



NASDAQ: LCUT | www.LifetimeBrands.com | September 2019



FORWARD LOOKING STATEMENTS

This presentation contains forward-looking statements, including statements concerning Lifetime's future prospects that represent the Company's current expectations and judgments about possible future events. The Company believes these judgments are reasonable, but these statements are not guarantees of any future events or future financial results, and actual results may differ materially due to a variety of important factors. Such factors might include, among others, the Company's ability to comply with the requirements of its credit agreements; the availability of funding under such credit agreements; the Company's ability to maintain adequate liquidity and financing sources and an appropriate level of debt; changes in U.S. or foreign tax law and policy; changes in general economic conditions which could affect customer payment practices or consumer spending; the impact of changes in general economic conditions on the Company's customers; uncertainty regarding the U.K.'s exit from the European Union; expenses and other challenges relating to the integration of the Filament Brands business and future acquisitions; changes in demand for the Company's products; changes in the Company's management team; the significant influence and consent rights of the Company's largest stockholder; fluctuations in foreign exchange rates; the impact of tariffs on imported goods and materials; shortages of and price volatility for certain commodities; significant changes in the competitive environment and the effect of competition on the Company's markets, including on the Company's pricing policies, financing sources and an appropriate level of debt.

Non-GAAP Financial Measures

This presentation contains non-GAAP financial measures within the meaning of Regulation G promulgated by the Securities and Exchange Commission. Included in this presentation are reconciliations of these non-GAAP financial measures to the comparable financial measures calculated in accordance with GAAP.



A COMPELLING INVESTMENT OPPORTUNITY

LIFETIME 2.0



Lifetime Brands is one of the world's leading designers, developers, and marketers of a broad range of nationally branded consumer products used in the home.

- **Leading portfolio of stable brands** with multi-channel growth opportunities
- **Unmatched scale** to create a platform to maximize sales growth and operational effectiveness
- Best-in-class **innovation** engine to strategically drive growth in core categories
- **Strong cash flow** generation to enable financial flexibility
- Launched **transformational business plan** with Filament merger in March 2018

PRIMARY REVENUES DRIVEN BY OWN BRANDS

75% of revenues.



FARBERWARE® MIKASA SABATIER  Pfaltzgraff. chicago metallic™
THE BAKING EXPERTS™

chef'n  rabbit® MIKASA
HOSPITALITY TAYLOR HOUDINI 

WALLACE WILTON
ARMÉTALE  PLANETBOX® BUILT® kamenstein.

 FITZ AND FLOYD® copco  RBT MISTO® Gorham
1831 TOWLE
SILVERSMITHS

Our strong brand portfolio features leading brands that resonate with consumers.

USE OF LICENSED BRANDS & PRIVATE LABEL AS ADDITIONAL GROWTH STREAM

The Company supports licensed and private label brands by leveraging product development and sourcing expertise.

25% of revenues.



- Enabling retailers to develop their own brands while minimizing their start-up costs
- Supporting retailers with market analysis, product assortments, promotional and merchandising solutions

KitchenAid[®]



WILLIAMS-SONOMA

Instant Pot[®]



HOMEDICS



Licensed and private label brands round out our portfolio in all channels of distribution.

STRONG INVESTMENT IN MEDIA

Lifetime's products are regularly featured in major print, broadcast & online media outlets, and social media channels.




























Trusted brands and innovative products receive over 12 billion annual impressions.

DIVERSIFIED CUSTOMER BASE

Supplying market-leading retailers.



Mass Market	Off-Price	Department Stores	Specialty Stores	Warehouse Clubs
  	    	    	    	  
Online/TV	Supermarkets	Independent Retailers	Commercial	Retail Direct
   	    	<p>Over 7,000 independent retailers</p>	   	<p>Lifetime has ecommerce sites for direct-to-consumer sales.</p>

We reach consumers in multiple sectors.

PRODUCT DEVELOPMENT & INNOVATION

Focused on identifying and investing in major consumer trends, new technologies, materials, and designs.



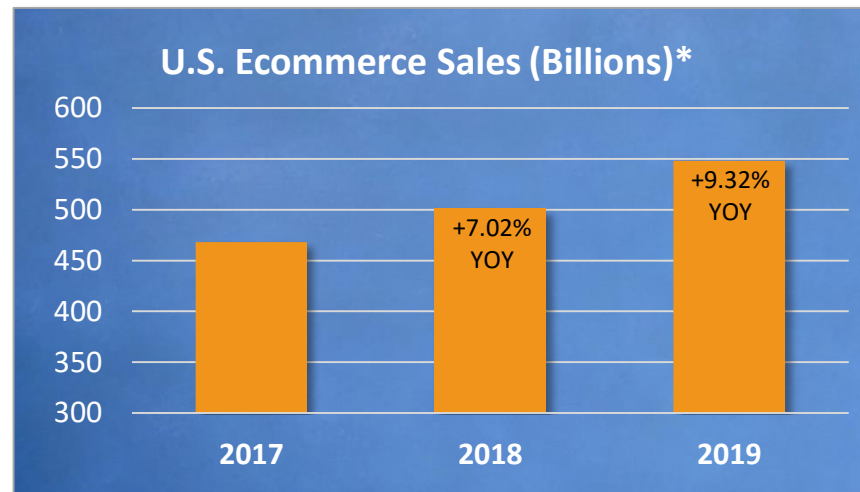
- Over 120 professionals in the U.S., China, and the U.K.
- Over 1,000 design and utility patents
- Open Innovation program connects us with thousands of independent inventors
- Filament acquisition enhances robust innovation capabilities by adding award-winning product design and development team



Lifetime introduces over 4,000 new products each year.

ECOMMERCE INVESTMENTS DRIVING GROWTH

Investing to more efficiently promote our products and brands online.



Lifetime restructured ecommerce operations in Q4 2018:

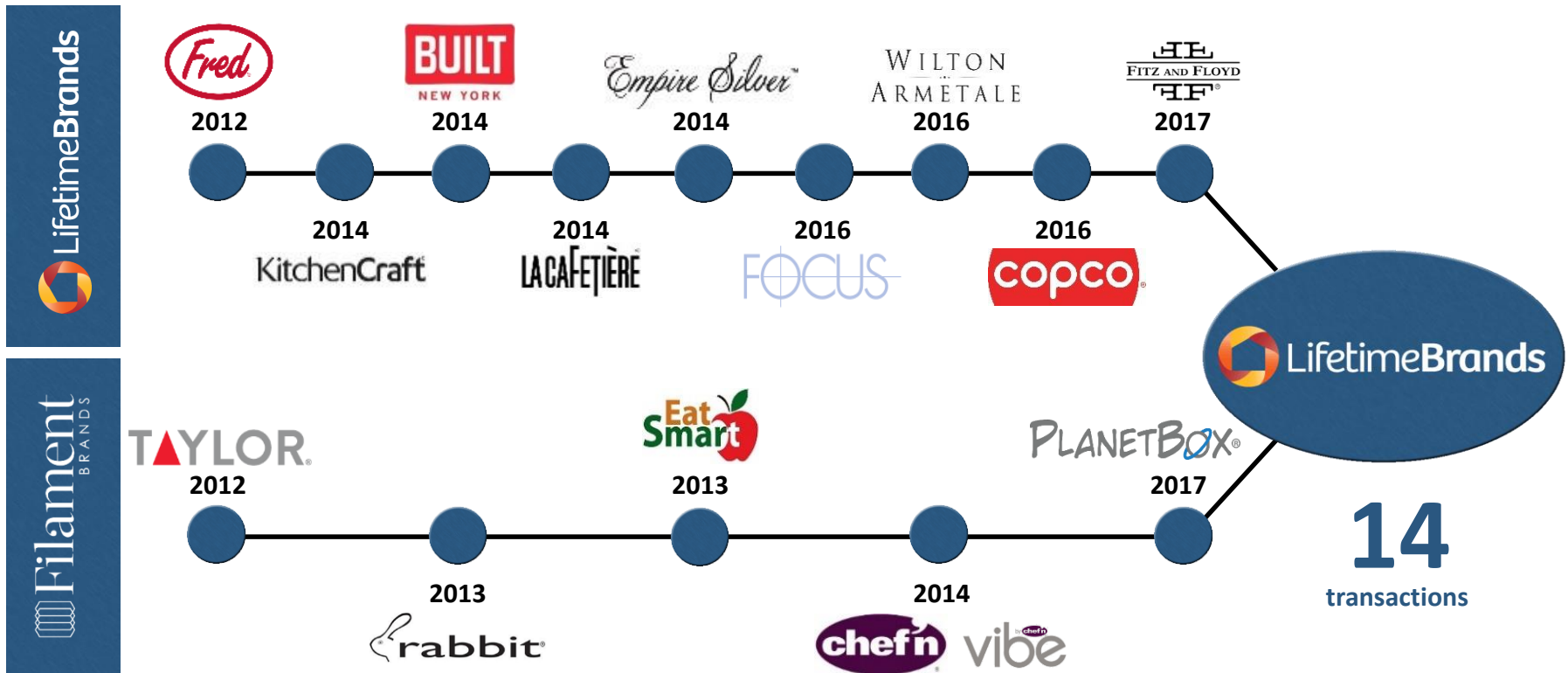
- Designed to grow our ecommerce revenues, product recognition, and ratings
- Growth is being generated in pure-play ecommerce, omni channel, and direct-to consumer
 - Pure-play ecommerce revenues grew nearly 16% year-to-date compared to 2018
 - Represents 14% of total revenue

*Source: Statista

Meaningful growth is anticipated throughout the year.

LEADING HOUSEWARES CONSOLIDATION PLATFORM

Substantial collective experience identifying and executing acquisitions.
Growth through M&A.



Proven integration capabilities and repeatable M&A strategy.

STRATEGIC INITIATIVES DESIGNED TO DRIVE 2019 PERFORMANCE

Breadth of offerings, increased efficiencies, and restructuring position the company for future growth.



Reorganization of EU operations

- Structured to create an unrivaled kitchenware and tabletop business; 2019 completion date

International sales

- Sell recognized brands directly to major international retailers by bypassing costly distributors

Portfolio assessment

- Rationalizing SKUs and strategically de-emphasizing periphery categories

Commercial food service

- Investing in infrastructure; long-term opportunity intended to provide revenue in 2019 and accelerate revenue in subsequent years

Mine benefits from 2018 integration

- \$11+ million of savings
- Leveraging expanded portfolio of brands, products, and distribution platforms

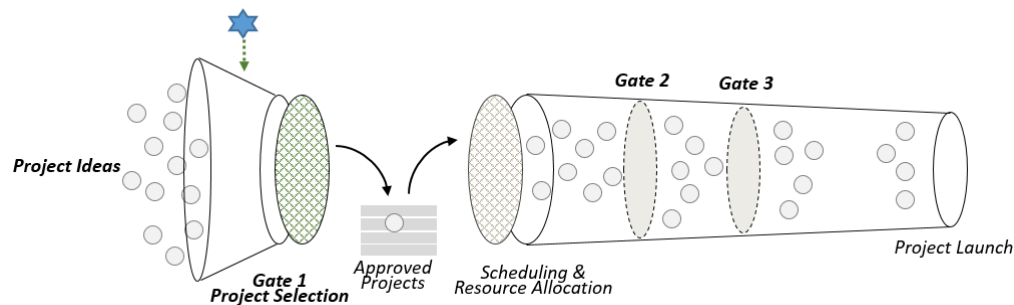
The Company is positioned for profitable growth.

PRODUCT PORTFOLIO & BRAND INVESTMENT

Shifting to strategic vs. transactional approach to drive growth.



- Emphasis on key consumer brands and products in core categories
- Strategic portfolio planning program implementation
- Focus on core brands and product lines that resonate with consumers and market trends
- New stage gate product development process



- Investment in brand building through public relations, social media, and marketing content for our retail partners

Investing in the most impactful brands and product lines.

PORTFOLIO REALIGNMENT & SKU RATIONALIZATION

Two meaningful steps were recently taken to realign the portfolio to a more strategic product- and category-driven business model.

1. Lifetime will discontinue or deemphasize investments in a significant number of legacy product categories. Offerings that do not provide adequate returns are being eliminated.
2. Certain noncore assets will be monetized in the near term
 - As a result, we incurred a non-recurring non-cash charge of \$8.5 million
 - This will enable Lifetime to reinvest in areas of our business that will drive growth, and focus on categories that will position us for greater profitability in the long term

These steps are expected to generate between \$30 million and \$45 million in additional cash flow

- Will be redeployed toward accelerating deleveraging and investing in growth
- We expect these actions will drive increased returns from our remaining assets and improve the efficiencies of our distribution centers by reducing expenses and other related investments to our supply chain

IMPACT OF TARIFFS & MITIGATING ACTIONS

Lifetime actively monitors the changing tariff environment and has strategies in place intended to mitigate the impact of tariffs on goods manufactured in China.

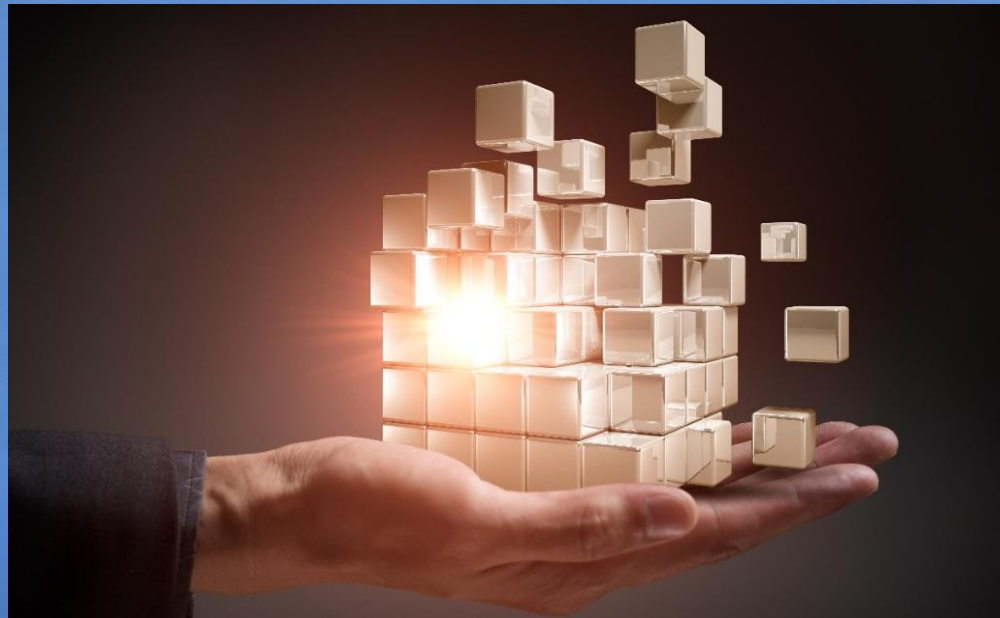
Impact

- Lifetime experienced some marginal reduction in shipments as a result of tariffs as higher prices have reduced demand; to date, this has not been significant
- We will continue to see some temporary negative impact on margins until mitigating actions are fully realized

Mitigating Actions

- Strategies include achieving reductions to costs of goods, reducing costs to supply chain, reducing administrative costs and discretionary spending activity
- Pursuing price increases in the sale of our products to customers
- While the financial impact from tariffs is immediate upon implementation, there is a lag in realizing the financial benefits from these mitigating actions

KEY LINES OF BUSINESS



KITCHENWARE



KitchenAid®

chefn®

rabbit®

chicago metallic™
THE BAKING EXPERTS™

FARBERWARE®

MISTO®

TAYLOR

Instant Pot

lab
NINE TWO ONE

PLANETBOX®

SABATIER®

2019

- Launch of Instant Pot line of tools & gadgets, and bakeware accessories
- Expand KitchenAid brand into sinkware and bakeware categories, and international markets
- Expand penetration of industry-leading Rabbit portfolio across all channels
- Meaningful share growth at Walmart and Costco
- Expand patented Edgekeeper cutlery assortment across key retailers
- Major push into grocery channel

TABLETOP



MIKASA® Pfaltzgraff® TOWLE® WALLACE®

MIKASA
HOSPITALITY

WILTON
ARMÉTALE



I INTERNATIONAL®

2019

- Restructuring of tabletop business expected to yield growth and cost synergies
- Streamlining supply chain to reduce costs without disrupting the flow of goods or vendor relationships
- Utilizing our distribution, sourcing, and design expertise to find new channels and opportunities
- 21 new flatware patterns introduced to the market
- Mikasa Hospitality launch into commercial food service industry

HOME SOLUTIONS



MIKASA®



elements 
beyond the basic



2019

- Repositioned offering for 2019 expected to yield meaningful growth in 2019
- Launching comprehensive line of Scott Living home décor products in conjunction with Property Brothers

INTERNATIONAL



Kitchen Craft®

creativetops®



MIKASA®



2019

- Reorganization announced in 2018 expected to be completed in 2019
 - Eight warehouses and two business units under one roof
 - Customers will be able to order all products from one business
- Emphasis on newly acquired Maxwell & Williams and relaunch of London Pottery tabletop brands
- Continue to build on Mikasa, Chef'n, and Built brands in Europe (from U.S.)
- Consolidating tabletop sourcing expected to reduce costs by over 50%
- Rationalizing SKU assortment and eliminating low-margin categories
- Launching geography-specific sales and marketing effort

RECENT FINANCIAL PERFORMANCE



STRONG BASE FOR FUTURE GROWTH

Enhanced business along multiple operational and financial dimensions.



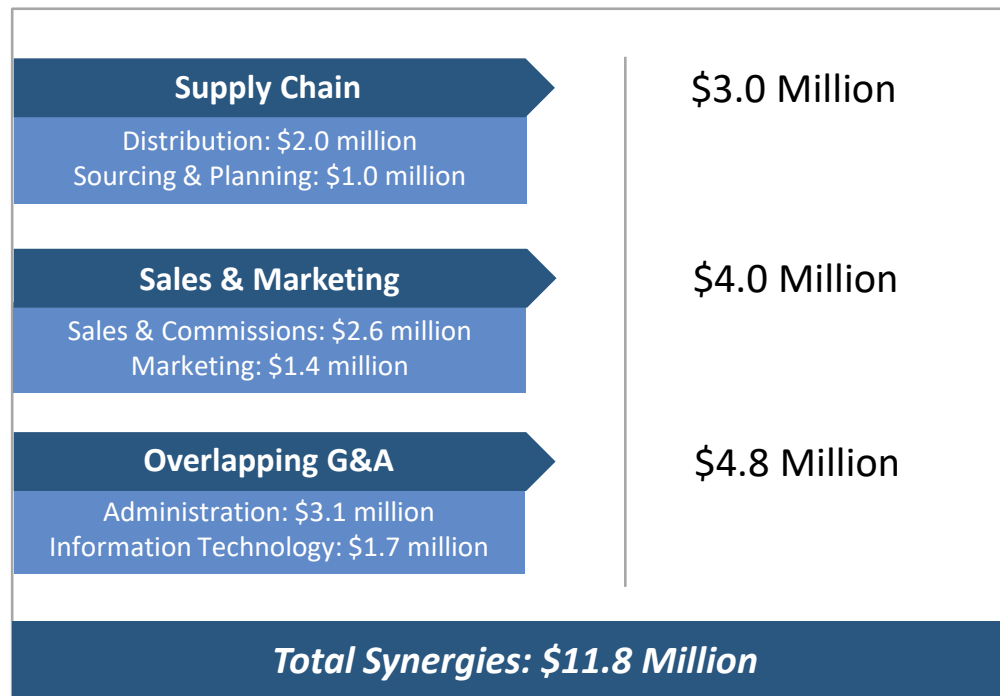
Net Sales:	\$755 - \$760 million ¹
Consolidated Adjusted EBITDA* :	\$66 - 70 million ¹
Leading Brands:	8
Product Segments Served:	27
#1 Positions	9
Operational Efficiencies:	Opportunity
CapEx	Low
Free Cash Flow:	Strong

¹ Outlook for calendar year 2019 as published on August 8, 2019.

* Non-GAAP financial measure. See page 25 for reconciliation.

FILAMENT INTEGRATION SUMMARY

Timing and total amount of savings were achieved ahead of schedule.



Cost savings implemented in 2018 with the full benefit realized in 2019.

FINANCIAL OUTLOOK

Calendar Year 2019¹ (In millions, except for per share)

Net sales	\$755 to \$760
Income from operations	\$26 to \$29
Income from operations, excluding SKU rationalization	\$34.5 to \$37.5
Net income	\$3 to \$5.5
Diluted income per common share	\$0.14 to \$0.26
Adjusted net income	\$10.5 to \$13
Adjusted diluted income per common share	\$0.50 to \$0.62
Consolidated adjusted EBITDA	\$66 to \$70

¹ Outlook for calendar year 2019 as published on August 8, 2019.

FINANCIAL OUTLOOK

Calendar Year 2019¹ (In millions)

	Outlook	2018 Proforma	Change
Net sales	\$755 to \$760	\$730	+3.7%
Consolidated adjusted EBITDA	\$66 to \$70	\$65.5	+3.8%

¹ Outlook for calendar year 2019 as published on August 8, 2019.

SUMMARY OF OPERATING RESULTS

	Six Months Ended June 30,			Year Ended December 31,	
	2019	2018	Pro forma 2018	2018	Pro forma 2018
(\$ in millions, except per share amounts)					
Net sales	\$ 292.5	\$ 266.8	\$ 292.6	\$ 704.5	\$ 730.4
(Loss) income from operations before charges	(5.6)	(15.8)	(13.1)	23.1	27.2
SKU rationalization charge	(8.5)	-	-	-	-
Impairment and restructuring charges	(0.7)	(0.8)	(0.8)	4.5	4.5
Income (loss) from operations	(14.8)	(16.6)	(13.9)	18.6	22.7
Interest expense and loss on early retirement of debt	(9.6)	(6.9)	(9.0)	(18.1)	(20.3)
(Loss) income before income taxes and equity in earnings	(24.4)	(23.5)	(22.9)	0.5	2.4
Income tax benefit (provision)	8.3	5.6	5.5	(2.9)	(3.4)
Equity in (losses) earnings, net of taxes	(0.2)	0.2	0.2	0.7	0.7
Net loss	<u>\$ (16.3)</u>	<u>\$ (17.7)</u>	<u>\$ (17.2)</u>	<u>\$ (1.7)</u>	<u>\$ (0.3)</u>
Diluted loss per common share	<u>\$ (0.80)</u>	<u>\$ (0.96)</u>	<u>\$ (0.85)</u>	<u>\$ (0.09)</u>	<u>\$ (0.01)</u>
Adjusted diluted (loss) income per common share (1)	<u>\$ (0.41)</u>	<u>\$ (0.76)</u>		<u>\$ 0.28</u>	

(1) Adjusted diluted (loss) income per common share and Consolidated Adjusted EBITDA represent non-GAAP financial measures. These non-GAAP financial measures are provided because the Company uses them in evaluating its financial results and trends and as an indicator of business performance.

CONSOLIDATED ADJUSTED EBITDA

	Quarter Ended June 30,		Twelve Months Ended June 30,	Year Ended December 31,
	2019	2018	2019	2018
(\$ in millions, except per share amounts)				
Net loss, as reported	\$ (11.5)	\$ (6.0)	\$ (0.4)	\$ (1.7)
Add back (Subtract out):				
Undistributed equity (earnings) losses	0.1	(0.1)	(0.1)	(0.5)
Income tax provision (benefit)	(5.8)	(1.8)	0.2	2.9
Interest expense	4.7	4.6	20.8	18.0
Depreciation and amortization	6.3	6.4	25.2	23.3
Stock compensation expense	1.2	0.9	4.5	4.1
Acquisition related expenses	-	0.4	0.7	1.7
Proforma Filament Adjustments	-	-	-	3.3
SKU Rationalization	8.5	-	8.5	-
Warehouse relocation, integration and restructuring	0.8	0.7	4.1	5.7
Non Cash Charges, purchase accounting, and impairments	-	0.9	2.6	3.8
Unrealized loss (gain) on foreign currency contracts	-	(2.1)	(0.2)	(1.9)
Contingent consideration fair value adjustment	-	-	(1.8)	(1.8)
Projected synergies	-	-	4.7	8.5
Consolidated adjusted EBITDA (1)	\$ 4.3	\$ 3.9	\$ 68.8	\$ 65.5

(1) Consolidated Adjusted EBITDA represents a non-GAAP financial measure. This non-GAAP financial measure is provided because the Company uses it in evaluating its financial results and trends and is an indicator of business performance.

OPERATIONS – ADJUSTED BASIS

	Six Months Ended June 30,		Year Ended December 31,
	2019 (1)	2018	2018 - Reported
	(\$ in millions, except per share amounts)		
Net loss, as reported	\$ (16.3)	\$ (17.7)	\$ (1.7)
SKU rationalization	8.5	-	-
Warehouse relocation, integration and restructuring	1.8	3.4	5.7
Non Cash Charges, purchase accounting, and impairments	-	1.3	3.8
Acquisition related expenses	0.2	1.2	1.7
Unrealized gain on foreign currency contracts	-	(1.7)	(1.9)
Contingent consideration fair value adjustment	-	-	(1.8)
Deferred tax for foreign currency translation for Grupo Vasconia	-	0.3	-
Impact of 2017 Tax Act	-	-	0.7
Income tax effect on adjustments	(2.6)	(0.8)	(1.0)
Adjusted net (loss) income (1)	\$ (8.4)	\$ (14.0)	\$ 5.5
Diluted (loss) income per common share:			
As reported	\$ (0.80)	\$ (0.96)	\$ (0.09)
Adjusted basis (1)	\$ (0.41)	\$ (0.76)	\$ 0.28

(1) Adjusted net (loss) income and adjusted diluted (loss) income per common share represent non-GAAP financial measures. These non-GAAP financial measures are provided because the Company uses them in evaluating its financial results and trends and as an indicator of business performance..

BALANCE SHEET SUMMARY

	June 30, 2019	Dec 31, 2018
	(\$ in millions)	
ASSETS		
Cash and cash equivalents	\$ 10.5	\$ 7.6
Accounts receivable	91.1	125.3
Inventory	205.6	173.6
Other current assets	23.4	12.3
Intangible assets, net	331.3	338.8
Operating lease right-of-use assets	109.8	-
Other assets	51.0	51.0
TOTAL ASSETS	\$ 822.7	\$ 708.6
LIABILITIES AND STOCKHOLDERS' EQUITY		
Accounts payable and accrued expenses	\$ 99.4	\$ 83.6
Debt, estimated current portion, net of fees	13.3	1.2
Operating lease liabilities	125.8	-
Other liabilities	26.1	39.5
Debt, estimated long term portion, net of fees	295.0	304.8
Stockholders' equity	263.1	279.5
TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY	\$ 822.7	\$ 708.6

COMPANY GENERATES STRONG CASH FLOW

While Maintaining Low CapEx

(In Millions)

Consistent EBITDA Generation



Low CapEx²



Strong Free Cash Flow³



Note: 2018 P – Pro forma for Filament acquisition. 2019 E – mid-range of outlook as published on August 8, 2019. (1) Unrealized synergy savings. (2) Reflects move to new distribution facility in U.S. for 2018 and U.K. in 2019. Maintenance CapEx is approximately \$6 million. (3) Free cash flow calculated as EBITDA minus CapEx.

CREDIT PROFILE

	June 30, 2019	March 31, 2019	December 31, 2018	September 30, 2018
	(\$ in millions)			
Credit Facility due 2023	44.9	26.5	42.1	87.2
Senior Secured Term Loan due 2025	\$ 271.6	272.2	\$ 272.9	\$ 273.6
Less: Cash	(10.5)	\$ (6.1)	(7.6)	(5.8)
Net Debt	<u>\$ 306.0</u>	<u>\$ 292.6</u>	<u>\$ 307.4</u>	<u>\$ 355.0</u>
LTM EBITDA	\$ 68.8	\$ 69.7	\$ 65.5	\$ 65.3
LEVERAGE RATIO	4.4 X	4.2 X	4.7 X	5.4 X

CREDIT PROFILE SUMMARY

Term Loan agreement has no negative financial maintenance covenants

Minimal required Term Loan amortization (\$2.75 million/year)

Earliest debt maturity is the Credit Facility in March 2023



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