



### **Investor** Presentation



The Waddington Group July 13, 2015

### **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 raise new debt and equity, 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 acquisition 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.

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



### Overview of the Transaction

### Jarden will acquire The Waddington Group for approximately \$1.35 billion

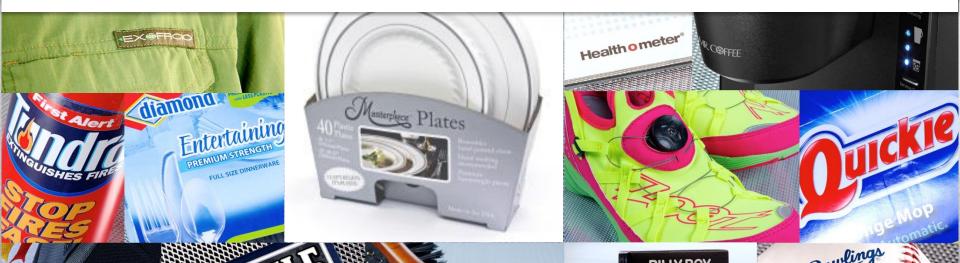
Overview and Impact	•	Cash purchase price of \$1,350 million, subject to working capital and other adjustments • Expected to be accretive to Jarden's 2016 adjusted EPS by approximately 5% The Waddington Group is expected to contribute approximately \$800 million to FY2016 revenue Immediately accretive to EBITDA margin, cash flow and earnings per share
Expected Sources of Funding	•	Transaction is expected to be financed through a combination of cash on hand, common equity and a mix of bank debt and bonds

- Timing
- Expected to close in the third quarter of 2015





# **Transaction Rationale**



The Waddington Group is a Meaningful Addition to Our Portfolio and Provides Compelling Cross Selling Opportunities

- Leading manufacturer and marketer of premium disposable tableware for commercial, foodservice and retail markets -- #1 Player in the Premium and Green Segments<sup>(1)</sup>
- Consistent organic growth, solid margins, and strong cash flow
- Experienced management team
- Best-In-Class industry technology and manufacturing capabilities; proprietary IP
- Staple characteristics; proven resilience in economic cycles
- Potential for creation of near and long-term shareholder value

### Transaction Meets Each of Jarden's Disciplined Acquisition Criteria

Note:

(1) Management estimates; North American market share estimates from management presentation and Parthenon Market Study.





### The Waddington Group Transaction Meets Jarden's Disciplined Acquisition Criteria



#### The Waddington Group

repeat purchases

Category-leading positions in niche markets

Jarden

- Products that generate recurring revenue
- 3 Defensible moats around the business
- 4 Strong cash flow characteristics
  - Accretive to earnings
- Attractive transaction valuation





Generates **strong and growing free cash flow** 

**Market-leading**, manufacturer and marketer in the Premium and Green

segments for disposable tableware<sup>(1)</sup>

Significant presence in the B2B and

foodservice channels drives "annuity-like"

**Strong financial performance** in recessionary as well as growth markets supported by IP



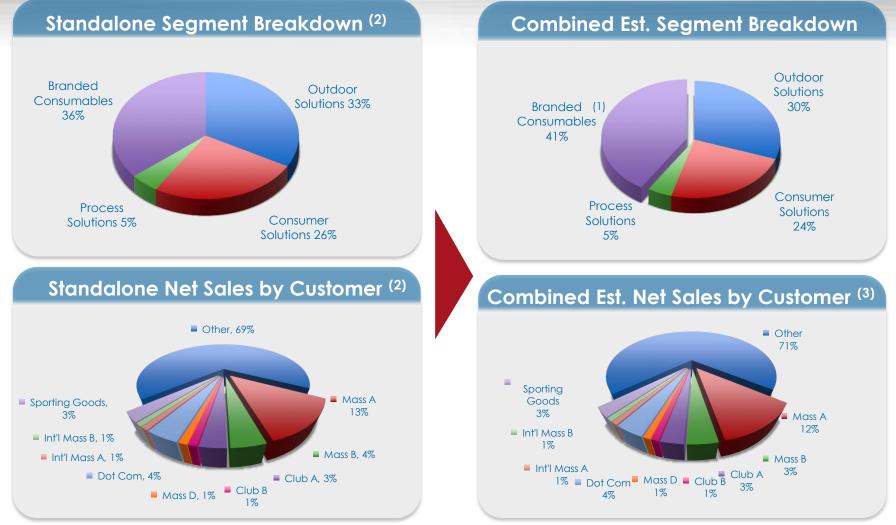
- Expected to be Accretive to Jarden's FY16 adjusted EPS by approximately 5%
- Acquired after entering into exclusive discussions
  - In attractive, low cost financing market

Note:

(1) Management estimates; North American market share estimates from management presentation and Parthenon Market Study.



### ... Continued Portfolio Balance and Diversification...



#### Notes:

- 1. Assumes The Waddington Group Net Sales reported on a combined basis is part of the Branded Consumables segment.
- 2. Percentage breakdown based on Fiscal Year 2014 Net Sales.
- 3. TWG sales are estimated at ~\$800mm for 2016 and are included in Other.

## ...While Strengthening Jarden's Overall Financial Position

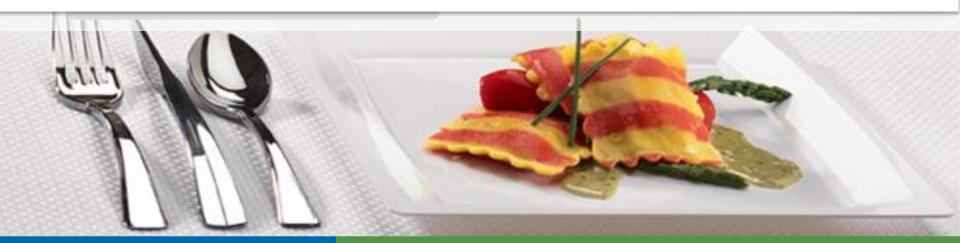
- Significant increase in Jarden's scale with combined FY2016E Net Sales to exceed \$9.0bn
- Accretive to earnings per share
  - On a combined, annualized basis, TWG will be accretive to Jarden's FY2016 adjusted EPS by approximately 5%
  - Assumes equity issuance equal to approximately 7% of Jarden's market capitalization
- Historical organic sales growth in line with Jarden's 3%-5% annual average organic growth
- TWG's Adjusted SG&A and Adjusted EBITDA margins will enhance overall margins
- Combined Adjusted EBITDA margins will enhance Jarden's cash flow profile

Continued commitment to long-term Bank Leverage Ratio at or below 3x
Note: Market capitalization calculation as of 7/2/2015.





# The Waddington Group Overview



## The Waddington Group Overview

#### Summary

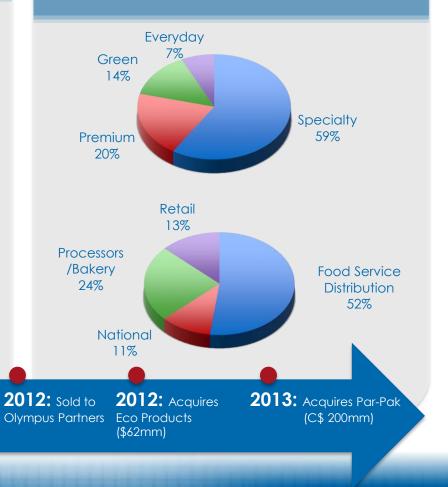
- The Waddington Group (TWG) is a leading manufacturer and marketer of premium disposable tableware for commercial, foodservice and retail markets; fast growing presence in the Specialty and Green segments
- A tenured industry participant producing innovative, stylish, and functional foodservice and consumer solutions that provide convenience and sophistication
  - Consistently exceeding market growth; bringing new-to-the-world concepts and technologies
- TWG distributes its products through a diversified, multichannel platform
- Products with staples-like characteristics
- Headquartered in Covington, Kentucky
- ~3,700 customers, ~2,900 employees, 17 manufacturing facilities

#### **Ownership History:**

# **1985:** Waddington PLC, a UK company, acquired Comet Products of Chelmsford, MA with roots back to 1974

**2000:** Waddington went private. Sold to Code Hennessy & Simmons 2007: Sold Waddington North America to Citicorp Venture Capital

#### Net Sales by Product and Channel





## TWG's Manufacturing and Distribution Facilities

**Facilities** 



### TWG's global footprint includes 17 manufacturing facilities and 12 distribution centers



### Product Segment Overview

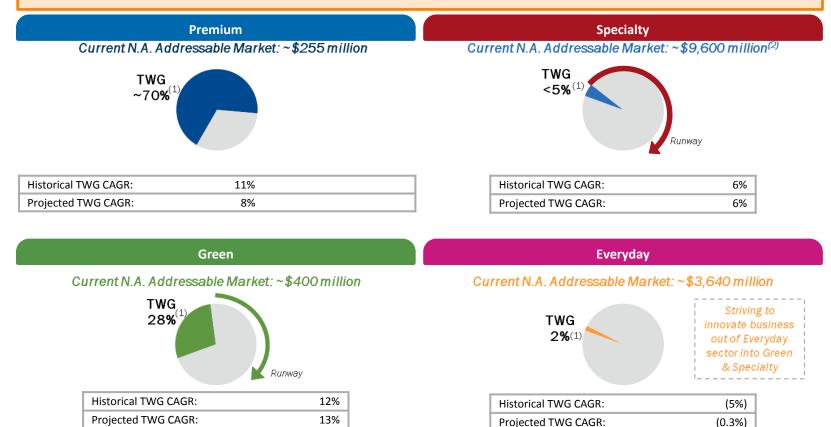
	Premium 20%	Specialty 59%	Green 14%	Everyday 7%
Overview	Tableware, drinkware, servingware and metalized cutlery as an alternative to permanentware	Cups, plates, trays, heavyweight cutlery, cutlery kits, take out containers and promotional drinkware	Environmentally friendly foodservice disposables in a variety of compostable materials	High volume rigid plastic, paper and foam products
Market Position	Clear Leader & Innovator	Leadership in Targeted, Growth-Oriented Niches	Clear Leader	Where Necessary
Key Growth Drivers	<ul> <li>High Value, Non- Substitutable</li> <li>Breadth of Line</li> <li>Growth in Retail</li> <li>Custom Technology</li> </ul>	Leveraging Premi Custom Products Custom Technologies	<ul> <li>Warner Relationships</li> <li>Leverage Eco-Products Brand</li> <li>Provide Green Initiative Solutions</li> <li>Reshoring</li> </ul>	<ul> <li>Serving Customer-Specific Needs</li> </ul>
Product Samples	Select Brands: Reflections <sup>®</sup> , Resery <sup>™</sup> , Petites <sup>®</sup> , Caterline <sup>®</sup>		Select Brands: EcoGrip®, Ecolid®, Greenstripe®, Sugarcane Products™, World Delight™	

Note: Segment revenue percentage figures represent FY2015 inclusive of and pro forma for acquisitions completed within the fiscal year.



### TWG's Addressable North America Markets Are \$14Bn and Growing

#### TWG has generally been growing at ~2x the category; additional runway in Europe/RoW



Source: Management estimates; market size and share estimates from management presentation and Parthenon Market Study. Note: Historical CAGRs based on FY2012 to FY2015 net sales data by segment. Projected CAGR based on FY2015 to FY20E projection period. 1. North American market share percentages are based on TWG gross sales by segment. 2. Overall Specialty market (North America and the U.K.) is ~\$12,000mm per Management estimates.



## Cross Selling Opportunities Drive Value Across the Jarden Platform

#### Cross-Selling Opportunities

- TWG's B2B and foodservice relationships create a new sales platform for Jarden (e.g. Diamond, Ball)
- TWG's retail network can be grown by leveraging Jarden
- Similar products enable sales and marketing mutual support and acceleration

#### Cross-Channel Opportunities

- Streamlining distribution costs
- Expanding TWG's distribution network, particularly into retail FDM; Expanding Jarden's network into B2B
- Leveraging Jarden's footprint to facilitate TWG's expansion into new markets and geographies
- Less than 10% of TWG's revenues are currently outside North America

#### Cross-Brand Collaboration Opportunities

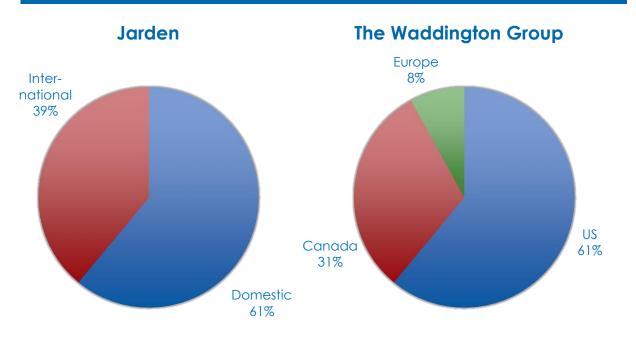
- Will help drive new product innovation
- Integration costs and production synergies; extends capabilities around injection molded plastic cutlery to extruded and thermoformed plastic plates, cups and containers
- TWGs B2B expertise will further promote cross-brand support and knowledge exchange
- Jarden's disciplined processes and planning will further develop opportunities

New Revenue Drivers + Jarden's Scale will Drive Synergy Savings



### Increased Growth Through Global Distribution Capabilities of Combined Company

#### Combined Distribution Platform Is A Catalyst For Growth



- Increase TWG's geographic reach through Jarden's global platform
- Cross-selling opportunities by channel and by geography
  - Expand penetration into Jarden's existing wholesale accounts
  - Increase Jarden's sales through TWG's B2B distribution channels
- Increase influence and scale in overlapping geographies / channels



### **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)<sup>(1)</sup>

Targeting Year End Bank Leverage Ratio at or Below 3.0x

Delivering Diluted Adjusted EPS of \$4.00 by YE 2018<sup>(2)</sup>



Note: (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.

# Strategic and Financial Highlights of Transaction

- Creates additional shareholder value through cross-selling, cross-channel
   and cross-brand collaboration opportunities
- Provides B2B channel leadership, strong IP and best-in-class manufacturing capabilities; defensible moat
- Enhances Jarden's portfolio and extends Branded Consumables segment
- Increases Jarden's scale meaningfully with anticipated Waddington FY16 revenues of ~\$800 million
- Drives immediate accretion to earnings per share and Segment Earnings margin, pre synergies
- Enhances cash flow generation





Q&A

