



Moving **Forward**



NASDAQ: LCUT
www.lifetimebrands.com

INVESTMENT HIGHLIGHTS

Broad Portfolio of Leading Brands and Diversified Customer Base

- An unmatched portfolio of leading owned, licensed, and private label brands across kitchenware, tableware and other home products
- Diversified retail customer base includes full spectrum of housewares retailers and end consumers, ensuring broad market penetration
- Reach every major U.S. retailer

Expanding Global Footprint

- Strategic acquisitions and strong local partnerships drive expansion into key high-growth markets
- Leverage scale and international distribution network to drive efficiency and penetrate select new international markets with growth rates exceeding U.S.

Focused on Innovation

- Product Innovation: Continual investment in design technologies and significant global capabilities to meet evolving consumer trends
- Commercial Innovation: Significant investment in people and systems to position us proactively to capture continued e-commerce growth

Strong Financial Profile

- Highly leverageable infrastructure
- Financial position provides ability to finance investment opportunities

HOW WE DO IT

The company introduces thousands of products to consumers worldwide utilizing critical path planning and a best-in-class quality management system.



Brands

- Strong portfolio of widely recognized brands
- Focus on established owned brands supplemented with key licenses provides global flexibility

Global

- Successful mix of acquisition, joint venture and equity interest partnerships with strong local management teams

Innovation

- Industry-leading design team capabilities
- From products to process, we develop inventive ways to grow our business

People

- Attract and retain top talent
- Business leaders are highly successful and experienced industry veterans

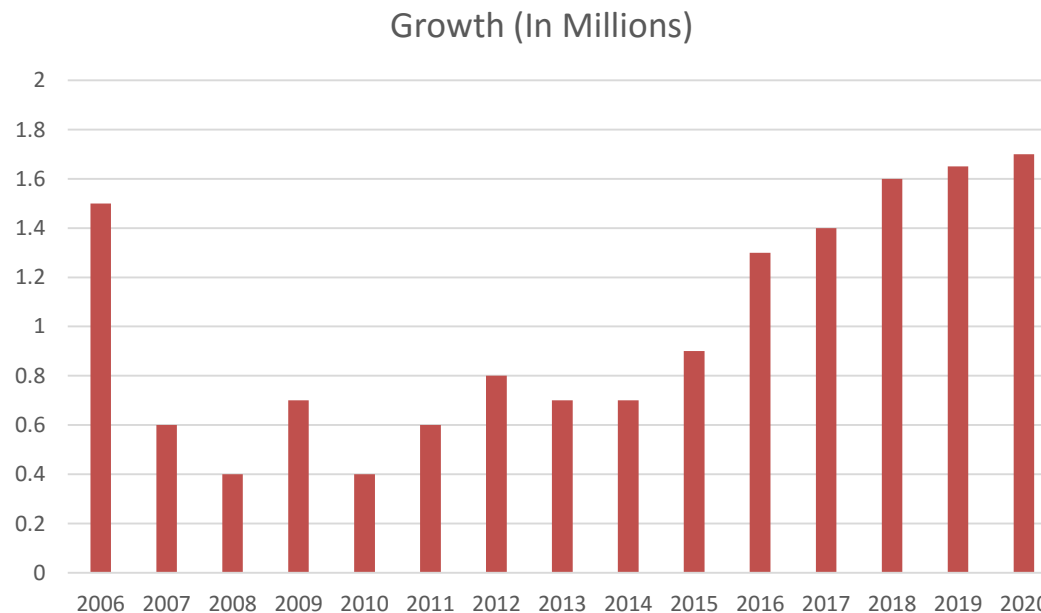
Lifetime has the resources in place to succeed with today's consumers in the ever-evolving housewares industry.

U.S. HOUSEHOLD FORMATIONS

Census Bureau projections imply household formations averaging on the order of 1.4 to 1.5 million per year through 2020. That compares favorably to an average of a little less than 900,000 annually over the past five years.

U.S. Household Formations

Based on Census Bureau data and Company estimates



New household formations are a key driver of housewares sales.

LIFETIME BRANDS, INC.

Lifetime Brands, Inc. is uniquely positioned as a global leader across kitchenware, tableware and other home products.



KITCHENWARE

- **Tools & Gadgets**
Lifetime's largest, most profitable and fastest growing category; #1 market share position; leading brands are Farberware, Kitchen Craft, and KitchenAid
- **Cutlery, Cutting Boards & Shears**
#1 market share position; leading brands are Farberware and Sabatier
- **Bakeware & Cookware**
Leader in premium bakeware and specialty cookware; leading brands are Chicago Metallic, Baker's Advantage and Sabatier
- **Pantryware & Spice Racks**
#1 market share position

TABLEWARE

- **Dinnerware**
Leading brands are Pfaltzgraff® (housewares) and Mikasa® (luxury)
- **Stemware**
Leading brands are Mikasa® and Cheers
- **Flatware**
#1 position with strong brands: Wallace®, Gorham®, Towle®, International® Silver and Mikasa®

HOME SOLUTIONS

- **Home Décor**
Strong brands such as Mikasa, Pfaltzgraff and Bombay
- **Portable Beverageware and Food Storage**
Innovative, trend-right designs with patented technology under the Copco and Built brands
- **Lunch Bags & Wine Totes**
Uniquely patterned neoprene products including lunch bags, wine totes, and storage totes; Built is a leading brand

The U.S. housewares industry exceeds \$75 billion in retail sales*.

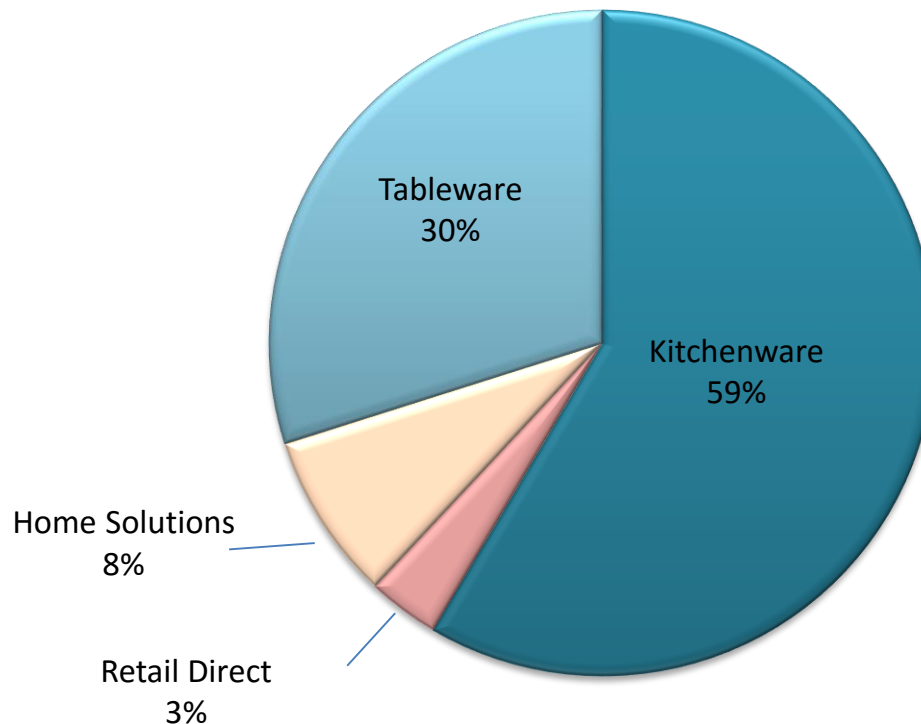
*Source: International Housewares Association

ATTRACTIVE PRODUCT CATEGORY MIX

Diverse portfolio and customer base positions company to capitalize on U.S. demographic trends.



Sales by Product Category – Year ended December 31, 2016



Lifetime has the right product mix to reach the full spectrum of consumers at the top retailers.

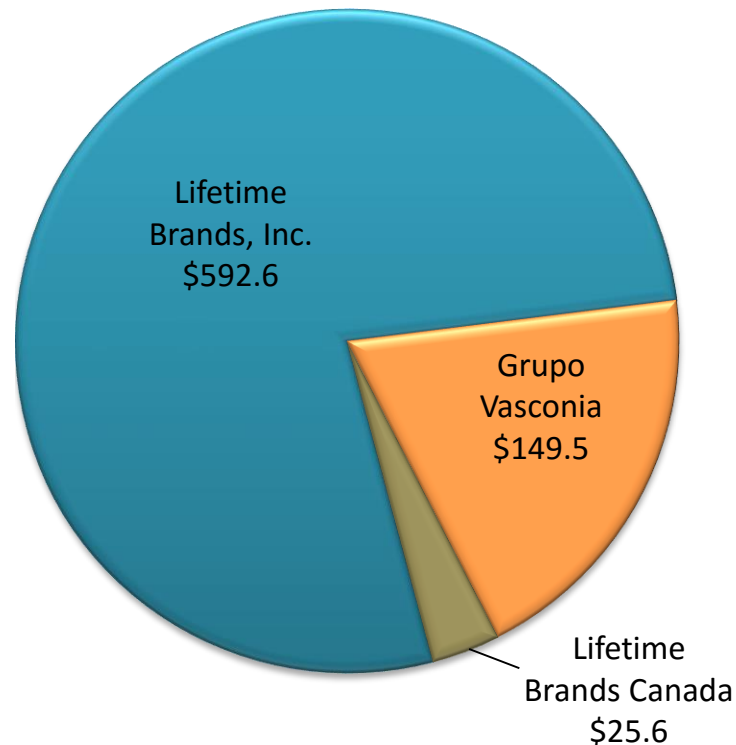
EXPANDING OUR GLOBAL REACH

In attractive markets, Lifetime has partnered with strong local business in which the Company has minority investments.



Total Sales of Lifetime Brands and Our Partners (In Millions):

Twelve months ended December 31, 2016:
\$767.7



OWNED & CONTROLLED BRANDS

Lifetime Brands focuses on owned brands that provide flexibility domestically and can be marketed internationally.

FARBERWARE®

MIKASA®

SABATIER 

Pfaltzgraff®

CHICAGO™
METALLIC

WALLACE®

WILTON
ARMÉTALE



BUILT®

kamenstein®

COPCO

LACAFETIÈRE

Gorham
1831

TOWLE®
SILVERSMITHS

Fijete que ven...
VASCONIA™
FOR TRADITIONAL & MODERN COOKING

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

KEY LICENSED BRANDS & PRIVATE LABEL

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



- Lifetime helps retailers develop their own brands while minimizing their start-up costs
- Lifetime supports retailers with market analysis, product assortments, promotional and merchandising solutions

KitchenAid®



M I S T O®

WILLIAMS-SONOMA



MICHAEL GRAVES
DESIGN™



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

CUSTOMER DIVERSIFICATION

Lifetime Brands sells to every major U.S. retailer that carries housewares.



Mass Market Retailers



Off-Price Retailers



Department Stores



Specialty Stores



Warehouse Clubs



Supermarkets



Independent Retailers

Over 7,000
independent
retailers

Online/TV



Home Centers



Retail Direct



We reach consumers in every sector through strategic branding.

INNOVATION

Our focus is on identifying and investing in major consumer trends, new technologies, materials and designs.



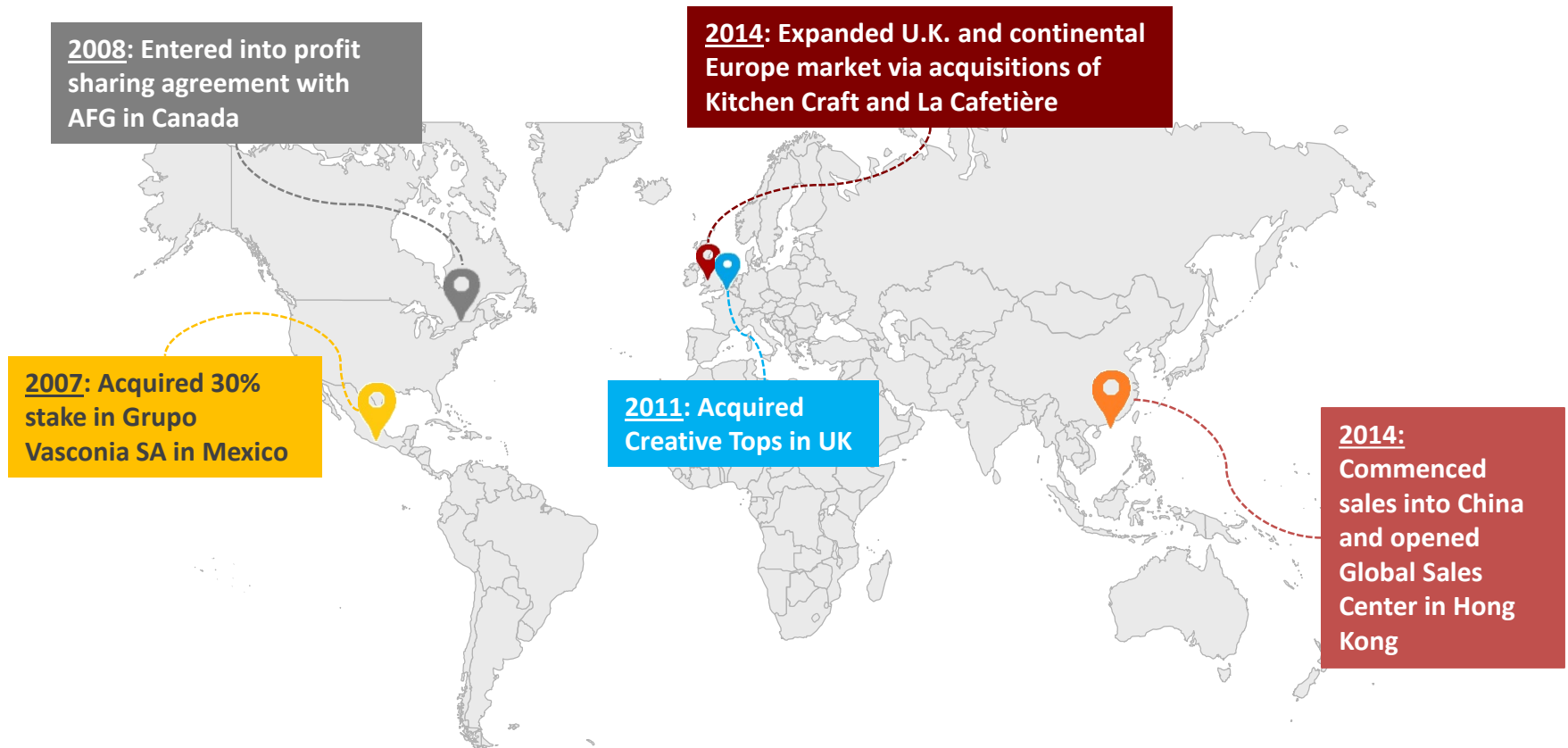
- Over 120 professionals in U.S., China and the U.K
- Over 100 design and utility patents
- 66% of sales are from products introduced within the last 3 years
- Open Innovation program connects us with thousands of independent inventors
- Lifetime QM™, our digital, mobile inspector toolkit, drives in-field factory audits with proprietary software



Lifetime introduces over 5,000 new products each year.

INTERNATIONAL GROWTH

Focus on expanding business in countries where we see the opportunity to grow at a faster rate than in the U.S.



Targeted markets provide unlimited opportunity for growth.

ACQUISITIONS TO SUPPORT GROWTH

Acquire companies with strong brands that are in the same business, in adjacent categories or with deep penetration in a specific category.



- Opportunity to leverage on our core competencies (brands, innovation and sourcing)
- Strong and experienced acquiree management
- Post-transaction debt to pro-forma EBITDA less than 4x
- Projected return on invested capital to exceed WACC



Creative Tops Dinnerware



Kitchen Craft Tools & Gadgets



Fred & Friends ManaTea Infuser

Lifetime has successfully acquired and integrated over 20 companies.

RECENT ACQUISITIONS

Provide us with expanded opportunities for growth, both in North America and overseas.



- Wilton Armetale's unique aluminum-based alloy further rounds out our tabletop assortment
- Chicago™ Metallic gives us a leading brand in premium bakeware
- Swing-A-Way® and Amco Houseworks® complement our existing kitchenware brands
- Copco® is a leader in thermal and hydration beverageware, tea kettles and kitchen organization products



Wilton Armetale Coastal Tray



Chicago™ Metallic Bakeware



Swing-A-Way® Ergonomic Can Opener



Copco® Thermal Mugs

These add-on acquisitions in categories where we already are established provide immediate gross margin dollars with little increase in SG&A.

INTERNATIONAL CUSTOMER BASE

Lifetime Brands sells to major international retailers that carry housewares.



Department Stores



Specialty Retailers



Supermarkets



Garden Center Groups



Online/TV



Discount Retailers



Lifetime's products are available in over 100 countries.

LEVERAGE INFRASTRUCTURE

Leverage economies of scale and relationships in sourcing and distribution to drive efficiencies and provide new services to retail customers.



- Sourcing products in Far East for 50 years
- Network of several hundred suppliers
- Long-term relationships with key vendors
- Three offshore sourcing offices
 - Provide engineering, logistics, material safety, QC and QA
 - 200+ professionals
- Efficient distribution using the latest technologies



Infrastructure leverage drives increasing profitability.

LIFETIME Next™

An initiative to accelerate growth by realigning operating divisions, eliminating complexity and reducing SG&A.



- **Phase I (2015)**
Assessed opportunities to increase efficiencies to drive growth in revenues, gross margin, operating profit, and cash flow
- **Phase II (2016)**
Designed specific solutions to eliminate impediments, increase efficiencies, reduce SKUs, reduce SG&A, strengthen brand management and reduce complexity throughout the organization
- **Phase III (2016 - 2017)**
Implementation

The project is now in the implementation phase, with process improvement savings expected to be achieved beginning in mid-2017.

GROWTH DRIVERS

Lifetime Brands breadth of offerings, increased efficiencies and recent acquisitions have the company positioned for future growth.



- Organic growth;
- Potential for major and tuck-in acquisitions;
- Profitability improvements from Lifetime Next™;
- Impact of combining Creative Tops and Kitchen Craft businesses;
- Impact of the Wilton Armetale, Amco Houseworks®, Chicago™ Metallic, Swing-A-Way® and Copco® acquisitions closed in 2016

The company is positioned for profitable growth.

RECENT FINANCIAL PERFORMANCE



U.S. WHOLESALE SEGMENT TREND

| | Year Ended December 31, | | |
|---|----------------------------|--------------|--------------|
| | 2016 | 2015 | 2014 |
| Gross margin | 36.0% | 35.7% | 35.3% |
| Distribution expenses ⁽¹⁾ | 8.1% | 8.0% | 8.2% |
| SG&A expenses ⁽²⁾ | 18.6% | 18.5% | 19.3% |
| Operating margin ⁽³⁾ | 9.2% | 9.1% | 7.8% |

(1) Distribution expense for the year ended December 31, 2016 excludes \$1.2 million of additional depreciation expense recorded in 2016 to properly reflect the accumulated depreciation balance of certain leasehold improvements at one of its U.S. warehouses and excludes \$0.1 million of charges related to the Company's planned relocation of its West Coast distribution facility.

(2) SG&A expense for the year ended December 31, 2014 excludes a \$4.2 million credit related to contingent consideration.

(3) Operating margin for the years ended December 31, 2016, 2015 and 2014 exclude restructuring expenses of \$2.4 million, \$0.4 million and \$0.1 million, respectively. Operating margin for the year ended December 31, 2014 excludes \$3.4 million of intangible asset impairment charges. Operating margin for the years ended December 31, 2016 and 2014 also exclude the distribution and SG&A expense adjustments noted above.

SUMMARY OF OPERATING RESULTS

| | Year Ended December 31, | |
|---|--|----------|
| | 2016 | 2015 |
| | (\$ in millions, except per share amounts) | |
| Net sales | \$ 592.6 | \$ 587.7 |
| Income from operations before charges | 29.5 | 24.6 |
| Impairment and restructuring charges | (2.4) | (0.4) |
| Income from operations | 27.1 | 24.2 |
| Interest expense | (4.8) | (5.7) |
| Financing expense | - | (0.2) |
| Loss on early retirement of debt | (0.3) | - |
| Income before income taxes and equity in earnings | 22.0 | 18.3 |
| Income tax provision | (7.0) | (6.6) |
| Equity in earnings (losses), net of taxes | 0.7 | 0.6 |
| Net income | \$ 15.7 | \$ 12.3 |
| Diluted income per common share | \$ 1.08 | \$ 0.86 |
| Adjusted diluted income per common share (1) | \$ 1.32 | \$ 1.00 |

(1) Adjusted diluted income per common share represents a non-GAAP financial measure. This non-GAAP measure is provided because management of the Company uses this financial measure in evaluating the Company's on-going financial results and trends. Management uses this non-GAAP information as an indicator of business performance.

OPERATIONS – ADJUSTED BASIS

| | | Year Ended December 31, | |
|--|----|--|----------------|
| | | 2016 | 2015 |
| | | (\$ in millions, except per share amounts) | |
| Net income, as reported | \$ | 15.7 | \$ 12.3 |
| Restructuring expenses | | 2.4 | 0.4 |
| Acquisition related expenses (recoveries), net | | 1.4 | (0.4) |
| Depreciation expense adjustment | | 1.2 | - |
| Loss on early retirement of debt | | 0.3 | - |
| Contingent consideration | | - | 0.8 |
| Financing expenses | | - | 0.2 |
| Gain on sale of GS Internacional S/A | | (0.2) | - |
| Deferred tax for foreign currency translation for Grupo Vasconia | | 0.5 | 1.3 |
| Income tax effect on adjustments | | (2.1) | (0.4) |
| Adjusted net income (1) | \$ | <u>19.2</u> | \$ <u>14.2</u> |
| Diluted income per common share: | | | |
| As reported | \$ | 1.08 | \$ 0.86 |
| Adjusted basis (1) | \$ | 1.32 | \$ 1.00 |

(1) Adjusted net income and adjusted diluted income per common share represent non-GAAP financial measures. These non-GAAP measures are provided because management of the Company uses these financial measures in evaluating the Company's on-going financial results and trends. Management uses this non-GAAP information as an indicator of business performance.

BALANCE SHEET SUMMARY

| | December 31, | |
|---|------------------|-----------------|
| | 2016 | 2015 |
| | (\$ in millions) | |
| ASSETS | | |
| Cash and cash equivalents | \$ 7.8 | \$ 7.1 |
| Accounts receivable | 104.6 | 90.6 |
| Inventory | 135.2 | 136.9 |
| Other current assets | 8.8 | 8.8 |
| Other assets | 143.5 | 154.9 |
| TOTAL ASSETS | <u>\$ 399.9</u> | <u>\$ 398.3</u> |
| LIABILITIES AND STOCKHOLDERS' EQUITY | | |
| Accounts payable and accrued expenses | \$ 74.9 | \$ 67.4 |
| Other liabilities | 31.6 | 31.2 |
| Debt | 95.7 | 100.2 |
| Stockholders' equity | 197.7 | 199.5 |
| TOTAL LIABILITIES AND STOCKHOLDERS' EQUITY | <u>\$ 399.9</u> | <u>\$ 398.3</u> |

CREDIT PROFILE

| | December 31, | |
|--|------------------|----------|
| | 2016 | 2015 |
| | (\$ in millions) | |
| LTM EBITDA | \$ 47.2 | \$ 44.9 |
| Debt: | | |
| Credit Facility due 2019 | 86.2 | 65.6 |
| Credit Agreement Term Loan | 9.5 | 35.0 |
| Short Term Loan- RMB | 0.1 | 0.3 |
| Total Debt | \$ 95.8 | \$ 100.9 |
| Leverage Ratio (Debt to LTM EBITDA) | 2.0 x | 2.3 x |

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