



***A question of
understanding***

a book for everyone at Air Products

The Inuit child

*We are driven by a need to understand better –
as a company and as human beings.*

*Imagine the child on the front cover,
dreaming of future possibilities.*

*We explore what we don't already know
and we expect to make discoveries.*

tell me more . . .

What's the difference?

**We asked our
customers**

**We asked our
own people**

We asked customers what they thought was special and different about Air Products. Our research was extensive, and it took a couple of years. We talked to a lot of customers – in the USA, Europe and Asia. We needed certainty; we demanded thoroughness.

We also wanted to be inclusive and to listen well. Questions were asked of our own people, particularly those who face customers. Focus groups in different locations were asked the same question. What makes the difference, what makes Air Products special?

Of course customers
will always be concerned
about costs.

So will we.

Of course customers
will always want quality
products and process.

So will we.

But we operate in very competitive markets. Much of the time there's little difference between us and our competitors on price, products and process.

So, when everything makes customers ch

else is equal, what
oose Air Products?

It's

It's you and people like you who work in Air Products. Wherever you are in the world, whatever your role in the company, *you* represent Air Products. Our people make the difference, and our customers tell us so. And, for the customer, that person representing the company *is* the company.



people



like you

our people

So we need to be clearer about what exactly it is we're representing as a company. If you're a lab technician in Allentown, a receptionist in Hersham, a research scientist in Rotterdam, a plant operative in Singapore, what is it that binds us together and says 'this is Air Products'? We need to know more clearly what we stand for and the way we want to be seen by customers. Then we can **communicate** that more clearly and consistently, building our success. Because we need to know the answers and understand them, so that we can develop our business relationships.

Again the research with customers and our own people gave us the answers.

What are we about?

We create lasting
relationships built
on understanding

We aim only for what's
best for our customers
in terms of technology
and value

And people recognize
qualities in us of
understanding, integrity
and passion

When customers choose Air Products they are choosing these qualities:
understanding, integrity and passion.

We're all human, our customers are human, they make decisions for rational *and* emotional reasons. Of course they will carefully analyze proposals and compare our data with our competitors'. But in the end it comes down to a simple matter of trust.

**'Do I trust
these
people?'**



'The answer is yes because they understand my business well, because they have the integrity always to do their best for me, because they have the passion to want to make things perfect.'

Because of that, customers relate to our people as people and they build relationships with us over time. Those relationships are reinforced by performance. We deliver and we have to keep on delivering. Our reputation depends on it.

I aim to speak to as many people as I can over the next year. We're a global company of increasing scale and reach but you are all ambassadors for Air Products. You all represent the company.

Our people embody the qualities of Air Products. I can't tell you how vital that is to our future growth; but I'm going to try. Because I completely endorse the findings of the global research program. I know what a thorough piece of work that was, and how clear the conclusion, synthesized in the following statement.

Our strength is our great people. You can always recognize them by their understanding, integrity and passion. By aiming to deliver exceptional value, our people constantly strive for improvement – by listening, understanding and using their knowledge; by seeking ideas and making good

ideas even better; by going the extra mile, often heroically. As a result, we create lasting relationships – always built on understanding.

I want you to remember that statement. Please keep this booklet. Refer to it and use it. Draw inspiration from the stories of your colleagues that follow. Let me know if we fail to live up to the ideas we're expressing here – by doing so you'll be protecting our company's reputation. We need you all to be passionate about that – it's our main asset.

A stylized, handwritten signature in white ink, consisting of several overlapping loops and flourishes, positioned above the name and title.

John P. Jones
President

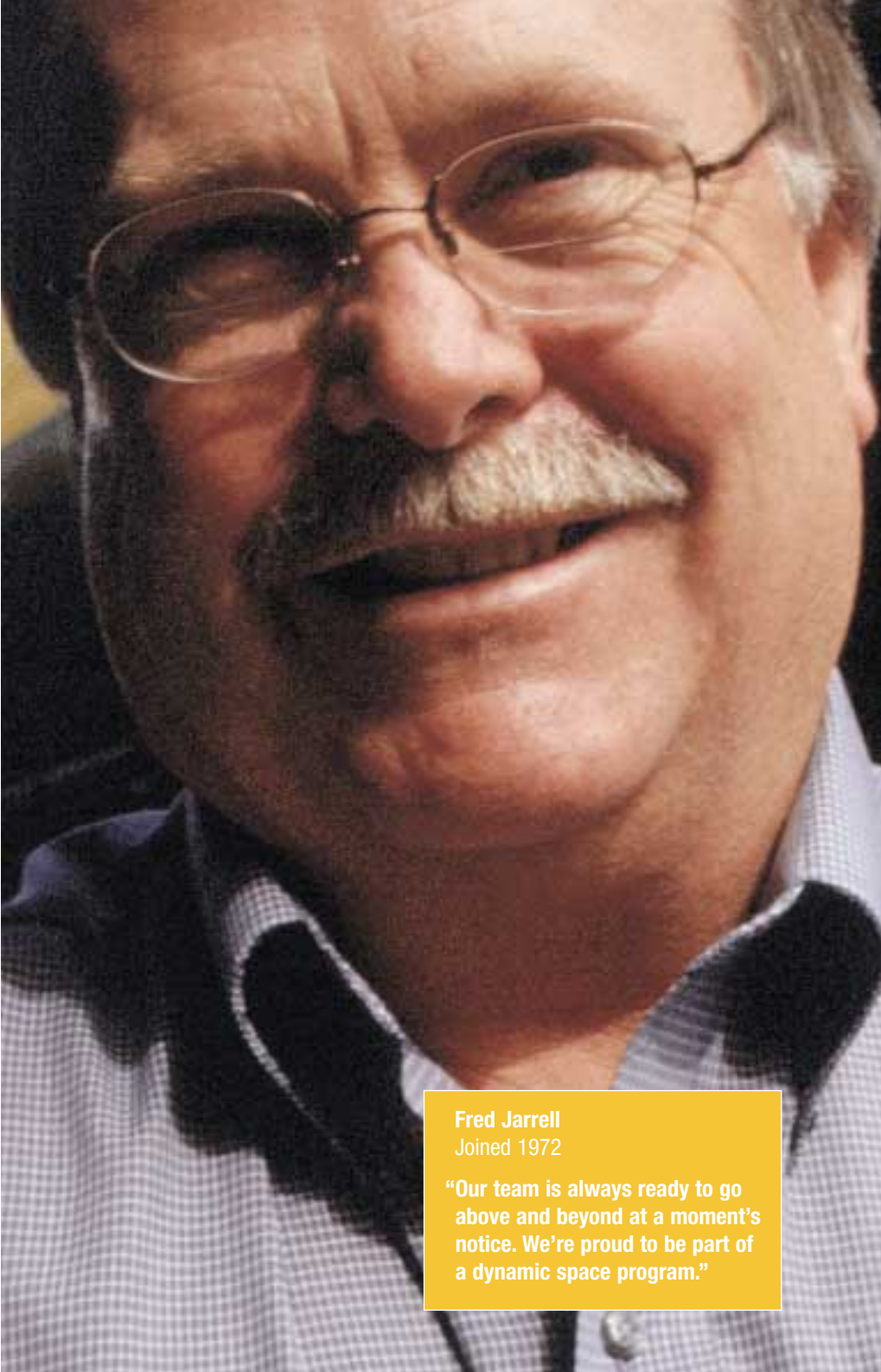
Relationships are built on understanding our customers' needs. How do we understand those needs? Simply by working at it, developing knowledge, asking questions, listening carefully to answers, having intelligent conversations, wanting to know more. There's a tangible benefit to these relationships. We help solve problems for customers. We gain more business.

Imagine this as a continuing conversation that is prompted by the phrase **tell me more**. Because we are interested in them, they are interested in us and they find that we have relevant stories to tell. Stories displaying

**understanding,
integrity &
passion**

[tell me more](#)

Our teams have been working with NASA for over 35 years. In that time we've safely supplied over 300 million pounds of liquid hydrogen. We have helped NASA realize one of mankind's greatest dreams: to move outside this world, to see the world in all its beauty as one planet. We have understood and shared that dream. Fred Jarrell has shared the dream for 25 years. He sees our relationship with NASA as a partnership built on strong teamwork. He himself has contributed to 100 successful launches in the space shuttle program, but Fred stresses that he's just one of a team of schedulers, operators, mechanics, drivers and many others dedicated to meeting NASA's needs for liquid hydrogen, oxygen, helium and nitrogen.

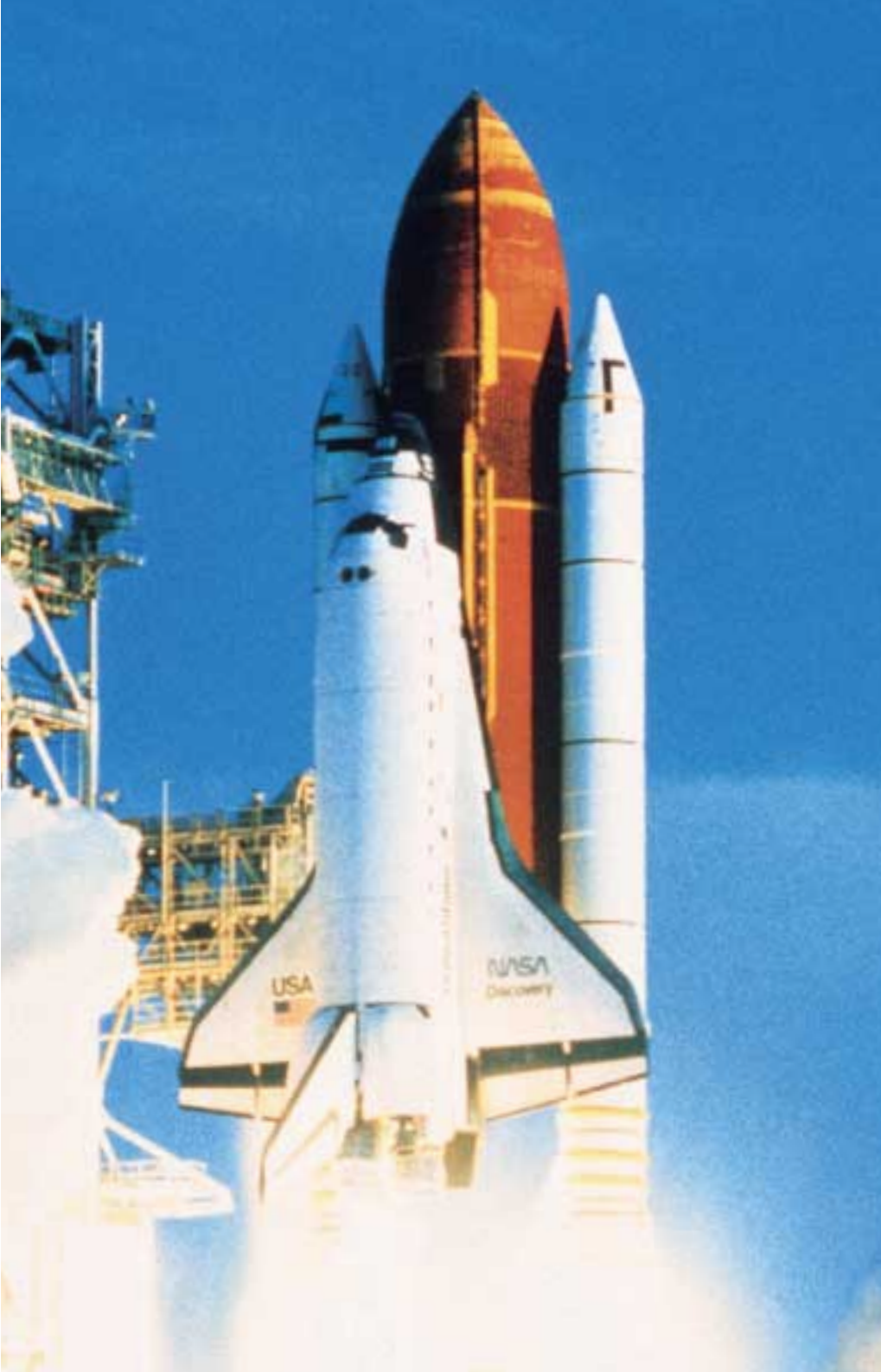


Fred Jarrell
Joined 1972

“Our team is always ready to go above and beyond at a moment’s notice. We’re proud to be part of a dynamic space program.”

Understanding is our foremost quality. It implies that we need knowledge – and that we seek and share knowledge. Understanding generates innovation: ideas that are relevant and effective. Through understanding we find it easier to build relationships with customers; we have a shared interest in achieving common goals. This understanding is not passive but active.

Think of the NASA program, think of Fred Jarrell, think of others like him.





Jonathan Allan is a chemicals mastermind. He'd like to know all there is to know about amines – and he's working on it constantly. He can answer any question on amines a customer might throw at him. He'll be there to catch the question, and to answer it, because he goes with all first deliveries to the customer.

Integrity is the second of our core qualities. If customers talk about our integrity, we are pleased, because it's a quality that gets valued by those we value, especially customers, our own people and the communities in which we work. It goes with responsibility, caring for our colleagues and our environment. It's a matter of being true to our word, and we need to found all our relationships upon it, so that we leave no questions unanswered.

Think of Jonathan Allan, think of others like him.



Jonathan Allan
Joined 1985

"I accompany all first deliveries so I can iron out problems straightaway and advise on handling at the point where it is handled."



Nitrogen-filled tires improve a car's performance and we have pioneered this technology since 1965. Air Products supplies nitrogen to top manufacturers and 540 racing teams worldwide. Bud Baker has made his passion his job. He knows about teamwork – he even works in the pits for fun on race days.

Passion is our third core quality. In Air Products passion is always allied to understanding and integrity. Without that alliance, passion can be ill-directed and destructive; with that alliance it is focused and constructive, based on respect for others as well as personal pride. When you act with passion, you accept that 'it's up to me' and you set your standards high.

Think of Bud Baker, think of others like him.

Bud Baker
Joined 1961

"I've been using nitrogen in the tires of my Buick since 1965 – and it's still running smooth."



The aim of this booklet is to draw together the global research into a form we can all act on. We've talked about what Air Products stands for – because our customers talked to us about it. The overwhelming need for us is to continue talking and listening to our customers. They've told us they'd like to hear more about us. We'll now be communicating with them more consistently and more powerfully about the benefits our people and products can bring to them.

**You can all help in this.
You already have.**

**Remember that we want
our relationships with all
our stakeholders to be
positive ones built on
understanding.**

Remember **tell me more;
keep that phrase in mind
and use it to prompt your
own thinking. Develop
the conversation,
develop the relationship.**

Use the following checklist to assess how good you are as an ambassador for Air Products. If you can honestly answer yes in each situation, you're doing everything you can to maintain our company's reputation.

Understanding

Have I shown empathy and recognized the real needs of the person I'm dealing with? ✓

Have I been simple and clear in my explanations, have I expressed myself in an understandable way? ✓

Integrity

Have I been completely honest in answering questions? ✓

Have I done everything to ensure my actions match the promises I made? ✓

Passion

Have I shown commitment to your needs as well as my own interests? ✓

Have I taken responsibility and said, in effect, 'it's up to me'? ✓

Overall, have I prompted the response **tell me more**? ✓

tell me more
www.airproducts.com