

German Equity Forum

November 2024



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Investment Highlights



Leifheit – who we are





Founded in

1959, today one of the leading brand suppliers of household products in Europe



Around **1,030 employees** in

Germany, France, the Czech Republic and other countries



Strong Leifheit

brand with high market recognition in European core markets



Established business model

with the segments Household, Wellbeing and Private Label



High quality product range

in the core segments of cleaning and laundry care



International presence

with a focus on Europe



Good business development 2023:

Revenue **€ 258.3 m**, EBIT **€ 6.0 m**



Strong commitment to sustainability

Investor Presentation

Strong Vision: Leading with focus – creating sustainable value



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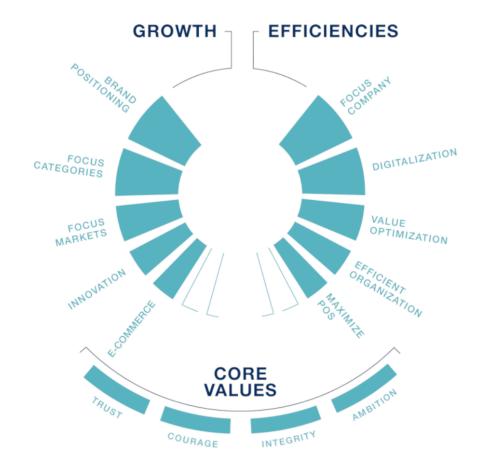


Our ideas to make your life easier.

PHILOSOPHY

OUR VISION

We are the European branded leader and specialist in mechanical cleaning and drying – with highest consumer satisfaction, an entrepreneurial culture and a sustainability mindset.





Company focus on core competence and Europe

Strong Base: Brand Leifheit





High Brand awareness in core markets

Highest quality and consumer satisfaction

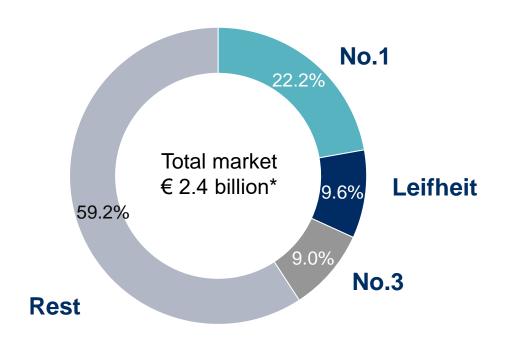
In 2025:

- New modernized brand positioning
- Brand transformation to digital first

Potential in Core – Mechanical cleaning & drying



Market shares mechanical cleaning & drying



Big potential to increase market share in Core categories

Growth of Core business:

Leifheit Drying | Cleaning: + 5%

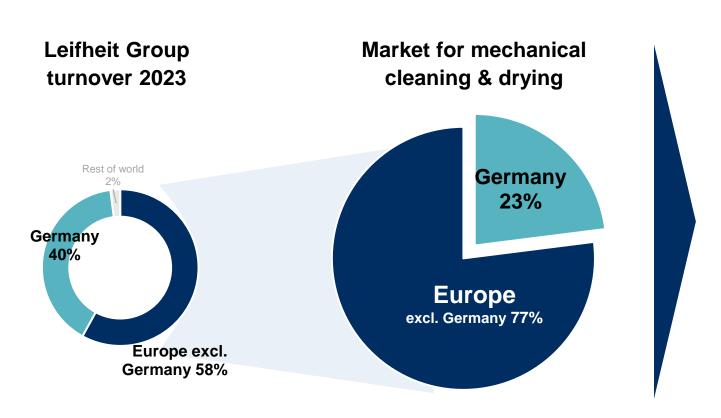
non-core: - 3%

Net Sales CAGR 2014-2023

Accelerate of Core business in 2025-2027

Potential in Europe outside Germany





Defined country clusters with specific growth and profit targets

Expand successful model in core markets

E-commerce as an entry model

^{*}Source: Extrapolation Leifheit Market Insights based on GfK, Nielsen, Circana and own sell-in D, F, ES, IT, UK, AT, NL, PL, CH, DK, RO, CZ, B, SK

Strong focus on Innovation to drive growth and profitability



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Power Clean
July 2024



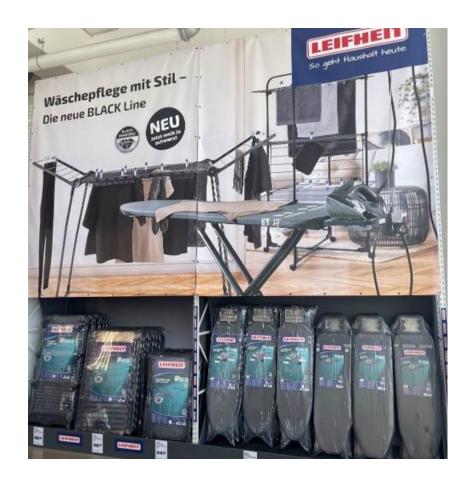
Window Cleaning 2025

New Leifheit Innovation Strategy will fuel the pipeline:

- consumer focused
- defined Innovation fields
- Launch / Relaunch cycle
- sustainability targets

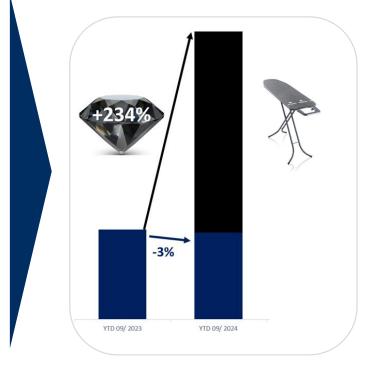
Successful Black Line 2024

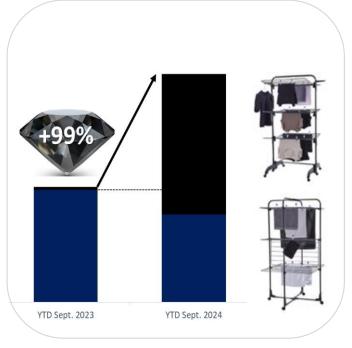




Ironing Boards and Tower Dryers

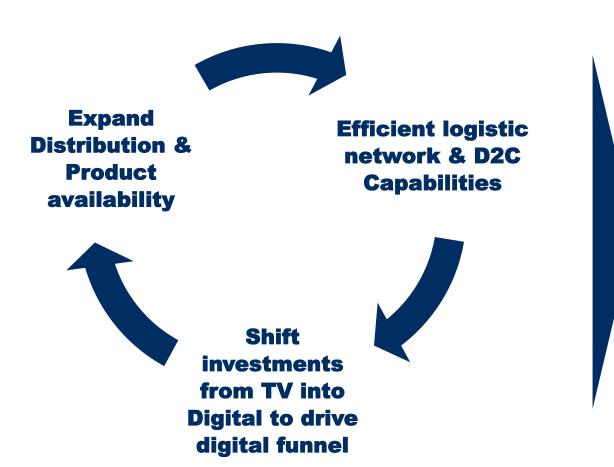
on top sales volumes in %





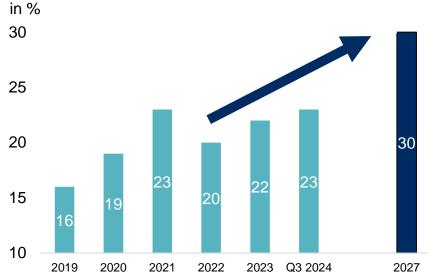
New E-commerce & digital model as growth accelerator and success model





Strategic goal: 30% E-commerce share of Group turnover in 2027

Share of E-commerce in Group turnover

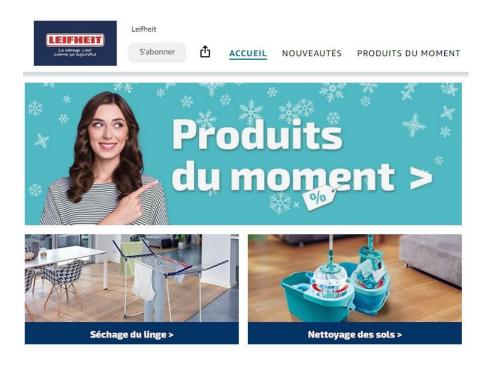


New E-commerce & digital model: Pilot France D2C



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- Efficient logistic from new D2C logistic hub
- New distribution via additional marketplaces
- Strong investment into Performance Marketing



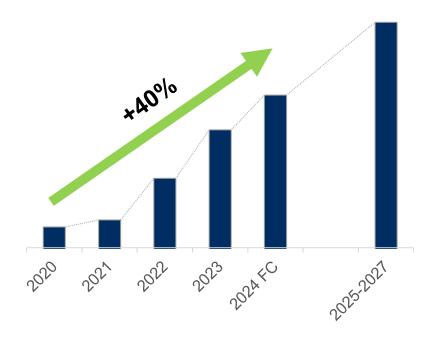


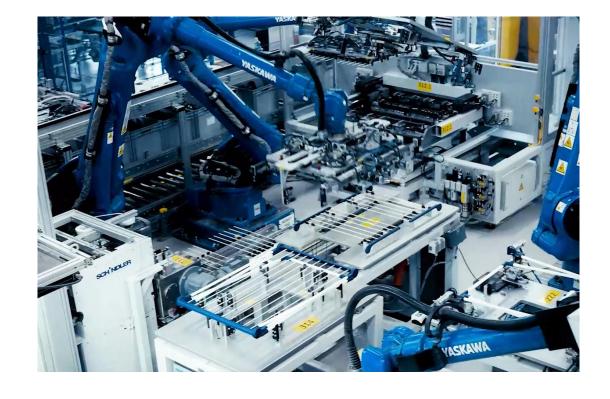
Significant efficiency gains in production and logistics to support profitability + cash



Productivity production site

products per line, worker and hour in %





Attractive cash generation for shareholder returns



Strong dividend policy

Distribution of **75%** of net result for the period or free cash flow

Dividend yield

2023: 6.5%2022: 5.2%2021: 2.9%

2020: 2.4%

Share Buy Back Program 2024

up to 8,5m€ share buy back

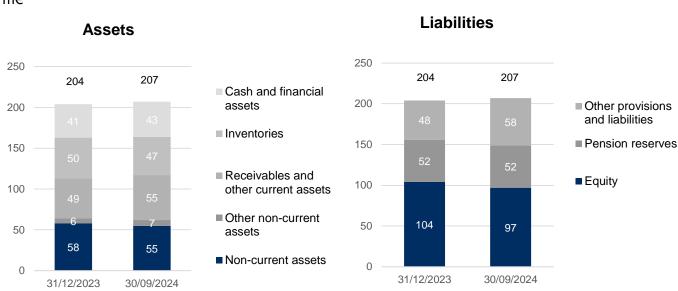




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Financial structure

in m€



- Solid liquidity position without any liabilities to banks
- Equity ratio 47%

Investment Highlights: Leifheit stands for sustainable, profitable growth and shareholder value



Strong vision: Strong Brand Focus strategy become European branded leader for sustainable growth with focus with big potential for geographical and specialist in mechanical on core competences, Europe and expansion e-com | digital acceleration cleaning and drying Lean and efficient production **Attractive cash generation Strong financial base** for shareholder return via attractive and logistics to support future investments, to support profitability and cash dividend policy and share buy growth and capital returns back program 2024



9M 2024 Financials



Leifheit records higher profitability in 9M 2024





New, holistic corporate strategy focusing on profitable growth and cost efficiency

Group turnover at 200.8 m€ in line with expectations

Significant catch-up effects with 6.3% growth in Q3

Strong improvement in gross margin by 2.9 pp to 44.3%

Group EBIT significantly up from 5.0 m€ to 10.3 m€

Free cash flow increased by 1.3 m€ to 14.3 m€

Forecast 2024 confirmed

Product innovations expected to provide positive impetus in Q4

Share buyback program ongoing

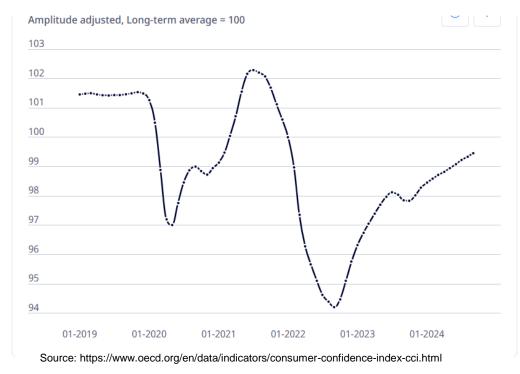
Consumer climate: slight recovery at a low level



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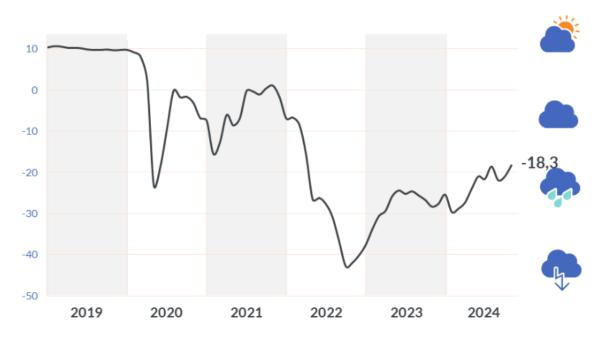
Consumer confidence index (CCI)

September 2024, EU-27



GfK consumer climate index

October 2024, Germany



Source: GfK Konsumklima powered by NIM / co-funded by European Commission

- Both indicators show slight recovery in consumer sentiment.
- However, there is still no strong momentum for demand in the German domestic market.

Group turnover in line with expectations – catch-up effects recorded in third quarter



Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	200.8	166.2	11.0	23.6
Growth 9M '24 vs. 9M '23	0.4%	0.3%	-10.5%	7.0%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	77.3	91.0	27.9	4.6
Growth 9M '24 vs. 9M '23	-8.7%	5.2%	12.7%	11.5%

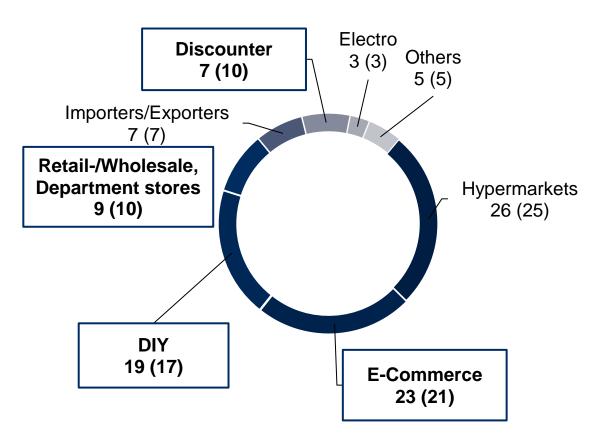
- Q1 was negatively impacted by low discounter promotions
- Strong Q3 confirms positive catch-up effects due to focus on excellence in execution, advertising activities in the core categories of mechanical cleaning and laundry care and distribution expansion in important European core markets

Strong E-commerce growth of +6.6% in 9M 2024



Distribution channels

Turnover 9M 2024 in % (previous year's figures)

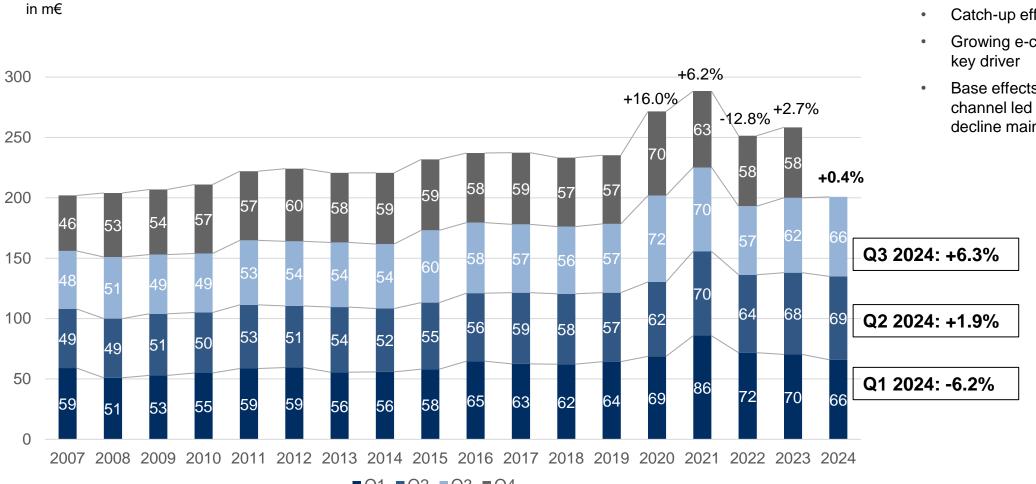


- E-commerce again one of the fastest growing channel with +6.6% in 9M 2024
- Expanding our D2C capabilities to enable profitable growth in key markets in Western Europe
- Growth of 8.5% in DIY channel in 9M 2024 due to distribution gains
- Less of promotions in the discounter channel
- Retail/Wholesale, Department stores:
 An important customer in the Netherlands faces financial difficulties. We are in close contact with the management.

Group turnover 9M 2024 in line with expectations



Group turnover development by quarters



- Catch-up effects in Q2 + Q3 2024
- Growing e-commerce is a
- Base effects in the discounter channel led to yoy turnover decline mainly in Q1 2024

23

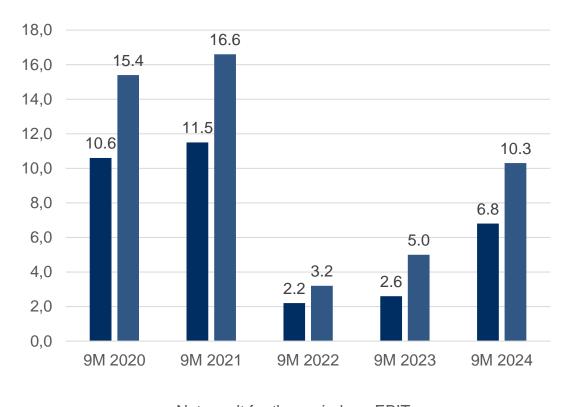
EBIT increased due to improved gross margin, despite strategy-related one-off effects from organizational changes



		9M 2023	9M 2024	Δ
Group turnover	m€	200.0	200.8	0.4%
Gross margin	%	41.4	44.3	2.9 pps
Foreign currency result	m€	-0.4	0.3	>100.0%
EBIT	m€	5.0	10.3	>100.0%
EBIT margin	%	2.5	5.1	2.6 pps
Earnings before taxes (EBT)	m€	3.8	9.7	>100.0%
Net result for the period	m€	2.6	6.8	>100.0%
EPS	€	0.28	0.72	>100.0%

Group earnings development

9M 2020 – 9M 2024 in m€



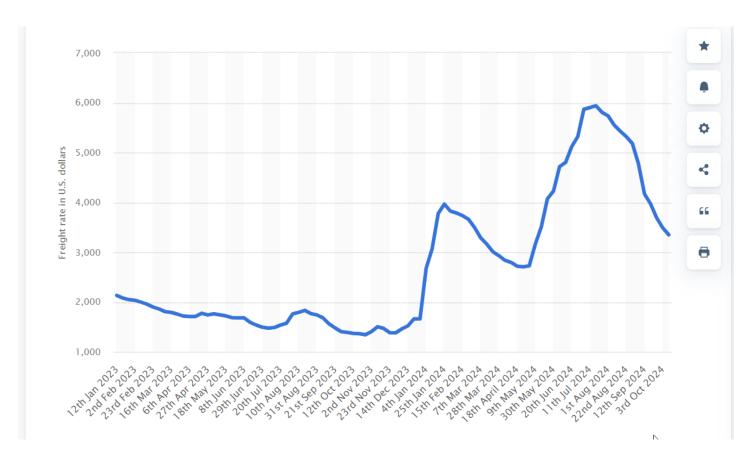
■ Net result for the period ■ EBIT

Slight easing in sea freight rates in Q3 but still on a higher level

LEIFHEIT

Global container freight rate index

in US dollars per 40-foot container (source: statista)



Investor Presentation

Gross margin improvement



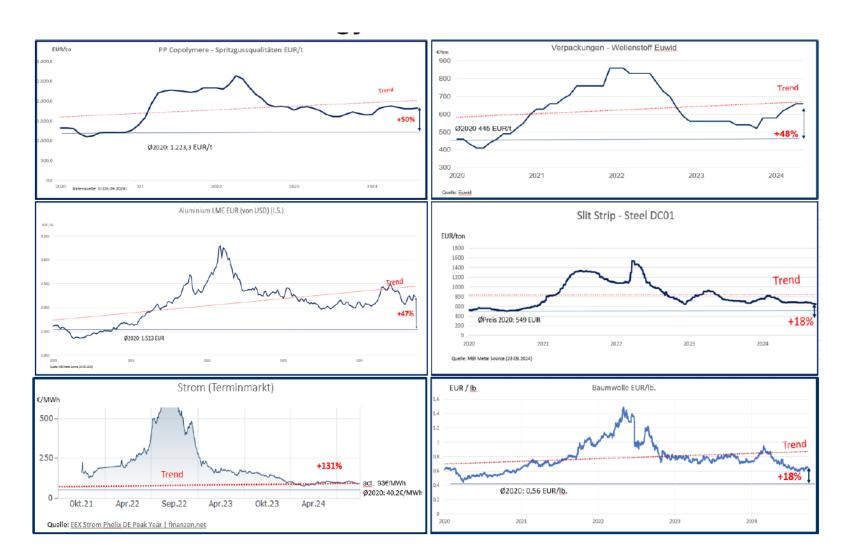
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- Improvement in gross margin to 44.3% in 9M 2024 (9M 2023: 41.4%) because of
 - positive product mix effects due to the focus on profitable products
 - increasing productivity and efficiency in production and logistics
 - slight decline in procurement and energy costs, although the costs remain at a high level
- Rise in container freight costs due to the crisis in the Red Sea led to pressure on gross margin with a time in Q3, but gross margin improvement will be seen again in Q4

Raw Material price development





- Average price increase of main raw materials appr. +36% vs. 2020*
 (-1% vs. previous quarter)
- Some raw material costs (esp. Packaging and Aluminium) with upward trend, price level of 2019/20 will be not reached in the short term

^{*}Calculation basis: average price 2020 vs. price as of Sept. 2024

Free cash flow of 14.3 m€ after 13.0 m€ in 9M 2023



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in m€	9M 2023	9M 2024	Δ
Cash flow from operating activities	17.1	18.9	1.8
Cash flow from investment activities	-4.1	-4.6	-0.5
Cash flow from financing activities	-7.0	-12.8	-5.8
Free cash flow ¹	13.0	14.3	1.3
in m€	30/09/2023	30/09/2024	Δ
Cash and cash equivalents at the end of reporting period	42.2	42.8	0.6
Financial liabilities	-	-	-

- Free cash flow up by 1.3 m€ due to improvement of net result for the period and working capital
- Cash outflow from financing activities includes payment of 10.0 m€ dividend (2023: 6.7 m€) and share buy back program (2.4 m€)
- With Group liquidity totaling 42.8 m€ and without any liabilities to banks, the company continues to have a solid liquidity position

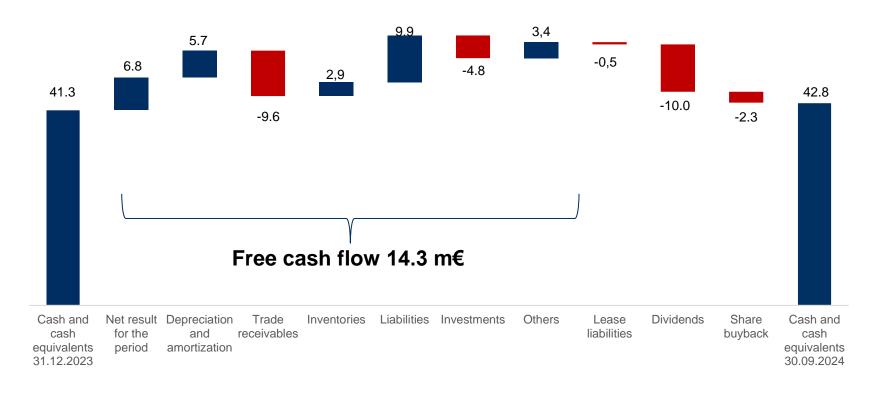
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

Leifheit has solid liquidity to implement the new corporate strategy



Group liquidity

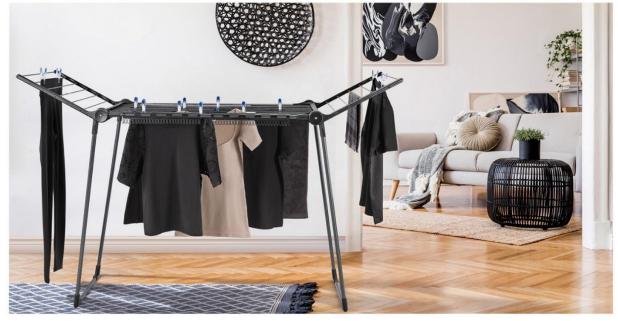
31/12/2023 vs. 30/09/2024 in m€



- Free cash flow increased in 9M 2024 to 14.3 m€ (9M 2024: 13.0 m€)
- Positive effects from the reduction in inventories, which contributed to an improvement in working capital
- Share buyback program with a total volume of up to 8.5 m€ until probably mid-December
- Total volume of shares purchased from 15 May 2024 up to 8 November 2024 amounts to 165,255 shares 2.9 m€)



Outlook 2024



2024 forecast confirmed – still challenging market environment ahead



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	Forecast 2024
Group turnover	slightly above the previous year
Turnover Household	slightly above the previous year
Turnover Wellbeing	slightly below the previous year
Turnover Private Label	slightly above the previous year
Group EBIT	in a corridor of 11 m€ to 13 m€ (previous: corridor of 10 m€ to 12 m€)
Free Cashflow	about 12 m€ (previous: about 10 m€)

Continued weak economy and subdued consumer sentiment



Annex

Experienced Management Board



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Alexander Reindler

CEO



- Brings more than 25 years of international experience in leading positions in marketing, sales and management
- Formerly responsible for the global Health Care Business at Beiersdorf AG

Core competencies

General Management, brand building
 & implementation of change strategies



Igor Iraeta Munduate

COO



- Many years of experience as CTO at Igus GmbH and Stoba Präzisionstechnik
- Various technical management positions at Robert Bosch GmbH

Core competencies

 Digitalization, IoT, Industry 4.0, implementation of lean production systems, agile "Scrum" methods



Marco Keul

CFO

Previous experience

- Responsible for Controlling, IT/Business processes and internal sales services as Vice president finance at Leifheit AG
- Years of experience as Head of Controlling at Leifheit AG

Core competencies

IT, Finance & Controlling

Leifheit is financially solid and pays reliable dividends to shareholders

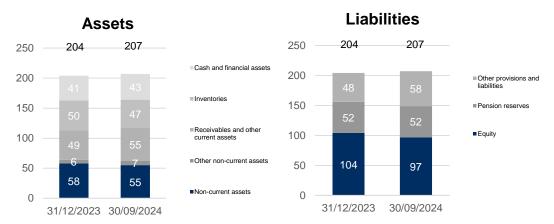






Strong financial structure

in m€



Solid long-term stock performance



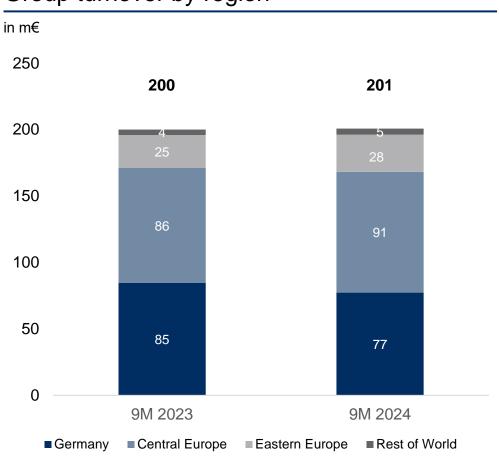
November 2024 Investor Presentation

Central and Eastern Europe with remarkable turnover growth, Germany still influenced by shifts in sales



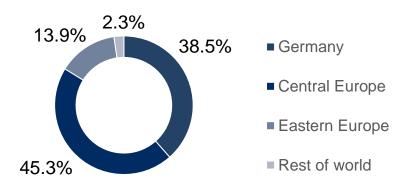
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Group turnover by region



Group turnover by region

9M 2024 in %



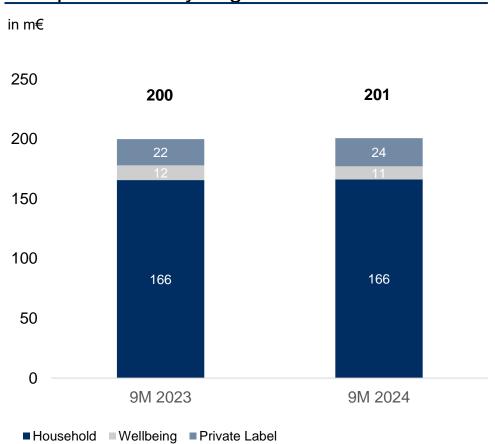
- Germany down by -8.7%,
 Changed ordering processes in e-commerce led to shifts in sales, missing discounter promotions in Q1 2024
- Central Europe up by +5.2%,
 Important markets Belgium, France and Spain with significant growth due to positive e-commerce development and distribution expansion
- Eastern Europe strongly up by +12.7%,
 Several countries with double-digit growth rates

Slight turnover growth across segments in 9M 2024 as expected, but on track for 2024 turnover forecast



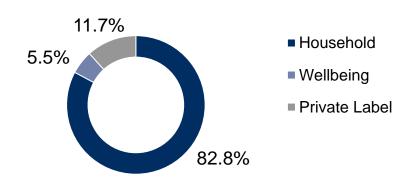
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Group turnover by segment

9M 2024 in %



- Household segment up by 0.3%, launch of further products from the successful BLACK LINE contributed to slight growth in the core category laundry care
- Wellbeing segment down by -10.5%
 against the background of product range adjustments
- Private Label segment up by 7.0%,
 Birambeau and Herby both with turnover growth

Leifheit Group structure

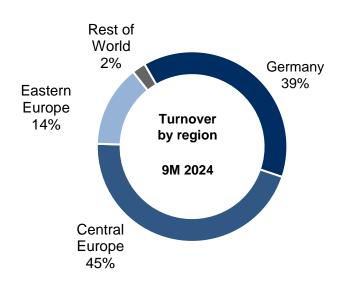






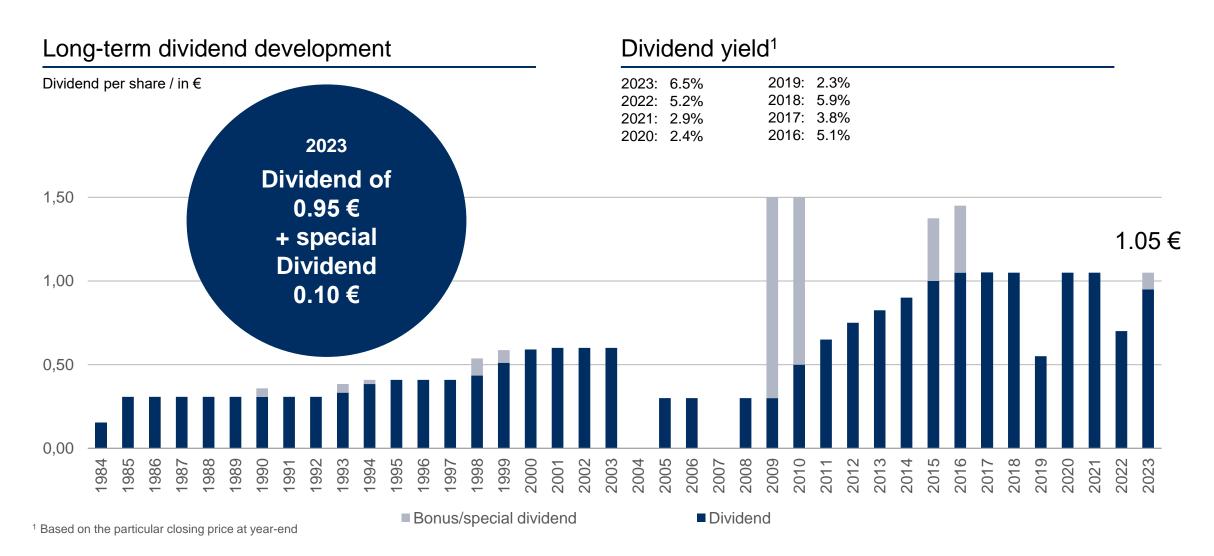






Committed to shareholder returns

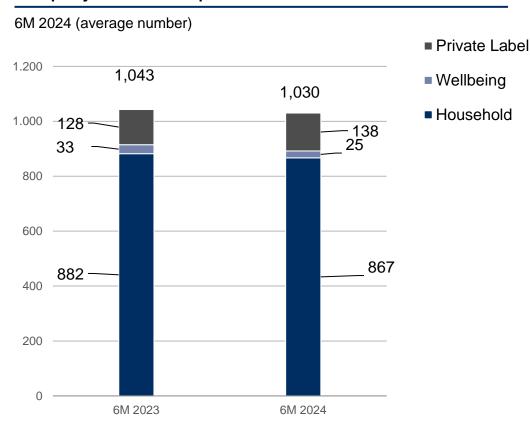




Increased efficiency and productivity led to reduction in number of employees

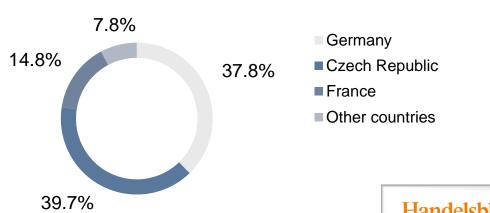


Employee development*



Employees by region*

6M 2024 (average number)







^{*} Only own staff, without temporary workers

Distribution in all relevant distribution channels



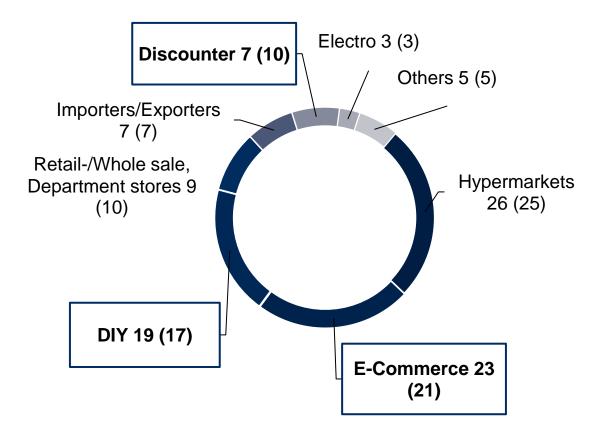
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Blue Chip client base



Distribution channels

Turnover 9M 2024 in % (previous year's figures)



Long-term financial overview



		2019	2020	2021	2022	2023
Group turnover	m€	234.0	271.6	288.3	251.5	258.3
Profitability						
Gross margin	%	43.1	45.0	42.3	38.7	42.1
Cash flow from operating activities	m€	15.9	4.0	16.4	14.0	20.8
Free cash flow	m€	10.1	-5.5	9.6	8.8	12.1
EBIT	m€	9.9	18.8	20.1	2.8	6.0
EBIT margin	%	4.2	6.9	7.0	1.1	2.3
EBT	m€	8.5	17.7	19.3	2.3	4.7
Net result for the period	m€	5.8	12.5	14.2	1.2	3.2
ROCE	%	8.2	14.1	13.8	1.8	4.5

Long-term financial overview



		2019	2020	2021	2022	2023
Per share						
Net result for the period, EPS ²	€	0.61	1.32	1.49	0.13	0.34
Free cash flow	€	1.06	-0.57	1.00	0.92	1.27
Dividend Special dividend	€	0.55 	1.05 	1.05	0.70	0.95^{2} 0.10^{2}
Investments	m€	6.0	9.6	7.3	5.4	8.9
Depreciation	m€	8.2	8.5	7.8	7.5	9.0
		31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023
Employees	No.	1,106	1,098	1,080	1,063	1,020
Balance sheet total ¹	m€	214.6	230.0	238.8	216.1	203.6
Equity	m€	96.2	100.4	111.3	112.5	103.8
Equity ratio	%	44.8	43.7	46.6	52.0	51.0
Liquidity	m€	50.3	38.8	38.1	36.3	41.3

¹ Not including repurchased treasury shares

² Dividend proposal

Leifheit makes top quality household products



Profi Floor Wiper 4.6 stars



Leifheit rückenschonender Bodenwischer Profi XL micro Duo mit Aluminiumstiel 140cm, Wischmopp zum Lösen mit Fußklick, mit Bezug...

★★★☆☆ ~ 1.728

Profi XL Set 4.5 stars



Leifheit Set Wischtuchpresse Profi XL mit Bodenwischer 146cm und Rollen, 1x Mikrofaser Bezug für alle...

★★★★☆ ~ 10.402

Pegasus 150 black 4.7 stars



Leifheit Standtrockner Pegasus 150 Solid Black Edition, standfester Wäscheständer mit Flügeln auch für lange...

★★★★ × 11.534

Linomatic 600 Deluxe 4.7 stars



Leifheit Wäscheschirm Linomatic 600 Deluxe Cover mit Leineneinzug für saubere Wäsche, Wäschespinne für die...

★★★★ ~ 8.836

Our European production and logistic footprint ensures efficient and reliable supply to customers



Paris/F (Leifheit/Birambeau)

- About 20 employees
- Marketing, sales and administration

Nassau/D (Leifheit/Soehnle)

- About 280 employees
- Marketing, sales, development, quality assurance, central administration
- Manufacturing of rotary dryers, vacuum jugs, roll holders and floor wipers



La Loupe/F (Herby)

- About 80 employees
- Manufacturing of wall and tower dryers

Blatná/CZ (Leifheit)

- About 380 employees
- Manufacturing of tower dryers, wall dryers and floor wipers
- Logistic center Eastern Europe (LDE)

Operating in more than 80 countries with 14 own branches

- Head office and branches
- Sales region

Zuzenhausen/D (Leifheit)

- About 110 employees
- Logistics center Central Europe (LDC)



Chablis/F (Leifheit/Birambeau)

- About 40 employees
- Logistic center Western Europe (LDW)

Investor Presentation

very good (1,4)

Leifheit Clean Wist M Ergs

TESTSIEGER

Haus & Garten Test

sehr gut

CLEAN TWIST

M Ergo

Isolating jug

Columbus

Leifheit awards (selection)





very good









Window vaccum cleaners



Window vaccum

cleaner Nemo





Pegasus Cordless vaccum wiper



very good

Regulus Aqua PowerVac

Cordless vaccum Regulus PowerVac 2in1



Steam Mop CleanTenso

Investor Presentation 45 November 2024

Soehnle awards (selection)



sehr gut/very good









Personal Scales Style Sense Bamboo Magic



Body analysis scales Shape Sense Connect 100 + 200



Haus & Garten Test sehr gut gerät mit App-Anbindung Haus & Garten Test sehr gut (1,2)Soehnle Systo Monitor 200

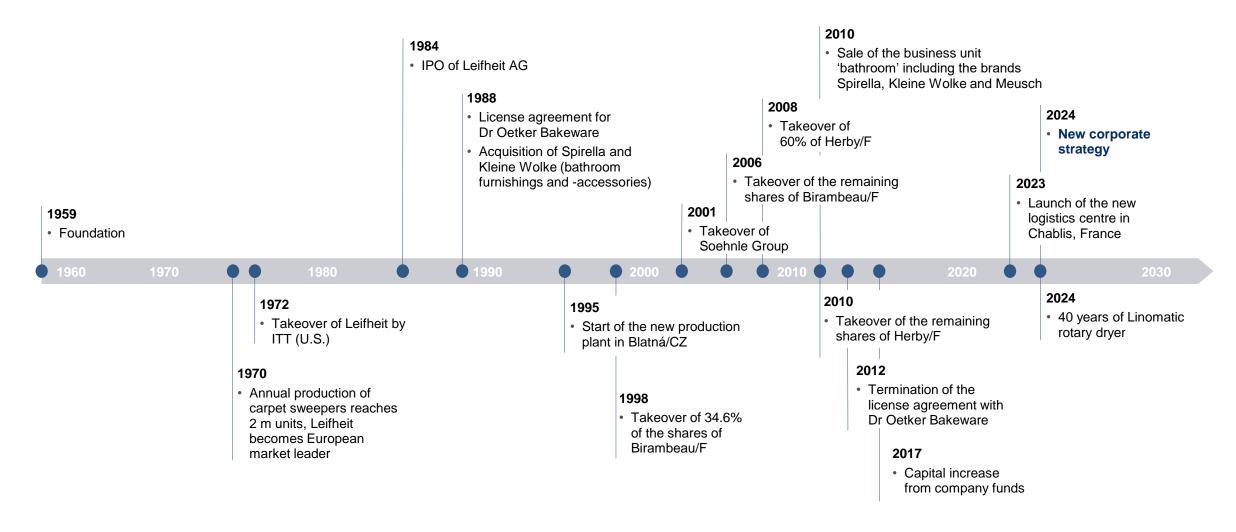


Page Aqua Proof Kitchen Scale

Blood pressure monitors Systo Monitor 200 + 300

Leifheit – 65 years of passion for housework





European competitors by category









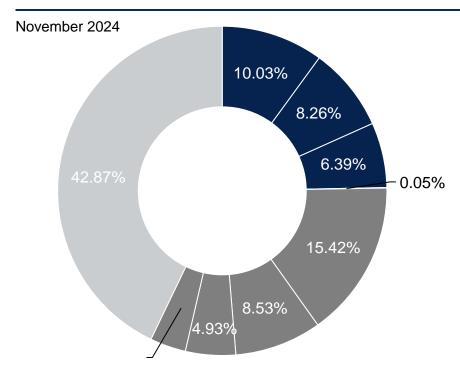


Significant free float and international investors



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Shareholder structure



Non free float shareholders¹

• Free float^{1,2}

75.27%

24.	73%
— -	070/

Definition of	German stoo	ck exchange	for indices

² Including shareholdings of the management board

MKV Verwaltungs GmbH, Grünwald (GER)	10.03%
Ruthild Loh, Haiger (GER)	8.26%
Leifheit AG Nassau (GER), treasury shares	6.39%
Employee shares subject to a lock-up period	0.05%
Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES)	15.42%
Gerlin Participaties Coöperatief U.A., Maarsbergen (NL)	8.53%
MainFirst SICAV, Senningerberg (LUX)	4.93%
Blackmoor Ownership Holdings Master Limited, London (UK)	3.52%
Voting rights under notification threshold	42.87%

ESG: Strategic sustainability goals

Focus on climate neutrality till 2030



Analyse our emissions

Objectives until 2030

Emission reduction measures until 2030

Compensate

- Climate balance for our most important sites in scope 1 and scope 2 established in 2022
- · Yearly climate balance in the future to measure progress
- Substantially reduce the emissions of direct greenhouse gases (scope 1 emissions)
- 100% renewable energies with a electricity mix (scope 2 emissions)
- Substantially reduce the emissions of indirect emissions (scope 3)

- Energy: increase efficiency, savings and share of renewable energies
- Mobility: reduce of vehicle fleet emissions at our sites. reduce CO₂ emissions of employees' drive
- · Products: long-lasting and highquality products with long life cycle, increase recycled share in products, packaging and displays
- Distribution: lean production, reduce transport routes and supply logistics

Compensate nonavoidable emissions by means of certified projects for climate protection

Read more at our sustainability report 2023

www.leifheit-group.com/en/investorrelations/reports-and-presentations/



Scope 1: direct emissions from the company's owned

or controlled resources e.g. gas, fuel, refrigerants Scope 2: indirect emissions from purchased energy,

e.g. electricity

Scope 3: indirect emissions in the value chain,

(upstream + downstream)

¹ Scope 1 and scope 2 emissions

Our ESG Principles



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LEIFHEIT

What sustainability means to us:
Responsible actions toward the environment and people, corporate integrity and durable, high-quality products



Environment

Climate-neutral by 2030:1 Avoiding and reducing carbon emissions, supporting climate protection projects

Durable, high-quality products that make life at home easier and more convenient

Efficient use of resources without sacrificing quality

European production and logistics footprint with close connections to our customers

Compliance with applicable laws and regulations in our production activities (WEEE, RoHS, REACH, PAH, Ecodesign Directive, etc.)

Strict environmental standards in our supply chain, laid down in our Supplier Code of Conduct



Social

Open, positive corporate culture driven by performance and teamwork

HR strategy geared towards employer attractiveness

Focus on employee safety and health

Diversity and offer equality of opportunity

Fair and competitive pay, training and continuing education

Strict social standards in the supply chain, laid down in our Supplier Code of Conduct

> Giving back to society at our locations



Governance

Responsible corporate management and compliance

High transparency for stakeholders through quarterly reporting and regular news updates

Compliance management system (CMS), including guidelines and measures to ensure compliant and ethical conduct

Combating corruption and bribery as integral part of CMS

Protecting personal data according to the high standards of the GDPR



Read more at our sustainability report 2023

www.leifheit-group.com/en/investor-relations/reports-and-presentations/

¹ Scope 1 and scope 2 emissions

Leifheit is frequently top company in home appliances and household goods categories



We are pleased that our efforts towards sustainability are being noticed and rewarded by consumers.

- We were awarded the "Germany's Best Sustainability" seal once again in 2023 for the third year running.
 The study was conducted by the IMWF Institut für Management- und Wirtschaftsforschung with research
 support from the Hamburg Institute of International Economics (HWWI) on behalf of Focus Money and
 Deutschland Test. The study analyses social listening data for some 19,600 companies and brands. It
 examines aspects of ecological, economic and social sustainability. The results show who is committed to
 sustainability from the consumer's point of view.
- As in the two previous years, the FAZ-Institut also once again awarded Leifheit the "Excellent
 Sustainability" certificate. The study analysed social listening data for some 20,000 companies and brands
 in a similar manner.
- In addition, Leifheit was awarded the "Maximum Trust 2023" award once again, achieving the highest ranking in the household products category. The study was conducted by the IMWF Institut für Management-und Wirtschaftsforschung on behalf of Focus Money and Deutschland Test.
- In the "Sustainability Champions" study conducted in cooperation with the daily newspaper Die Welt, the Leifheit and Soehnle brands were rated "very sustainable" in the "Household goods/kitchen utensils" sector. The result is based on a consumer survey in which a total of 1,291 companies from 78 sectors were assessed.

Financial calendar and contact



Financial calendar 2024 / 2025

25 - 27 November 2024

Deutsche Börse – German Equity Forum 2024, Frankfurt

9 April 2025

Annual Reports 2024

Analyst Conference

7 May 2025

Quarterly statement for the period ending 31 März 2025

28 May 2025

Annual General Meeting

7 August 2025

Half-year report 2025

6 November 2025

Quarterly statement for the period ending 30 September 2025

Contact

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