



**Investor Presentation**

**November 2008**

# Cautionary Statement

## Cautionary Note about Forward-Looking Statements and Non-GAAP financial measures

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 the Company's repurchase of shares of common stock from time to time under the Company's repurchase program, the outlook for the Company's markets and the demand for its products, earnings per share, estimated sales, segment earnings, cash flows from operations, future revenues and margin requirement and expansion, organic growth, the amount of reorganization charges, the success of new product introductions, growth or savings in costs and expenses and the impact of acquisitions, divestitures, restructurings, securities offerings and other unusual items, including the Company's ability to successfully integrate and obtain the anticipated results and synergies from its 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 various factors and risks, including those described from time to time in the Company's periodic and other reports filed with the Securities and Exchange Commission. The Company undertakes no obligation to make any revisions to the statements contained in our remarks or to update them to reflect events or circumstances occurring after the presentation.

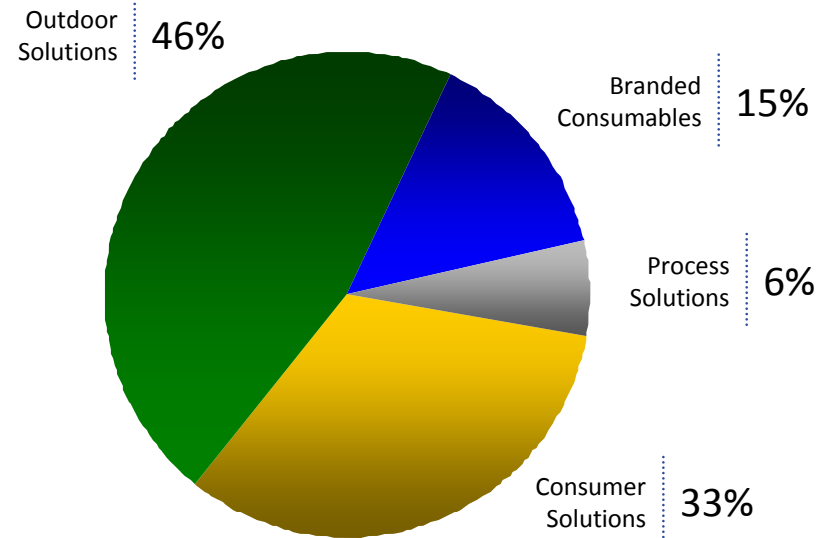
The Continuing amounts, as well as the EBITDA figures, discussed in this presentation, are non-GAAP financial measures and have been presented herein because management of the Company uses these financial measures in monitoring and evaluating the Company's ongoing financial results and trends. Management uses this non-GAAP information as an indicator of business performance, and evaluates overall management with respect to such indicators. Additionally, the Company'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, certain reorganization and acquisition-related integration costs, non-cash stock-based compensation costs and loss on early extinguishment of debt. These measures should be considered in addition to, not a substitute for, measures of financial performance prepared in accordance with GAAP.

# Jarden Today

World-class consumer products company with a diverse product line and a global footprint

LTM Net Sales By Segment\* | \$ 5.6 BN

- Strong brand equity
- Leading market positions
- Products with recurring revenue streams
- Low-cost manufacturing and sourcing
- Robust processes, controls and measurements
- Value added through strong integration and continuous improvement process
- Broad distribution in over 100 countries
- Over 25,000 employees with manufacturing in 12 countries and owned-operations in over 20 countries



\* LTM period ended September 30, 2008. Net Sales percentages exclude intercompany eliminations.



- As a Fortune 500 business we are committed to:
  - Our strategy and how we operate our business
  - Our values
  - Our controls and governance
  - Supporting and encouraging our team

# Jarden Today

- We have created a resilient, defensive and diversified business platform
- Jarden is well positioned with market leading brands
- Our product lines are diverse, no single product line greater than 5% of revenue
- Consumers want and need our products
- The majority of our products are at affordable price points, with a majority of our products sold for less than \$30
- Global sales footprint. Approximately 30% of sales outside of the United States
- We are focused, disciplined and well-organized
- We have made the investments in tools, processes and information to continue being successful

# Brand Diversification & Strength

- We have over 100 active brands
- We have 12 domestic brands that have been in continuous use for over 100 years



- Our largest brands are:
  - Annual Net Sales of over \$500 million
    -  
  - Annual Net Sales of between \$250 million and \$500 million
    - 
  - Annual Net Sales of between \$150 million and \$250 million



# Brand Diversification & Strength

- Each year we receive multiple awards from customers and the trade, recent examples include:
  - ICAST Best new lure, fishing line and tool
  - Modell's Vendor of the Year
  - Wal-Mart- Supplier Award Of Excellence
  - ACE Hardware- Preferred Vendor Award
  - National Partnership Award from the US Coast Guard
  - Vendor of the Year – Wal-Mart Canada, Sporting Goods
  - Tundra®
    - Chicago Innovation Award
    - Handy Magazine Innovation Award
    - Popular Mechanics Christmas Top 10 Wish List



# Growth Strategy

## ● Organic Growth

- Long-term average 3% to 5% top-line growth
- Expanding SG&A investment spend
- Increased capital expenditure dollars

## ● Acquisitions

- Track record of disciplined, value creating, opportunistic transactions
- Current environment, focus on core tuck-in acquisitions and strategic fits with international focus

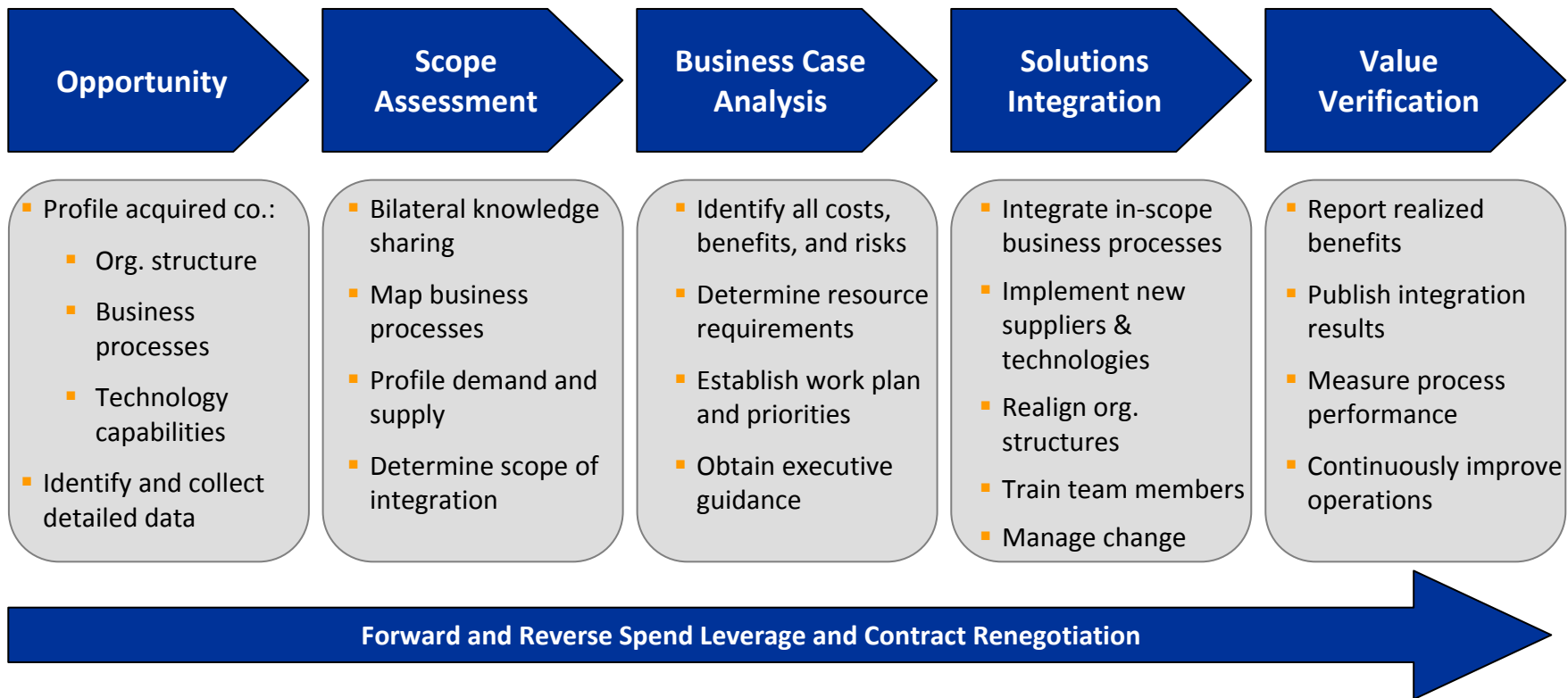
# Jarden's DNA

- Over the years our unique operating culture has evolved into processes and a simple business philosophy which we call “Jarden’s DNA”
- Based largely on common sense, yet rooted in a strong foundation of adding value, there are 8 core elements to our DNA
  - Strive to be better
  - Retain & develop the best talent
  - Support the individual, but encourage teamwork
  - Think lean, act large
  - Listen, learn and innovate
  - Deliver exceptional financial results
  - Have fun, work hard, execute
  - Enhance the communities in which we operate

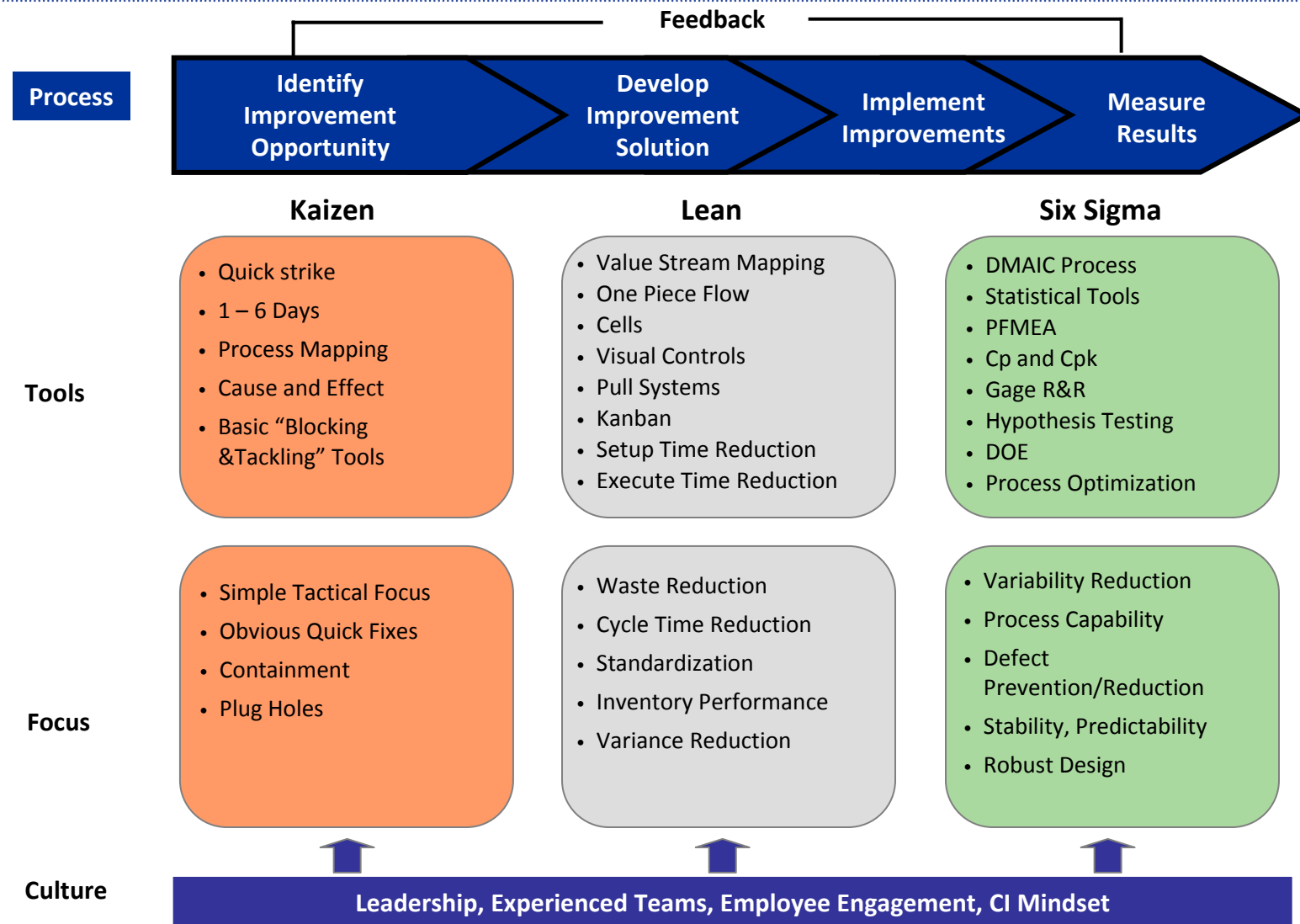


# Continuous Improvement Process

Successful execution requires a disciplined approach, predefined processes, experienced change managers, established measurements



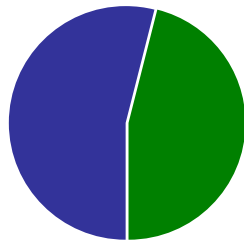
# Jarden Continuous Improvement Framework



# Jarden Today – Outdoor Solutions

- LTM 9/30/08 Net Sales of \$2.6 billion
- Total Assets of ~ \$2.8 billion
- North American leadership position in outdoor goods category
- Robust international platform with leadership positions in Europe and Japan
- Extensive distribution network spanning mass, sporting goods, specialty and team channels








## Jarden LTM Net Sales Contribution\*



Outdoor Solutions 46%

\*Net Sales percentage excludes intercompany eliminations.

## Our Core Product Categories

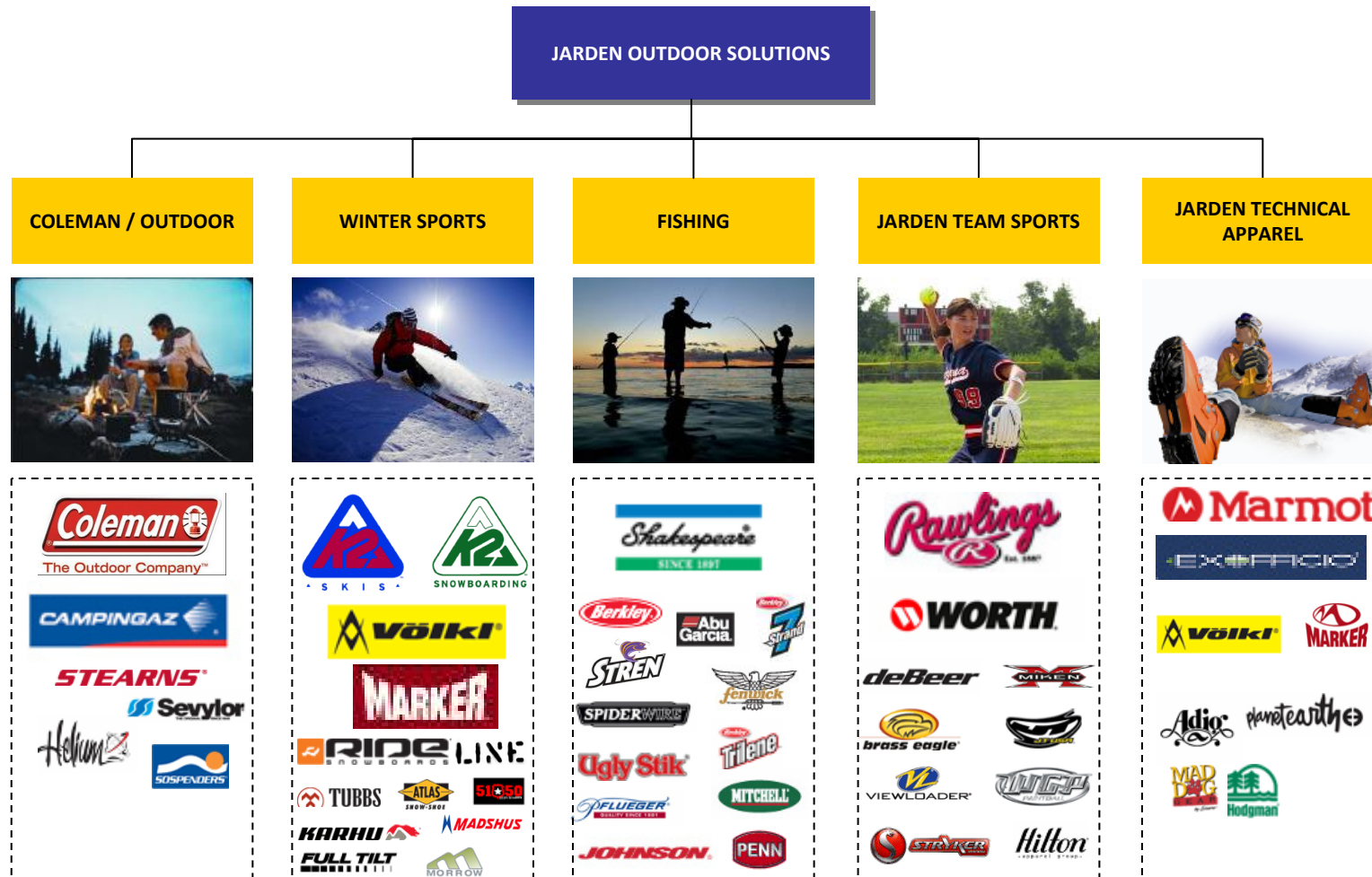
Product Category	Market Position
❖ Baseball Gloves & Balls	 #1
❖ Camp Stoves	 #1
❖ Fishing	 #1
❖ Lanterns	 #1
❖ Skis & Bindings	 #1
❖ Sleeping Bags	 #1
❖ Tents	 #1

# Jarden Today – Outdoor Solutions

- A market-leading, globally diversified outdoor sports platform
- Portfolio of leading brands in niche categories
- Attractive product categories with healthy macro-environments and substantial upside potential
- Diversification limits exposure to macro-economic conditions (weather, GDP Growth)










# Jarden Today – Outdoor Solutions



# Jarden Today – Consumer Solutions

- LTM 9/30/08 Net Sales of \$1.8 billion
- Total Assets of ~ \$2.0 billion
- Strong portfolio of brands with leading positions across core categories
- Distribution channels include mass merchants, warehouse clubs, specialty retailers, direct-to-consumer and international

## Our Core Product Categories

Product Category	Market Position
❖ Air Purifiers / Humidifiers 	#1
❖ Blenders 	#1
❖ Coffee Makers 	#1
❖ Slow Cookers 	#1
❖ Vacuum Packaging 	#1
❖ Warming Blankets 	#1
❖ Animal Hair Clippers 	#1

## Jarden LTM Net Sales Contribution\*



\*Net Sales percentage excludes intercompany eliminations.

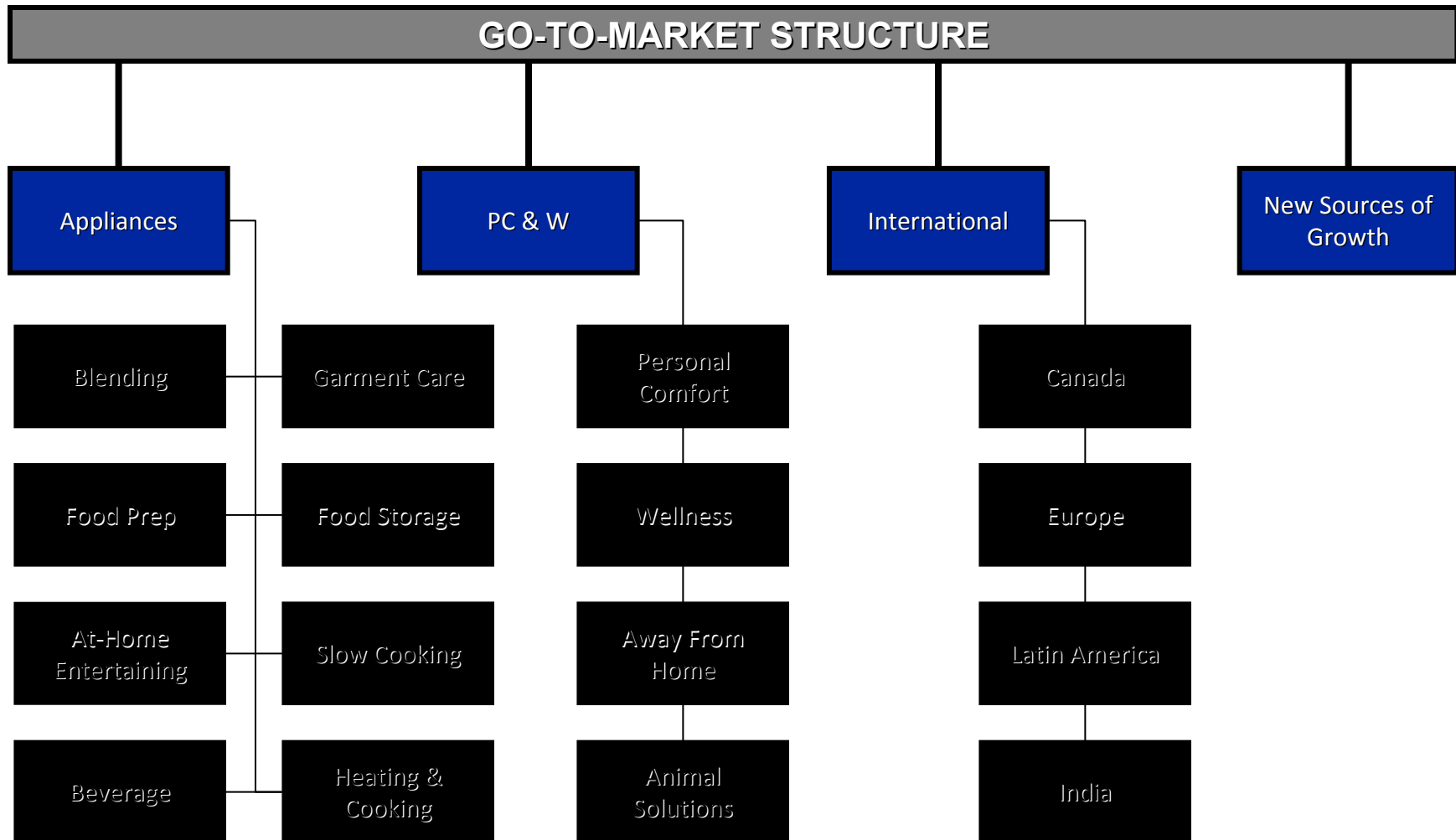
# Jarden Today – Consumer Solutions

**JARDEN**  
the brands of everyday life.™

- Healthy and relevant core businesses (#1 or #2 in core categories)
- Strong portfolio of meaningful brands
- Steady improvement in profitability
- Diversified global business model
- Brand development expertise



# Jarden Today – Consumer Solutions

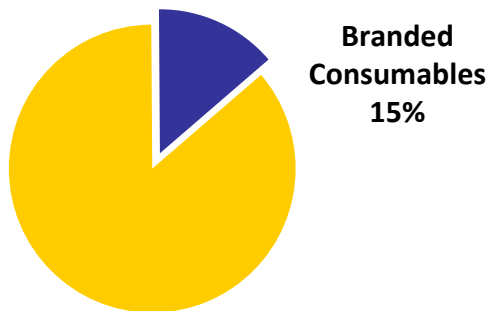


# Jarden Today – Branded Consumables










- LTM 9/30/08 Net Sales of ~\$800 million
- Total Assets of ~\$1.2 billion
- High gross margin product mix
- EBITDA margin expansion opportunities
- Strong, stable cash flow generation
- Over 3,000 employees worldwide

## Jarden LTM Net Sales Contribution\*



\*Net Sales percentage excludes intercompany eliminations.

## Leaders in our Core Categories

Boxed Plastic Cutlery		#1
Firelogs		#1
Fresh Preserving		#1
Matches & Toothpicks		#1
Playing Cards		#1
Rope & Cordage Products		#1
Smoke & CO Alarms		#2



# Jarden Today – Branded Consumables

- Robust portfolio of trusted, authentic brands, some with over 100 years of heritage
- Developing operational platform with margin expansion opportunities
- Category leader in product development and brand innovation
- Leader in sustainability initiatives
- Strong retailer relationships across channels; category captain with leading retailers



# Jarden Today – Branded Consumables



## CONSUMER STAPLES



## LEISURE & ENTERTAINMENT



## SAFETY & SECURITY



## INTERNATIONAL

Canada

Europe

Mexico

Asia-Pacific

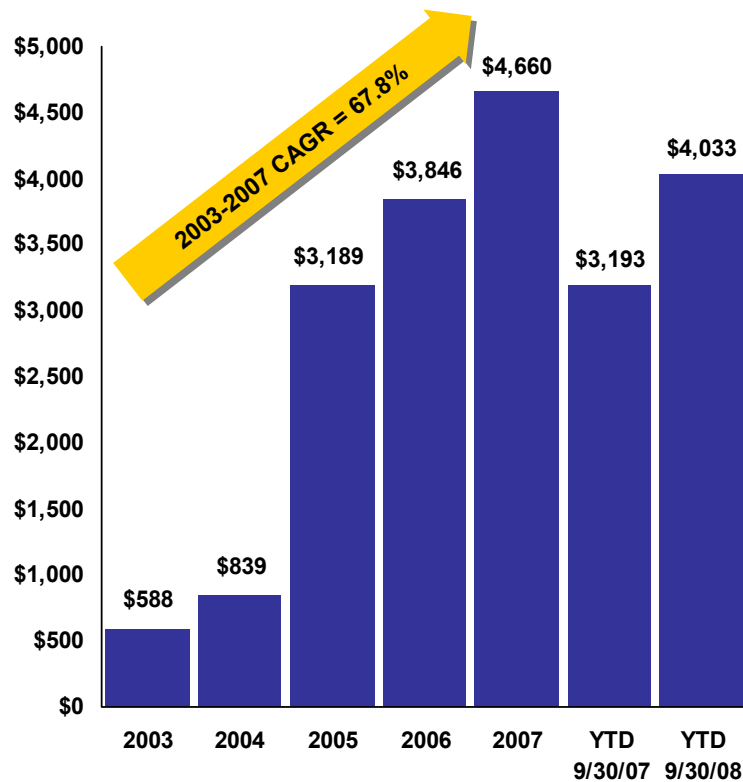
# Historical Financial Highlights

- Significant Net Sales and Continuing EPS growth
  - Long-term average organic sales growth of 3-5% per year driven by product innovation and brand extensions
  - Successful integration of immediately accretive, strategic acquisitions
  - International and channel expansion (Latin America, Emerging Asian Markets, Specialty)
- Strong Segment Earnings growth
  - Recent gross margin improvements driven by internal efficiencies, pass-through pricing and product-mix
  - Considerable investment in brands through continued R&D and marketing spend
  - Realization of acquisition-related synergies
- Consistent generation of robust Cash Flow from Operations
- Solid and flexible capital structure
  - Significant operating leverage
- Value Added Finance

# 5-Year Financial Highlights

(Dollars in millions)

## Net Sales



## Continuing Diluted EPS\*



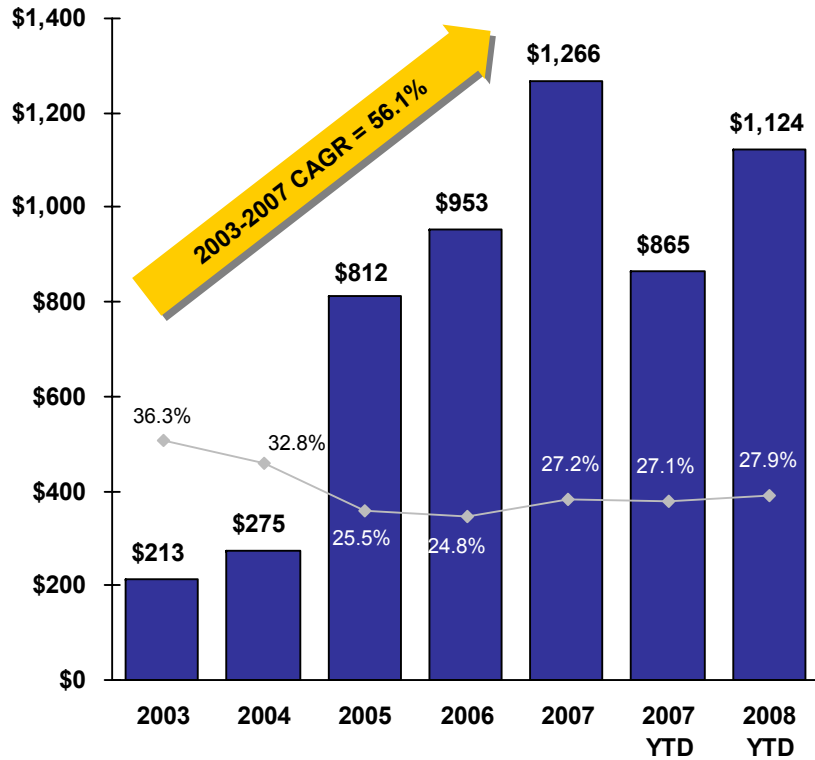
\* Non-GAAP – excluding restructuring, non-operational and non-cash charges and credits.



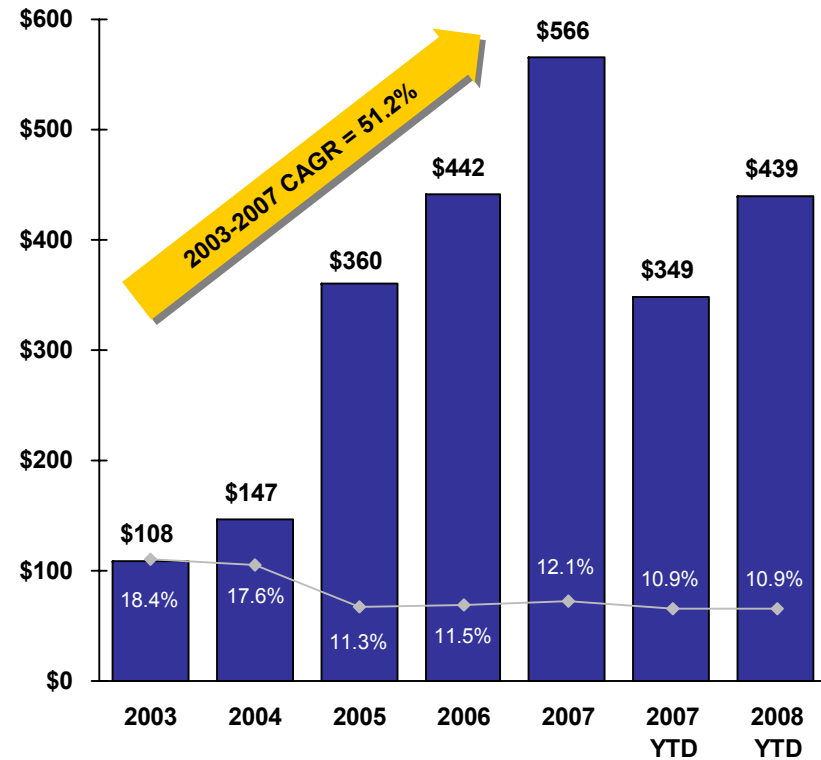
# 5-Year Financial Highlights

(Dollars in millions)

## Continuing Gross Profit\*



## Continuing EBITDA\*



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

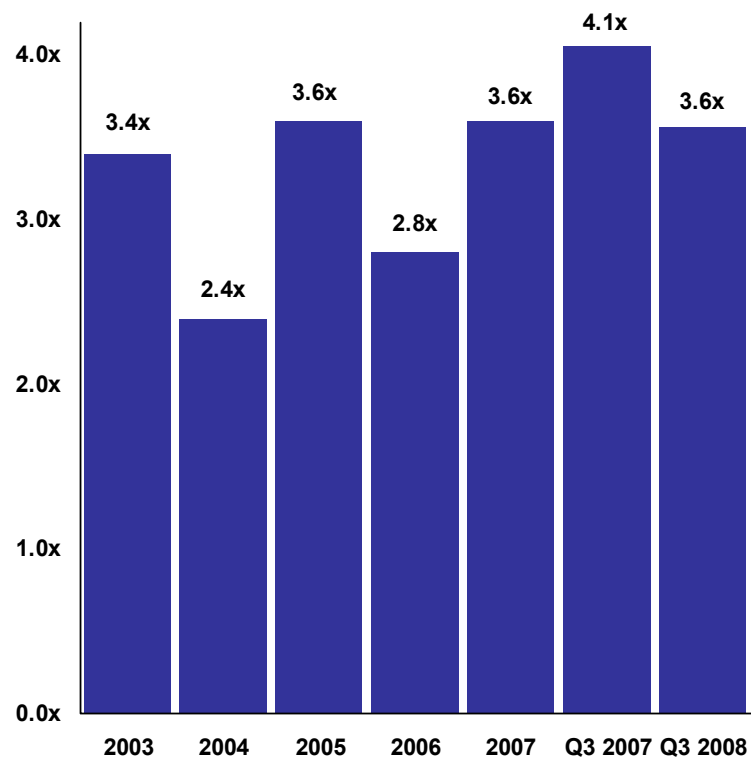
# 5-Year Financial Highlights

(Dollars in millions)

## Cash Flow from Operations



## Total Leverage Ratio\*



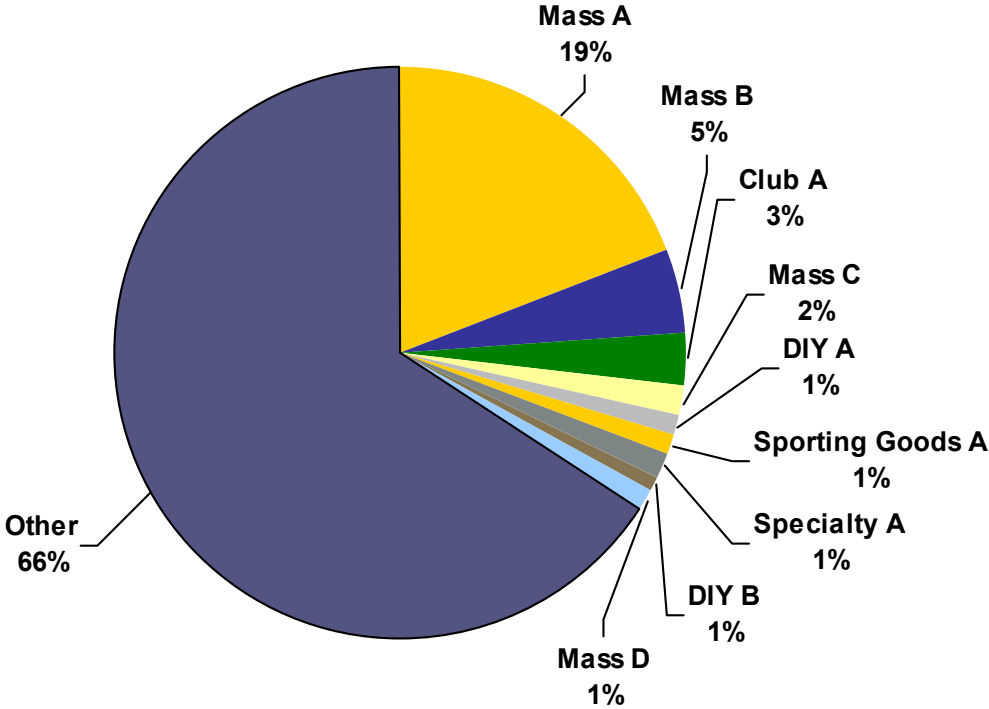
\* Calculated as per the bank facility in effect at the time. Non-GAAP – excluding restructuring, non-operational and non-cash charges and credits. Each year is pro forma for acquisitions that occurred within the year.

# Explanation of GAAP to Segment Earnings

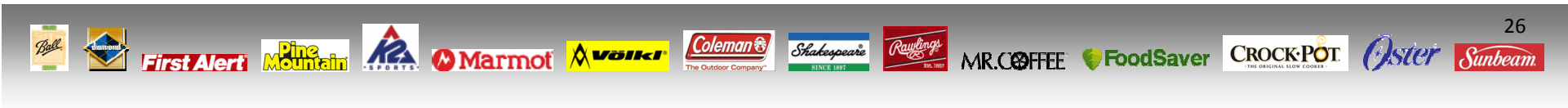
(Dollars in millions)

	Nine Months Ended	
	September 30, 2008	September 30, 2007
Net Sales	\$ 4,033.0	\$ 3,193.2
Segment Earnings	\$ 438.9	\$ 348.5
<i>Adjustments to reconcile to reported operating earnings:</i>		
Reorganization and acquisition-related integration costs, net	(34.6)	(29.5)
Manufacturer's profit in inventory	-	(72.4)
Depreciation and amortization	(89.7)	(64.9)
Operating earnings	\$ 314.6	\$ 181.7

# Diversified Customer Base

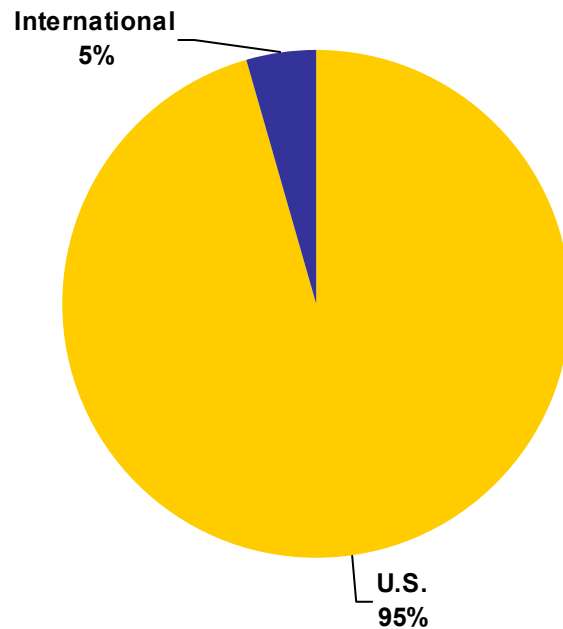


Note: Sales by Customer based on 2007 Pro Forma Net Sales.

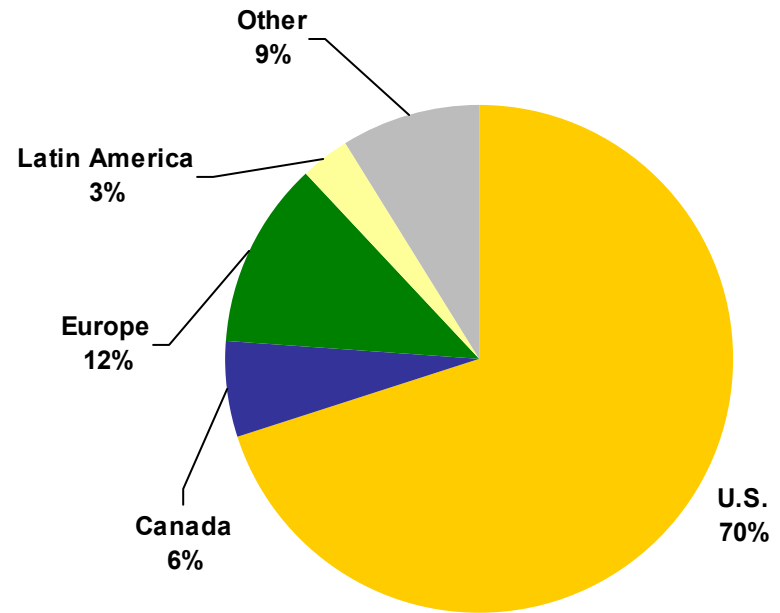


# Broad International Distribution

2003 Sales by Region



2007 Sales by Region (a)

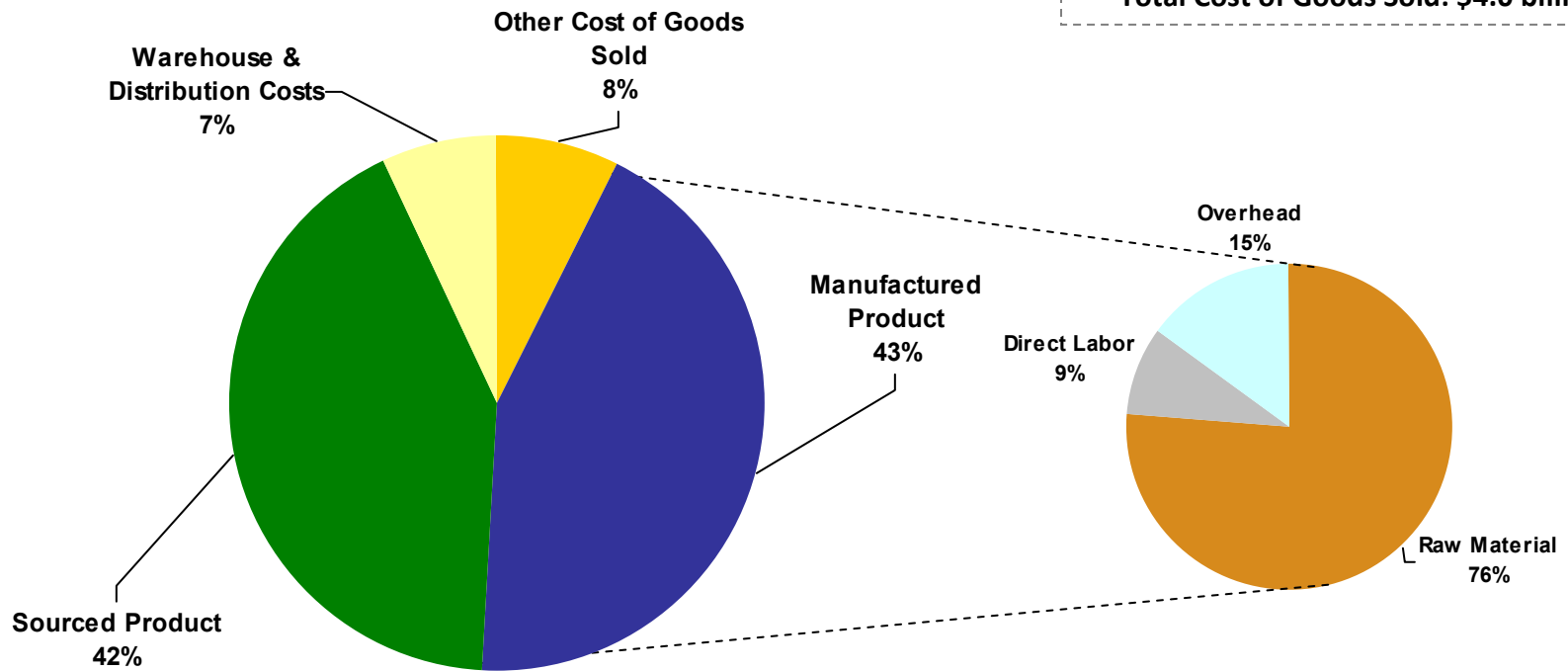


(a) Pro Forma for the acquisitions of K2 and Pure Fishing.

# Manufactured vs. Sourced Product

**Fiscal Year Ended December 31, 2007**

Total Cost of Goods Sold: \$4.0 billion

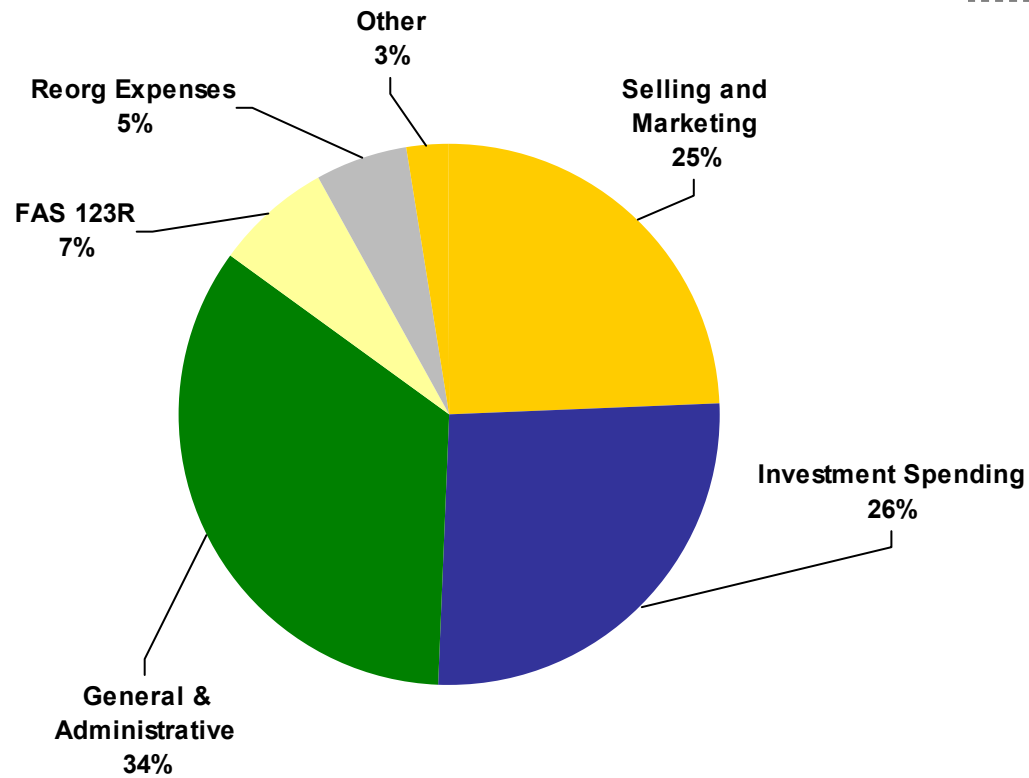


Note: Based on 2007 cost of sales pro forma for the acquisitions of K2 and Pure Fishing.

# Operating Expenses Breakdown

Fiscal Year Ended December 31, 2007

Total SG&A: \$900 million

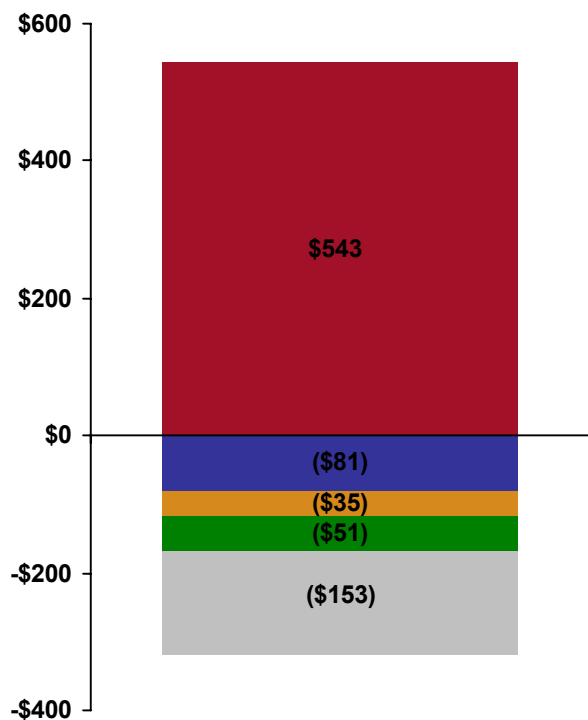


Note: Based on 2007 actual operating expenses.

# Free Cash Flow

(Dollars in millions)

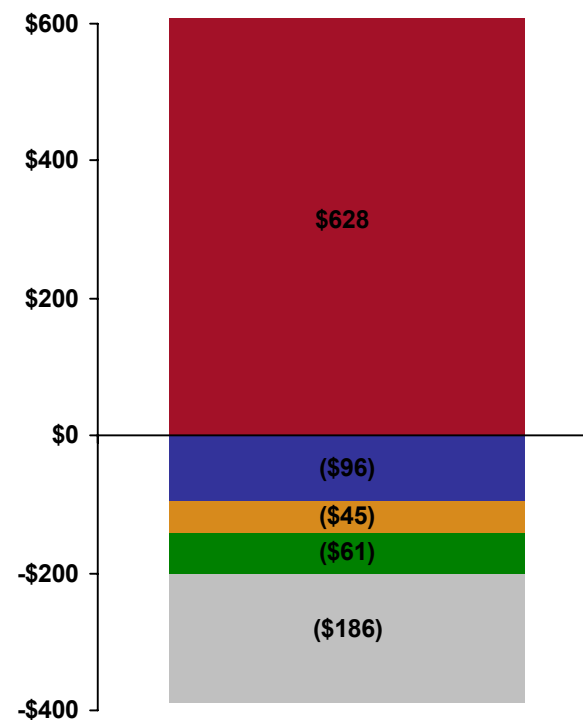
Fiscal Year Ended December 31, 2007



■ Capital Expenditures ■ Cash Reorg ■ Cash Taxes <sup>(a)</sup> ■ Cash Interest ■ Other Cash Flow from Operations

Total Free Cash Flow of \$223 million

LTM Period Ended September 30, 2008



Total Free Cash Flow of \$240 million

(a) Includes excess tax benefits relating to share-based payments.

# Summary Cash Flow Considerations

- Capital expenditures
- Debt repayment
- Stock Buybacks
- Foreign Exchange
- Interest rates
- Taxes
- Acquisitions

# Q3 2008 & YTD Income Statement



(Dollars in millions, except per share amounts)

## Three Months Ended September 30, 2008 and September 30, 2007

	2008		2007
	As Reported	As Adjusted*	As Adjusted*
Net Sales	\$1,456	\$1,456	\$1,322
% Growth	—	10.1%	—
Gross Profit	\$416	\$416	\$373
% Margin	28.6%	28.6%	28.2%
Segment Earnings		\$188	\$160
% Margin		12.9%	12.1%
Net Income	\$64	\$75	\$60
% Growth	—	24.6%	—
% Margin	4.4%	5.1%	4.5%
Diluted EPS	\$0.83	\$0.98	\$0.80
% Growth	—	22.0%	—

## Nine Months Ended September 30, 2008 and September 30, 2007

	2008		2007
	As Reported	As Adjusted*	As Adjusted*
Net Sales	\$4,033	\$4,033	\$3,193
% Growth	—	26.3%	—
Gross Profit	\$1,124	\$1,124	\$865
% Margin	27.9%	27.9%	27.1%
Segment Earnings		\$439	\$349
% Margin		10.9%	10.9%
Net Income	\$112	\$146	\$122
% Growth	—	20.1%	—
% Margin	2.8%	3.6%	3.8%
Diluted EPS	\$1.46	\$1.91	\$1.68
% Growth	—	14.0%	—

\*As Adjusted – excluding restructuring, non-operational and non-cash charges and credits. Please see “Notes to Earnings Release” for adjustment details filed on Forms 8-K for the periods presented listed at [www.jarden.com](http://www.jarden.com).



# Q3 2008 & YTD Income Statement



(Dollars in millions)

## Three Months Ended September 30, 2008 and September 30, 2007

	Outdoor Solutions		Consumer Solutions		Branded Consumables		Process Solutions	
	2008	2007	2008	2007	2008	2007	2008	2007
Net Sales	\$620	\$498	\$543	\$540	\$224	\$214	\$84	\$87
% Growth	24.4%	—	0.5%	—	4.7%	—	(3.5%)	—
Segment Earnings	\$84	\$73	\$83	\$79	\$37	\$34	\$9	\$8
% Growth	15.2%	—	4.4%	—	7.4%	—	11.3%	—
% Margin	13.5%	14.6%	15.3%	14.7%	16.3%	15.9%	10.6%	9.2%

## Nine Months Ended September 30, 2008 and September 30, 2007

	Outdoor Solutions		Consumer Solutions		Branded Consumables		Process Solutions	
	2008	2007	2008	2007	2008	2007	2008	2007
Net Sales	\$1,987	\$1,128	\$1,242	\$1,265	\$589	\$589	\$265	\$261
% Growth	76.1%	—	(1.8%)	—	0.1%	—	1.5%	—
Segment Earnings	\$240	\$164	\$161	\$156	\$77	\$80	\$29	\$25
% Growth	47.0%	—	3.5%	—	(4.5%)	—	20.0%	—
% Margin	12.1%	14.5%	13.0%	12.3%	13.0%	13.6%	11.1%	9.4%



# Q3 2008 Summary Balance Sheet

(Dollars in millions)

	<b>September 30, 2008</b>
<b>Assets</b>	
<b>Current Assets</b>	
Cash and cash equivalents	\$ 215
Accounts receivable, net	992
Inventories	1,282
Prepaid expenses and other current assets	245
<b>Total Current Assets</b>	<b>\$ 2,734</b>
Property, plant and equipment, net	516
Goodwill	1,676
Other intangible assets, net	1,052
Other assets	79
<b>TOTAL ASSETS</b>	<b>\$ 6,056</b>
<b>Liabilities and Stockholders' Equity</b>	
<b>Current Liabilities</b>	
Short-term debt and current portion of long-term debt	\$ 356
Accounts payable	479
Accrued salaries, wages and employee benefits	138
Other current liabilities	407
<b>Total Current Liabilities</b>	<b>\$ 1,381</b>
Long-term debt	\$ 2,458
Deferred taxes on income	332
Other non-current liabilities	232
<b>Total Liabilities</b>	<b>\$ 4,402</b>
<b>Total Stockholders' Equity</b>	<b>\$ 1,654</b>
<b>TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY</b>	<b>\$ 6,056</b>



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