



**Oppenheimer & Co.**

**Industrials Conference**

**September 27, 2011**

# Company Overview

## Olin

	Q2 2011	6Mos 2011	FY 2010
<b>Revenue:</b>	\$ 529	\$ 965	\$ 1,586
<b>EBITDA:</b>	\$ 96	\$ 346	\$ 188
<b>Pretax Operating Inc.:</b>	\$ 64	\$ 284	\$ 77
<b>EPS (Diluted):</b>	\$ .52	\$ 2.18	\$ .81

## Chlor Alkali

**Third Largest North American Producer of Chlorine and Caustic Soda**

	Q2 2011	6Mos 2011	FY 2010
<b>Revenue:</b>	\$ 380	\$ 680	\$ 1,037
<b>Income:</b>	\$ 73	\$ 118	\$ 117

## Winchester

**A Leading North American Producer of Small Caliber Ammunition**

	Q2 2011	6Mos 2011	FY 2010
<b>Revenue:</b>	\$ 149	\$ 285	\$ 549
<b>Income:</b>	\$ 12	\$ 24	\$ 63

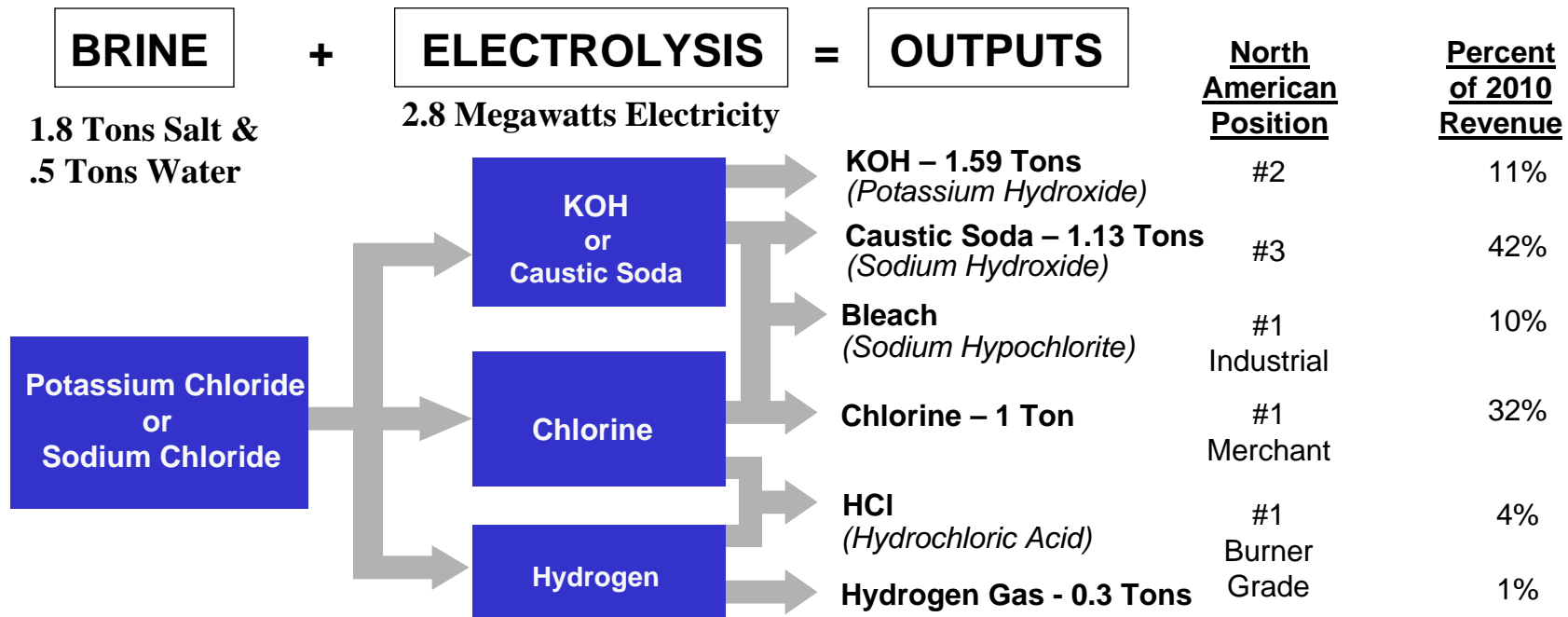
All financial data are for the quarter and year-to-date period ending June 30, 2011 and for the year ending December 31, 2010. Data are presented in millions of U.S. dollars except for earnings per share on a GAAP basis. Additional information is available at [www.olin.com](http://www.olin.com).

# Investment Rationale

- **Leading North American producer of Chlor-Alkali**
- Strategically positioned facilities
- Diverse end customer base
- **Favorable industry dynamics**
- Leading producer of industrial bleach with additional growth opportunities
- Pioneer and SunBelt acquisition synergies improved chlor-alkali price structure
- **Winchester's leading industry position**
- **339<sup>th</sup> consecutive quarterly dividend paid, current yield +4%**

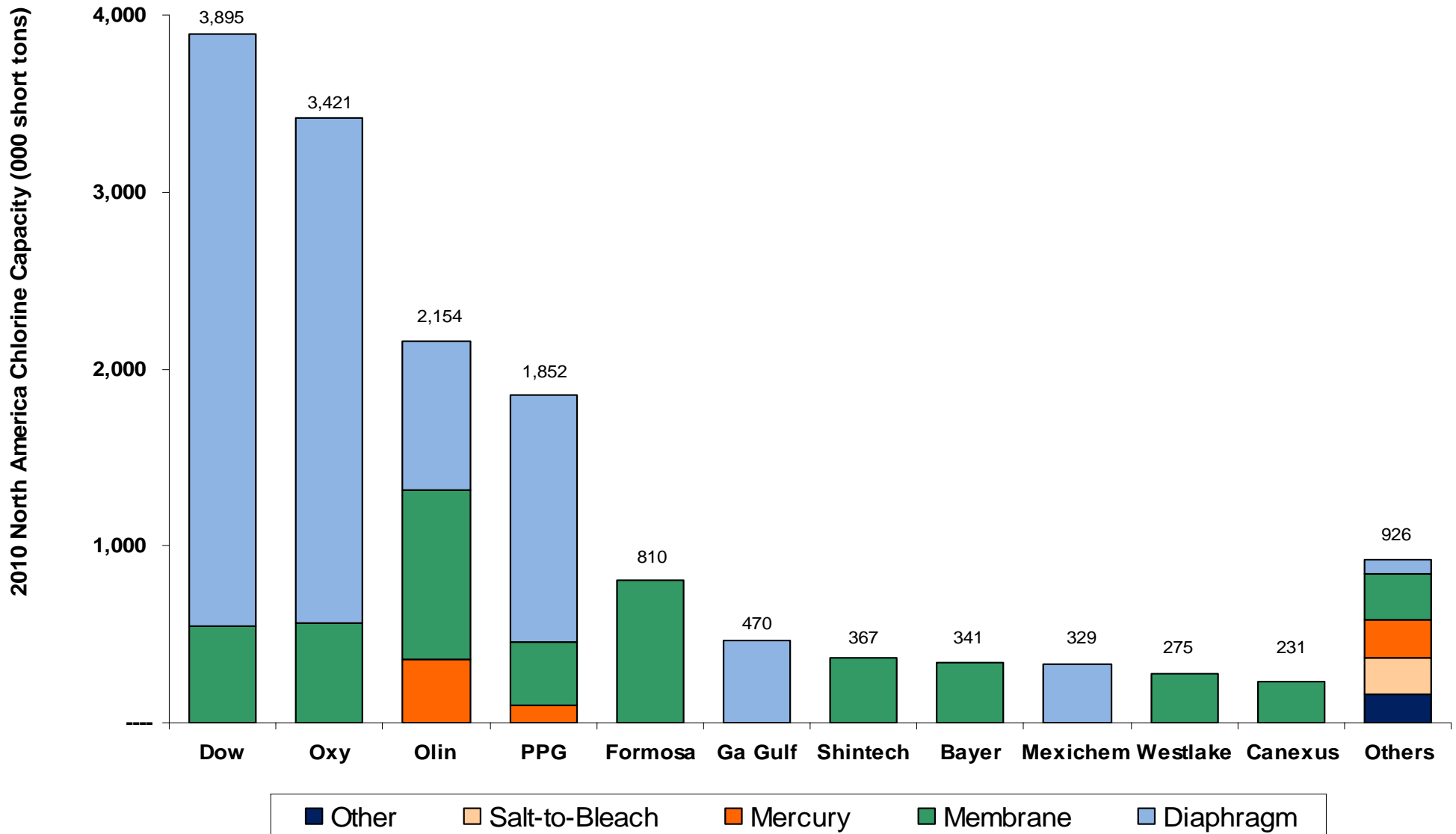
# Chlor Alkali Segment

## Chlor Alkali Manufacturing Process



ECU = Electrochemical Unit; a unit of measure reflecting the chlor alkali process outputs of 1 ton of chlorine, 1.13 tons of 100% caustic soda and 0.3 tons of hydrogen.

# Olin is #3 Chlor-alkali Producer



Oxy includes OxyVinyls, PPG excludes Equa-Chlor and Olin includes 100% of SunBelt.

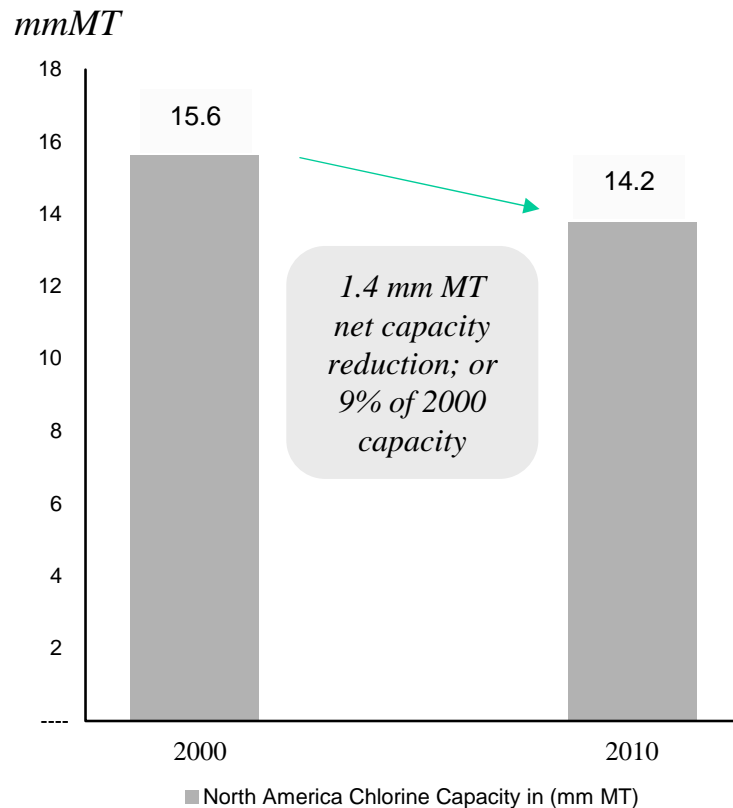
Source: CMAI/Olin – 2010 year-end figures

# Mercury Transition Plan

- The North American Chlor Alkali industry has been moving away from manufacturing chlorine and caustic soda using mercury cell technology due to customer product de-selection and threats of potential legislation
- Olin currently operates 2 mercury cell plants representing approximately 360,000 ECUs or 17% of our total capacity
- By the end of 2012, Olin expects to convert 200,000 ECUs of mercury cell technology to membrane technology and will shutdown the remaining 160,000 ECUs
- Estimated cost is \$160 million over 2 years, aided by \$41 million of low-cost Tennessee-sponsored tax-exempt debt

# Favorable Industry Dynamics

## Capacity Rationalization



## Industry Consolidation

Target	Acquisition Date	Position
Equa-Chlor	2011	<ul style="list-style-type: none"> <li>Acquired by PPG</li> <li>70,000 Short Tons ECU Capacity</li> </ul>
PolyOne	2011	<ul style="list-style-type: none"> <li>Olin acquired SunBelt interest</li> <li>176,000 Short Tons ECU Capacity</li> </ul>
Mexichem	2010	<ul style="list-style-type: none"> <li>Acquired by Cydsa/Iquisa</li> <li>45,000 Short Tons ECU Capacity</li> </ul>
Pioneer	2007	<ul style="list-style-type: none"> <li>Acquired by Olin</li> <li>725,000 Short Tons ECU Capacity</li> <li>4.7% of North American capacity</li> </ul>
Vulcan	2004	<ul style="list-style-type: none"> <li>Acquired by OxyChem</li> <li>859,000 Short Tons ECU Capacity</li> <li>5.5% of North American capacity</li> </ul>

Olin announced capacity reductions expected to be in place by 12/31/2012

Source: CMAI.

# Acquisition of PolyOne's Interest in SunBelt

- On February 28, 2011, Olin purchased PolyOne's 50% interest in SunBelt for \$132.3 million in cash plus the assumption of a PolyOne guarantee related to the SunBelt Partnership debt
- Olin and PolyOne agreed to a three-year earn out based on the performance of SunBelt
- The SunBelt 352,000 ton membrane plant located within Olin's McIntosh, AL facility, which has been operated by Olin since 1997, is now 100% owned by Olin
- Olin recorded a pretax gain of approximately \$181 million and a deferred tax expense of \$76 million as a result of an accounting remeasurement associated with the value of its original 50% interest in the SunBelt Partnership



# SunBelt Acquisition Benefits

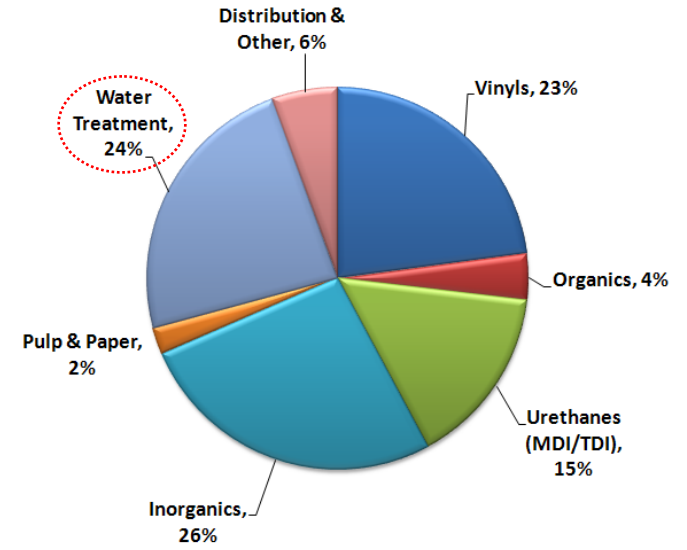
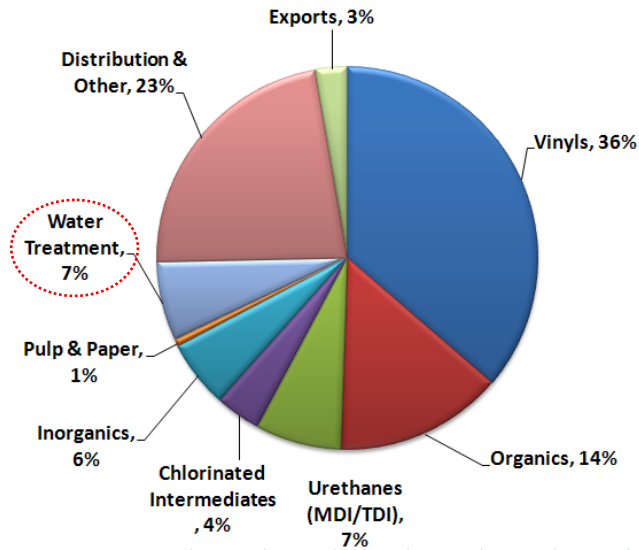
- Olin expects the acquisition to be accretive to both EBITDA and earnings in 2011
- SunBelt currently has the lowest cash manufacturing costs in the Olin system
- SunBelt has a long-term contract for 250,000 tons of chlorine per year
- During Q2 2011, SunBelt contributed \$11.3 million of incremental Chlor Alkali segment earnings
- Expected annual synergies of \$5-10 million associated with increased use of low cost capacity and increased sales of membrane grade caustic soda

# Diverse Customer Base

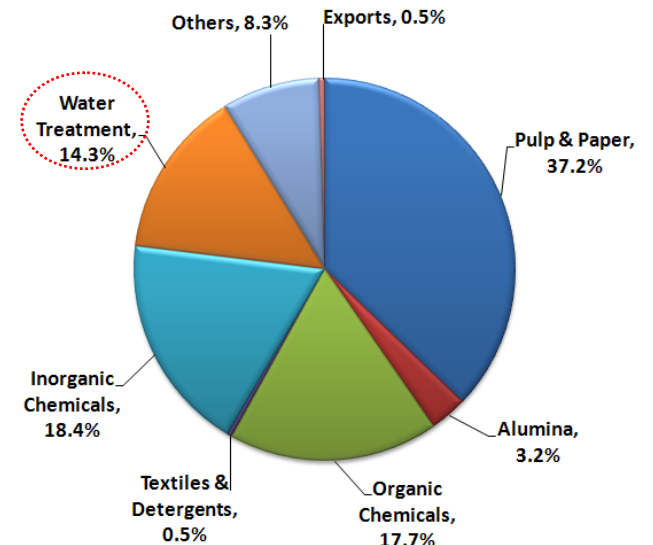
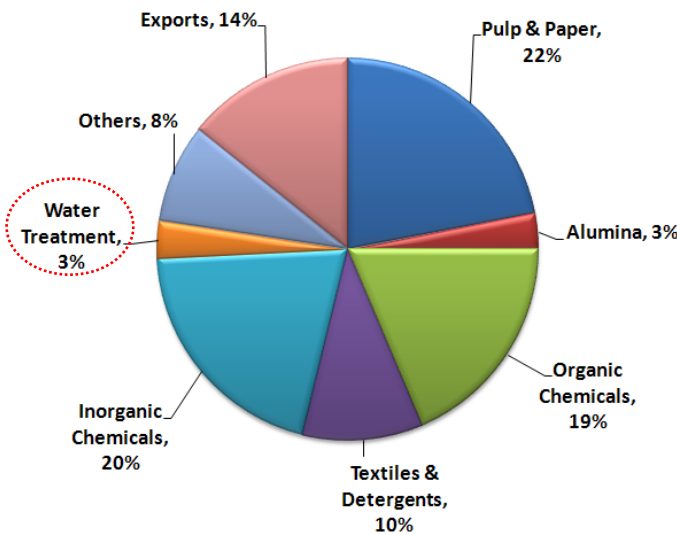
## North American Industry

## Olin Corporation

### Chlorine



### Caustic Soda



Source: CMAI and Olin 2010 demand. Includes sales of SunBelt.

Chlorine: "Organics" includes: Propylene oxide, epichlorohydrin, MDI, TDI, polycarbonates. "Inorganics" includes: Titanium dioxide and bromine.

Caustic Soda: "Organics" includes: MDI, TDI, polycarbonates, synthetic glycerin, sodium formate, monosodium glutamate. "Inorganics" includes: titanium dioxide, sodium silicates, sodium cyanide.

# Olin's Geographic Advantage



Location	Chlorine Capacity (000s Short Tons)
McIntosh, AL	426 Diaphragm
McIntosh, AL - SunBelt	352 Membrane
Becancour, Quebec	252 Diaphragm 65 Membrane
Niagara Falls, NY	300 Membrane
Charleston, TN (1)	260 Mercury
St. Gabriel, LA	246 Membrane
Henderson, NV	153 Diaphragm
Augusta, GA (1)	100 Mercury
<b>Total</b>	<b>2,154</b>

- Access to regional customers including bleach and water treatment
- Access to alternative energy sources
  - Coal, hydroelectric, nuclear, natural gas

(1) Announced the conversion of 200,000 tons of mercury cell technology to membrane cell technology at the Charleston, TN facility and the closure of the mercury cell facility in Augusta, GA, both are expected to be completed by 12/31/12.

# Why Industrial Bleach?

- Olin is the leading North American bleach producer with 18% market share and current installed capacity to service 25% of the market with low-cost expansion opportunities
- Bleach utilizes both chlorine and caustic soda in an ECU ratio
- Bleach commands a premium price over an ECU
- Demand is not materially impacted by economic cycles
- Regional nature of the bleach business benefits Olin's geographic diversity, further enhanced by Olin's proprietary railcar technology to reach distant customers
- Low salt, high strength bleach investment will lower freight costs
- Bleach volumes accounted for almost 10% of total 2010 ECUs produced; these volumes are expected to grow to 15% to 20% in 2011

# Chlor-Alkali Outlook

- Q2 2011 ECU netbacks of \$550 are up sequentially for the seventh consecutive quarter and volumes have reached the highest level since Q3 2008.
- Positive price momentum from 2010 has continued in 2011:

	<u>Chlorine</u>	<u>Caustic Soda</u>
2010 Increases	\$ 50	\$ 300
Q1 2011	\$ 60	\$ 100
April 2011		\$ 50
June 2011		\$ 25 (TVA)
August 2011		\$ 65

- Q2 2011 operating rates improved to 85% despite a 2 week planned outage at our largest production site in McIntosh, AL
- Q3 2011 pricing and operating rates are expected to increase; and seasonal bleach sales should outpace Q3 2010 sales

# Winchester Segment

Hunters & Recreational Shooters

Products	Retail	Distributors	Mass Merchants	Law Enforcement	Military	Industrial
Rifle	✓	✓	✓	✓	✓	
Handgun	✓	✓	✓	✓	✓	
Rimfire	✓	✓	✓	✓	✓	✓
Shotshell	✓	✓	✓	✓	✓	✓
Components	✓	✓	✓	✓	✓	✓

## Winchester Strategy

- Leverage existing strengths
  - Seek new opportunities to leverage the legendary Winchester® brand name
  - Investments that maintain Winchester as the retail brand of choice, and lower costs
- Focus on product line growth
  - Continue to develop new product offerings
- Provide returns in excess of cost of capital

## Brands



# Favorable Industry Dynamics

## Commercial

- Economic environment leading to personal security concerns
- Fears of increased gun/ammunition control due to change in administration
- New gun and ammunition products
- Strong hunting activity in weak economy, driven by cost/benefit of hunting for food and increased discretionary time

## Law Enforcement

- Significant new federal agency contracts and solid federal law enforcement funding
- Higher numbers of law enforcement officers and increase in federal agency hiring
- Increased firearms training requirements among state and local law enforcement agencies

## Military

- Sustained high demand for small caliber ammunition due to wars in Iraq and Afghanistan
- Commitment to maintaining the “Second-Source Program” to mitigate the risk of a sole-source small caliber ammunition contract

# Winchester

- Q2 2011 segment earnings of \$11.8 million include a \$2.4 million restructuring charge and higher commodity costs versus Q2 2010
- In response to higher metals costs, Olin and two other North American producers announced price increases that became effective in June
- The U.S. Army awarded Winchester a 5 year contract to produce .50 caliber, 5.56mm and 7.62mm ammunition beginning Q1 2012 providing expected revenues of approximately \$300 million
- As a result of the continued stronger than expected demand, we see no indication that the normal 20% to 30% reduction in demand that typically follows a surge will occur following this buying surge
- In Q2 a five and one half year labor agreement was reached with the East Alton, IL unions that will facilitate a smooth transition as work is relocated to the new Oxford, MS centerfire production site



# Centerfire Relocation

- The decision to relocate Winchester's centerfire operations, including 1,000 jobs, was made on November 3, 2010
- The controlled relocation process is expected to take up to 5 years to complete assuring high quality product is available for our customers. Equipment relocation began in August
- In 2011, we expect a \$4 to \$5 million negative pretax impact on earnings associated with the relocation project
- Annual operating costs are forecast to be reduced by \$30 million once the move is complete
- The net project cost is estimated to be \$80 million, of which approximately \$50 million is related to capital expenditures
- \$42 million of low-cost Mississippi-sponsored tax-exempt debt has been made available to the company

# Financial Highlights

- Strong Balance Sheet
  - The Q2 2011 cash balance of \$372 million reflects the use of \$132 million to acquire PolyOne's 50% interest in SunBelt and approximately \$95 million for working capital
  - Pension plans remain fully funded with no contributions expected until at least 2014
  - 2011 CAPEX is forecast to be \$235-\$255 million reflecting the mercury conversion and Oxford relocation costs
- Profit Outlook
  - ECU pricing and volume trends are positive
  - Higher margin bleach business is growing
  - Acquisition of PolyOne's interest in SunBelt is expected to be significantly accretive to EBITDA and earnings in 2011
  - Opportunity for highest level of EBITDA since Arch spin

# Forward-Looking Statements

This presentation contains estimates of future performance, which are forward-looking statements and actual results could differ materially from those anticipated in the forward-looking statements. Some of the factors that could cause actual results to differ are described in the business and outlook sections of Olin's Form 10-K for the year ended December 31, 2010 and in Olin's Second Quarter 2011 Form 10-Q. These reports are filed with the U.S. Securities and Exchange Commission.