



Jefferies 2014 Global Consumer Conference

June 19, 2014

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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 purchase accounting adjustments, non-cash impairment charges of goodwill, intangibles and other assets, certain net reorganization costs, restructuring costs, acquisition-related and other charges, transaction and integration costs, the elimination of manufacturer's profit in inventory, Venezuela hyperinflationary and foreign exchange-related charges, gains and losses as a result of currency fluctuations, gain (loss) on the sale of certain assets, non-cash stock-based compensation costs, loss on early extinguishment of debt, non-cash original issue discount amortization and other items. 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 and Performance



Investment Highlights

- A **well-diversified, global** consumer products company
- Over 120 **powerful brands** that **consumers trust**
- Proven **track record** of **strong financial** performance
- **Organic growth drivers** (supplemented by acquisition growth)
 - Geographic expansion
 - Brand expansion to adjacent categories
 - Cross BU and segment leverage in selling and infrastructure
- Strong balance sheet and **cash flow** generation capabilities

OUR LARGEST BRANDS



Strong portfolio of seasonal staples and leading consumer brands

Outdoor Solutions

2013 Net Sales of \$2.7 billion

2013 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



OUTDOOR SOLUTIONS

BRANDED CONSUMABLES

CONSUMER SOLUTIONS

Market Position in Core Categories



Baseball Gloves & Balls



Camp Stoves

Fishing



Lanterns

Skis & Bindings



Sleeping Bags & Inflatable Beds

Tents



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

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

Branded Consumables

Market Position in Core Categories

2013 Net Sales of \$2.3 billion

2013 Segment Earnings Margin of 18.1%

High gross margin product mix

Strong, stable cash flow generation

Diversified product mix with leadership positions in most categories



Baby Care*

Boxed Plastic Cutlery



Firelogs

Fresh Preserving



Gloves & Sponges **

Matches & Toothpicks



Playing Cards

Rope & Cordage

Premium Scented Candles



Smoke & Co Alarms

Cleaning Supplies ***



OUTDOOR SOLUTIONS

BRANDED CONSUMABLES

CONSUMER SOLUTIONS

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.

* Category includes aggregate sales of pacifiers, sippy cups, bottles, and other oral development and feeding products.

** Home-use gloves and sponges in EU G5 market.

*** Household stick and smallware cleaning supplies in U.S. market.

Consumer Solutions

2013 Net Sales of \$2.0 billion

2013 Segment Earnings Margin of 15.1%

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 and international



OUTDOOR SOLUTIONS

BRANDED CONSUMABLES

CONSUMER SOLUTIONS

Market Position in Core Categories



Blenders



Slow Cookers



Air Purifiers/Humidifiers



Coffee Makers



Vacuum Packaging



Warming Blankets

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

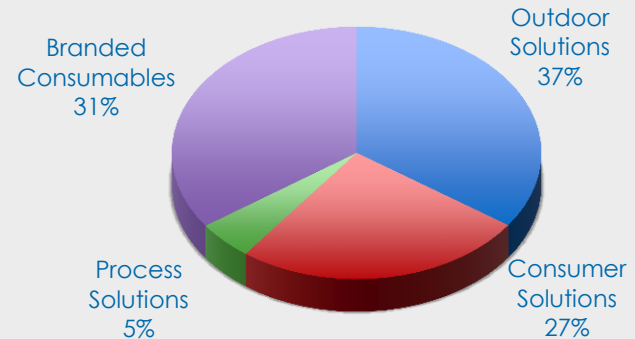
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Operating Segments

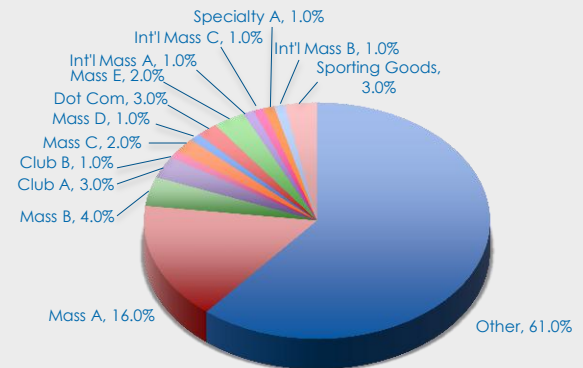
- Jarden is well diversified across operational segments and customers
- Manufacturing in 66 plants across 16 countries
- Business operations in 40 countries
- Over 30,000 employees
- Focus on operational excellence

Segment Breakdown

2013 Net Sales: \$7.4 billion

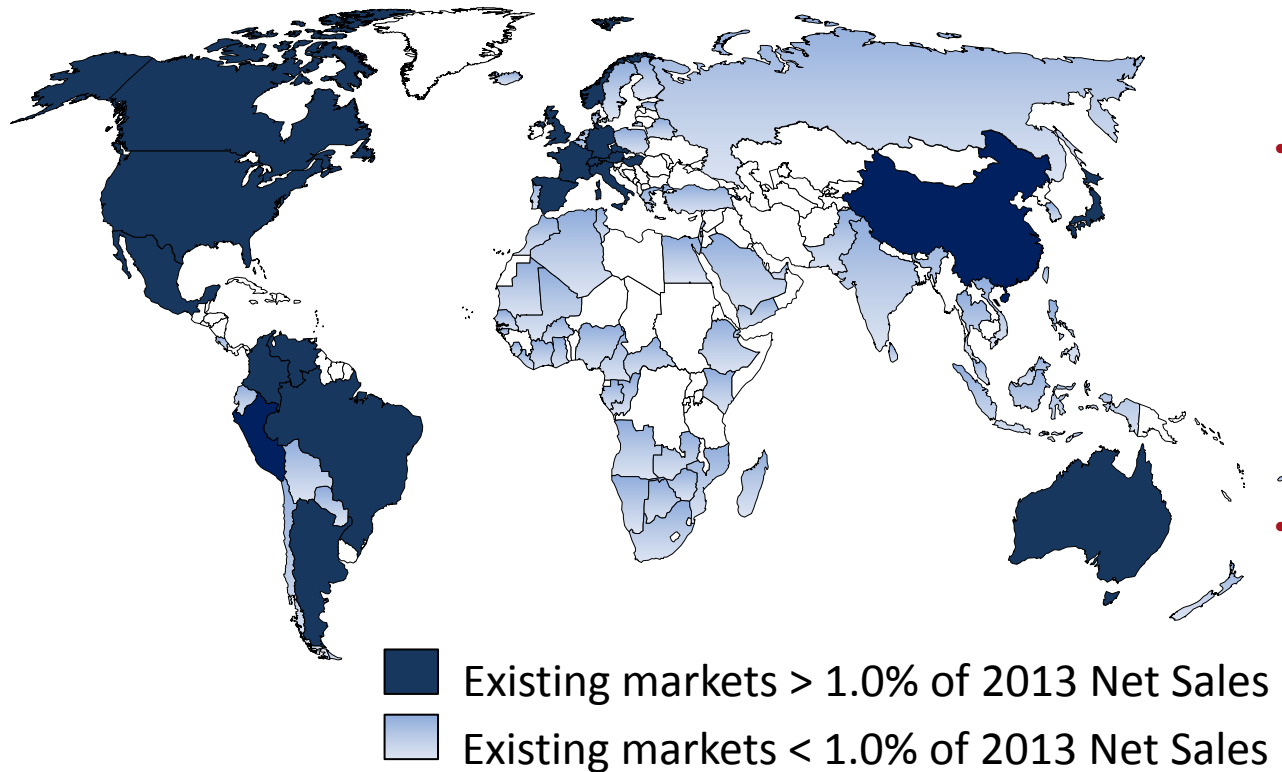


Net Sales by Customer




Geographic Revenue Mix

2013 US/International Mix of 61% / 39%



- Gradually shift from US / International mix of 61%/39% to 50%/50%
- Cross-channel opportunities
- 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

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 DNA is the foundation for strategic, operational and financial initiatives and ultimately is the key to our success

Our Evolution Into A Leading Global Consumer Products Company



2005–2007: Strengthening the Platform

- Enhanced network infrastructure to support integration and cross-brand collaboration
 - IT systems
 - Business management processes
 - Internal controls
 - Talent development
- Disciplined process, planning and forecasting
- Ongoing strategic acquisitions

2001–2005: Setting the Foundation

- Established a platform of growth through a series of acquisitions

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

- Proven brand-building approach
 - Increased investment in brand equity
 - Product innovation and development focus
- Cross-brand collaboration on a regular basis, including
 - Cross-selling
 - Partnerships
 - Shared technologies
 - Idea generation and knowledge exchange

2012+: Expansion; Revenue, Geographic, Margin & Cash

- Capitalize on our strong core to take Jarden to the next level
 - Revenue expansion
 - Geographic expansion
 - Opportunistic acquisition
 - Leverage scale and platform to create synergies & margin opportunities
- Working capital efficiencies to enhance operating cash flow
- Disciplined and creative access to capital markets

Overall Strategic Priorities

- Deliver innovative products that present great value through leading brands that consumers desire and trust
- Capitalize on our strong core to expand by category, by channel, and by geography
- Deliver earnings growth well above our rate of sales increase
- Continue to optimize our capital structure for the benefit of our shareholders

Delivering Consistent Performance through Jarden's Business System

Through our business and operating system we nourish and enrich our powerful brands while driving performance and execution excellence

FINANCIAL DISCIPLINE to deliver consistent, reliable results

OPERATING PLATFORM LEVERAGE through a common approach across diverse businesses

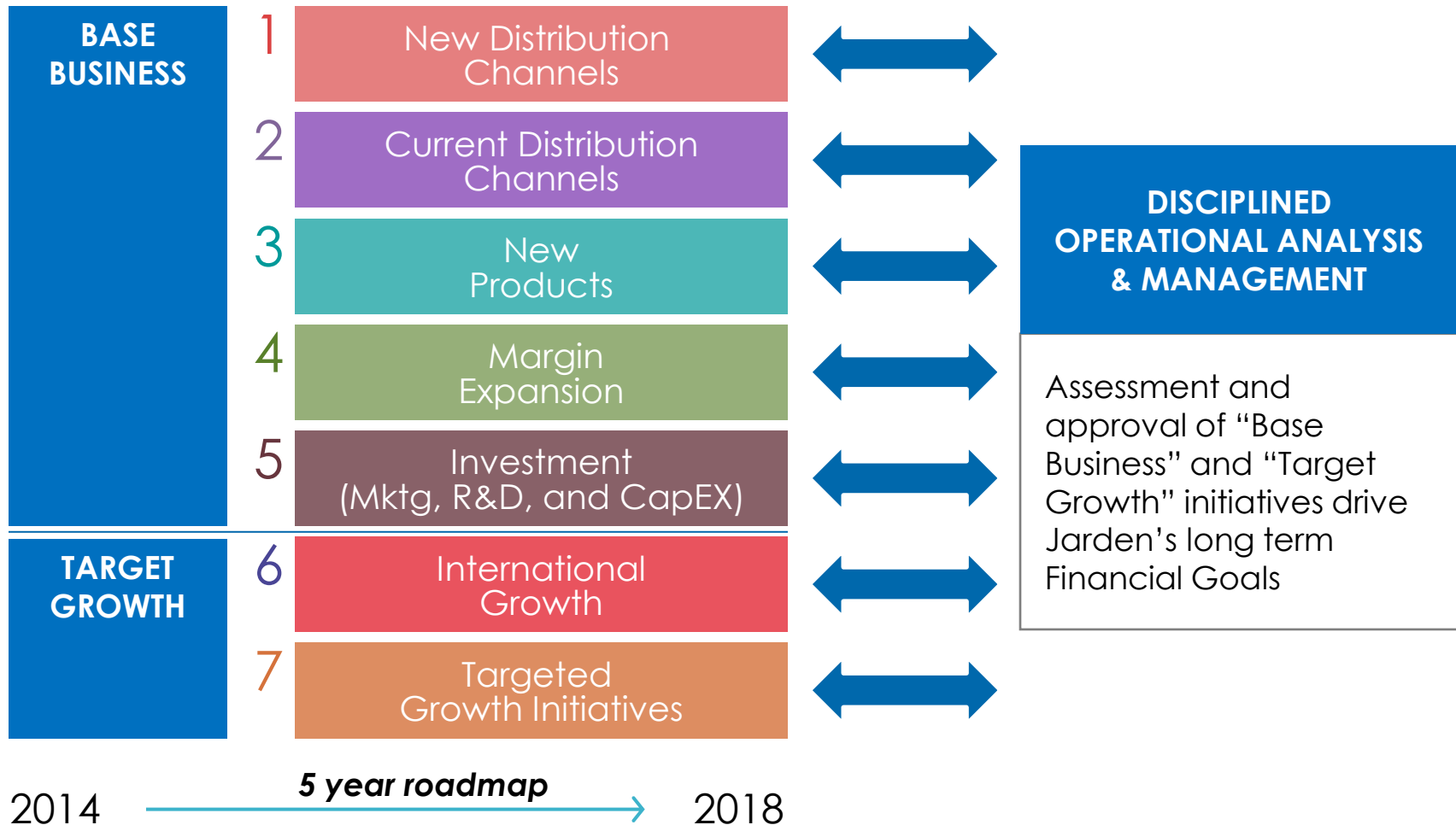
CONTINUOUS INNOVATION to meet new and changing consumer needs and desires

UNIQUE LEADERSHIP BRANDS that consistently hold leading positions in their niche markets

SYNERGIES AND SCALE in many areas from raw materials and manufacturing, to distribution and marketing

Rigorous business and operating systems support Jarden's DNA; our core values and principles

Disciplined Strategic Growth Plan



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 opportunity, such as technical apparel with related sports equipment

Cross-Channel Opportunities

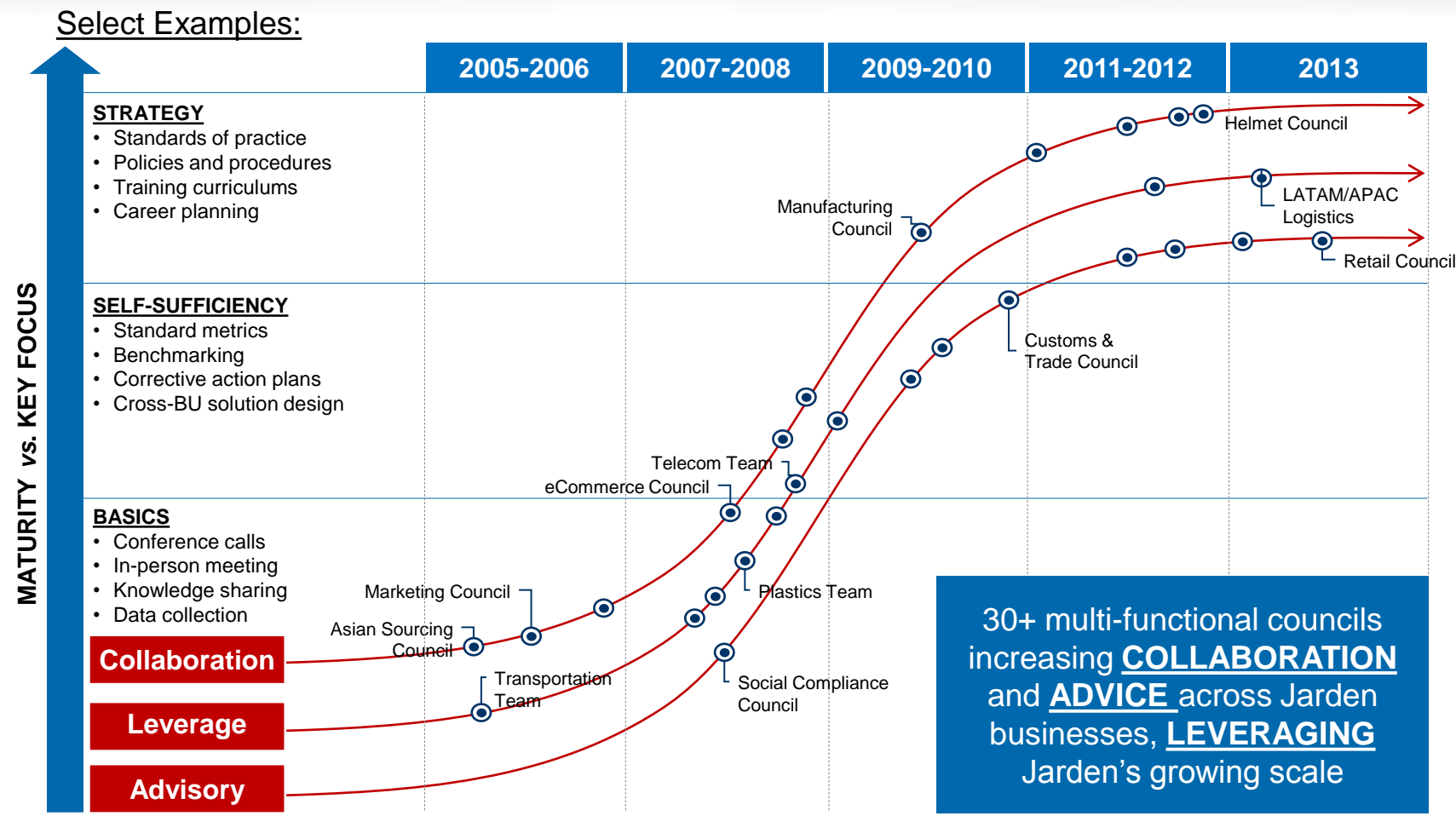
- Streamlining distribution costs
- Expanding each business' distribution network by utilizing the platform of the portfolio
- Leveraging Jarden's footprint to facilitate each business' expansion into new markets and geographies
- Many businesses with complimentary geographic strengths providing "sister"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

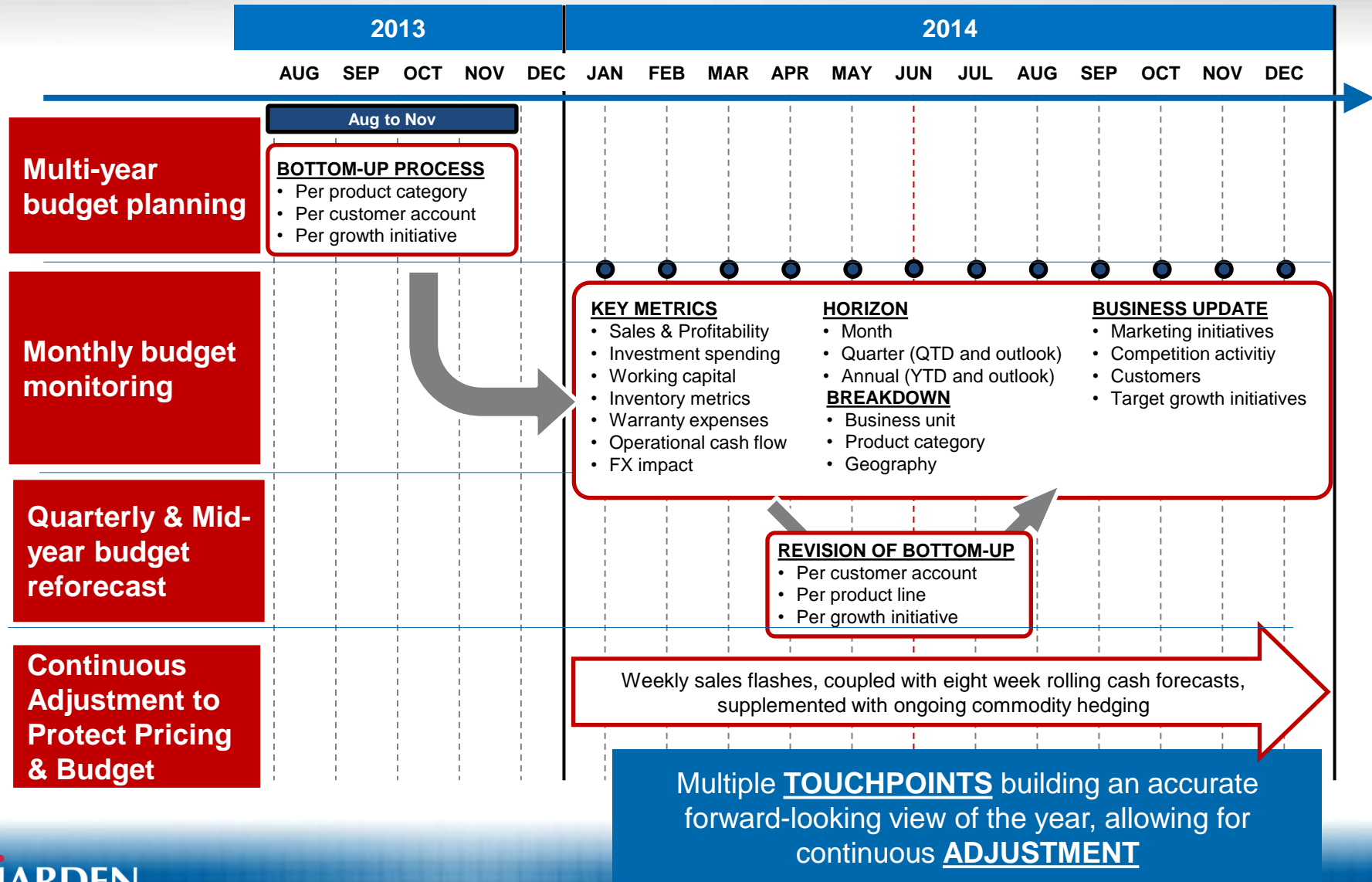
New Revenue Drivers, Enhanced Scale and Increased Portfolio Synergies

The Council Approach to Scale & Leveraging SG&A



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

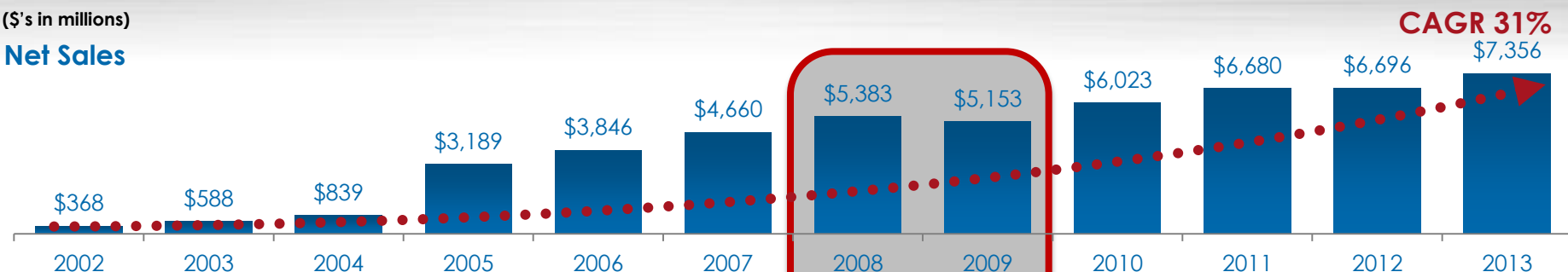
Consumer Seasonal Staples Products; 4-6 Month Order Curve



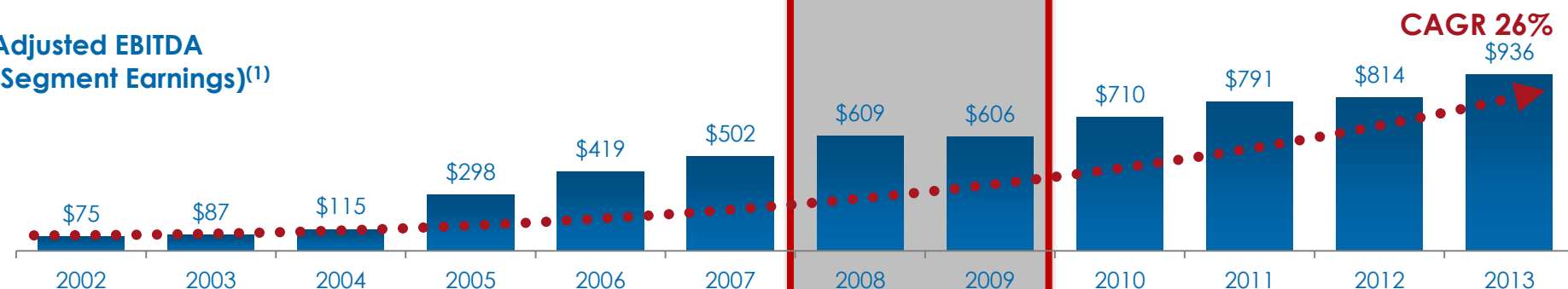
Historical Performance & Visibility Curve Example

(\$'s in millions)

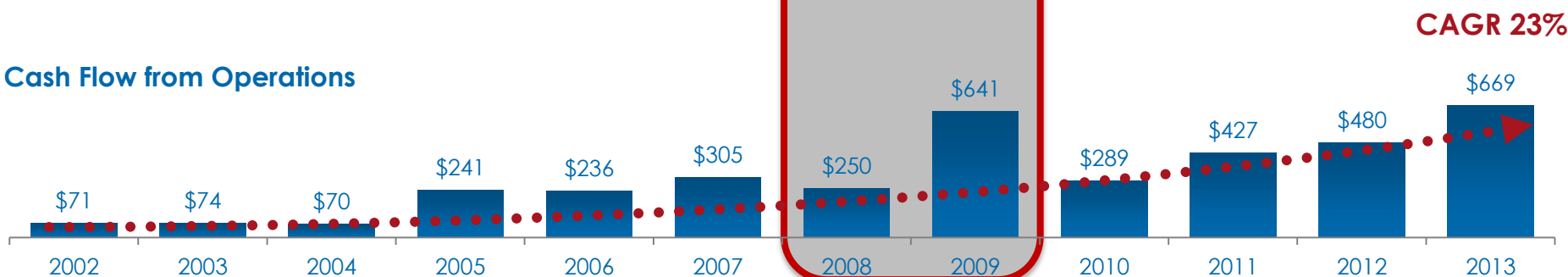
Net Sales



Adjusted EBITDA (Segment Earnings)⁽¹⁾



Cash Flow from Operations



Note: For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website.

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



Investment Highlights



Long-Term Financial Goals

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

Continuing to Leverage SG&A

Expanding Segment Earnings Margins +150 bps from the 12.7% FY13 Level

Generating Average, Annual Earnings Growth of at Least 10%

Producing at Least \$4.0 Bn of Cash Flow from Operations over the Next Five Years⁽¹⁾

Year End Bank Leverage Ratio at or Below 3.0x

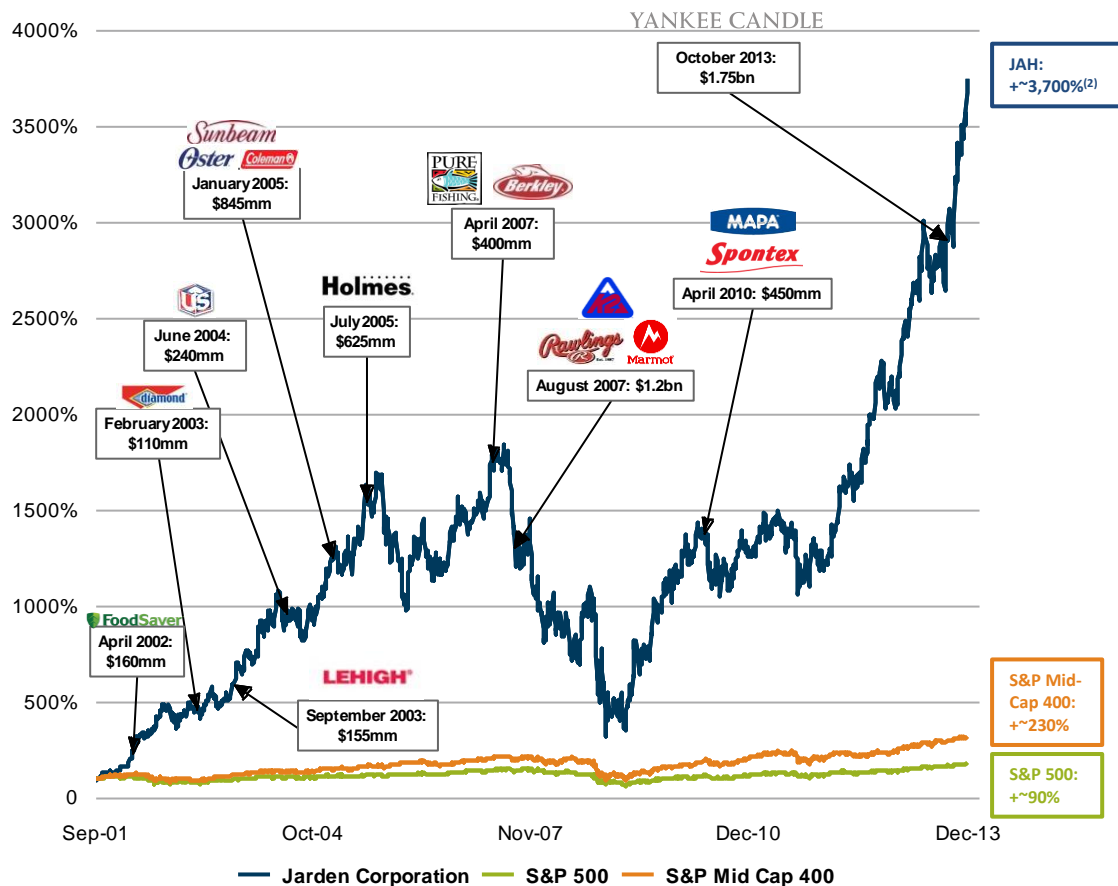
Target Fully Diluted Adjusted EPS of \$6.00 by YE 2018

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

Jarden's Track Record of Organic Performance Has Been Enhanced by Disciplined Acquisitions

Indexed Share Price Performance since 2001 ⁽¹⁾

(Indexed price)



Prioritization

- Drive consistent, profitable, organic growth
- Opportunistic acquisition; 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 34%

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 9/24/01, through 12/31/2013.

Jarden has Delivered Uncommon Value Across Multiple Time Periods

Setting Aspirational Targets to Drive Performance

- In 2013, Jarden exceeded the January 2010 stretch goal of doubling adjusted EPS within five years
 - The goal was achieved a year ahead of schedule
 - Market Cap Growth of over 185% from 2010-2013:
 - Initial share price was \$21.37⁽⁴⁾ and \$2.9Bn market cap
 - '13 year-end share price was \$61.35 and market cap was \$8.3Bn
- Similarly, 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%

1. Performance reflects total stock appreciation over the listed periods as of 12/31/2013.

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.

4. Stock price has been adjusted to reflect the effect of the 3 for 2 stock split of the Company's shares that occurred in the first quarter of 2013.

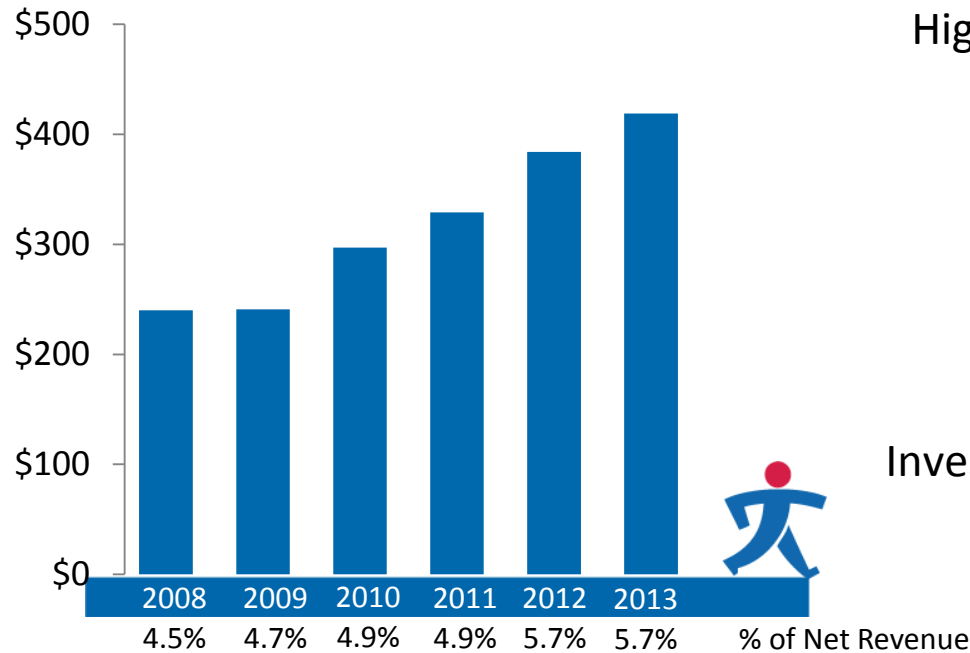
Uncommon Value

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

	<u>Return ⁽¹⁾</u>	<u>Rank ⁽²⁾</u>
2013	+78%	#1
2012	+73%	#1
5-Year	+700%	#1
10-Year	+405%	#1
Since 2001 (inception) ⁽³⁾	+~3,700%	#1

Jarden has Supported Organic Growth through Significant Brand Equity Investment

(\$ in millions)



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
Revenues

Note: Excludes Yankee Candle pre 2013. Figures above include marketing and R&D expenses.



Targeted Growth Initiatives

TGIs are Multi-year Initiatives Intended to Drive Growth Above our Fleet Average

- Yankee Candle development of cross-channel, cross-brand and international growth opportunities
- Marmot clothing, equipment and retail stores
- Exofficio clothing brand
- Rawlings brand expansion; Japan, re-establishing operations for growth in second largest baseball market, and football initiative
- Tailgating initiative to leverage multiple Jarden brands
- Zoot triathlon gear
- Pet Supply products
- NUK branded baby products international growth and US category expansion
- K2 ski boots and helmets

Jarden Q1 and Full-Year 2013 Results

Solid First Quarter with Record Q1 Revenues and Positive Organic Growth in Our Seasonally Smallest Quarter of the Year

- Record First Quarter Net Sales, Q1 Net Sales Growth of approximately 10%, Organic Sales Growth of approximately 1%, Adjusted Gross Margin Expansion of 200 bps

(\$ in millions)	Three months ended			Twelve months ended		
	03/31/2014	03/31/2013	Inc/(Dec)%	12/31/2013	12/31/2012	Inc/(Dec)%
Net Sales	\$1,732	\$1,581	9.6%	\$7,356	\$6,696	9.9%
Adjusted Gross Profit % Margin	\$526 30.4%	\$449 28.4%	17.3%	\$2,226 30.3%	\$1,939 29.0%	14.8%
Adjusted EBITDA (Segment Earnings) % Margin	\$126 7.3%	\$129 8.1%	(1.8)%	\$936 12.7%	\$814 12.2%	15.0%
Cash Flow from Operations	\$(258)	\$(206)	25.2%	\$669	\$480	39.4%

Note: For a reconciliation of Non-GAAP numbers please refer to the Supplemental slides posted on Jarden's website.

Full-Year 2014 Guidance

- Organic Sales Growth 3-5%
- Segment Earnings Margins of 13.5%-14.0%
- Interest Expenditure \$180-\$190 million
- Capital Expenditure of 2% - 2.5%
- Cash Flow from Operations of at least \$650 million
- Year End Bank Leverage Ratio at or Below 3.0x

Target Fully Diluted Adjusted EPS of **\$3.85-\$4.02⁽¹⁾**

Note: (1) Assumes 128.8 million fully diluted shares. Guidance inclusive of expected FX impacts including the mid-point of anticipated VNZ potential negative EBITDA impact of \$20 million.

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