



**ROBERT W. BAIRD  
GLOBAL INDUSTRIAL  
CONFERENCE  
NOVEMBER 2019**

*PolyOne*<sup>™</sup>

# 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,” “estimate,” “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 identify and evaluate acquisition targets and consummate and integrate acquisitions
- 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 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 in jurisdictions where we conduct business;
- Changes in global industry capacity or in the rate at which anticipated changes in industry capacity come online;
- 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 raise or sustain prices for products or services;
- Information systems failures and cyber attacks; and
- 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, adjusted operating income, and return on invested capital.
- 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](http://www.polyone.com).

# CORE VALUES

**Collaboration   Innovation   Excellence**

**STRATEGY**

**Commercial Excellence**

**Operational Excellence**

**Globalization**

**Specialization**

# PERSONAL VALUES

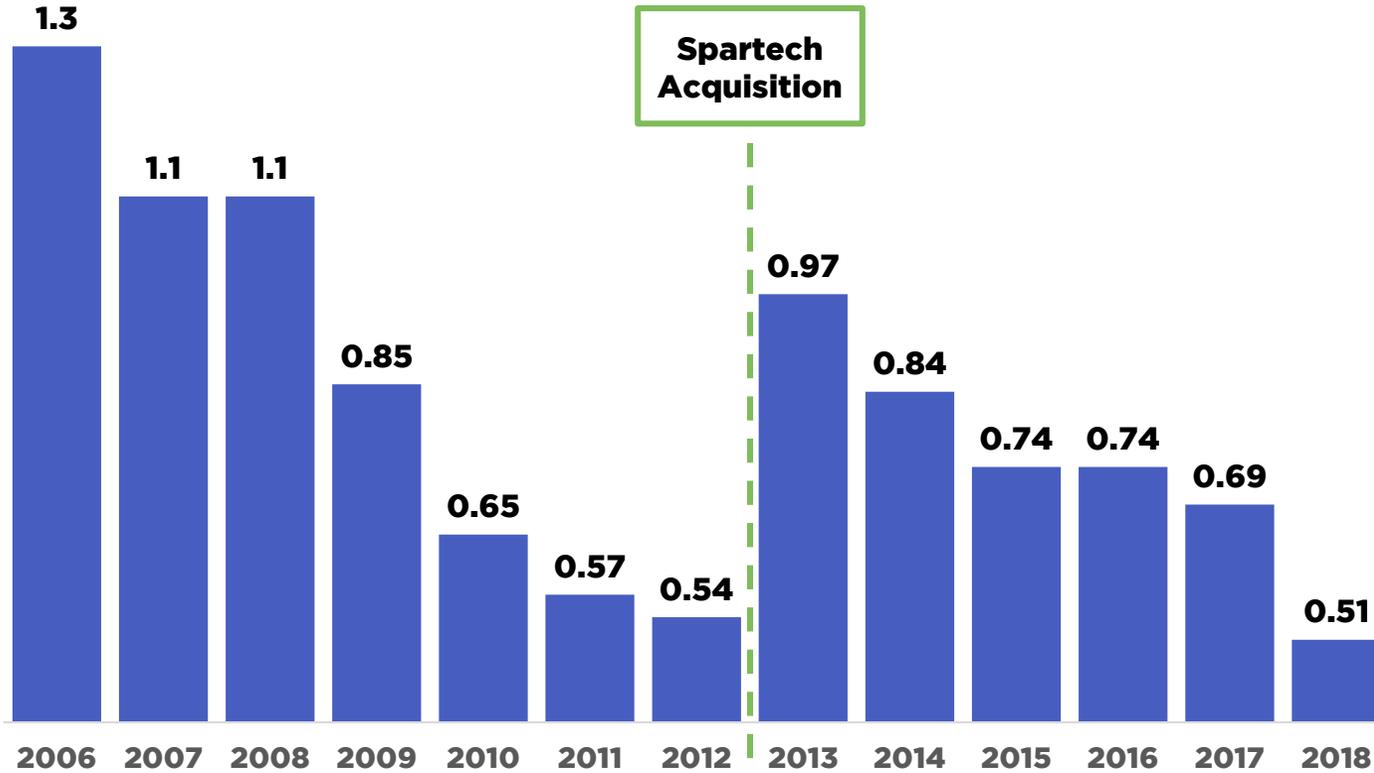
**Honesty   Respect   Integrity**

# VISION

To be the world's premier provider of specialized polymer materials, services and solutions

# SAFETY FIRST

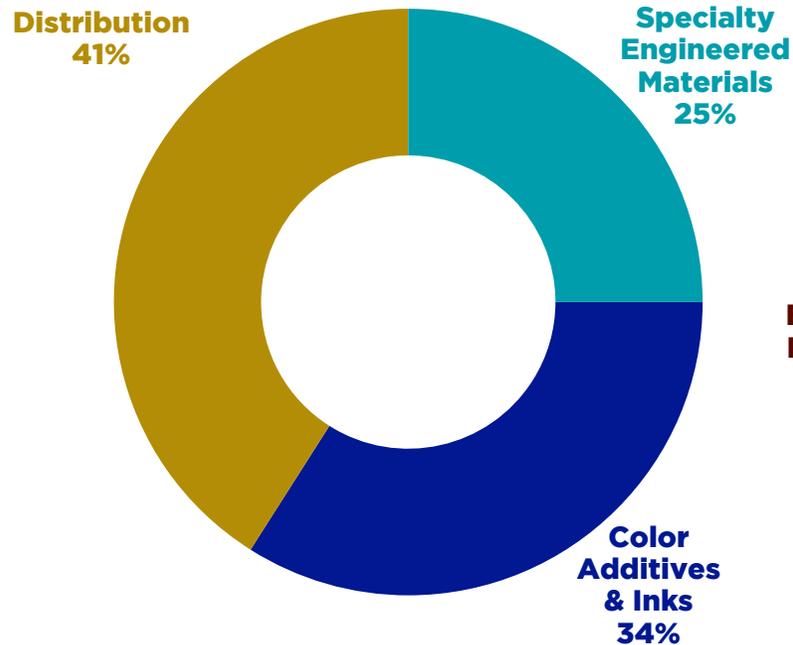
## Injuries per 100 Workers



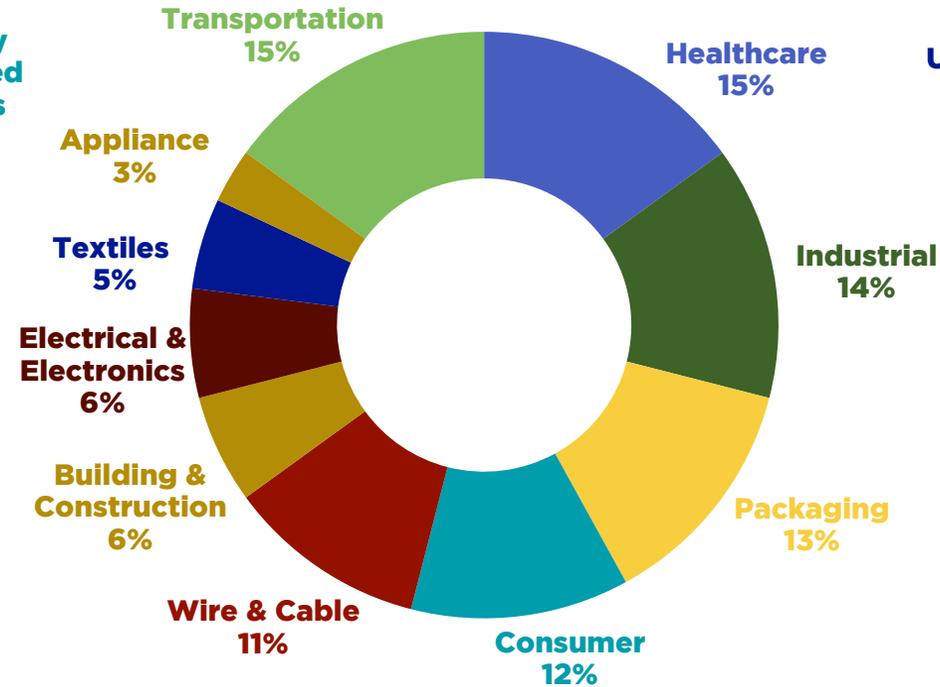
# POLYONE

PRO FORMA 2018 REVENUE | \$2.9 BILLION\*

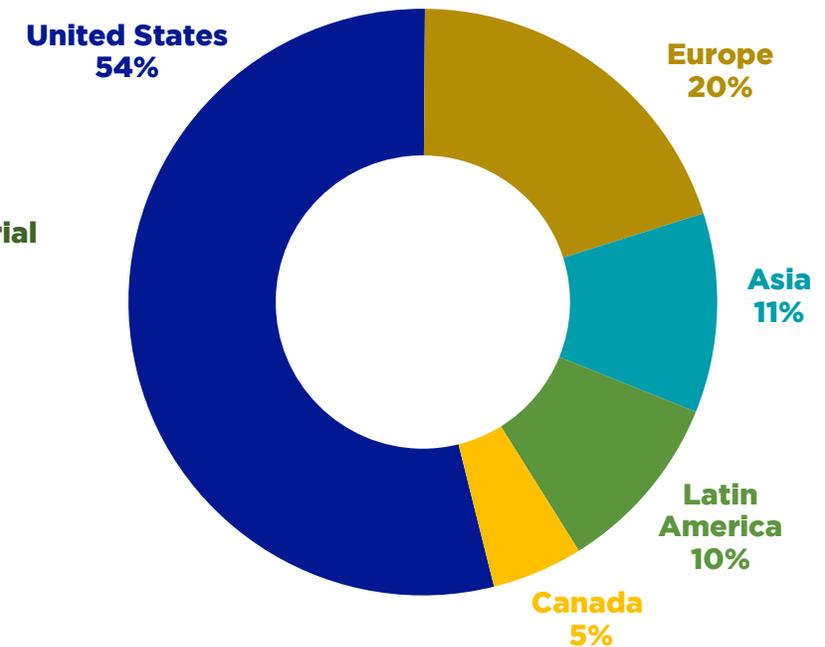
## Segment



## End Market



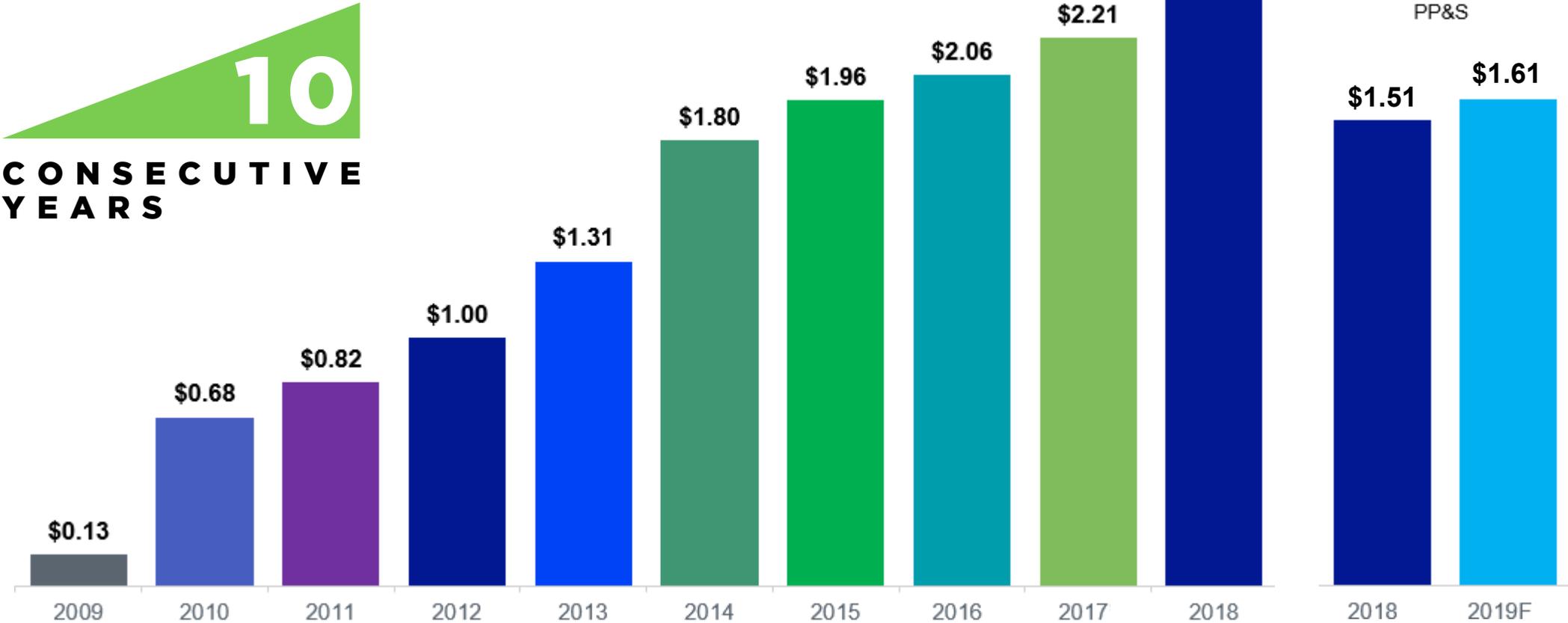
## Geography



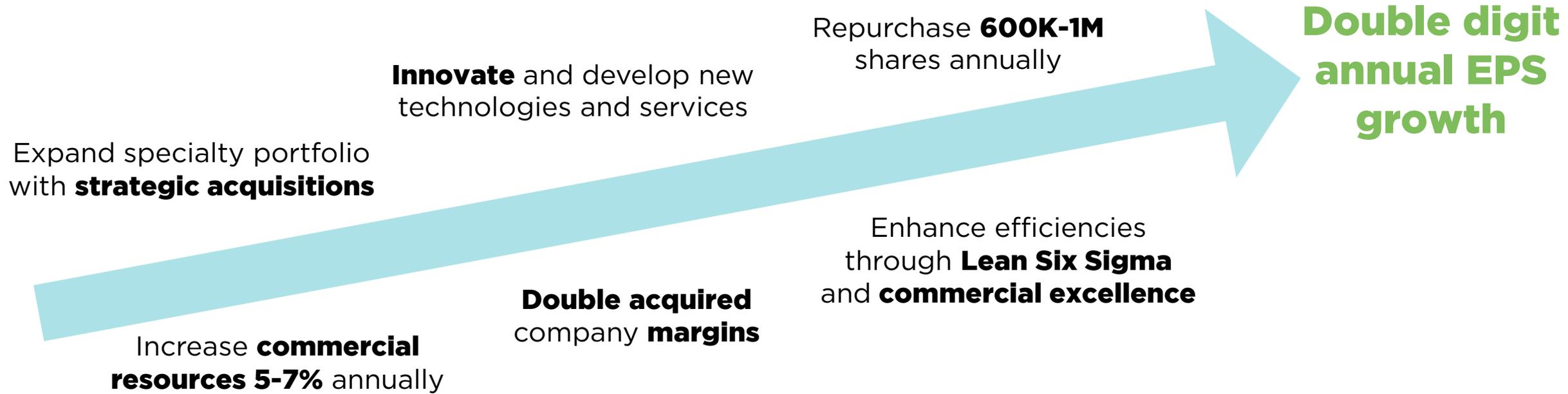
\*Pro Forma excluding PP&S and including Fiber-Line

# PROOF OF PERFORMANCE

## ADJUSTED EPS EXPANSION



# SUSTAINABLE PATH TO DOUBLE-DIGIT EPS GROWTH



**PEOPLE**



**PRODUCTS**



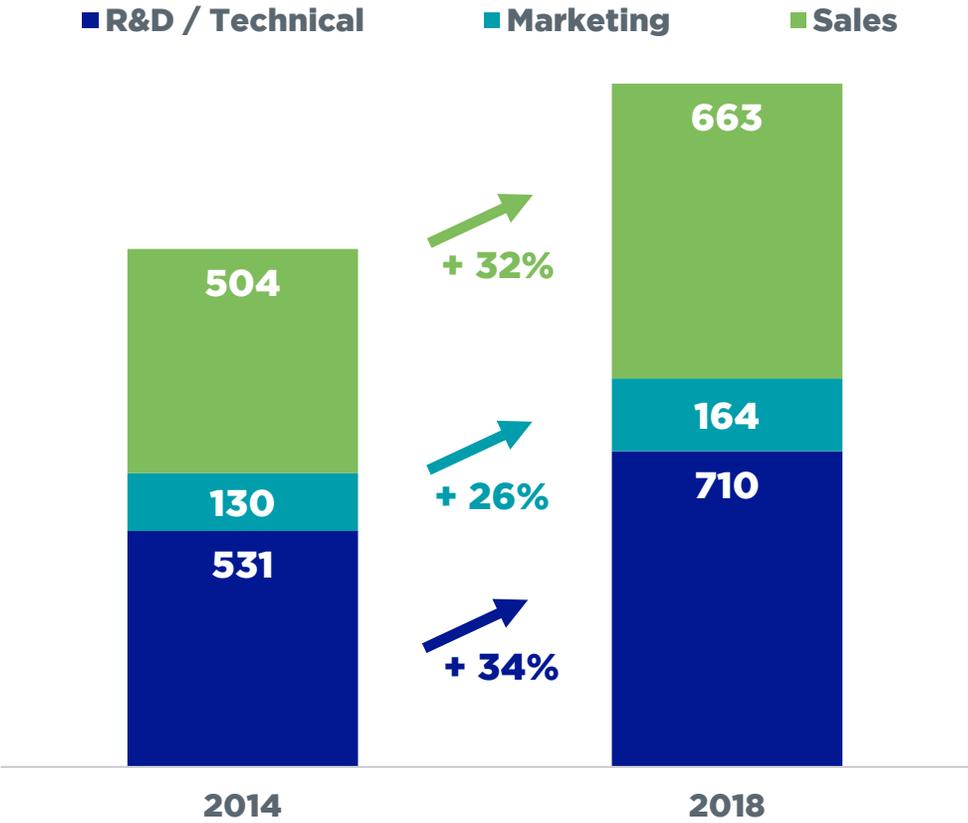
**PLANET**



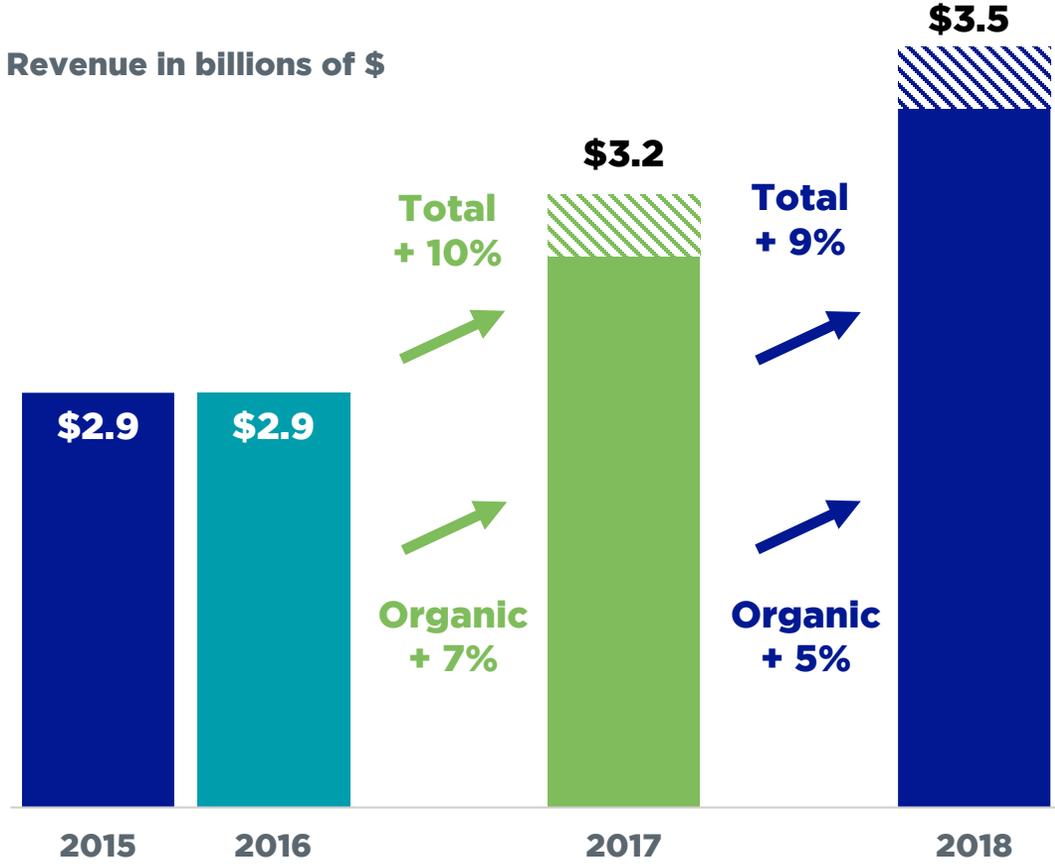
**PERFORMANCE**

# INVESTMENT IN COMMERCIAL RESOURCES DRIVING GROWTH

## Increased commercial headcount



## Sustained revenue increases led by organic business



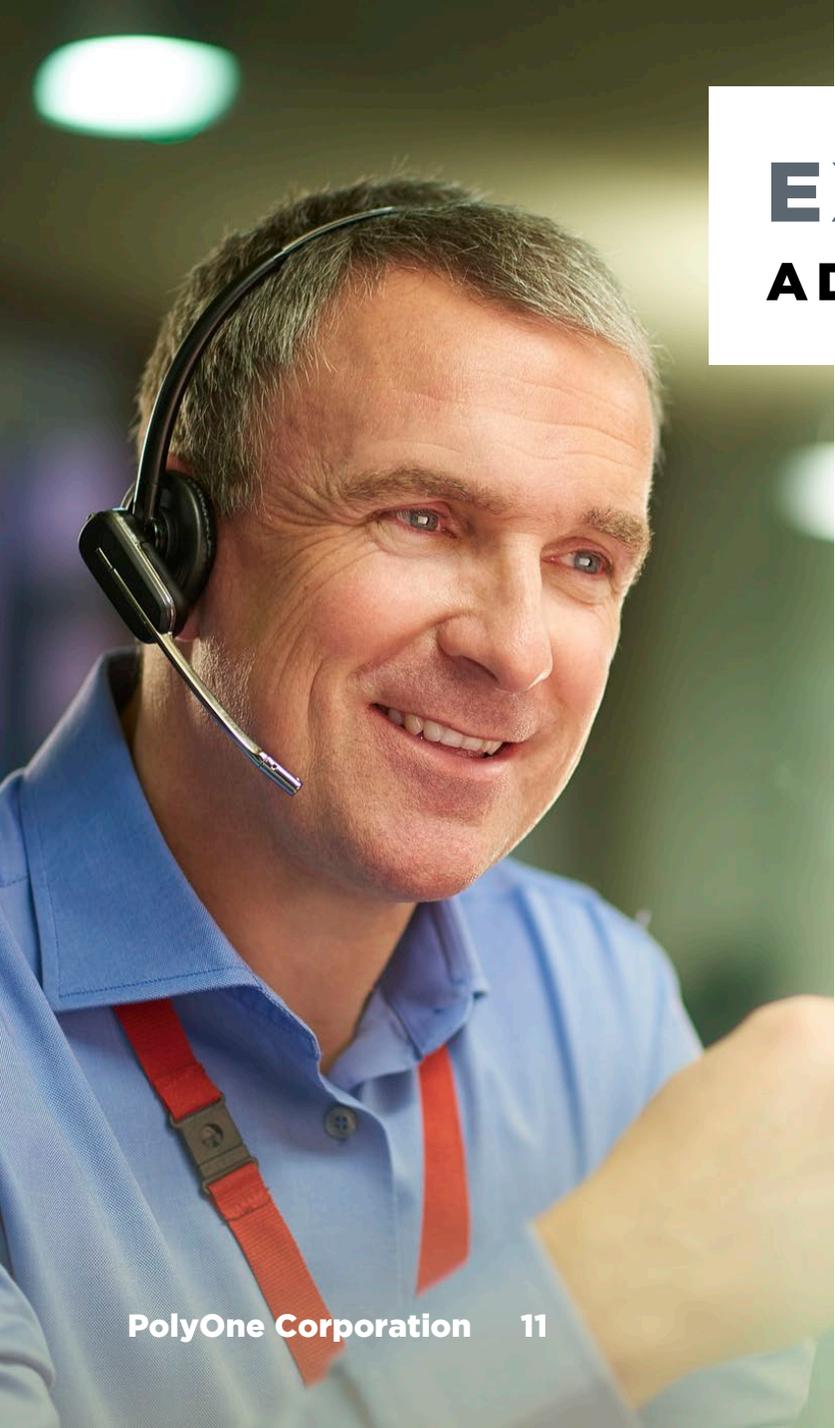
# THE EVOLVING CUSTOMER RELATIONSHIP

## Traditional Path



## Expanded Path



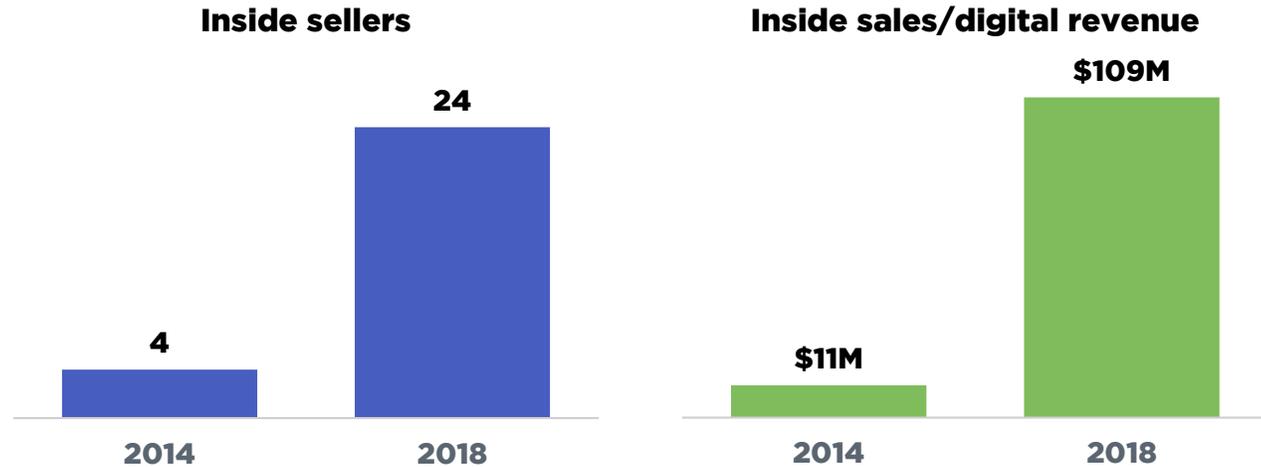


# EXPANDED PATH

## ADDING CUSTOMER TOUCHPOINTS

**Investments in digital and dedicated inside sales to improve customer experience**

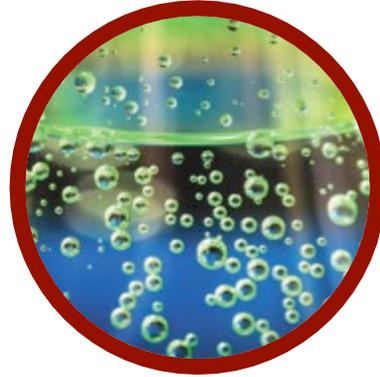
**110% increase in leads (from 6,000 to 12,700) driven by website, phone, and online chat**



# ALIGNING WITH TRENDS FOR GROWTH



**TRANSPORTATION**



**PACKAGING**



**HEALTHCARE**



**CONSUMER**

**Light-weighting**

**Facilitate alternative energy solutions**

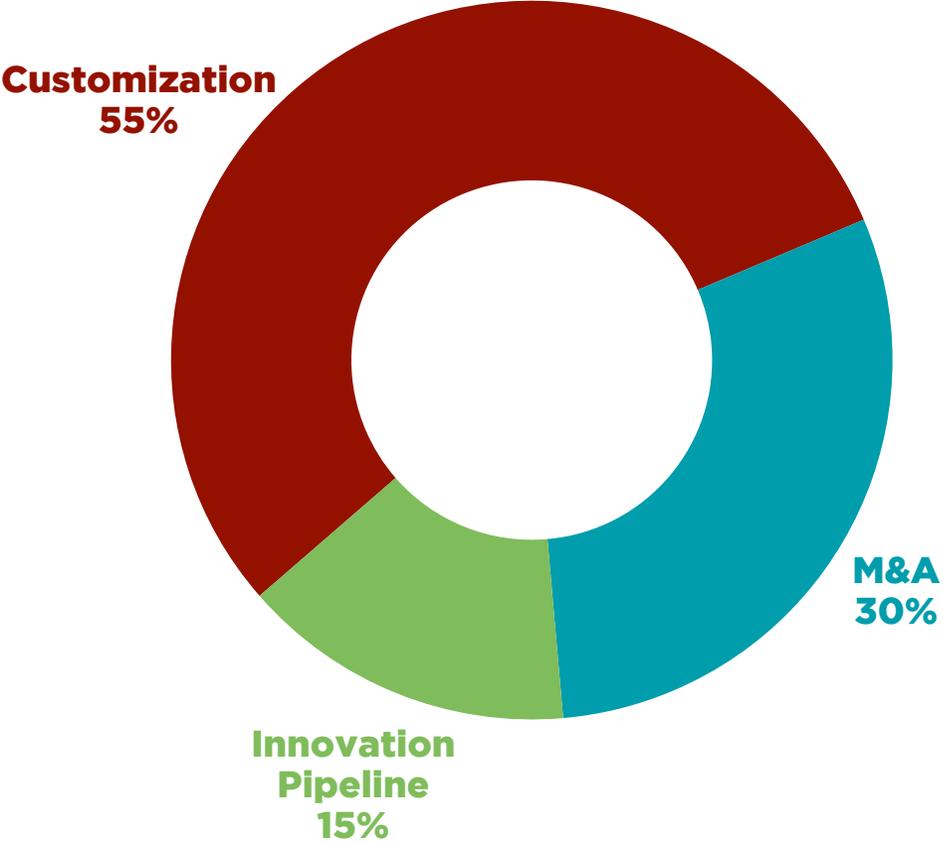
**Reduce packaging materials**

**Improve recyclability**

**Reduce spread of infection**

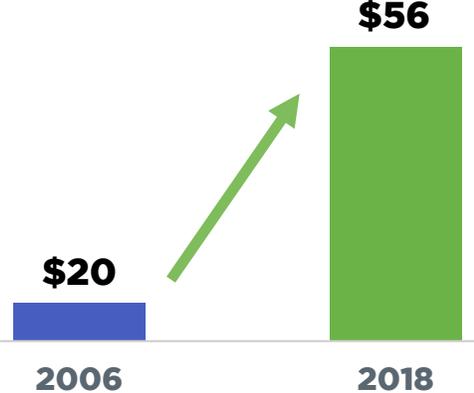
# INNOVATION

## Innovation comes from



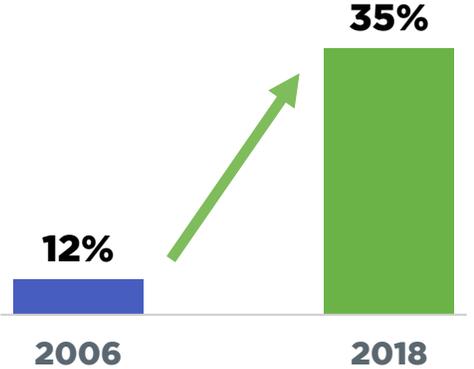
## Research & Development Spend

(\$ millions)



## Vitality Index

% of sales from products launched last 5 years



# 3 HORIZONS OF DEVELOPMENT

## INNOVATION

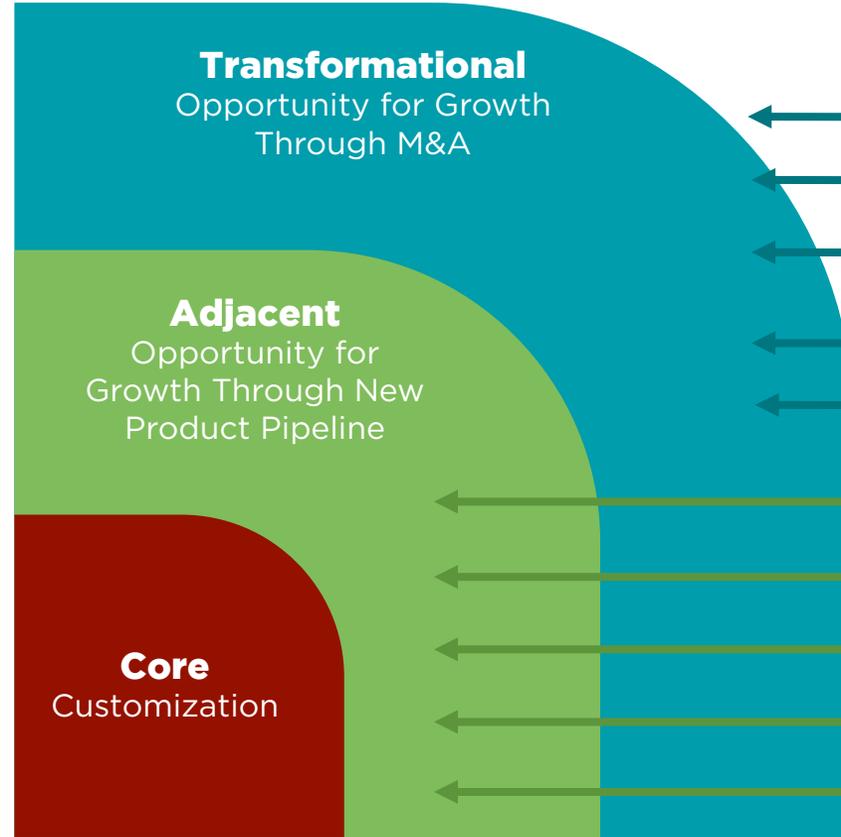
### Market

Create new markets, target new customer needs

Service adjacent markets and customers

Service existing markets and customers

### Technical



**Transformational**  
Opportunity for Growth  
Through M&A

**Adjacent**  
Opportunity for  
Growth Through New  
Product Pipeline

**Core**  
Customization

New technology development outside of and with our current base

Incremental development from existing base of technology

New development adjacent to current technology

Fiber-Line

ColorMatrix - Liquid Color & Additives

Gordon Composites/  
Polystrand - Composites

GLS - Thermoplastic Elastomers

PlastiComp

Non-Halogen Flame  
Retardants

Barrier Technologies

Fiber Colorants

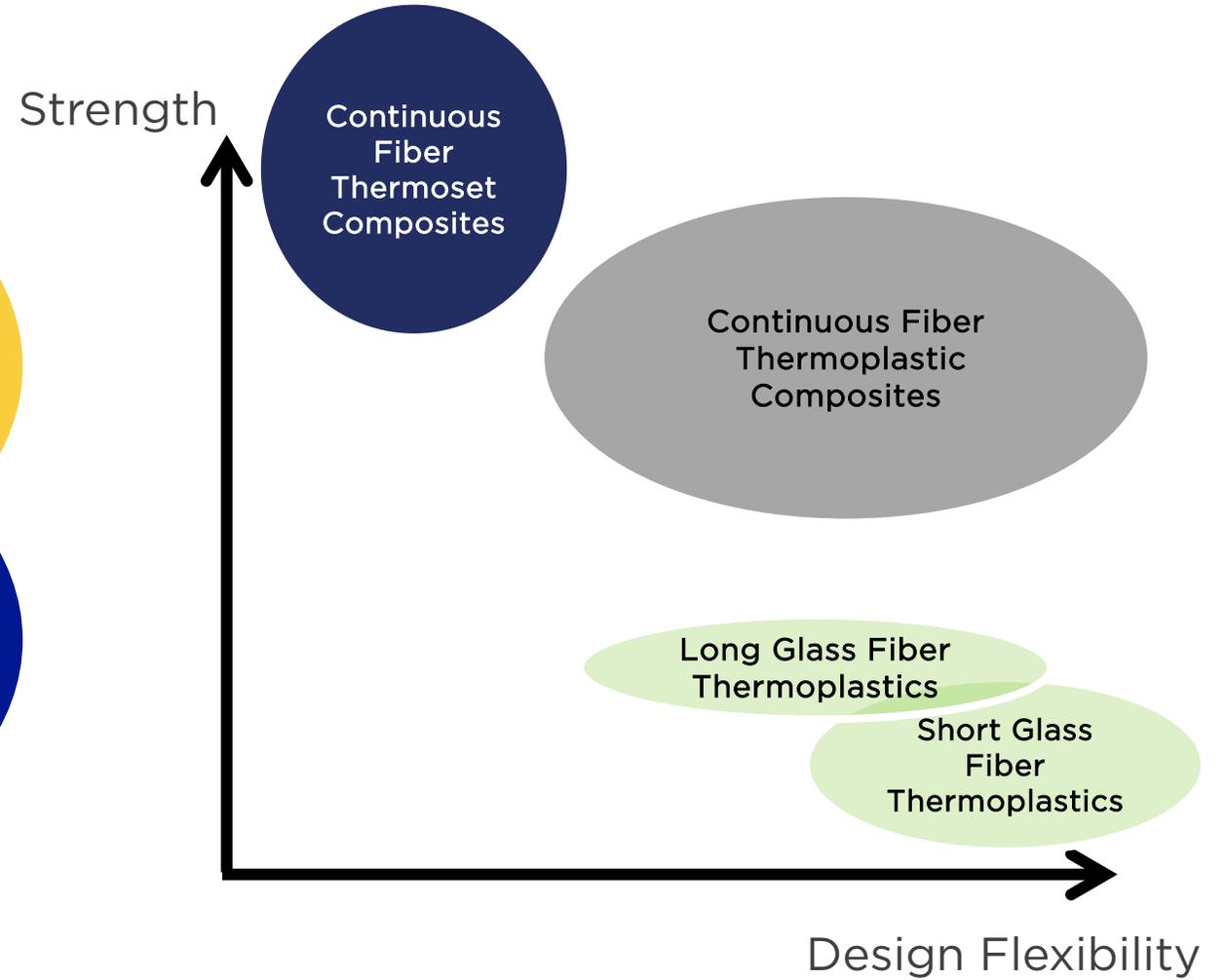
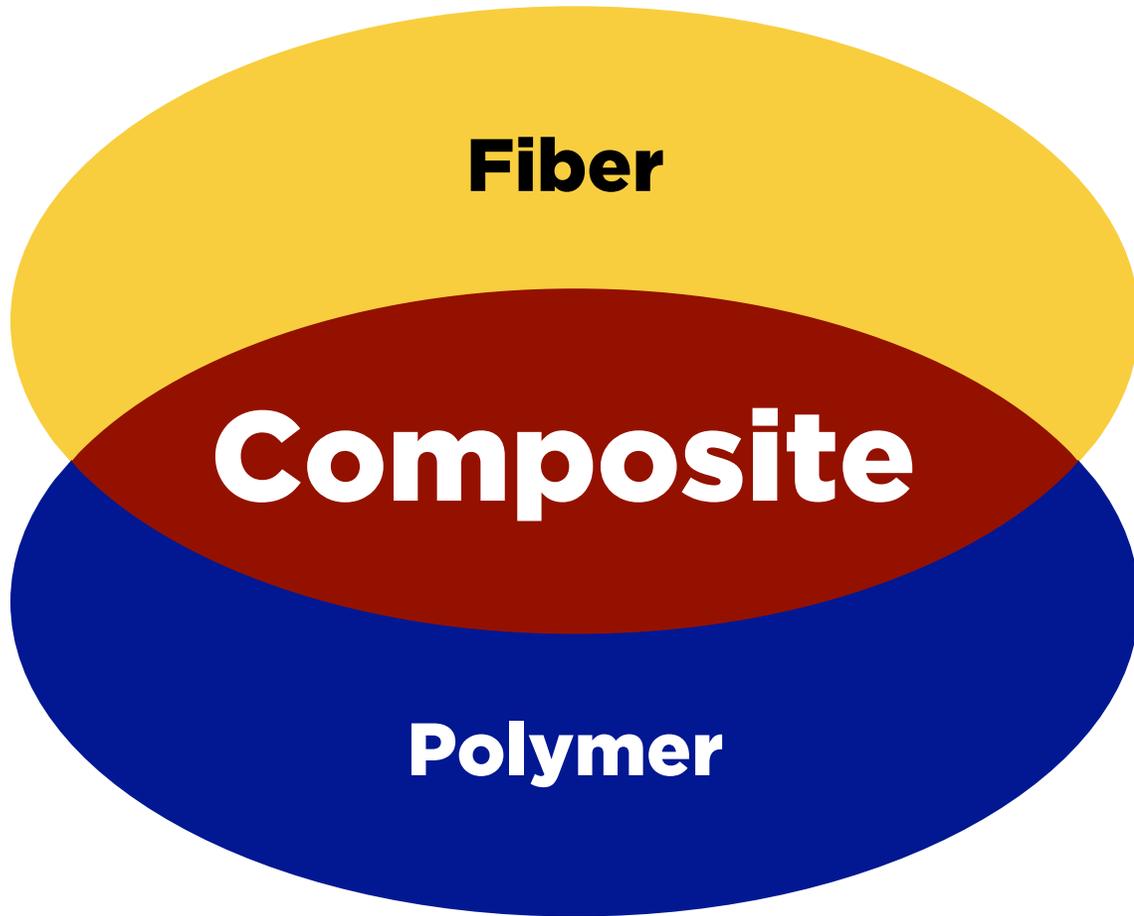
Advanced Composites

Thermoplastic Elastomers

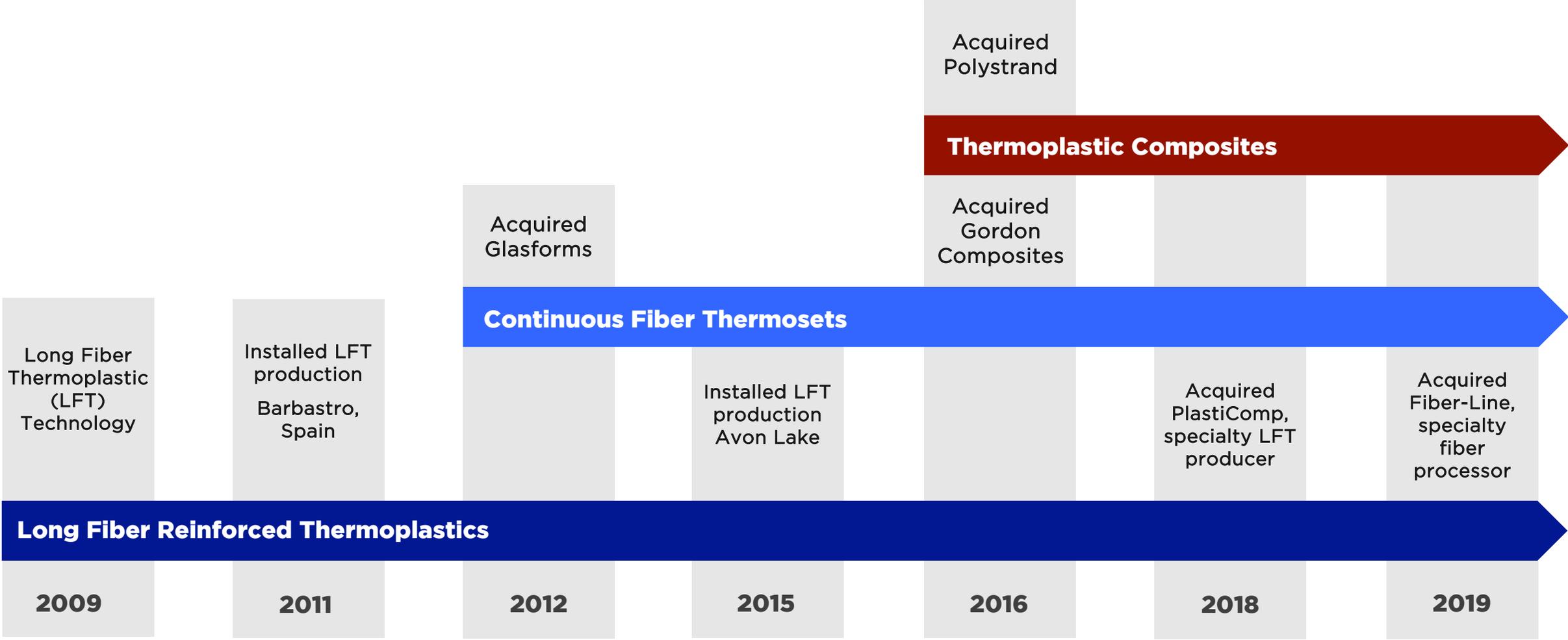


**INNOVATION SPOTLIGHT:  
COMPOSITES**

# COMPOSITES REFRESHER



# STRATEGIC INVESTMENT HISTORY



# COMPOSITES IN TRANSPORTATION



## RAIL

Flooring  
Door Panels  
Side Walls

**HAMMERHEAD™**  
MARINE COMPOSITE PANELS



## WATERCRAFT

Bulkheads and Transoms  
Ceilings and Hatches  
Doors and Cabinetry



## HEAVY TRUCK

Flooring & Side Panels  
Aerodynamic Fairings  
Seat and Bunk  
Reinforcements

# POLYONE APPLICATIONS IN FIBER OPTIC CABLES

**1. Loose buffer tube** - made of PBT, PTFE, Nylon 12, PP or other polymers. Holds multiple optical fibers

**3. Optical fibers** -Two parts of an optical fiber: core (carries the signal and cladding (reflects the signal to move it forward). Both parts are made of silica/glass or polymer

Fiber-Line Product

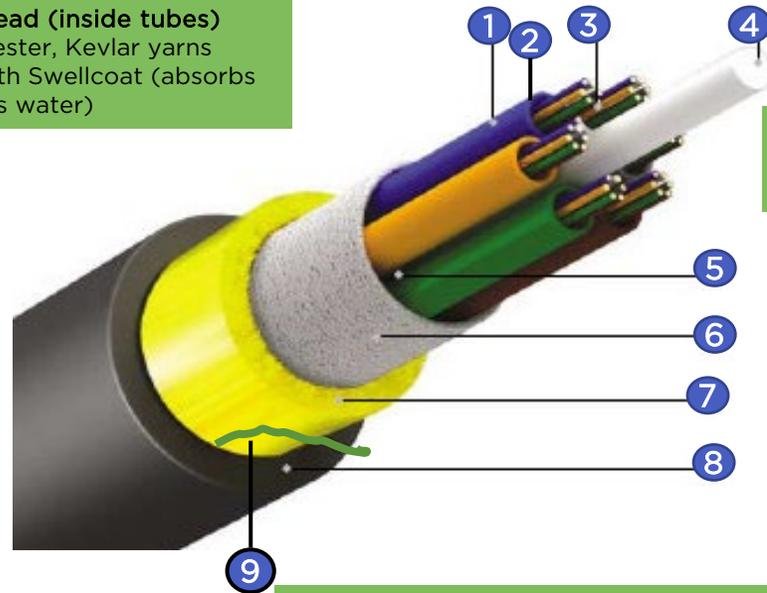
PolyOne Materials

**2. Buffer thread (inside tubes)**

- PET, Polyester, Kevlar yarns coated with Swellcoat (absorbs and blocks water)

**4. Central support member**

- Pultruded composite rod, often polymer coated



**5. Filler Yarns/Core Fillers (not visible)**

- PET, Polyester, Kevlar yarns coated with Swellcoat (absorbs and blocks water)

**6. Binder**

- PET, Polyester, Kevlar yarns coated with Swellcoat (absorbs and blocks water)

**7. Outer strength member**

- Base fiber of Kevlar, E-Glass, Zylon, Vectran LCP
- Often be coated with Fiber-Line coatings (Swellcoat, Bondcoat, Wearcoat)

**8. Cable jacket/sheath**- Made of PE or PVC

**9. Ripcords**

- Lubricated, color coated, various fibers
- Rips through any material including steel armor
- Made from Kevlar, Vectran LCP or PET polyester

# FIBER OPTICAL GROWTH DRIVERS

5G technology will be a leading growth driver in fiber optic cable for several years

## 5G vs. 4G

**10x**

Speed Increase

&

**8x**

More Antennae Required

## 5G Networks

- Enable lower latency, greater flexibility & efficiency
- Installation of these networks are in the very early stages
- Installation will start in urban hubs and will continue to expand into suburban and rural areas
- By 2025, only 14% of the world will have 5G connections
- Growth is expected over multi-year period

# INVEST-TO-GROW M & A STRATEGY



Low EH&S  
risk profile



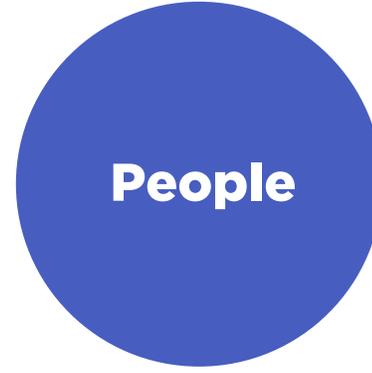
New and  
complementary  
technologies



Leverage our  
global footprint



Strong  
customer  
relationships

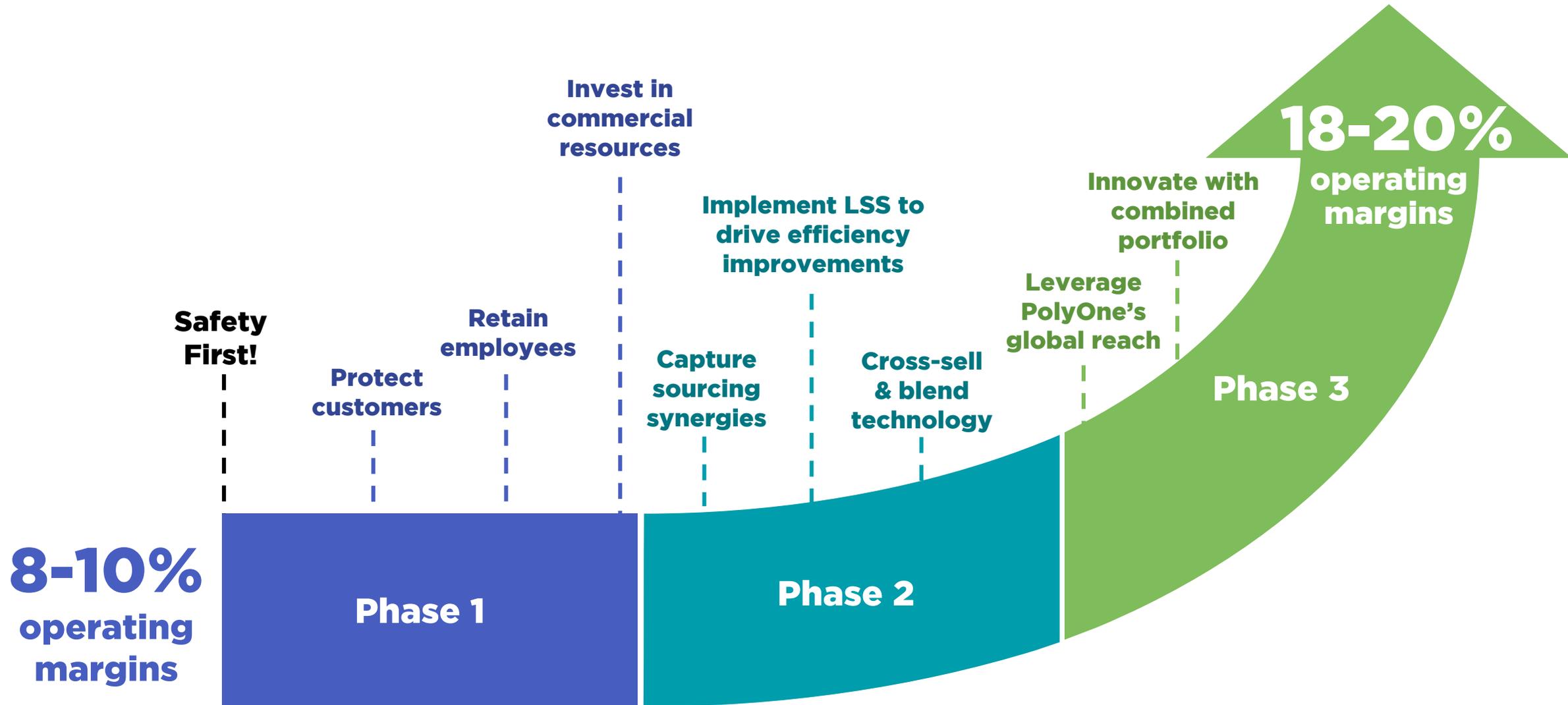


Motivated team  
with a specialty  
culture



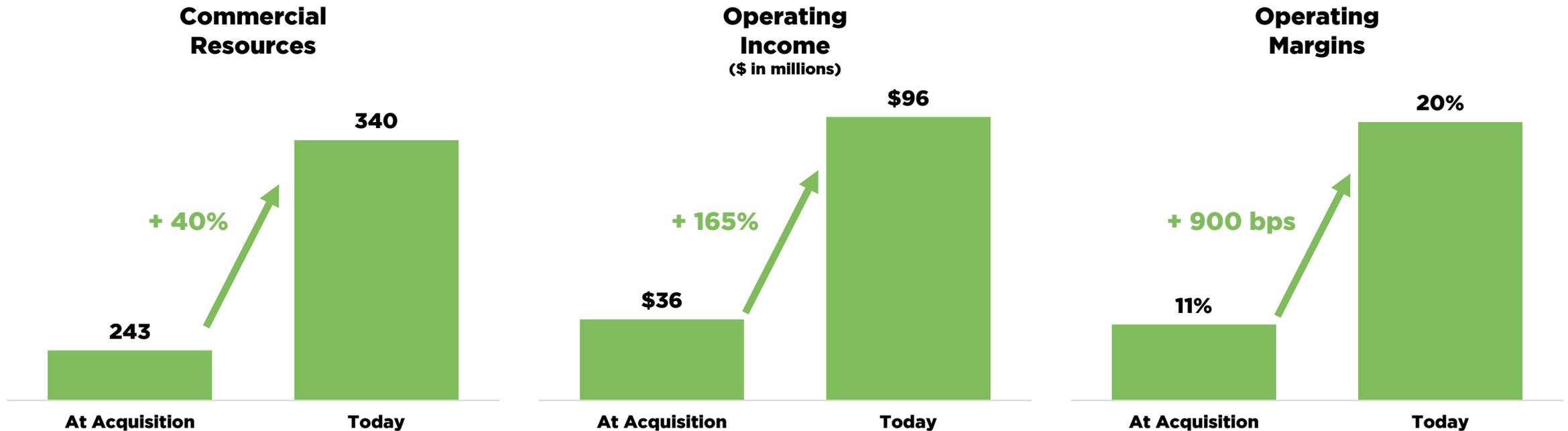
Foundational  
operating  
margins of  
**8-10% with  
ability to double**

# INVEST-TO-GROW M&A PLAYBOOK



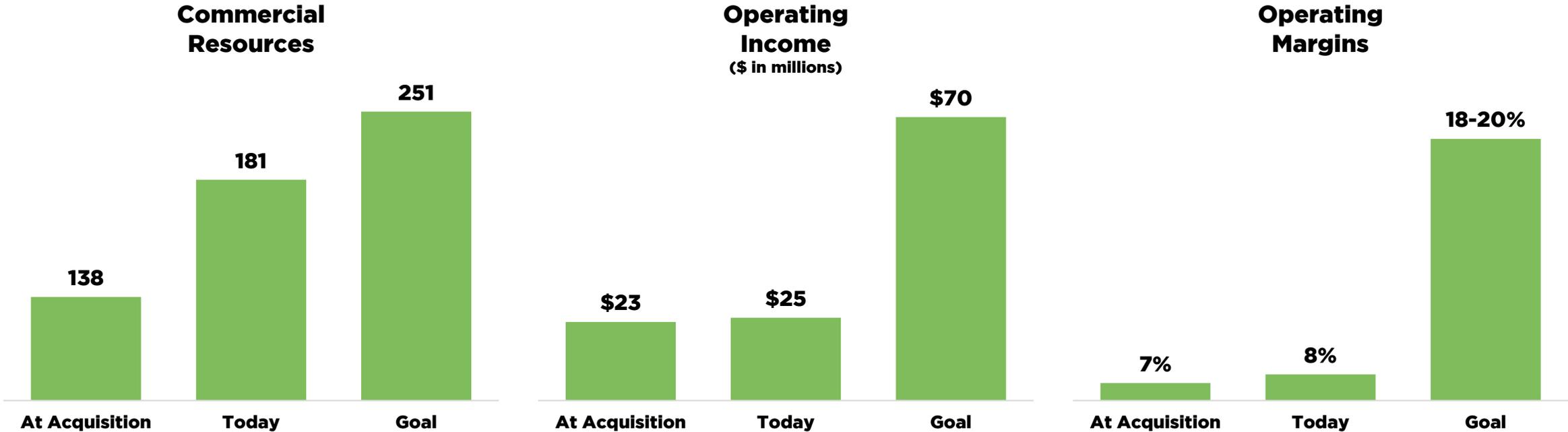
# INVEST-TO-GROW PROOF OF PERFORMANCE

## Established Acquisitions (> 7 years)



# INVEST-TO-GROW DRIVING THE FUTURE

## Recent Acquisitions



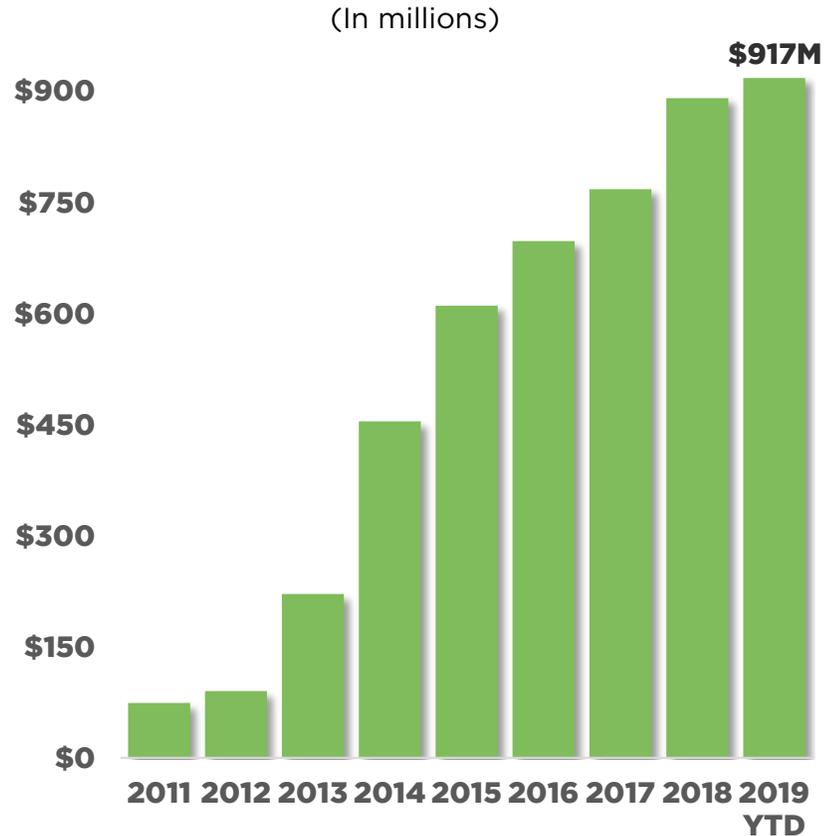
# STRONG PIPELINE

## DRIVEN BY FRAGMENTED MARKET

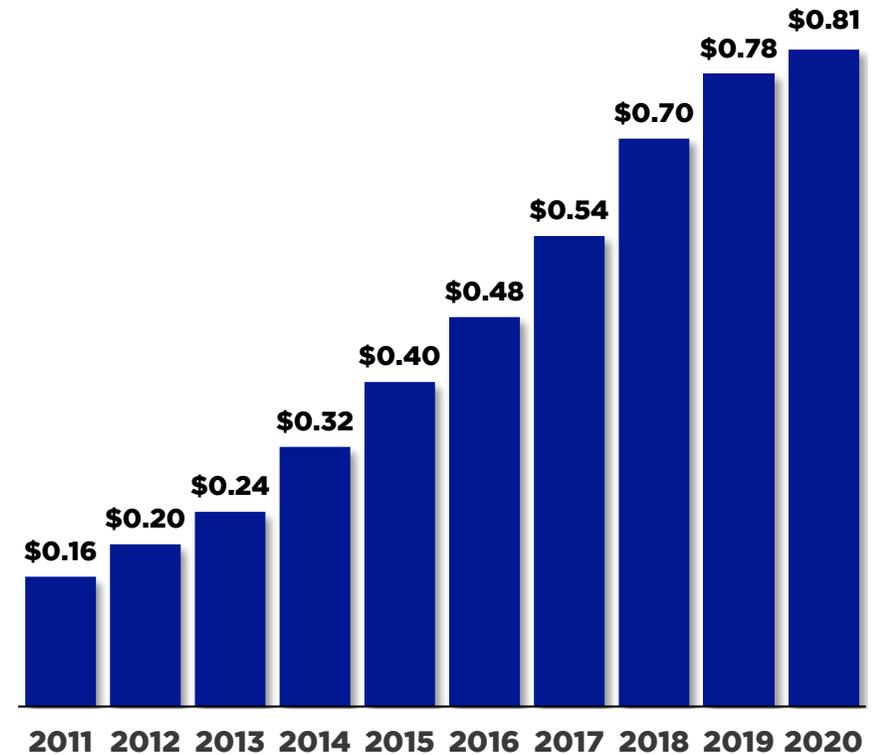
Average Company Size	# of Possibilities	Rationale
<b>&lt;\$50M</b>	>250	<ul style="list-style-type: none"><li>• Local to regional footprint</li><li>• Niche technology focus</li><li>• Concentrated customer base</li></ul>
<b>\$50M-\$200M</b>	150	<ul style="list-style-type: none"><li>• Regional to global footprint</li><li>• 1-3 specialty technologies</li><li>• Diversified customer base</li></ul>
<b>&gt;\$200M</b>	30	<ul style="list-style-type: none"><li>• Global footprint with local service</li><li>• Diverse specialty technologies</li><li>• Highly diversified customer &amp; market portfolio</li></ul>

# RETURNING CASH TO SHAREHOLDERS OVER \$1.2 BILLION SINCE 2011

## Cumulative Share Repurchases



## Increasing Annual Dividend



# WHY INVEST IN POLYONE?

## THE NEW POLYONE: A SPECIALTY GROWTH COMPANY

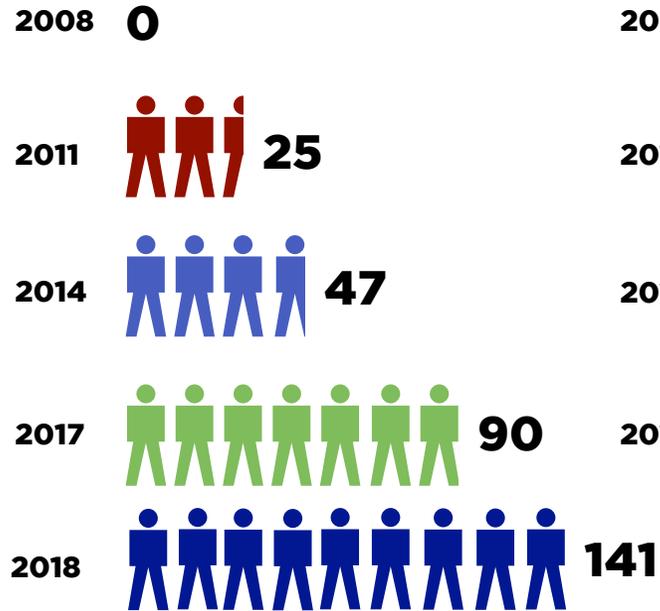
- Growing leadership position in attractive markets
- Innovation, technology and service are differentiators
- Capital management is a strength: Record-setting cash generation to continue for years
- Expand ROIC while increasing invested capital
- Proven acquisition strategy with robust pipeline
- Commercial investments are fueling momentum and generating organic growth



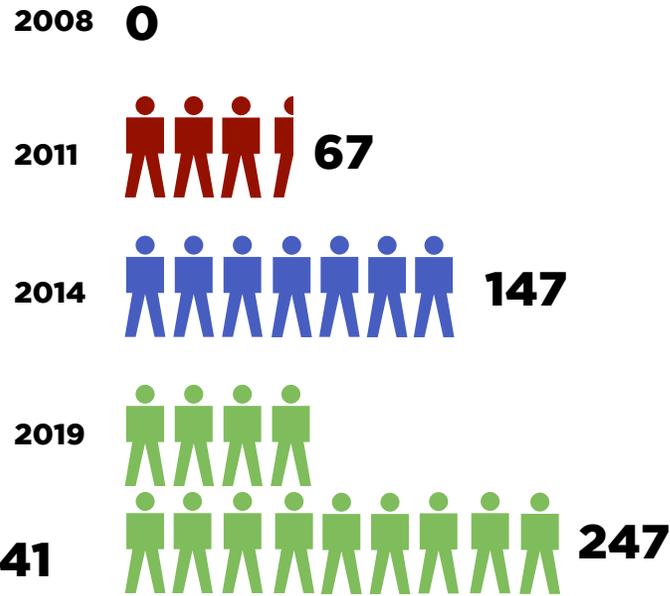
**SERVICE:  
THE TIMELESS  
DIFFERENTIATOR**

# TALENT DEVELOPMENT

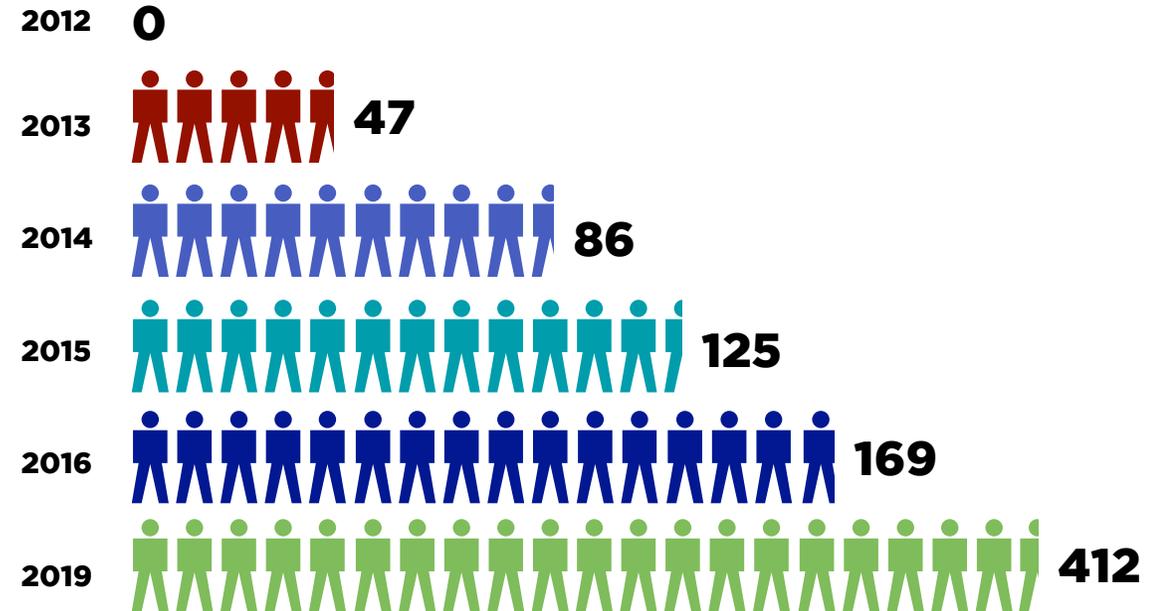
## Campus Hires



## PolyOne LSS Blackbelts



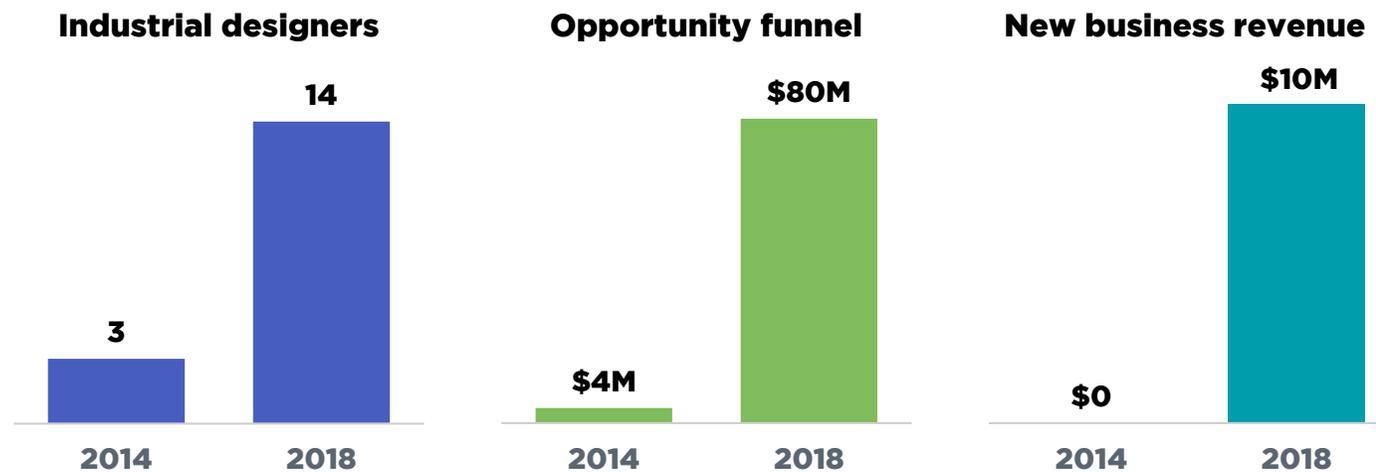
## Leadership Program Participants



# IQ DESIGN LABS



## A UNIQUE CUSTOMER EXPERIENCE





# LSS CUSTOMER FIRST

Enables sales growth by building more intimate customer relationships, giving us insight to customers' needs, with a service that is not easily replicated

## Customer Projects

**2014**

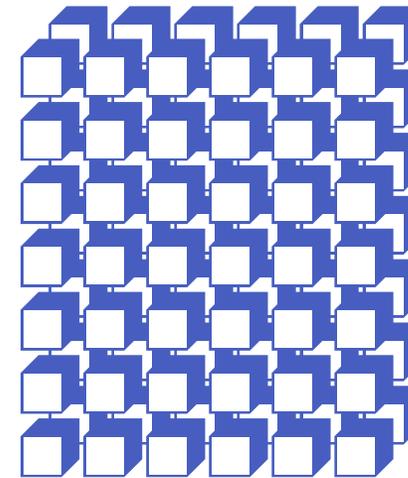
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**2**

**2018**

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**104**



## **3D PRINTING BRINGING NEW IDEAS TO LIFE**

Enables validation of fit and function

Shortens design cycle and time to market

Avoids tooling rework

Drives innovation

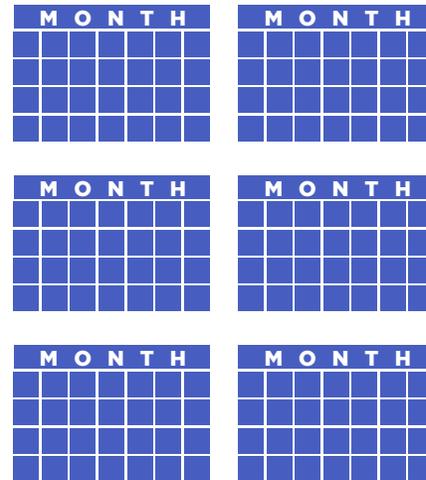
Delivers substantial customer value

# COLORMATRIX SELECT™

Innovative system for processors and OEMs to develop colors in real time

Complete system that provides customers with the freedom to match, prototype and produce color entirely within their own facility

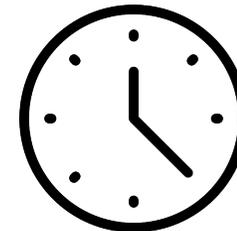
From concept to production



Traditional Timeline  
**up to 24 weeks**



**99.9%**  
Reduction in  
turnaround time



PolyOne ColorMatrix  
Select™

**6 hours**

“Being able to create color and produce parts in 1 day is unheard of in this industry”

-CEO, Industry Leader

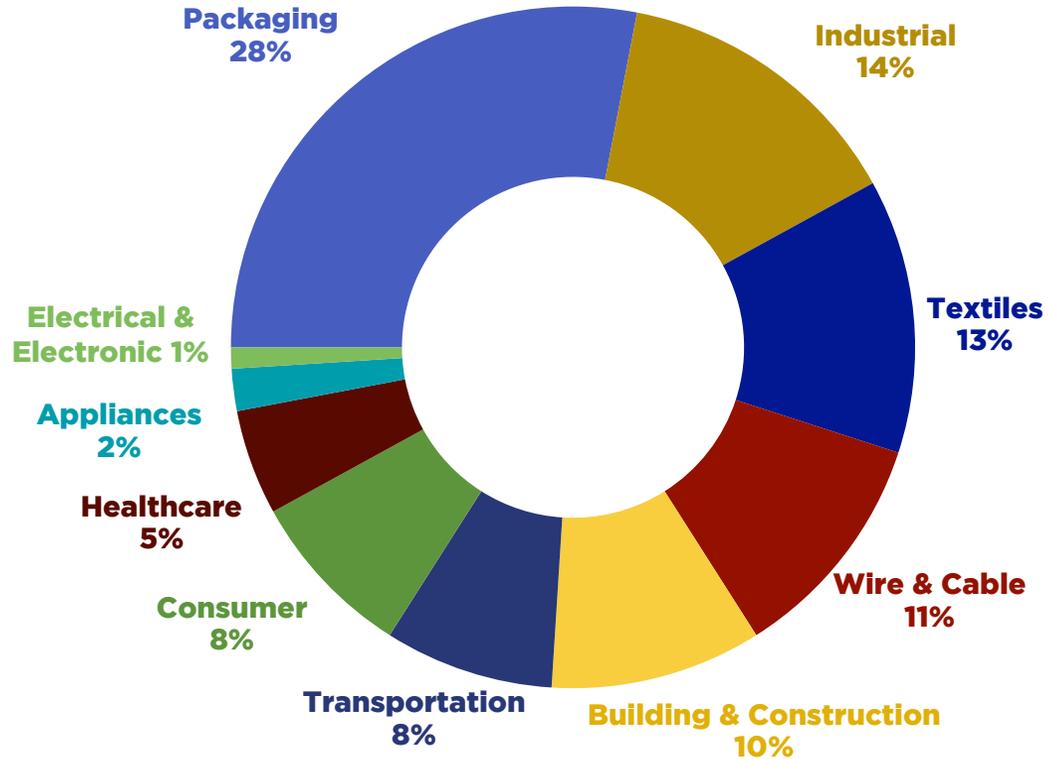


# SEGMENT HIGHLIGHTS

## INNOVATING WITH POLYONE

# COLOR, ADDITIVES & INKS

## END MARKETS & SOLUTIONS



**Solid  
Colorants**



**Liquid  
Colorants**



**Performance  
Additives**

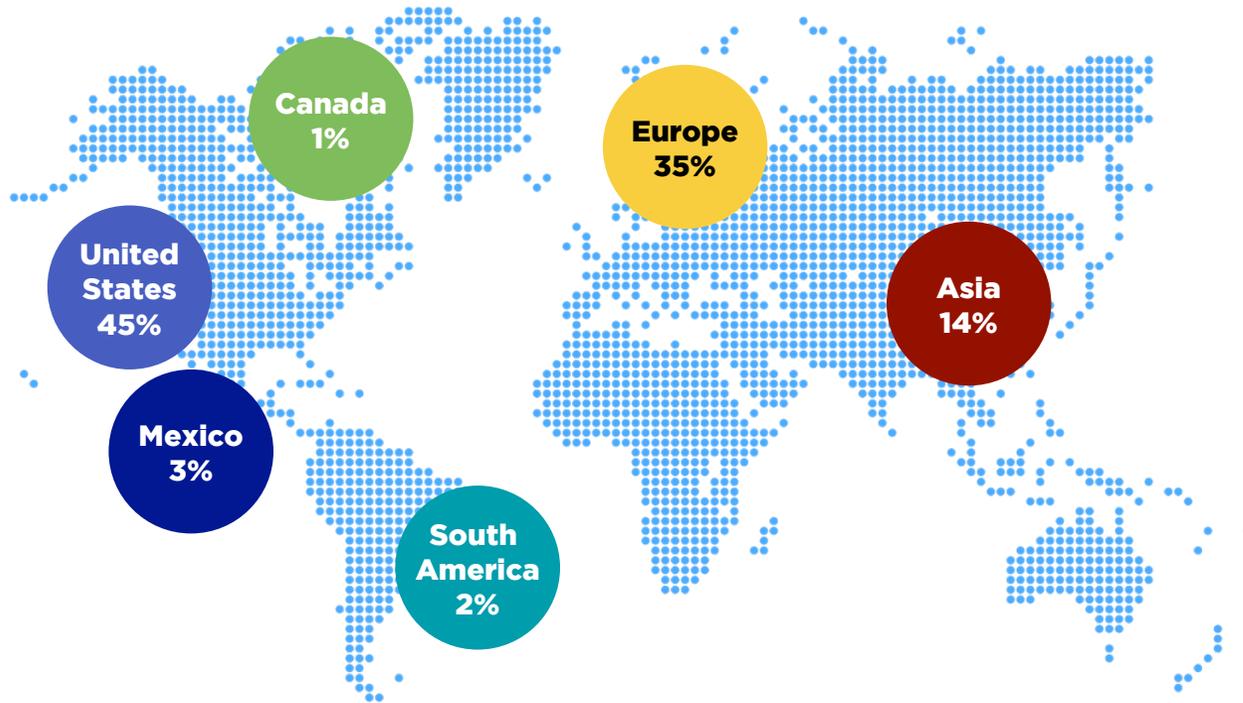


**Screen  
Printing Inks**

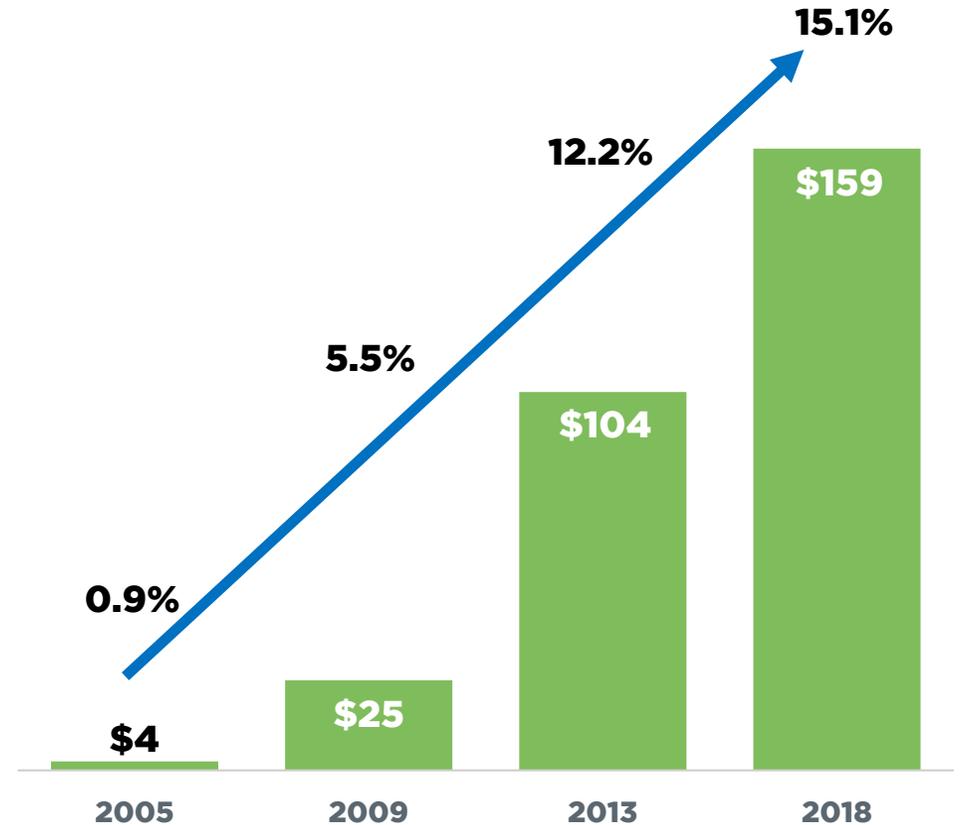
# COLOR, ADDITIVES & INKS

## 2018 REVENUE | OVER \$1 BILLION

### Revenue by Region

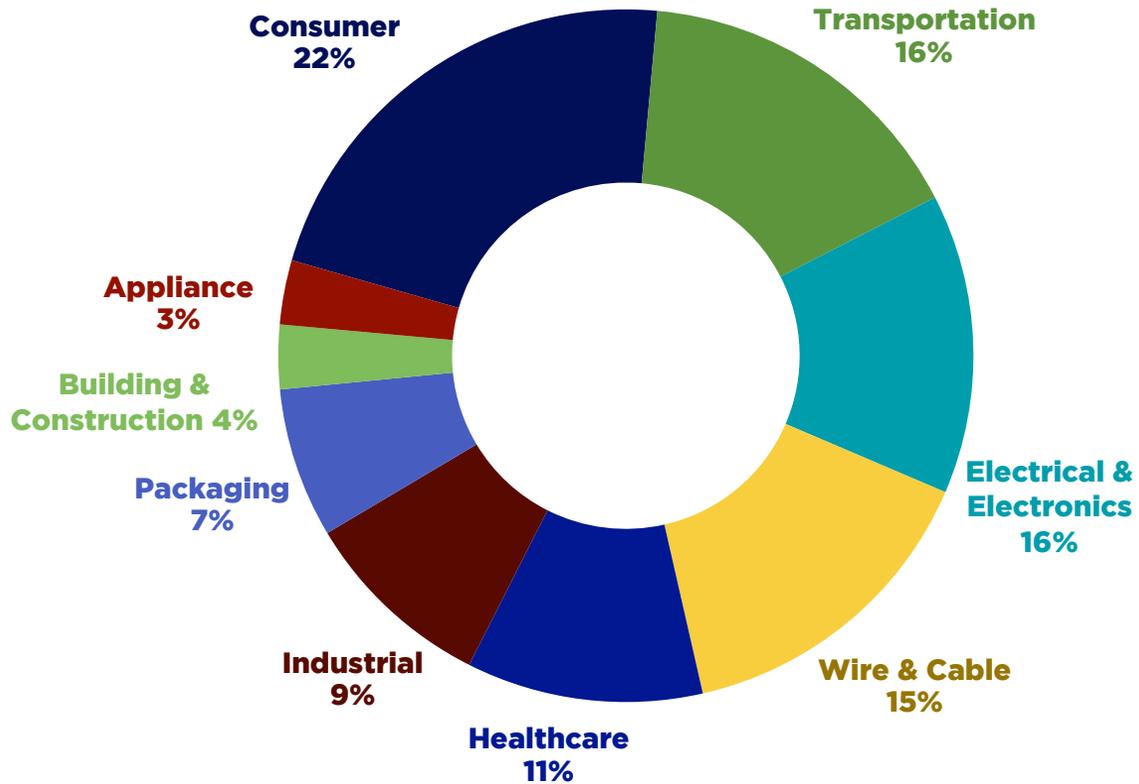


### Operating Income & Margin



# SPECIALTY ENGINEERED MATERIALS

## END MARKETS & SOLUTIONS\*



**Engineered Formulations**



**Advanced Composites**



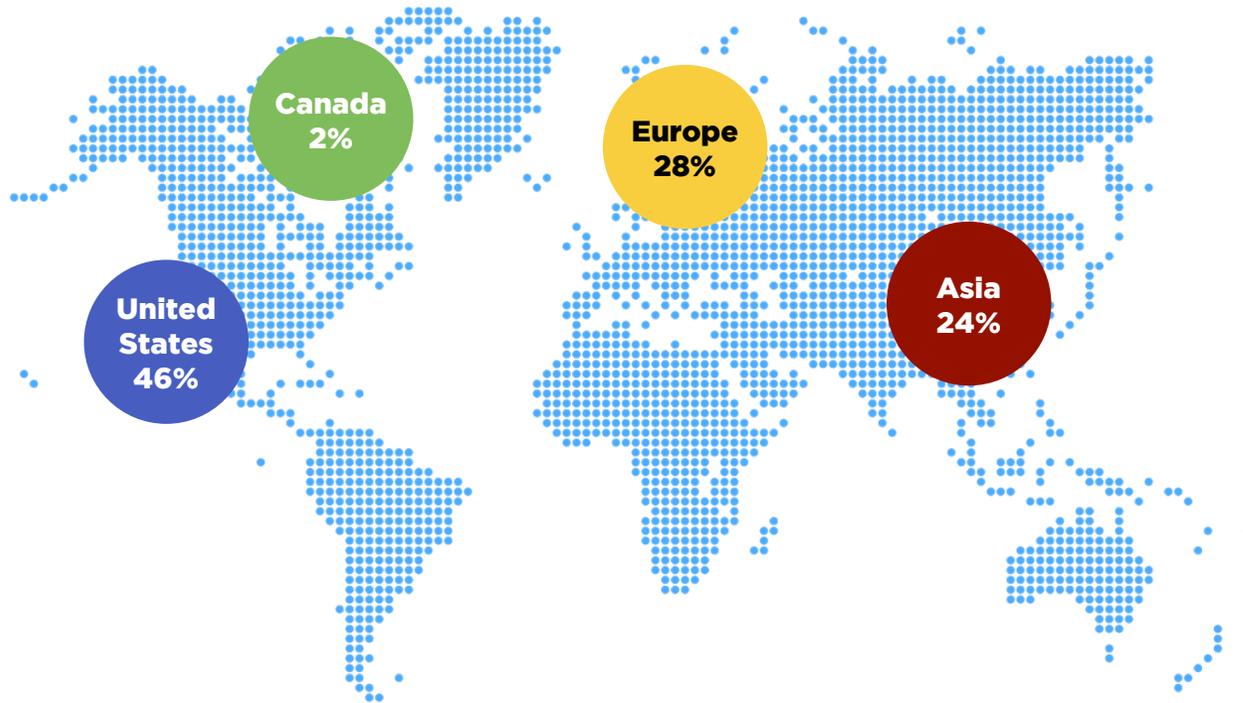
**Thermoplastic Elastomers**

\*Pro Forma including Fiber-Line

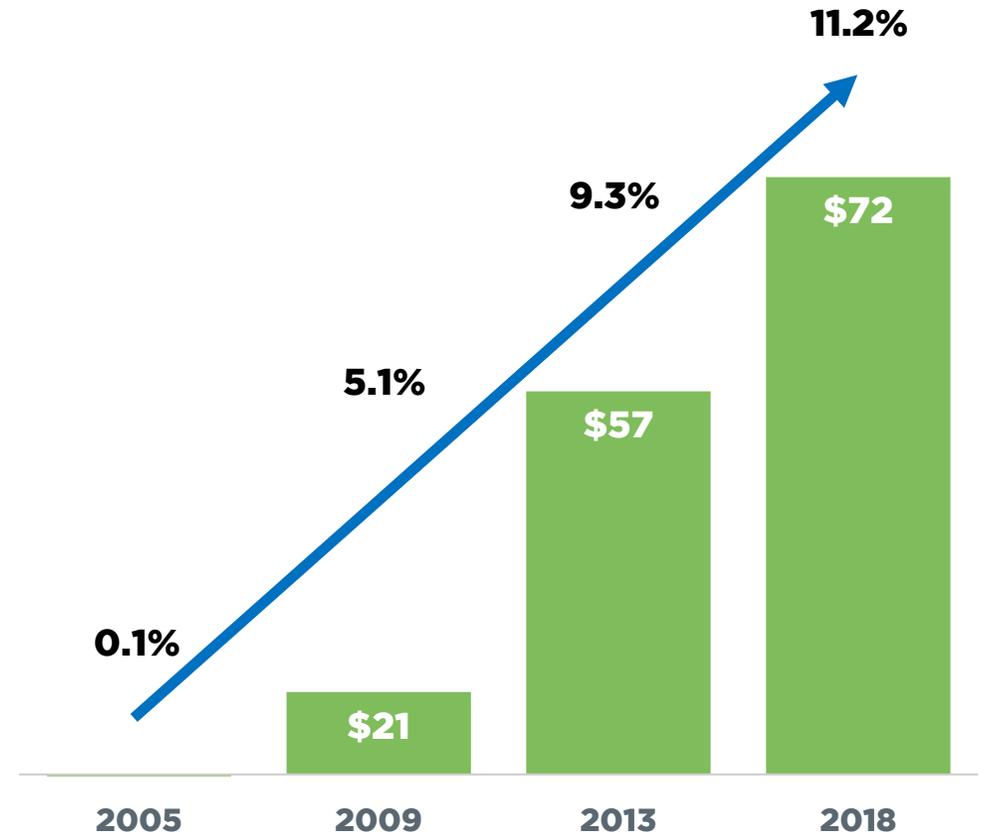
# SPECIALTY ENGINEERED MATERIALS

PRO FORMA 2018 REVENUE | \$750 MILLION\*

## Revenue by Region



## Operating Income & Margin



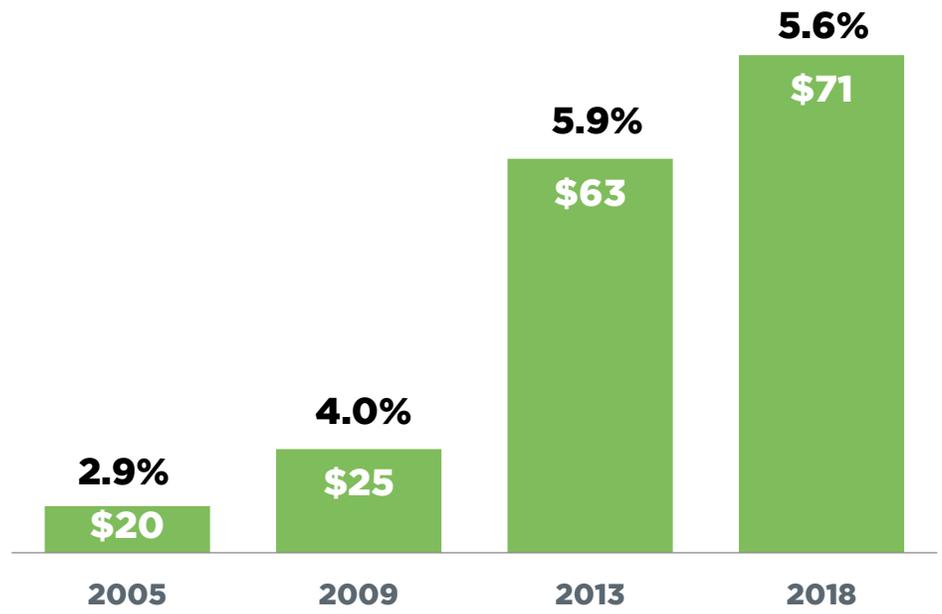
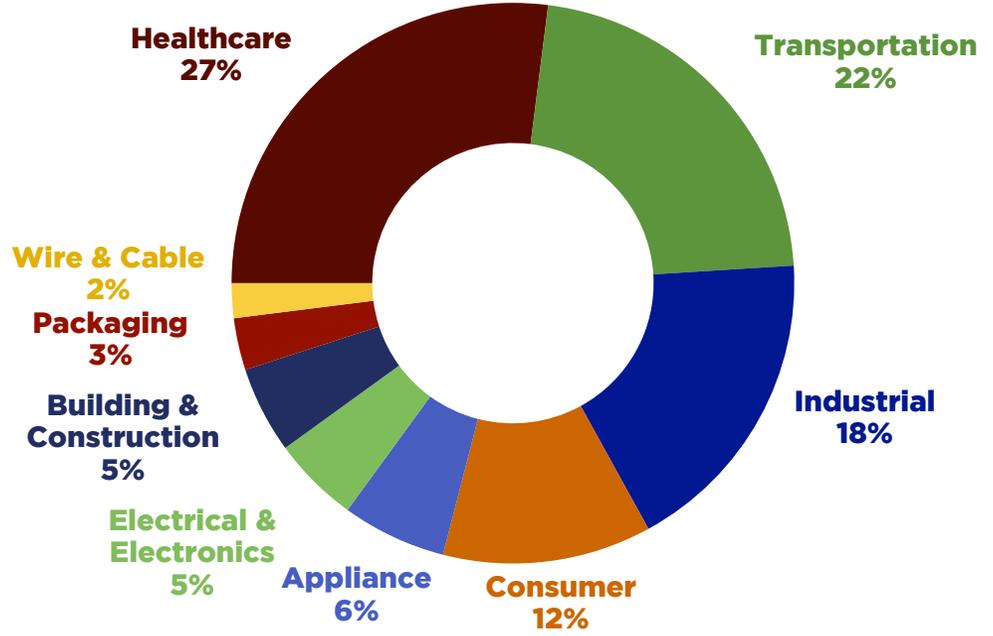
\*Pro Forma including Fiber-Line

# DISTRIBUTION

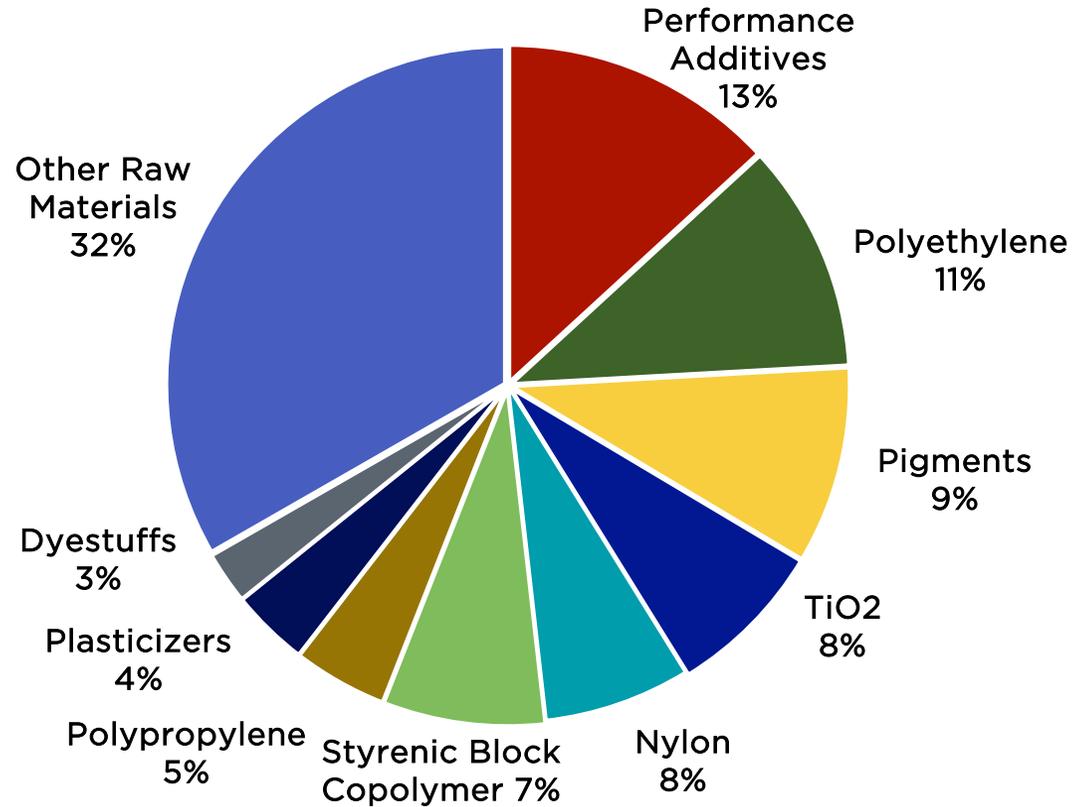
## END MARKETS & SUPPLIERS

2018 Revenue | \$1.3 Billion

Operating Income & Margin



# OVERVIEW OF RAW MATERIAL PURCHASES



\$900 million of raw material purchases estimated in 2019 excluding Distribution business

Note: All figures exclude PolyOne Distribution business and divested PP&S business



# TARGET END MARKETS & APPLICATION EXAMPLES

# Target End Markets... Healthcare

**Structural Composites**

**Elastomeric Grips and Handles**

**Antimicrobial Technologies**

**Thermally Conductive Technologies**

**Anti-Counterfeiting Technologies**

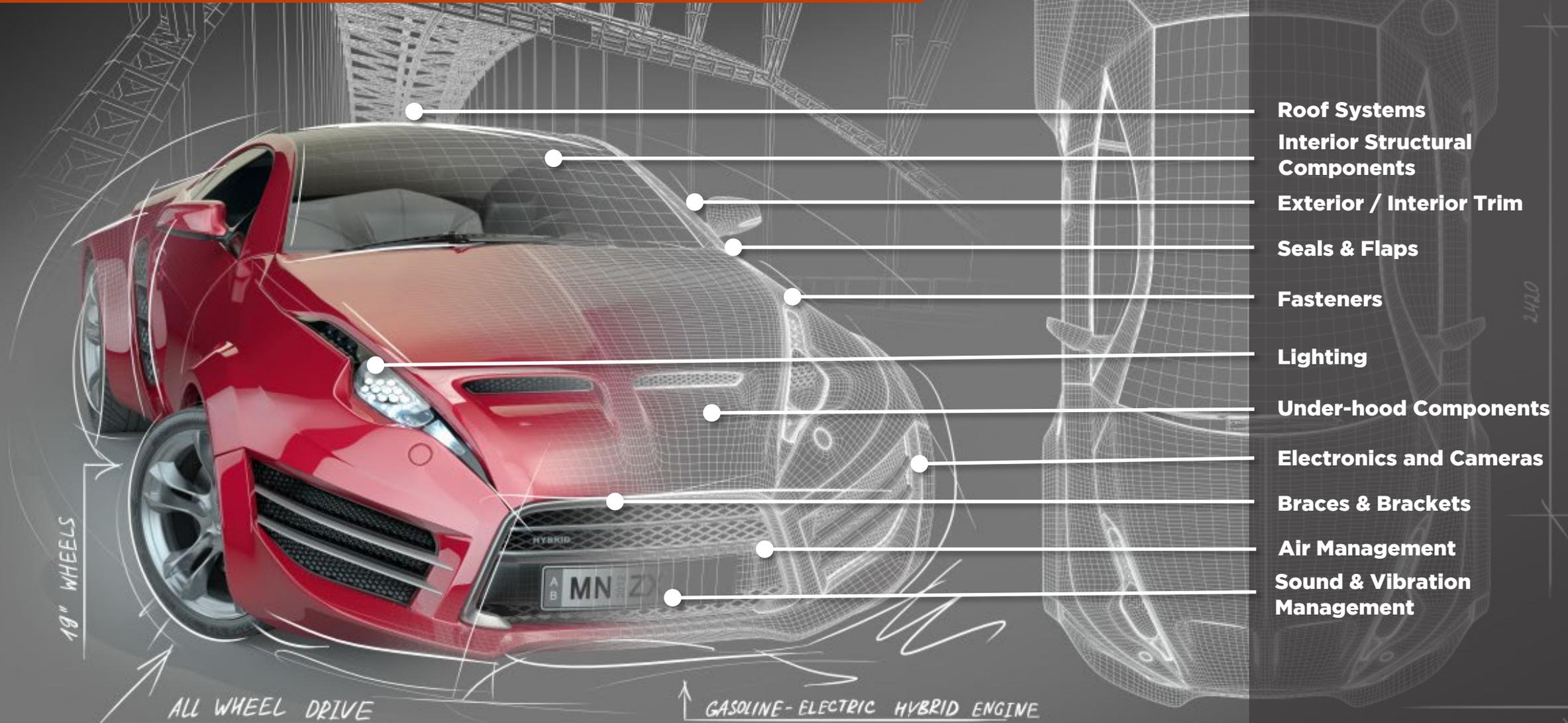
**Catheter Technologies**

**Chemical Resistant Technologies**

**Polymer Colorants**



# Target End Markets... Automotive



# Target End Markets... Consumer

**Elastomeric Grips and Handles**

**Polymer Colorants**

**Thermally Conductive Components**

**Structural Composite Components**



# Target End Markets... Packaging

**UV Light Barrier Technologies**

**Cap & Closure Colorants**

**Laser Marking Additives**

**Oxygen Scavenger  
Technologies**

**Antistatic Technologies**

**Process Optimization  
Technologies**

**Antioxidant Technologies**

**Density Modified  
Technologies**



## **Luxury Packaging**

- Impart weight, sound and metallic finish to caps and closures for cosmetics and spirits applications
- Elevate quality and prestige perceptions among high-end consumers
- Eliminate time and cost associated with secondary operations and assembly



**OnColor™ Super Concentrates**

## **Optimize Color Usage**

- **Eliminate costs by increasing pigment density**
- **Enhance color performance without altering form and formulation**
- **Increase design capabilities by reducing weight and layer thickness**

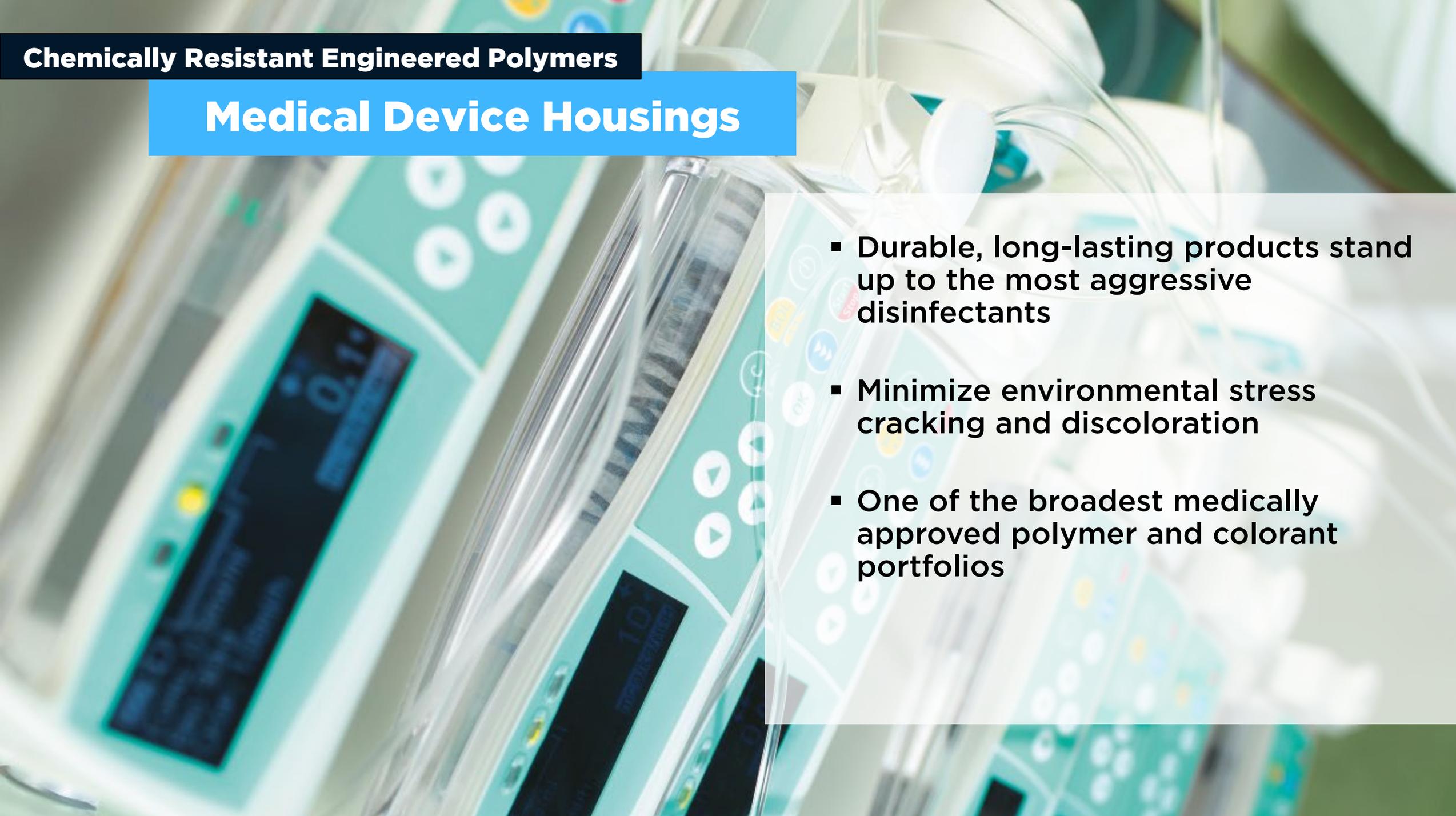


**WithStand™ Antimicrobial Technology**

## **Combat Bacteria Formation**

- **Inhibit microbial growth on polymer surfaces**
- **Enhance value of products and devices**
- **Highly versatile concentrate with the ability to be incorporated into a wide variety of products**



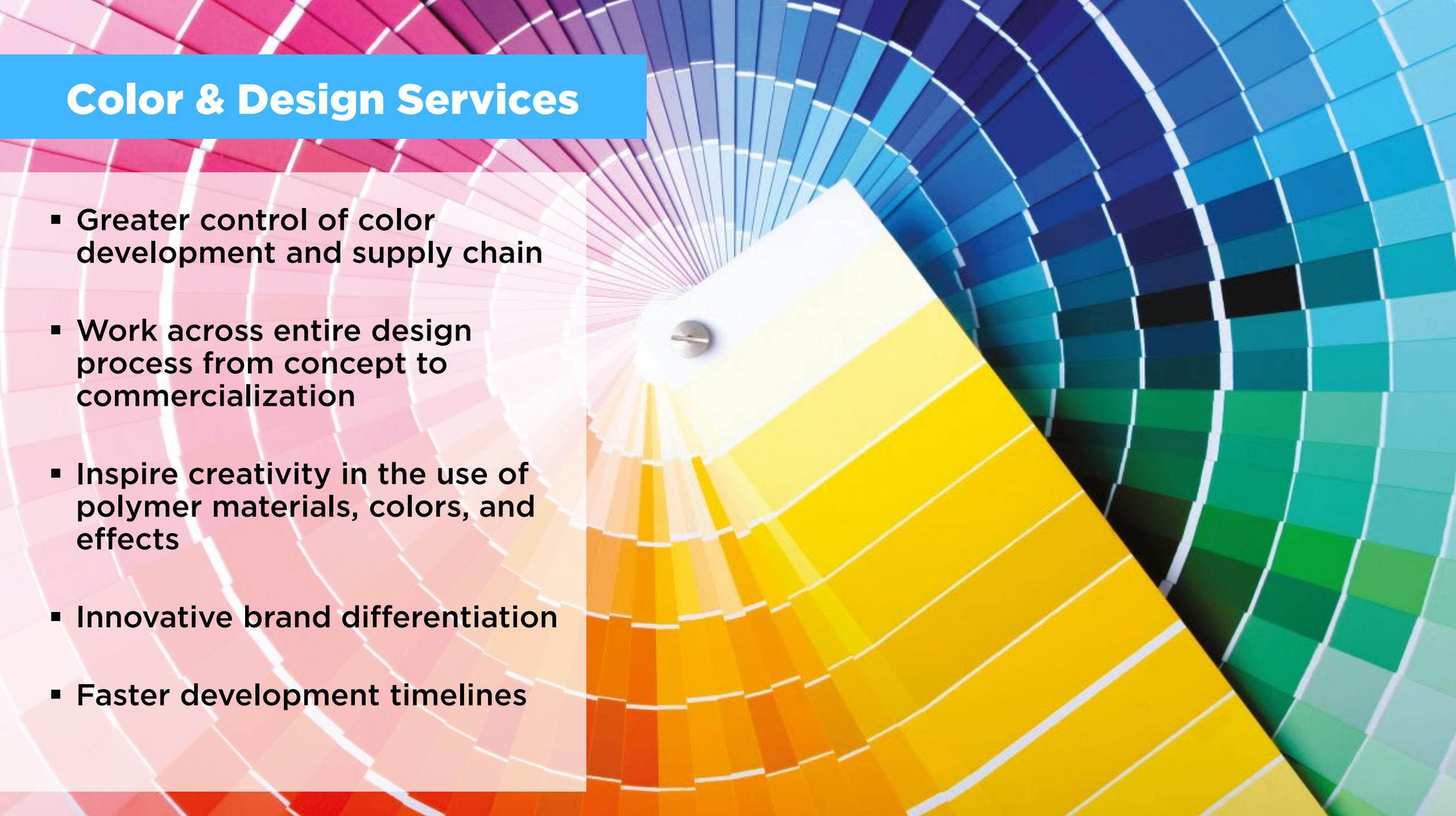
The background of the slide is a close-up, slightly blurred photograph of medical equipment. It shows several pieces of white plastic housings for medical devices, with various buttons, dials, and clear plastic tubing visible. The equipment is arranged in a way that suggests a clinical or laboratory setting. The overall color palette is dominated by white, light blue, and teal tones.

**Chemically Resistant Engineered Polymers**

## **Medical Device Housings**

- **Durable, long-lasting products stand up to the most aggressive disinfectants**
- **Minimize environmental stress cracking and discoloration**
- **One of the broadest medically approved polymer and colorant portfolios**

# Color & Design Services



- Greater control of color development and supply chain
- Work across entire design process from concept to commercialization
- Inspire creativity in the use of polymer materials, colors, and effects
- Innovative brand differentiation
- Faster development timelines

# Outdoor Applications

- Leading provider of high performance specialty materials for the recreational and sports & leisure industry
- Well positioned across all segments to address market needs
  - ✓ Metal to Polymer Conversion
  - ✓ Lightweighting
  - ✓ Thermal Management
  - ✓ Impact Performance



# Fiber Colorants



- **ColorMatrix Fiber Colorant Solutions**

- ✓ Proprietary advanced liquid color formulations and equipment enable greater efficiency and productivity
- ✓ Eliminates aqueous dyeing and its associated wastewater treatment

- **Solid Color Concentrates**

- ✓ Extrusion-spun fibers colored via solid masterbatch