



HILLENBRAND

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## **Our Transformation Continues**

August 7, 2018

# Disclosure Regarding Forward-Looking Statements

## Forward-Looking Statements and Factors That May Affect Future Results:

Throughout this presentation, we make a number of “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. As the words imply, these are statements about future plans, objectives, beliefs, and expectations that might or might not happen in the future, as contrasted with historical information. Forward-looking statements are based on assumptions that we believe are reasonable but by their very nature are subject to a wide range of risks.

Accordingly, in this presentation, we may say something like:

“We expect that future revenue associated with the Process Equipment Group will be influenced by order backlog.”

That is a forward-looking statement, as indicated by the word “expect” and by the clear meaning of the sentence.

Other words that could indicate we are making forward-looking statements include:

intend	believe	plan	expect	may	goal	would
become	pursue	estimate	will	forecast	continue	could
target	encourage	promise	improve	progress	potential	should

This is not an exhaustive list, but is intended to give you an idea of how we try to identify forward-looking statements. The absence of any of these words, however, does not mean that the statement is not forward-looking.

**Here is the key point:** Forward-looking statements are not guarantees of future performance, and our actual results could differ materially from what is described in any forward-looking statements.

Any number of factors, many of which are beyond our control, could cause our performance to differ significantly from what is described in the forward-looking statements. This includes the impact of the Tax Cuts and Jobs Act (“Tax Act”) on the Company’s financial position, results of operations, and cash flows. For a discussion of factors that could cause actual results to differ from those contained in forward-looking statements, see the discussions under the heading “Risk Factors” in Item 1A of Part I of our Form 10-K for the year ended September 30, 2017, and in Item 1A of Part II of the Form 10-Q for the period ended March 31, 2018, which are located on our website and filed with the SEC. We assume no obligation to update or revise any forward-looking statements.



# Company Overview & Strategy

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# Key Takeaways

1

*Significant strides made transforming Hillenbrand into a global diversified industrial company*

2

*Market leadership driven by highly-engineered products with core technologies differentiated by applications expertise*

3

*The Hillenbrand Operating Model (HOM) is a competitive differentiator; historically focused on margin expansion and now adding tools to drive profitable growth*

4

*Now focused on building platforms to develop scale and enhance leadership positions to drive profitable growth*

5

*Flexible balance sheet supported by strong cash flow and appropriate debt level; expect to make additional strategic acquisitions to accelerate profitable growth*

6

*Passionate leadership team driving transformation with runway for significant shareholder value creation*



# Hillenbrand at a Glance

Global Diversified Industrial Company that Engineers, Manufactures, and Sells Products and Services into a Variety of End Markets

REVENUE

\$1.6B

ADJUSTED  
EBITDA MARGIN<sup>1</sup>

17.7%

MARKET CAP

\$2.4B

DIVIDEND YIELD

2.1%

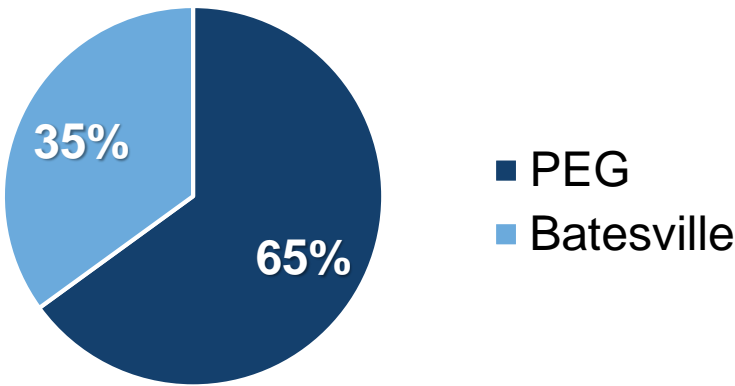
LOCATIONS<sup>3</sup>

40

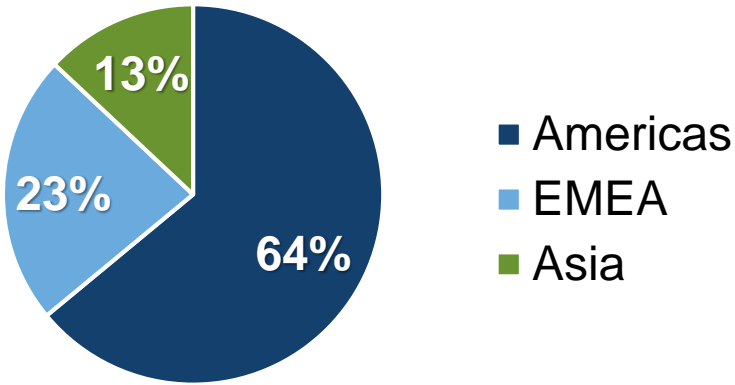
EMPLOYEES

~6,000

REVENUE BY SEGMENT



REVENUE BY GEOGRAPHY<sup>2</sup>



All data as of 9/30/17

# We Have Made Significant Strides Over the Past Five Years

	Where We Were: 2012 <sup>1</sup>	Where We Are: 2017 <sup>2</sup>	IMPACT
Portfolio	2 Segments – Batesville & Process Equipment Group	2 Segments – Batesville & Process Equipment Group	More diverse platform
Businesses	3	6	
Countries	10+	40+	
Total Revenue	\$1.0B	\$1.6B	+62%
Adjusted EBITDA <sup>3</sup>	\$207M	\$281M	+36%
Employees	3,900	6,000	> 1.5x
Market Cap	\$1.1B	\$2.4B	> 2.1x
Free Cash Flow <sup>3</sup>	\$117M	\$224M	+91%

**Transformed Portfolio; Now Focused on Leveraging Industrial Platform for Profitable Growth**

# Hillenbrand Strategy to Create Shareholder Value

**1**

**Grow Organically  
through Four Key  
Imperatives**

**2**

**Accelerate  
Profitable Growth  
with Disciplined  
M&A**

**3**

**Leverage HOM to  
Drive Profitable  
Growth**

**4**

**Effectively Deploy  
Strong Free Cash  
Flow**

**Passionate Management Team Executing Strategy for Sustained Profitable Growth**

# Strategic Priorities

## Grow Organically through Four Key Imperatives

- Leverage core technologies and applications expertise to build leadership positions
- Deepen customer engagement and revenue potential
- Target broad installed base and pursue new opportunities to grow recurring revenue
- Take advantage of strong geographic footprint to expand customer base and win in new markets

## Accelerate Profitable Growth with Disciplined M&A

- Strengthen existing leadership positions and build targeted platforms in food & pharma, separation and flow control
- Disciplined approach to deal pipeline from a strategic, operational, and financial perspective

## Leverage HOM to Drive Profitable Growth

- Operational excellence demonstrated by consistent margin expansion; adding tools to further drive profitable growth
- Early in operational excellence journey
- Key areas of focus: Innovation, Lean, Procurement, and Business Simplification

## Effectively Deploy Strong Free Cash Flow

- Reinvest in the business through new product development and expand into new end markets and geographies
- Invest in targeted acquisitions with compelling financial returns and profitable growth potential
- Return cash to shareholders through consistent dividends and opportunistic share repurchases



# Hillenbrand Operating Model: A Competitive Advantage

**Consistent and Repeatable  
Framework Designed to Produce  
Efficient Processes and Drive  
Profitable Growth and Superior Value**

- ☒ **UNDERSTAND THE BUSINESS**
- ☒ **FOCUS ON THE CRITICAL FEW**
- ☒ **GROW: GET BIGGER AND BETTER**



**Have Realized Benefits but Significant Opportunity Ahead of Us**

# Focus Areas for Creating Value through HOM



## Procurement

- Enterprise-wide process optimization and standardization
- Supply-base rationalization
- Strategic supplier relationships for improved cost, quality, and working capital efficiency
- Value engineering to reduce cost and improve manufacturability

**Expected Annual Savings of \$40 - \$50M**

Lean

Strategy/SDP



## Business Simplification

- Active footprint management
- Global Business Services operating with standard processes supporting the enterprise
- Unified approach to identify customer needs and provide complete solutions
- Information Technology systems rationalization

**Improved Operating Leverage**

Lean

Segmentation



## Rapid Response

- Lead time as a competitive advantage
- Manage global manufacturing and engineering capacities to improve efficiency
- Strategic supplier relationships to manage demand fluctuations and changing customer needs

**Above-Market Growth**

Lean

Strategy/SDP



## Growth

- Expand applications and systems expertise to adjacent end markets
- Expand service business geographically
- Enhance innovation and new product development
- Develop framework to win in China

**Above-Market Growth**

Innovation Toolkit

Acquisition

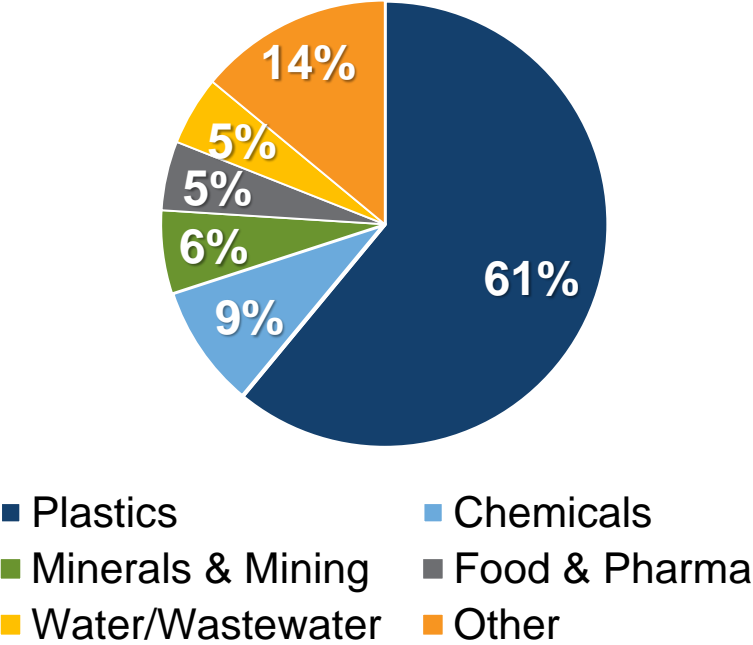


# Process Equipment Group

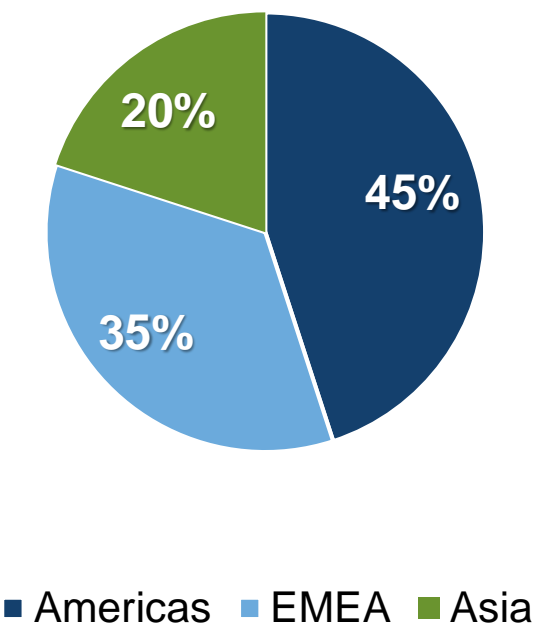
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# Process Equipment Group at a Glance

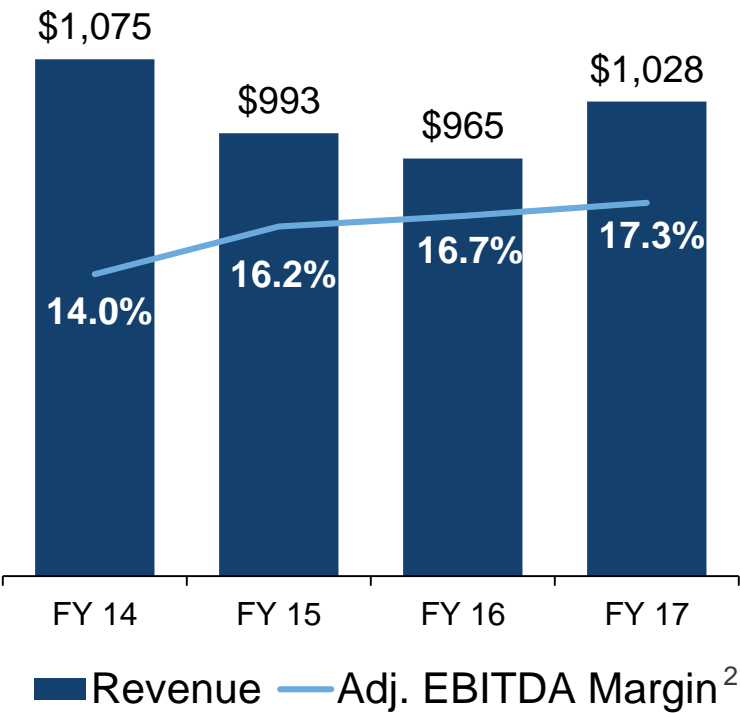
REVENUE BY END MARKET<sup>1</sup>



REVENUE BY GEOGRAPHY<sup>1</sup>



PERFORMANCE (\$M)



HOM Drives Strong Profit Margin and Free Cash Flow

<sup>1</sup> Based on FY 2017 sales; company estimate.  
<sup>2</sup> Adjusted EBITDA Margin is a Non-GAAP measure. See appendix for reconciliation.

# Diverse Brands with Significant Scale in Plastics

## PRODUCT PORTFOLIO



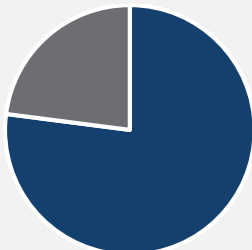
### Products:

- Compounders and extruders
- Material handling equipment
- Feeders, components, and system solutions
- Parts & service

## END MARKETS

- Polyolefins
- Engineered Plastics
- Chemicals
- Processed Food & Pharma

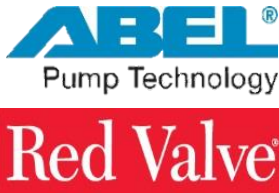
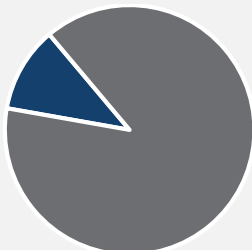
## PORTION OF PEG REVENUE<sup>1</sup>



### Separation Products:

- Screening equipment
- Sizing equipment
- Parts & service

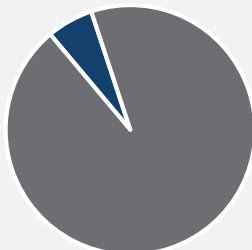
- Minerals & Fertilizers
- Food & Agriculture
- Proppants



### Flow Control Products:

- Pumping solutions
- Highly-engineered valves
- Parts & service

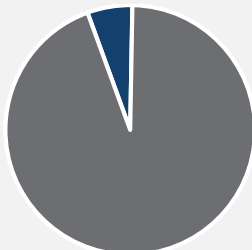
- Municipal Water and Wastewater
- Industrial Water and Wastewater



### Size Reduction Products:

- Crushers
- Material handling equipment
- Parts & service

- Coal Power & Mining
- Forest Products
- Steel





# Strong Secular Trends Support Global Growth

**Growing Global Population and  
Rapidly Expanding Middle Class...**



**...Driving Secular Growth Trends**



Products that require more and highly technical plastics and petrochemicals



Safe, convenient processed food



Minerals and fertilizers for agriculture



Water infrastructure, safety, and efficiency



Construction and transportation



Energy consumption

# Large Addressable Markets and Areas of Focus

Plastics & Chemicals

\$12B



Food & Pharma

\$16B



Separation

\$10B



Flow Control

\$38B



Building Leadership Positions in Core Markets and Near Adjacencies

# PEG Strategy

## Strengthen Leadership Positions and Build Targeted Platforms

- Leverage core technologies and applications expertise to further penetrate current markets
  - Grow platforms to critical mass in plastics & chemicals, food & pharma, separation, and flow control to achieve benefits of market leadership and scale
  - Enter attractive new markets and near adjacencies with large addressable opportunities
  - Leverage global footprint to expand customer base and win in new markets
- 

## Drive Innovation and New Product Development

- Provide innovative product and service solutions to solve customers' challenges
  - Extend applications expertise to win in adjacent markets with high growth potential
  - Develop new products driven by voice of customer input and changing needs
  - Provide value-added end-to-end solutions from individual components to integrated systems
- 

## Leverage HOM to Drive Margin Expansion and Profitable Growth

- Apply HOM tools, including voice of customer and segmentation, for profitable growth
- Drive best-in-class lead times to grow share in aftermarket parts & service business
- Implement strategic supplier relationships to improve cost and quality
- Enhance productivity through process standardization



# Batesville

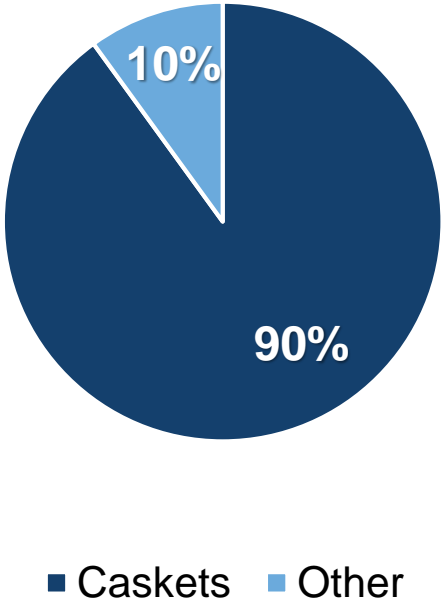
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# Batesville at a Glance

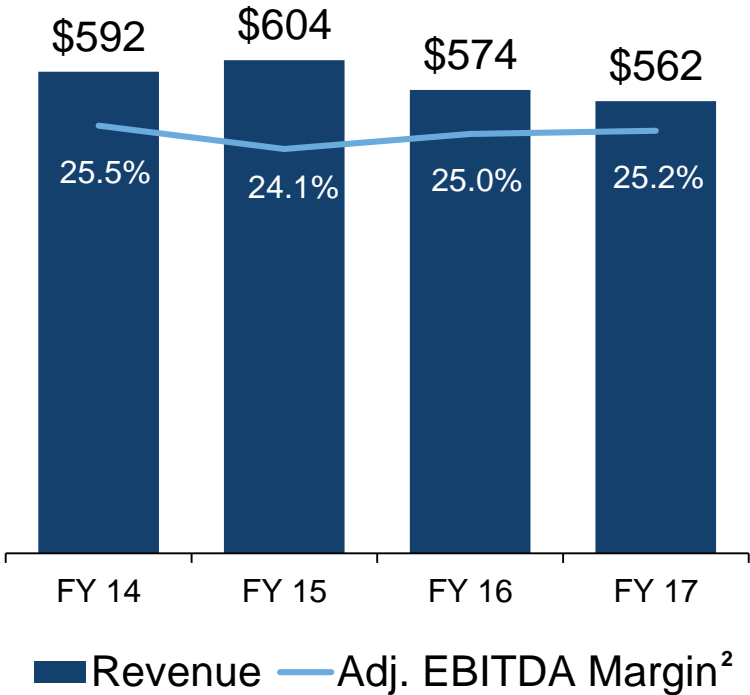


Customers	Licensed funeral directors
Geography	U.S. & Canada
Employees	3,000+
Sales Channel	~200 sales professionals selling direct to funeral homes
Manufacturing Operations	4 world-class, award-winning operations
Distribution Network	Rapid, reliable delivery through ~90 service centers

REVENUE BY PRODUCT<sup>1</sup>



PERFORMANCE (\$M)

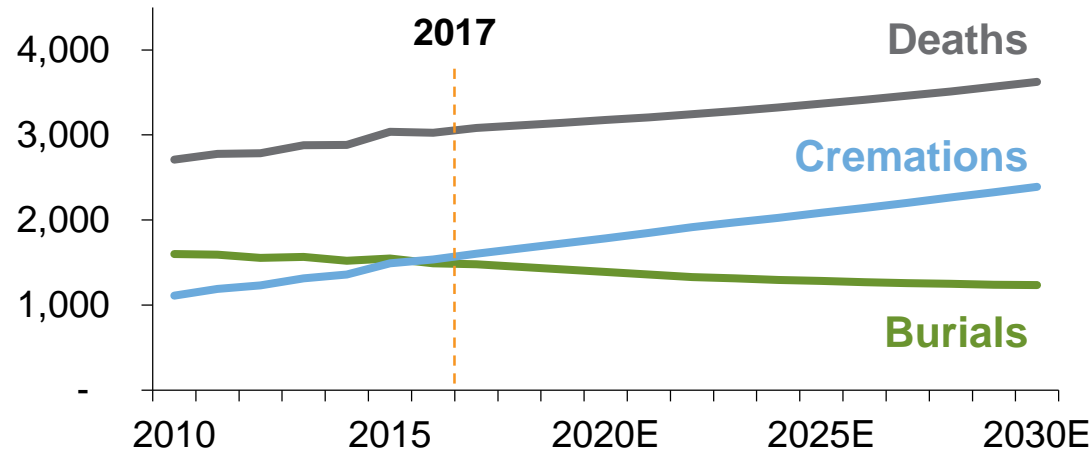


Industry Leadership Drives Strong Profit Margins and Free Cash Flow



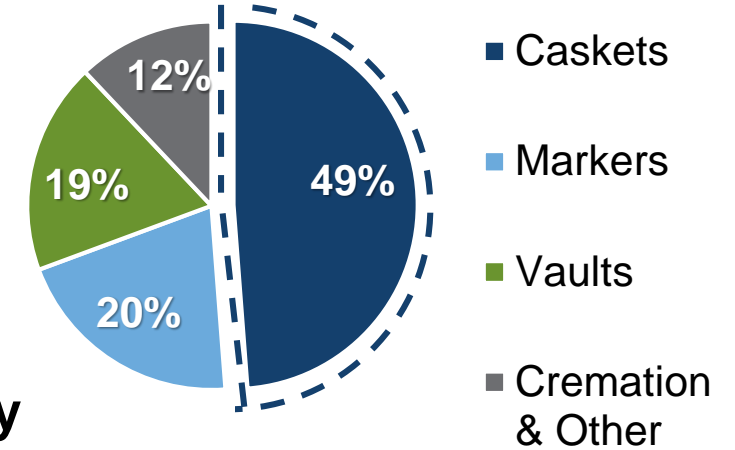
# Sizable Market Impacted by Changing Consumer Preferences

## Burials vs. Cremations (000s)<sup>1</sup>



~\$3B<sup>1</sup>

U.S. & Canada  
Death Care  
Products Industry



- Demand for caskets driven by long-term, predictable demographics, and consumer trends
- Consumer spending on caskets has not kept pace with inflation, resulting in annual mix decline
- Addressing industry challenges using HOM to guide our investments in new products and solutions

# Batesville Strategy

## Strengthen Leadership Position in Death Care

- Leverage HOM to provide comprehensive offering and customized solutions
  - Introduce new products in response to consumer trends
  - Create personalization options aligned with consumer preferences
  - Leverage technology connectivity to enhance consumer experience and create efficiencies
- 

## Optimize Business Structure to Drive Profitability and Cash Flow

- Drive supply chain and SG&A productivity through continued application of HOM
  - Implement supply chain financing to improve working capital and leverage lean to drive inventory efficiencies
  - Enhance logistics capabilities by further incorporating mobile technologies
- 

## Continuing to Strengthen and Develop Talent

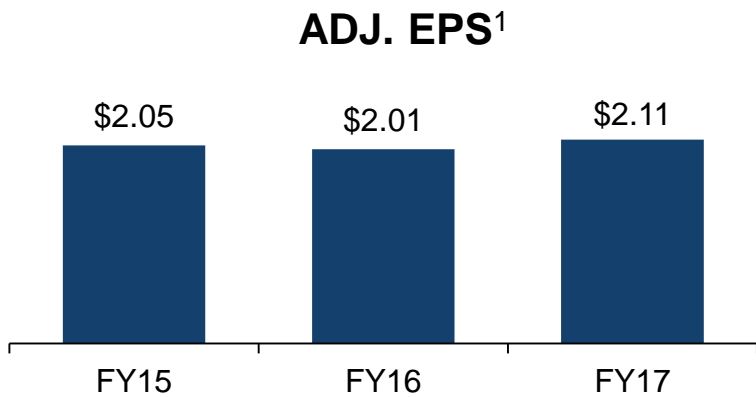
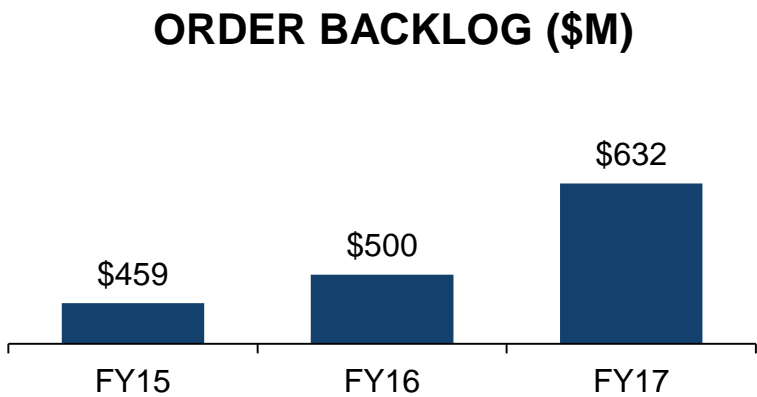
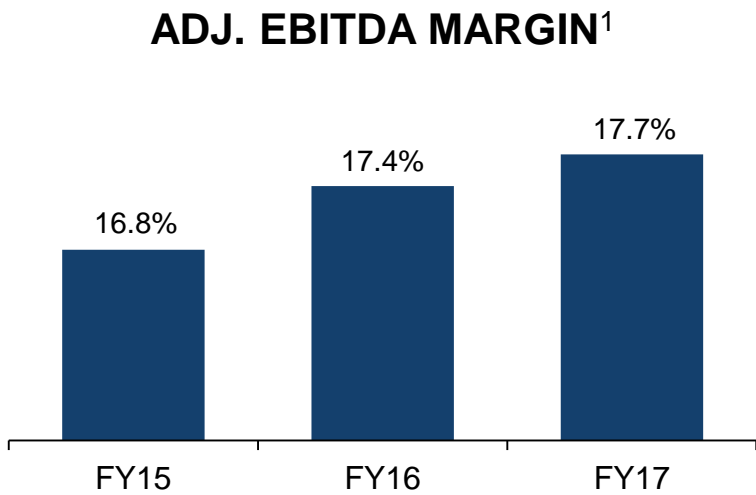
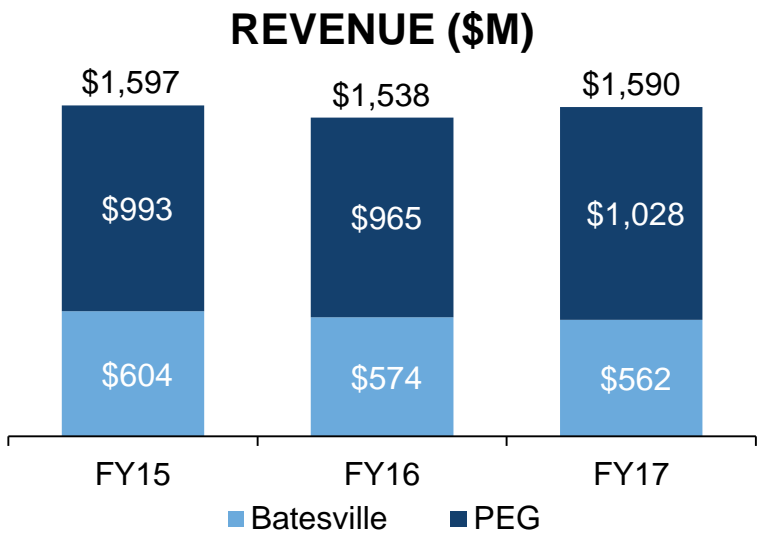
- Recruit and develop leaders skilled in HOM tools to drive breakthrough thinking
- Develop next generation sales leaders to drive performance and strengthen relationships
- Expand digital marketing expertise and further develop strategic relationships



# Financial Overview

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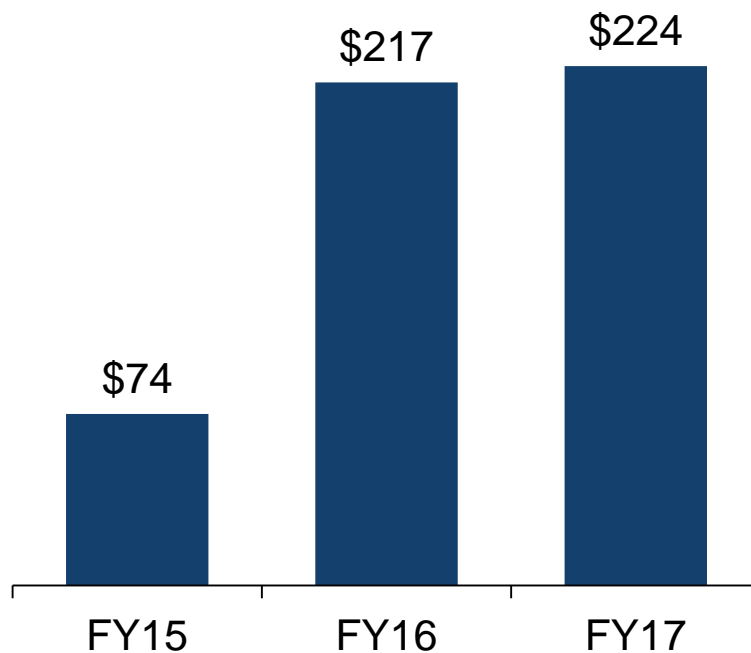
# 3-Year Financial Performance Overview



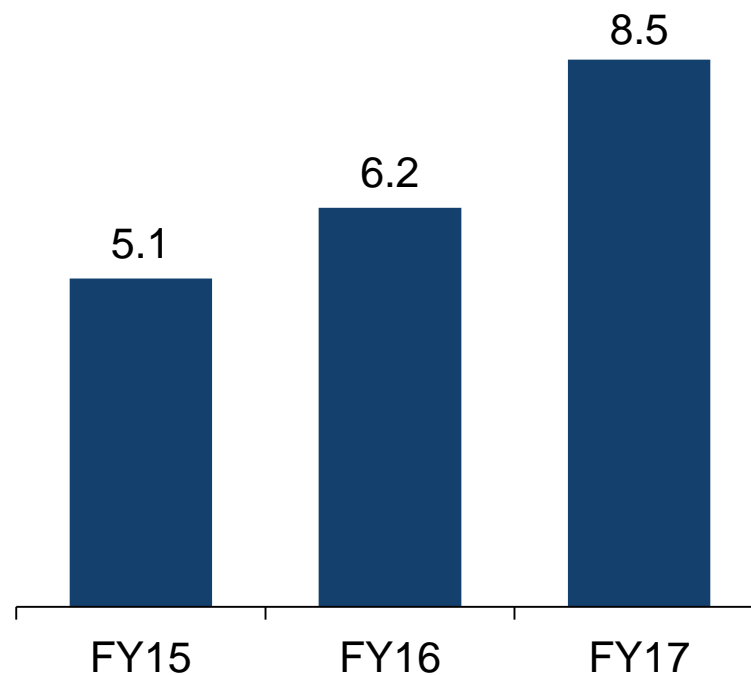
Strategy Execution Driving Strong Results

# 3-Year Cash Performance Overview

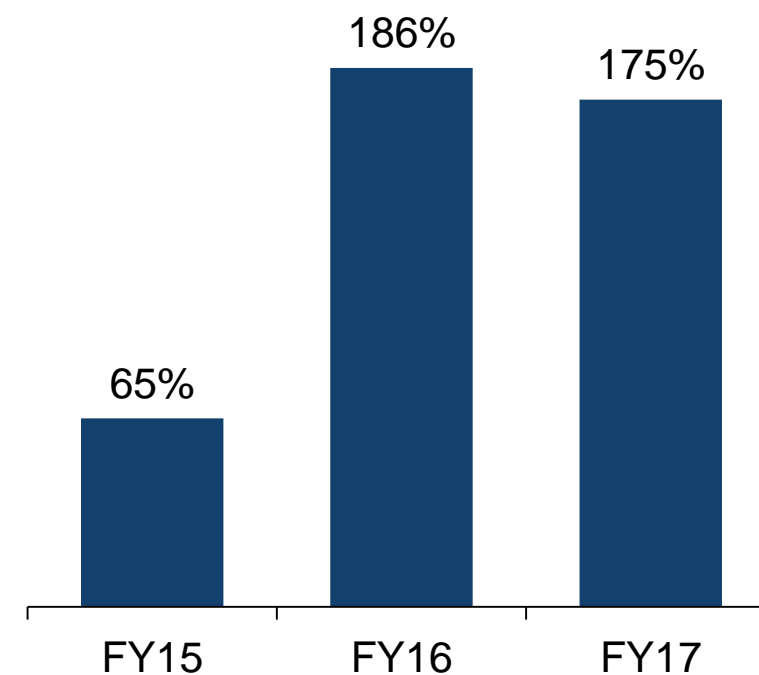
**FREE CASH FLOW (\$M)<sup>1</sup>**



**WORKING CAPITAL TURNS<sup>2</sup>**



**FCF CONVERSION<sup>1</sup>**

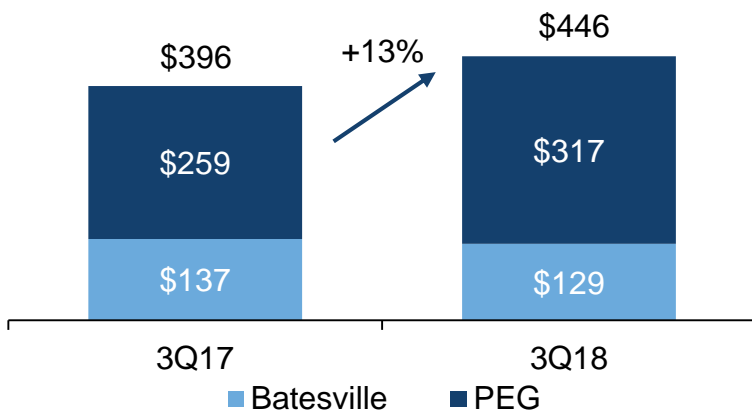


**Working Capital Focus Driving Free Cash Flow and Fueling Investment for Future Growth**

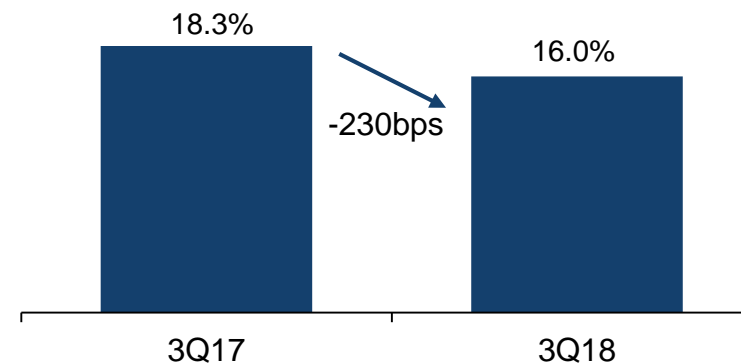


# Fiscal Year 3Q17 vs. Fiscal Year 3Q18

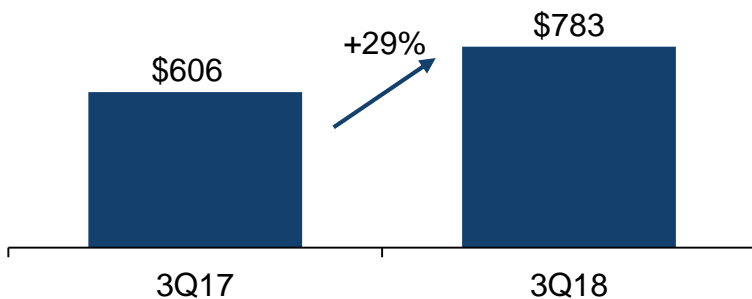
## REVENUE (\$M)



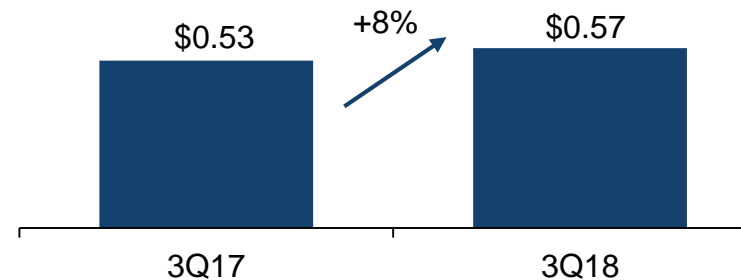
## ADJ. EBITDA MARGIN<sup>1</sup>



## ORDER BACKLOG (\$M)



## ADJ. EPS<sup>1</sup>



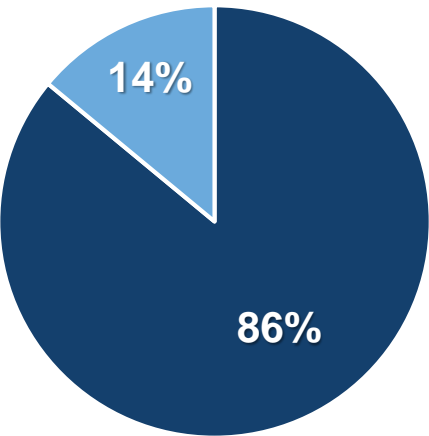
**Continued Strength through Third Quarter of FY 2018, Including Record Backlog**

# Well Capitalized for Growth

## FINANCIAL FLEXIBILITY (as of 6/30/18)

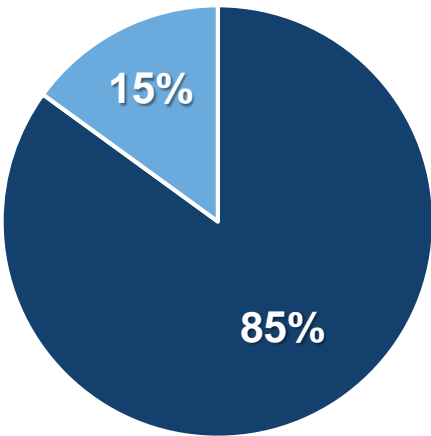
- **Available Liquidity**      \$770M
- **Debt-to-EBITDA**            1.4x
- **Credit Rating<sup>1</sup>**            BBB- | BBB- | Baa3

Net Debt/Total Capital



■ Equity ■ Net Debt<sup>3</sup>

Debt Structure<sup>2</sup>



■ Fixed ■ Floating ■

## CAPITALIZATION

(\$M)	6/30/18	Maturity
Cash	\$71	-
\$900M Revolver	\$175	2022
\$100M Notes	\$100	2024
\$150M Bonds	\$149	2020
Other	-	
<b>Total Debt</b>	<b>\$424</b>	
<b>Net Debt</b>	<b>\$353</b>	
<b>Total Capitalization</b>	<b>\$3,300</b>	
Cash	\$71	
Revolver Availability (covenant based)	\$699	
<b>Total Liquidity</b>	<b>\$770</b>	

<sup>1</sup> S&P | Fitch | Moody's.  
<sup>2</sup> Debt structure includes the effects of a \$50M interest rate swap; floating debt is net of cash.  
<sup>3</sup> Includes pension liabilities.

# Capital Allocation Framework

## REINVEST IN THE BUSINESS

- Drive innovation and new product development
- Expand into new end markets and geographies
- Annual capex <2% of revenue

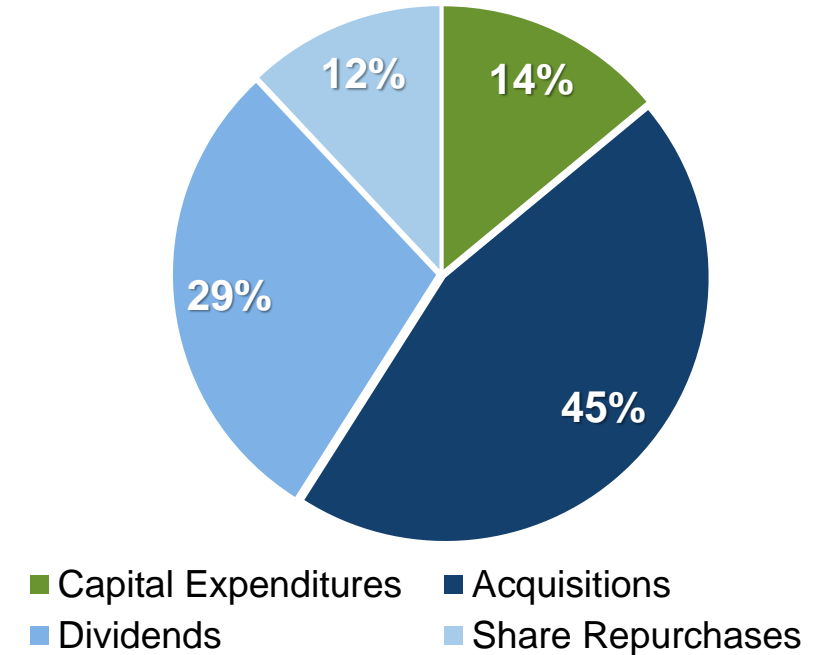
## STRATEGIC ACQUISITIONS

- Acquisitions are a strategic priority
- Strengthen existing leadership positions and build targeted platforms
- Remain target disciplined; seek acquisitions with compelling financial returns

## RETURN CASH TO SHAREHOLDERS

- Dividend yield of 1.7%<sup>1</sup>
- Eight consecutive years of dividend increases
- Opportunistic share repurchases, primarily to offset dilution

## Capital Allocation: FY15 – FY17



**Balanced Capital Allocation Strategy to Drive Shareholder Value**

# 2020 Financial Framework

## 2020 Targets



<b>ORGANIC REVENUE GROWTH</b>	2% to 4% CAGR
<b>PROCESS EQUIPMENT GROUP</b>	4% to 6% CAGR
<b>BATESVILLE</b>	-3% to -1% CAGR
<b>PEG ADJ. EBITDA MARGIN</b>	+ 250 bps
<b>ADJUSTED EPS</b>	Double Digit CAGR <sup>1</sup>

**Confident in Ability to Execute Our Strategy and Achieve Meaningful Returns for Shareholders**

# Key Takeaways

1

*Significant strides made transforming Hillenbrand into a global diversified industrial company*

2

*Market leadership driven by highly-engineered products with core technologies differentiated by applications expertise*

3

*The Hillenbrand Operating Model (HOM) is a competitive differentiator; historically focused on margin expansion and now adding tools to drive profitable growth*

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*Now focused on building platforms to develop scale and enhance leadership positions to drive profitable growth*

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*Flexible balance sheet supported by strong cash flow and appropriate debt level; expect to make additional strategic acquisitions to accelerate profitable growth*

6

*Passionate leadership team driving transformation with runway for significant shareholder value creation*







# Appendix

# Disclosure Regarding Non-GAAP Measures

While we report financial results in accordance with accounting principles generally accepted in the United States (GAAP), we also provide certain non-GAAP operating performance measures. These non-GAAP measures are referred to as “adjusted” and exclude impairment charges, expenses associated with business acquisition, development, and integration, and restructuring and restructuring related charges. The related income tax for all of these items is also excluded. These non-GAAP measures also exclude the non-recurring tax benefits and expenses related to the Tax Cuts and Jobs Act (“Tax Act”). This non-GAAP information is provided as a supplement, not as a substitute for, or as superior to, measures of financial performance prepared in accordance with GAAP.

One important non-GAAP measure that we use is adjusted earnings before interest, income tax, depreciation, and amortization (“adjusted EBITDA”). A part of our strategy is to selectively acquire companies that we believe can benefit from our core competencies to spur faster and more profitable growth. Given that strategy, it is a natural consequence to incur related expenses, such as amortization from acquired intangible assets and additional interest expense from debt-funded acquisitions. Accordingly, we use adjusted EBITDA, among other measures, to monitor our business performance.

Free cash flow (FCF) is defined as cash flow from operations less capital expenditures. We use the related term, free cash flow to net income conversion rate to refer to free cash flow divided by GAAP net income. Hillenbrand considers FCF and free cash flow to net income conversion rate important indicators of the Company’s liquidity, as well as its ability to fund future growth and to provide a return to shareholders. FCF does not include deductions for debt service (repayments of principal), other borrowing activity, dividends on the Company’s common stock, repurchases of the Company’s common stock, business acquisitions, and other items.

Another important non-GAAP measure that we use is backlog. Backlog is not a term recognized under GAAP; however, it is a common measurement used in industries with extended lead times for order fulfillment (long-term contracts), like those in which our Process Equipment Group competes. Order backlog represents the amount of consolidated revenue that we expect to realize on contracts awarded related to the Process Equipment Group. Backlog includes expected revenue from large systems and equipment, as well as replacement parts, components, and service. Given that there is no GAAP financial measure comparable to backlog, a quantitative reconciliation is not provided.

We use this non-GAAP information internally to make operating decisions and believe it is helpful to investors because it allows more meaningful period-to-period comparisons of our ongoing operating results. The information can also be used to perform trend analysis and to better identify operating trends that may otherwise be masked or distorted by these types of items. The Company believes this information provides a higher degree of transparency.

# Q3 FY18 & Q3 FY17 Reconciliation of Adjusted EBITDA to Consolidated Net Income

(\$ in millions)	Three Months Ended June 30,		Nine Months Ended June 30,	
	2018	2017	2018	2017
<b>Adjusted EBITDA:</b>				
Process Equipment Group	\$ 58.2	\$ 50.3	\$ 153.7	\$ 120.3
Batesville	25.6	33.5	92.1	107.2
Corporate	(12.4)	(11.5)	(32.9)	(28.5)
Less:				
Interest income	(0.3)	(0.2)	(1.1)	(0.5)
Interest expense	5.5	6.5	17.8	18.9
Income tax expense	15.2	16.6	52.5	38.2
Depreciation and amortization	14.2	13.5	42.0	42.1
Impairment charge	-	-	63.4	-
Business acquisition, development, and integration	0.1	0.4	2.6	1.0
Restructuring and restructuring related	0.5	0.9	1.7	8.8
<b>Consolidated net income</b>	<b>\$ 36.2</b>	<b>\$ 34.6</b>	<b>\$ 34.0</b>	<b>\$ 90.5</b>

# Q3 FY18 & Q2 FY17 Reconciliation Of Non-GAAP Measures

(\$ in millions)	Three Months Ended June 30,		Nine Months Ended June 30,	
	2018	2017	2018	2017
<b>Net Income <sup>(1)</sup></b>	\$ 35.9	\$ 32.9	\$ 32.1	\$ 88.0
Impairment charge	-	-	63.4	-
Restructuring and restructuring related	0.5	0.8	1.7	10.2
Business acquisition, development and integration	0.1	0.4	2.6	1.0
Tax Act <sup>(2)</sup>	0.2	-	15.1	-
Tax effect of adjustments	(0.2)	(0.4)	(2.3)	(4.1)
<b>Adjusted Net Income <sup>(1)</sup></b>	<u>\$ 36.5</u>	<u>\$ 33.7</u>	<u>\$ 112.6</u>	<u>\$ 95.1</u>

(\$ in millions, except per share data)	Three Months Ended June 30,		Nine Months Ended June 30,	
	2018	2017	2018	2017
<b>Diluted EPS</b>	\$ 0.56	\$ 0.52	\$ 0.50	\$ 1.37
Impairment charge	-	-	0.99	-
Restructuring and restructuring related	0.01	0.01	0.03	0.16
Business acquisition, development and integration	-	0.01	0.04	0.01
Tax Act <sup>(2)</sup>	-	-	0.24	-
Tax effect of adjustments	-	(0.01)	(0.04)	(0.06)
<b>Adjusted Diluted EPS</b>	<u>\$ 0.57</u>	<u>\$ 0.53</u>	<u>\$ 1.76</u>	<u>\$ 1.48</u>

(1) Net income attributable to Hillenbrand

(2) The revaluation of the deferred tax balances and the tax on unremitted foreign earnings

Shares used in computing non-GAAP per share amounts: (in millions)	Three Months Ended June 30,		Nine Months Ended June 30,	
	2018	2017	2018	2017
GAAP Weighted average shares outstanding (diluted)	63.5	63.9	63.9	64.1

# Fiscal 2017 Reconciliation of Non-GAAP Measures

	Years Ended September 30,		
	2017	2016	2015
(\$ in millions, except per share data)			
<b>Net Income<sup>1</sup></b>	\$ 126.2	\$ 112.8	\$ 111.4
Restructuring and Restructuring Related	12.3	10.4	8.9
Business Acquisition and Integration	1.1	3.7	3.6
Litigation	-	-	0.5
Inventory Step-up	-	2.4	-
Backlog Amortization	-	4.5	-
Trade Name Impairment	-	2.2	-
Pension Settlement Charge	-	-	17.7
Tax Effect of Adjustments	(4.8)	(8.0)	(11.2)
<b>Adjusted Net Income<sup>1</sup></b>	<b>\$ 134.8</b>	<b>\$ 128.0</b>	<b>\$ 130.9</b>
<b>Diluted EPS</b>	\$ 1.97	\$ 1.77	\$ 1.74
Restructuring and Restructuring Related	0.19	0.16	0.14
Business Acquisition and Integration	0.02	0.06	0.06
Litigation	-	-	0.01
Inventory Step-up	-	0.04	-
Backlog Amortization	-	0.07	-
Trade Name Impairment	-	0.04	-
Pension Settlement Charge	-	-	0.28
Tax Effect of Adjustments	(0.07)	(0.13)	(0.18)
<b>Adjusted Diluted EPS</b>	<b>\$ 2.11</b>	<b>\$ 2.01</b>	<b>\$ 2.05</b>

# Adjusted EBITDA to Consolidated Net Income Reconciliation

(\$ in millions)

	Years Ended September 30,					
	2017	2016	2015	2014	2013	2012
<b>Adjusted EBITDA:</b>						
Process Equipment Group	\$ 177.7	\$ 160.9	\$ 160.5	\$ 150.4	\$ 116.4	\$ 79.7
Batesville	141.9	143.5	145.5	150.8	161.0	152.8
Corporate	(38.6)	(37.3)	(37.3)	(25.7)	(29.9)	(25.1)
Less:						
Interest Income	(0.9)	(1.2)	(1.0)	(0.8)	(0.6)	(0.5)
Interest Expense	25.2	25.3	23.8	23.3	24.0	12.4
Income Tax Expense	59.9	47.3	49.1	48.7	28.3	30.1
Depreciation and Amortization	56.6	60.4	54.3	58.4	89.4	40.4
Business Acquisition Costs	1.1	3.7	3.6	8.4	16.0	4.2
Inventory Step-up	-	2.4	-	-	21.8	-
Restructuring and Restructuring Related	10.7	10.2	7.5	5.5	2.8	8.3
Tradename Impairment	-	2.2	-	-	-	-
Litigation	-	-	0.5	20.8	0.2	5.5
Pension Settlement Charge	-	-	17.7	-	-	-
Other	-	-	-	-	0.2	-
Long-term Incentive Compensation Related to the Int'l Integration	-	-	-	-	-	2.2
<b>Consolidated Net Income</b>	<b>\$ 128.4</b>	<b>\$ 116.8</b>	<b>\$ 113.2</b>	<b>\$ 111.2</b>	<b>\$ 65.4</b>	<b>\$ 104.8</b>



# Cash Flow Information

(\$ in millions, except per share data)

	Years Ended September 30,					
	2017	2016	2015	2014	2013	2012
<b>Operating Activities</b>						
Consolidated Net Income (A)	\$ 128.4	\$ 116.8	\$ 113.2	\$ 111.2	\$ 65.4	\$ 104.8
Depreciation and Amortization	56.6	60.4	54.3	58.4	89.4	40.4
Change in Working Capital	33.3	51.2	(86.8)	22.6	(12.3)	(19.8)
Pension Settlement Charge	-	-	17.7	-	-	-
Other, Net	27.9	9.8	6.6	(12.6)	(15.3)	12.8
<b>Net Cash Provided by Operating Activities (B)</b>	<b>\$ 246.2</b>	<b>\$ 238.2</b>	<b>\$ 105.0</b>	<b>\$ 179.6</b>	<b>\$ 127.2</b>	<b>\$ 138.2</b>
Capital Expenditures (C)	(22.0)	(21.2)	(31.0)	(23.6)	(29.9)	(20.9)
Acquisition of Business, Net of Cash Acquired	-	(235.4)	-	-	(415.7)	(4.4)
Debt Activity	(147.2)	83.8	(26.2)	(104.1)	385.6	(162.3)
Dividends	(51.9)	(51.1)	(50.4)	(49.7)	(48.7)	(47.6)
Other	(11.1)	(10.6)	(7.1)	13.1	4.0	1.7
Net Change in Cash	\$ 14.0	\$ 3.7	\$ (9.7)	\$ 15.3	\$ 22.5	\$ (95.3)
<b>Free Cash Flow (B-C)</b>	<b>\$ 224.2</b>	<b>\$ 217.0</b>	<b>\$ 74.0</b>	<b>\$ 156.0</b>	<b>\$ 97.3</b>	<b>\$ 117.3</b>
<b>Free Cash Flow Conversion (FCF/A)</b>	<b>175%</b>	<b>186%</b>	<b>65%</b>	<b>140%</b>	<b>149%</b>	<b>112%</b>