

A large, light blue, abstract shape containing three photographs. The top photo shows four people (three men and one woman) standing in front of a brick wall. The middle photo shows two women in business attire, one holding a green Leifheit squeegee. The bottom photo shows a woman in a red Leifheit shirt working on a blue plastic component in a factory setting. The text "LEADING WITH FOCUS. CREATING SUSTAINABLE VALUE." is positioned to the left of the collage.

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

Investor Presentation

6M 2025

7 August 2025

Disclaimer



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Executive Summary: Major boost in efficiency while headwinds from consumer restraint in non-food categories impact turnover



Strategic optimisation project with 2 m€ annual savings:
consolidation of entire injection molding operations at high-productivity Blatná/CZ site initiated in June

Group EBIT before special items at 3.8 m€, unadjusted at 2m€:
decline in sales and special items from strategic optimisation weighed on earnings

Gross margin before special items up by 0.9 pp to 45.3% due to productivity and efficiency gains and positive product mix effects

Group turnover down by 8.6% to 123.4 m€ due to consumer restraint in non-food segments, portfolio adjustments and customer insolvency

Successful “SUPERDUSTER” product launch with great potential & booster for highest-volume segment of mechanical cleaning

Focus on dynamic development of core markets through expansion of D2C e-commerce business model, push of highly profitable BLACK LINE products and additional product activations

Consumer climate: Consumer restraint in non-food categories rebounding due to high uncertainty

Consumer confidence indicator (CCI)

June 2025, EU-27

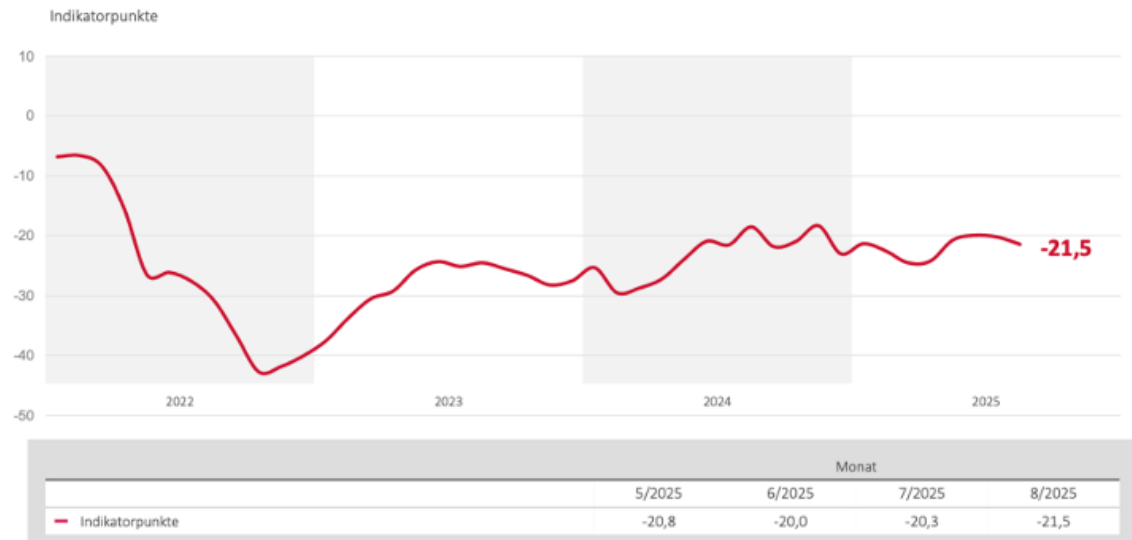


Source: DG ECFIN (Directorate General Economic and Financial Affairs) of the European Commission

GfK consumer climate index

July 2025, Germany

Konsumklima



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

- Pronounced consumer restraint clearly noticeable in non-food categories in core European markets
- General insecurity quoted as principal inhibitor of consumption – with the tariff conflict as an additional factor

Group turnover below expectations – consumer restraint & portfolio adjustments



Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	123.4	104.9	5.9	12.6
Growth 6M '25 vs. 6M '24	-8.6%	-7.3%	-23.5%	-10.9%

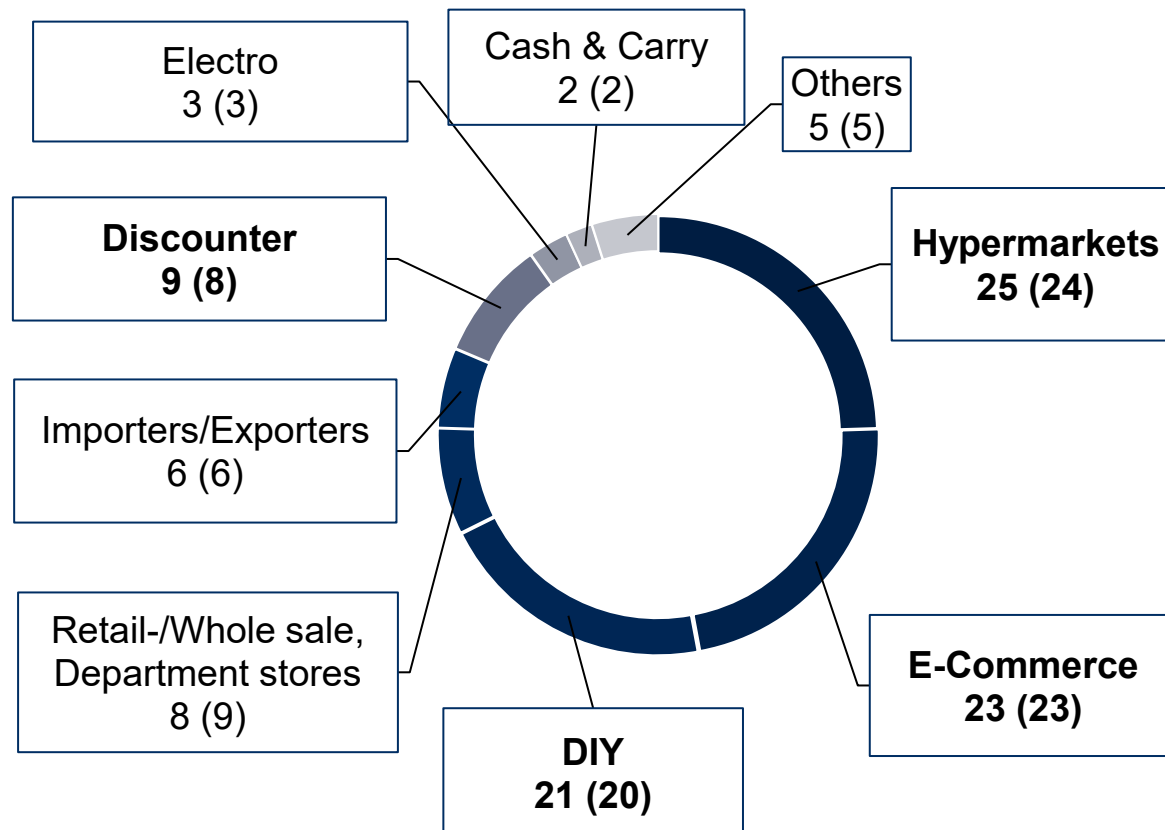
	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	51.0	54.0	16.7	1.7
Growth 6M '25 vs. 6M '24	-5.5%	-9.1%	-8.7%	-49.0%

- **Turnover development** burdened by consumer restraint in non-food categories, high inventories in retail, bankruptcy of major customer in Netherlands and portfolio adjustments

E-commerce with great potential, traditional non-food sales channels under pressure

Distribution channels

Turnover 6M 2025 in % (previous year's figures)

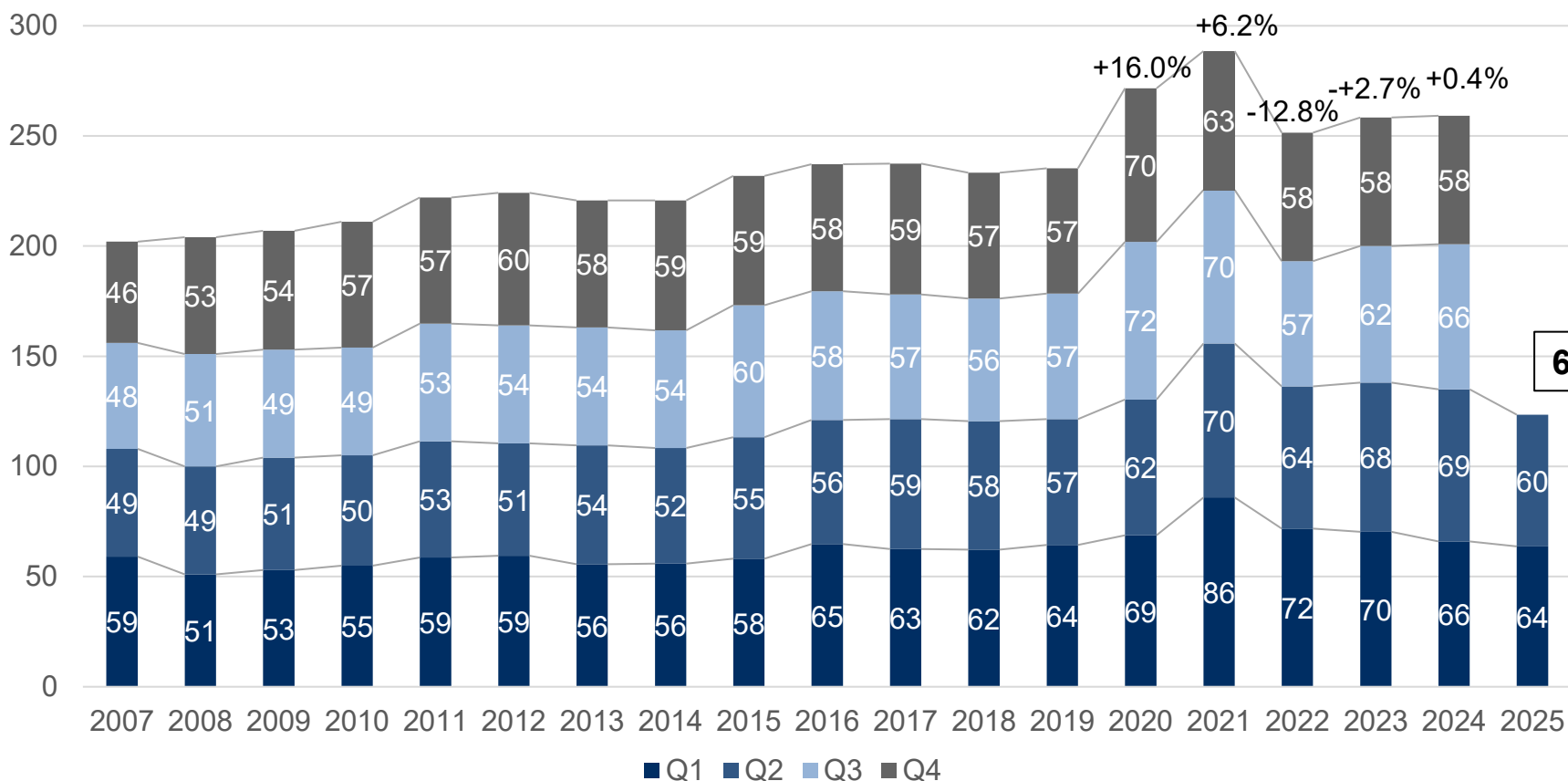


- **E-Commerce** affected by low consumer sentiment in European markets, but generally with attractive growth opportunities
- Overall, **traditional distribution channels** more strongly affected by weak demand and according decline in sales
- **Solid performance in discounter channel despite market conditions** – growth of 1.1 %

Group turnover impacted by spending restraint, customer insolvency and portfolio adjustments

Group turnover development by quarters

in m€



- **Pronounced spending restraint**, portfolio adjustments and insolvency of an important customer resulted in a significant decline of sales
- **Growth initiatives** are only having a delayed effect due to high inventories in retail
- Turnover contributions from **SUPERDUSTER** expected in H2 2025

6M 2025: -8.6%

Strategy Update

Strong Vision: Leading with focus – creating sustainable value

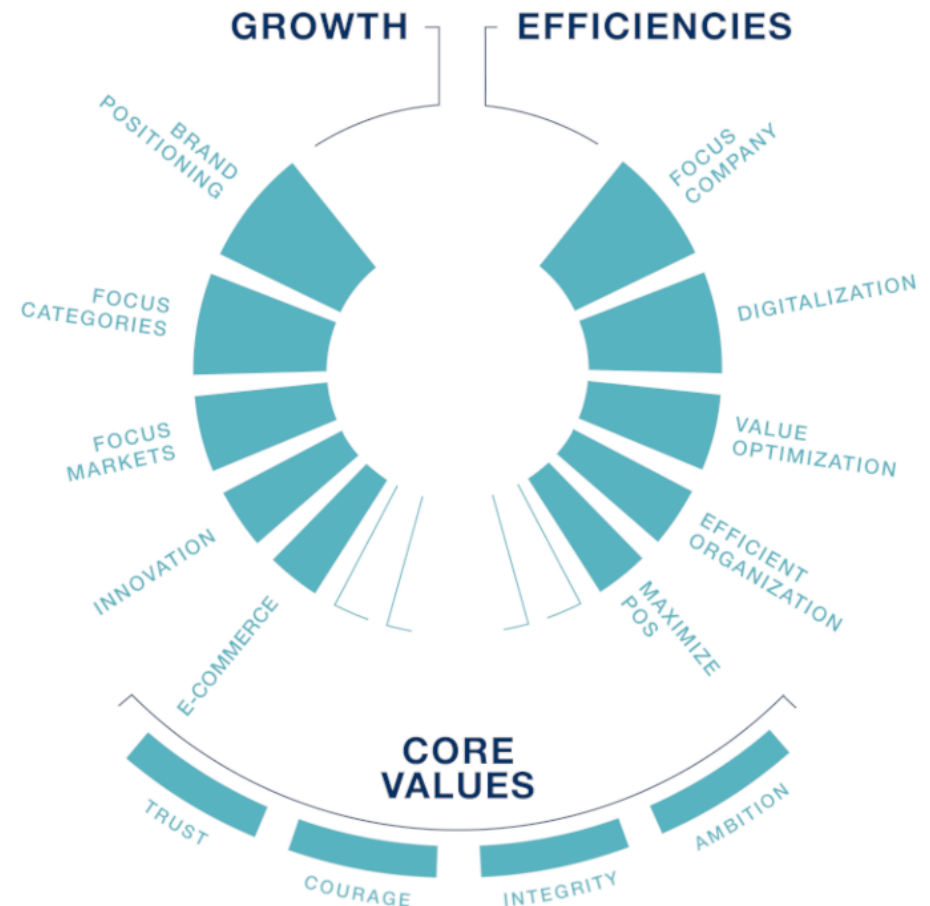


PHILOSOPHY

**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.



Strategic Production Optimisation project drives efficiency

Project

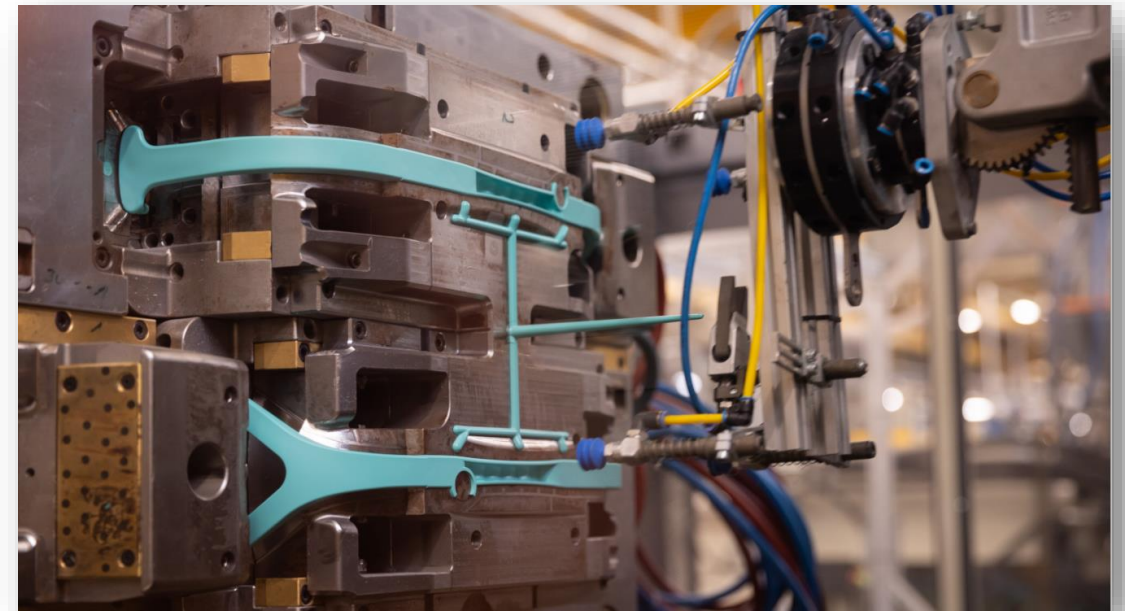
- Consolidation of entire injection molding operations at the main production site Blatná/CZ

Strategic Benefits

- Consolidate technological expertise and increase efficiency
- Improved capacity utilization, enhanced competitiveness and future viability

Financial Impact

- 3 m€ one-off costs in 2025
(impact EBIT in Q2/H1 2025: 1.8 m€)
- 1.6 m€ million additional investments in 2025
(impact in Q2/H1 2025: 1.1 m€)
- 2 m€ annual savings starting in H2 2025



Growth drivers of the Leifheit Group



**Stronger
brand
positioning**



**European focus
markets outside
Germany**

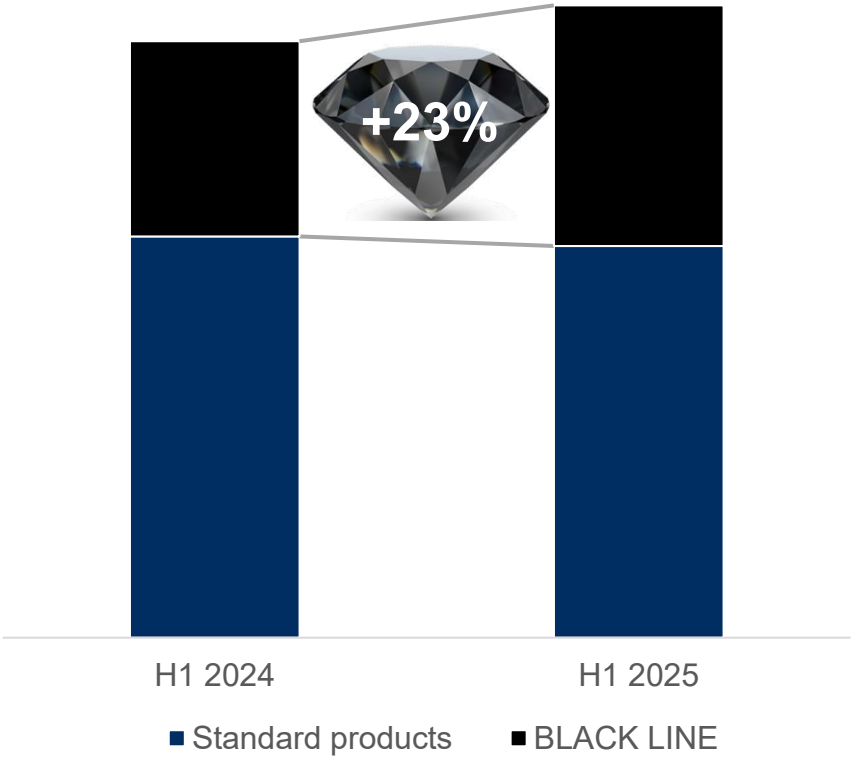


**New
innovation
strategy**



**New
e-commerce/
digital model**

Strong focus on innovation: BLACK LINE dryers and ironing boards drive incremental growth in their product groups



Strong focus on Innovation to drive growth and profitability



Power Clean
July 2024



**4in1 Window
Cleaning**
Feb 2025

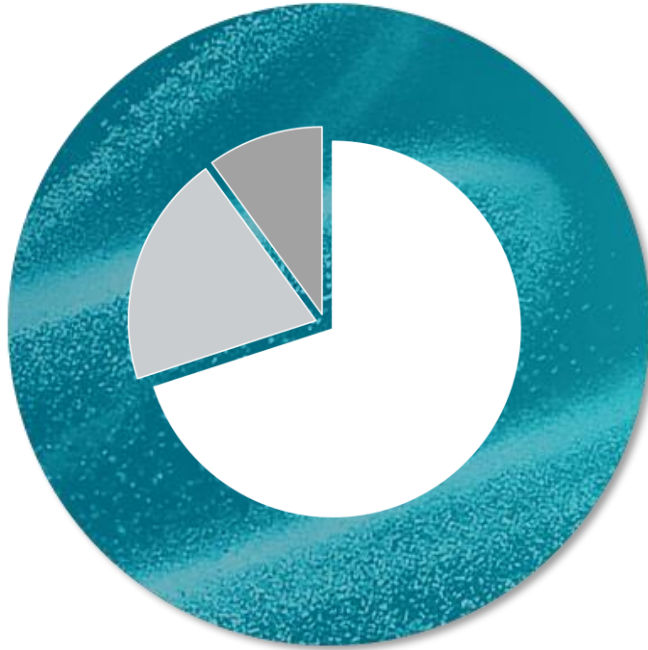


Superduster
July 2025

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

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

Market for dust cleaning with promising growth potential



Significant category:
70% dust surfaces
 at least once a week¹



Market for hand dusters:
 Core Europe²
220 m€

¹ Monheimer Institut 2018-2021 (Dusting Frequency (surface) in Europe, incl. RO, PL, NL, AT, F, CZ, B, CH, DE, DK) | ² retail panels Circana, NIQ, yougov 2024 incl. AT, B, CZ, DE, F, IT, NL, RO

Leifheit enters the dusting segment with its innovative SUPERDUSTER product

NEU

- **Super sustainable**
 - reusable, machine-washable dust cover
 - Wash – don't trash!
- **Environmentally friendly handle**
made from 96% recycled plastic for the *SUPERDUSTER*



**Sustainable dusting
made easy!**

Strongest POS Impact across European markets



- **Impactful displays:** Strong, eye-catching displays with shopper driven communication
- **Visibility:** 9.000 displays placed for launch in Europe – new Leifheit record
- **Consistent Branding:** strong branding and newness across all POS touchpoints
- **Localized Messaging:** usage of local languages for better, more effective communication

Successful expansion of D2C business: example Kaufland



- **Expansion into new online marketplaces** in close cooperation with retail partners
- **Combination of direct listings and seller activities** to increase presence in online marketplaces
- **Scalable business model** with adoption potential in European core markets

Retail Partner Shop with Marketplace Integration

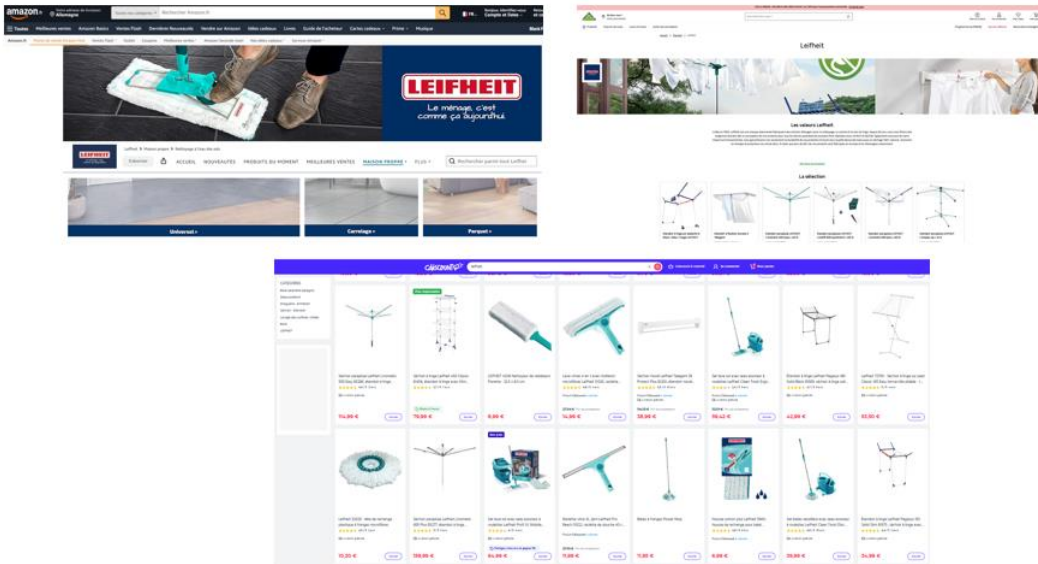
The screenshot shows the Kaufland online marketplace interface. The top navigation bar includes the Kaufland logo, a search bar with the text 'leifheit', and a menu icon. Below the search bar, there are filters for 'Schnelle Lieferung (1-3 Tage)' and 'Kategorie'. The 'Kategorie' filter is expanded, showing various cleaning product categories. The 'Preis' filter is also expanded, showing price ranges from 'Unter 15 €' to 'Über 60 €'. The main product listing area displays four products:

Product Name	Price	Discount	Seller
Leifheit Wäschschirm Linomatic 600 Deluxe Cover	154,99 €	-40,00 €	Verkäufer: avantradashop
Bügeltisch Air Board M Black Plus	67,86 €	-28%	Verkäufer: Kaufland
Leifheit Standtrockner Pegasus 150 Solid Slim Black	38,52 €	-22%	Verkäufer: Kaufland
Leifheit Set CLEAN TWIST Disc Mop Ergo	34,40 €	-37%	Verkäufer: Kaufland

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



- Efficient logistics from new D2C logistic hub
- New distribution via additional marketplaces
- Intensification of our marketing activities
- Expansion of our D2C range



09 / 2024 – 06 / 2025

D2C E-Commerce in
France increased by

143% vs. previous year period



6M 2025 Financials

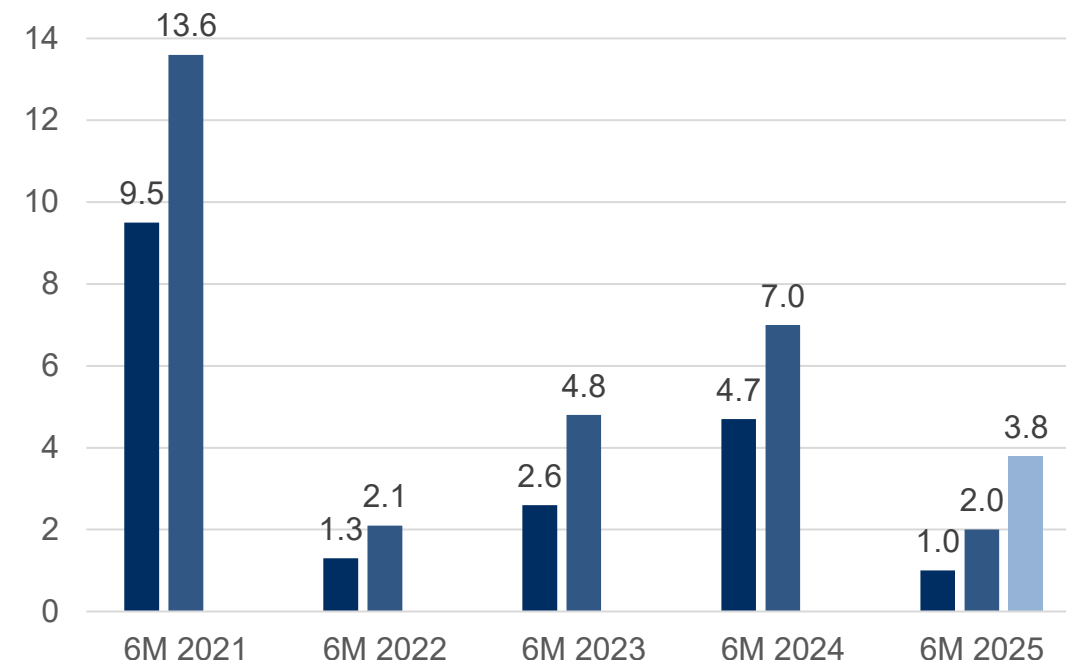
Decline in sales and special items weigh on EBIT, increase in gross margin¹ reflects impact of efficiency measures

		6M 2024	6M 2025	Δ
Group turnover	m€	135.0	123.4	-8.6%
Gross margin	%	44.4	43.8	-0.6 pps
Gross margin before special items ¹	%	44.4	45.3	0.9 pps
Foreign currency result	m€	0.2	-0.4	>-100.0%
EBIT	m€	7.0	2.0	-71.5%
EBIT before special items ¹	m€	7.0	3.8	-45.9%
EBIT margin	%	5.2	1.6	-3.6 pps
Earnings before taxes (EBT)	m€	6.7	1.4	>-100.0%
Net result for the period	m€	4.7	1.0	-78.8%
EPS	€	0.50	0.11	-78.0%

¹ Before special items from strategic optimisation project in production.

Group earnings development

6M 2021 – 6M 2025 in m€



■ Net result for the period ■ EBIT ■ EBIT before special items²

² Before special items from strategic optimisation project in production.

Continuous efficiency improvements



		H1 2022	H1 2023	H1 2024	H1 2025
Gross Margin before special items	%	38.6	40.9	44.4	45.3
Gross Margin	%				43.8

- **Improvement in gross margin before special items to 45.3% in 6M 2025 (6M 2024: 44.4%)** because of
 - productivity and efficiency increase in production and logistics due to strategy implementation
 - focus on effective campaigns for profitable products

Outlook

- **Leveraging synergies in production** with pooling all injection moulding production at Blatná site (expected savings of ~2.0 m€ per year)
- **Initiated introduction of the SAP S/4HANA ERP system** to improve operational excellence

Cash flow under pressure from lower sales, liquidity position still solid



in m€	6M 2024	6M 2025	Δ
Cash flow from operating activities	11.7	-0.4	-12.0
Cash flow from investment activities	-1.8	-3.7	-1.9
Cash flow from financing activities	-11.0	-14.9	-3.9
Free cash flow ¹	9.9	-4.1	-14.0
in m€	30/06/2024	30/06/2025	Δ
Cash and cash equivalents at the end of reporting period	40.2	22.4	-17.8
Financial liabilities	-	-	-

- Free cash flow impacted significantly due to reduced cash flow from operating activities and an increase in investments
 - including additional investments of 1.1 m€ for the partial production relocation to Blatná, Czech Republic
 - Working capital up by 6.6 m€ due to seasonally higher receivables, but positive effect from reduction in inventories of 3.0 m€
- Higher cash outflow from financing activities mainly due to higher dividend payment and completed share buyback program
- With Group liquidity totaling 22.4 m€ and without any liabilities to banks, the company's liquidity remains solid

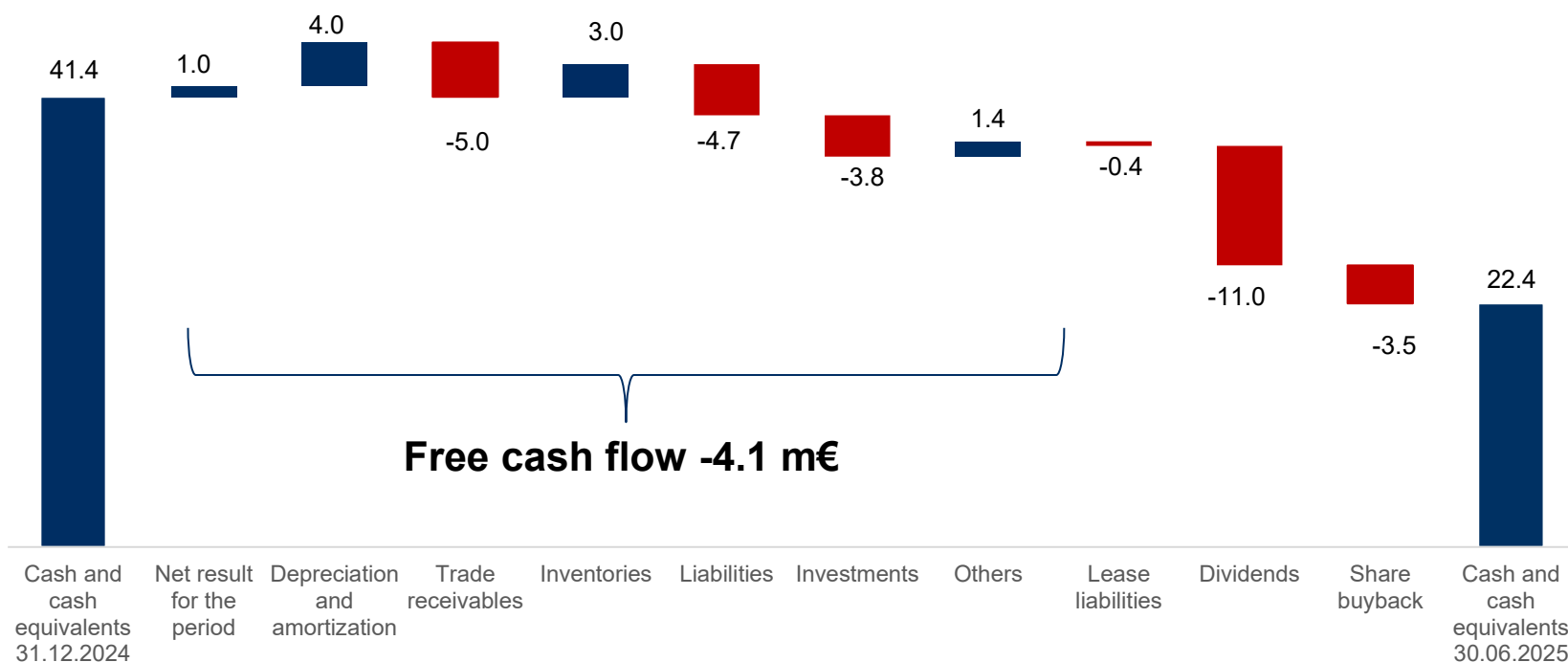
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

Leifheit has robust liquidity to implement the new corporate strategy



Group liquidity

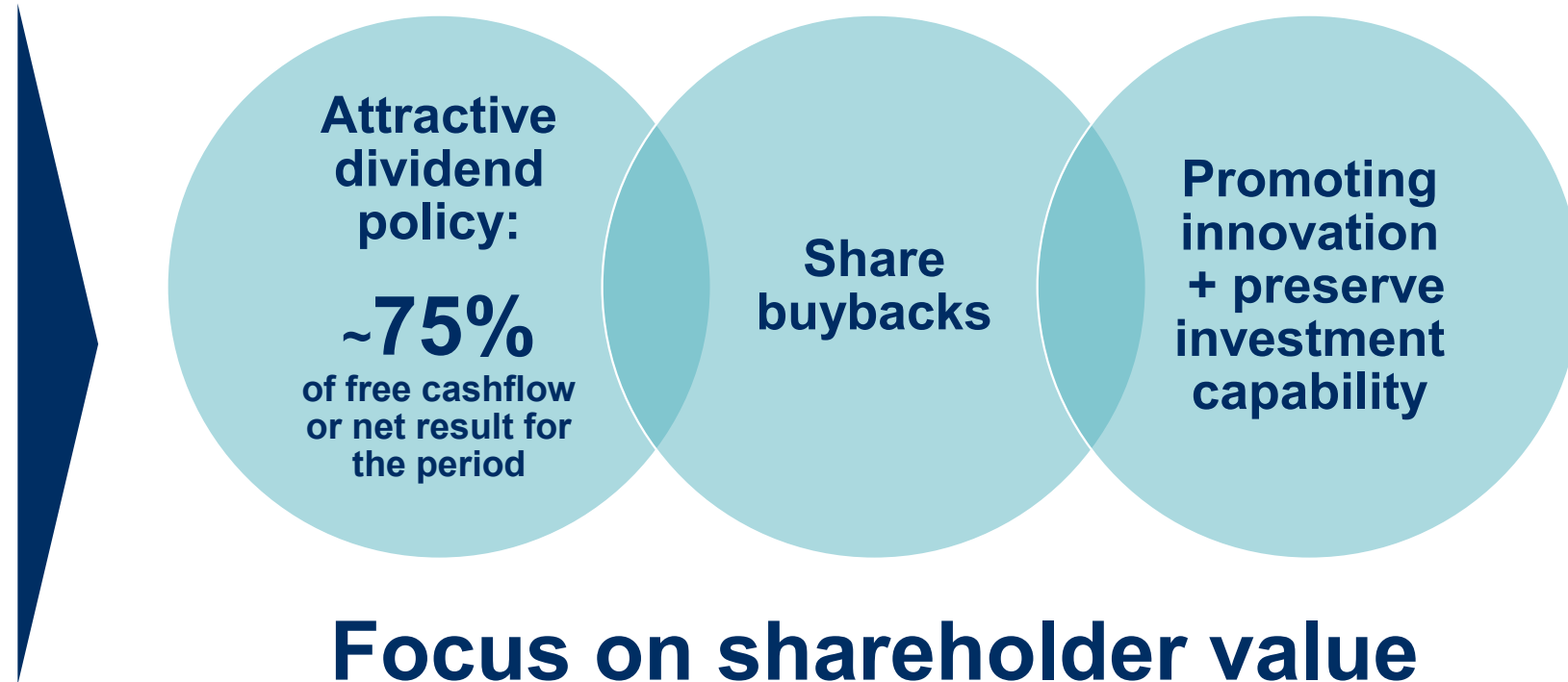
31/12/2024 vs. 30/06/2025 in m€



- Free cash flow decreased in H1 2025 to -4.1 m€ mainly due to a decrease in operating income and increased investments
- 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%

Unchanged commitment to shareholder value and capacity for dividend payment

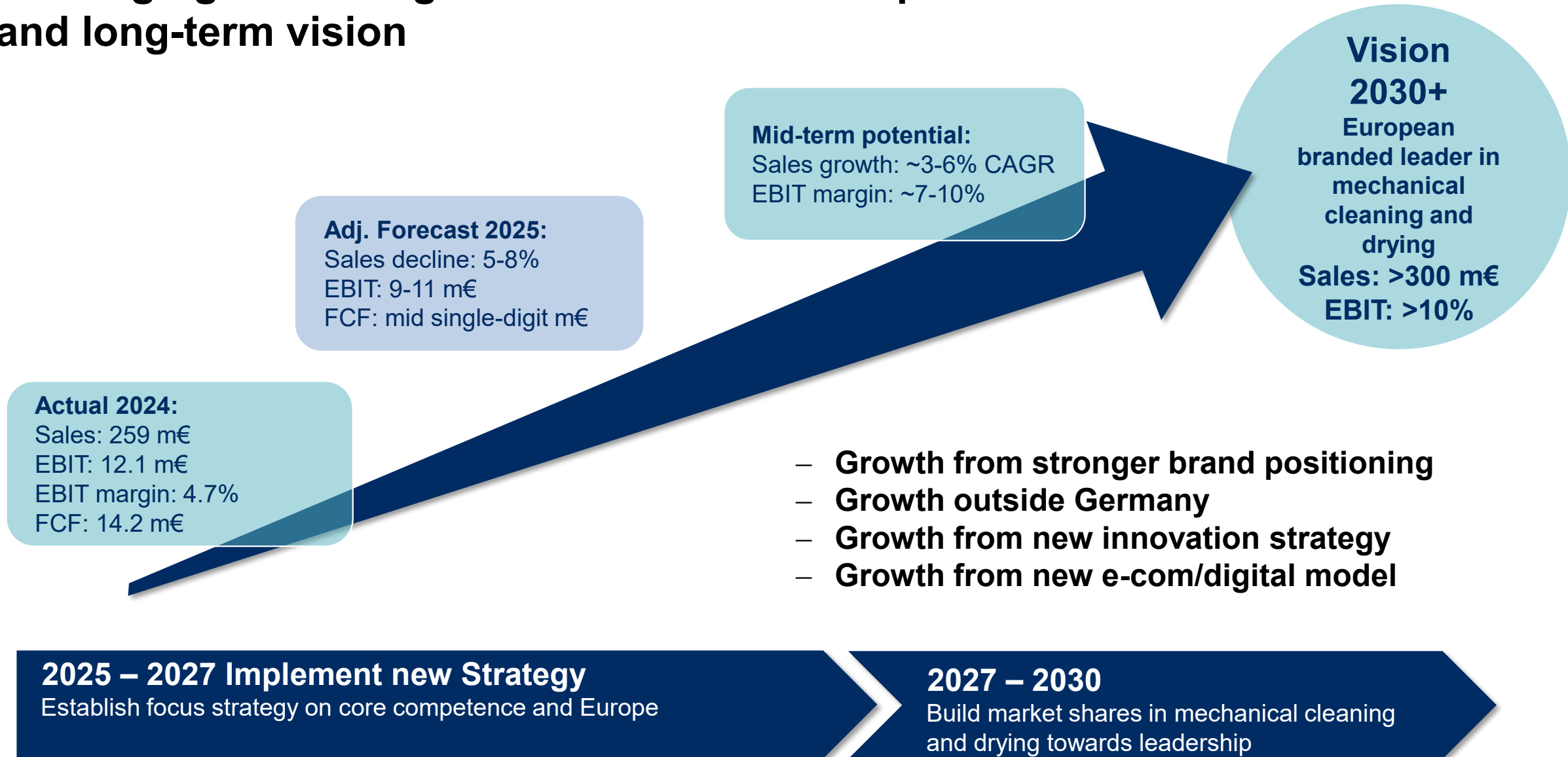
- Solid liquidity position without any liabilities to banks
- Strong equity ratio



Outlook 2025

Leveraging our strengths to realize mid-term potential and long-term vision

LEIFHEIT



2025 forecast adjusted – measures for more resilience and renewed growth in place



	Forecast 2025
Group turnover	5 % to 8 % below previous year
Turnover Household	decline in the mid-single-digit percentage range
Turnover Wellbeing	decline in the lower double-digit range
Turnover Private Label	decline in the mid-single-digit percentage range
Group EBIT	in a corridor of 9 m€ to 11 m€
Free Cashflow	in the mid-single-digit millions

- Persistent spending restraint, retail insolvencies and portfolio adjustments dragging down top-line development
- Clear commitment to corporate strategy: resolute steps to improve efficiency, cost-structure and drive growth are being implemented

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
FOCUS.**
CREATING
SUSTAINABLE
VALUE.



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

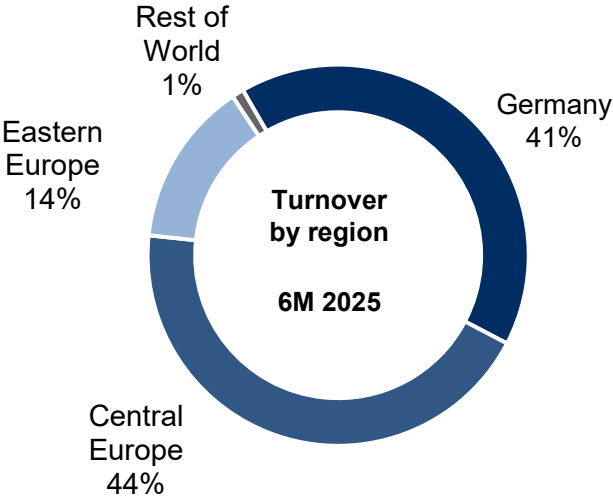
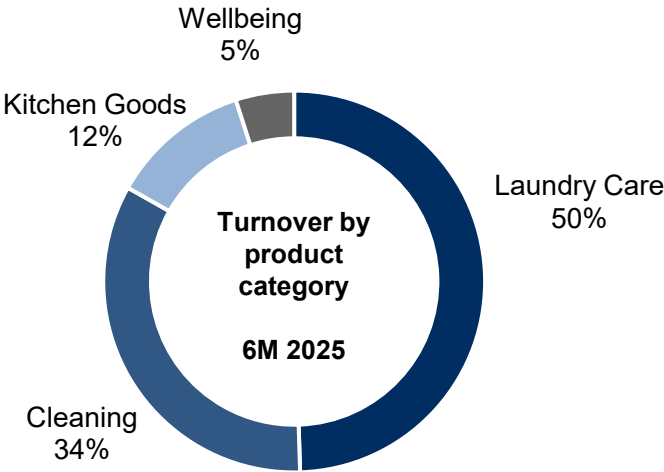
herby



Kitchen Goods



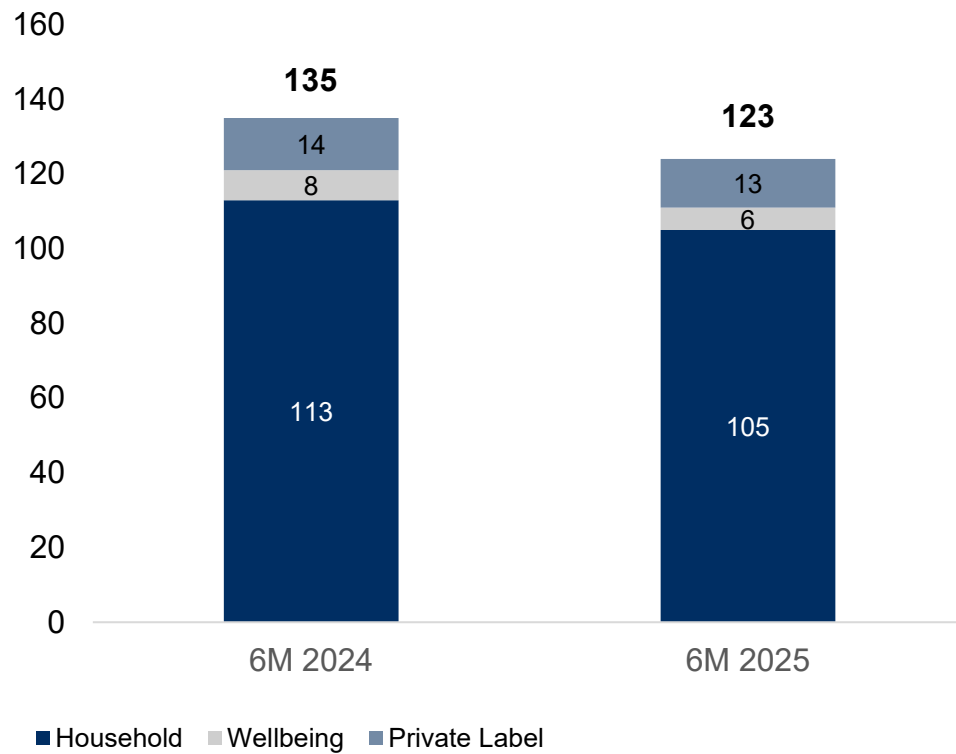
Standing Dryers



Spending restraint and low consumer sentiment contributed to sales decreases across all segments

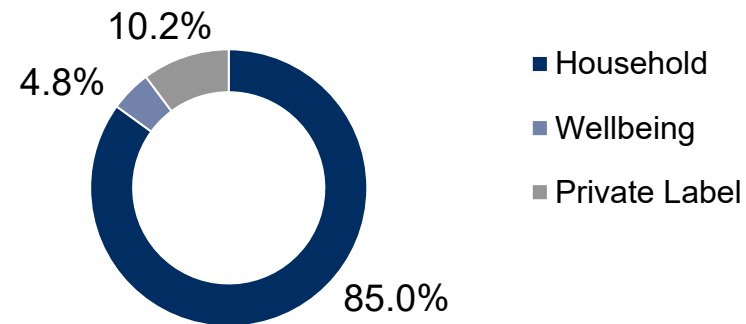
Group turnover by segment

in m€



Group turnover by segment

6M 2025

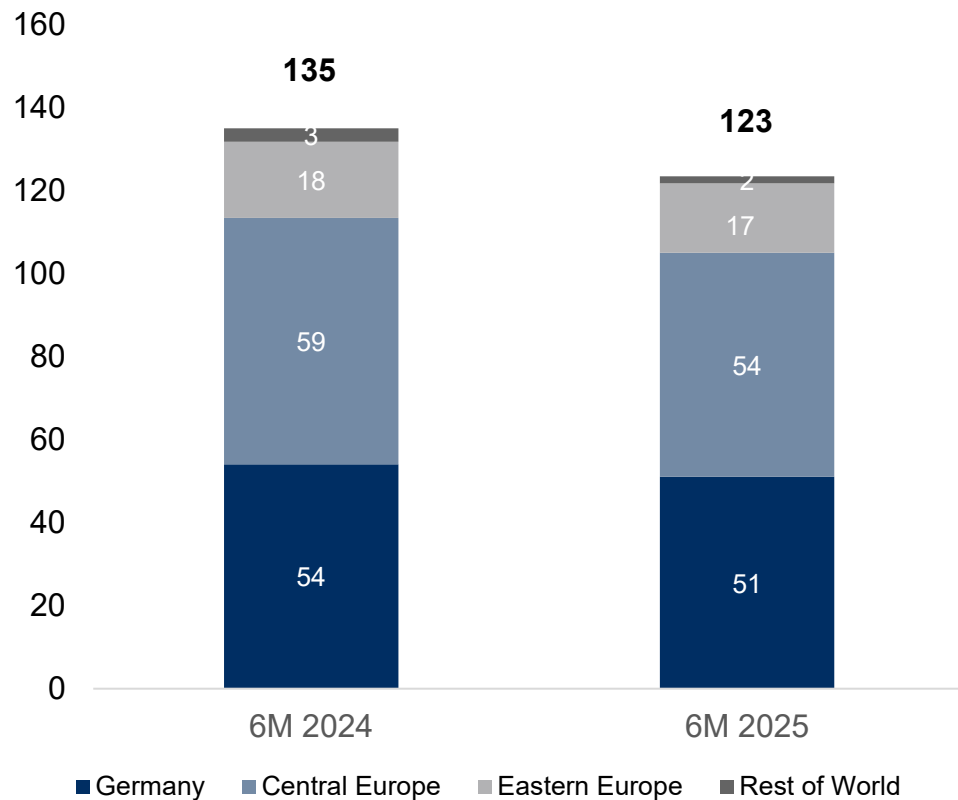


- **Household segment -7.3%**
due to portfolio adjustments, a lack of sales promotions yoy and delayed repeat orders
- **Wellbeing segment -23.5%**
additionally affected by portfolio adjustments
- **Private Label segment -10.9%**
Birambeau's kitchen products growing slightly, Herby's laundry care affected strongly by key customer insolvency

Strong consumer restraint in the non-food segment weighs on sales development in all regions

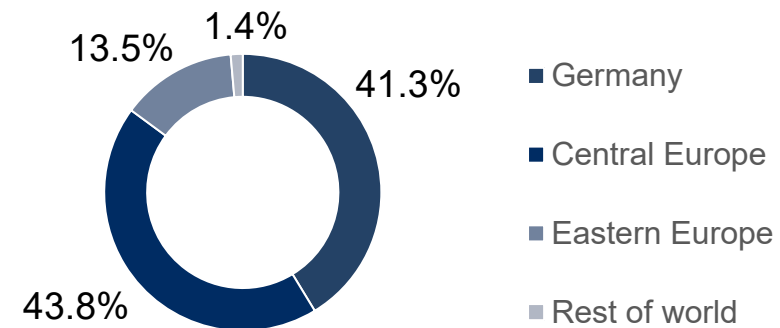
Group turnover by region

in m€



Group turnover by region

6M 2025



- **Germany -5.5%**
due to declining footfall in retail and pronounced consumer restraint in the non-food categories
- **Central Europe -9.1%**
also due to noticeably subdued consumer sentiment and the insolvency of a major trading partner
- **Eastern Europe -8.7%**
due to consumer restraint and lower sales volumes in the retail sector

Successful distribution expansion drives growth in DIY and Discounter channels

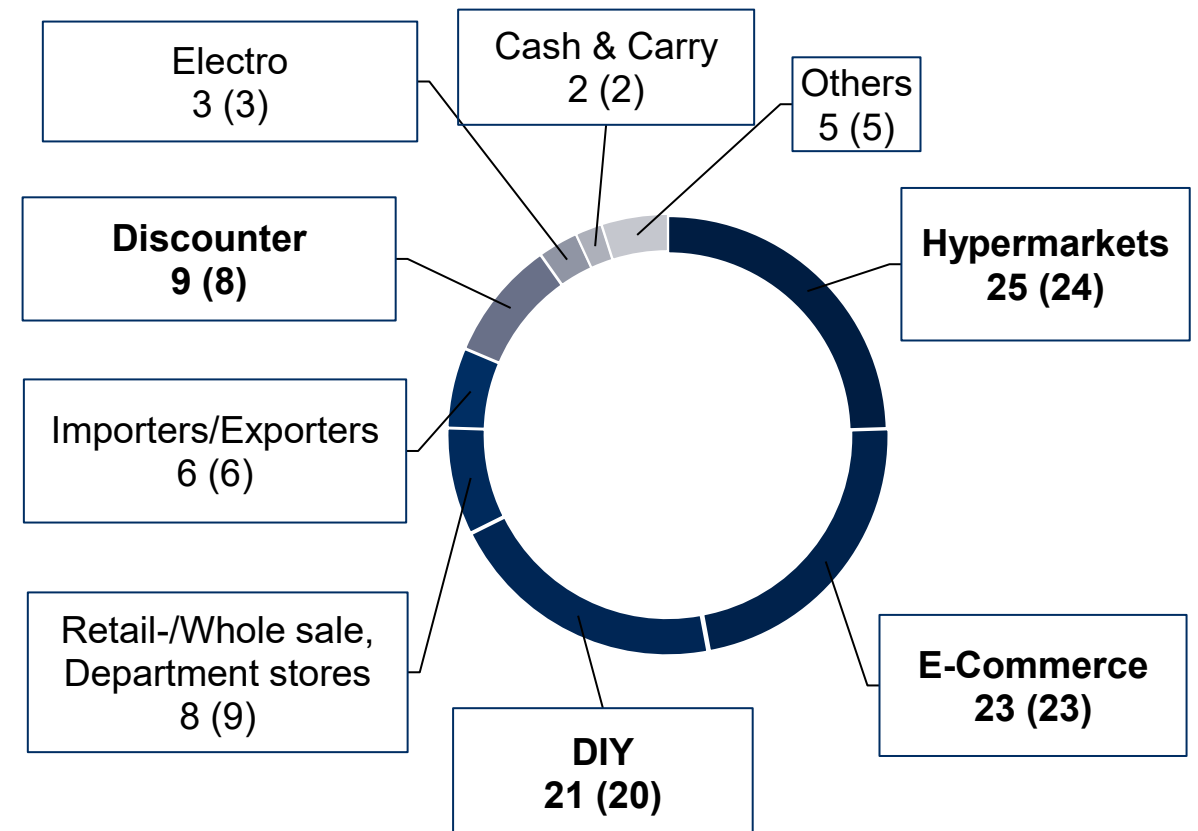


Blue Chip client base



Distribution channels

Turnover 6M 2025 in % (previous year's figures)

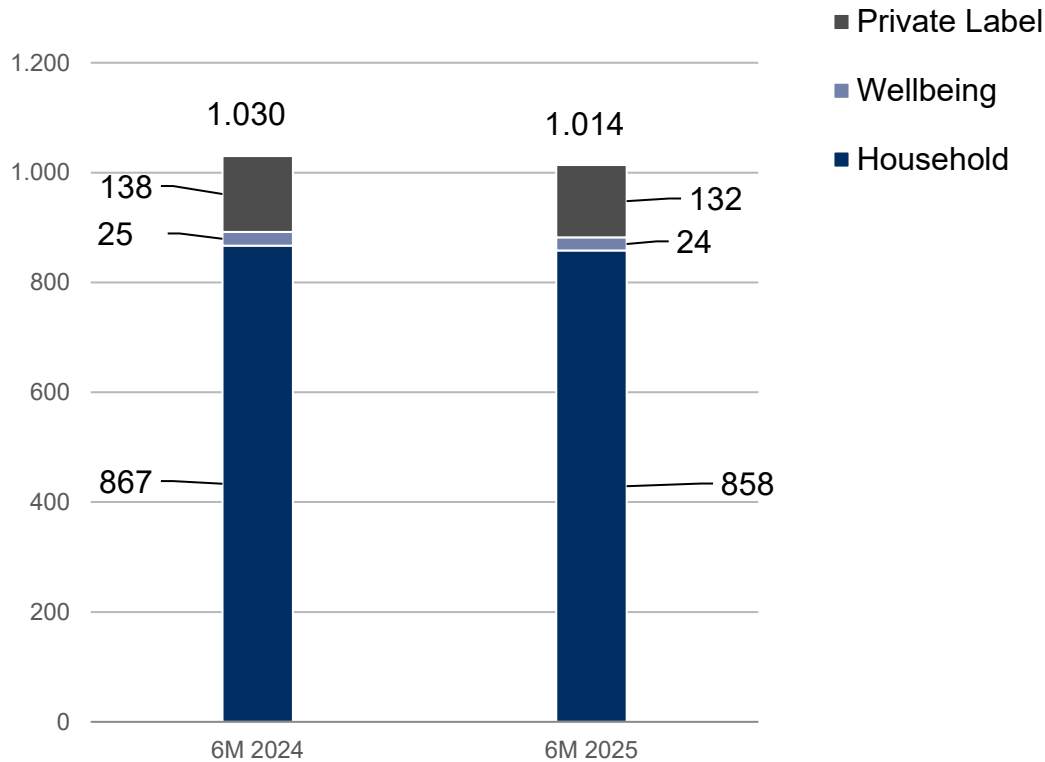


Reduction in number of employees



Employee development*

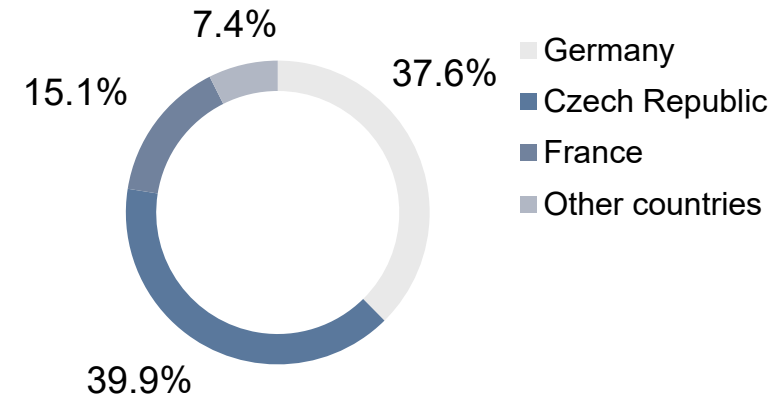
Average 6M 2025



* Only own staff, without temporary workers

Employees by region*

Average 6M 2025



Long-term financial overview



		2020	2021	2022	2023	2024
Group turnover	m€	271.6	288.3	251.5	258.3	259.2
Profitability						
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
Per share						
Net result for the period, EPS ¹	€	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 ²
Special dividend	€	--	--	--	0.10	0.05 ²
Investments	m€	9.6	7.3	5.4	8.9	14.5
Depreciation	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
Employees	No.	1,098	1,080	1,063	1,020	993
Balance sheet total¹	m€	230.0	238.8	216.1	203.6	205.0
Equity	m€	100.4	111.3	112.5	103.8	98.7
Equity ratio	%	43.7	46.6	52.0	51.0	48.2
Liquidity	m€	38.8	38.1	36.3	41.3	41.4

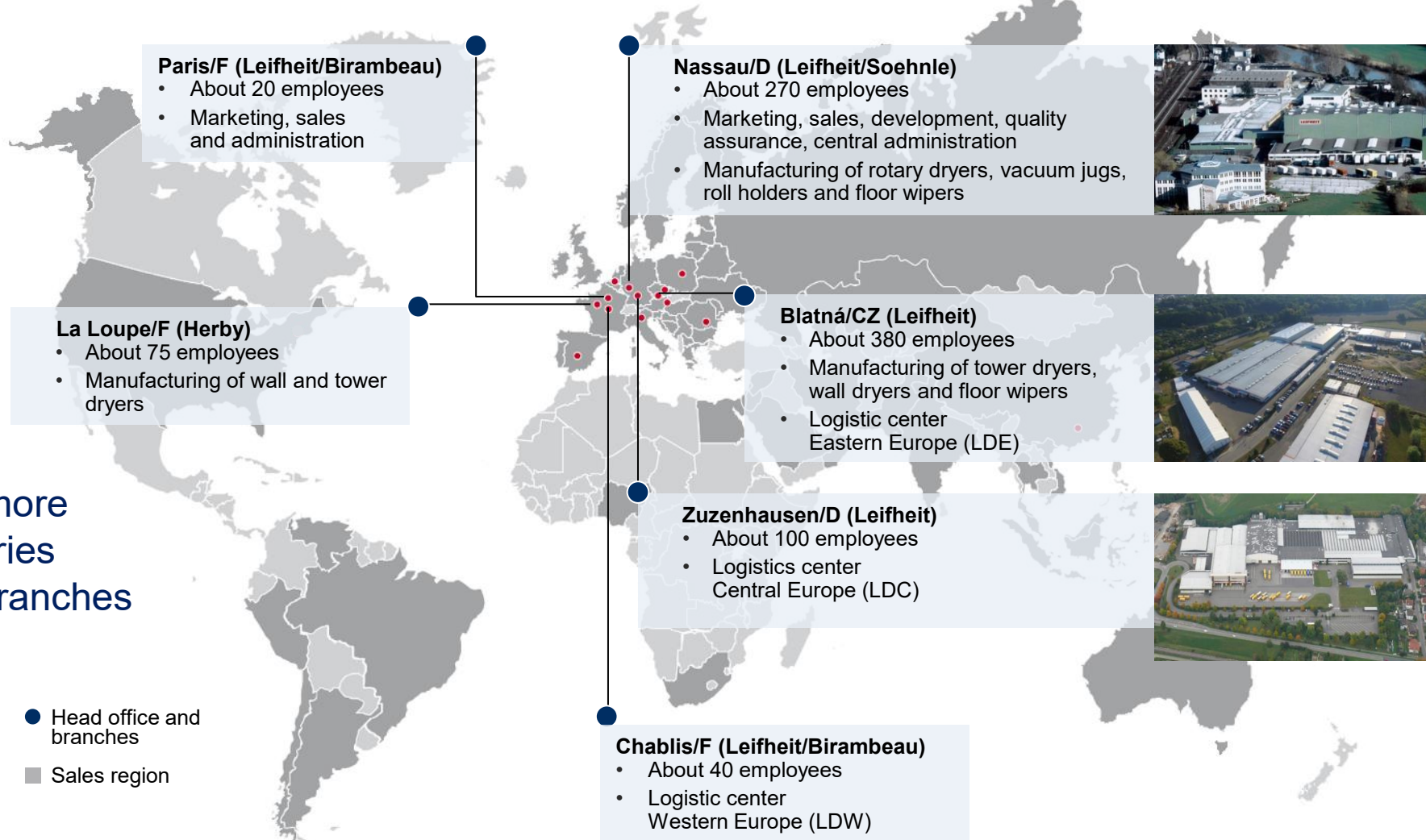
¹ Not including repurchased treasury shares

² Dividend proposal

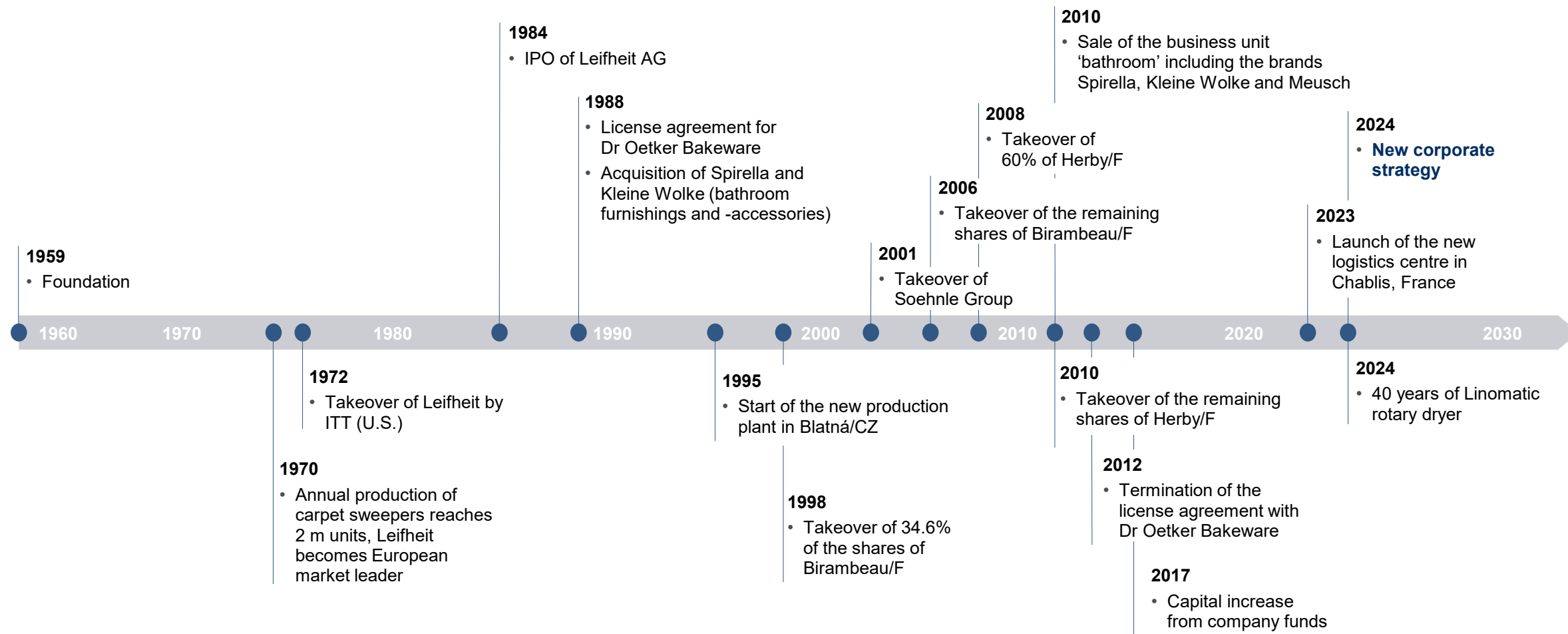
Our European production and logistic footprint ensures efficient and reliable supply to customers



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

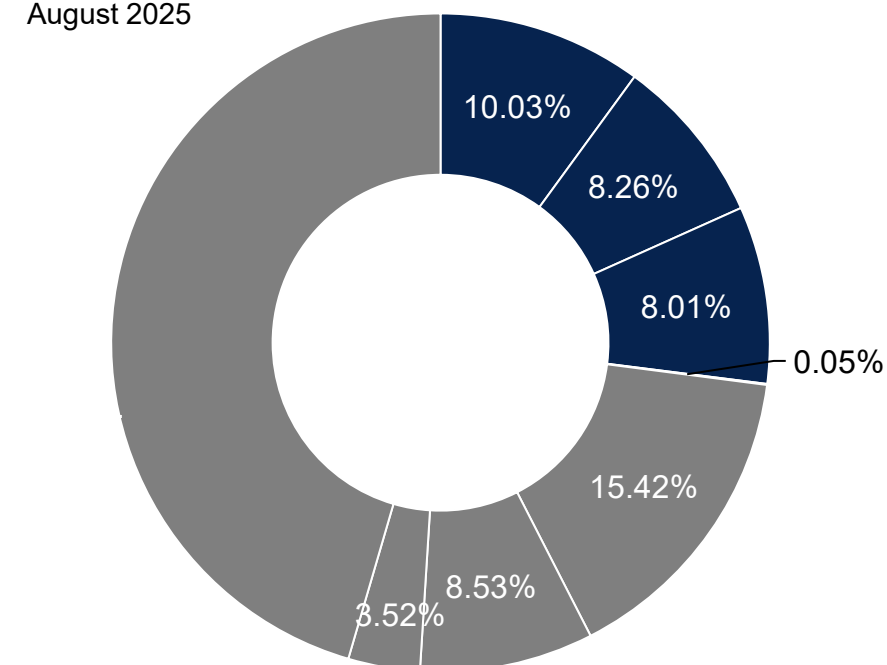
Bosch Laica Tanita
ADE Homedics Beurer
Sanitas Withings Terraillon

Significant free float and international investors



Shareholder structure

August 2025



- Non free float shareholders¹ 27.3%
- Free float^{1,2} 72.7%

¹ Definition of German stock 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	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%

Financial calendar and contact



Financial calendar 2025

13 August 2025

mwb Research Roundtable, online

register: [mwb research](#) | [Digital ResearchHub](#) | [Equity Research](#)

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

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Aktiengesellschaft

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