

AIR PRODUCTS & CHEMICALS INC /DE/
Form DFAN14A
May 18, 2010

UNITED STATES

SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, D.C. 20549

SCHEDULE 14A
(Rule 14a-101)

INFORMATION REQUIRED IN PROXY STATEMENT

SCHEDULE 14A INFORMATION

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 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 Rule 14a-12

Airgas, Inc.

(Name of Registrant as Specified in Its Charter)

Air Products Distribution, Inc.

Air Products and Chemicals, Inc.

(Name of Persons Filing Proxy Statement, if Other than Registrant)

Payment of filing fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

(1) Title of each class of securities to which transaction applies:

(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (Set forth the amount on which the filing fee is calculated and state how it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

Fee paid previously with preliminary materials.

Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

Paul Huck
SVP and CFO

Barclays ROC Stars Conference
May 18, 2010

Barclays ROC Stars Conference 2010
Forward Looking Statement

2

This presentation contains “forward-looking statements” within the safe harbor provisions of the Private Securities Litigation Reform Act of 1995, including earnings guidance and comments regarding the Company’s proposed acquisition of Airgas, Inc. These forward-looking statements are based on management’s reasonable expectations and assumptions as of the date this presentation is made regarding important risk factors. Actual performance and financial results may differ materially from projections and estimates expressed in the forward-looking statements because of many factors not anticipated by management, including, without limitation, longer than anticipated delay in global economic recovery; renewed deterioration in economic and business conditions; poor demand for the Company's products; future financial and operating performance of major customers and industries served by the Company; inability to collect receivables from or recovery of payments made by customers in bankruptcy proceedings; unanticipated contract terminations or customer cancellations or postponement of projects and sales; asset impairments due to economic conditions or specific product or customer events; unexpected costs associated with the Company’s cash tender offer for Airgas, Inc.; costs of future restructuring actions which are not currently planned or anticipated; the impact of competitive products and pricing; interruption in ordinary sources of supply of raw materials; the ability to recover unanticipated increased energy and raw material costs from customers; costs and outcomes of litigation or regulatory activities; charges related to current portfolio management and cost reduction actions; the success of implementing cost reduction programs; failure to consummate the tender offer for Airgas, Inc. or inability to achieve anticipated acquisition synergies or unanticipated integration costs; the timing, impact, and other uncertainties of future acquisitions or divestitures; significant fluctuations in interest rates and foreign currencies from that currently anticipated; the continued availability of capital funding sources in all of the Company's foreign operations; the impact of new or changed environmental, healthcare, tax or other legislation and regulations in jurisdictions in which the Company and its affiliates operate; the impact of new or changed financial accounting guidance; the timing and rate at which tax credits can be utilized and other risk factors described in the Company’s Form 10K for its fiscal year ended September 30, 2009. The Company disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained in this document to reflect any change in the Company’s assumptions, beliefs or expectations or any change in events, conditions, or circumstances upon which any such forward-looking statements are based.

Barclays ROC Stars Conference 2010

3

ADDITIONAL INFORMATION

On February 11, 2010, Air Products Distribution, Inc., a wholly owned subsidiary of Air Products and Chemicals, Inc. ("Air Products"), commenced a cash tender offer for all the outstanding shares of common stock of Airgas, Inc. ("Airgas") not already owned by Air Products, subject to the terms and conditions set forth in the Offer to Purchase dated as of February 11, 2010 (the "Offer to Purchase"). The purchase price to be paid upon the successful closing of the cash tender offer is \$60.00 per share in cash, without interest and less any required withholding tax, subject to the terms and conditions set forth in the Offer to Purchase, as amended. The offer is scheduled to expire at midnight, New York City time, on Friday, June 4, 2010, unless further extended in the manner set forth in the Offer to Purchase.

This communication does not constitute an offer to buy or solicitation of an offer to sell any securities. The tender offer is being made pursuant to a tender offer statement on Schedule TO (including the Offer to Purchase, a related letter of transmittal and other offer materials) filed by Air Products with the U.S. Securities and Exchange Commission ("SEC") on February 11, 2010.

INVESTORS AND SECURITY HOLDERS OF AIRGAS ARE URGED TO READ THESE AND OTHER DOCUMENTS FILED WITH THE SEC CAREFULLY IN THEIR ENTIRETY BECAUSE THEY CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION.

Investors and security holders can obtain free copies of these documents and other documents filed with the SEC by Air Products through the web site maintained by the SEC at <http://www.sec.gov>. The Offer to Purchase and related materials may also be obtained for free by contacting the Information Agent for the tender offer, MacKenzie Partners, Inc., at 212-929-5500 or toll-free at 800-322-2885.

In connection with the proposed transaction, Air Products may file a proxy statement with the SEC. Any definitive proxy statement will be mailed to stockholders of Airgas. INVESTORS AND SECURITY HOLDERS OF AIRGAS ARE URGED TO READ THESE AND OTHER DOCUMENTS FILED WITH THE SEC CAREFULLY IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION ABOUT THE PROPOSED TRANSACTION. Investors and security holders will be able to obtain free copies of these documents (if and when available) and other documents filed with the SEC by Air Products through the web site maintained by the SEC at <http://www.sec.gov>.

CERTAIN INFORMATION REGARDING PARTICIPANTS

Air Products and certain of its respective directors and executive officers may be deemed to be participants in the proposed

transaction under the rules of the SEC. Security holders may obtain information regarding the names, affiliations and interests of Air Products' directors and executive officers in Air Products' Annual Report on Form 10-K for the year ended September 30, 2009, which was filed with the SEC on November 25, 2009, and its proxy statement for the 2010 Annual Meeting, which was filed with the SEC on December 10, 2009. These documents can be obtained free of charge from the sources indicated above. Additional information regarding the interests of these participants in the proxy solicitation and a description of their direct and indirect interests, by security holdings or otherwise, will also be included in any proxy statement and other relevant materials to be filed with the SEC when they become available.

Barclays ROC Stars Conference 2010

Financial Performance*

4

* non-GAAP, see appendix for reconciliation

	FY04 thru	FY08	H109	H209	H110
Sales					
(CAGR1 % chg vs PY)	14%	(16%)	(25%)	7%	
Operating Margin	12.8%	+1.8%	14.6%	13.2%	15.5%
Adj'd Cont Ops EPS					
(CAGR1 % chg vs PY)	21%	(24%)	(16%)	28%	
ROCE (4 quarter trailing)	9.6%	+3.4%	13.0%		
ROCE (instantaneous)				10%	11% 12%

Barclays ROC Stars Conference 2010
We have Multiple Growth Opportunities

5

- 1 Hydrogen for refining
 - 1 Oxygen for gasification
 - 1 LNG heat exchangers
 - Energy
 - Environment
 - Emerging Markets
 - 1 Oxyfuel
 - 1 Carbon capture
 - 1 Multiple Gas Applications
 - 1 Electronics across Asia
 - 1 Equity Affiliate positions
 - 1 Expanding Merchant
positions in Asia
-

Barclays ROC Stars Conference 2010

- Leading Merchant Gases
supplier in India
- Generating growth through
our value-added technology

6

Barclays ROC Stars Conference 2010

Cleanfire® HRi™

burner

Efficient oxygen

plant design

Merchant Gases

Applications Driven Growth

7

A winning combination!

Barclays ROC Stars Conference 2010
Merchant Gases
Winning New Customers with Industrial Gases
8
Integra® Cylinders

Barclays ROC Stars Conference 2010

Low-Conversion

Refinery

H2 scf/ bbl 0 - 150

Sulfur spec. None

High-Conversion

Refinery

800 -1000 +

<30 to <15 ppm s

9

Other 20%

Residual Fuel 34%

Other 17%

Residual fuel 1%

Transportation Fuel 46%

Transportation Fuel 82%

Conversion

45%

Crude

25%

Clean

Fuels

15%

Outsourcing

15%

Tonnage Gases

Hydrogen Still Fueling Future Growth

Refinery Conversion

Barclays ROC Stars Conference 2010

Tonnage Gases

Leading Global Hydrogen Positions

Southern

California

Edmonton,

Canada

Sarnia, Canada

Texas

Louisiana

Rotterdam

10

Barclays ROC Stars Conference 2010

11

•Steel

-Asian infrastructure growth

-Mill modernization

•Gasification

-Power

-Feedstock independence

-Low BTU hydrocarbons

•Cleaner coal

-Power

-CO2 capture

200,000-300,000 tons-per-day new oxygen capacity by 2018

100+ new plants

Barclays ROC Stars Conference 2010

Tonnage Gases

Asian growth accelerating

- With Premiere Customers: Sinopec, Petrochina, CNOOC, Jushi Group, Samsung and TSMC
- In All Key Markets - Steel, Non-Ferrous Metals, Electronics, Chemicals, Refining, Coal Gasification
 - With Our Premiere Offerings
 - Oxygen (leading supplier of O2 for gasification plants)
 - HyCO (global leader)
 - Nitrogen
 - LNG
 - Cold Energy (unique offering)
- Opportunity pipeline continues to grow across the region

Barclays ROC Stars Conference 2010

13

Projected 2010

- Marathon Garyville
- XOM Baton Rouge
- Total Port Arthur
 - XOM Baytown
- MarkWest Texas

Projected 2011-2012

- XOM Rotterdam
- Shell Rotterdam
- Marathon Detroit
- Monsanto Louisiana

Continuous
improvement

Operating

bonuses

Base take

or pay

Franchise

positions

Additional

products

Superior returns:

- Ann Joo Steel Malaysia
 - US Steel Nanticoke, Ont.
 - Shaded Steel Oman
 - Sphinx Glass Egypt
 - Isle of Grain LNG UK
 - Emirates Glass Abu Dhabi
 - Weihe Energy Gasifier
 - Xingtai Steel
 - PetroChina ASU JV
-

Barclays ROC Stars Conference 2010

Electronics

Strong Recovery Continues

- Solid growth in existing and new markets
 - TFT-LCD = 20%
 - PV = 30%
 - LED = 14%
- (‘09 to ‘13 CAGR)
- Majority market share positions with industry leaders
 - #1 in IC, TFT-LCD and foundry
- #1 in Electronic industry powerhouses Korea and Taiwan
 - Positioned well to capitalize in emerging geographies
- New and existing products leverage market demand for new technology

Barclays ROC Stars Conference 2010

Equity Affiliates

Important Source of Growth

15

Mexico

Italy

India

South Africa

Thailand

Barclays ROC Stars Conference 2010

Outlook

Q3 FY'10 EPS \$1.25-\$1.29

1 Improving economy, seasonality

1 New plants on-stream

1 Higher Electronics restructuring costs

1 Higher Energy development spending/outages

FY'10 EPS \$4.90-\$5.00

16

1 WW manufacturing growth up ~2%

1 CapEx forecast unchanged, ~\$1.3B-\$1.5B

1 Tax rate unchanged, about 25%-26%

Offer to Acquire Airgas

Barclays ROC Stars Conference 2010

Airgas transaction highlights

18

Consideration	All-cash offer for all Airgas shares at \$60.00 per share
Premium	Premium of 38% to ARG unaffected price on 2/04/10 of \$43.53
Accretion	Expected to be substantially accretive to Air Products cash EPS in year one
Synergies	Substantial cost synergies yielding \$250 million run-rate by the end of year two <ul style="list-style-type: none">• APD has secured committed financing, is committed to remaining investment grade and to returning to A rating• Transaction costs expected to be approximately \$200MM, expensed as incurred• Q2 \$0.07 per share• Q3 ~\$0.10 per share
Financing	<ul style="list-style-type: none">• Air Products has thoroughly considered potential regulatory issues and is prepared to make appropriate divestitures• Productive discussions with FTC continue
Regulatory Approval	

Barclays ROC Stars Conference 2010
Compelling strategic and industrial logic

19

Creates one of the world's leading integrated industrial gas companies

- Largest industrial gas company in North America
 - Diversified across geographies and distribution channels with competitive positions in all three supply modes: Packaged Gases, Liquid Bulk, Tonnage
- Combination of highly complementary skills and strengths enables us to better serve the needs of customers
- Air Products' leadership in tonnage, strong European and joint venture packaged gas positions
 - Airgas' leadership in U.S. packaged gases
 - Air Products' Engineering and Technology Skills
- Mutually beneficial strategic transaction
- Provides Air Products a highly efficient re-entry into U.S. packaged gas market
 - APD global infrastructure enables more rapid Airgas international expansion
- Significant synergies available
- Substantial cost savings
 - Growth opportunities as economy recovers
 - Leverages Air Products' supply chain and SAP capabilities
-

Barclays ROC Stars Conference 2010

Synergies

20

Supply Chain

- Consolidate filling locations
- Consolidate specialty gas plant locations
- Move from local delivery to hub and spoke
 - Combine purchasing requirements
- Utilize Shared Services for Packaged Gas operations and Product Management

Overheads

- Use Shared Services for back office - finance, HR, IT, purchasing, invoicing, credit & collections, marketing
 - Rationalize management
 - Rationalize corporate infrastructure
- SAP enables these synergies
-

Barclays ROC Stars Conference 2010

Path forward . . .

21

Air Products
committed to
completing
transaction

Litigation

- Commenced litigation in
Delaware

Tender offer

- Offer commenced Feb 11

- Financing committed

Regulatory process

- Prepared to make
appropriate divestitures

Shareholder meeting proposals

- Provided notice May 13
 - Annual Meeting on or before
September 17
-

Barclays ROC Stars Conference 2010

1. Election of three independent director nominees
 2. Amend by-laws to implement director eligibility requirements
 - Would make any Airgas board members (except CEO) not elected at annual meeting ineligible to serve on Airgas Board for three years
 - If not elected but re-appointed, CEO could not serve as Chairman
 3. Amend by-laws to require Airgas to hold future annual meetings in January
 - 2011 annual meeting to be held on January 18
 - Provides early opportunity for shareholders to replace majority of Airgas Board
 4. Repeal all by-law amendments after April 7, 2010
Air Products' proposals
-

Barclays ROC Stars Conference 2010

John P. Clancey

-Age 65

-Chairman Emeritus, Maersk Inc.

-Former President and Chief Executive Officer, Sea-Land Service, Inc.

-Principal and founder, Hospitality Logistics, International

-Former Director, UST Inc.

-Former Director, Foster Wheeler AG

-Former Director, AT&T Capital

-Retired Captain, U.S. Marine Corps

Robert L. Lumpkins, Jr.

-Age 66

-Chairman, The Mosaic Company

-Former Vice Chairman and Chief Financial Officer, Cargill Inc.

-Director, Ecolab Inc.

-Director, Black River Asset Management LLC

-Advisor, Varde Partners, Inc.

-Advisory Board Member, Metalmark Capital

-Trustee, Howard University

Ted B. Miller, Jr.

-Age 58

-Founder, former Chairman and Chief Executive Officer, Crown Castle International Corp.

-President, 4M Investments, LLC

-Chairman, founder and majority shareholder, M7 Aerospace LP

-Chairman, founder and majority shareholder, Intercomp Technologies, LLC

-Chairman, founder and majority shareholder, Visual Intelligence

-Former Director, Affiliated Computer Services, Inc.

Highly qualified nominees

Barclays ROC Stars Conference 2010

RESULTS

- Double-digit EPS growth
- ROCE 3-5% above cost of capital

The Air Products opportunity

24

STABILITY

- Long term contracts, consistent and predictable cash flow
 - Diversified across geographies and distribution channels
 - Airgas opportunity creates competitive positions in all three supply modes, maintains strong balance sheet

GROWTH

- Solid backlog and strong growth opportunities across all geographies
 - New growth opportunities in energy, environment and emerging markets
- Airgas provides highly efficient re-entry into U.S. packaged gas market, broadening our growth opportunities

Well positioned for long-term value creation

Thank you
www.airproducts.com

Barclays ROC Stars Conference 2010
Non GAAP Appendix: Year over Year Deltas
26

Barclays ROC Stars Conference 2010
Non GAAP Appendix: Half Year Deltas

27

Barclays ROC Stars Conference 2010

28

Appendix: ROCE

Barclays ROC Stars Conference 2010

29

Appendix: ROCE Tax Rate

Barclays ROC Stars Conference 2010
Non GAAP Appendix: ROCE FY04 and FY08
30

Barclays ROC Stars Conference 2010
Non GAAP Appendix:
ROCE Tax Rate FY04 and FY08

31

Barclays ROC Stars Conference 2010
Non-GAAP Appendix: FY10 Guidance

32

(\$ Millions, except per share data)

FY10 Guidance vs. FY09

Diluted EPS

Continuing Ops

FY09 GAAP

\$3.00

FY09 Global Cost Reduction Plan

\$0.94

FY09 Pension Settlement

\$0.02

FY09 Customer Bankruptcy and Asset Actions

\$0.10

FY09 Non GAAP

\$4.06

FY10 Guidance, excludes acquisition related costs

\$4.90-\$5.00

FY09 GAAP

\$3.00

% Change GAAP

63%-67%

FY10 Guidance, excludes acquisition related costs

\$4.90-\$5.00

FY09 Non GAAP

\$4.06

% Change Non GAAP

21%-23%

