Moving forward

Create Shareholder Value

Q1 FY22
Earnings Conference Call

February 4, 2022

AIR PRODUCTS

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 first quarter of fiscal year 2022 and our Annual Report on Form 10-K for our fiscal year ended September 30, 2021 as well as in our other 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. Management believes these non-GAAP financial measures provide investors, potential investors, securities analysts, and others with useful information to evaluate our business because such measures, when viewed together with our GAAP disclosures, provide a more complete understanding of the factors and trends affecting our business. 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	Q1FY22	Q1FY22 vs FY14
Employee Lost Time Injury Rate	0.24	0.15	38% better
Employee Recordable Injury Rate	0.58	0.43	26% better

FY14 includes former Materials Technologies businesses 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

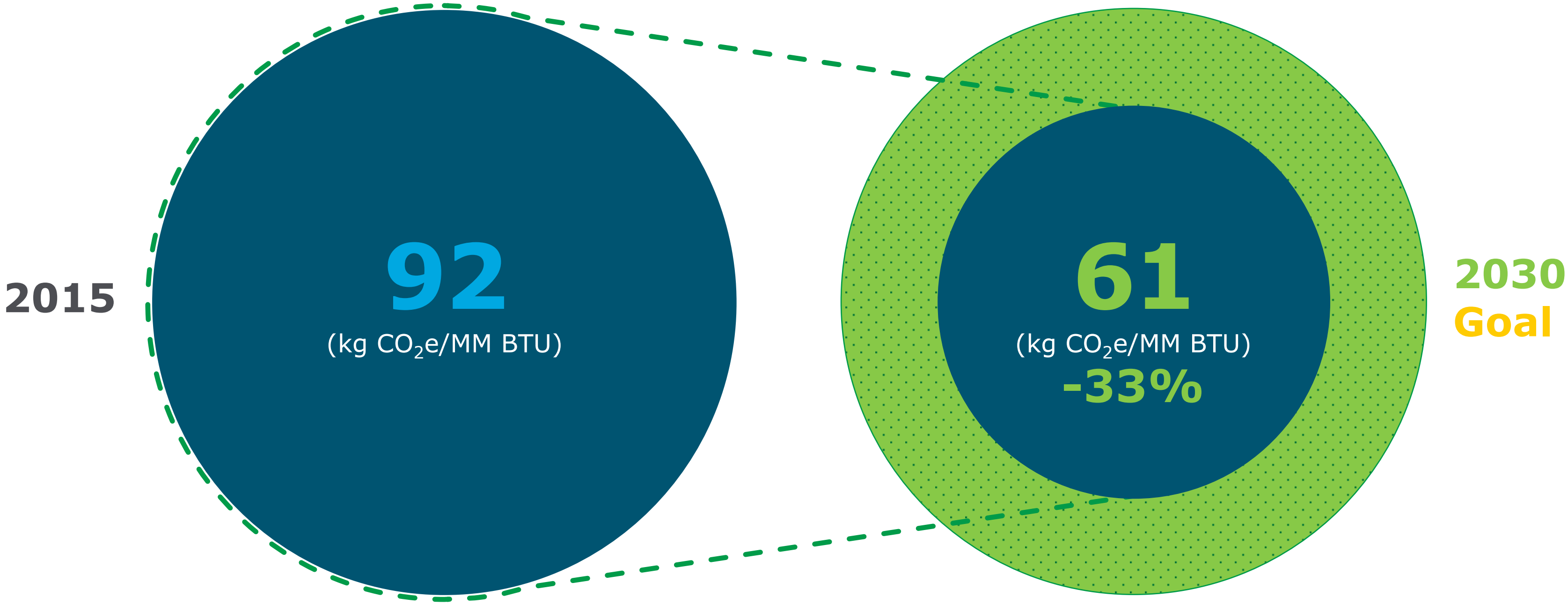
Making Our Dream a Reality

Our dream of the future is for Air Products to be the leader in providing solutions to the world's significant energy and environmental challenges through **Gasification**, **Carbon Capture** and **Clean Hydrogen**.

Our **Higher** Purpose

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

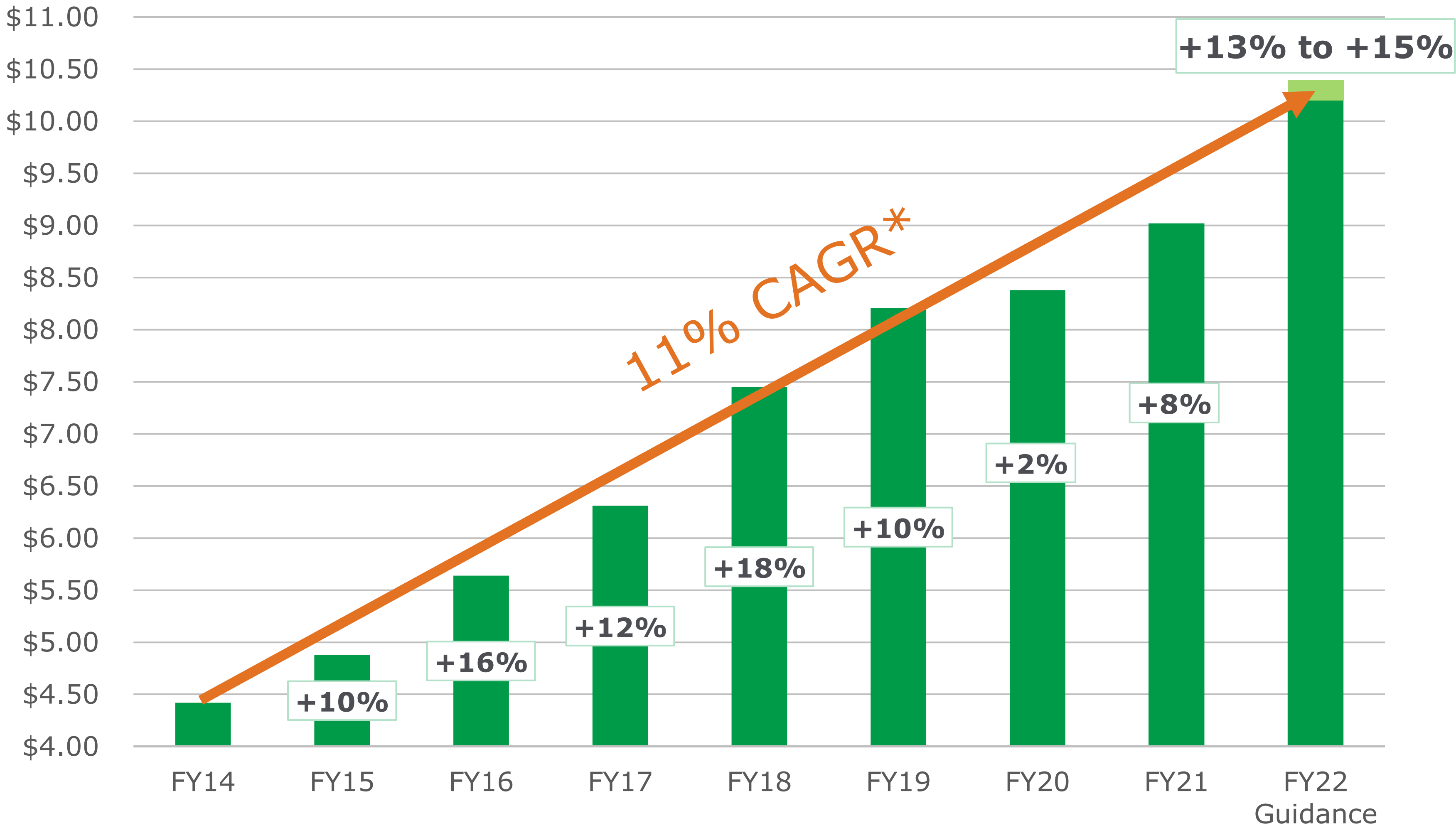
"Third by '30" Carbon Intensity Goal



2020 Reduction of 5%

Significant improvement later in decade as key projects come onstream

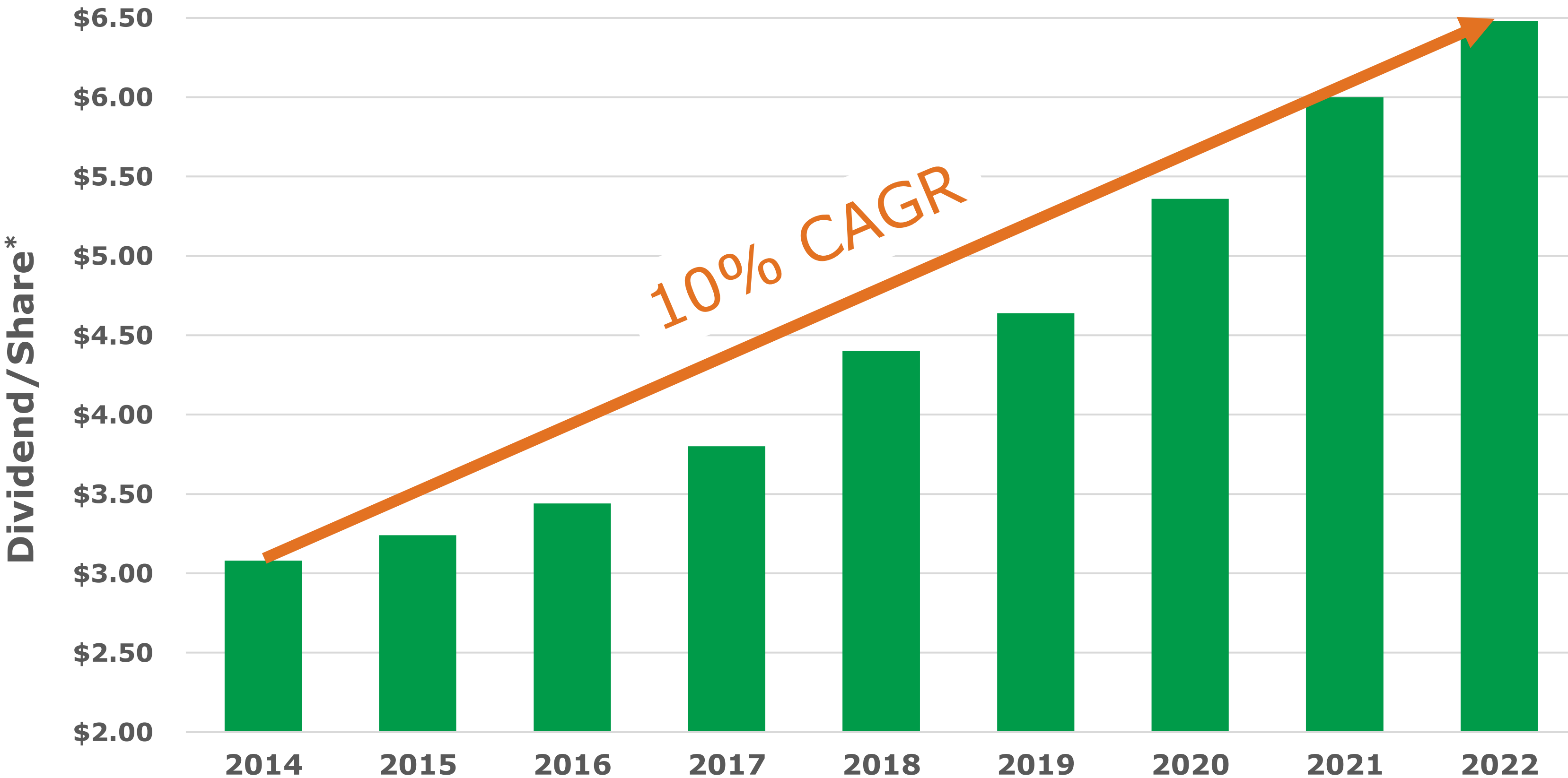
Air Products adjusted EPS*



* Non-GAAP financial measure. See website for reconciliation.
CAGR is calculated using midpoint of FY22 guidance.

Dividend history

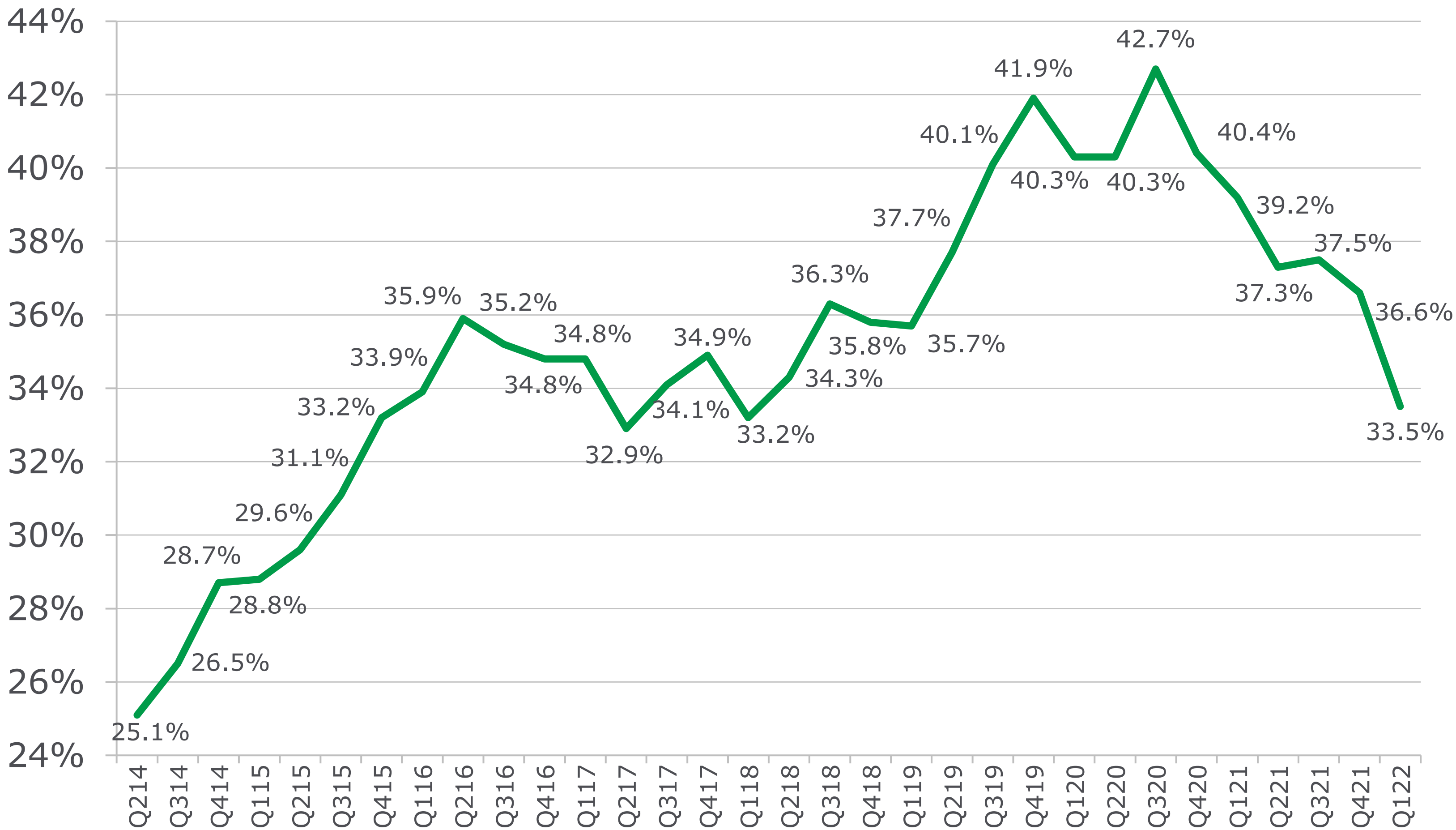
40 consecutive years of dividend increases



- 8% or $0.12 per quarter dividend increase announced Feb 2022 (to $1.62 per quarter)
- >$1.4B of dividends to shareholders expected in 2022

* Based on annualized quarterly dividend declared in first quarter

Adjusted EBITDA margin*



- 2/3 of decline from peak due to higher energy pass-through
  - Increases sales, but doesn't impact profits

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

Q1: Positioned for Growth

Moving forward

- **Segment Re-organization**
  - New Middle East & India
  - Corporate now includes Global Gases
- **Jazan Joint Venture (JIGPC)**
  - Phase I closed Oct 27, 2021
  - Equity Affiliate Income
  - Interest Income from shareholder loans (from Air Products) included in Non-operating Income
- **ASU JV Finalization (JGPC)**
  - Finalization of successful ASU SOE, asset transfer to JIGPC
  - Air Products deferred income and JV settlement recognized this quarter as Equity Affiliate Income
  - Partner’s share of JV settlement in Non-controlling Interest

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Q1 Results

($ million)	Q1FY22	Fav/(Unfav) vs. Q1FY21	Fav/(Unfav) vs. Q4FY21
Sales	$2,994	26%	5%
- Volume		8%	(3%)
- Price		5%	2%
- Energy cost pass-through		14%	7%
- Currency		(1%)	(1%)
Adjusted EBITDA*	$1,003	8%	(4%)
*- Adjusted EBITDA Margin**	*33.5%*	*(570bp)*	*(310bp)*
Adjusted Operating Income*	$523	(3%)	(15%)
*- Adjusted Operating Margin**	*17.5%*	*(520bp)*	*(420bp)*
Adjusted Net Income*	$560	19%	-%
Adjusted EPS* ($/share)	$2.52	19%	-%
ROCE*	10.3%	(60bp)	20bp

- Significant energy cost increase in Europe and Americas
- Volume up in all segments driven by new assets, hydrogen & merchant recovery and strong sale of equipment
- Price up in Asia, Europe and Americas versus prior year and sequentially
- Adjusted EBITDA* up as volume, price and EAI more than offset higher costs
- Higher energy cost pass-through lowered Adjusted EBITDA margin* by ~450 bp

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

Q1 Adjusted EPS*

Moving forward

Adjusted EPS* Up 19% vs. PY

	Q1FY21	Q1FY22		Change
GAAP cont ops EPS	$2.12	$2.52		
Less: non-GAAP items	0.00	0.00		
Adjusted EPS*	**$2.12**	**$2.52**		**$0.40**
Volume			0.19	
Price (net of variable costs)			(0.04)	
Other Cost			(0.21)	
				($0.06)
Currency/FX				$0.00
Equity Affiliate Income			0.29	
Non-controlling Interest			0.07	
Tax Rate			0.07	
Interest Expense & Other			0.03	
				$0.46

- Price actions (~40 cents) offset most of the unprecedented energy costs increase
- Higher equity affiliate income and non-controlling interest driven by Jazan

* 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.

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Cash flow focus

($ million)	Q1FY22 LTM
Adjusted EBITDA*	$3,954
Interest, net*	(58)
Cash Tax	(367)
Maintenance Capex*	(756)
Distributable Cash Flow*	$2,773
	*$12.46/Share**
Dividends	(1,293)
Investable Cash Flow*	$1,480

- ~ $12.50/share of Distributable Cash Flow*
- Paid over 45% of Distributable Cash Flow* as dividends
- ~$1.5B of Investable Cash Flow*

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

FY18-27 Capital Deployment Scorecard

Moving forward

Significant progress made, substantial investment capacity remaining

Available Now (12/31/21)	($Billion)	
Total Debt Capacity	$ 11.9	Assuming 3xLTM Adj EBITDA*
Less: Net Debt*	$ 3.7	Debt ($7.4B) minus cash[1] ($3.7B)
Additional Available Now	**$ 8.2**	
Estimated Available In Future		
Investable Cash Flow (ICF)*	$ 8.5	LTM ICF* x 5.75 years
Debt enabled by New Projects	$ 7.6	Details below[2]
Estimated In Future	**$ 16.1**	
Already Spent		
FY18 through Q1FY22	**$ 9.2**	Growth CapEx* (including M&A)[4]
Estimated FY18 - FY27 Capacity	**$ 33.4**	
Backlog (remaining to be spent)	$ 14.1	
Spent + Backlog (remaining to be spent)	$ 23.3	
% Spent	*27%*	
% Spent + Backlog (remaining to be spent)	*70%*	

Committed to manage debt balance to maintain current targeted A/A2 rating
Total Backlog $16.8B; Backlog remaining to be spent $14.1B

*Non-GAAP financial measure. See website for reconciliation.
1. Cash includes cash and short-term investments
2. Total Backlog ~$16.8 billion x (15% Adj EBITDA* / CapEx[3]) x (3x Debt / Adj EBITDA)*
3. Based on assumed (10% Operating Income / CapEx) and 20-year depreciable life
4. CAPEX excludes $0.1B of minority partner's investment

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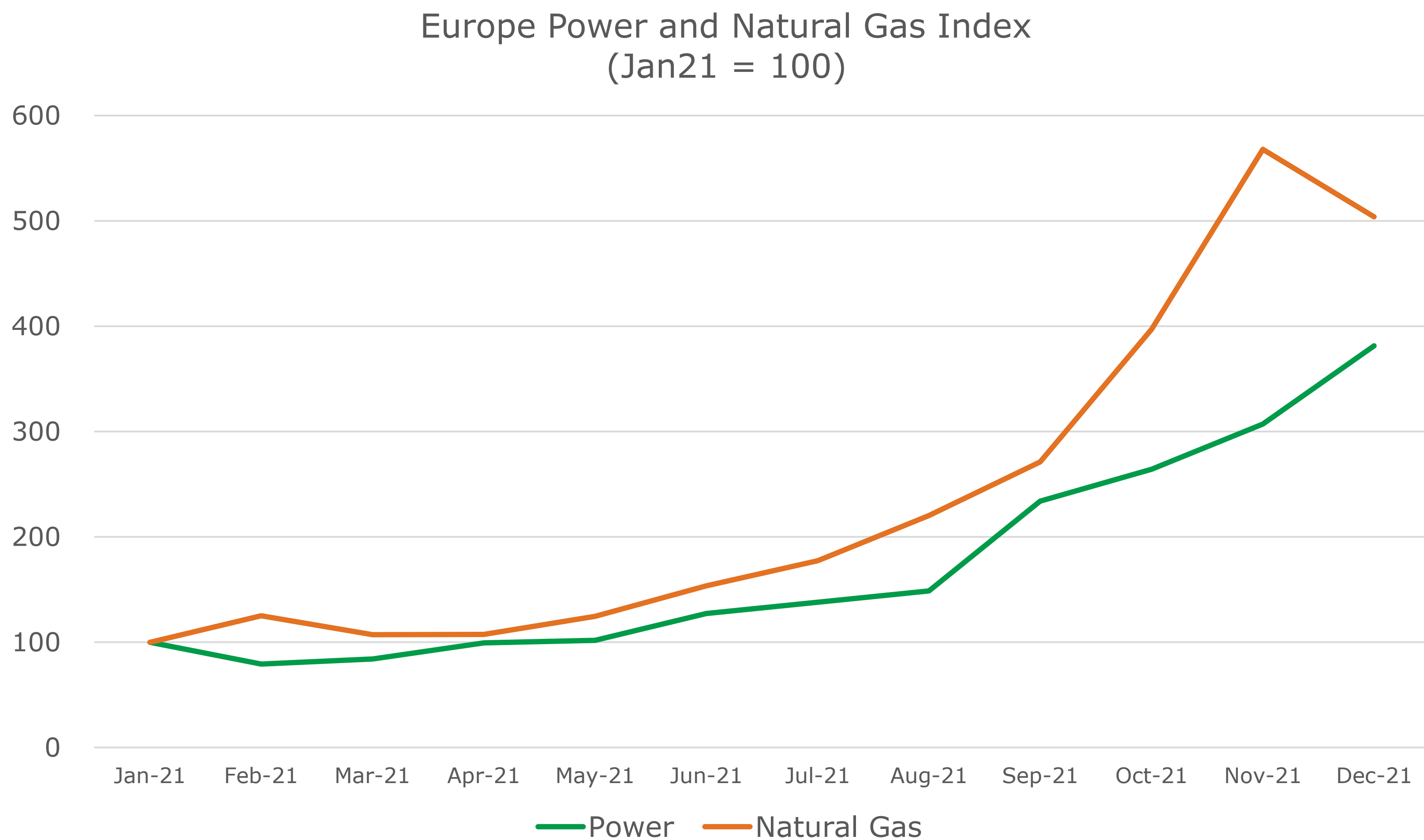
Asia

		Fav/(Unfav) vs.	
	Q1FY22	**Q1FY21**	**Q4FY21**
Sales	$780	9%	4%
- Volume		4%	-%
- Price		3%	3%
- Energy cost pass-through		-%	-%
- Currency		2%	1%
Adjusted EBITDA*	$339	2%	2%
*- Adjusted EBITDA Margin**	*43.4%*	*(280bp)*	*(40bp)*
Operating Income	$221	3%	7%
- Operating Margin	*28.3%*	*(160bp)*	*100bp*

- Versus prior year:
  - Strong on-site volume driven by new plants
  - Best price performance in nearly 2 years
  - China's "Dual Control" policy negatively impacted volume, plant efficiency and supply chain
  - Adjusted EBITDA* higher as better volume, price and currencies more than offset higher costs
- Sequentially, sales and profits up as strong price more than offset higher costs

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

Europe Energy Costs
Up 4x – 5x



Power based on published country day-ahead power prices for those countries where AP operates
Natural Gas based on average TTF month-ahead natural gas prices as published on ICE

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Europe

	Q1FY22	Fav/(Unfav) vs. Q1FY21	Fav/(Unfav) vs. Q4FY21
Sales	$744	37%	16%
- Volume		5%	(1%)
- Price		9%	6%
- Energy cost pass-through		27%	14%
- Currency		(4%)	(3%)
Adjusted EBITDA*	$163	(19%)	(19%)
*- Adjusted EBITDA Margin**	*21.9%*	*(1,520bp)*	*(920bp)*
Operating Income	$99	(28%)	(21%)
- Operating Margin	*13.3%*	*(1,200bp)*	*(610bp)*

- Versus prior year:
  - Improved volumes from hydrogen and merchant demand
  - Significant price actions underway to recover unprecedented costs
  - Higher costs impacted by supply chain, inflation, maintenance, additional resources and discretionary compensation
- Energy cost pass-through lowered Adjusted EBITDA margin* ~700bp versus prior year and ~350bp sequentially

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

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Americas

	Q1FY22	Fav/(Unfav) vs. Q1FY21	Fav/(Unfav) vs. Q4FY21
Sales	$1,224	31%	10%
- Volume		8%	1%
- Price		3%	-%
- Energy cost pass-through		20%	9%
- Currency		-%	-%
Adjusted EBITDA*	$457	14%	(4%)
*- Adjusted EBITDA Margin**	*37.3%*	*(560bp)*	*(540bp)*
Operating Income	$267	18%	(8%)
- Operating Margin	*21.8%*	*(240bp)*	*(420bp)*

- Versus prior year:
  - Volume grew 8% on hydrogen recovery and strong merchant demand
  - Price up 3%, better across all key product lines
  - Adjusted EBITDA* up as better volume, price, EAI more than offset energy costs
  - Energy cost pass-through lowered Adjusted EBITDA margin* ~700bp
- Sequentially, energy cost pass-through lowered Adjusted EBITDA margin* ~300bp

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

Middle East & India

	Q1FY22	Fav/(Unfav) vs. Q1FY21	Fav/(Unfav) vs. Q4FY21
Sales	$24	$4	($6)
Operating Income	$5	$1	($6)
Equity Affiliate Income	**$92**	**$71**	**$70**
Adjusted EBITDA*	$103	$72	$64

- Equity Affiliate Income higher driven by the Jazan Joint Venture
- Sales and Op Income better vs. prior year due to a new plant onstream but down sequentially driven by a favorable contract settlement in prior quarter

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

Corporate and other

	Q1FY22	Fav/(Unfav) vs. Q1FY21
Sales	$222	$60
Adjusted EBITDA*	($58)	($26)
Operating Income	($69)	($26)

- Sales higher on increased project activities
- Profit lower on increased costs and the settlement of a supply contract in prior year

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

Outlook*

Q2 FY22 Adjusted EPS*	vs PY	FY22 Adjusted EPS*	vs PY
$2.30 to $2.40	+11% to +15%	$10.20 to $10.40	+13% to +15%

FY22 Capital Expenditures* = $4.5 to $5.0 billion

* 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)				
Syngas	BPCL Ph 2, India	Not disclosed	Q1 FY21	Chemicals
ASU/H2	Samsung Giheung, Korea	World Scale	Q2 FY21	Electronics
ASU/Liquid	Big River Steel, Arkansas	>250 TPD + liquid	Q3 FY21	Steel/Merchant
Liquid H2	LaPorte, TX	~30 tons per day	Q1 FY22	Merchant
ASU/Gasifier/ Power	AP / ACWA / SA / APQ – Jazan, Saudi Arabia – **Phase I**	~$12B total JV	Q1 FY22	Gasif to Refinery
PROJECT COMMITMENTS				
ASU/Liquid	Eastman, Kingsport, Tennessee	Not disclosed	Q2 FY22	Gasifier/Merchant
ASU/Gasifier	AP 100% - Jiutai – Hohhot, China	$0.65B investment	FY23	Gasif to Chemicals
ASU/Gasifier	AP (80%) / Debang – Lianyung City, China	~$250 million total JV	2023	Gasif to Chemicals / Merchant
ASU/Gasifier/ Power	AP / ACWA / SA / APQ – Jazan, Saudi Arabia – **Phase II**	~$12B total JV	2023	Gasif to Refinery
SMR/ASU/PL	GCA – Texas City	~$500 million	2023	Ammonia
Net-zero hydrogen	Alberta, Canada	~$1.3 billion CAD	2024	Pipeline / Transportation
ASU/Gasifier/ MeOH	Indonesia	~$2 billion	2025	Gasif to Methanol
Carbon-free hydrogen	NEOM Saudi Arabia + downstream	~$7 billion total (JV + APD)	2026	Global Transportation
Blue hydrogen	Louisiana	~$4.5 billion	2026	Pipeline / Transportation

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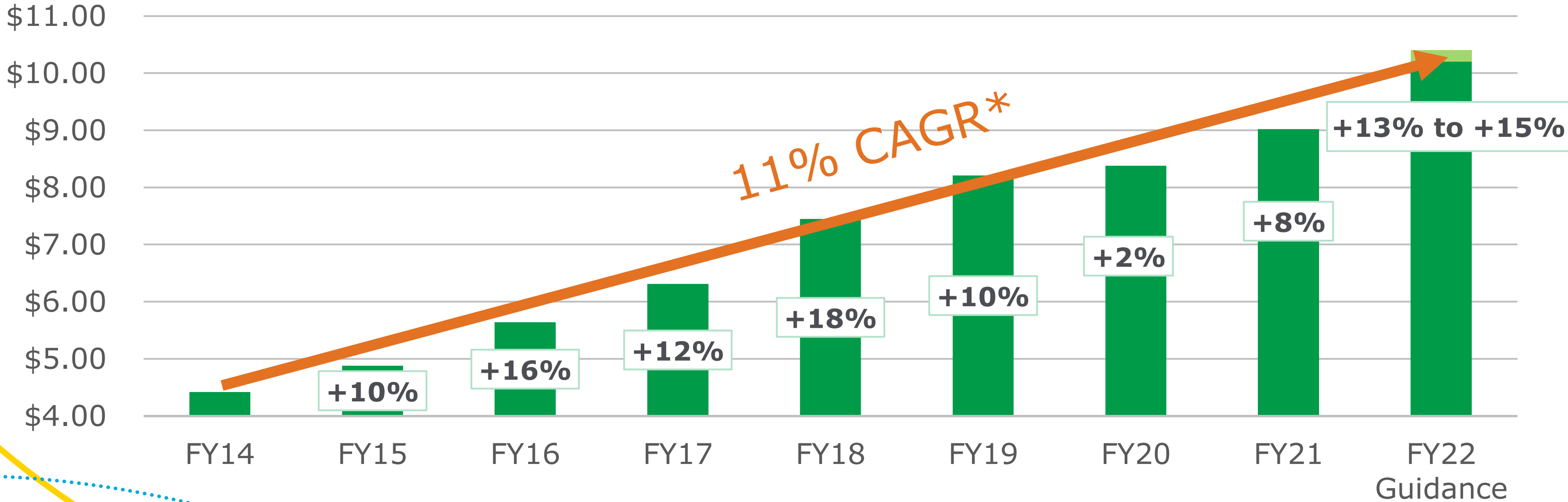
Air Products Adjusted EPS*

Moving forward

FY14	FY15	FY16	FY17		FY18	FY19	FY20	FY21	FY22
				Q1	$1.79	$1.86	$2.14	$2.12	$2.52
				Q2	$1.71	$1.92	$2.04	$2.08	$2.30 - $2.40#
				Q3	$1.95	$2.17	$2.01	$2.31	
				Q4	$2.00	$2.27	$2.19	$2.51	
$4.42	**$4.88**	**$5.64**	**$6.31**		**$7.45**	**$8.21**	**$8.38**	**$9.02**	**$10.20 - $10.40#**



* Non-GAAP financial measure. See website for reconciliation.
CAGR is calculated using midpoint of FY22 guidance.
Outlook

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Capital Expenditures*

FY	$MM
2022	$4.5 - $5.0 billion#
2021	$2,551
2020	$2,717
2019	$2,129
2018	$1,914
2017	$1,056
2016	$908
2015	$1,201

FY22 Quarter	$MM
Q1	$2,331[a]
Q2	
Q3	
Q4	

* Non-GAAP financial measure. See website for reconciliation.
# Outlook
a. Q1FY22 CAPEX includes $0.1B of minority partner's investment
Capital expenditures are calculated independently for each quarter and may not sum to full year amount due to rounding.

Moving forward

Thank you

tell me more