

#### **Investor Day**

May 18, 2015



#### **Forward-Looking Statements**

- In this presentation, statements that are not reported financial results or other historical information are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements give current expectations or forecasts of future events and are not guarantees of future performance. They are based on management's expectations that involve a number of business risks and uncertainties, any of which could cause actual results to differ materially from those expressed in or implied by the forward-looking statements. They use words such as "will," "anticipate," "expect," "project," "intend," "plan," "believe," and other words and terms of similar meaning in connection with any discussion of future operating or financial performance and/or sales.
- Factors that could cause actual results to differ materially from those implied by these forward-looking statements include, but are not limited to:
  - ✓ Our ability to realize anticipated savings and operational benefits from the realignment of assets, including the planned closure of certain manufacturing facilities:
  - ✓ The timing of closings and shifts of production to new facilities related to asset realignments and any unforeseen loss of customers and/or disruptions of service or quality caused by such closings and/or production shifts;
  - ✓ Separation and severance amounts that differ from original estimates and amounts for non-cash charges related to asset write-offs and accelerated depreciation realignments of property, plant and equipment, that differ from original estimates;
  - ✓ Our ability to identify and evaluate acquisition targets and consummate acquisitions;
  - The ability to successfully integrate acquired companies into our operations, retain the management teams of acquired companies and retain relationships with customers of acquired companies including, without limitation, Spartech Corporation and Accella Performance Materials;
  - ✓ Disruptions, uncertainty or volatility in the credit markets that could adversely impact the availability of credit already arranged and the availability and cost of credit in the future:
  - The financial condition of our customers, including the ability of customers (especially those that may be highly leveraged and those with inadequate liquidity) to maintain their credit availability;
  - ✓ The speed and extent of an economic recovery, including the recovery of the housing market;
  - ✓ Our ability to achieve new business gains; the effect on foreign operations of currency fluctuations, tariffs and other political, economic and regulatory risks;
  - Changes in polymer consumption growth rates and laws and regulations regarding the disposal of plastic materials in jurisdictions where we conduct business;
  - ✓ Changes in global industry capacity or in the rate at which anticipated changes in industry capacity come online in the industries in which we participate;
  - ✓ Fluctuations in raw material prices, quality and supply and in energy prices and supply;
  - ✓ Production outages or material costs associated with scheduled or unscheduled maintenance programs;
  - ✓ Unanticipated developments that could occur with respect to contingencies such as litigation and environmental matters;
  - ✓ An inability to achieve or delays in achieving or achievement of less than the anticipated financial benefit from initiatives related to working capital reductions, cost reductions and employee productivity goals;
  - An inability to raise or sustain prices for products or services;
  - $\checkmark \qquad \text{An inability to maintain appropriate relations with unions and employees}; \\$
  - ✓ Our ability to continue to pay regular quarterly cash dividends and the amounts and timing of any future dividends;
  - ✓ The amount and timing of repurchases of our common shares, if any;
  - ✓ Other factors affecting our business beyond our control, including, without limitation, changes in the general economy, changes in interest rates and changes in the rate of inflation
- The above list of factors is not exhaustive.
- We undertake no obligation to publicly update forward-looking statements, whether as a result of new information, future events or otherwise. You are advised to consult any further disclosures we make on related subjects in our reports on Form 10-Q, 8-K and 10-K that we provide to the Securities and Exchange Commission.



#### **Use of Non-GAAP Measures**

- This presentation includes the use of both GAAP (generally accepted accounting principles) and non-GAAP financial measures. The non-GAAP financial measures include: adjusted EPS, earnings before interest, tax, depreciation and amortization (EBITDA), adjusted EBITDA, net debt, Specialty platform operating income, Specialty platform gross margin percentage, adjusted operating income, return on invested capital, net debt/ EBITDA, and the exclusion of corporate charges in certain calculations.
- PolyOne's chief operating decision maker uses these financial measures to monitor and evaluate the ongoing performance of the Company and each business segment and to allocate resources. In addition, operating income before special items and adjusted EPS are components of various PolyOne annual and long-term employee incentive plans.
- A reconciliation of each non-GAAP financial measure with the most directly comparable GAAP financial measure is attached to this presentation which is posted on our website at www.polyone.com.



#### Agenda

1:00	Introduction	Robert M. Patterson
1:30	Global Color, Additives and Inks	John V. Van Hulle
2:00	Global Specialty Engineered Materials	Craig M. Nikrant
2:30	Designed Structures and Solutions	Michael E. Kahler
3:00	Break	
3:10	Performance Products and Solutions	Michael A. Garratt
3:40	PolyOne Distribution	Mark Crist
4:10	Financial Highlights and Goals	Bradley C. Richardson
4:30	2020 Platinum Vision and Q&A	Robert M. Patterson

#### Introduction

Robert M. Patterson

President and Chief Executive Officer



# Poly One M

Collaboration. Innovation. Excellence.



#### The Leaders Behind the Team



Robert M. Patterson
President and Chief Executive Officer



Bradley C. Richardson Executive Vice President and Chief Financial Officer



John V. Van Hulle Senior Vice President, President of Global Color, Additives & Inks



Michael E. Kahler Senior Vice President and Chief Commercial Officer



Craig M. Nikrant
Senior Vice President, President of Global
Specialty Engineered Materials



Ana G. Rodriguez
Senior Vice President and
Chief Human Resources Officer



Richard N. Altice Senior Vice President, President of Designed Structures & Solutions



Lisa Kunkle Senior Vice President, General Counsel & Secretary



Michael A. Garratt Senior Vice President, President of Performance Products & Solutions



John Midea Senior Vice President, Global Operations & Process Improvement



Mark Crist Senior Vice President, President of PolyOne Distribution



Cathy Dodd Vice President, Marketing



Chris Murphy Vice President, Research & Development, Chief Innovation Officer



Kurt Schuering
Vice President, Global Key Account
Management



#### **Commodity to Specialty Transformation**

2000-2005

2006 - 2009

2010 - 2014

2015 and beyond

- Volume driven, commodity producer
- Heavily tied to cyclical end markets
- Performance largely dependent on noncontrolling joint ventures

- Steve Newlin appointed, Chairman, President and CEO
- New leadership team appointed
- Implementation of four pillar strategy
- Focus on value based selling, investment in commercial resources and innovation to drive transformation

- Substantial EPS growth from \$0.13 to all-time high of \$1.80
- Shift to faster growing, high margin, less cyclical end markets
- Key acquisitions propel current and future growth, as well as margin expansion
- Specialty mix expands to 65% of Operating Income – strongest mix of earnings in history

- Accelerating growth
- Deliver consistent double digit annual EPS growth
- Maintain >35% vitality index
- Pursue strategic acquisitions that expand specialty offerings and geographic breadth
- Invest and grow current and next generation talent

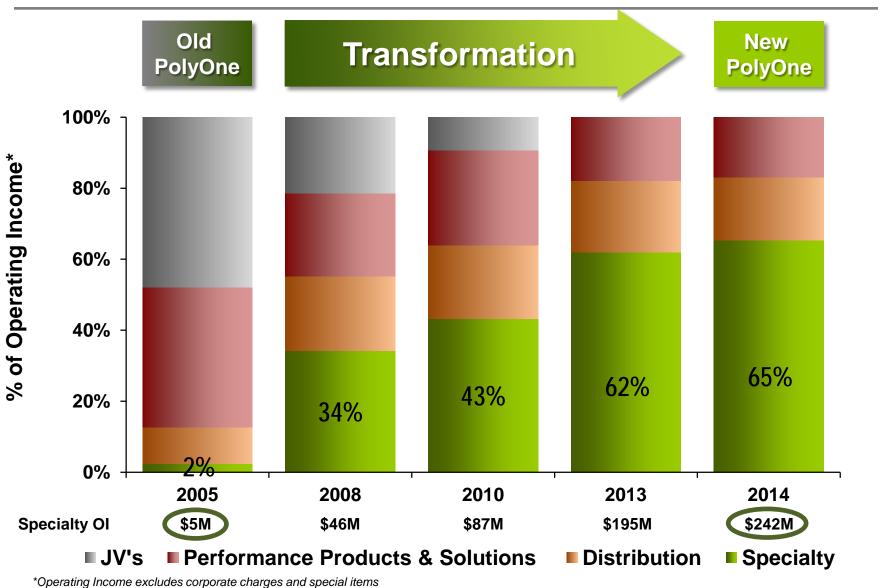


#### **Proof of Performance**

	2006	2014
	"Where we were"	"Where we are"
Operating Income %		
Specialty:		
Global Color, Additives & Inks	1.7%	14.7%
Global Specialty Engineered Materials	1.1%	12.1%
Designed Structures & Solutions	1.4%(2012)	7.3%
Performance Products & Solutions	5.5%	7.7%
Distribution	2.6%	6.1%
Specialty Platform % of Operating Income	6.0%	65%
ROIC	5.0%	11.3%
Adjusted EPS Growth	N/A	37%



#### Mix Shift Highlights Specialty Transformation





#### **Proof of Performance**

	2014	2015 Target
	"Where we are"	(Est. in 2012)
Operating Income %		
Specialty:		
Global Color, Additives & Inks	14.7%	12 – 16%
Global Specialty Engineered Materials	12.1%	12 – 16%
Designed Structures & Solutions	7.3%	8 – 10%
Performance Products & Solutions	7.7%	9 – 12%
Distribution	6.1%	6 – 7.5%
Specialty Platform % of Operating Income	65%	65 – 75%
ROIC	11.3%	15%
Adjusted EPS Growth	37%	Double Digit Expansion



#### **Successfully Navigating Change Since 2012**

- Sold non-core resin assets EPS dilutive
- Completed acquisition of Spartech
- Housing starts below 1.25 million units
  - ✓ Single family units 30% below expectations
- Longstanding weakness in Europe, and decline in Euro



#### **Strategy and Execution Drive Results**





#### Well Positioned for Accelerated Growth

#### \$40 billion of market potential

Megatrends favor our solutions

#### \$1.9 billion of opportunities in our specialty innovation pipeline

Increased \$200m from a year ago

#### 44% of Specialty products introduced in the last 5 years

World class leadership team drives next phase of specialty transformation:

#### From Gold to Platinum

#### Global Color, Additives & Inks

John V. Van Hulle

President, Global Color, Additives & Inks



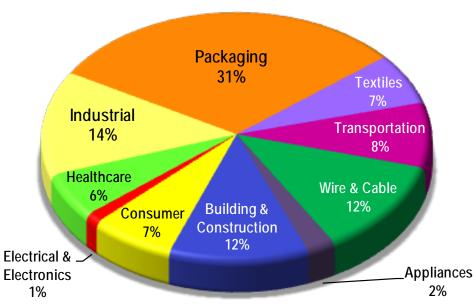


#### At a Glance



-Canada 2%

### **2014 Revenue by Industry Segment**

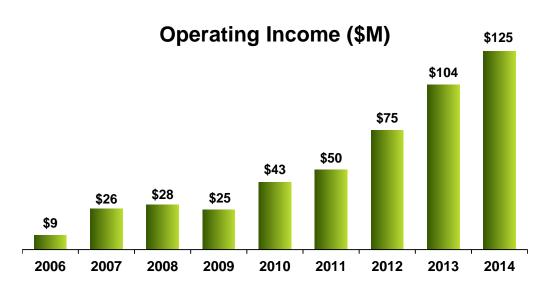


Latin America

6%



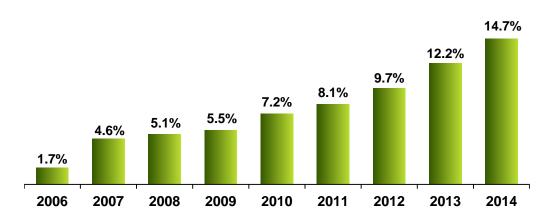
#### A Case Study for Transformational Success



 Cultural mindset shift from volume to value

 Customer centric focus and training



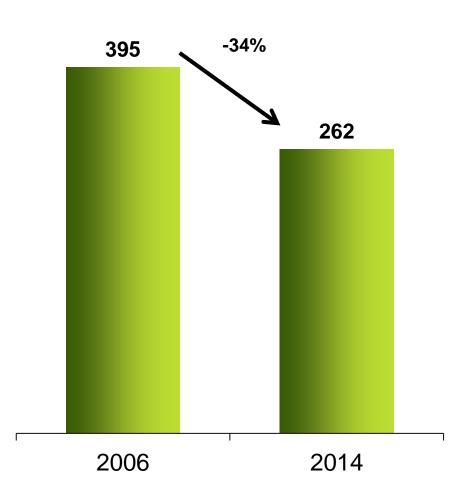


 Differentiation with innovation and service

Acquisitions expand portfolio of technology

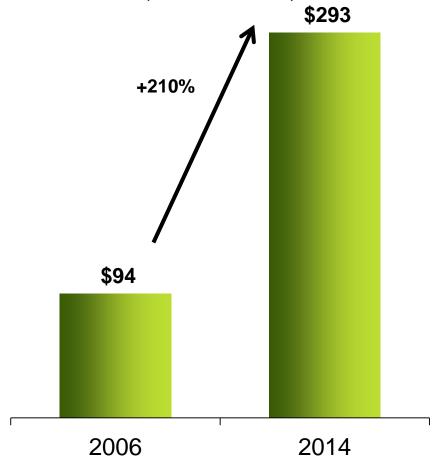
#### From Volume...

(lbs in millions)



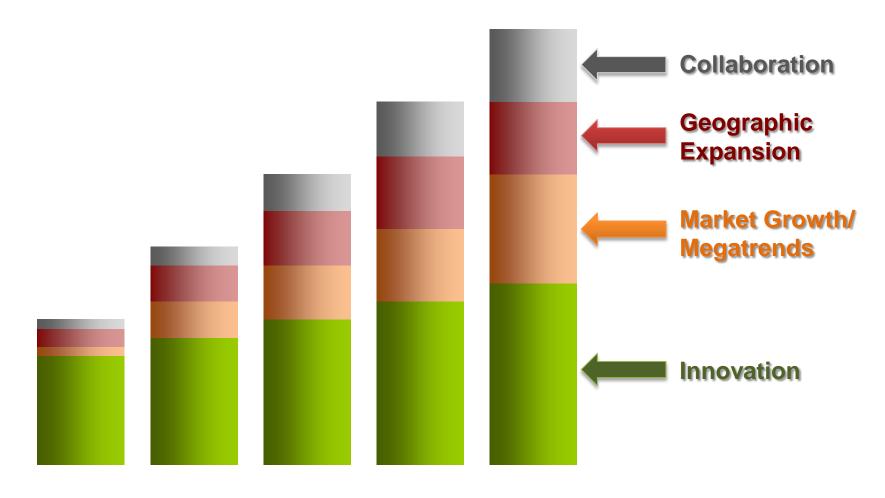
#### **To Value**

Gross Margin (\$ in millions)





#### **Accelerating Growth**





#### Who We Are Growing With





















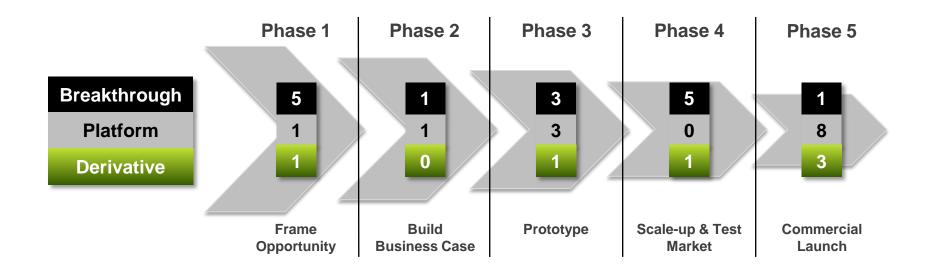








#### **Innovation Pipeline Potential**







#### Megatrends Aligned with Key End Markets

Megatrend

End Markets

Improving Health and Wellness

Protecting the Environment

Globalizing and Localizing

Increasing Energy Efficiency Health & Wellness

**Transportation** 

**Packaging** 

Consumer



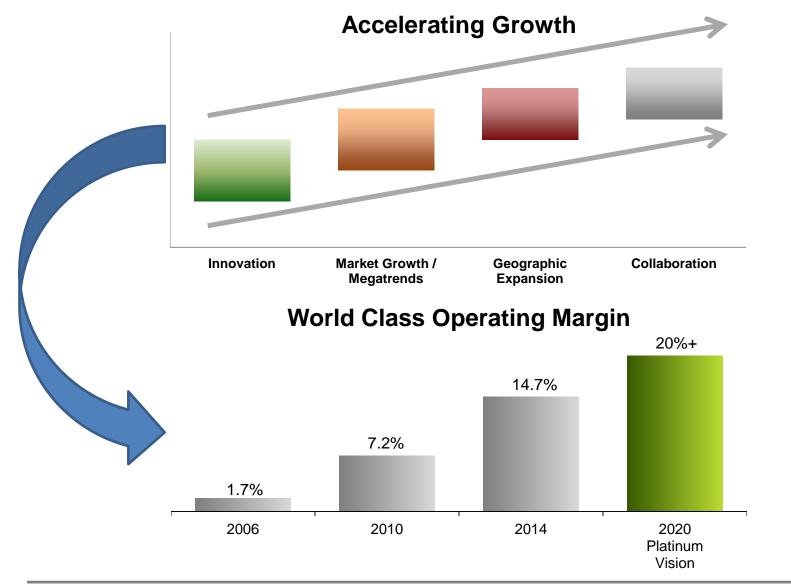
#### **Key Initiatives**







#### **Platinum Vision**

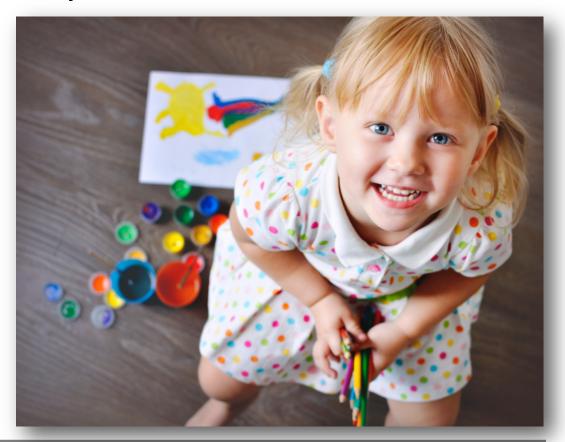




#### **Summary**

- Global Capabilities
- Innovation Leader
- Collaboration One PolyOne

#### **Color Matters**



#### **Global Specialty Engineered Materials**

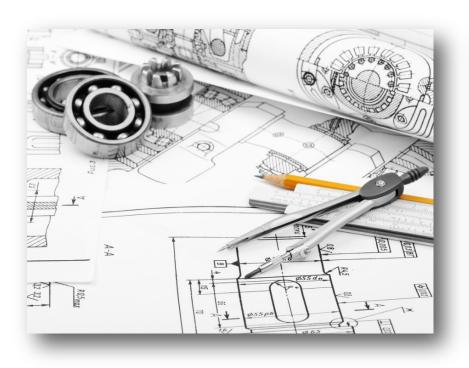
Craig M. Nikrant

President, Global Specialty Engineered Materials

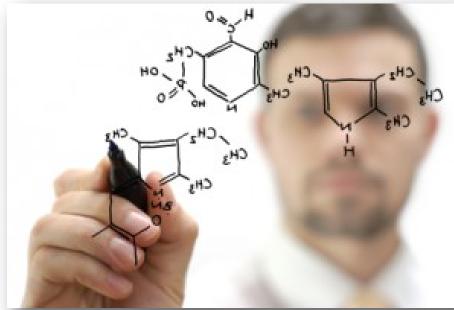


#### What We Do

## Concept to **Design**



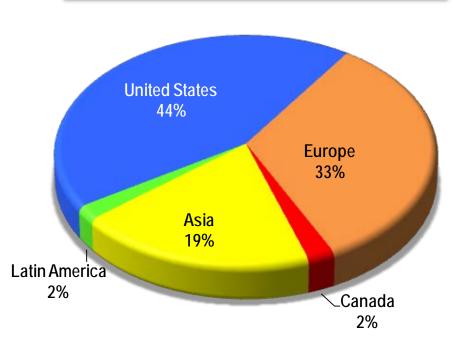
## **Specialty Formulations**



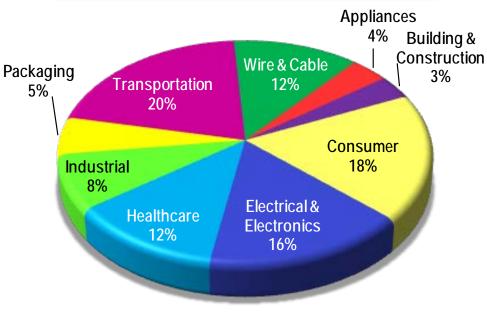


#### At a Glance



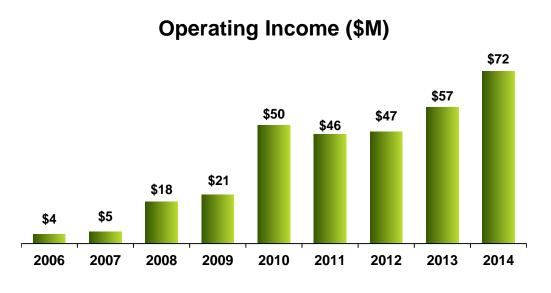


## **2014 Revenue by Industry Segment**





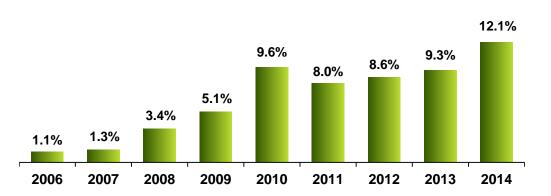
#### A Case Study for Transformational Success



 Globally harmonized specialty strategy and culture

 Value proposition and customer centric selling





 Differentiation with innovation and service

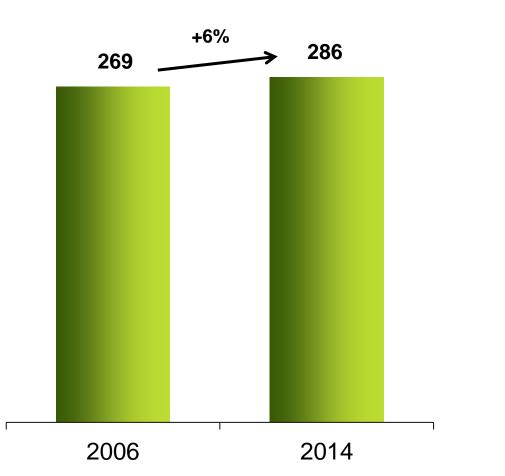
Expand technology portfolio with select acquisitions

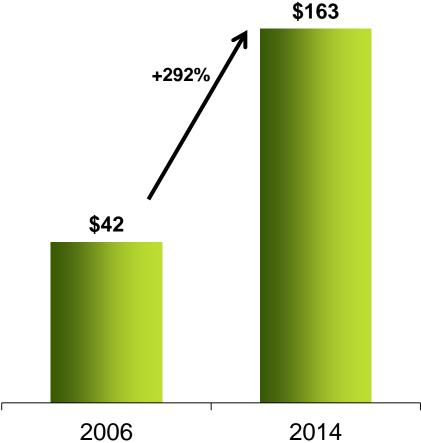
#### From Volume...

(lbs in millions)

#### To Value

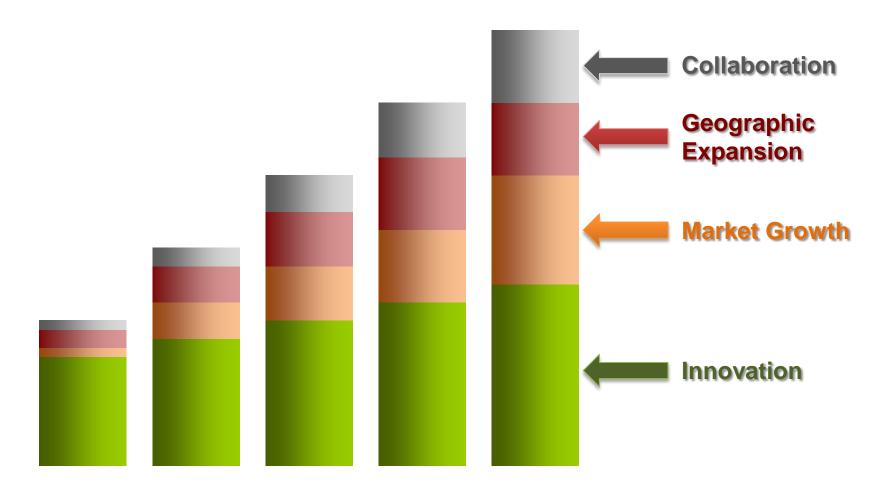
Gross Margin (\$ in millions)







#### **Accelerating Growth**





#### Who We Are Growing With









**T**TESLA































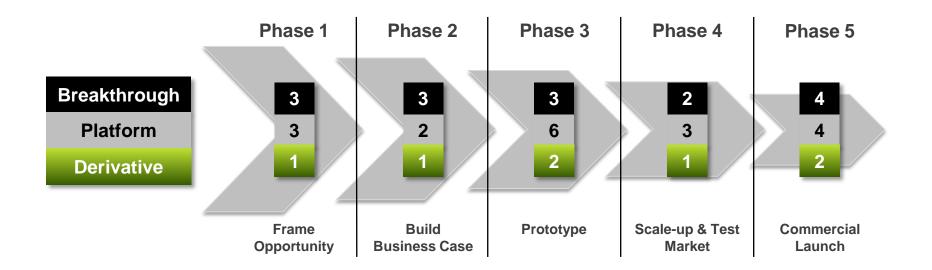








#### **Innovation Pipeline Potential**







#### Megatrends Aligned with Key End Markets

## Improving Health & Wellness

Protecting the Environment

Wellness

Globalizing and Localizing

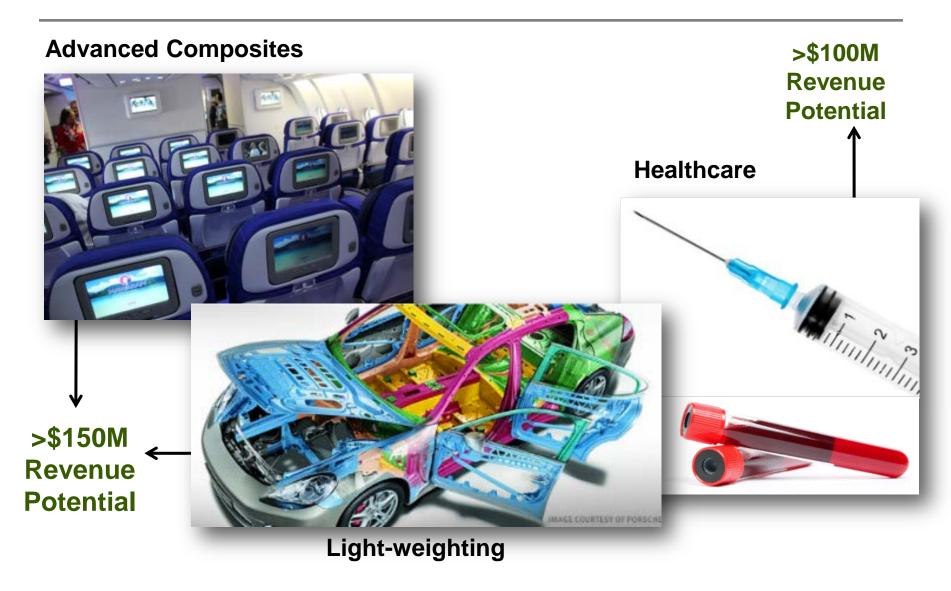
Increasing Energy Efficiency **Transportation** 

**Packaging** 

Consumer

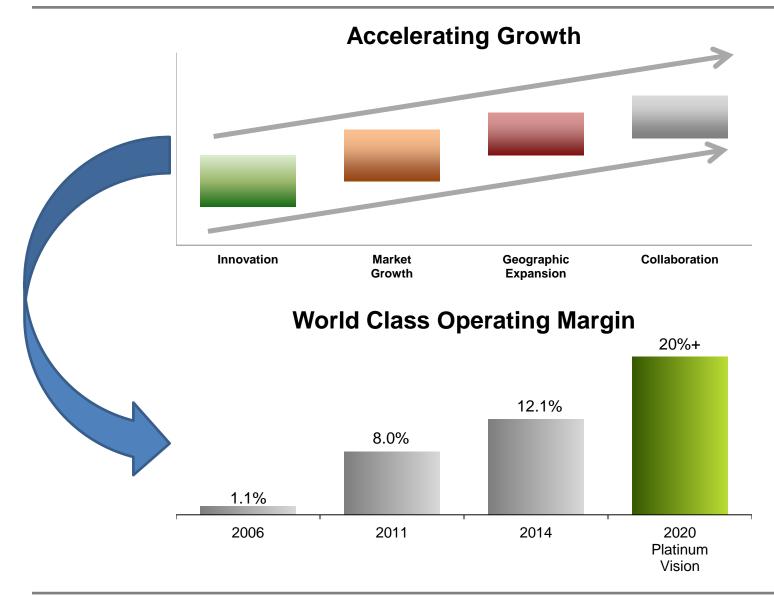


#### **Key Initiatives**





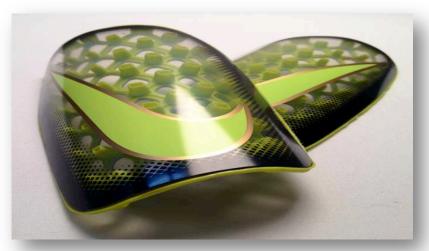
#### **Platinum Vision**



### **Summary**

## Accelerating growth is #1 priority

- Collaboration across PolyOne
- Market-driven Innovation
- Commercial and Operational Excellence



## **Designed Structures and Solutions**



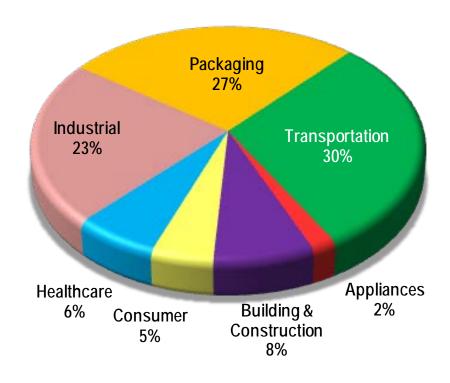


#### At a Glance

# 2014 Revenues: \$0.6 Billion

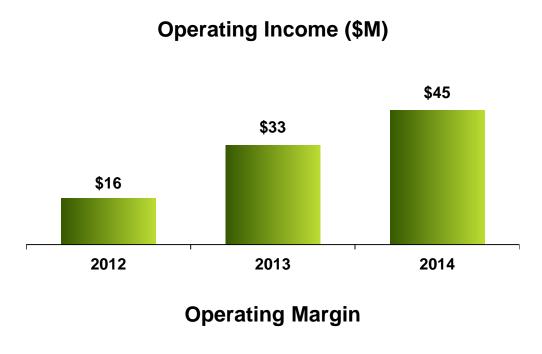


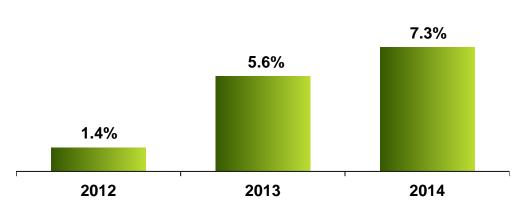
# **2014 Revenue by Industry Segment**





### **Early Progress**





- Cultural shift from volume to value
- Emphasis on commercial excellence
- Mix shift to profitable portfolio of offerings
- "Rightsizing" the operational footprint
- Deploy Lean Six Sigma

#### A Lot of Work Remains with Tremendous Upside Potential



## Focused on improving:

- Quality
- On-time Delivery
- Operational Efficiency

**Guided by our Four Pillar Strategy** 



#### Innovating with Cross-Business Unit Technologies

- Flame retardant solutions
- Flexible sound abatement materials
- Energy dissipation
- Replacement of leaded glass
- Foaming technologies
- Improved renewable packaging
- Next generation barrier packaging
- Glass replacement in packaging

**Specialty Engineered Materials** 

**Color and Additives** 

**GLS** 

ColorMatrix

Geon

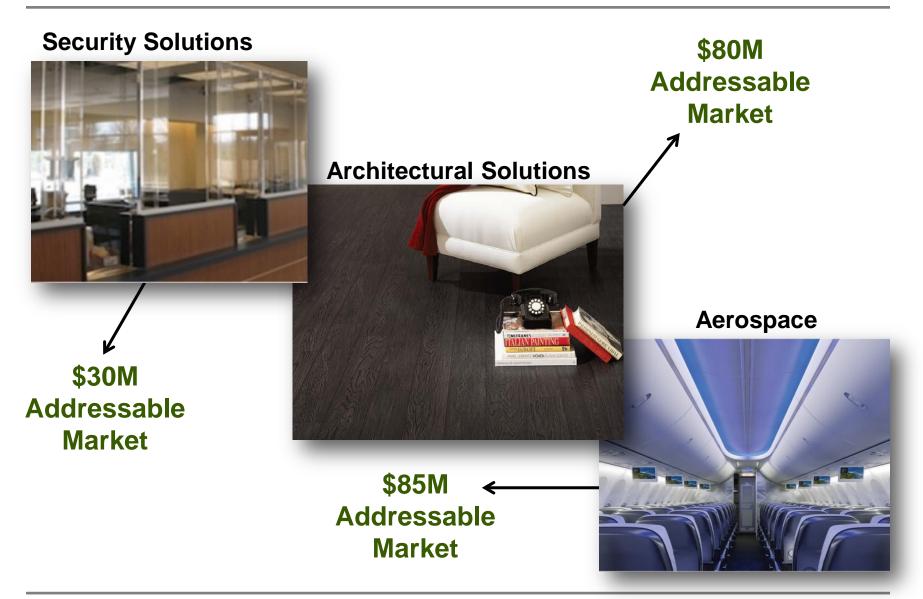


### Who We Are Growing With



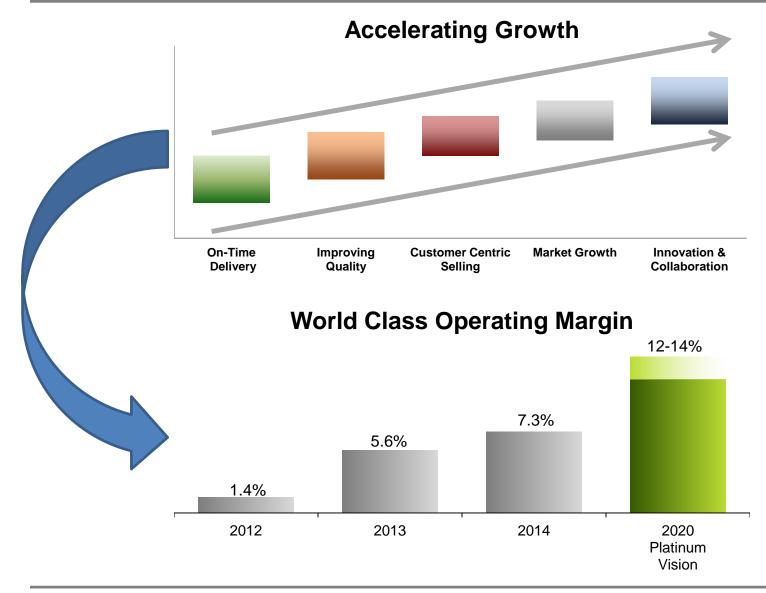


## **Key Initiatives**





#### **Platinum Vision**





#### Summary

- Operational improvements to drive quality and service excellence
- Continue to invest to optimize and upgrade capabilities to better serve our customers
- Execution of four pillar strategy will drive sustained earnings performance
- Collaboration will accelerate our success



#### **Performance Products and Solutions**

#### Michael A. Garratt

President, Performance Products and Solutions

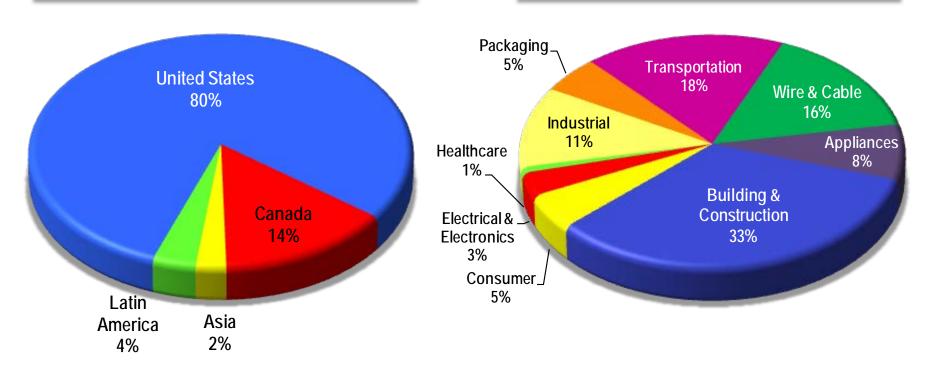




#### At a Glance

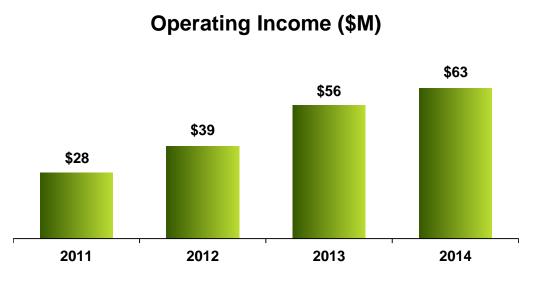


# **2014 Revenue by Industry Segment**



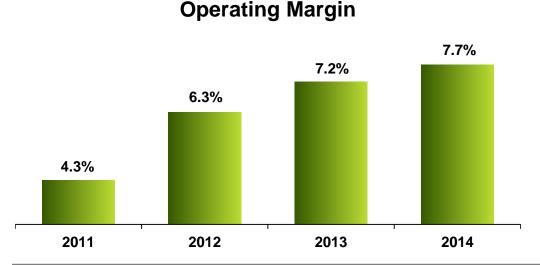


#### What We Have Delivered



 Relentless focus on portfolio mix optimization

 Lean Six Sigma drives operational excellence



 Innovating in new markets such as healthcare

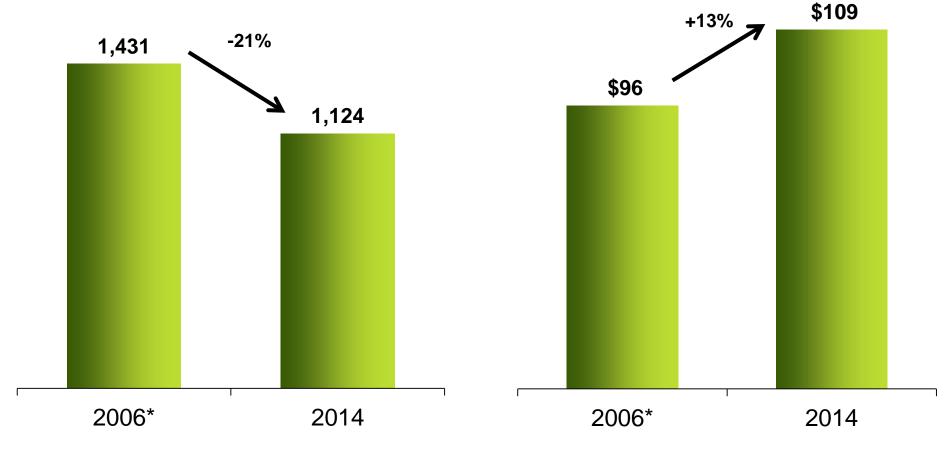
 Expanding presence in Mexico and China

#### From Volume...

(lbs in millions)

#### To Value

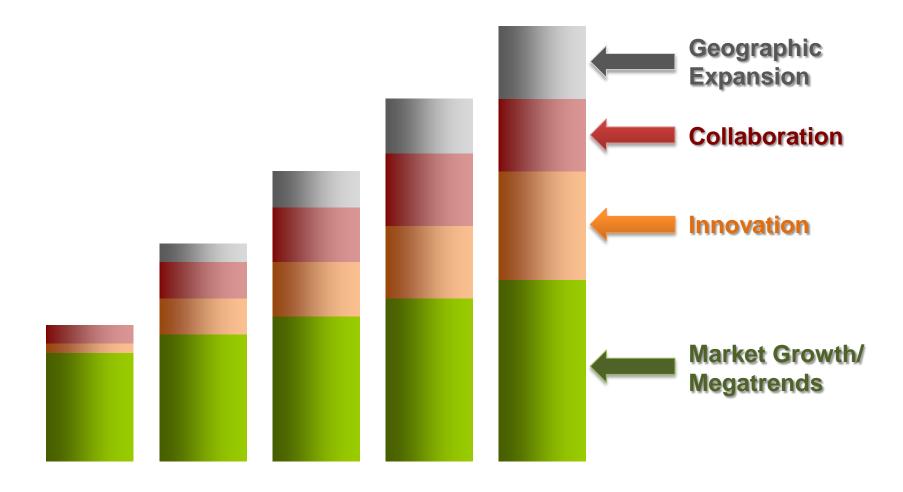
Gross Margin (\$ in millions)



\*2006 = Near peak housing



### **Accelerating Growth**





### Who We Are Growing With





#### **Geographic Growth Opportunities**





# Mexico represents growth, spurred by:

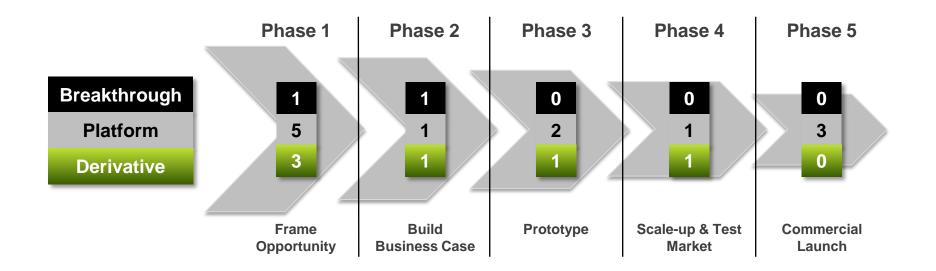
- Robust demand in Automotive
- Re-shoring from Asia
- PolyOne collaboration

# China is a \$2B PVC market; 2<sup>nd</sup> largest in the world:

- A new tax license enables domestic (vs. export) business
- We have expanded capacity
- We are investing in capability



## **Innovation Pipeline Potential**







## Megatrends Aligned with Key End Markets

Megatrend

End Markets

Improving Health and Wellness

Protecting the Environment

Globalizing and Localizing

Increasing Energy Efficiency Health & Wellness

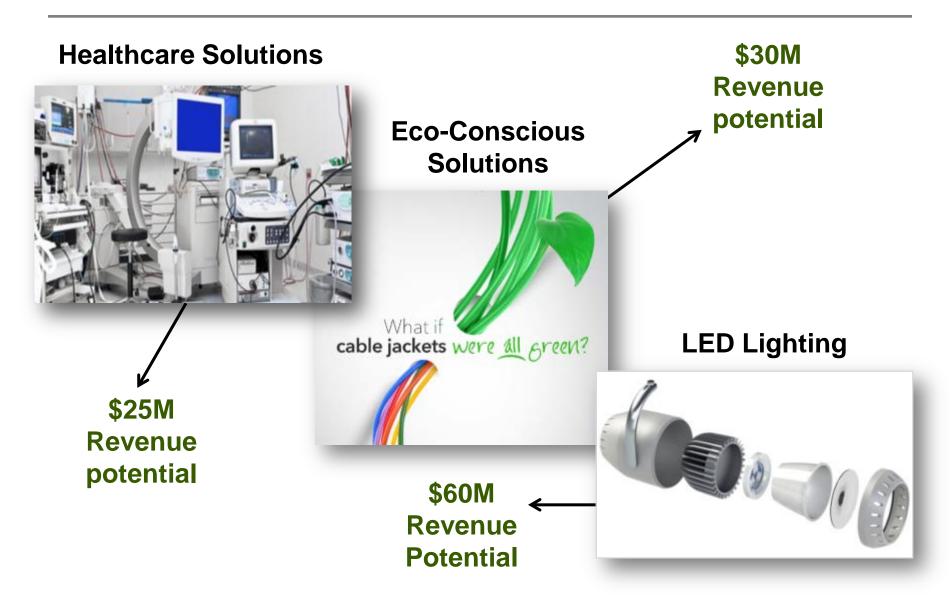
**Transportation** 

**Packaging** 

Consumer

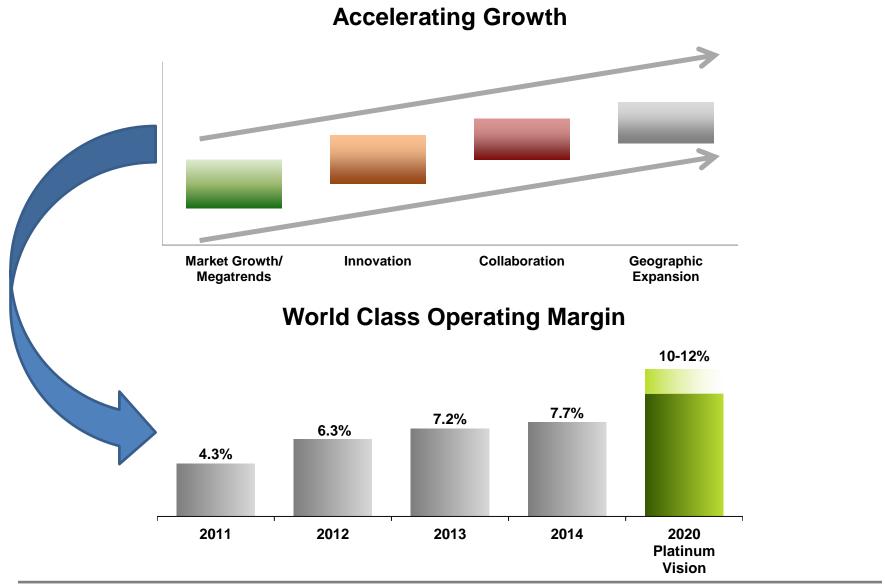


## **Key Initiatives**





#### **Platinum Vision**





#### Summary

- Business evolution from volume to value
- Business is at an inflection point
- Growth will be driven by:
  - ✓ Economic & Megatrend alignment
  - ✓ Innovation
  - √ Collaboration across PolyOne
  - ✓ Geographic sales expansion in China and Mexico

## **PolyOne Distribution**

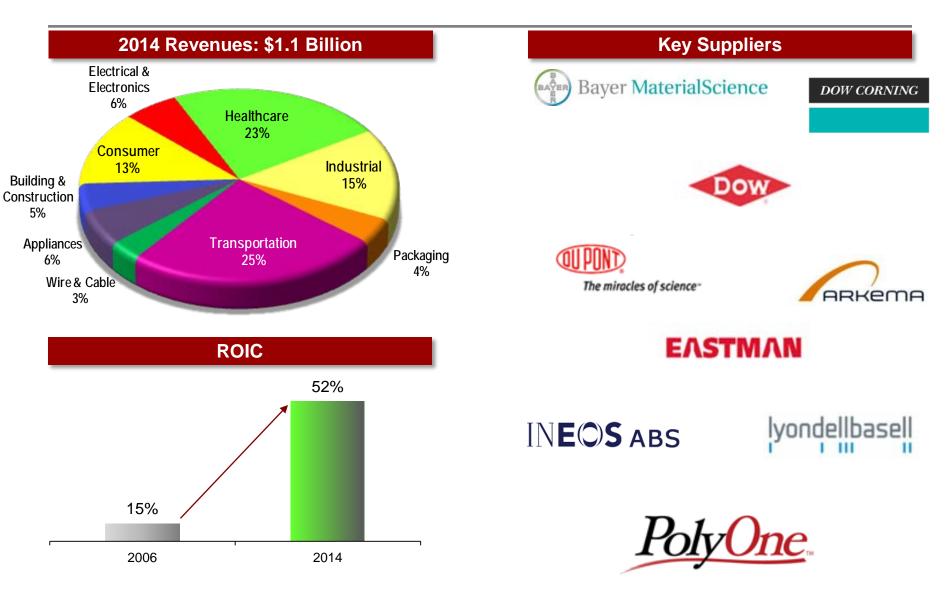
**Mark Crist** 

President, Distribution





#### At a Glance



## What We Do

**Deep Customer Relationships** 

**Market Consultation** 

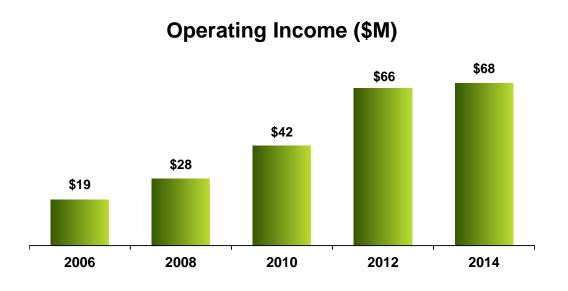
**Processing Expertise** 

World-Class Supply Chain

Right the First Time... Every Time



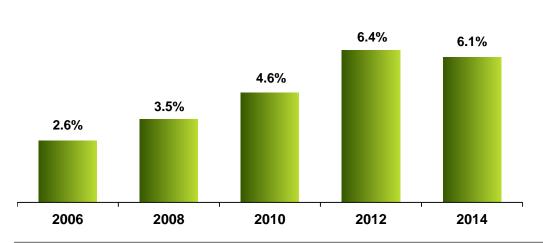
#### What We Have Delivered



 World class supplier line card

 Differentiating with service and operational excellence



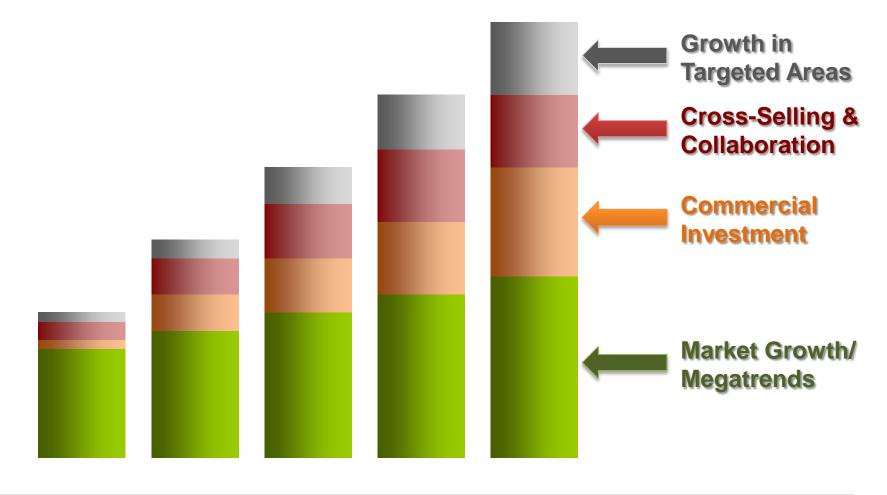


 Key portfolio additions with DuPont, Bayer and Ineos

 Value based selling and discipline



### **Accelerating Growth**





### Who We Are Growing With





## Megatrends Aligned with Key End Markets

#### Megatrend

Improving Health and Wellness

Protecting the Environment

Globalizing and Localizing

Increasing Energy Efficiency

#### **End Markets**

Health & Wellness

**Transportation** 

**Packaging** 

Consumer



#### **Geographic Growth Opportunities**





- Currently 10% of POD's revenue is generated from Mexico
- Existing business is served "from the border"
- New Mexico district & warehouse will drive transportation growth in Central Mexico
- Expansion in China resulted from growing with our NA HC customers
- Investing in sales deployments
- Localizing supply
- Gaining Share



### **Going Beyond Distribution**

WeatherTech® – Polymer BumpStep®



CeQur PaQ – Type 2 Insulin Delivery Device

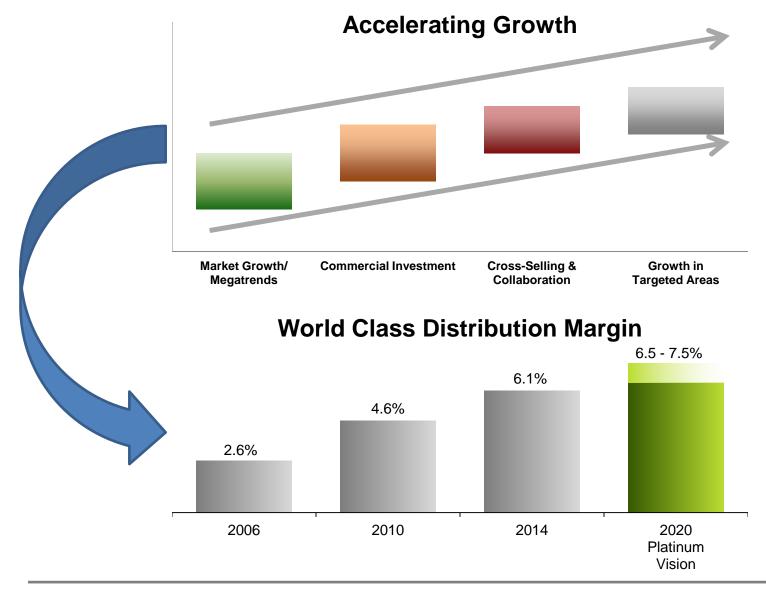




BEDRUG™ – Tri-fold Truck Bed Cover



#### **Platinum Vision**



#### Summary

 Motivated and well trained POD sellers making the calls / collaborating with other PolyOne businesses

Representing a world class supplier line card

 Delighted customers and suppliers who choose <u>us</u> to represent <u>them</u>



## **Financial Highlights**

## **Bradley C. Richardson**

**Executive Vice President and Chief Financial Officer** 





### Who We Are Growing With



PolyOne Corporation Page 71



### 2014 Awards and Recognitions











PolyOne Corporation Page 72



#### **2014 Financial Highlights**



# **Adjusted EPS** \$1.80 28º/o CAGR \$1.31 \$1.00 \$0.82 \$0.68 2011



# **Proof of Performance & 2015 Targets**

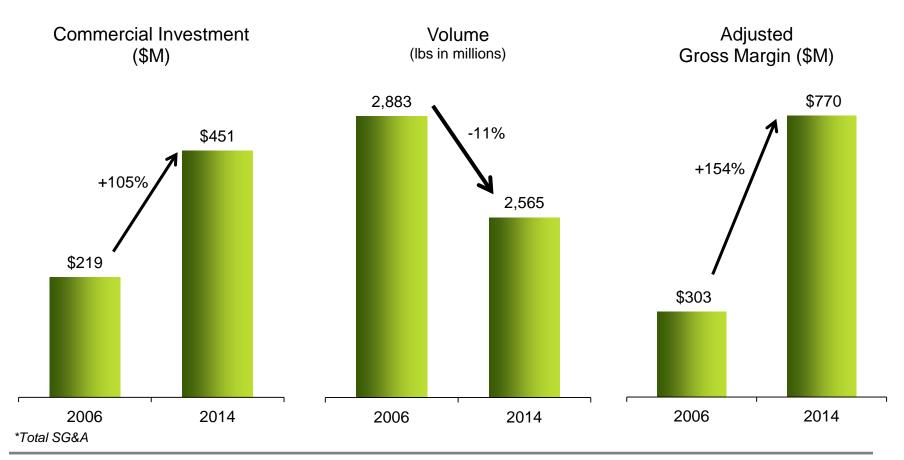
	2006	2015 Target	2014
	"Where we were"	(Est. in 2012)	"Where we are"
Operating Income %			
Specialty:			
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Designed Structures & Solutions	1.4%(2012)	8 – 10%	7.3%
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Distribution	2.6%	6 – 7.5%	6.1%
Specialty Platform % of Operating Income	6.0%	65 – 75%	65%
ROIC	5.0%	15%	11.3%
Adjusted EPS Growth	N/A	Double Digit Expansion	37%



## Ours is Not a Cost Cutting Story

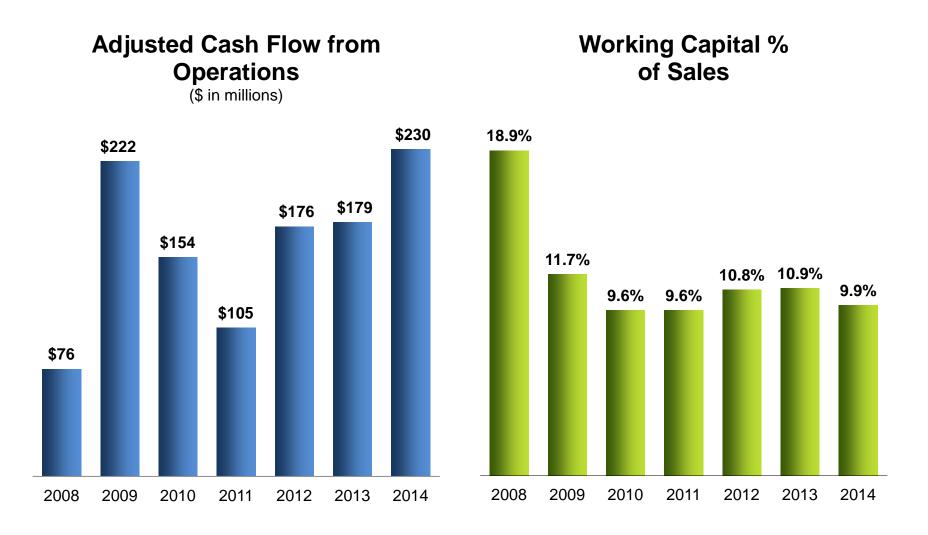
# Investment in Commercial Resources...

# Drives Mix Improvement AND Gross Profit \$\$ Expansion





### **Financial Strength**

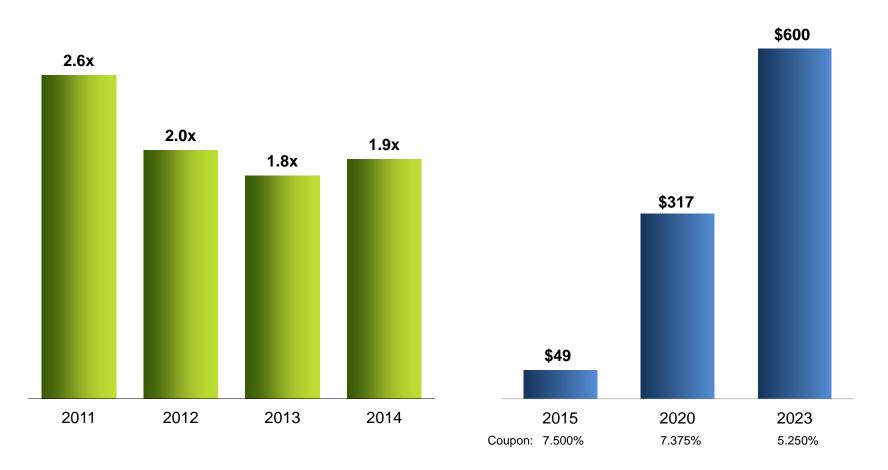




### **Financial Flexibility**

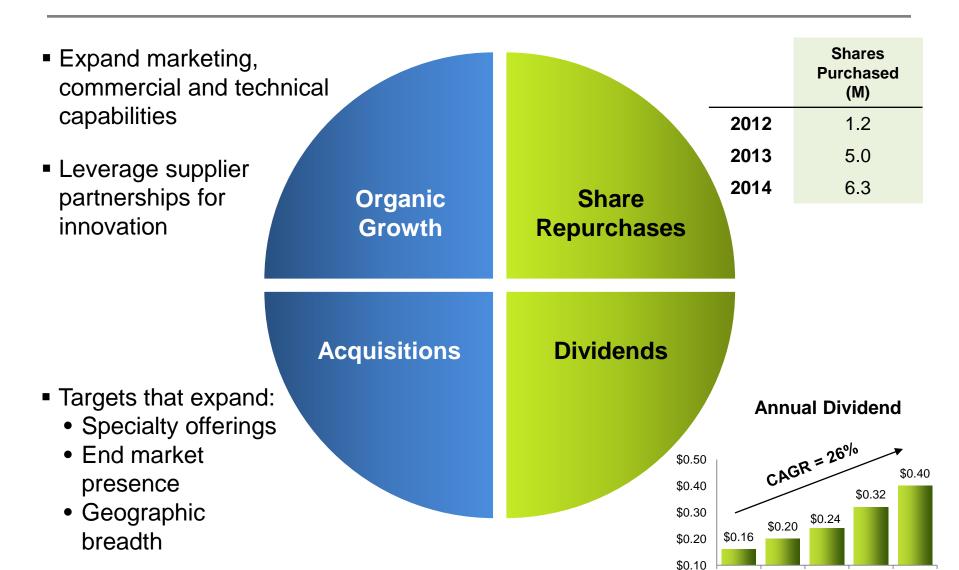


**Debt Maturities**As of December 31, 2014
(\$ millions)





#### Cash to Generate Value





# From the desk of:

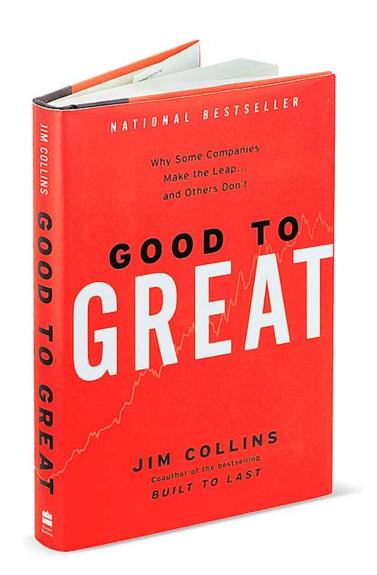
#### **Brad**

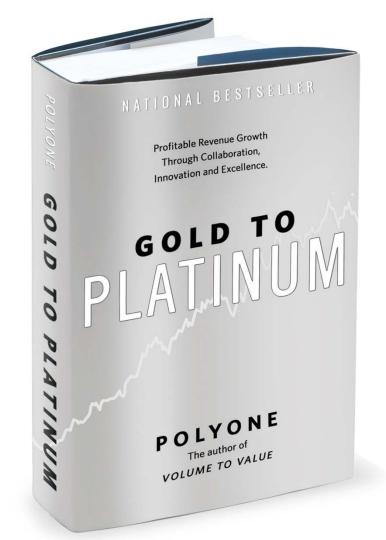
Why I Believe...

- \$40 Billion Market Opportunity
- ✓ Mega Trends and Emerging

  Opportunities
- Strong Management Team with Proven

  Track Record
- √ Investing in Next Generation Talent
- ✓ Culture of Collaboration, Innovation and Excellence
- Award-Winning Lean Six Sigma
  Process Improvement
- ✓ Financial Capacity to Pursue M&A





# 2020 Platinum Vision

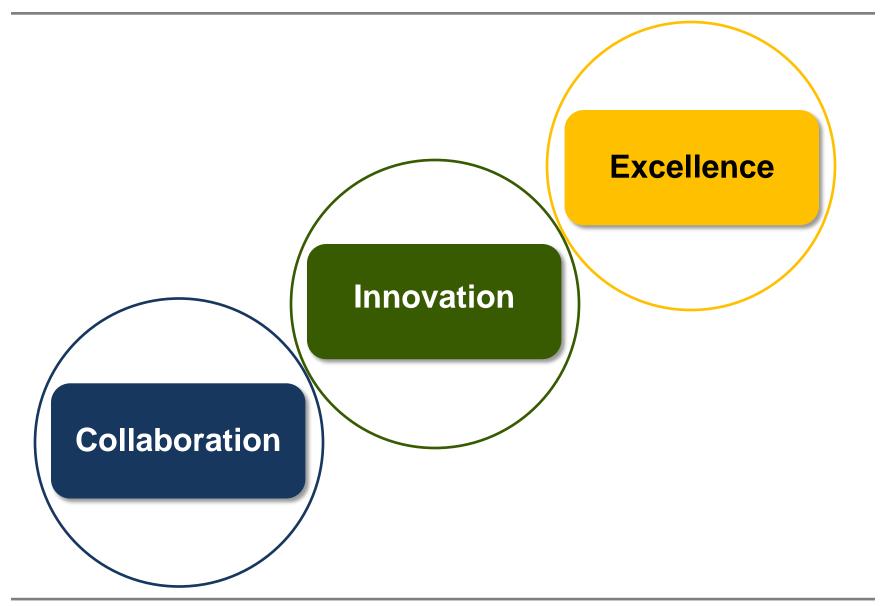
Robert M. Patterson

President and Chief Executive Officer





### **PolyOne Core Values**





#### **Confirmation of Our Strategy**



The World's Premier Provider of Specialized Polymer Materials, Services and Solutions

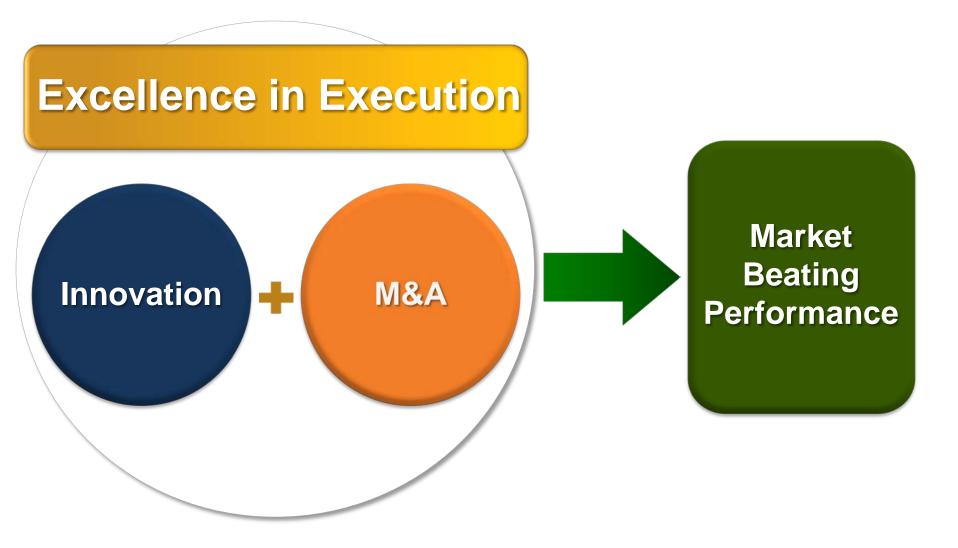


#### **Strategy and Execution Drive Results**



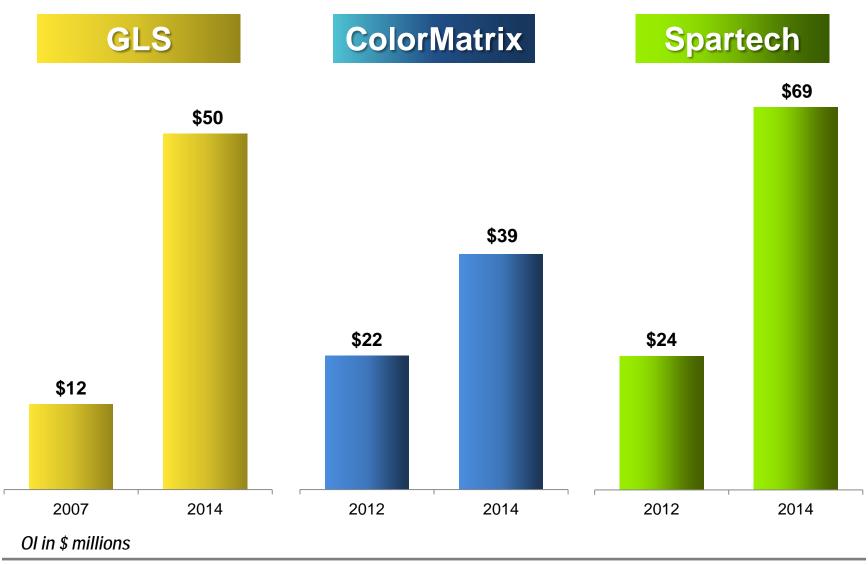


#### Formula for Success



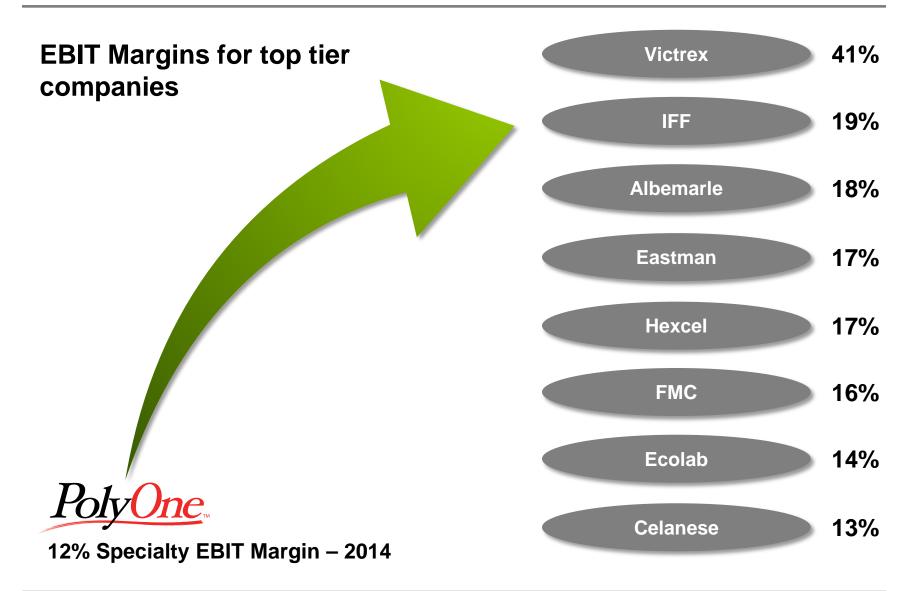


#### **Track Record of Successful Acquisitions**





#### **Driving Toward Premier Profitability**



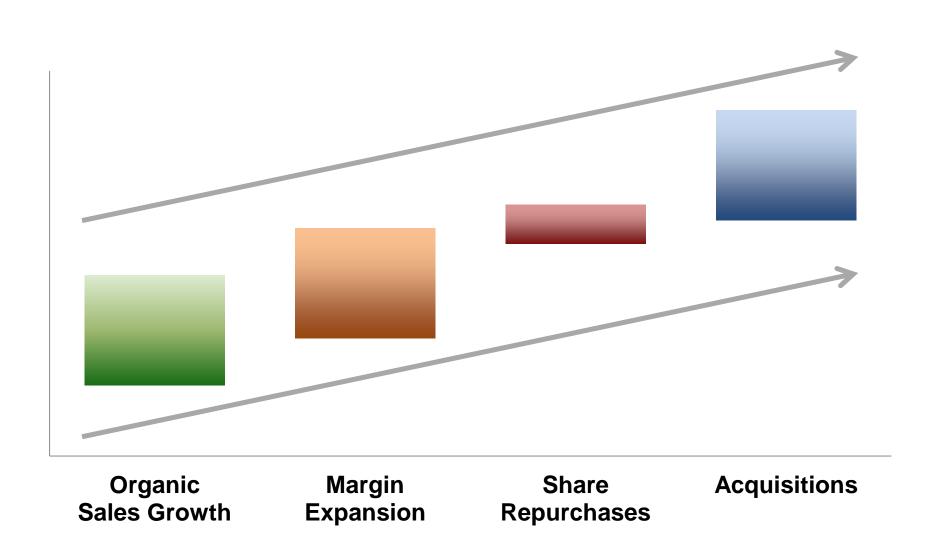


#### **2020 Platinum Vision**

	2006	2014	2020
	"Where we were"	"Where we are"	Platinum Vision
Operating Income %			
Specialty:			
Global Color, Additives & Inks	1.7%	14.7%	20%+
Global Specialty Engineered Materials	1.1%	12.1%	20%+
Designed Structures & Solutions	1.4%(2012)	7.3%	12 – 14%
Performance Products & Solutions	5.5%	7.7%	10 – 12%
Distribution	2.6%	6.1%	6.5 – 7.5%
Specialty Platform % of Operating Income	6.0%	65%	80%+
ROIC	5.0%	11.3%	15%
Adjusted EPS Growth	N/A	37%	Double Digit Expansion



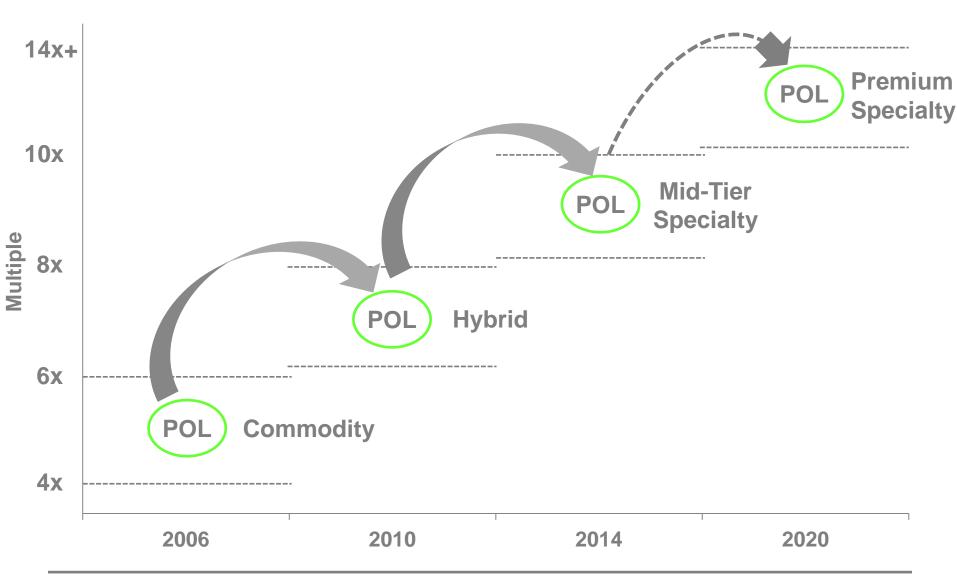
#### Platinum Vision: Pathway to Accelerated Growth



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#### **Driving Toward a Premium Specialty Multiple**



PolyOne Corporation



#### Why Invest In PolyOne?

- Addressable market exceeds \$40 billion
- Strong performance demonstrates that our strategy and execution are working
- Megatrends and emerging opportunities align with our strengths
- Innovation and services provide differentiation, incremental pricing power, and competitive advantage
- Strong and proven management team driving growth and performance

The New PolyOne: A Specialty Growth Company

# **Questions & Answers**

#### **Reconciliation of Non-GAAP Financial Measures (Unaudited)**

(Dollars in millions, except per share data)

Below is a reconciliation of non-GAAP financial measures to the most directly comparable measures calculated and presented in accordance with U.S. GAAP. Senior management uses operating income excluding special items, adjusted EPS, and working capital to assess performance and allocate resources because senior management believes that these measures are useful in understanding current profitability levels and that current levels may serve as a base for future performance.

Platform operating income mix percentage	2005*	2006*	2007*	2008*	2009*	2010*	2011	2012	2013	2014
Global Color, Additives and Inks	\$ 4.3	\$ 8.9	\$ 25.7	\$ 28.1	\$ 25.2	\$ 37.7	\$ 50.2	\$ 75.3	\$104.0	\$124.9
Global Specialty Engineered Materials	0.4	3.9	4.9	17.6	20.6	49.7	45.9	47.0	57.2	72.4
Designed Structures and Solutions	-	-	-	-	-	-	-	-	33.4	45.1
Specialty Platform	\$ 4.7	\$ 12.8	\$ 30.6	\$ 45.7	\$ 45.8	\$ 87.4	\$ 96.1	\$122.3	\$194.6	\$242.4
Performance Products and Solutions	75.7	64.2	65.8	31.3	33.1	54.0	27.7	38.8	56.0	63.1
Distribution	19.5	19.2	22.1	28.1	24.8	42.0	56.0	66.0	63.3	68.2
Joint ventures	91.9	102.9	34.8	28.6	25.5	18.9	5.0	-	-	-
Corporate and eliminations	(51.5)	34.5	(73.3)	(425.1)	7.9	(27.7)	18.2	(89.6)	(82.4)	(218.6)
Operating income (loss) GAAP	\$140.3	\$ 233.6	\$ 80.0	\$(291.4)	\$137.1	\$174.6	\$203.0	\$137.5	\$231.5	\$155.1
Less: Corporate operating expense	51.5	(34.5)	73.3	425.1	(7.9)	27.7	(18.2)	89.6	82.4	218.6
Operating income excluding Corporate	\$191.8	\$199.1	\$153.3	\$133.7	\$129.2	\$202.3	\$184.8	\$227.1	\$313.9	\$373.7
Specialty platform operating mix percentage	2%	6%	20%	34%	35%	43%	52%	54%	62%	65%

<sup>\*</sup> Historical results have not been restated for the Resin business divestiture or the related resegmentation.

Adjusted EPS	_ 2	006Y*	2007Y*		2008Y*		2009Y*		2010Y		2011Y		2012Y		2013Y		2014Y	
Net income attributable to PolyOne common shareholders	\$	130.9	\$	40.9	\$	(417.0)	\$	106.7	\$	152.5	\$	153.4	\$	53.3	\$	94.0	\$	78.0
Joint venture equity earnings, after tax		(68.5)		(26.1)		(20.8)		(19.0)		(14.7)		(3.7)		-		-		-
Special items, after tax <sup>(1)</sup>		(21.2)		41.4		310.0		(31.0)		15.8		(30.5)		35.7		30.4		101.0
Tax adjustments <sup>(2)</sup>		(30.0)		(30.7)		147.2		(44.9)		(88.3)		(42.3)		0.5		2.2		(10.5)
Adjusted net income	\$	11.2	\$	25.5	\$	19.4	\$	11.8	\$	65.3	\$	76.9	\$	89.5	\$	126.6	\$	168.5
Diluted shares		92.8		93.1		92.7		93.4		96.0		94.3		89.8		96.5		93.5
Adjusted EPS	\$	0.12	\$	0.27	\$	0.21	\$	0.13	\$	0.68	\$	0.82	\$	1.00	\$	1.31	\$	1.80

<sup>\*</sup> Historical results are shown as presented in prior filings and have not been updated to reflect subsequent changes in accounting principal or discontinued operations.

<sup>(1)</sup> Special items are a non-GAAP financial measure. Special items include charges related to specific strategic initiatives or financial restructuring such as: consolidation of operations; debt extinguishment costs; employee separation costs resulting from personnel reduction programs, plant phase-in costs, executive separation agreements; asset impairments; mark-to-market adjustments associated with actuarial gains and losses on pension and other post-retirement benefit plans; environmental remediation costs, fines, penalties, remediation costs and related insurance recoveries related to facilities no longer owned or closed in prior years; gains and losses on the divestiture of operating businesses, joint ventures and equity investments; gains and losses on facility or property sales or disposals; results of litigation, fines or penalties, where such litigation (or action relating to the fines or penalties) arose prior to the commencement of the performance period; unrealized gains and losses from foreign currency option contracts; one-time, non-recurring items; and the effect of changes in accounting principles or other such laws or provisions affecting reported results.

<sup>(2)</sup> Tax adjustments include the net tax expense (benefit) from one-time income tax items and deferred income tax valuations allowance adjustments.

Adjusted net cash provided by operating activities is calculated as follows:

	2008Y	2009Y	2010Y	2011Y	2012Y	2013Y	2014Y
Net cash provided by operating activities	\$ 72.5	\$229.7	\$140.8	\$ 72.5	\$106.9	\$109.0	\$208.4
Dividends and distributions received from joint ventures	(32.9)	(36.5)	(24.2)	(6.0)	-	-	-
Pension Cash Contributions	35.9	28.5	37.5	38.1	68.8	69.8	21.6
Adjusted net cash provided by operating activities	\$ 75.5	\$ 221.7	\$ 154.1	\$ 104.6	\$ 175.7	\$ 178.8	\$ 230.0

Net debt to adjusted EBITDA is calculated as follows:

	<b>Twelve Months Ended</b>										
(In millions)	Decen	nber 31, 2011	Dec	cember 31, 2012	Dece	mber 31, 2013	Dec	cember 31, 2014			
Short-term portion and current portion of long-term debt	\$	3.0	\$	3.8	\$	12.7	\$	61.8			
Long-term debt		704.0		703.1		976.2		962.0			
Less: Cash and cash equivalents		(191.9)		(210.0)		(365.2)		(238.6)			
Net Debt	\$	515.1		496.9		623.7	_	785.2			
Income before income taxes	\$	168.9	\$	83.3	\$	151.0	\$	88.4			
Interest expense, net		33.7		50.8		63.5		62.2			
Depreciation and amortization		53.2		65.8		108.8		123.9			
Equity income from equity affiliates		(5.7)		-		-		-			
Special items, impact on income before income taxes		(48.1)		55.1		46.3		164.9			
Interest expense included in special items		-		(1.3)		(1.9)		-			
Accelerated depreciation included in special items		-		-		(12.7)		(23.1)			
Adjusted EBITDA	\$	202.0	\$	253.7	\$	355.0	\$	416.3			
Net Debt/Adjusted EBITDA		2.6		2.0		1.8		1.9			