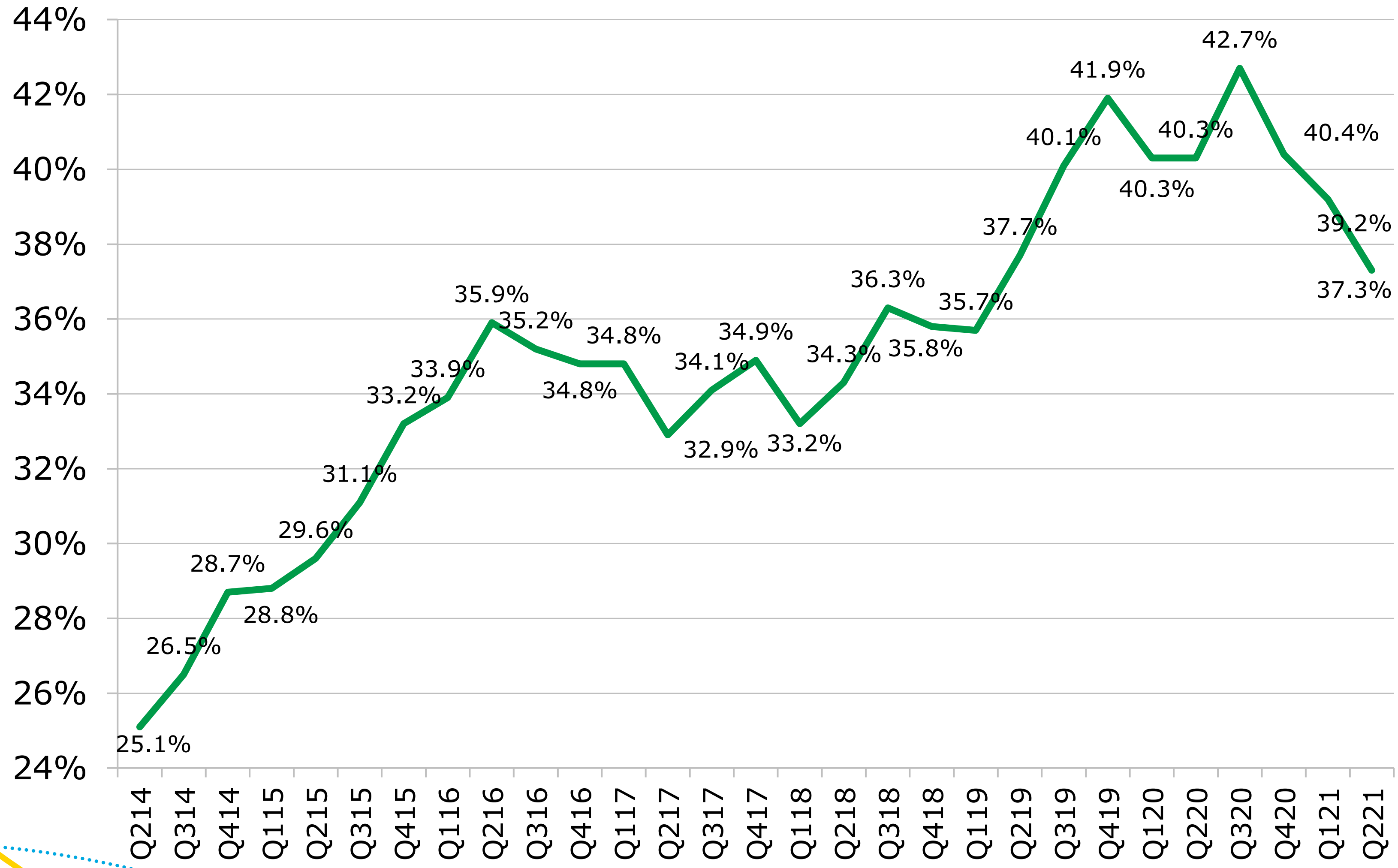
- $1.50 per quarter or 12% dividend increase announced Jan 2021
- >$1.3B/year of dividends to shareholders expected in 2021
- 39 consecutive years of dividend increases

* Based on annualized quarterly dividend declared in 1st quarter

Adjusted EBITDA margin*

Up over 1200 basis points

Moving forward



* Non-GAAP financial measure. See website for reconciliation.

Q2 Results

($ million)	Q2FY21	Fav/(Unfav) vs. Q2FY20	Fav/(Unfav) vs. Q1FY21
Sales	$2,502	13%	5%
- Volume		-%	(1%)
- Price		2%	1%
- Energy cost pass-through		7%	4%
- Currency		4%	1%
Adjusted EBITDA*	$934	5%	-%
*- Adjusted EBITDA Margin**	*37.3%*	*(300bp)*	*(190bp)*
Adjusted Operating Income*	$535	(2%)	(1%)
*- Adjusted Operating Margin**	*21.4%*	*(310bp)*	*(130bp)*
Adjusted Net Income*	$463	2%	(2%)
Adjusted EPS* ($/share)	$2.08	2%	(2%)
ROCE*	10.3%	(320bp)	(60bp)

- COVID-19 negatively impacted Sales ~3% and Adjusted EPS* ~$0.10 - $0.15
- Price positive in all three regions versus prior year and up sequentially
- Adjusted EBITDA* up primarily on pricing, currencies, and Equity Affiliate Income more than offsetting winter storm and volume impacts
- Higher Energy cost pass-through lowered Adjusted EBITDA margin* by ~300 bp

* Non-GAAP financial measure. See website for reconciliation.

Q2 Adjusted EPS*

Moving forward

	Q2FY20	Q2FY21	Change	
GAAP cont ops EPS	$2.21	$2.13		
Less: non-GAAP items	0.18	0.04		
Adjusted EPS*	**$2.04**	**$2.08**		**$0.04**
Volume			(0.19)	
Price (net of variable costs)			0.09	
Other Cost			(0.03)	
				($0.13)
Currency/FX				$0.10
Equity Affiliate Income			0.05	
Non-controlling Interest			0.04	
Interest Expense			(0.06)	
Other (Non-Op. Inc/Exp, Tax rate)			0.04	
				$0.07

- Strong price more than offset by reduced volume
- COVID-19 impact on Adjusted EPS*~$0.10 - $0.15
- Lu'An JV operating results are consolidated; so volume reflects 100% of the negative impact, this is partially offset by our partner's 40% share of income in NCI

* Non-GAAP financial measure. See website for reconciliation. EPS is calculated independently for each component and may not sum to total EPS due to rounding.

AIR PRODUCTS

Cash Flow Focus

($ million)	Q2FY21 LTM
Adjusted EBITDA*	$3,685
Interest, net*	(94)
Cash Tax	(357)
Maintenance Capex*	(655)
Distributable Cash Flow*	$2,579
	*$11.59/Share**
Dividends	(1,185)
Investable Cash Flow*	$1,394

- $11.59/share of Distributable Cash Flow*
- Paid over 45% of Distributable Cash Flow* as dividends
- ~$1.4B of Investable Cash Flow*

* Non-GAAP financial measure. See website for reconciliation.

Capital Deployment Scorecard

Substantial investment capacity remaining

Moving forward

Available Now (3/31/21)		($Billion)	
	Total Debt Capacity	$ 11.1	Assuming 3xLTM Adj EBITDA*
	Less: Net Debt*	$ 1.8	Debt ($8.0B) minus cash# ($6.2B)
	Additional Available Now	**$ 9.2**	
Estimated Available In Future – Investable Cash Flow (ICF)*		**$ 2.1**	LTM ICF* x 1.50 years
Already Spent – FY18 through Q2FY21		**$ 6.3**	Growth CapEx* (including M&A)
Estimated FY18 - FY22 Capacity		**$ 17.6**	

Additional Commitments	$ 10.5	Remaining to be spent
Spent + Commitments	$ 16.8	

% Spent	*36%*
% Spent + Commitments	*95%*

- Committed to manage debt balance to maintain current targeted A/A2 rating
- Total Commitment Value ~$12.7B; Remaining to be spent ~$10.5B
- Based on FY18 – FY22, figures as of 3/31/21

* Non-GAAP financial measure. See website for reconciliation.
# Cash includes cash and short-term investments

AIR PRODUCTS

Industrial Gases - Asia

	Q2FY21	Fav/(Unfav) vs. Q2FY20	Fav/(Unfav) vs. Q1FY21
Sales	$698	6%	(3%)
- Volume		(2%)	(4%)
- Price		1%	-%
- Energy cost pass-through		-%	-%
- Currency		7%	1%
Adjusted EBITDA*	$324	(1%)	(6%)
*- Adjusted EBITDA Margin**	*46.4%*	*(330bp)*	*(130bp)*
Operating Income	$199	(5%)	(8%)
- Operating Margin	*28.5%*	*(330bp)*	*(140bp)*

- 16th consecutive quarter of year-on-year price improvement
- Versus Prior Year;
  - Volume lower as higher merchant and new assets more than offset by reduced Lu'An contribution
  - Adjusted EBITDA* stable with positive price and currencies offsetting lower volume
  - Adjusted EBITDA margin* lower primarily due to Lu'An
- Sequentially, sales and profits lower primarily due to Lunar New Year

* Non-GAAP financial measure. See website for reconciliation.

Industrial Gases - Americas

		Fav/(Unfav) vs.	
	Q2FY21	**Q2FY20**	**Q1FY21**
Sales	$1,056	13%	13%
- Volume		(6%)	2%
- Price		3%	1%
- Energy cost pass-through		15%	10%
- Currency		1%	-%
Adjusted EBITDA*	$449	6%	12%
*- Adjusted EBITDA Margin**	*42.5%*	*(310bp)*	*(40bp)*
Operating Income	$263	(2%)	17%
- Operating Margin	*24.9%*	*(380bp)*	*70bp*

- Versus Prior Year
  - Pricing strength continued - 11th consecutive quarter of price improvement
  - Volume down primarily on COVID-19 and winter storm impact
  - Adjusted EBITDA* higher as price, EAI and PBF acquisition more than offset lower volume and winter storm impact
  - Higher energy cost pass-through, primarily due to the winter storm, lowered Adjusted EBITDA margin* 650bp
- Versus Prior Quarter
  - Volume, EAI and lower cost drove profit improvement
  - Energy cost pass-through negatively impacted Adjusted EBITDA margin* 450bp

AIR PRODUCTS

* Non-GAAP financial measure. See website for reconciliation.

Industrial Gases - EMEA

	Q2FY21	Fav/(Unfav) vs. Q2FY20	Fav/(Unfav) vs. Q1FY21
Sales	$585	19%	4%
- Volume		5%	(1%)
- Price		2%	1%
- Energy cost pass-through		3%	2%
- Currency		9%	2%
Adjusted EBITDA*	$218	17%	(2%)
*- Adjusted EBITDA Margin**	*37.2%*	*(50bp)*	*(220bp)*
Operating Income	$140	12%	(1%)
- Operating Margin	*23.9%*	*(140bp)*	*(120bp)*

- Versus Prior Year
  - 13^{th} consecutive quarter of year over year price improvement
  - Acquisitions and higher on-site volume overcame negative COVID-19 volume impact - mostly in packaged gas
  - Adjusted EBITDA* up driven by price, volume, currencies and EAI
  - Energy pass-through lowered Adjusted EBITDA margin* 100bp

* Non-GAAP financial measure. See website for reconciliation.

AIR PRODUCTS

Moving forward

Industrial Gases - Global

	Q2FY21	Fav/(Unfav) vs. Q2FY20
Sales	$98	$19
Adjusted EBITDA*	($22)	($10)
Operating Income	($26)	($6)

- Sales up on SOE project activity
- Profit down on business mix and higher product development spending

* Non-GAAP financial measure. See website for reconciliation.

AIR PRODUCTS

Corporate and other

	Q2FY21	Fav/(Unfav) vs. Q2FY20
Sales	$66	$12
Adjusted EBITDA*	($34)	($1)
Operating Income	($41)	($2)

- Sales higher on increased project activities
- Profit lower on increased corporate costs

* Non-GAAP financial measure. See website for reconciliation.

Outlook*

Q3 FY21 Adjusted EPS*	vs PY	FY21 Adjusted EPS*	vs PY
$2.30 to $2.40	+14% to +19%	$8.95 to $9.10	+7% to +9%

FY21 Capital Expenditures* = Approx. $2.5 billion

EPS and Capex guidance do not include Jazan or Lu'An restart

* Non-GAAP financial measure. See website for reconciliation.

Our competitive advantage

The only sustainable element
of long-term competitive
advantage is the degree of
commitment and **motivation**
of the people in the enterprise

Appendix slides

Major projects

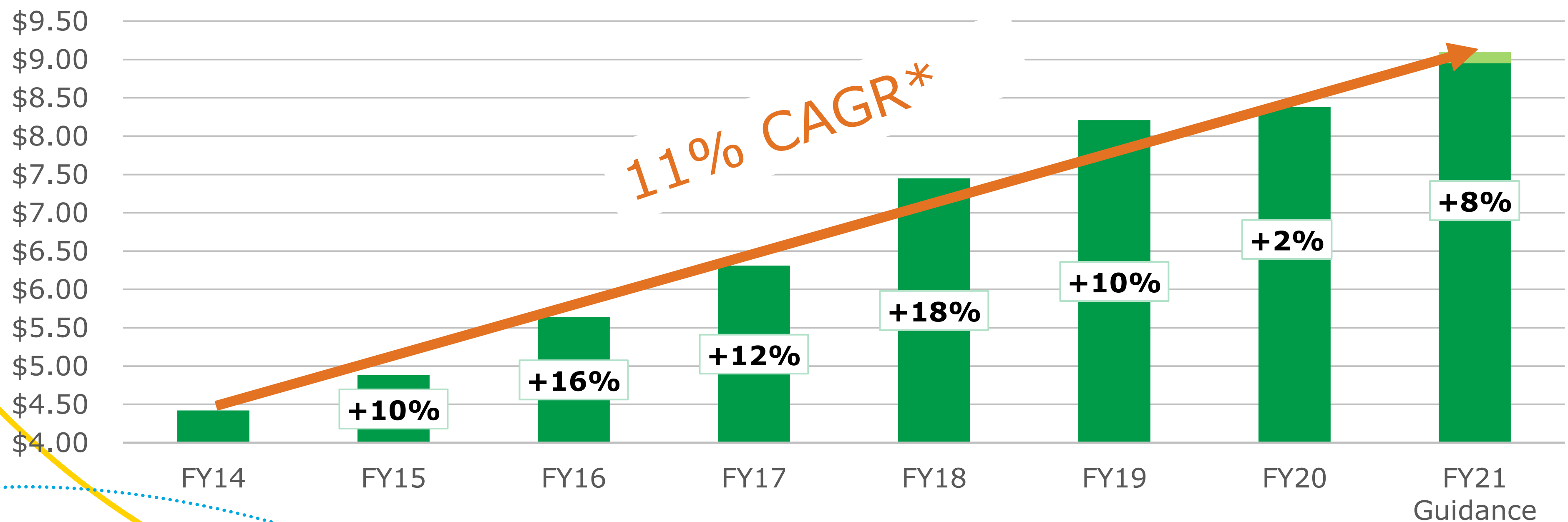
Plant	Customer/Location	Capacity	Timing	Market
ONSTREAM (last five quarters)				
H2/CO	Geismar, Louisiana	50MMH2+6.5MMCO	Q2 FY20	Chem/Pipeline
Hydrogen	PBF - California & Delaware	300MMSCFD	Q3 FY20	Refinery
Syngas	BPCL Ph 2, India	Not disclosed	Q1 FY21	Chemicals
ASU/H2	Samsung Giheung, Korea	World Scale	Q2 FY21	Electronics
PROJECT COMMITMENTS				
ASU/Liquid	Big River Steel, Arkansas	>250 TPD + liquid	Q3 FY21	Steel/Merchant
Liquid H2	LaPorte, TX	~30 tons per day	Q4 FY21	Merchant
ASU/Liquid	Eastman, Kingsport, Tennessee	Not disclosed	Q4 FY21	Gasifier/Merchant
ASU/Gasifier/ Power	AP / ACWA / SA / APQ – Jazan, Saudi Arabia	$11.5B total JV	2021*	Gasif to Refinery
ASU/Gasifier	AP 100% - Jiutai – Hohhot, China	$0.65B investment	2022*	Gasif to Chemicals
ASU/Gasifier	AP (80%) / Debang – Lianyung City, China	~$250 million total JV	2023	Gasif to Chemicals / Merchant
SMR/ASU/PL	GCA – Texas City	~$500 million	2023	Ammonia
ASU/Gasifier/ MeOH	Indonesia	~$2 billion	2024	Gasif to Methanol
Carbon-free hydrogen	NEOM Saudi Arabia, Global market	~$7 billion total JV	2025	Transportation

* Multiple Phases

Air Products Adjusted EPS*

Moving forward

FY14	FY15	FY16	FY17		FY18	FY19	FY20	FY21
				Q1	$1.79	$1.86	$2.14	$2.12
				Q2	$1.71	$1.92	$2.04	$2.08
				Q3	$1.95	$2.17	$2.01	$2.30 - $2.40#
				Q4	$2.00	$2.27	$2.19	
$4.42	**$4.88**	**$5.64**	**$6.31**		**$7.45**	**$8.21**	**$8.38**	**$8.95 - $9.10#**



* Non-GAAP financial measure. See website for reconciliation.
CAGR is calculated using midpoint of FY21 guidance.
Outlook

AIR PRODUCTS

Capital Expenditures*

Moving forward

FY	$MM
2021	Approx. $2.5 billion#
2020	$2,717
2019	$2,129
2018	$1,914
2017	$1,056
2016	$908
2015	$1,201

FY21 Quarter	$MM
Q1	$684
Q2	$613
Q3	
Q4	

* Non-GAAP financial measure. See website for reconciliation.
Capital expenditure is calculated independently for each quarter and may not sum to full year amount due to rounding.
Outlook

AIR PRODUCTS

Moving forward

Thank you

tell me more

AIR PRODUCTS