



“We have not changed the way we treat the customer, whether we’re a \$3 million company or an almost \$2 billion company. Our associates remain extremely focused on providing great service, acting as though it’s their business and their customer. There’s a big difference between a customer service person who just takes orders and one who takes orders to heart.”

In 20 years, Airgas has grown from a single, small, gas distribution company to the industry leader. Through more than 300 acquisitions, we have built a national company, with nearly 800 locations. Within this network are local specialists in key product areas who provide technical assistance and customer service. This strong local presence on a national scale helps us serve customers, whether they are looking for a supplier of choice locally or across the country.



1982

*Acquisition of Connecticut Oxygen.*

1983

*Acquisition of Potomac Oxygen.*

1984

*Acquisition of three distributors in Michigan to form Michigan Airgas.*

1985

*After 28 acquisitions, U.S. Airgas operates in 13 states.*

"Today, we have so much more to offer customers in terms of product range and supply-chain management. As a strategic supplier, we can help customers reduce their number of vendors and their transaction costs, while developing a strong working relationship. Every dollar saved in transaction costs can help improve the profitability of both Airgas and our customers."



Doug Jones VP Sales and Marketing | Airgas Intermountain

Our products are used in a variety of ways. From welding beams to treating hospital patients. From freezing hamburgers to filling helium balloons. As a result, we serve diverse industries: Metal fabrication. Biotechnology. Chemical processing. Construction. Food and beverage. Healthcare. Research. Petrochemical. Utilities. And more. Many customers want to effectively manage their supply chains. They look to Airgas for its national presence, broad product and service offering, and proven supply chain disciplines that help reduce vendors and improve efficiency.

1986

*U.S. Airgas combines with Werco – a \$68 million supplier to the industrial gas industry – and goes public.*

1987

*Secondary offering of common stock and eight additional acquisitions.*

1988

*Airgas expands to 100 locations in 22 states.*





“Keeping the point of contact as close to the customer as possible has been essential to our success. We don’t have to fly somebody in from corporate to talk with a customer—we can be 20 miles down the road, or even across the street. Our strong local presence, combined with our entrepreneurial spirit, gives us a tremendous competitive advantage.”

As Airgas has grown, we have nurtured and kept alive the entrepreneurial spirit in our regional companies. Local execution remains key, so we keep functions that directly touch the customer at the regional level. At the same time, we are leveraging our national infrastructure by standardizing processes and centralizing some highly transactional administrative and financial processes. This frees the regional companies from time-consuming tasks, allowing them to focus their efforts on customer sales and service.



1989

*Sales reach \$200 million via 200 locations.*

1990

*Tenth specialty gas laboratory opens. 90 total acquisitions.*

1991

*Sales exceed \$300 million. 111 total acquisitions. More than 1 million cylinders.*



1992

*10th anniversary with sales approaching \$400 million. First computerized fast-fill plant opens.*

"Airgas really has come together with Project One. Rather than trying to supply all things to all people, our hardgoods supply-chain program has streamlined our approach with carefully selected preferred or private-label brands. We are leveraging our relationships with top-quality suppliers, which helps us better manage inventory, speed fulfillment, and improve customer service."



Carey McMillan Central Division Vice President | Airgas Mid South

During fiscal 2002, we launched our Project One initiatives to provide dedicated resources for a number of short-term improvements to enhance value, as well as longer-term infrastructure programs to help us build a platform to achieve our growth and profitability goals. Our success in the value initiatives has already contributed pre-tax operating benefits.

1993

2,800 Airgas employees.  
146 total acquisitions.

1994

Sales cross \$500 million mark.  
Branches top 300.  
164 total acquisitions.

1995

Sales approach \$700 million.  
2.3 million cylinders.





“Being part of Airgas has given Red-D-Arc the opportunity to grow our welder rental business at a much accelerated pace. We’ve been able to acquire a larger, more modern fleet of equipment and a national presence, which means we can serve our customers well on any size job, and in any part of the country. And our ability to promote Airgas for gas and consumables gives us added ways to serve our customers and grow.”

By expanding into several growing businesses, we have diversified our customer base, added stability, and thereby reduced cyclical risk. Building on our industrial gas and welding supply base, we added welder rentals, safety products, specialty gases, bulk gases, liquid carbon dioxide, dry ice, and medical gases to our product portfolio. All to better serve our diversified customer base while staying true to our core business: packaged gas, delivered in 5 million Airgas-owned cylinders nationwide.



1996

*Network tops 500 locations. Red-D-Arc, Ltd. acquired to establish welder rental operations. Acquired IPCO to expand safety products business.*



1997

*Sales exceed \$1 billion. Cylinder population tops 3 million.*

1998

*700 locations. Launched Repositioning to transform company. Established platform for distribution centers. Strategic accounts and strategic product sales begin.*

"As part of the Air Products acquisition, I'm always asked about the difference in culture—but the people in the packaged gas business really speak the same language and share the same passion. At Air Products, we were one small piece of the company, but packaged gas is what Airgas is all about. I'm excited to join the leader in this field."



Steve Scheuring Specialty Gas Marketing Manager | Airgas, Inc.

We ended fiscal 2002 by acquiring the majority of Air Products' U.S. packaged gas business, a fitting way to cap our first 20 years. This landmark acquisition solidifies our market leadership position and will provide new opportunities to grow our business. It all adds up: 20 years, 300-plus acquisitions. More than 8,500 people. Working in nearly 800 locations. The bottom line: By staying true to a simple strategy, we have become the market leader.



1999

*Airgas widens distribution through catalogs, telesales and eBusiness channels.*

2000

*Total acquisitions top 300; Airgas acquires Puritan Medical Products. Divested foreign operations.*

2001

*Divested non-core CO<sub>2</sub> pipeline. Acquired Arizona business from Air Liquide America.*



2002

*Completes acquisition of Air Products' U.S. packaged gases operations.*