

JARDEN
corporation



BARCLAYS

Back-To-School Consumer Conference

September 8, 2015



JARDEN
the brands of everyday life.™

Presenting Today

Martin E. Franklin

Founder and
Executive Chairman

James E. Lillie

Chief Executive Officer

Cautionary Statement

Please note that in this presentation, we may discuss events or results that have not yet occurred or been realized, commonly referred to as forward-looking statements. The Private Securities Litigation Reform Act of 1995 provides a safe harbor for forward-looking statements made by or on behalf of the Company. Such discussion and statements will often contain words as expect, anticipate, believe, intend, plan and estimate. Such forward-looking statements include statements regarding the Company's adjusted basic and diluted earnings per share, expected or estimated revenue, the outlook for the Company's markets and the demand for its products, estimated sales, meeting financial goals, segment earnings, net interest expense, income tax provision, earnings per share, restructuring costs and other non-cash charges, cash flows from operations, consistent profitable growth, free cash flow, future revenues and gross operating and EBITDA margin improvement requirement and expansion, organic net sales growth, performance trends, bank leverage ratio, the success of new product introductions, growth in costs and expenses, the impact of commodities, currencies, and transportation costs and the Company's ability to manage its risk in these areas, repurchase of shares of common stock from time to time under the Company's stock repurchase program, our ability to raise new debt, and the impact of acquisitions, divestitures, restructurings and other unusual items, including the Company's ability to successfully integrate and obtain the anticipated results and synergies from its consummated acquisitions. These projections and statements are based on management's estimates and assumptions with respect to future events and financial performance, and are believed to be reasonable, though are inherently difficult to predict. Actual results could differ materially from those projected as a result of certain factors. A discussion of factors that could cause results to vary is included in the Company's periodic and other reports filed with the Securities and Exchange Commission. The Company undertakes no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise.

This presentation also contains non-GAAP financial measures. For purposes of Regulation G, a non-GAAP financial measure is a numerical measure of a company's historical or future financial performance, financial position or cash flows that excludes amounts, or is subject to adjustments that have the effect of excluding amounts, that are included in the most directly comparable measure calculated and presented in accordance with GAAP in the statements of operations, balance sheets, or statements of cash flows of the Company; or includes amounts, or is subject to adjustments that have the effect of including amounts, that are excluded from the most directly comparable measure so calculated and presented. Pursuant to the requirements of Regulation G, the Company has provided reconciliations of the non-GAAP financial measures to the most directly comparable GAAP financial measures. These non-GAAP measures are provided because management of the Company uses these financial measures in monitoring and evaluating the Company's ongoing financial results and trends. Management uses this non-GAAP information as an indicator of business performance, and evaluates overall management with respect to such indicators. Additionally, the Company uses non-GAAP financial measures because the Company's credit agreement provides for certain adjustments in calculations used for determining whether the Company is in compliance with certain credit agreement covenants, including, but not limited to, adjustments relating to non-cash impairment charges of goodwill, intangibles and other assets, certain restructuring costs, acquisition-related and other costs, non-cash purchase accounting adjustments, elimination of manufacturer's profit in inventory, Venezuela related charges (deconsolidation, hyperinflationary and foreign exchange-related charges), non-cash stock-based compensation costs, gain (loss) on sale of certain assets, loss on early extinguishment of debt, non-cash original issue discount amortization and other items, as applicable.

These non-GAAP measures should be considered in addition to, not a substitute for, measures of financial performance prepared in accordance with GAAP.



Jarden Overview



Snapshot

- A Diversified, Global Consumer Products Company
- Over 120 Trusted, Authentic Brands
- Seasonal Staples Product Portfolio
- Platform For Accelerating Growth Across Channels & Geographies
- Proven Track Record: Strong, Consistent Financial Performance
- Defined & Measurable Long-Term Financial Goals
- Strong Balance Sheet & Cash Flow Generation
- Strategic & Thoughtful Capital Deployment

Our Largest Brands

Abu Garcia

Shakespeare
SINCE 1887

Völk

Marmot

NUK

First Alert

Rawlings
EST. 1887

Oster

YANKEE CANDLE

MAPA

Berkley

Spontex

Mr. Coffee
EST. 1951

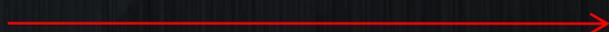
FoodSaver

K2
SPORTS

Coleman

Sunbeam

\$150 Million



Sales



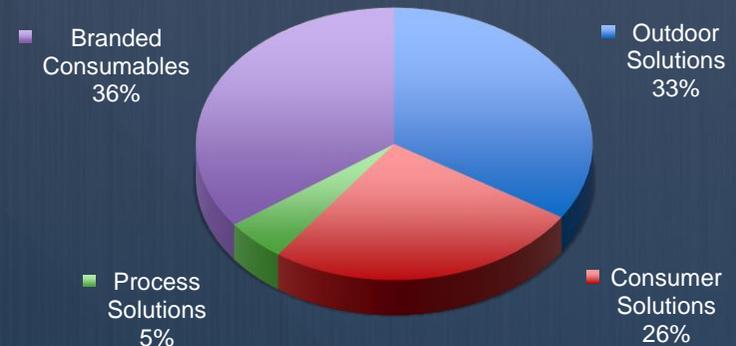
\$800+ Million

Operating Segments

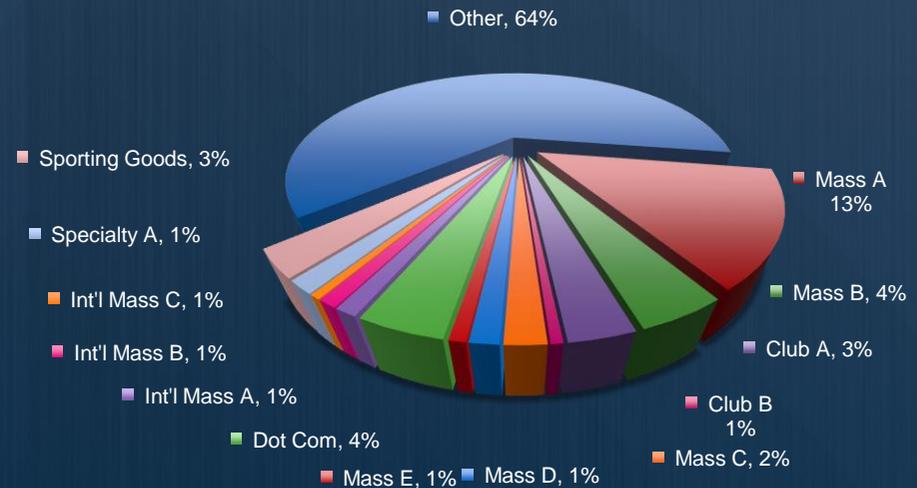
- Jarden is well diversified across operational segments and customers
- Manufacturing in 70+ plants across 16 countries
- Business operations in 40+ countries
- 35,000+ employees
- Focus on operational excellence

Segment Breakdown

2014 Net Sales: \$8.3 billion



Net Sales by Customer



Branded Consumables

Market Position in Core Categories

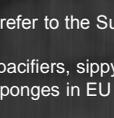
2014 Net Sales of \$3.0 billion

2014 Segment Earnings Margin of 17.4%*

Brands which are synonymous with their categories

Strong, stable cash flow generation

Diversified product mix with leadership positions in most categories, expanding geographically across multiple new channels & through direct-to-consumer initiatives

		Baby Care**		
		Boxed Plastic Cutlery		
		Premium and Eco Disposable Tableware		
		Firelogs		
		Fresh Preserving		
		Gloves & Sponges**		
		Playing Cards		
		Matches & Toothpicks		
		Premium Scented Candles		
		Smoke & CO Alarms		

Leading provider of primarily niche, affordable, consumable household staples used in and around the home



Note: Positions noted above refer to the U.S. market unless indicated otherwise.

*For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website, copies of which are available for review at this meeting.

**Baby Care category includes aggregate sales of pacifiers, sippy cups, bottles, and other oral development and feeding products. Gloves & Sponges includes home-use gloves and sponges in EU G5 market.

Outdoor Solutions

2014 Net Sales of \$2.7 billion

2014 Segment Earnings Margin of 11.0%*

World's largest sports equipment company

Leadership positions in US, Europe and Japan

Extensive distribution network spanning mass, sporting goods, specialty, internet and team channels & direct-to-consumer initiatives

Market Position in Core Categories

	Baseball Gloves & Balls	
	Fishing	
	Skis & Bindings	
	Tents	

Each product image is accompanied by a blue circular badge with the text 'MARKET POSITION #1'.



Global provider of innovative, recreational and high-performance products designed to maximize consumers' enjoyment of the outdoors

Consumer Solutions

2014 Net Sales of \$2.2 billion

2014 Segment Earnings Margin of 16.2%*

Strong portfolio of brands with leading positions across core categories

Most broadly distributed brand portfolio in core categories throughout the Americas

Distribution channels include mass merchants, warehouse clubs, specialty retailers & direct-to-consumer initiatives

Market Position in Core Categories

	Blenders	
	Slow Cookers	
	Air Purifiers / Humidifiers	

Each product image is accompanied by a blue circular badge with the text "MARKET POSITION #1".



Global provider of products designed to simplify the daily lives of consumers in and around the home; making everyday experiences, more satisfying

Note: Positions noted above refer to the U.S. market unless indicated otherwise.

*For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website, copies of which are available for review at this meeting.

Geographic Revenue Mix

US/International Mix of ~60% / 40%



■ Existing markets > 1.0% of 2014 Net Sales

■ Existing markets < 1.0% of 2014 Net Sales

- Gradually shift from US / International mix of 60%/40% to 50%/50%
- Cross-channel opportunities
- Leverage the Jarden Platform
- Use each business' geographic strength to support expansion of "sister" Jarden businesses
- Specific targeted growth initiatives with incremental resources focused on Asia, Latam, and EMEA



The Platform & Investment Thesis



Jarden's Value Enhancing Platform

Focused Operating Culture Coupled With Value Enhancing Acquisitions And Shareholder Focused Capital Allocation

Operational Effectiveness



- Robust strategic planning
- Detailed budgeting and strong operational insight + review to support entrepreneurial growth
- Decentralized structure to seize market opportunities
- Global organic growth
- Margin expansion through scale + innovation, supplemented by Project Lean
- Consistent performance led by strong and incentivized leadership teams
- Operational excellence as a core competency focus

Value Creating Capital Allocation and Acquisition Strategy

- High Standards for quality and valuation of acquired businesses
- Focus on shareholder value creation
- Intelligent and opportunistic use of debt and equity to finance acquisitions
- Capital allocation and acquisition as core competencies

Jarden Platform Value

- Consistent revenue and earnings expansion
- Margin expansion
- Multiple expansion
- Cash generation
- Track record of creating additional earnings through value enhancing investments
- Entrepreneurial and lean organization
- Rigorous business & operating systems to consistently drive effectiveness

BOLD



BOLD



Breakthrough

BREAKTHROUGH ideas will drive performance
and create shareholder value

BOLD

Optimized

Innovation, scale and our platform are **OPTIMIZED**
to be impactful and to drive value creation

BOLD

—
Lasting Impact

Our innovative ideas are designed to have **LASTING IMPACT**, driving an entire product stream; that releases the maximum economic and strategic value of the development investment

BOLD



Delivering Results

DELIVERING RESULTS

is key to our success & is considered at every level of ideation.

We are focused on the size of the prize

Revenue & Margin Growth Strategy

ORGANIC EXPANSION

M&A



1

EXPAND

Geographic expansion
+
Brand expansion to adjacent categories
+
Channel expansion



2

INNOVATE

Robust NPD process
+
1/3 of revenue from new products
+
Increase market share & increase margins



3

LEVERAGE

Scale
+
Sister company relationships accelerate geographic and channel expansion: faster & less expensive growth



4

ACQUIRE

Disciplined and opportunistic acquirers
+
High standards for quality & valuation
+
Consistent acquisition criteria

Our Strong Foundation Is Built Upon Jarden's DNA

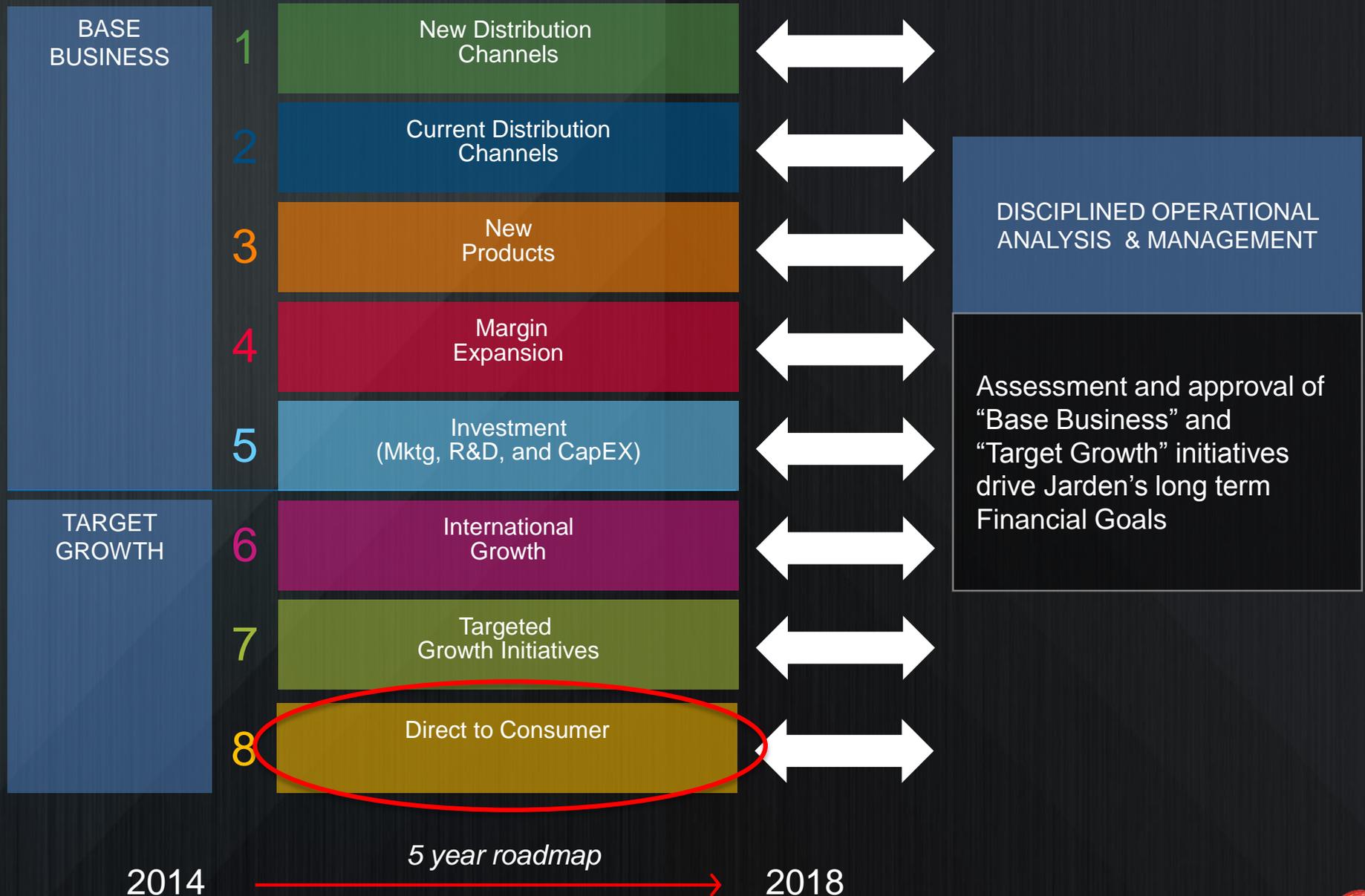
- Strive to be better
- Retain and develop the best talent
- Listen, learn, innovate
- Deliver exceptional financial results
- Support the individual, but encourage teamwork
- Think lean; act large
- Have fun, work hard, execute
- Enhance the communities in which we operate

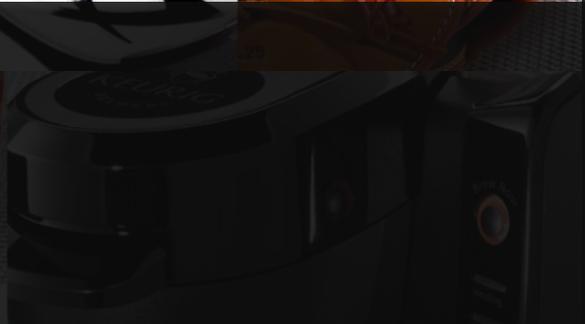
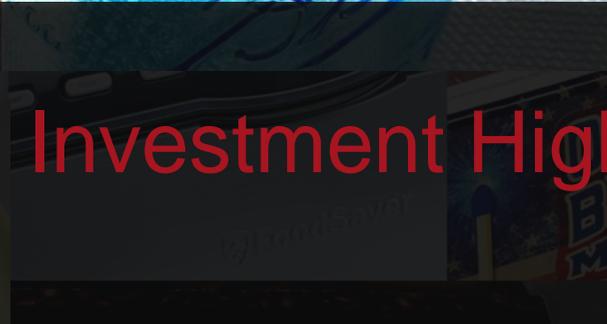


Jarden's Strategic Priorities

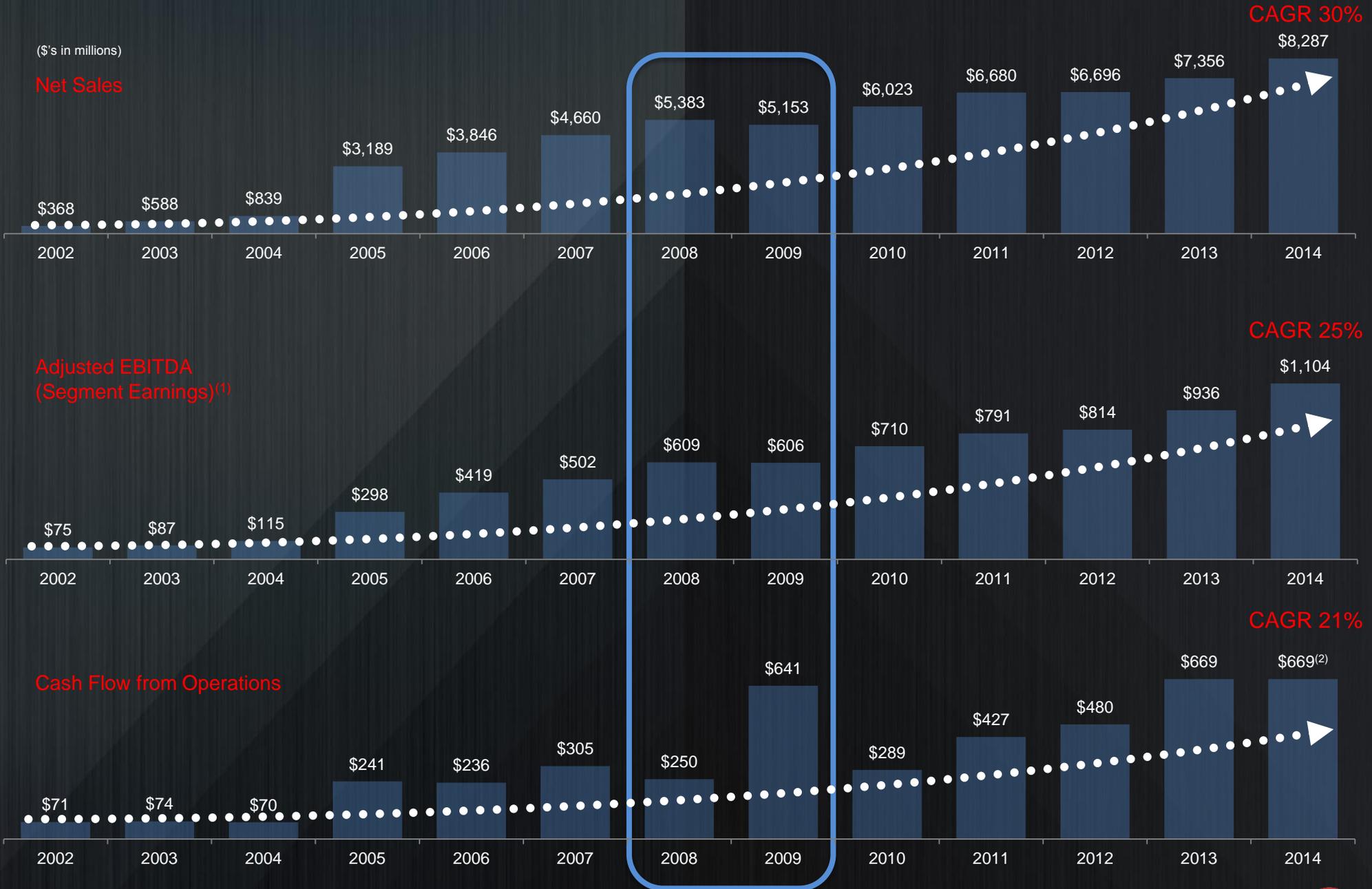
- Deliver innovative, quality products that present great value through leading brands that consumers desire and trust
- Leverage our platform to accelerate growth and expand our margins
- Capitalize on our strong core to expand product categories across channels and geographies
- Deliver earnings growth well above our rate of sales increase
- Continue to optimize our capital structure and effectively deploy capital for the long-term benefit of our shareholders

Robust Strategic Planning Drives Revenue & Margin Growth





Historical Performance & Visibility Curve Example



Note: For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website, copies of which are available at this meeting.

1. Non-GAAP – excluding restructuring, non-operational and non-cash charges and credits.

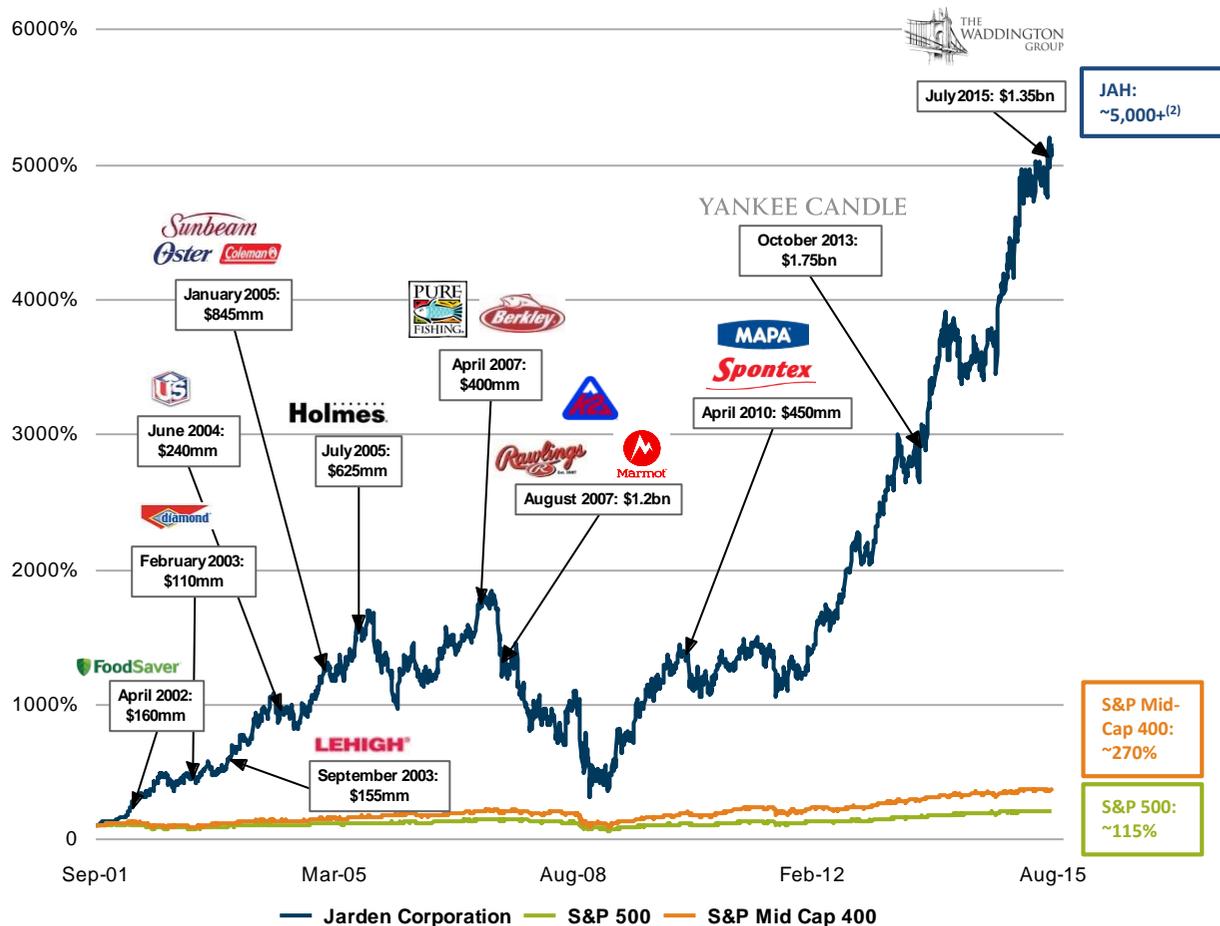
2. For full year 2014, cash flow from operations was \$669 million before a \$42 million cash charge primarily representing the cost of interest acceleration related to the early repayment of Jarden's 2020 bonds.

Jarden's Platform Of Organic Performance Has Been Enhanced By Disciplined Acquisitions

Indexed Share Price Performance since 2001 ⁽¹⁾

Prioritization

(Indexed price)



- Drive consistent, profitable, organic growth
- Opportunistic acquisitions; always on the radar
- Bandwidth to take advantage of accretive acquisition opportunities

Since Jarden's 2001 Inception, the Stock has Delivered an Annual Compound Return of over 33%

1. Acquisitions shown reflect transactions that contributed more than 10% of revenue at the time of the acquisition.
 2. Performance reflects total stock appreciation from Jarden's inception, defined as market close 9/21/2001 as Martin E. Franklin and Ian G.H. Ashken were officially appointed as senior management on 9/24/2001, through 8/10/2014.

Jarden Has Delivered Uncommon Value Across Multiple Time Periods

Setting Aspirational Targets to Drive Performance

- New long-term financial goals were established for FY '14 through FY '18
- In 2013, Jarden exceeded the January 2010 stretch goal of doubling adjusted EPS within five years
 - Market cap growth from 2010 to 2013 from \$2.9Bn to \$8.3Bn, a ~3x increase
- In January 2005, post closing the American Household acquisition, the Board set ambitious 5 year goals for the Company
 - Jarden's market cap grew by over 105%
 - Over the same period, the S&P 500 Index declined by 6%

Uncommon Value

Jarden consistently has the **highest stock return** vs. its peers in the S&P Consumer Staples index, across multiple time periods

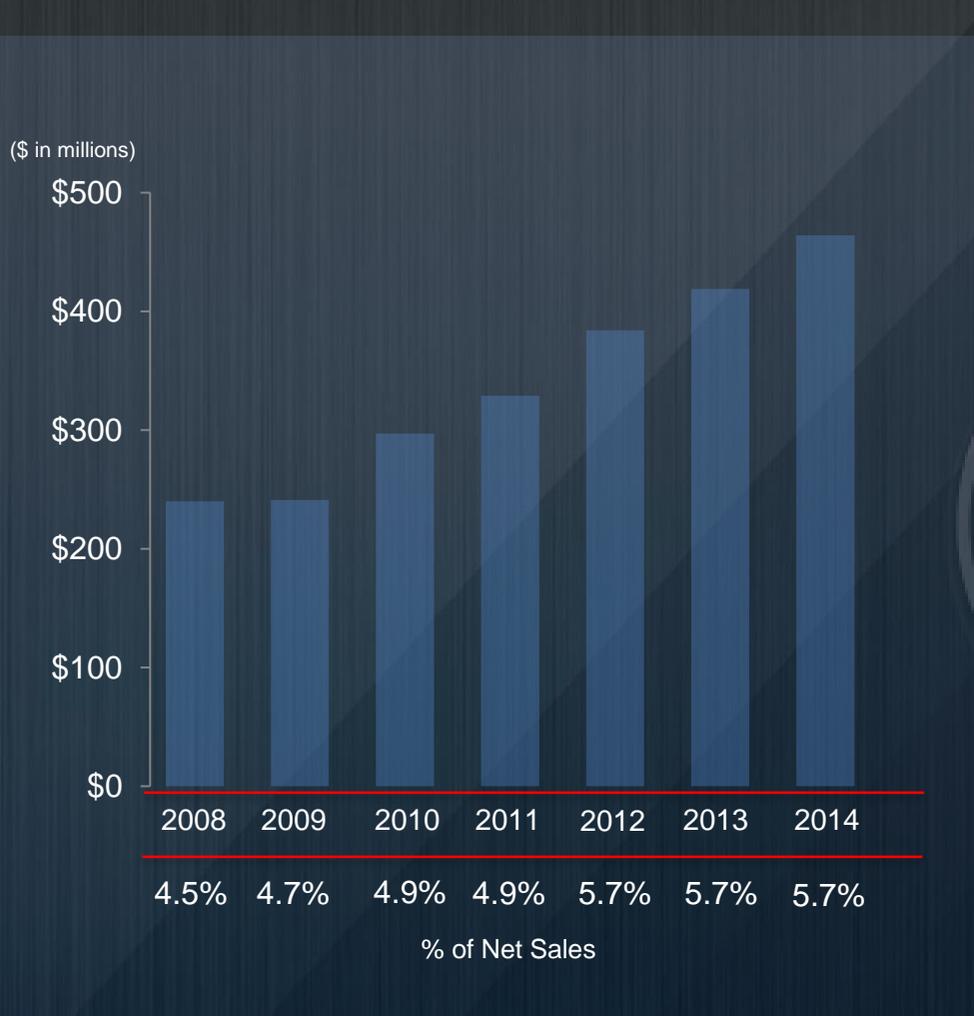
	<u>Return ⁽¹⁾</u>	<u>Rank ⁽²⁾</u>
2014	+17%	#1
2013	+78%	#1
2012	+73%	#1
5-Year	+350%	#1
10-Year	+242%	#1
Since 2001 (inception) ⁽³⁾	+~5,000%	#1

1. Performance reflects total stock appreciation over the listed periods as of 8/10/2015.

2. Ranking based on performance compared to the household and personal care peer group in the S&P Consumer Staples Index.

3. Inception point defined as market close 9/21/01 as Martin E. Franklin and Ian G.H. Ashken were officially appointed as senior management on 9/24/01.

Jarden Has Supported Organic Growth Through Significant Brand Equity Investment



Brand Equity and Product Innovation = Higher Prices (i.e. greater value) and Higher GM

Each year ~30% of sales come from products launched within past three years

Creative Go-To-Market Initiatives

Relevant consumer outreach utilizing multi-media approach & Point of Purchase programs

Investment Now at Appropriate Level ~6% of Net Sales

Innovation Drives Jarden's Results

We must continue to introduce innovative products to market to take market share; to provide value to retailers and to enhance brand awareness while improving margins

Jarden's Acquisition Criteria for Branded Consumer Products Companies

Unchanged Since Jarden's 2001 Inception:

- 1 Category-leading positions in niche consumer markets with defensible moats around the business
- 2 Recurring revenue with margin expansion opportunities
- 3 Strong cash flow characteristics
- 4 Talented Management team
- 5 Attractive transaction valuations, accretive from day one pre-synergies

Effective Deployment of Capital

Share Issuances/ Repurchases

- 18.4 million shares issued at \$54.50 to support acquisition of Waddington Group in Q3 2015
- Jarden acquired over \$200 million of its shares in 2014
- There is ~\$300 million remaining under Jarden's current share repurchase authorization

Capital Markets Activities

- Q3 2015, issued \$900 million senior secured term loan to support the Waddington Group Acquisition
- Amended and extended the senior secured credit facility from '16 to '19 in 4Q14
- Issued Euro 300 million of senior notes due 2021 in 3Q14. The notes bear an annual interest rate of 3¾%
- Issued \$690 million of senior subordinated convertible notes due 2034 in 1Q14. The notes bear an annual interest rate of 1⅛% with a conversion price of approximately \$49.91
- Paid down ~\$480 million of debt through redemption of 7.5% USD and Euro senior subordinated 2020 notes

Acquisitions

- In Q3 2015, Jarden acquired the Waddington Group for \$1.35Bn
- Q1 2015 acquisitions of Dalbello and Squadra
- Yankee Candle became part of Jarden's organic performance in Q4 2014
- Q3 2014 acquisitions of Rexair and Millefiori
- Q2 2014 acquisition of Cadence

Balanced Approach Intended to Maximize Long-Term Shareholder Value

Full-Year 2015 Guidance

- Organic Sales Growth 3-5%
- Segment Earnings Margins of 13.5%+
- Interest Expenditure \$190-\$195 million
- Capital Expenditure of 2.5%
- Cash Flow from Operations of approximately \$700 million
- Year End Bank Leverage Ratio to slightly exceed 3.0x

Diluted Adjusted EPS Delivery in the Range of \$2.75-\$2.85

Long-Term Financial Goals

Delivering Long-Term Average Annual Organic Sales Growth of 3% to 5%

Continuing to Leverage SG&A

Expanding Segment Earnings Margins to 15% by YE 2018

Generating Average Annual Earnings Growth of at Least 10%

Producing at Least \$4.0 Bn of Cash Flow from Operations
over Five Years (2014-18)⁽¹⁾

Targeting Year End Bank Leverage Ratio at or Below 3.0x

Delivering Diluted Adjusted EPS of \$4.00 by YE 2018⁽²⁾

Notes: (1) Cash flow from operations delivered from 2009-2013 was \$2.5 Bn.

(2) Diluted adjusted EPS of \$4.00 reflects the November 2014, 3-for-2 share split and is unchanged and equivalent to the pre-split target value of \$6.00.
& Assumes a weighted average diluted share count of approximately 206 million for FY 2015.

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Appendix

Organic Cross Selling Opportunities Drive Value Across the Jarden Platform

Cross-Selling Opportunities

- Adjacent selling opportunities within our family of brands (e.g. candles with lighters, matches and firelogs)
- Customer / retail network can be grown by leveraging Jarden's relationships across our portfolio of brands
- Cross-selling opportunities, such as technical apparel with related sports equipment

Cross-Channel Opportunities

- Streamlining distribution costs
- Expanding each business' distribution network by utilizing the platform of the portfolio
- Leveraging Jarden's footprint to facilitate each business' expansion into new markets and geographies
- Many businesses with complementary geographic strengths providing "sister" help

Cross-Brand Collaboration Opportunities

- To help drive new product innovation
- Using scale to achieve production synergies
- Cross-brand support and knowledge exchange
- Jarden's disciplined processes and planning to provide unique insights and market intelligence; further developing opportunities across the platform

New Revenue Drivers, Enhanced Scale and Increased Portfolio Synergies

Jarden Q2 2015 & YTD 2015 Results

Q2 Organic Net Sales Growth of 7.0%

Quarter Delivered Record Net Sales and Record Segment Earnings

Positive organic growth of 7.0% was broad-based with each segment reporting healthy organic growth; momentum continued resulting in a 6-month organic growth rate of 5.9%

(\$ in millions)	Three months ended			Six months ended		
	06/30/2015	06/30/2014	Inc/(Dec)%	06/30/2015	06/30/2014	Inc/(Dec)%
Net Sales	\$2,005.7	\$1,975.1	1.5%	\$3,737.2	\$3,706.9	0.8%
Adjusted EBITDA (Segment Earnings) % Margin	\$258.7 12.9%	\$258.5 13.1%	0.1%	\$357.7 9.6%	\$384.8 10.4%	(7.0%)
Adjusted Net Income	\$116.0	\$116.1	(0.1)%	\$127.0	\$141.8	(10.4%)
Cash Flow from Operations	\$48.6	\$83.7	(41.9)%	\$(272.0)	\$(174.4)	(56.0%)

Note: For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website, copies of which are available for review at this meeting.

Project LEAN Initiative

- Leveraging SG&A processes and spend by segment, business, and expense category to drive profitability and investment
- Project LEAN supports our goal of segment earnings margin of 15%
- Initiative is comprised of several smaller scale projects leading to process and margin improvement
 - Brand support will not be reduced, platform efficiencies are being targeted
- Examples of current initiatives include:
 - Movement to shared service platforms for back office
 - Travel expense centralization and management
 - Subscription and professional dues review
 - Parcel post analysis; and
 - Review of outside service use and cost

Our Evolution Into A Leading Global Consumer Products Company



2005–2007:
Strengthening &
Investing in the
Platform

- Infrastructure investments:
 - IT systems
 - Business management processes
 - Internal controls
 - Talent development
 - Process, planning and forecasting

2001–2005:
Setting the
Foundation

- Established a platform for growth through a series of acquisitions

2007–2012: Leveraging the
Platform for Predictable &
Sustainable Growth

- Brand-building approach
 - Increased investment in brand equity
 - Product innovation and development focus
 - Cross-brand collaboration
 - Cross-selling
 - Partnerships
 - Shared technologies
 - Idea generation and knowledge exchange

2012-2014:
Expanding Revenue,
Geographic Reach,
Margin & Cash
Generation

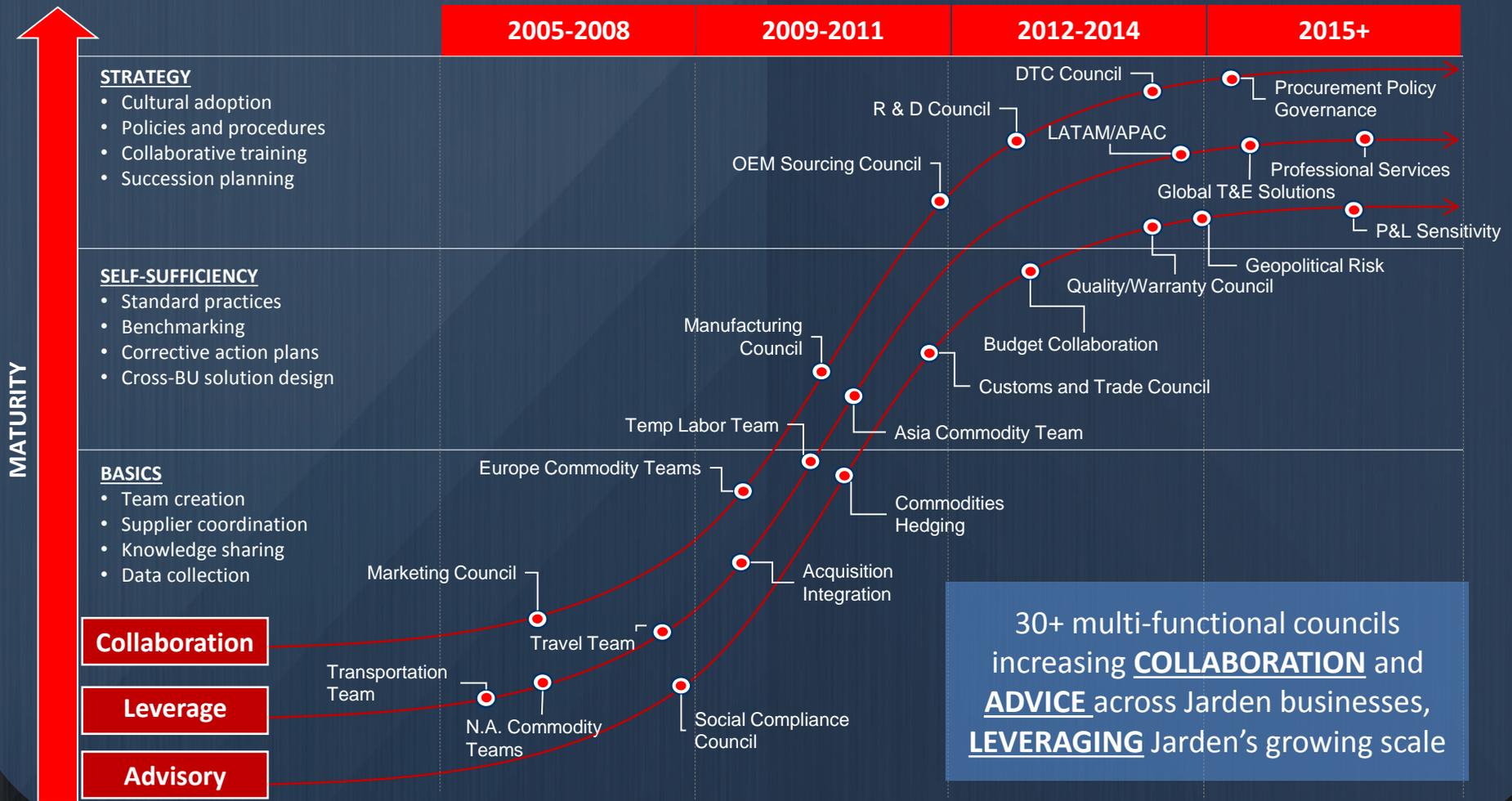
- Revenue expansion
- Geographic expansion
- Opportunistic acquisition
- Leverage platform for margin expansion
- Gross margin & working capital efficiencies
- Disciplined & creative access to capital markets

2015+:
New Drivers
of Growth

- White sheet of paper
- Talent development
- D2C expertise
- Intl platform leverage
- Process redesign
- New financial goals

The Council Approach To Scale & Leveraging SG&A

Select Examples:



30+ multi-functional councils increasing **COLLABORATION** and **ADVICE** across Jarden businesses, **LEVERAGING** Jarden's growing scale

Note: Select Councils shown on chart given 30+ active councils.

Seasonal Staples Products; 4-6 Month Order Curve

