

How housework's done today.

Leifheit AG

Analyst Meeting

27 March 2018



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Agenda

- Introduction to Leifheit
- Highlights Financial Year 2017
- Financial Figures 2017
- Strategy "Leifheit 2020" and Key Initiatives 2018
- Investment Highlights
- Forecast Financial Year 2018
- Annex















Introduction to Leifheit



"We are your leading experts for solutions that make your everyday life at home more easy and convenient"

Leifheit Group

Brand Business (~ 85% of turnover)

Volume Business (~ 15% of turnover)

- Distribution in international markets
- Product categories: Cleaning, Laundry Care, Kitchen goods, Wellbeing
- High-quality branded products with a high degree of consumer benefit, mid to upper price segment
- Consistent brand management
- Systematic processes for innovation and market launch

- Products in mid-price range
- Customer-specific product development
- Strong service component























Offering products in four categories

Cleaning Leifheit has an easy and convenient solution for every cleaning demand. Our high quality cleaning products can be flexibly combined.



Kitchen goods

Opening, cooking, cutting or storing – Leifheit's kitchen accessories simplify work and keep hands and kitchen clean.







Wellbeing

Soehnle is a leading brand supplier for kitchen and bathroom scales. Air Treatment, medical products and wearables are complementary new assortments for a modern lifestyle.









Distributing in leading distribution channels

TOP-10 clients (50 % of turnover)













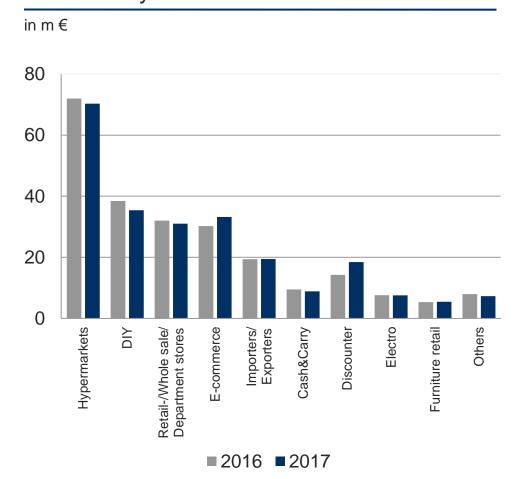






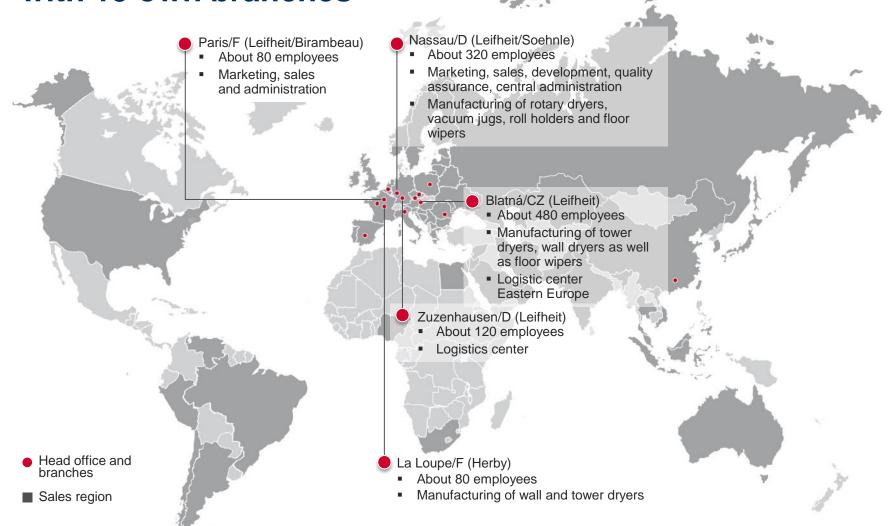


Turnover by distribution channel¹





Operating in more than 80 countries with 15 own branches



Introduction to Leifheit



Three main Group sites

Nassau/Germany: headquarter, marketing, R&D, sales, administration, production

Company grounds: 61,000 square meters Built-up area: 26,000 square meters

Employees: approx. 320

Fabrication: automatic production lines, injection molding production

Main product groups: dryers (Linomatic), cleaning and kitchen products



Zuzenhausen/Germany: logistic center

Company grounds: 85,000 square meters
Built-up area: 41,000 square meters

Employees: approx. 120

Storage Capacity: approx. 48,000 pallets

Distribution Capacity: 1,000 cubic meters (each day)



Blatná/Czech republic: main production facility and logistic center Eastern Europe

Company grounds: 108,000 square meters Built-up area: 20,000 square meters

Employees: approx. 480

Fabrication: Metal production with powder-coating, injection moulding

production, textile production

Main product groups: dryers, ironing boards, cleaning products

Storage Capacity: 5,000 pallets

Distribution Capacity: 180 cubic meters (each day)





Highlights Financial Year 2017



Unexpected challenges impact turnover and EBIT

Operational performance affected by special effects

- While Q1 and Q3 turnover remained behind previous year's results,
 Q2 and Q4 saw the anticipated growth
- Group turnover in 2017 almost stable compared to previous year
- Good performance in Germany and Eastern Europe cannot compensate the decline in Central Europe and Overseas
- EBIT affected particularly by unexpected negative foreign currency effects and increased material prices as well as by planned one-off effects from the reorganization of the sales organization in Germany

Fungibility of Leifheit stock increased

- Capital increase from company funds in connection with the issuance of bonus shares at a 1-to-1 ratio improved liquidity and trade volume as intended
- Proposing stable ordinary dividend for business year 2017



Group results at a glance

		2016	2017	Δ
Group turnover	€m	237.1	236.8	-0.1 %
Gross margin	%	47.5	46.4	-1.1 pps
Foreign currency results	€m	0.3	-1.5	-
EBIT	€m	22.1	18.8	-14.8 %
EBIT adjusted ¹	€m	21.8	20.3	-6.9 %
EBIT margin	%	9.3	8.0	-1.3 pps
EBIT margin adjusted ¹	%	9.2	8.6	-0.6 pps
Earnings before taxes (EBT)	€m	20.6	17.7	-14.0 %
Net result for the period	€m	14.3	12.9	-11.4 %
ROCE	%	16.3	12.8	- 3.5 pps



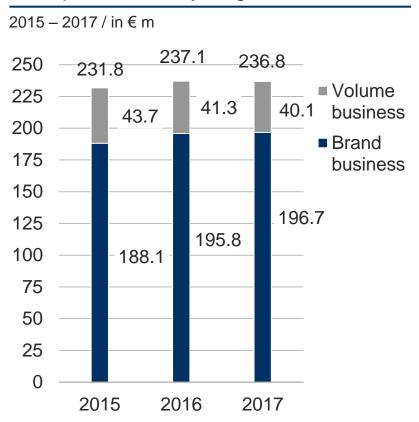
Financial Figures 2017





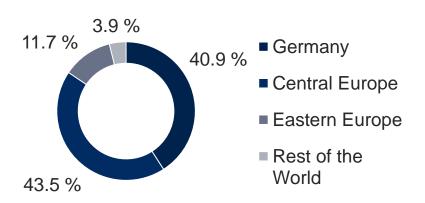
Group turnover almost stable, despite good performance in Germany and Eastern Europe

Group turnover by segment



Group turnover by region

2017



- While Q1 and Q3 remained behind expectations,
 Q2 and Q4 saw the anticipated growth
- Germany grew by 2.5 % due to a strong performance of both brand business and volume business
- Eastern European markets again delivered significant growth of 11.3 %, driven by double-digit growth in the Czech Republic, Ukraine and Romania
- Central Europe declined by 4.6 %, driven by pressure in France, Luxembourg and Italy, not compensated by strong performance in Belgium

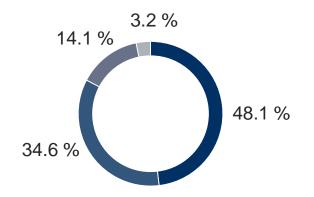


Brand Business with modest growth

		2016	2017	Δ
Turnover	€ m	195.8	196.7	+0.5 %
Gross margin	%	50.2	49.0	-1.2 pps
Segment result (EBIT)	€m	16.8	14.2	-15.5 %
Segment result (EBIT) adjusted ¹	€m	16.6	15.1	-9.0 %
Employees	Pers.	913	1,003	+90

Turnover Brand Business

2017 / by region



- Brand Business with high quality products by Leifheit and Soehnle brands are in the center of "Leifheit 2020" growth strategy
- Brand Business represents 83.1 % of total sales (2016: 82.6 %)
- Substantial growth drivers: cleaning products and laundry care
- EBIT impacted by negative foreign currency result, higher material prices and planned non-recurring expenses for the reorganization of sales organization and higher advertising costs
- Increase of employees due to insourcing in Czech Republic and to the re-organization of sales organization







Rest of the World





RG026A



Volume Business suffering from French hyper markets development

	_	2016	2017	Δ
Turnover	€ m	41.3	40.1	-2.8 %
Gross margin	%	34.8	33.5	-1.3 pps
Segment result (EBIT)	€m	5.3	4.6	-13.9 %
Segment result (EBIT) adjusted ¹	€m	5.2	5.2	
Employees	Pers.	180	165	-15

- Focus on profitability, focused on European markets and project business
- Strong sales increase in Germany cannot compensate for decline in France and USA
- Volume Business represents 16.9 % (2016: 17.4 %) of group turnover
- Shift of employees from Volume to Brand Business

Turnover Volume Business 2017 / by region









¹ Adjusted for foreign currency results due to the valuation at the balance sheet date of financial instruments to hedge future currency risks



Operating Cash Flow impacted by rise in working capital

in € m	2016	2017	Δ
Cash flow from operating activities	21.8	7.2	-14.6
Cash flow from investment activities	-27.5	-10.7	+16.8
Cash flow from financing activities	-13.0	-13.8	-0.8
Change in cash and cash equivalents	-18.7	-17.3	+1.4
Change in cash and cash equivalents due to exchange rates	-	-	-
Cash and cash equivalents at the end of reporting period	45.5	28.2	-17.3
Free cash flow ¹	14.3	1.5	-12.8

in € m	31.12.2016	31.12.2017	Δ
Cash and Cash equivalents at the end of reporting period	45.5	28.2	-17.3
Current financial assets	24.0	29.0	+5.0
Group liquidity	69.5	57.2	-12.3
Financial liabilities	-	-	
	69.5	57.2	-12.3

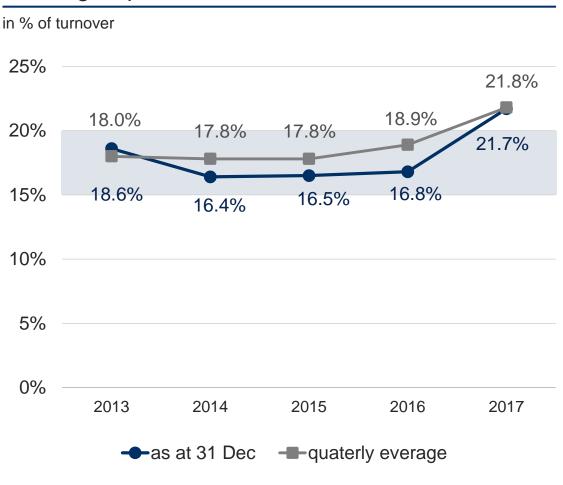
¹ Sum of cash flow from operating activities and investment activities adjusted for financial assets

Financial Figures 2017

LEIFHEIT

Working Capital mainly impacted by decrease in liabilities

Working Capital



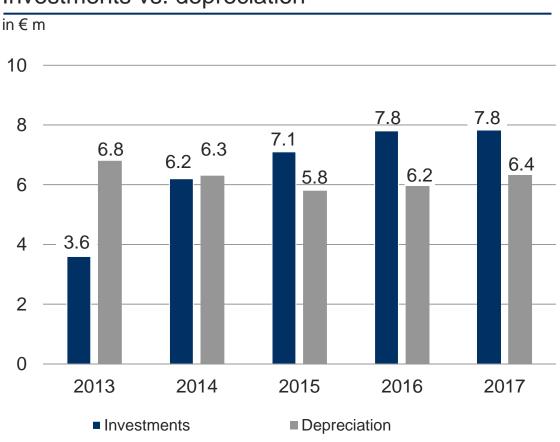
- Decrease in liabilities from LTI pay-out
- Decrease in trade liabilities
- Increase in inventories to support new product launches and new customer acquisition





Investments into production and distribution in Eastern Europe

Investments vs. depreciation



Investments 2017:

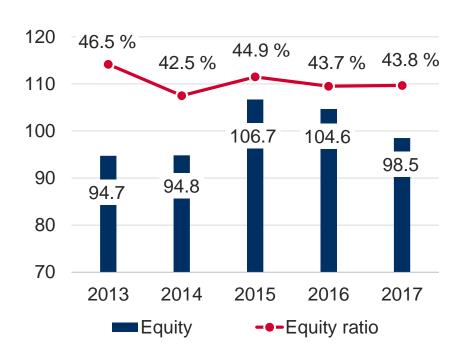
- € 6.7 m in fixed assets (2016: € 6.6 m), mainly in new production equipment and the logistics center Eastern Europe
- € 1.1 m (2016: € 1.2 m)
 in intangible assets
 (mainly software/productand customer oriented
 systems)
- Investment ratio 4.5% (2016: 4.4%)
- Brand Business: € 6.7 m (2016: € 7.1 m)
- Volume Business: € 1.1 m (2016: € 0.7 m)



Continuous strong capital structure and financial flexibility

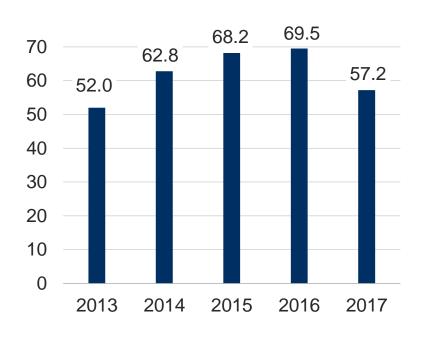
Equity/-ratio¹

31 December, in € m



Cash, cash equivalents and short-term financial assets

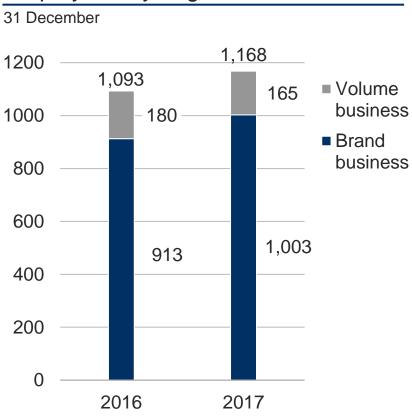
in € m





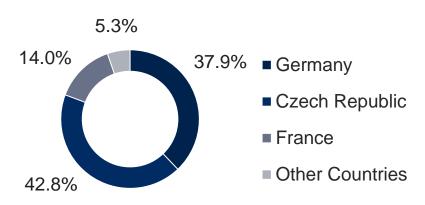
Sales and R&D teams further strengthened

Employees by segment



Employees by region

31 December 2017



- Reallocation of staff from volume business to brand business due to completion of contract manufacturing
- Sales, R&D and technical capacities further strengthened
- Leifheit again "Top Employer Midsized Germany 2018"

EMPLOYER

2018

CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS





Proposal to the Annual General Meeting on May 30, 2018: stable ordinary dividend

- In 2017, Leifheit AG carried out a capital increase from company funds with the issuance of bonus shares at a 1-to-1 ratio. The capital increase was carried out by issuing 5,000,000 new shares (bonus shares)
- Board of Management and Supervisory Board propose appropriating the Leifheit AG balance sheet profit of 10.000.000 € as follows:
 - Dividend of € 1.05 per eligible no-par-value bearer share



Long-term performance and shareholder-oriented dividend policy is fundamental for stock attractiveness

- Continuous attractiveness for investors due to high free float of 76.7 %
- Share price performance in 2017 at approx. -1%, throughout the past ten years at a CAGR of approx. +15 %

Above average dividend yield¹:

	7-		-
2017:	3.8%2	2013:	5.3%
2016:	5.1%	2012:	5.2%
2015:	5.6%		6.3%
2014:	3.9%	2010:	5.6%

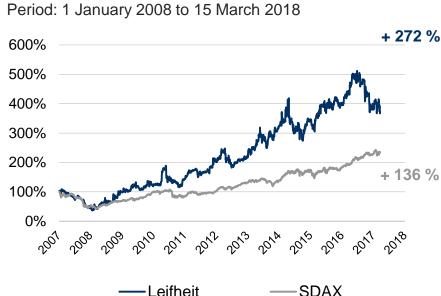
- 1 Based on the particular closing price at year-end
- 2 Proposed dividend for 2017
- 3 Plus special dividend on disposals

Price performance 2017

Period: 1 January 2017 to 31 December 2017 150% 140% 120% 110% 100% 90% 80% January March May July September November

SDAX

10 year price performance



Leifheit



Strategy "Leifheit 2020" sharpened -Key Initiatives 2018



Leifheit's vision for 2020

"We are your leading experts for solutions, that make your everyday life at home more easy and convenient."





Strategy "Leifheit 2020" sharpened - Better use of the opportunities of digitalization

- Strengthen our existing assortment, accelerate development of new products
- Sales force effectiveness / efficiency program
- Increase efficiency in structure and value chain
- Foreign currency risk reduction by rolling exchange rate hedging system with closer coordination to the planning period
- Digitalization as an integral part of the strategy
 - Positioning of brands in the digital media
 - Further strengthen E-Commerce position
 - Connected products and services
 - Digital processes and efficiency



2018: implementation of important future-oriented projects that will strengthen our mid-term comprehensiveness and significantly improve profitability in the future.



Vectors of growth: New products vs existing business

New products (20 – 30 % of annual turnover growth)

- Outcome of the new product pipeline defined until 2020
- Based on the mega trends relevant for Leifheit:
 - Fading of traditional gender rolls
 - Electrification
 - Digitalization & connectivity
- Based on Leifheit consumer segmentation
- New product development closer to existing assortments
- Different innovation streams by grade of technical change / newness of application



www.leifheit.com











New digital business segment Soehnle connect





Strategy "Leifheit 2020" sharpened - Key Initiatives 2018

Kitchen scale Page Aqua Proof – 100% waterproof









Vectors of growth: New products vs. existing business

Existing business (70 – 80 % of annual turnover growth)

- Further expand online business across all geographies,
 open-up new e-commerce customers, drive multi-channel approach
- "Win from strength markets" Europe stationary
 - Conversion of existing customer listings in broad distribution by
 - Sales effectiveness/efficiency programs
 - Marketing/promotion programs
 - Closure of listing gaps in existing and new customers
- "Win from behind" markets Europe stationary
 - Entry via promotional business into selected customers based on a hunting list
 - Conversion of promotions in listings
- "Entrepreneurs" ME/Asia
 - More focus as of 2018 (Asia)



Sales effectiveness and efficiency program in Germany

Next level Sales

Growth-orientated field sales force in Germany

Order-to-SAP

Effectiveness and efficiency of order management from order taking to processing

Field sales force

Increase coverage from 19 to 26 regions

- Change from independent business representatives to own employees
- Increase number of visits by 30%
- Establish pictures of success
- Creation of standards and guidelines
- Creation of process for information flow between field, KAM, trade marketing and back office

CRM Order taking

- Creation of an information platform
- Documentation of in-store performance and analysis
- Order taking via CRM
- Availability checks
- Returns management

Phase 1

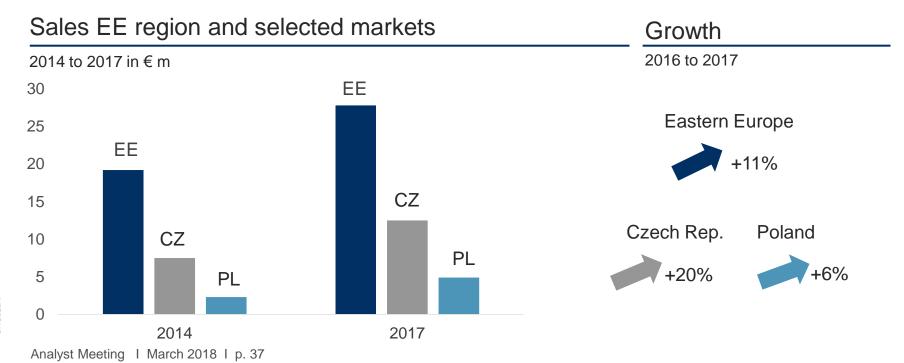
Customers, Logistics

- Simplification of trade terms and logistics
- Optimize interfaces between back office and logistics
- Optimize customerspecific order behavior
- IT processes, EDI and SAP issues



Harmonized "go-to-market" strategy drives substantial growth in Eastern Europe

- Situation in 2014: Lack of structured market approach to Eastern European (EE) region
 - Analysis of each individual EE country and establishment of EE coordination team with clearly defined responsibilities and targets
 - Developed a hunting list for each country
 - Established unified model for promotions and assortment for EE region
 - Build-up of new customer service center for EE countries in Prague, Czech Republic
 - Established central logistics center for EE countries in Blatná, Czech Republic





More contemporary positioning of Leifheit brand

Well-thought-out and easy-to-use products from Leifheit. Our Regulus PowerVac 2in1 cordless vacuum cleaner, the CleanTenso steam cleaner, the CLEAN TWIST Cleaning System, the Airboard ironing board and the successful Leifheit window vacuum cleaner...

...all have one thing in common: they help people in today's ever faster-paced world by making housework easier and the home more attractive so that there is more time for the truly important things in life. Leifheit. How housework's done today.























More contemporary positioning of Leifheit brand





TV advertisement

Q1 2018 CLEAN TWIST System

Q1 2018: Window vacuum

Dry & Clean

Q1 2018: Lino Protect 400

Q4 2018: Air Board

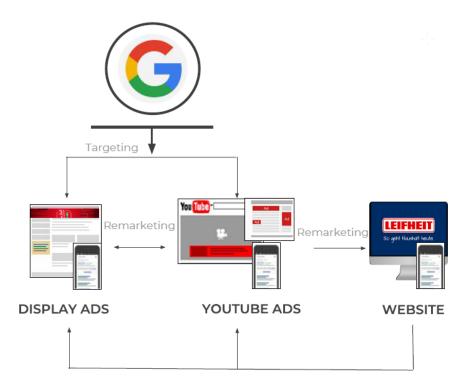




Strategy "Leifheit 2020" sharpened - Key Initiatives 2018

Focus on Online communication

- Accompanying measures related to TV advertisements
- Strengthening online awareness of Leifheit brand and tapping into modern target groups
- Campaigns in wide-reach online media channels for selected Leifheit products:
 Google Display, Youtube, Facebook, Instagram







Forecast Financial Year 2018



2018: Forward with core strength and digitalization

Economic environment 2018

- ▶ Moderate economic growth in our key European markets
- ► External risks of changing US economic policies, a rising level of inflation and regional conflicts
- ▶ Retail business optimistic for 2017, propensity of customers consumption continuously stable

Forecast Group development 2018

- ► Continue to pursue group growth strategy "Leifheit 2020", despite current risks in the retail sector
- ▶ Group: Turnover growth of 4 5%
 Brand Business: Turnover growth of 5 6%
 Volume Business: Turnover on previous year's level
- ▶ EBIT of € 17 m to € 18 m, return to target EBIT margin as of 2019
- Investments of about € 8 m (2017: € 7.8 m)
- Free cash flow of about € 5 to 7 m

Mid term Group development

- ➤ Sustainable and profitable organic turnover growth of about 4 % CAGR¹
- ► Target EBIT margin of 8 to 9 %

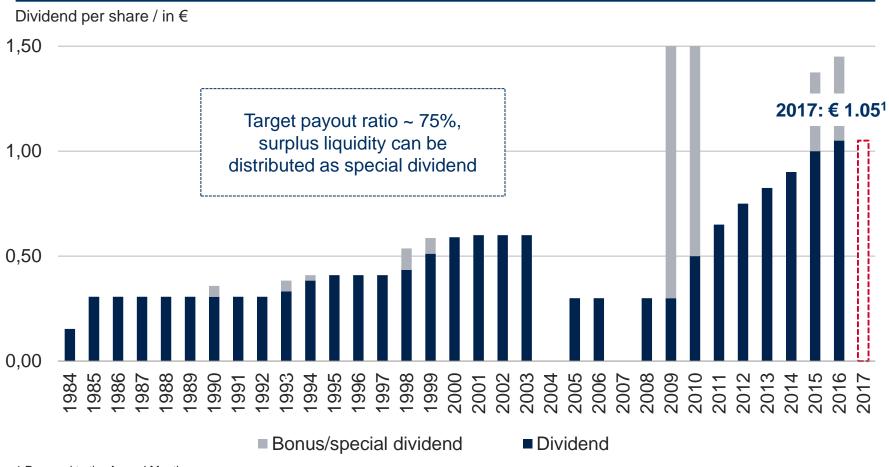


Investment Highlights



Committed to shareholder returns

Long-term dividend development





We drive from strength

Strong brands

- ▶ Well known, high consumer confidence
- ▶ Leading positions: Germany and many European countries
- ► High-quality supplier, middle and upper price range

Sustainable earnings

- ▶ Non-cyclical business: Leifheit brands are used every day
- Well prepared to exploit e-commerce potential
- ► Efficient cost structure, sustainable margins, high cash flow, solid financial position

Attractive dividend policy

- ▶ Distribution of approx. 75% of max (free cash flow, net income) targeted and backed by solid cash flow
- ▶ Surplus cash can be distributed to shareholders via special dividend

Significant growth potential

- Offline/online conversion helped by well suited e-commerce assortment
- Strategy "Leifheit 2020" to reach higher levels of profitable growth
 - Organic growth through focus on core categories, innovation, digital, efficiency
 - External growth options (focus on core categories and capabilities)



Leifheit is more than just household products



Leifheit is more than just household products – for almost 60 years

Strong brands



Innovative products and solutions



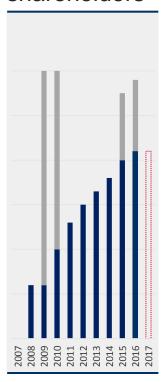
Creative people



Efficient and lean processes



Reliable partner of our shareholders









Long-term financial overview

		2013	2014	2015	2016	2017
Turnover	€m	220.9	220.7	231.8	237.1	236.8
Group adjusted ¹	€m	219.5	220.7	231.8	237.1	236.8
Brand Business ¹	€m	172.8	180.4	188.1	195.8	196.7
Volume Business	%	46.7	40.3	43.7	41.3	40.1
Profitability						
Gross margin	%	44.9	47.7	46.7	47.5	46.4
Cash flow from operating activities	€m	22.9	24.5	20.8	21.8	7.2
Free cash flow	€m	19.5	18.4	14.1	14.3	1.5
EBIT adjusted ²	€ m € m	14.9 16.9	21.5 16.4	21.7 19.2	22.1 21.8	18.8 20.3
EBIT margin	%	6.8	9.8	9.3	9.3	8.0
EBT	€m	13.3	19.8	20.2	20.6	17.7
Net result for the period	€m	10.2	14.1	14.3	14.5	12.8
ROCE	%	12.6	20.3	18.1	16.3	12.8

¹ Turnover 2013 adjusted for discontinued business with Dr. Oetker Bakeware

² Adjusted by foreign currency results





Long-term financial overview

		2013	2014	2015	2016	2017
Per Share ¹						
Net result for the period ²	€	1.08	1.49	1.51	1.53	1.35
Free cash flow	€	2.06	1.94	1.48	1.51	0.16
Dividend	€	0.83	0.90	1.00	1.05	1.05 ³
Special dividend	€			0.38	0.40	
Investments	€m	3.6	6.2	7.1	7.8	7.8
Depreciation	€m	6.8	6.3	5.8	6.2	6.4
		31/12/13	31/12/14	31/12/15	31/12/16	31/12/17
Employees						
Group	No.	1,049	1,068	1,074	1,093	1,168
Brand Business	No.	757	792	865	913	1,003

Employees	·	·				
Group	No.	1,049	1,068	1,074	1,093	1,168
Brand Business	No.	757	792	865	913	1,003
Volume Business	No.	295	276	209	180	165
Balance sheet total ²	€m	203.8	223.3	237.9	239.4	224.9
Equity	€m	94.7	94.8	106.7	104.6	98.5
Equity ratio	%	46.5	42.5	44.9	43.7	43.8

¹ Scrip issue in June 2017, 2013-2016 adjusted

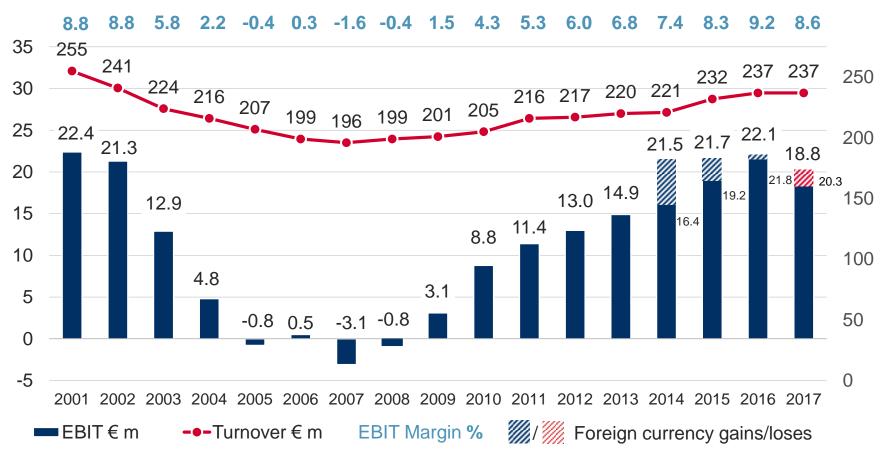
² Not including repurchased treasury shares

³ Proposal to the Annual meeting



Long-term financial overview

adjusted for non-operating effects



Turnover and EBIT adjusted for Soehnle Professional (divested as of 1.1.2006)

Turnover and EBIT adjusted for bathroom division (divested in 2010)

Turnover adjusted for Dr Oetker Bakeware (termination of license agreement by 31.12.2012)

EBIT 2011 adjusted for one-off consolidation effects of € 2.5 m from obtaining control over Leifheit CZ a.s.

EBIT 2012 adjusted for one-off effects of € 1.2 m from sale of assets relating to termination of license agreement Dr Oetker Bakeware

EBIT 2014 – 2017 include foreign currency results: 2014: € 5.1 m, 2015: € 2.5 m, 2016: € 0.3 m, 2017: € -1.5 m, EBIT margins adjusted for this effects Analyst Meeting | March 2018 | p. 50

LEIFHEIT

Experienced Management Board

Thomas Radke *1961 | CEO

Core competencies

- Driving growth via strategy and business model analysis, development and implementation
- Marketing, Sales, HR
- M&A and post-merger integration



Previous experience

- CEO Herlitz AG
- Member of the Board of Directors Pelikan Holding AG
- General Management, Marketing and Sales positions at Carl Zeiss Vision, Procter & Gamble/ Wella, Effem/Mars and Henkel KGaA

Ivo Huhmann *1969 I CFO

Core competencies

- Value creation, performance management, controlling, turnaround
- Creating strategic growth models
- Digitalization, IT, Six Sigma, Lean
- China operations and sales
- M&A, post-merger integration, cultural change



Previous experience

- CEO Bergluft Co. Ltd. Startup
- Managing Director Stiebel Eltron
- CFO General Electric-Healthcare Germany
- CFO General Electric-Fanuc Europe
- Various global financial management functions in General Electric

Ansgar Lengeling *1966 | COO

Core competencies

- Purchasing, production, logistics
- R&D and quality management



Previous experience

- Vice President
 Manufacturing, Bosch Green
- General Manager Bosch Power Tools, Hungary
- General Manager, Bosch Power Tools, China
- Quality Director, Bosch Power Tools, Hungary

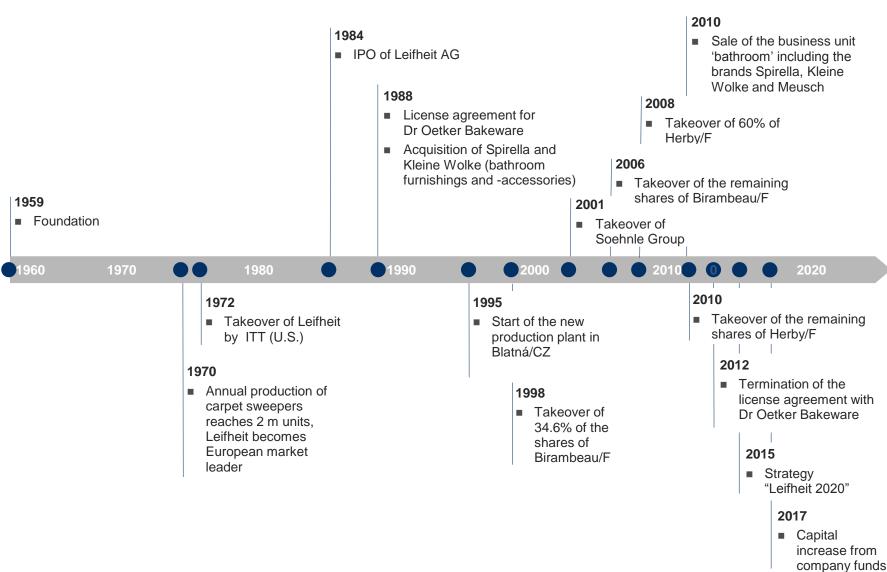


European competitors by category

Cleaning				Laundy care	
Spontex		Vileda	Brabantia	Juwel	
Rival		\\/anka		Stewi	
Tonkita	Swiffer	Wenko	Gimi	Artweger	
Kärcher Vileda		Metaltex	Rörets	Blome	
Brabantia	Tescoma	Darah	Tanita	Terraillon	
Fackelmann	WMF	Bosch			
Lurch Rösle Zyliss	e Gefu	ADE Sanitas		Laica	
Oxo Emsa	Gelu			Beurer	
Westmark	Tefal	Homedic	s Withings	200101	
Kitchen goods			9 -	Wellbeing	



Leifheit – more than 55 years "always a better idea"

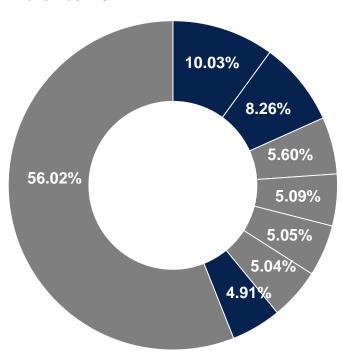




Significant free float and international investors

Shareholder structure

November 2017



- Non free float shareholders^{1,2}
- Free float^{1,3}

23.3 % 76.7 %

- MKV Verwaltungs GmbH, Grünwald (GER), 10.03%
- Joachim Loh, Haiger (GER), 8.26%
- Capital Income Builder, Los Angeles (USA), 5.60 %
- **EQMC** Europe Development Capital Fund plc (IRE), 5.09%
- Teslin Capital Management BV/Gerlin NV, Maarsbergen (NL), 5.05%
- MainFirst SICAV, Senningerberg (LUX), 5.04%
- Leifheit AG Nassau (D), treasury shares, 4.91%
- Share ownership under reporting threshold of 3.00 %

² Including restricted employee stocks (0.06%) 3 Including shareholdings of the Management Board



Financial calendar, share data, contact

Dates 2018

27 March 2018

Annual Financial Reports 2017

Analyst's meeting, Frankfurt/Main, Germany

15 May 2018

Quarterly statement Q1

30 May 2018

Annual General Meeting Frankfurt/Main, Germany

14 August 2018

Financial report for the period ending 30 June 2018

14 November 2018

Quarterly statement Q3

Share data

ISIN: DE0006464506 Ticker: LEI:GR, LEIG.DE

Trading segment: Prime Standard Share capital: € 30,000,000.-

Number of shares: 10,000,000 no-par value

ordinary bearer shares

Stock market launch: 3 October 1984

Designated Sponsor: Oddo Seydler Bank AG

Contact

Petra Dombrowsky

Corporate Communications / Investor Relations

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Aktiengesellschaft

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