

JARDEN
the brands of everyday life.™



CAGNY Investor Presentation

February 20, 2014

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, reorganization 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 purchase accounting adjustments, non-cash impairment charges of goodwill, intangibles and other assets, certain net reorganization costs, acquisition-related and other charges, transaction and integration costs, the elimination of manufacturer's profit in inventory, non-cash Venezuela hyperinflationary and devaluation-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

CONSUMER SOLUTIONS

BRANDED CONSUMABLES

Market Position in Core Categories



Baseball Gloves & Balls



Fishing



Skis & Bindings



Tents



Camp Stoves



Lanterns



Sleeping Bags & Inflatable Beds



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



OUTDOOR SOLUTIONS

CONSUMER SOLUTIONS

BRANDED CONSUMABLES



Baby Care*



Boxed Plastic Cutlery



Firelogs

Fresh Preserving



Gloves & Sponges **

Matches & Toothpicks

Playing Cards

Rope & Cordage

Premium Scented Candles

Smoke & Co Alarms

Cleaning Supplies ***



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



Market Position in Core Categories



Blenders



Slow Cookers



Vacuum Packaging



Coffee Makers



Air Purifiers/Humidifiers



Warming Blankets



OUTDOOR SOLUTIONS

CONSUMER SOLUTIONS

BRANDED CONSUMABLES



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

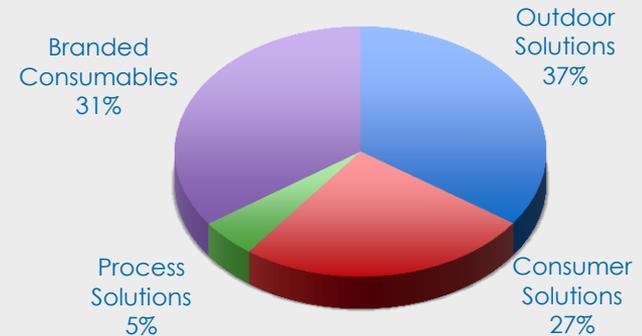
Note: Positions noted above refer to the U.S. market unless indicated otherwise.

Operating Segments

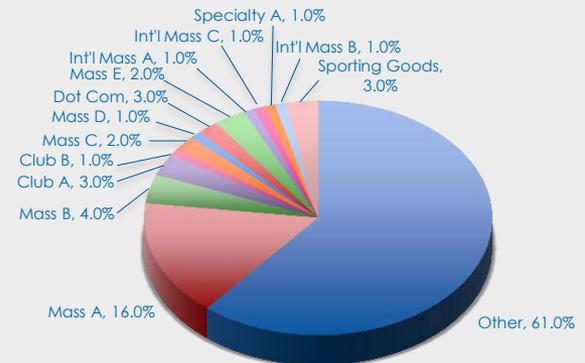
- Jarden is well diversified across operational segments and customers
- Manufacturing in 66 plants across 16 countries
- Business operations in 40 countries
- Over 30,000 employees
- Focus on operational excellence

Segment Breakdown

2013 Net Sales: \$7.4 billion

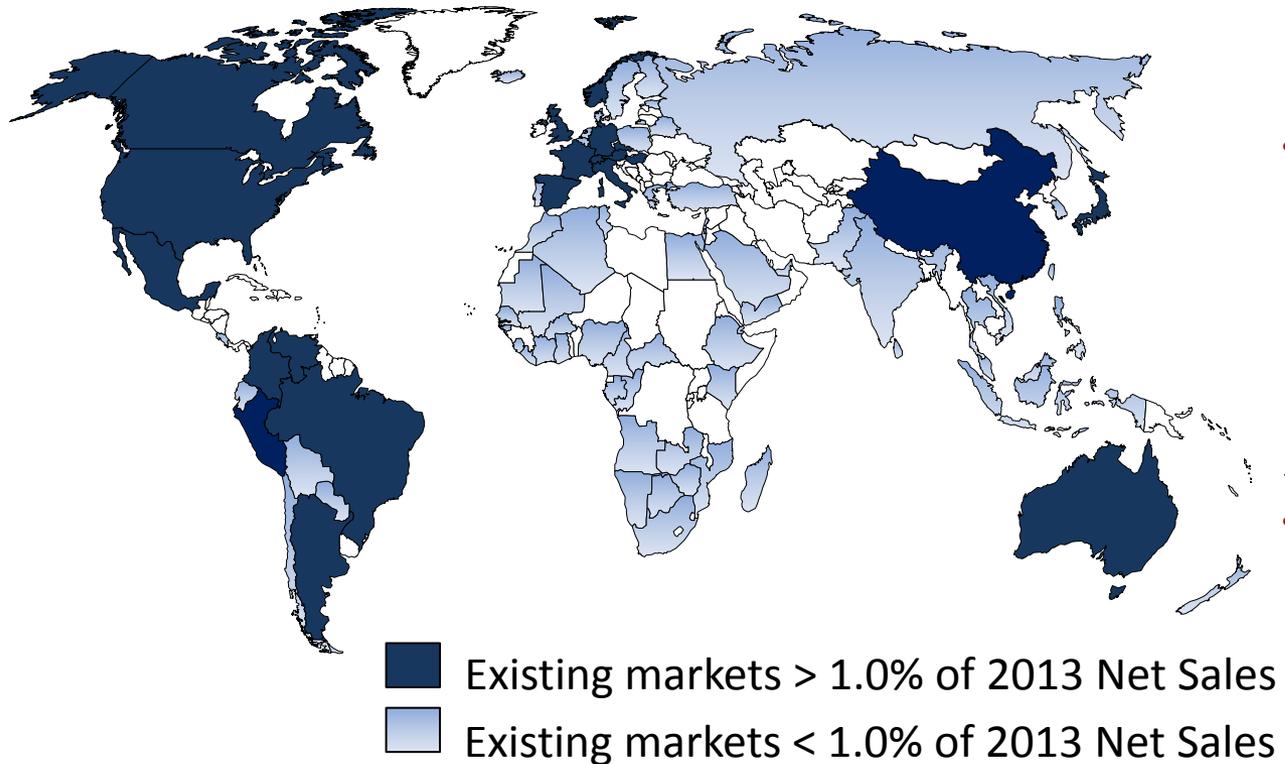


Net Sales by Customer



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

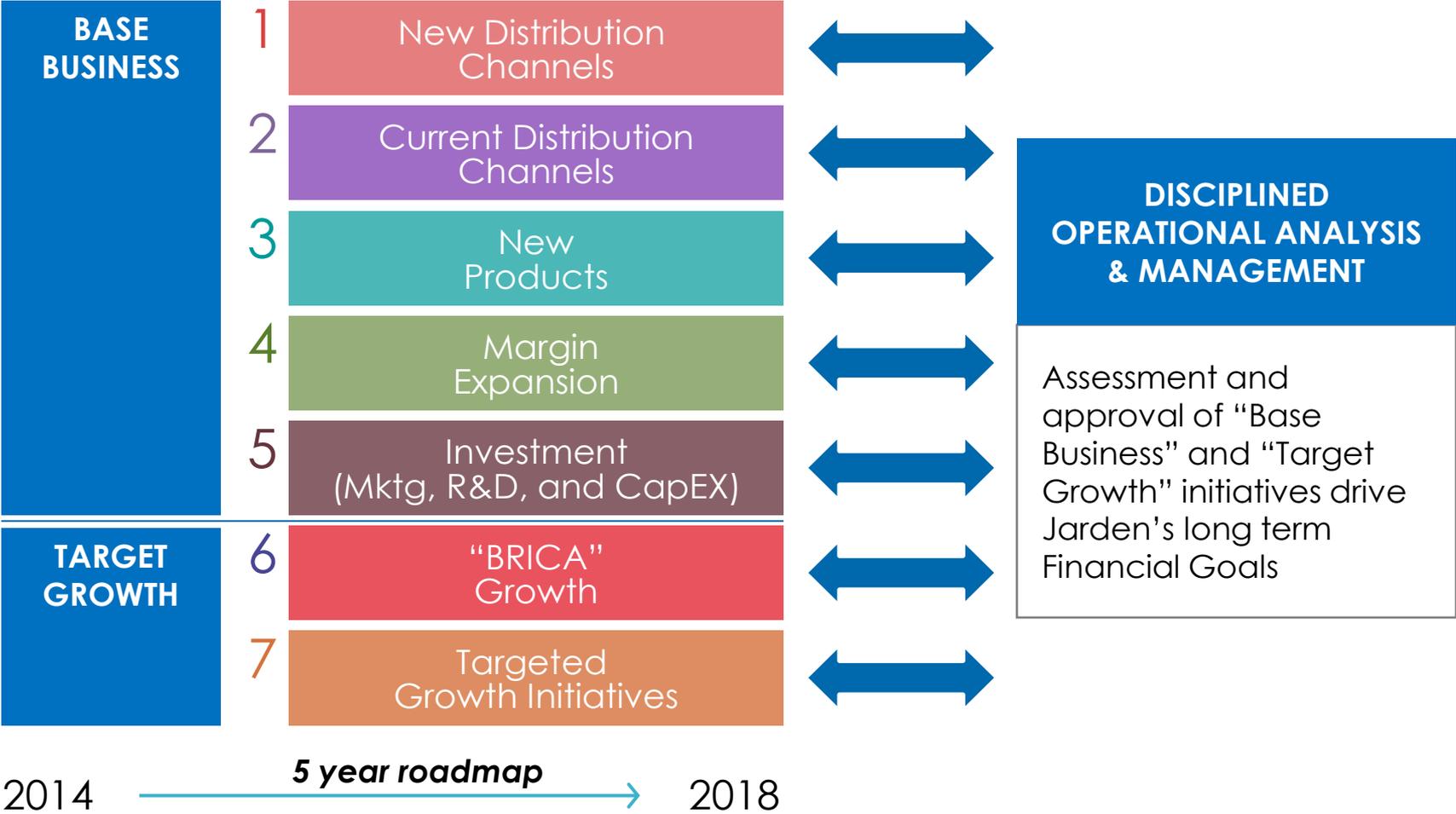
CONTINUOUS INNOVATION to meet new and changing consumer needs and desires

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

SYNERGIES AND SCALE in every area 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

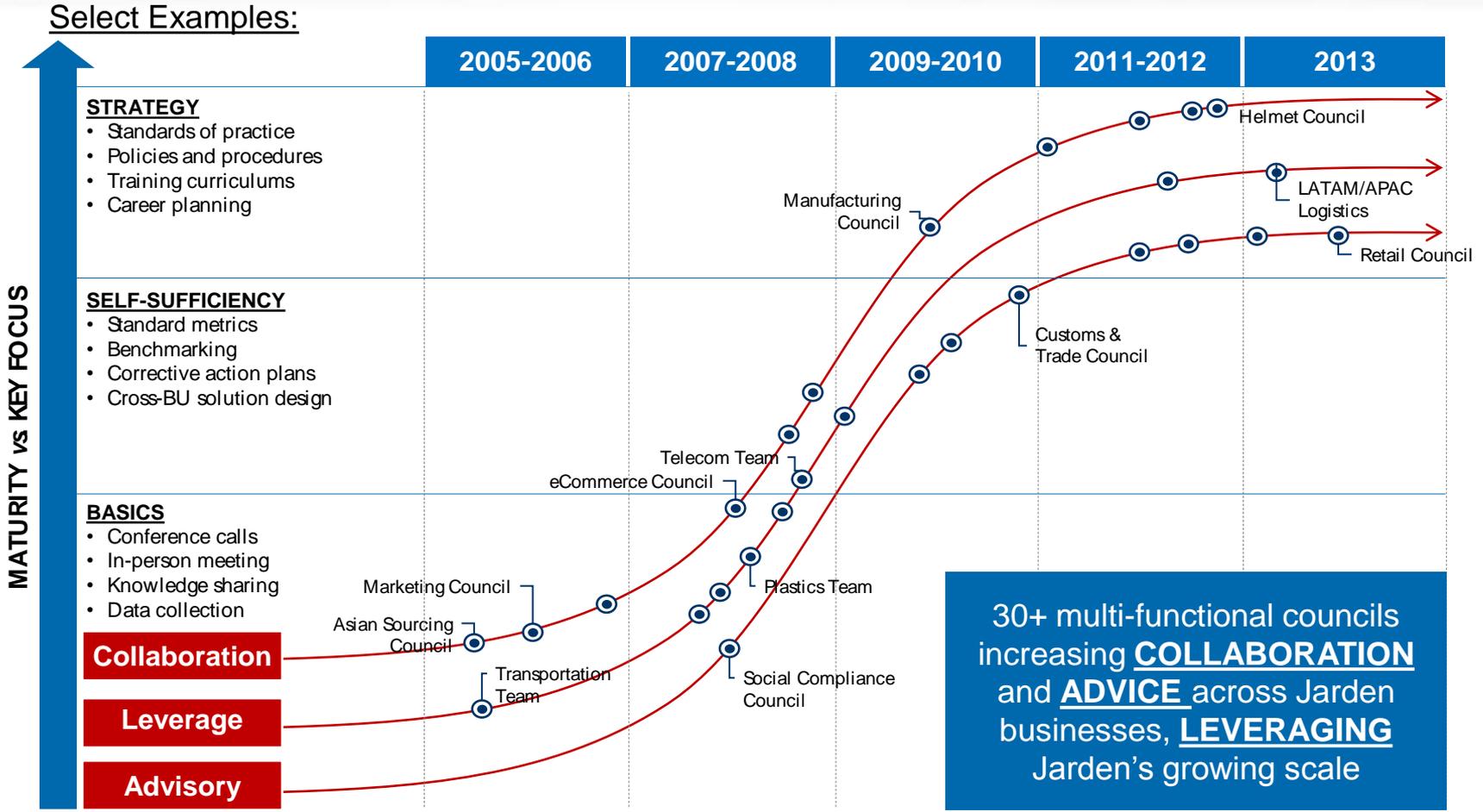
- Streamlining distribution costs
- Expanding each business' distribution network by utilizing the platform of the portfolio
- Leveraging Jarden's footprint to facilitate each business' expansion into new markets and geographies
- Many businesses with complimentary geographic strengths providing "sister"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

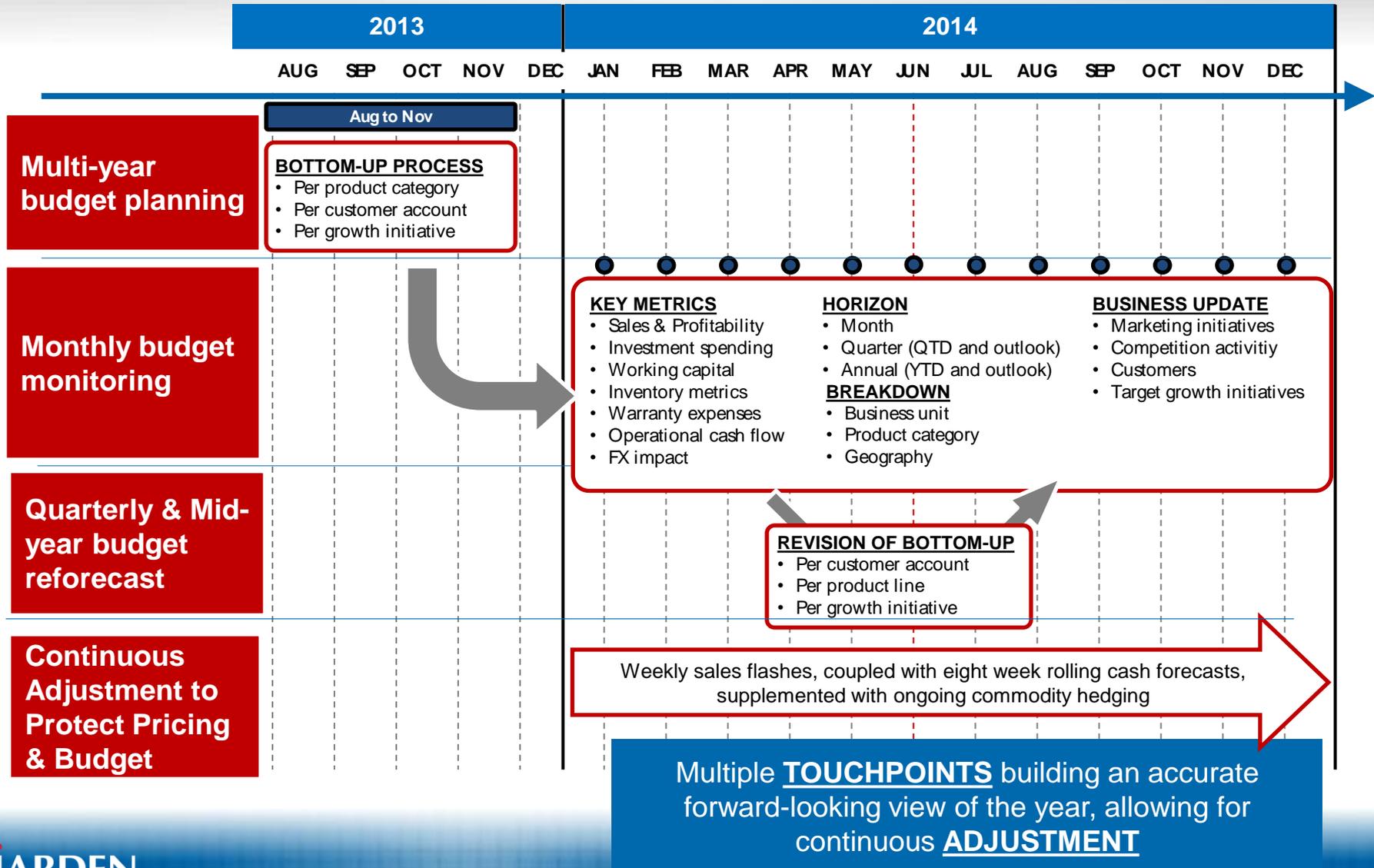
New Revenue Drivers, Enhanced Scale and Increased Portfolio Synergies

The Council Approach to Scale & Leveraging SG&A



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

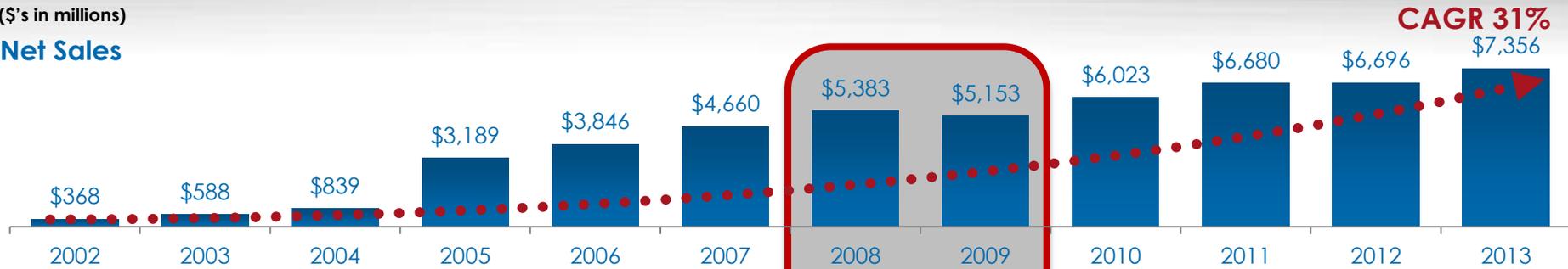
Consumer Seasonal Staples Products; 4-6 Month Order Curve



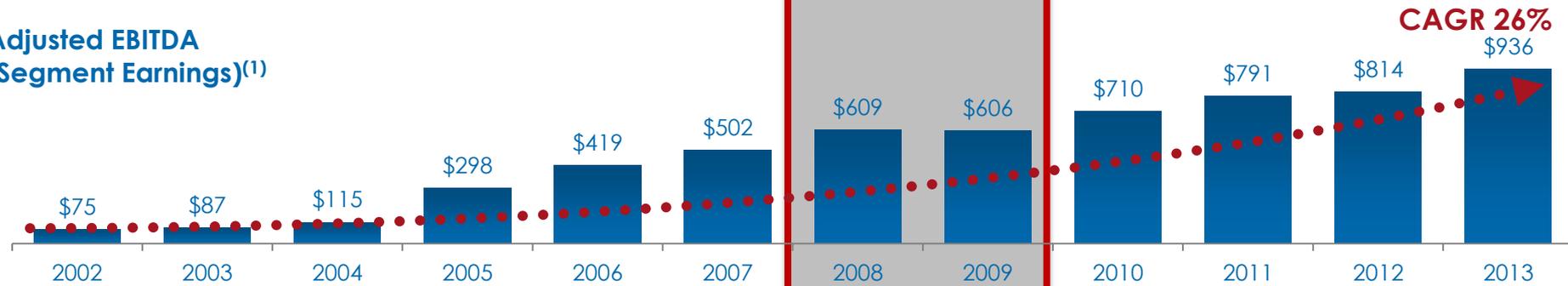
Historical Performance & Visibility Curve Example

(\$'s in millions)

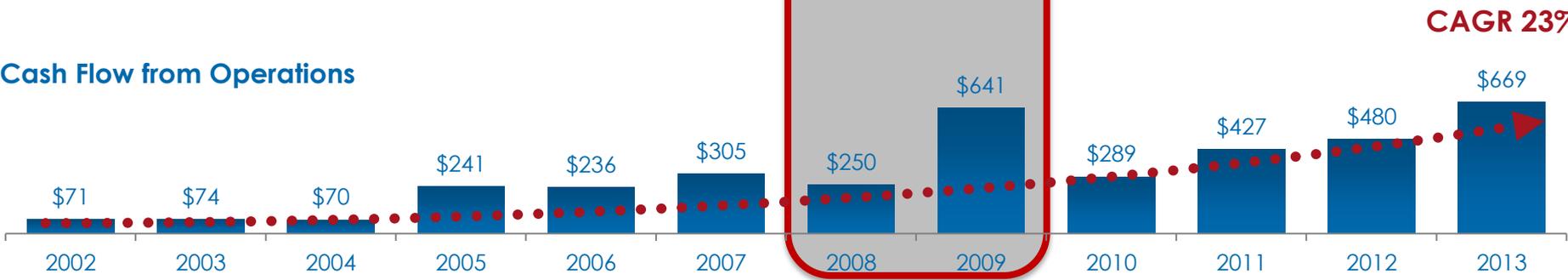
Net Sales



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

Deliver 3% to 5% Organic Sales Growth Per Year

Continue to Leverage SG&A

Expand Segment Earnings Margins +150 bps from the Current 12.7% Level

Generate Average, Annual Earnings Growth of at Least 10%

Improve Working Capital to Generate > \$4.0 Bn of Cash Flow from Operations over the Next Five Years⁽¹⁾

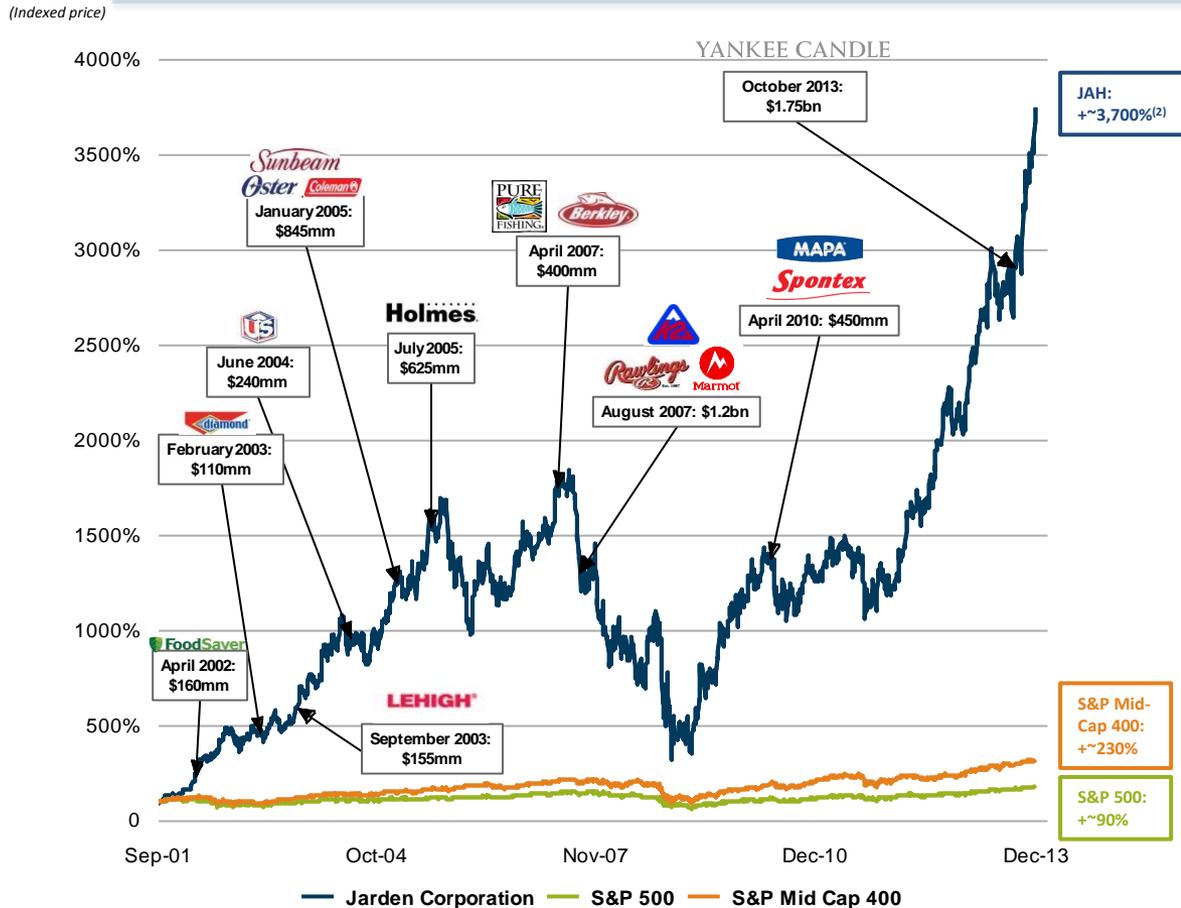
Year End Bank Leverage Ratio at or Below 3.0x

Target Fully Diluted 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⁾



Prioritization

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

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 officially became Jarden employees 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 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%

Uncommon Value

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

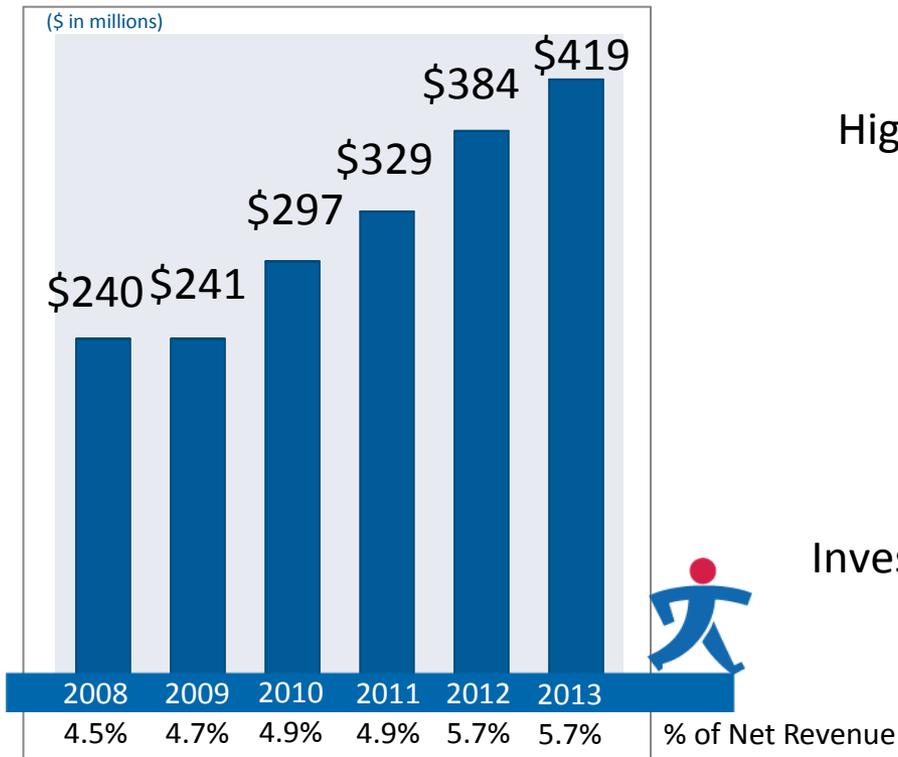
	<u>Return ⁽¹⁾</u>	<u>Rank ⁽²⁾</u>
2013	+78%	#1
2012	+73%	#1
5-Year	+700%	#1
10-Year	+405%	#1
Since 2001 (inception) ⁽³⁾	+~3,700%	#1

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 officially became Jarden employees 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 Revenues

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



Jarden Q4 and Full-Year 2013 Results

Organic sales growth was delivered across each business segment; core business momentum continued throughout 2013

- 2013 Full-Year Record Net Sales, Record Segment Earnings, Record Adjusted Gross Margins, Record Operating Cash Flow and Record Adjusted Earnings per Share

(\$ in millions)

	Three months ended			Twelve months ended		
	12/31/2013	12/31/2012	Inc/(Dec)%	12/31/2013	12/31/2012	Inc/(Dec)%
Net Sales	\$2,216	\$1,819	21.8%	\$7,356	\$6,696	9.9%
Adjusted EBITDA (Segment Earnings)	\$339	\$229	47.6%	\$936	\$814	15.0%
<i>% Margin</i>	15.3%	12.6%		12.7%	12.2%	
Cash Flow from Operations	\$605	\$399	51.6%	\$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%
- EBITDA: Q1 ~10%, Q2 20-25%, Q3 25-30%, and Q4 35-40%
- Interest Expense of \$200-\$210 million
- Effective Tax rate of 34.5%
- 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

Fully Diluted Target Adjusted EPS of **\$3.82-\$4.02**⁽¹⁾

Note: (1) Assumes 128 million fully diluted shares.

Long-Term Financial Goals

Deliver 3% to 5% Organic Sales Growth Per Year

Continue to Leverage SG&A

Expand Segment Earnings Margins +150 bps from the Current 12.7% Level

Generate Average, Annual Earnings Growth of at Least 10%

Improve Working Capital to Generate > \$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 EPS of \$6.00 by YE 2018

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CAGNY Investor Presentation

Q&A



Appendix

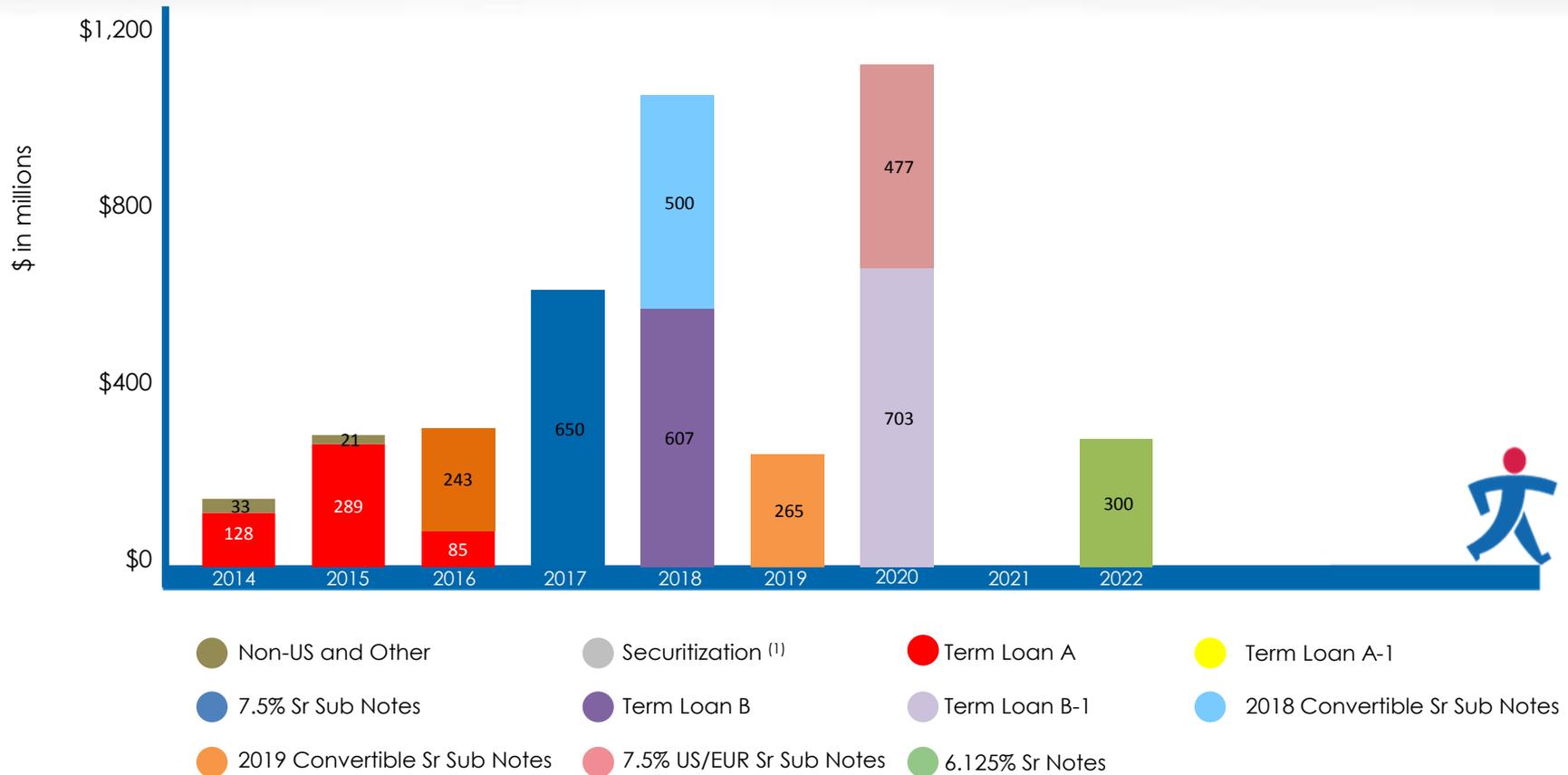


Targeted Growth Initiatives

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
- Incremental resources focused on geographic expansion; Latam including Brazil, Asia including Japan, Korea as well as China, and Eastern Europe

Debt Maturity Profile (12/31/13)



Note: Term Loan A-1 maturity schedule is as follows (\$ in millions): 2014 = \$3, 2015 = \$3, 2016 = \$243. Term Loan B maturity schedule is as follows (\$ in millions): 2014 – 2017 = \$7 annually, 2018 = \$607. Term Loan B-1 maturity schedule is as follows (\$ in millions): 2014 – 2019 = \$8 annually, 2020 = \$703. Full liability portion of convertible notes is shown (rather than OID accreted balance sheet amount).

1. Management anticipates that Securitization Facility will get renewed in the normal course of business for a subsequent 3-year period.



Capitalization Table (12/31/13)

	Next Call	12/31/12	12/31/13	% Cap
Cash		\$1,034	\$1,129	
\$250mm Revolving credit facility		--	--	
\$675mm Term loan A		596	502	
\$250mm Term loan A-1		--	248	
\$650mm Term loan B		640	633	
\$750mm Term loan B-1		--	745	
Securitization facility (2016)		384	478	
Total senior secured debt		\$1,620	\$2,606	20.7%
8.00% Senior Uns. Notes (5/1/16)	Repaid	296	--	
6.125% Senior Uns. Notes (11/15/22)	11/15/15	300	300	
Total senior debt		\$2,216	\$2,906	23.1%
7.5% Senior Sub. Notes (5/1/17)	NCL	655	654	
7.5% USD Senior Sub. Notes (1/15/20)	1/15/15	275	275	
7.5% EUR Senior Sub. Notes (1/15/20)	1/15/15	193	202	
1.875% Conv. Sr. Sub. Notes (9/15/18) ¹	NCL	421	433	
1.500% Conv. Sr. Sub. Notes (9/15/19) ²	NCL	--	218	
Other		38	54	
Total debt		\$3,798	\$4,742	37.7%
Net debt		\$2,764	\$3,613	28.7%
Market value of equity ³		\$7,841	\$7,841	62.3%
Total capitalization		\$11,639	\$12,583	100.0%

¹ Liability portion of the existing converts, total debt is \$500 million; ² Liability portion of the existing converts, total debt is \$265 million;

³ Based on December 31, 2013 closing stock price of \$61.35 per share.