

**LEADING  
WITH  
FOCUS.**  
CREATING  
SUSTAINABLE  
VALUE.



# Investor Presentation Q1 2025

7 May 2025

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# Executive Summary: Growth opportunities from product expansion



**Holistic corporate strategy** keeps profitability high despite challenging market environment

**Successful product launch in February**, next innovation in June will further drive growth

**Group turnover** down by 3.3% to 63.7 m€ due to weak consumer sentiment, strategic portfolio adjustments and insolvency of an important customer

Solid improvement in **gross margin** by 0.9 pp to 45.6%

**Group EBIT** slightly decreased by 0.3 m€ to 3.1 m€

**Free cash flow** decreased to -7.2 m€ due to increased investments

**Forecast 2025 confirmed:** Group turnover growth of between approx. 2% to 4%, Group EBIT in the range of 15 m€ to 17 m€

**Share buyback program** completed end of April supports **shareholder-oriented capital allocation**

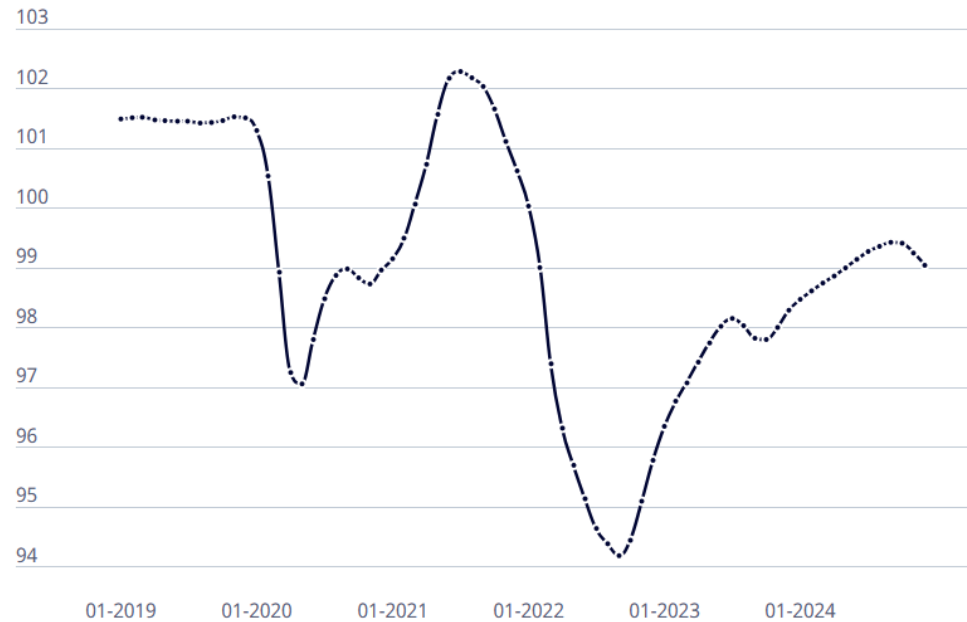
# Consumer climate: no recovery in domestic & EU markets yet



## Consumer confidence index (CCI)

December 2024, EU-27

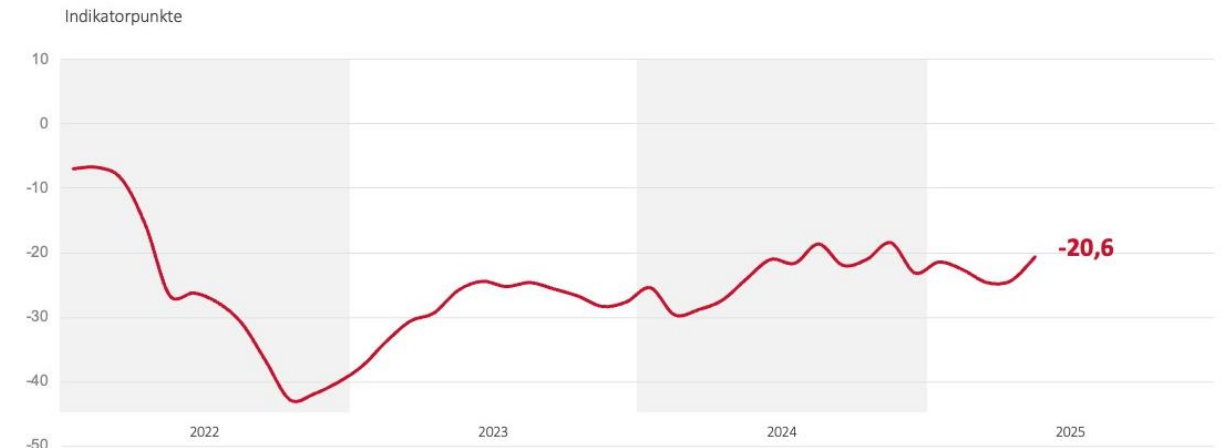
Amplitude adjusted, Long-term average = 100



Source: <https://www.oecd.org/en/data/indicators/consumer-confidence-index-cci.html>

## GfK consumer climate index

April 2025, Germany



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

- Both indicators confirm the slump in consumer sentiment coming into the new year.
- Insecurity potentially fueled by US-policy-induced flares of international trade conflict

# Group turnover below expectations – low consumer sentiment & portfolio adjustments

## Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	63.7	54.2	3.6	5.9
Growth Q1 '25 vs. Q1 '24	-3.3%	-2.2%	-8.2%	-9.9%

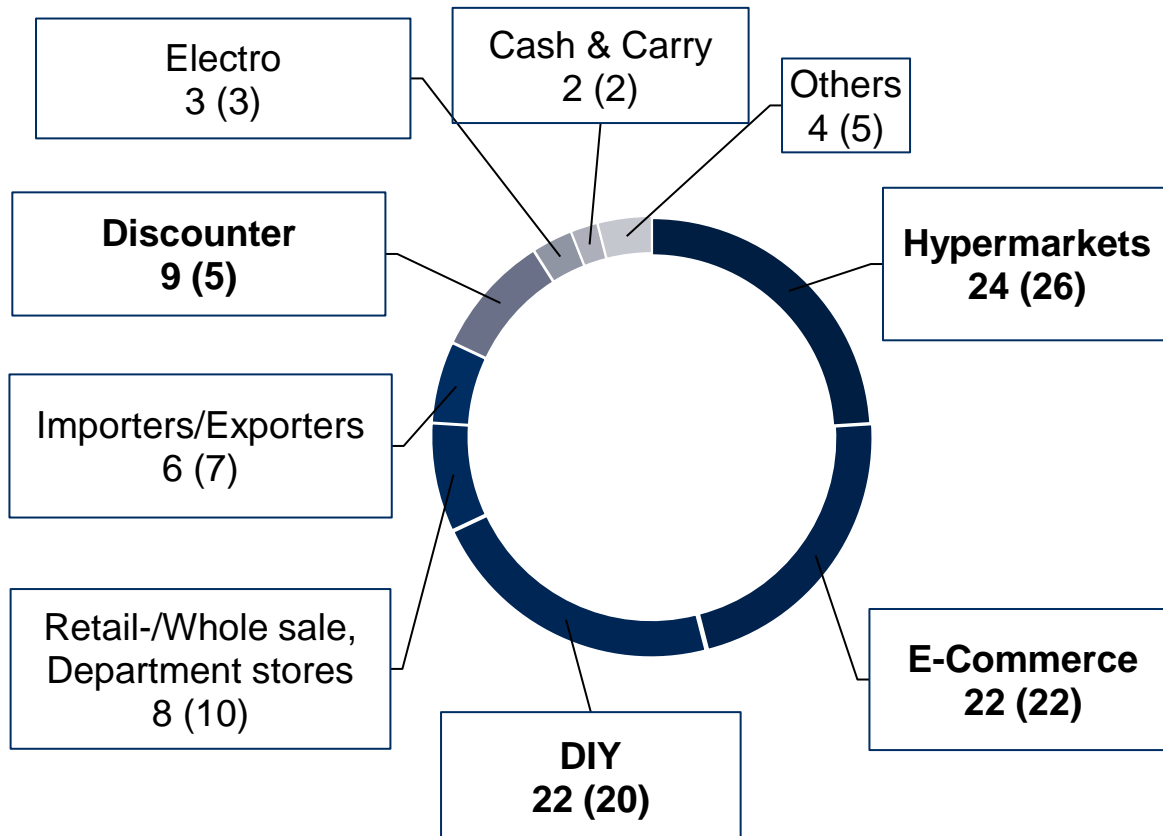
	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	27.4	26.7	8.7	0.9
Growth Q1 '25 vs. Q1 '24	+12.9%	-12.5%	-6.4%	-50.1%

- Q1 impacted by **weak consumer confidence** and **portfolio adjustments** as part of strategic focus on core categories
- **Germany records double-digit growth** due to distribution gains in the DIY channel and positive development in the discounter channel
- **Insolvency of a major customer** weighed on sales development in Central Europe
- **Innovation pipeline will drive growth** – very positive feedback by retailers

# Strong performance in DIY and Discounter channel

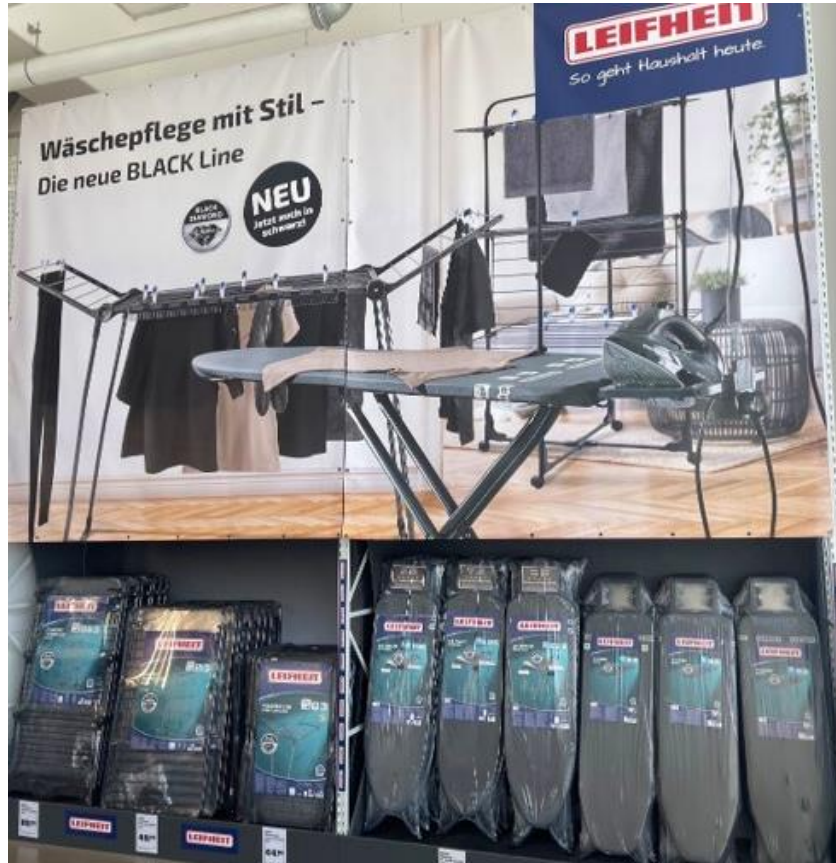
## Distribution channels

Turnover Q1 2025 in % (previous year's figures)



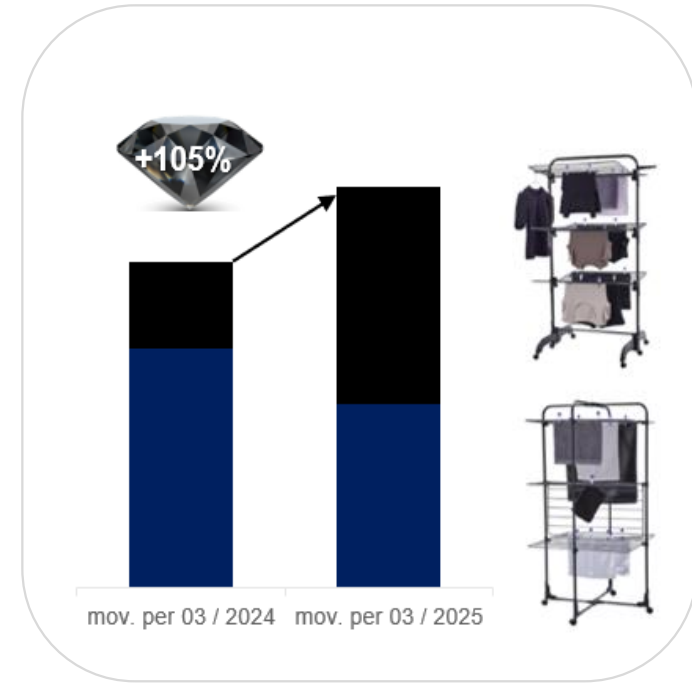
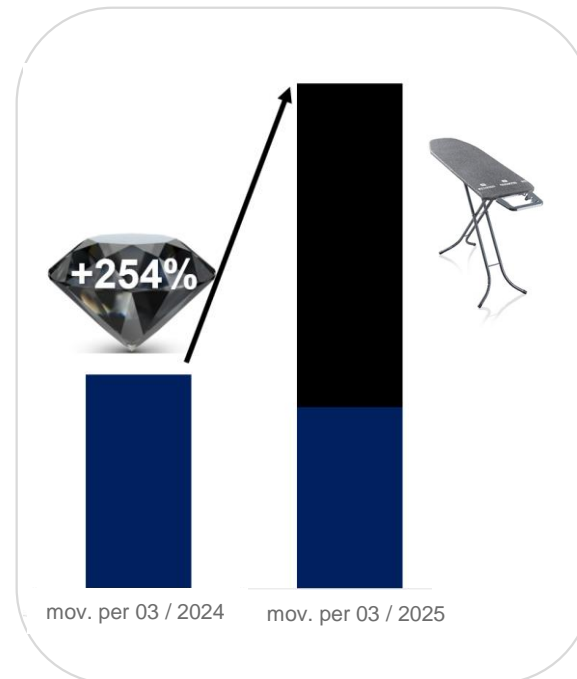
- **E-Commerce affected by low consumer sentiment** in European markets – down 2.7 %
- **Growth of 5.6% in DIY channel** in Q1 2025 due to successful distribution expansion
- Promotions in **Hypermarkets** from the previous year not repeated in Q1 2025
- **Discounter channel with a strong start** – up 64.7 %
- **Retail-/Wholesale, Department stores** influenced by insolvency of major customer in the Netherlands

# Strong focus on innovation to drive growth and profitability: Black Line



## Ironing Boards and Tower Dryers

on top sales volumes in %



## Successful Black Line

# Strong focus on innovation to drive growth and profitability: Window Cleaning



New 4-in-1 window and frame cleaner:

Growth momentum in the product category in Q1 2025

**+40%**



# Successful growth of rotary dryers in Q1 2025



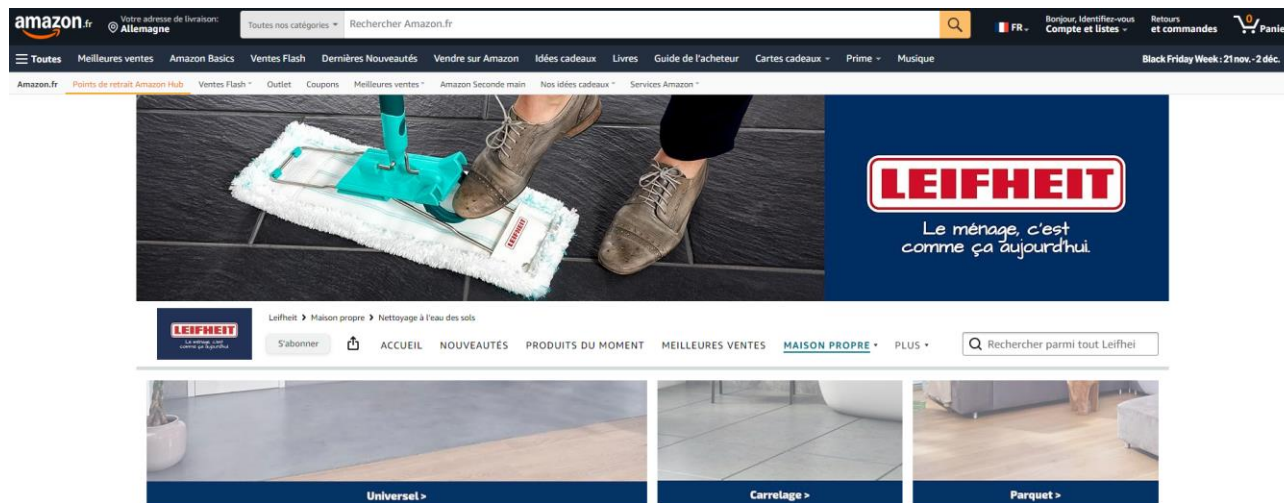
Turnover growth rotary dryers  
Linomatic in Q1 2025

**+13%**

# E-Commerce to drive growth and profitability: Pilot France D2C



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



09 / 2024 – 03 / 2025

D2C E-Commerce in  
France increased by

**210%** vs. previous year period



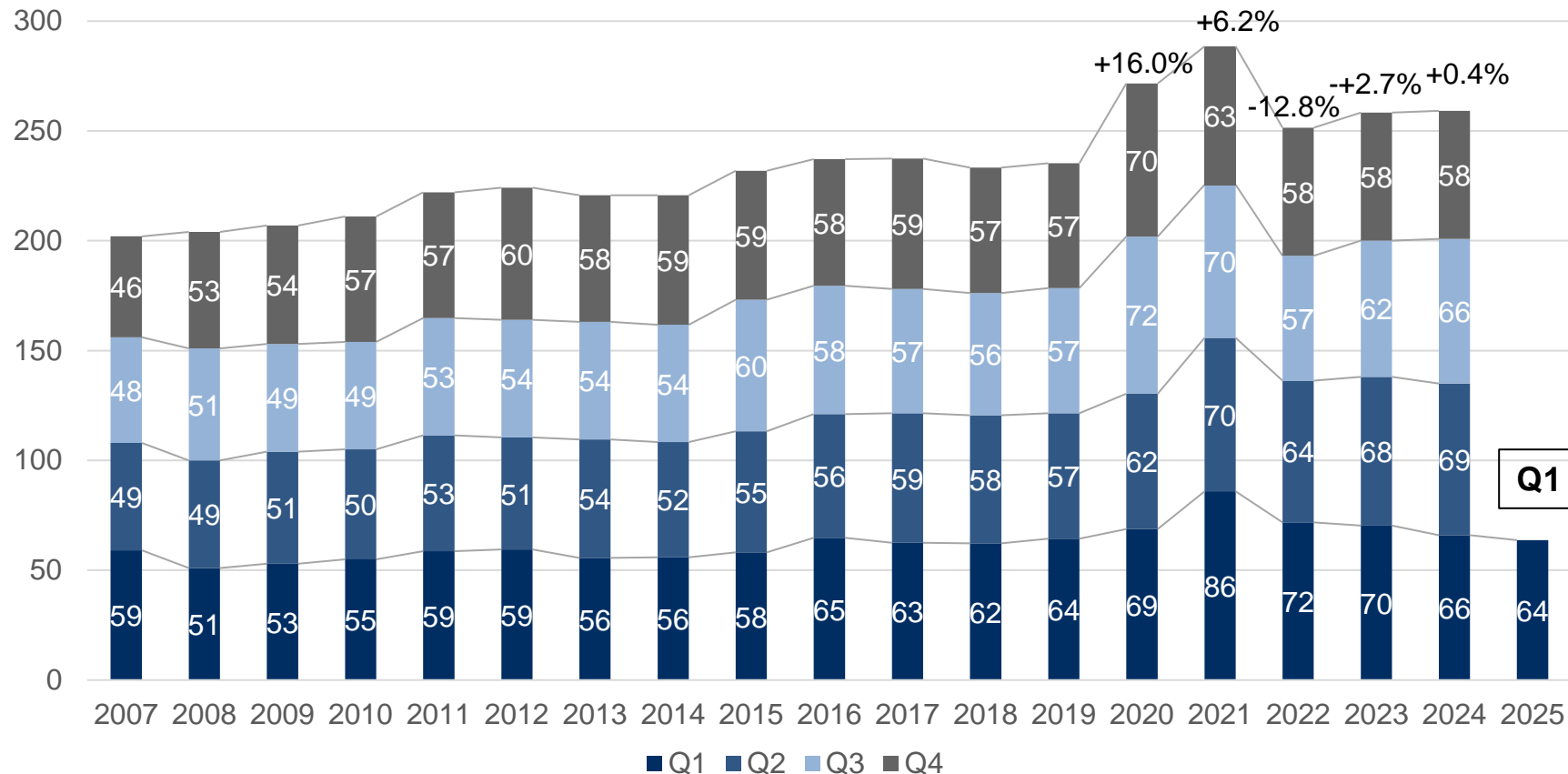
# Q1 2025 Financials

# Group turnover Q1 2025 below expectations



## Group turnover development by quarters

in m€



- Growth in Q1 25 predominantly impacted by weak consumption, portfolio adjustments and insolvency of an important customer
- Core categories not immune to market conditions, but healthy and partially growing
- Significant turnover contributions from innovation pipeline expected

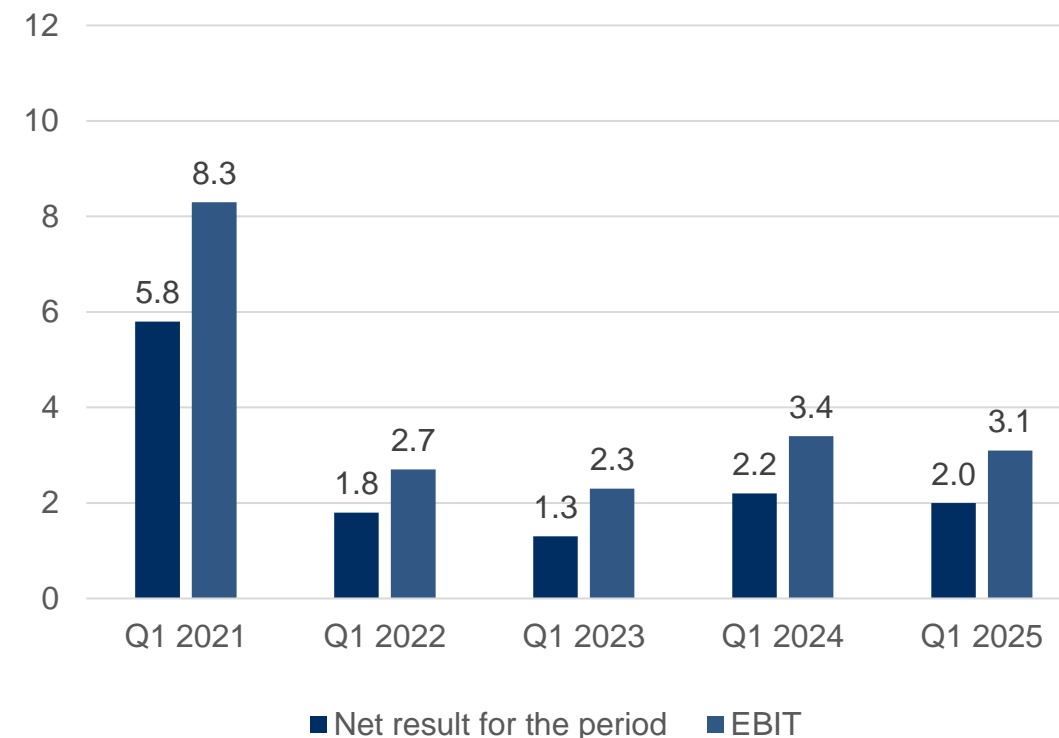
**Q1 2025: -3.3%**

# Improved gross margin not sufficient to offset turnover decline and lower foreign currency results

		Q1 2024	Q1 2025	Δ
Group turnover	m€	65.9	63.7	-3.3%
Gross margin	%	44.7	45.6	0.9 pps
Foreign currency result	m€	0.3	-0.2	>-100.0%
EBIT	m€	3.4	3.1	-9.1%
EBIT margin	%	5.2	4.9	-0.3 pps
Earnings before taxes (EBT)	m€	3.1	2.8	-9.1%
Net result for the period	m€	2.2	2.0	-7.7%
EPS	€	0.23	0.22	-4.3%

## Group earnings development

FY 2021 – FY 2025 in m€



# Steadily increasing gross margins



		Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025
Gross Margin	%	44.3	44.7	44.5	44.1	45.3	45.6

- **Improvement in gross margin to 45.6% in Q1 2025 (Q1 2024: 44.7%)** because of
  - productivity and efficiency increase in production and logistics due to strategy implementation
  - expansion of D2C capacities
  - focus on effective campaigns for profitable products

## Free cash flow negative in Q1 2025, unchanged good liquidity position

in m€	Q1 2024	Q1 2025	Δ
Cash flow from operating activities	1.4	-5.5	-6.9
Cash flow from investment activities	-0.4	-1.7	-1.3
Cash flow from financing activities	-0.2	-2.0	-1.8
Free cash flow <sup>1</sup>	1.0	-7.2	-8.2

in m€	31/03/2024	31/03/2025	Δ
Cash and cash equivalents at the end of reporting period	42.1	32.2	-9.9
Financial liabilities	-	-	-

- Free cash flow impacted by significantly higher investments and higher trade receivables
- Higher cash outflow from financing activities mainly due to the share buyback program of 1.9m€ (Q1 2024: 0.0m€)
- With Group liquidity totaling 32.2 m€ and without any liabilities to banks, the company continues to have a **very robust liquidity position**

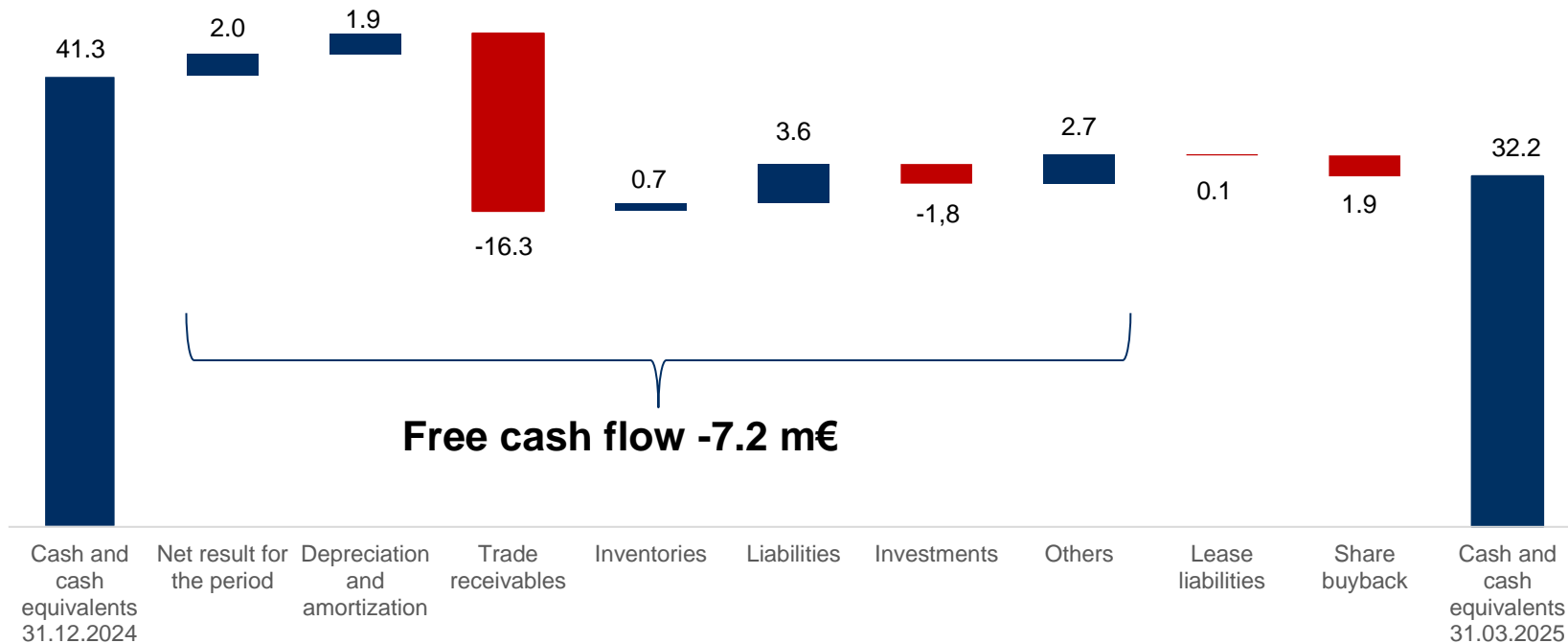
<sup>1</sup> Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

# Leifheit has robust liquidity to implement the new corporate strategy



## Group liquidity

31/12/2024 vs. 31/03/2025 in m€



- Free cash flow decreased in Q1 2025 to -7.2 m€ (Q1 2024: 1.0 m€)
- Positive effects from the increase in net result and working capital management
- Turnover in March led to higher trade receivables at the reporting date
- Share buyback program 2024 completed
- Total volume of shares purchased from 15 May 2024 up to 30 April 2025 amounts to 397.145 shares (7.0 m€), proportion of treasury shares: 8.71%



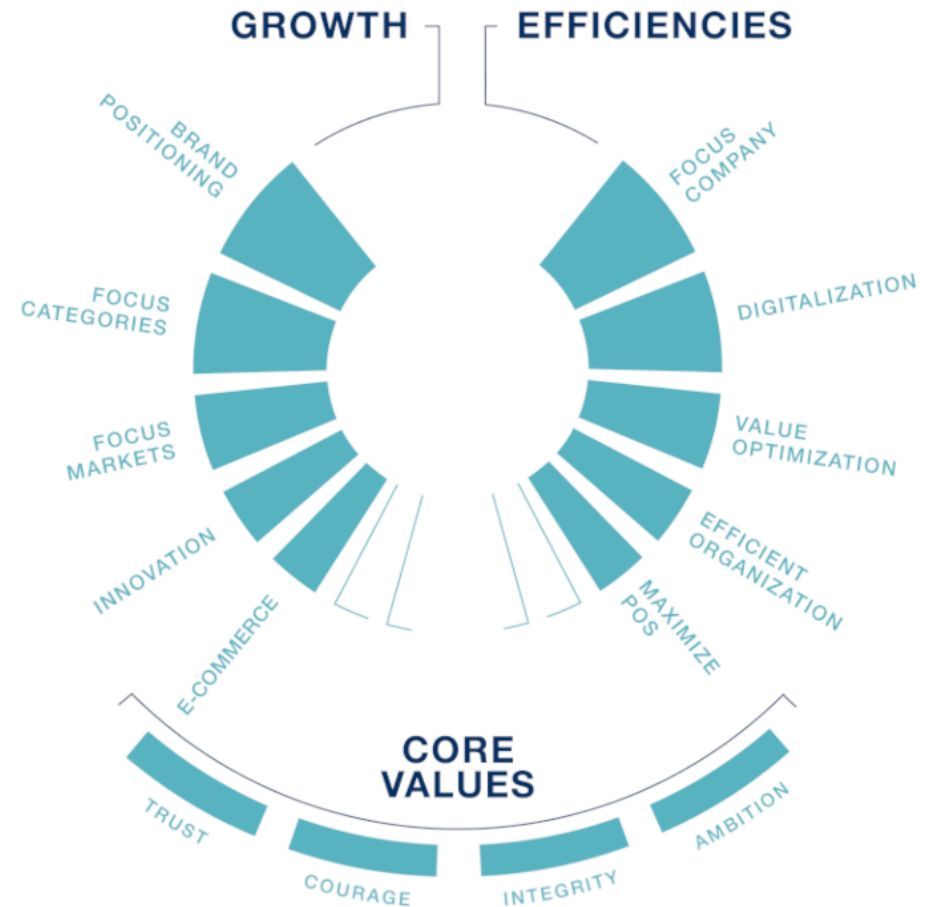
# Strategy Update

# Strong Vision: LEADING WITH FOCUS – CREATING SUSTAINABLE VALUE



PHILOSOPHY  
**Our ideas to make your life easier.**

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.**

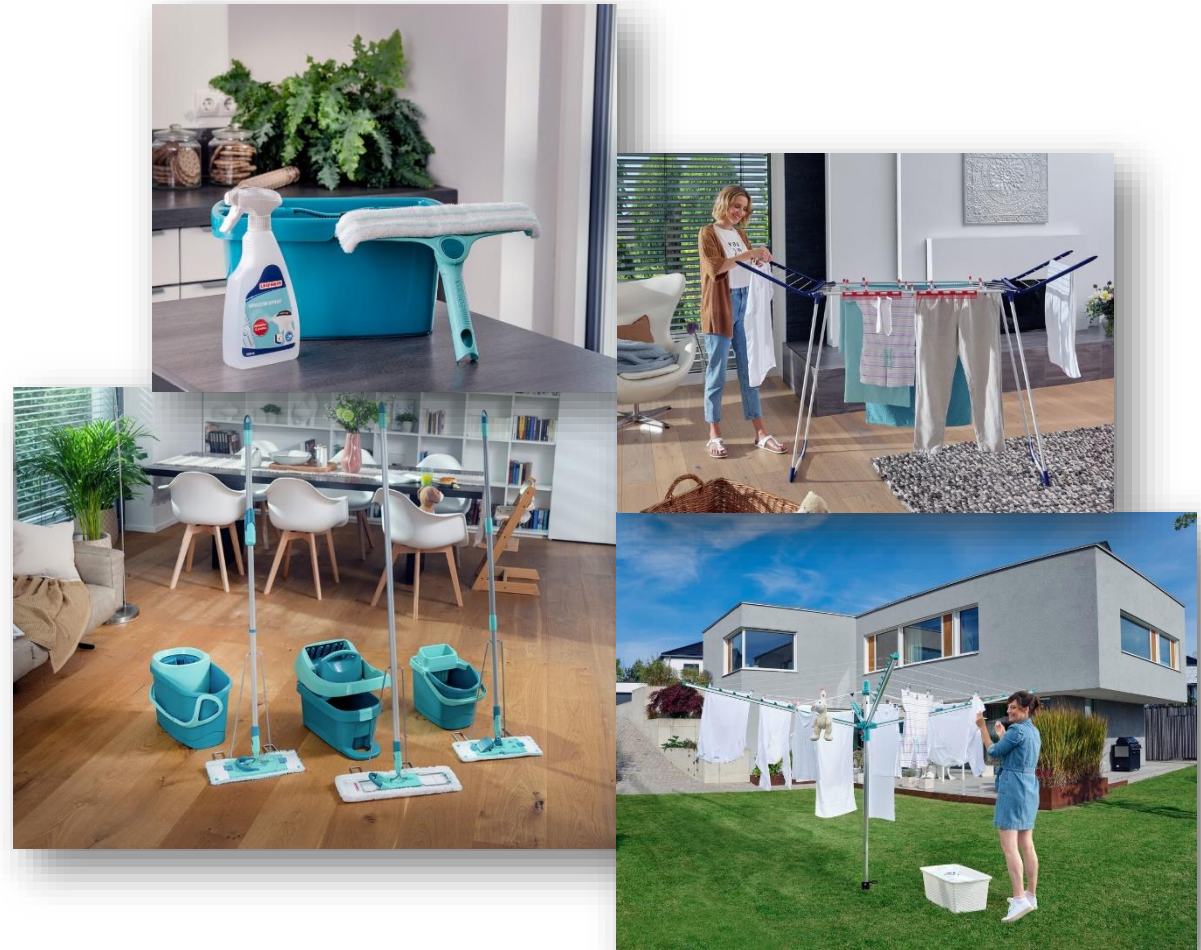
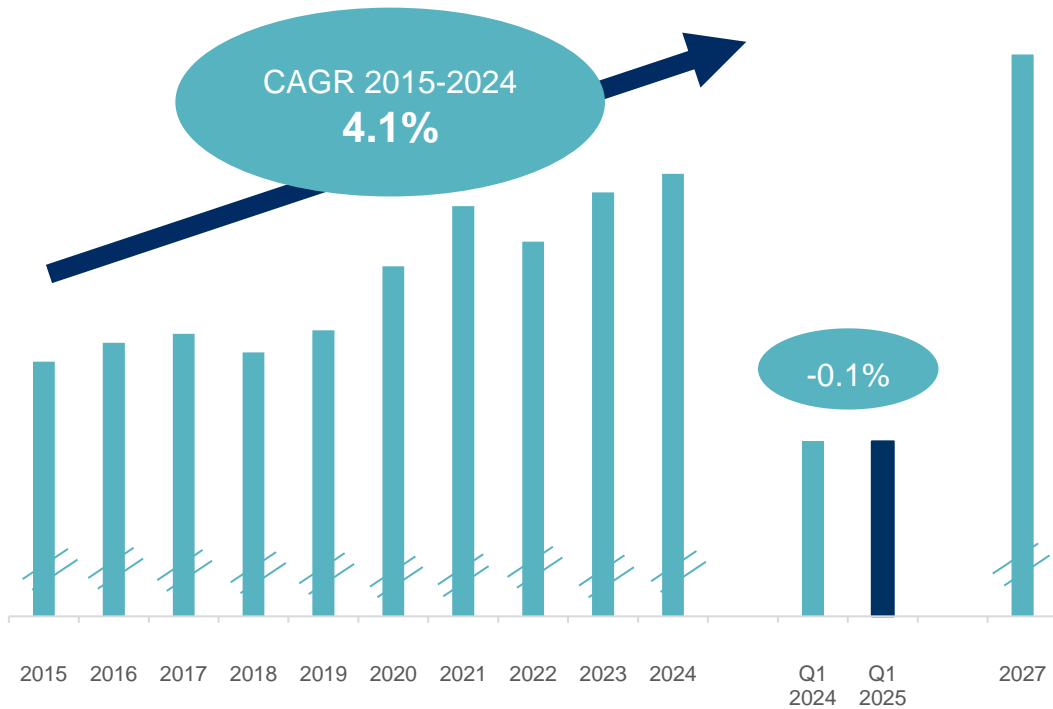


# Reliable, successful core business: Mechanical cleaning & drying



## Turnover growth core business

in m€



# Strong focus on Innovation to drive growth and profitability



**Power Clean**  
**July 2024**



**Window Cleaning**  
**Feb 2025**



**Next Innovation**  
**June 2025**

**New Leifheit Innovation Strategy will fuel the pipeline:**

- consumer focused
- defined Innovation fields
- launch / relaunch cycle
- sustainability targets

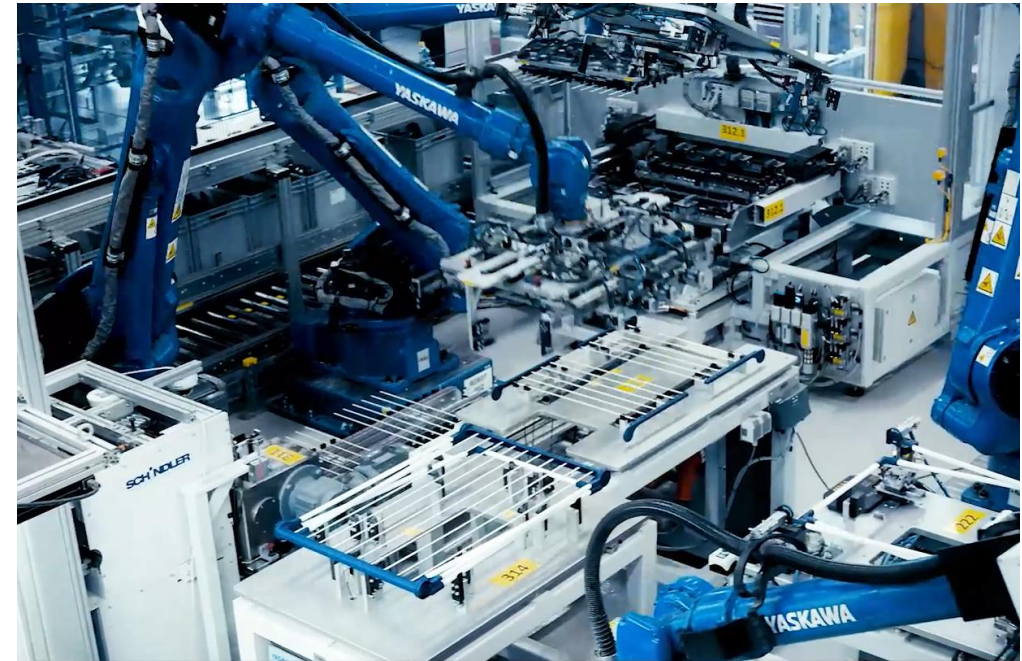
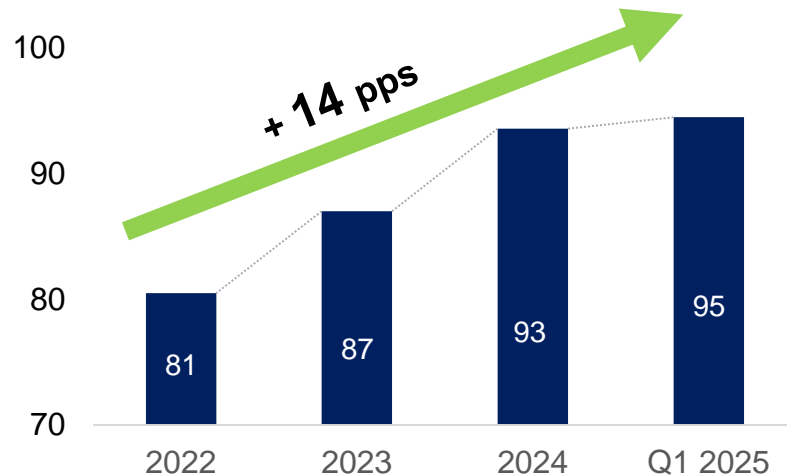
# Value optimization: Significant efficiency gains in production and logistics

## Actions 2027:

- Implementation of synchronic production cells and production lines
- Introduction of D2C dedicated assortment

### Productivity production site\*

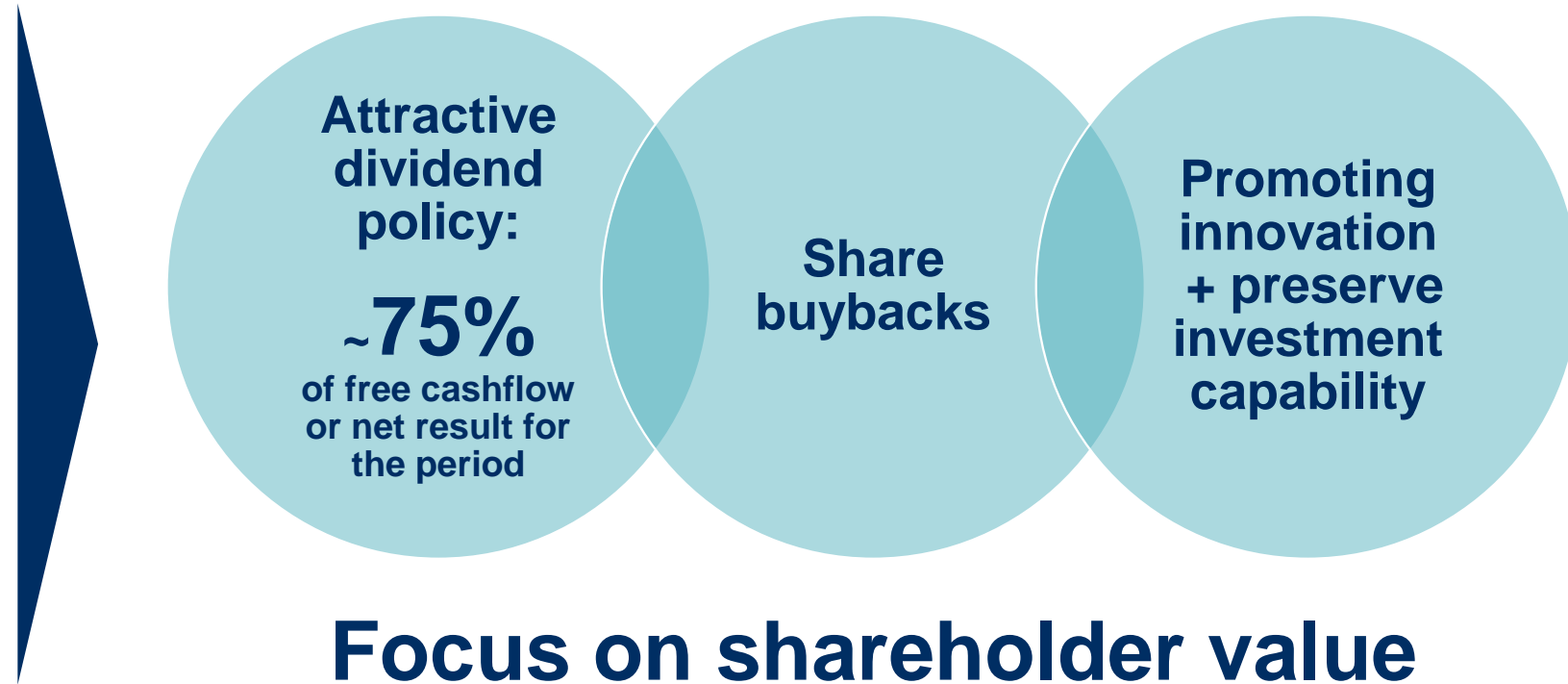
2022 – Q1 2025 in %



\* Good products per line, worker and hour (including direct and indirect employees)

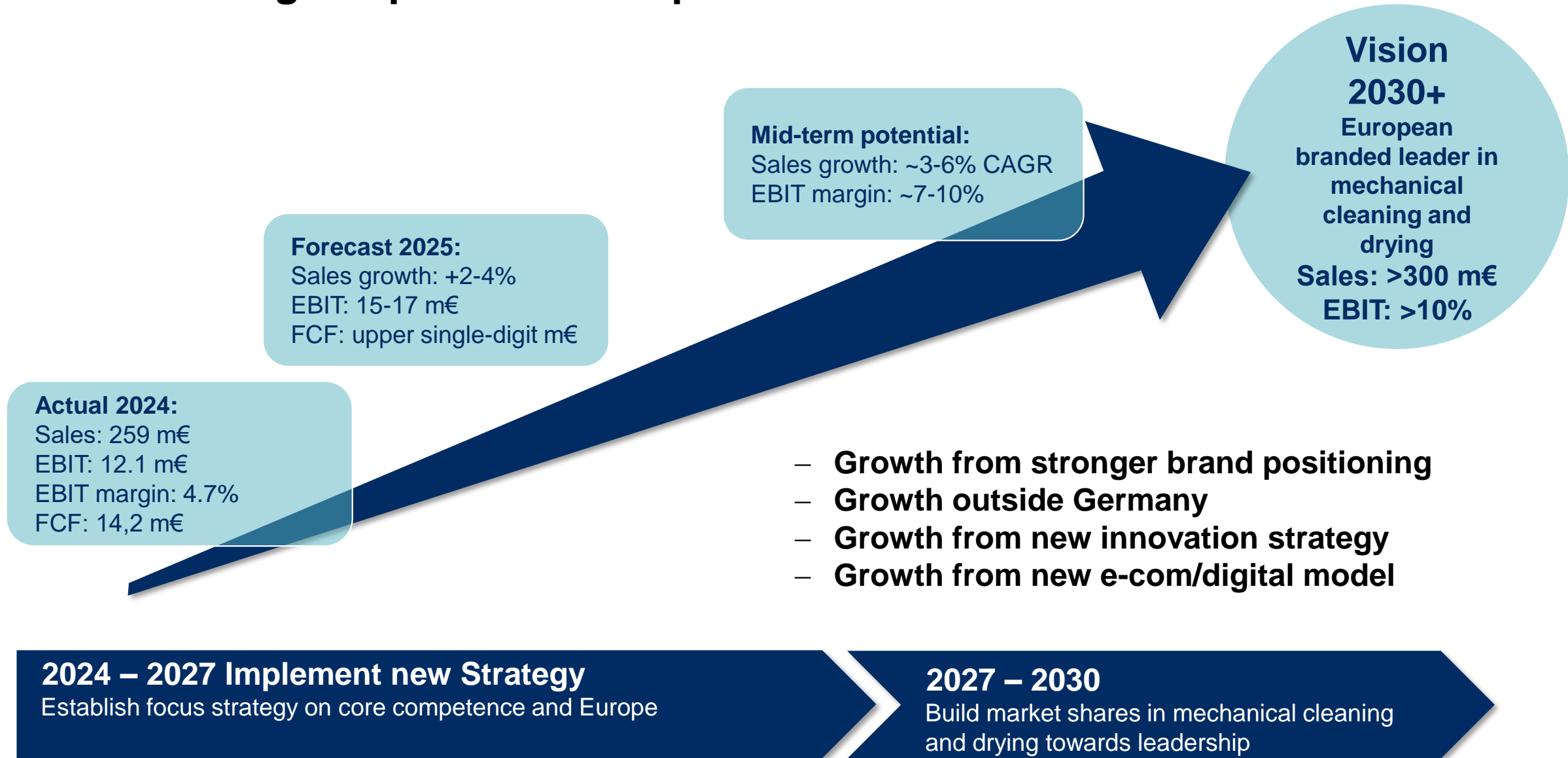
# Strong financial base to provide attractive Shareholder returns

- Solid liquidity position of 32.2 m€ without any liabilities to banks
- Strong equity ratio of 48.2%



# Outlook 2025

# Leifheit has a great potential to expand





# 2025 forecast confirmed – confident strategy execution to offset market conditions



	Forecast 2025
Group turnover	2 % to 4 % above previous year
Turnover Household	solid growth
Turnover Wellbeing	on par with previous year
Turnover Private Label	on par with previous year
Group EBIT	in a corridor of 15 m€ to 17 m€
Free Cashflow	in the upper single-digit millions

- Continued weak economy, subdued consumer sentiment and retail insolvencies still having an impact in the first months 2025
- Proven strategy for core segment growth in important European markets and e-commerce ramp-up
- Innovation pipeline as a growth catalyst with new promising product for surface cleaning in June

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



**Strong vision & focus strategy:**  
become European branded leader  
and specialist in strong core  
business

1

**Potential to expand:**  
strong brand, growth potential in  
Europe, growth from Innovation and  
new e-com | digital acceleration

2

**Lean, efficient production and  
logistics** to support profitability and  
cash

3

**Attractive capital allocation and  
financial outlook** for shareholder  
return

4

**LEIFHEIT**

**LEADING  
WITH  
FOCUS.**  
CREATING  
SUSTAINABLE  
VALUE.



**Your questions,  
please.**

**LEADING  
WITH  
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**Annex**

# Experienced Management Board



**Alexander Reindler**  
CEO

## Previous experience

- 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

## Previous experience

- 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 Group structure



**Household**

**LEIFHEIT**

**Laundry Care**      **Cleaning**      **Kitchen Goods**

**Wellbeing**

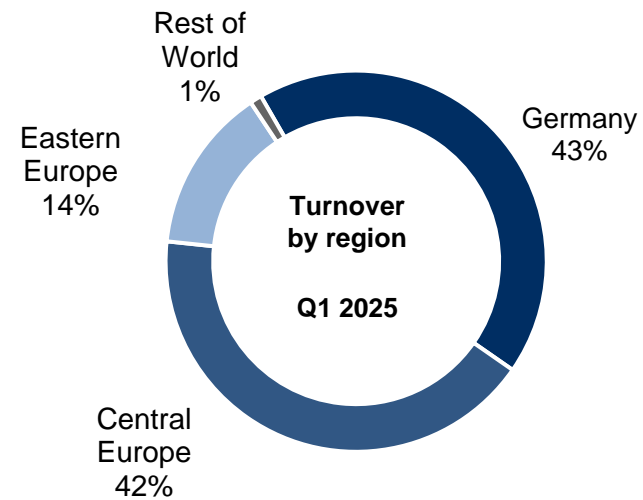
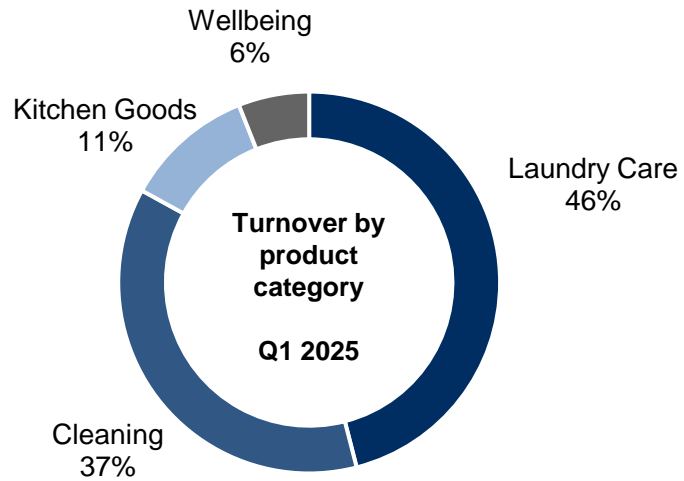
**SOEHNLE**

**Kitchen + Personal Scales**

**Private Label**

**BIRAMBEAU**      **herby**

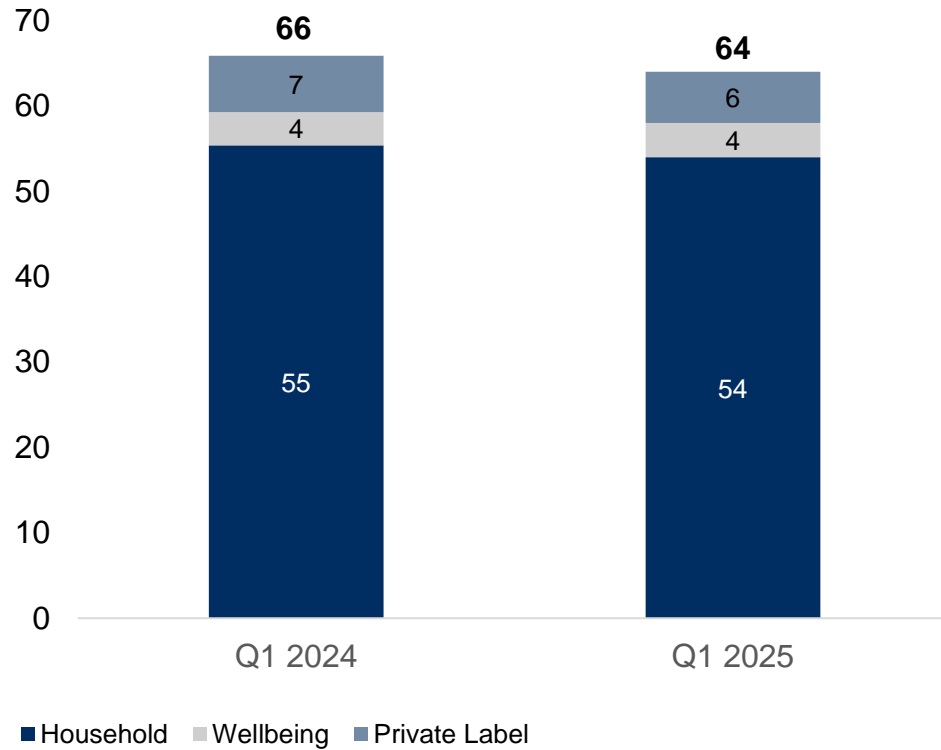
**Kitchen Goods**      **Standing Dryers**



# Household segment quite robust against low market sentiment and strategic portfolio adjustments

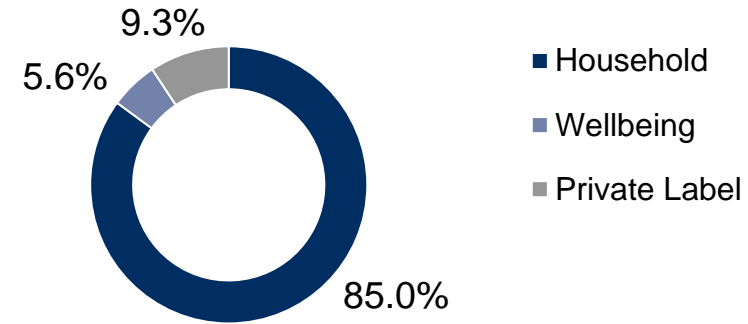
## Group turnover by segment

in m€



## Group turnover by segment

Q1 2025



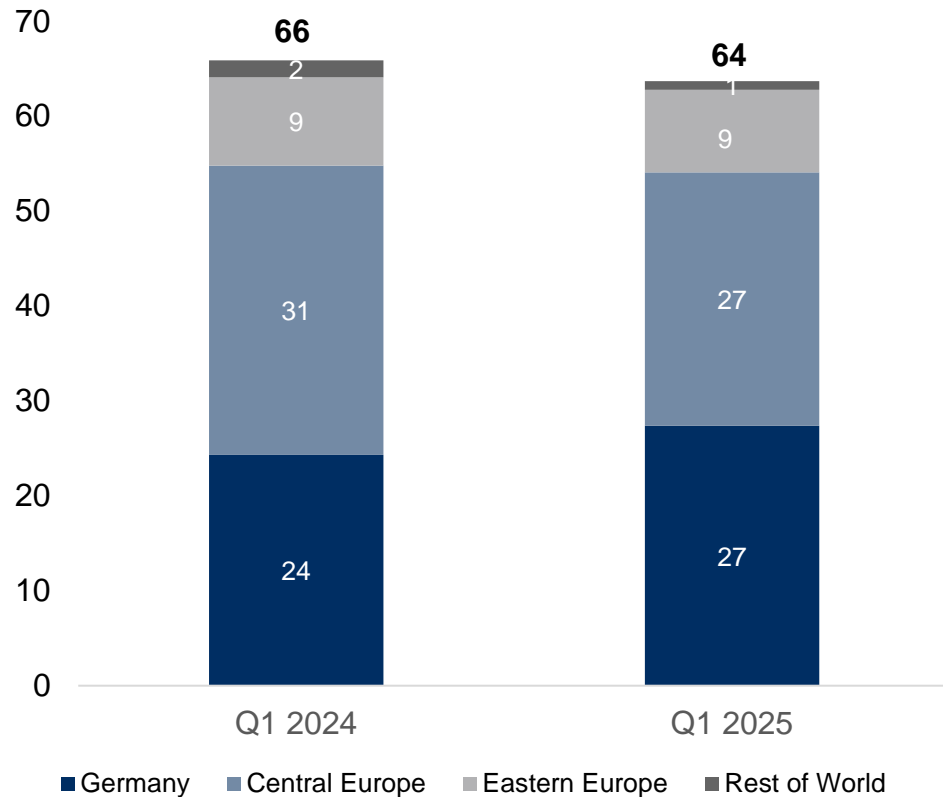
- **Household segment down by 2.2%**  
driven by slight growth in the laundry care category
- **Wellbeing segment down by 8.2%**  
due to portfolio adjustments
- **Private Label segment down by 9.9%**,  
Birambeau's kitchen products growing slightly, Herby's laundry care affected strongly by key customer insolvency

# Strong turnover growth in Germany and selected European markets



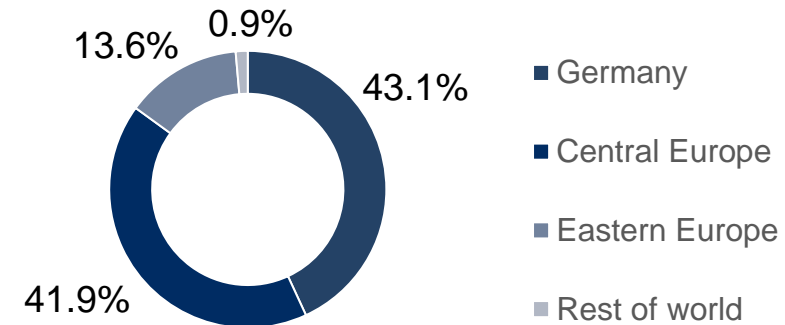
## Group turnover by region

in m€



## Group turnover by region

Q1 2025



- **Germany +12.9%**  
due to successful distribution expansion in DIY and discounter channels
- **Central Europe -12.5%**  
key customer insolvency and low consumer sentiment impacting turnover
- **Eastern Europe -6.4%**  
Poland still with double-digit growth due to success in e-commerce activities



# Successful distribution expansion drives growth in DIY and Discounter channels

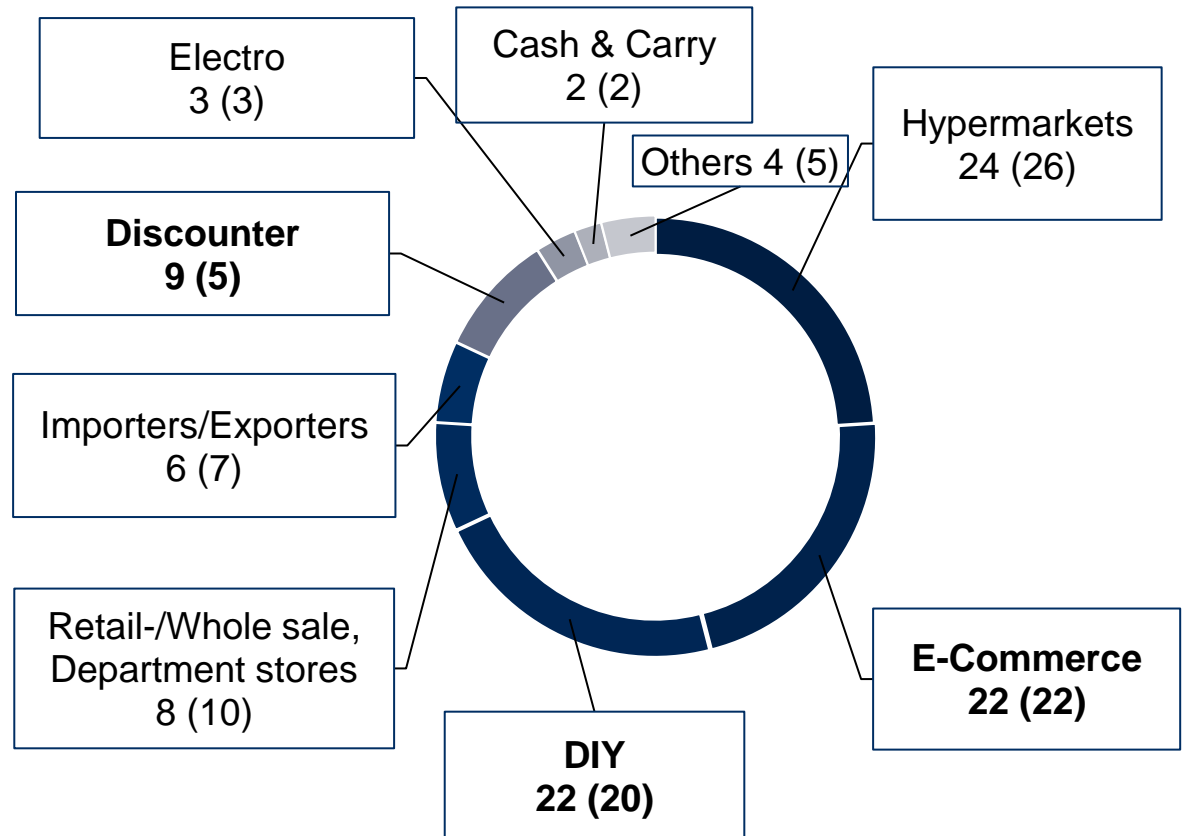


## Blue Chip client base



## Distribution channels

Turnover Q1 2025 in % (previous year's figures)

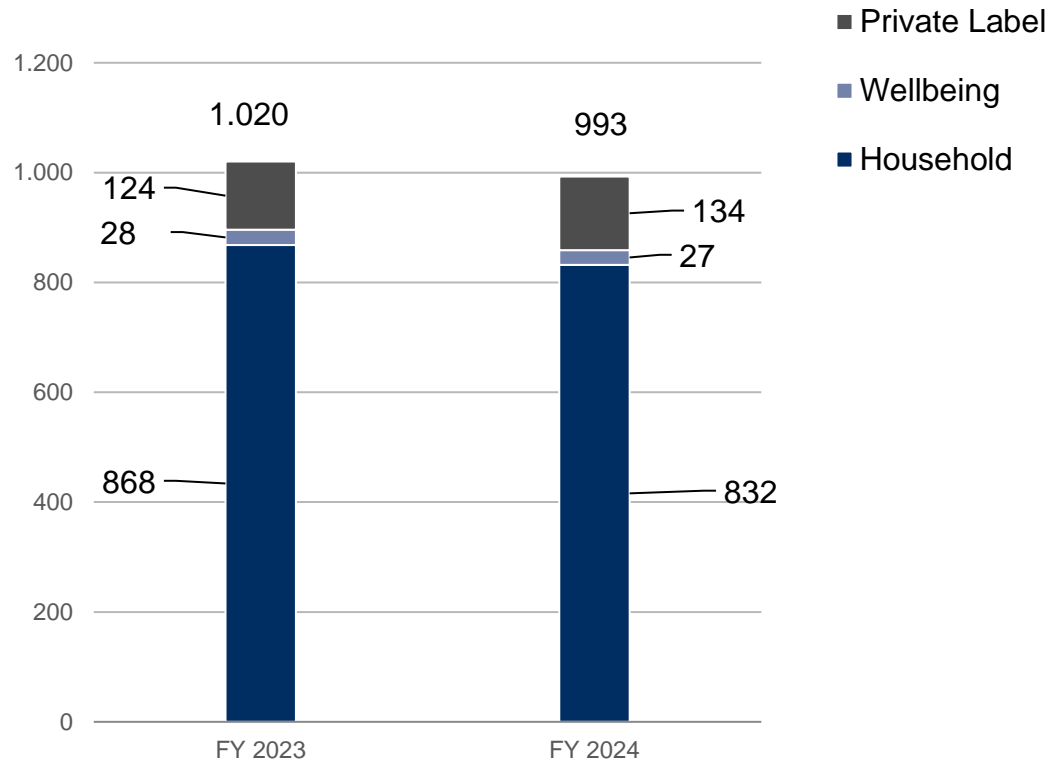


# Increased efficiency and productivity led to reduction in number of employees



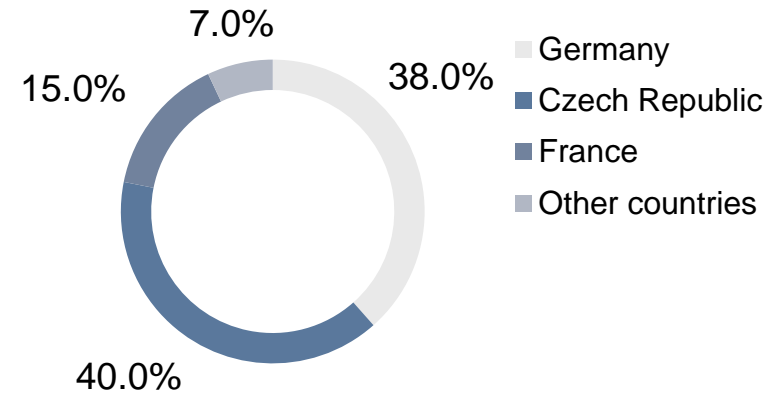
## Employee development\*

31 Dec.



## Employees by region\*

31 Dec.



\* Only own staff, without temporary workers



# Long-term financial overview



		2020	2021	2022	2023	2024
<b>Group turnover</b>	m€	271.6	288.3	251.5	258.3	259.2
<b>Profitability</b>						
Gross margin	%	45.0	42.3	38.7	42.1	44.5
Cash flow from operating activities	m€	4.0	16.4	14.0	20.8	28.5
Free cash flow	m€	-5.5	9.6	8.8	12.1	14.2
EBIT	m€	18.8	20.1	2.8	6.0	12.1
EBIT margin	%	6.9	7.0	1.1	2.3	4.7
EBT	m€	17.7	19.3	2.3	4.7	11.3
Net result for the period	m€	12.5	14.2	1.2	3.2	8.0
ROCE	%	14.1	13.8	1.8	4.5	9.8

# Long-term financial overview

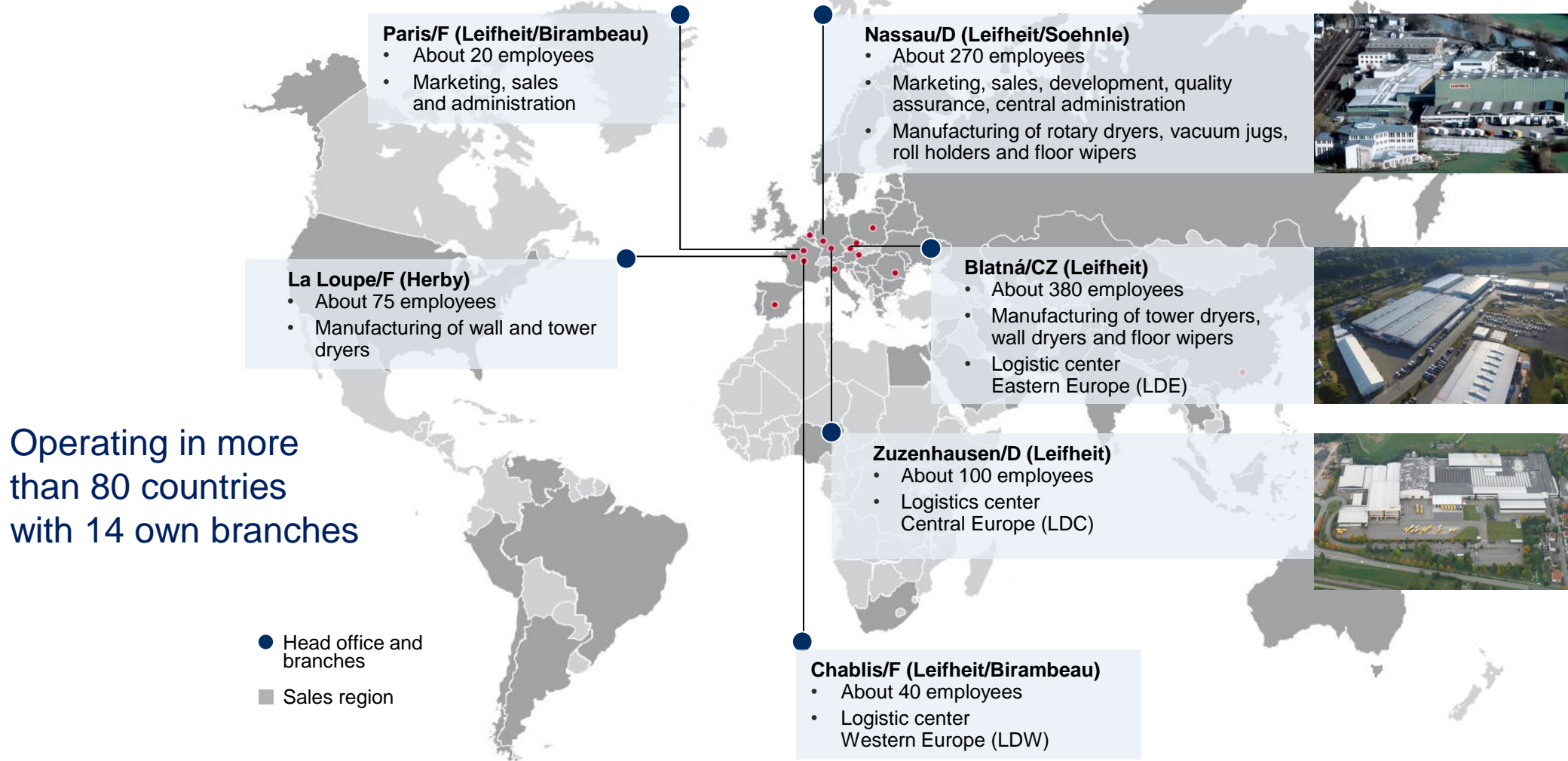


		2020	2021	2022	2023	2024
<b>Per share</b>						
Net result for the period, EPS <sup>1</sup>	€	1.32	1.49	0.13	0.34	0.85
Free cash flow	€	-0.57	1.00	0.92	1.27	1.51
Dividend	€	1.05	1.05	0.70	0.95	1.15 <sup>2</sup>
Special dividend	€	--	--	--	0.10	0.05 <sup>2</sup>
<b>Investments</b>	m€	9.6	7.3	5.4	8.9	14.5
<b>Depreciation</b>	m€	8.5	7.8	7.5	9.0	7.7
		31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024
<b>Employees</b>	No.	1,098	1,080	1,063	1,020	993
<b>Balance sheet total<sup>1</sup></b>	m€	230.0	238.8	216.1	203.6	205.0
<b>Equity</b>	m€	100.4	111.3	112.5	103.8	98.7
<b>Equity ratio</b>	%	43.7	46.6	52.0	51.0	48.2
<b>Liquidity</b>	m€	38.8	38.1	36.3	41.3	41.4

<sup>1</sup> Not including repurchased treasury shares

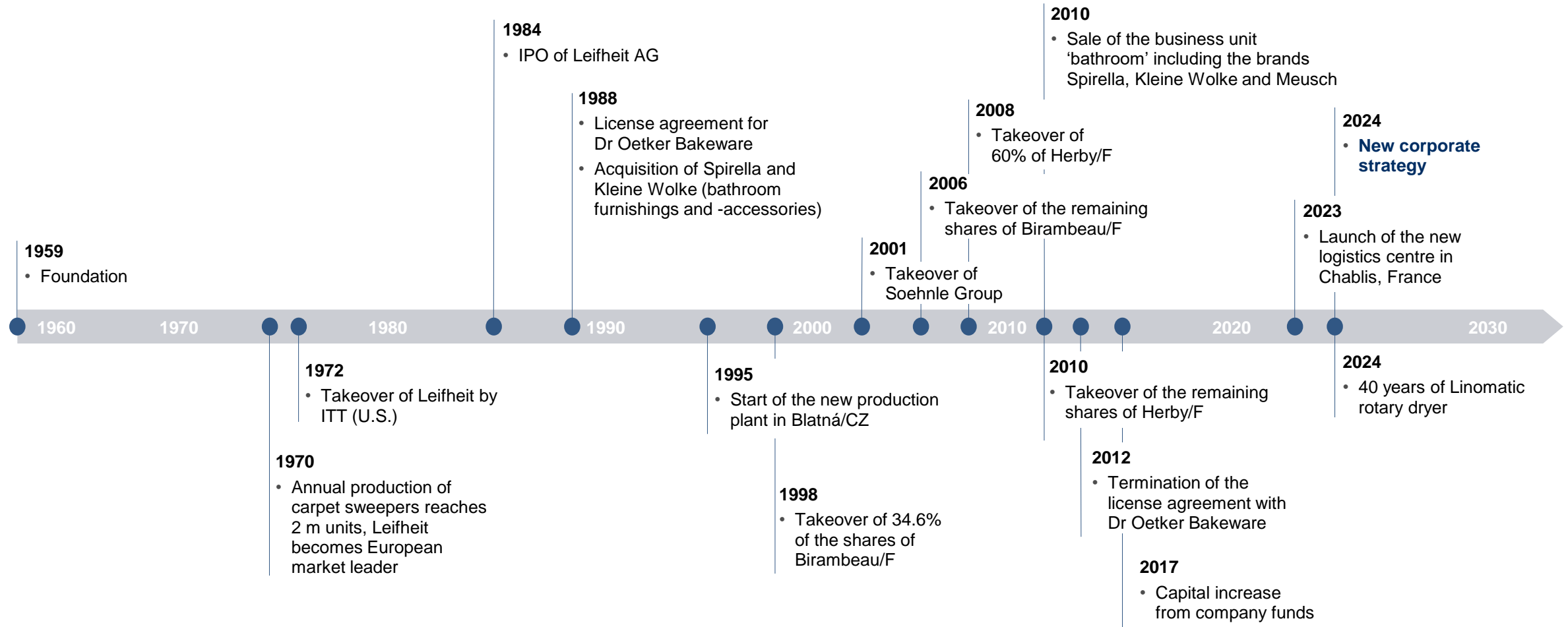
<sup>2</sup> Dividend proposal

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



Operating in more than 80 countries with 14 own branches

# Leifheit – 65 years of passion for housework



# European competitors by category



## Cleaning

Spontex  
Tonkita Swiffer Rival  
Kärcher Vileda



## Laundry care

Vileda Brabantia Artweger  
Wenko Gimi Juwel Stewi  
Metaltex Rörets Blome



## Kitchen goods

Tescoma WMF Gefu  
Zyliss Oxo Rösle Fackelmann Lurch  
Brabantia Westmark Emsa Tefal



## Wellbeing

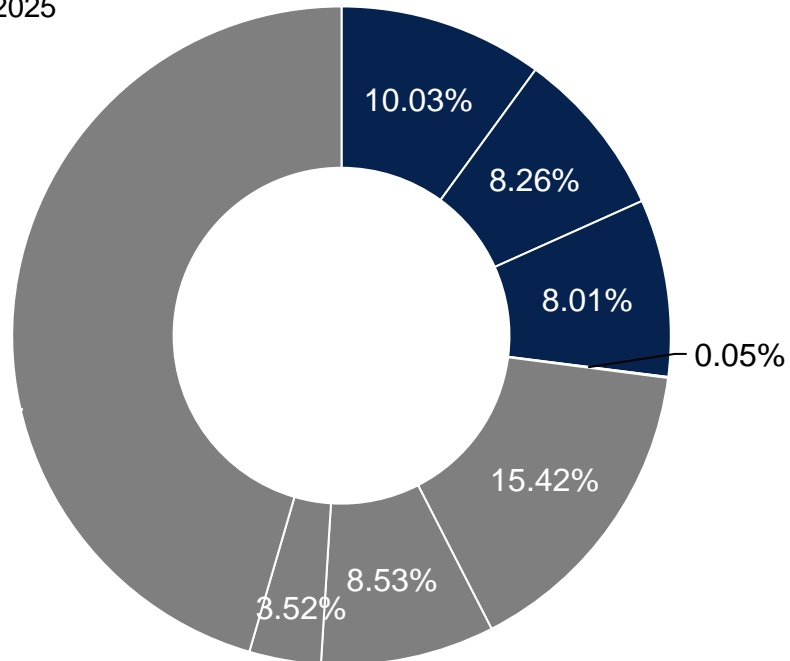
Bosch Laica Tanita  
ADE Homedics Beurer  
Sanitas Withings Terrailon

# Significant free float and international investors



## Shareholder structure

May 2025



MKV Verwaltungs GmbH, Grünwald (GER)	10.03%
Ruthild Loh, Haiger (GER)	8.26%
Leifheit AG Nassau (GER), treasury shares	8.71%
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%
Blackmoor Ownership Holdings Master Limited, London (UK)	3.52%

- Non free float shareholders<sup>1</sup> 27.3%
- Free float<sup>1,2</sup> 72.7%

<sup>1</sup> Definition of German stock exchange for indices

<sup>2</sup> Including shareholdings of the management board



# Financial calendar and contact



## Financial calendar 2025

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**12-14 May 2025**

Spring conference, Frankfurt/Main

**28 May 2025**

Annual General Meeting, Frankfurt/Main

**11 June 2025**

Warburg Highlights 2025, Hamburg

**7 August 2025**

Half-year report 2025

**22 September 2025**

Baader Investment Conference, Munich

**6 November 2025**

Quarterly statement for the period ending 30 September 2025

**24-26 November**

German Equity Forum, Frankfurt/Main

## Contact

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