

Understanding Our Identity (rev. 1/01)

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The importance of identity 1.2

Air Products is a successful company. Annual sales are over \$4 billion; total assets are more than \$6 billion; we operate in 30 countries worldwide. But what makes us successful? How can we ensure that we will remain successful?

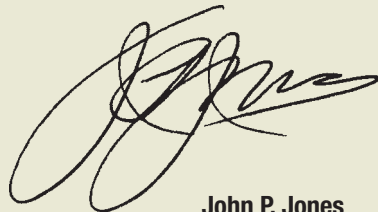
Those are difficult questions, but I believe one certain answer is that we have always been good at understanding what our customers want – and then building relationships to keep customers satisfied year in year out. This shows, of course, that communication matters: it's the way we maintain relationships. And it shows that consistency matters too: the consistency to keep standards high and to keep delivering year upon year.

Quality of communication and consistency of delivery. The same principles and the same discipline need to apply to our corporate identity. Our identity is fundamental to the way we communicate. It's the way we present ourselves to customers, shareholders, suppliers and communities. It distinguishes us effectively from our competitors. It visually connects our products and services to our company, unifying all our operations and providing a recognizable endorsement of quality.

As well as increasing the effectiveness of communication, our identity provides us with consistency – but only if we all have the discipline to ensure that our corporate identity standards are maintained. Our corporate identity is a vital asset, but we can damage it if we don't respect it and enhance its value by constantly building recognition.

It's a job that comes down to all of us. Our identity is not the sole concern of a department in Allentown. We all have responsibility for upholding and sustaining the Air Products identity. These guidelines are designed to help you do that, wherever in the business you happen to work.

This matters to me because it matters to all of us. It's about ensuring the future reputation of the company. Please play your part in helping us to achieve that objective.

A handwritten signature in black ink, appearing to read 'John P. Jones', with a large, stylized flourish at the end.

John P. Jones
Chairman, President,
and Chief Executive Officer

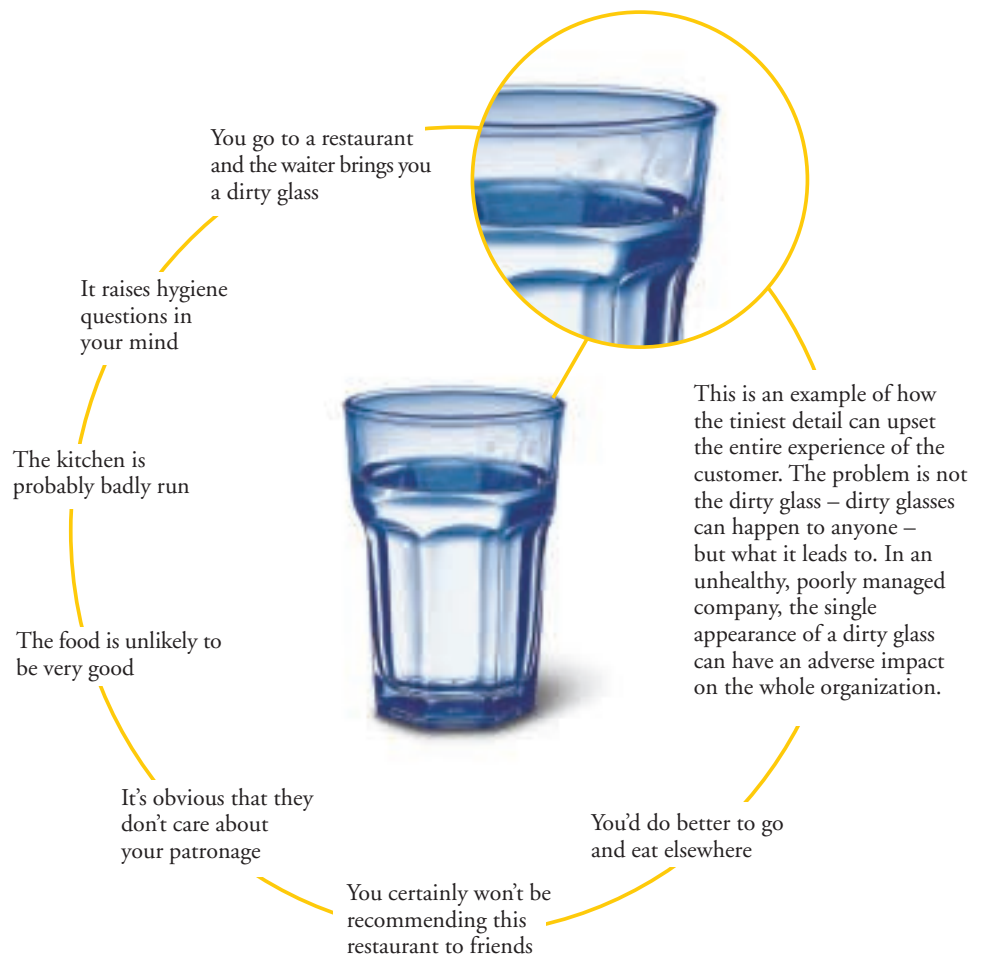
The importance of identity 1.3

A company's identity is like the tip of an iceberg; it's what happens below the surface that gives the tip its visible, tangible character. If people from outside our organization only ever experience the tip of the Air Products iceberg, we would like it to be no different for them than if they had taken a journey to the very center of our company.

The Air Products identity is deeply rooted in the history of the company; it is a unique expression of who and what we are.

This personality is revealed by what we do, what we say and even by what we think, on whatever scale. Sometimes it can be the very smallest detail in your communications that sends out an all-important signal – an example of how this can go wrong is shown below.

A carefully controlled corporate identity is one of the most effective ways of projecting a powerful image that will help us to succeed in any market, anywhere in the world.



What is our identity? 1.4

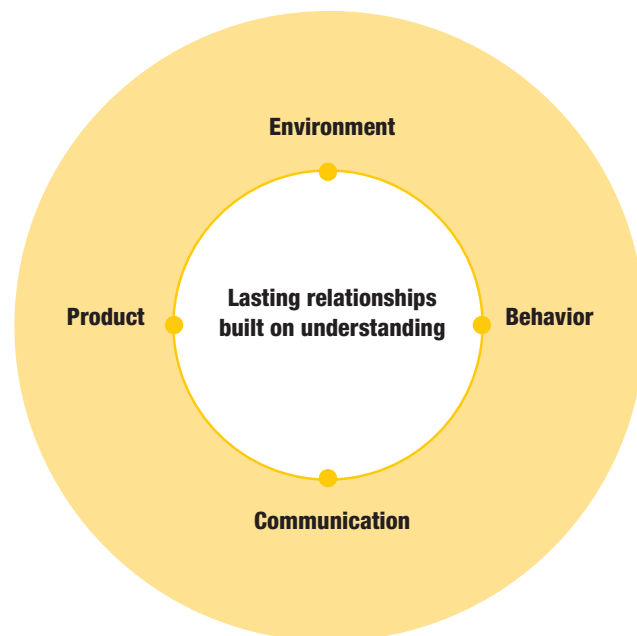
Although the gases and chemicals we supply are essential to many thousands of manufacturing processes, they are often unseen and intangible in the resulting product. Global research tells us that it is people – our people – who can make a visible, tangible difference.

Our aim at Air Products is to build lasting relationships with our customers based on human qualities: an understanding of their needs, integrity and honesty in the way we do business with them and a passion to live up to and, wherever humanly possible, to exceed their standards and expectations.

Our corporate identity has been designed to project these qualities.

The messages we send out should aim to reinforce them by emphasizing the understanding, integrity and passion of Air Products people and by demonstrating how we can make a difference.

We can go a long way towards achieving this through consistent use of photographic and written styles. But on their own, these do not build recognition. That comes from our unique Air Products logotype, corporate colors, typefaces and layouts which should be used consistently across all our material. The following pages take us through these key elements one by one.



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.

Understanding, Integrity, Passion

Understanding

Understanding means that we need knowledge, and that we seek and share knowledge. Because we have understanding we find it easier to build relationships with customers – we have a shared interest in achieving common goals.

True understanding is not passive but active. Understanding leads to action because customers want us to act in their best interest. Knowledge and relationships are key words which support the characteristic of understanding.

Integrity

Integrity is a characteristic that we always strive to have all our dealings with customers founded upon. If customers talk about our integrity we are pleased, because it is a characteristic that gets valued by those we value.

Integrity is not, by our nature, something we proclaim. But it needs to be there, firmly imbedded in our people. Key words which support this characteristic are honesty, commitment and openness.

Passion

Passion is our third core characteristic. In Air Products this is always allied to understanding and integrity. Without that alliance, passion can be ill-directed and destructive; with that alliance, it is focussed and constructive.

This means that our passion does not always blaze out, at times it can be felt without being seen. You can see it in the pride and belief we bring to our work.

We won't settle for average standards. This makes us demanding, especially of ourselves. Enthusiasm, dedication and determination support this characteristic.