LEADING WITH FOCUS.
CREATING SUSTAINABLE VALUE.

Investor Presentation 9M 2025

6 November 2025

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Executive Summary: Solid progress in strategic transformation, but persistent macroeconomic headwinds impact turnover

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Strategic optimisation project proceeding as planned: consolidation of entire injection molding operations at high-productivity Blatná/CZ site

Group EBIT before special items at 6.9 m€, unadjusted at 5.4 m€ – decline in sales and special items from strategic optimization weighed on earnings

Gross margin before special items up by 0.2 pp to 44.5% due to productivity and efficiency gains and positive product mix effects

Group turnover down by 10.8% to 179.0 m€ due to declining consumer frequency in key distribution channels and consumer restraint in non-food segments

Free cash flow significantly improved in Q3 2025, stands at **3.3 m€** after nine months (H1 2025: -4,1 m€)

Successful "SUPERDUSTER" product launch contributed to significant growth in dust segment, additional marketing and e-commerce initiatives provide positive momentum for Q4 2025

Consumer climate: Uncertainty about economic prospects with varying negative impact across the EU

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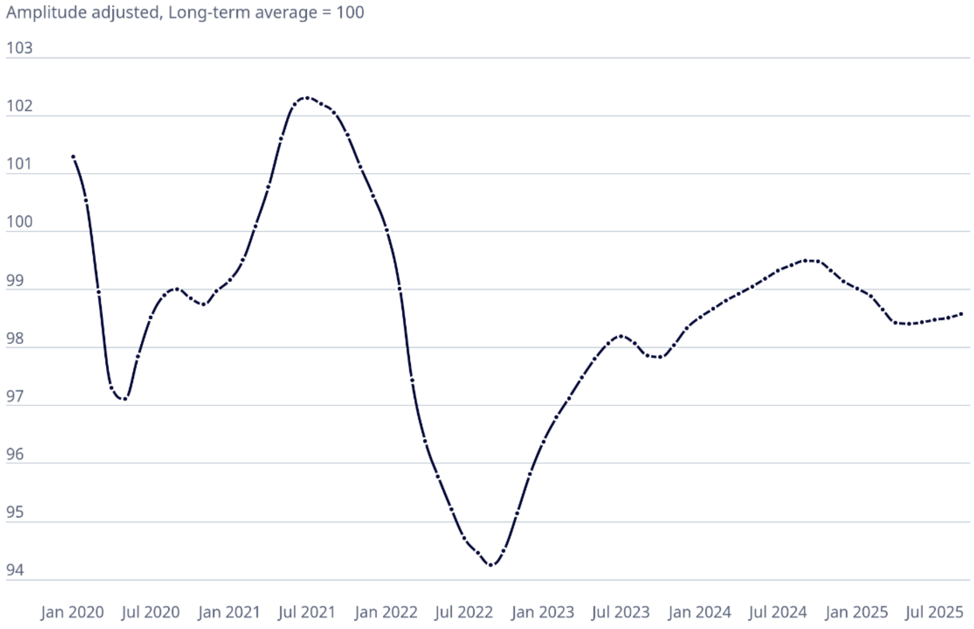
Consumer confidence index (CCI)

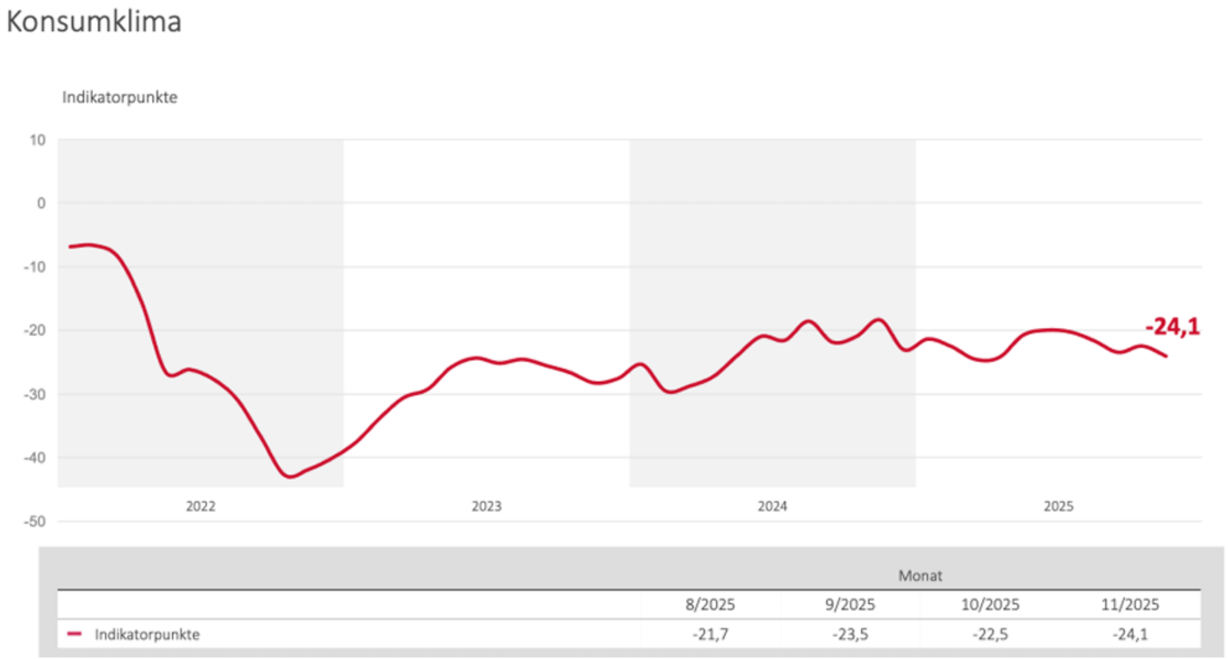
September 2025, EU-27



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

GfK consumer climate index

October 2025, Germany



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

- Consumer confidence in EU27 stagnating after fall below long-term average
- Consumer climate in Germany worsening again due to decrease in income expectations

Market headwinds with stronger impact on turnover development in third quarter

Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	179.0	150.1	8.8	20.1
Growth 9M ‘25 vs. 9M ’24	-10.8%	-9.7%	-19.5%	-14.7%

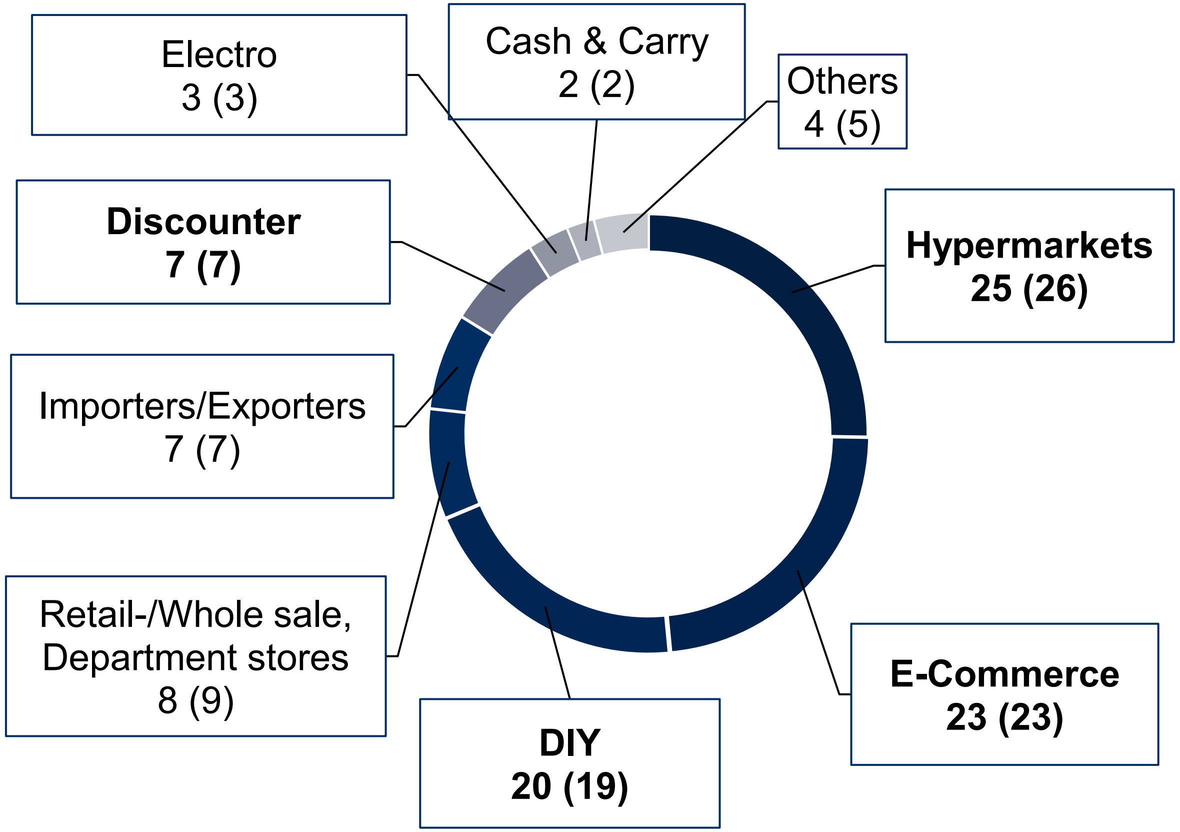
	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	69.7	81.6	24.9	2.8
Growth 9M ‘25 vs. 9M ’24	-9.8%	-10.3%	-10.7%	-39.8%

- **Q3 affected by continuously low consumer sentiment in non-food segments** and resulting lower traffic in stores
- **Successful “SUPERDUSTER” product launch** contributed to significant growth in the dust segment

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

Distribution channels

Turnover 9M 2025 in % (previous year's figures)



- **E-commerce and DIY channels show resilience**
- **Overall, traditional distribution channels** more strongly affected by weak demand and decline in sales
- Successful promotions for SUPERDUSTER product innovation in the **discounter channel** in Q4

Group turnover impacted by spending restraint and low retail frequencies

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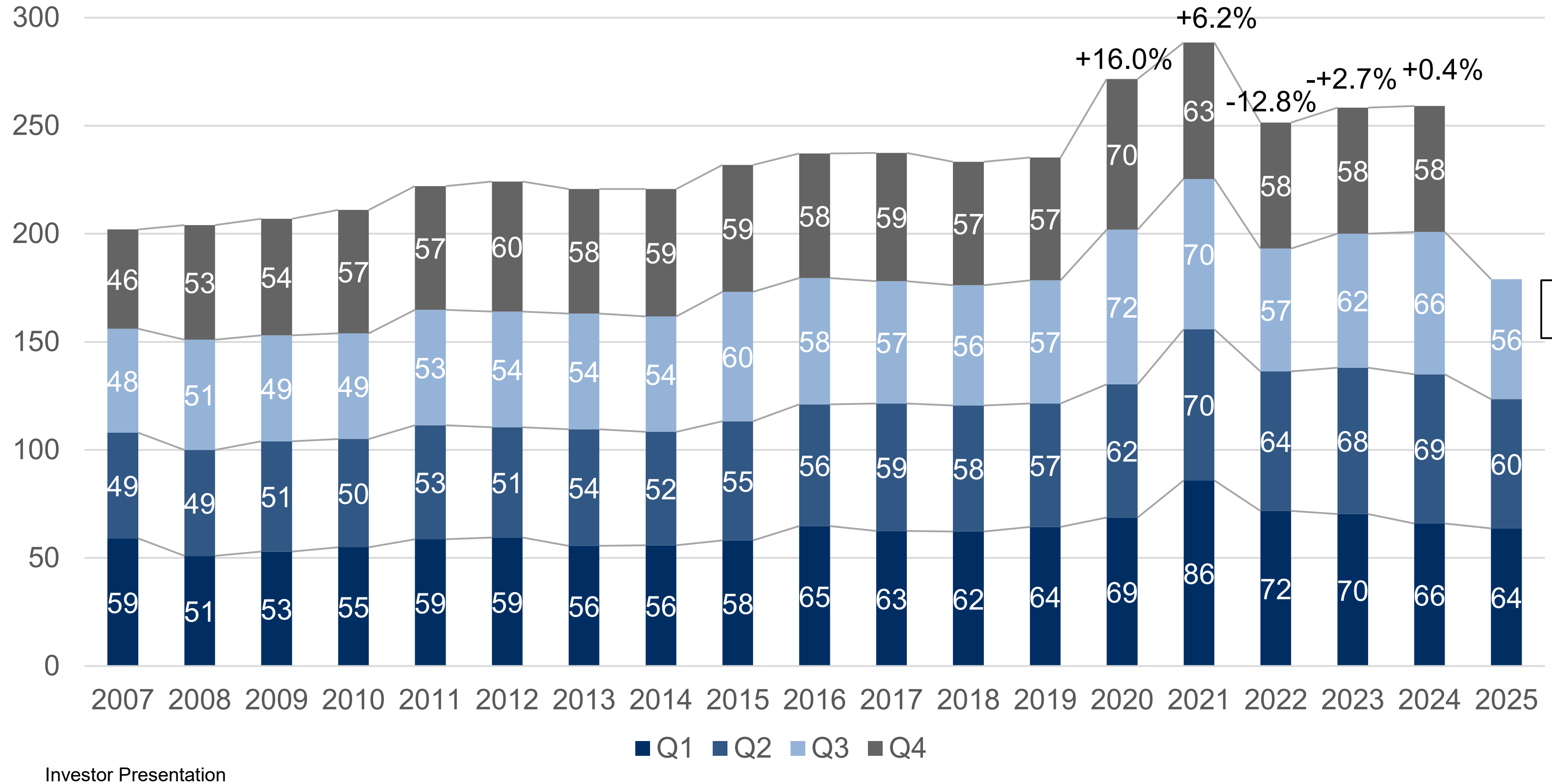
Group turnover development by quarters

in m€



9M 2025: -10.8%

- **Ongoing strict cost and spending discipline** continues to weigh on topline development
- **Growth initiatives gaining traction**, but impact delayed by partly elevated retail inventories
- **Strong sales contribution** from **SUPERDUSTER** product innovation

Strong long-term potential in core business, temporarily impacted by lower consumer demand

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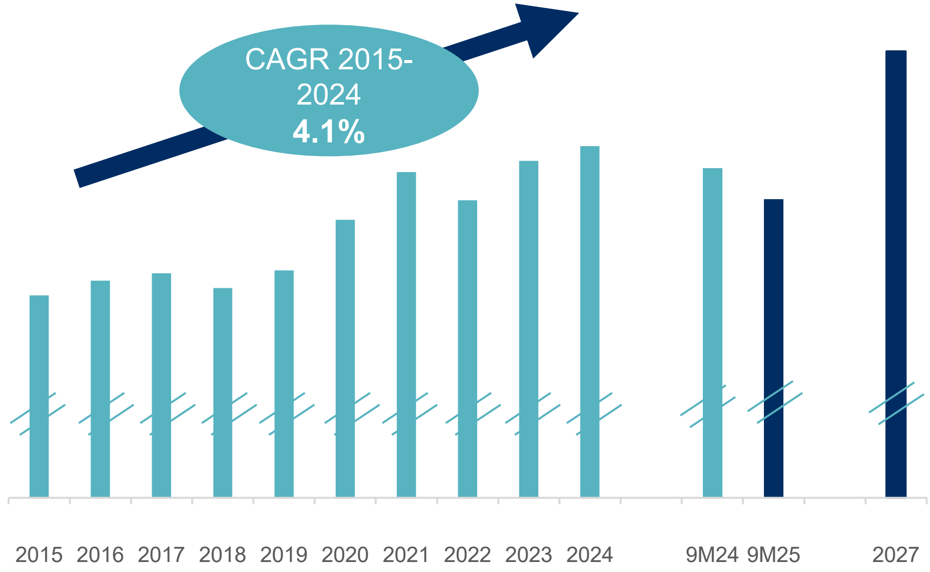
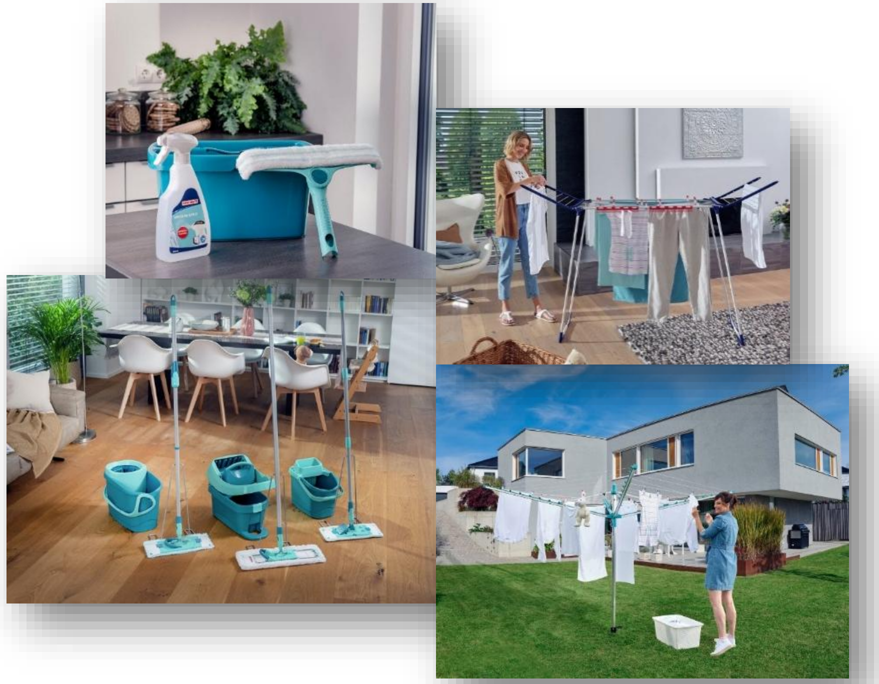
Turnover growth core business

in m€



Turnover 9M 2025 yoy:

core: -6%
non-core: -19%



- Core business development in line with overall market downturn
- Consistent strategic initiatives ongoing to leverage medium- and long-term potential in core categories

9M 2025 Financials

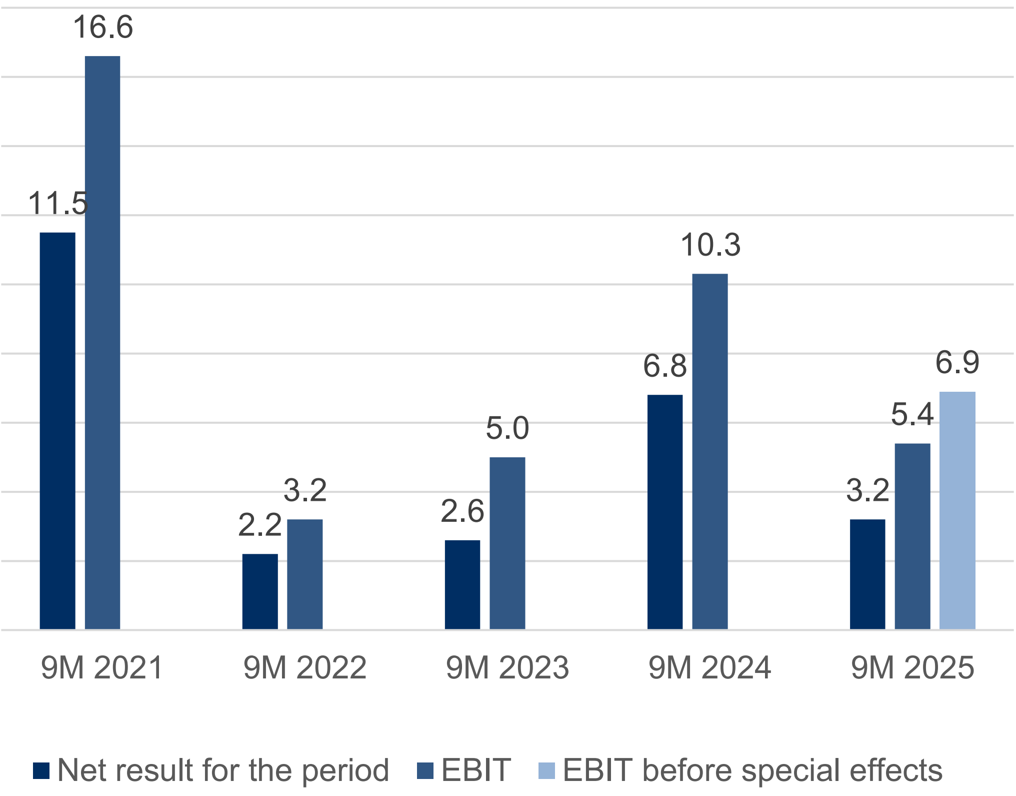
Decline in turnover and special items weight on EBIT while gross margin[1] improves due to efficiency measures

		9M 2024	9M 2025	Δ
Group turnover	m€	200.8	179.0	-10.8%
Gross margin	%	44.3	43.7	-0.6 pps
Gross margin before special effects	%	44.3	44.5	0.2 pps
Foreign currency result	m€	0.3	-0.4	>-100.0%
EBIT	m€	10.3	5.4	-47.7%
EBIT before special effects	m€	10.3	6.9	-33.6%
EBIT margin	%	5.1	3.0	-2.1 pps
Earnings before taxes (EBT)	m€	9.7	4.4	-55.1%
Net result for the period	m€	6.8	3.2	-52.9%
EPS	€	0.72	0.35	-51.4%

[1] Before special items from strategic optimization project in production

Group earnings development

9M 2021 – 9M 2025 in m€



Further efficiency improvements

YOY
+0.2 pps

<table>
<tr><th></th><th></th><th>9M 2022</th><th>9M 2023</th><th>9M 2024</th><th>9M 2025</th></tr>
<tr><td>Gross Margin before special items</td><td>%</td><td rowspan="2">38.4</td><td rowspan="2">41.4</td><td rowspan="2">44.3</td><td>44.5</td></tr>
<tr><td>Gross Margin</td><td>%</td><td>43.7</td></tr>
</table>

- **Improvement in gross margin before special items to 44.5% in 9M 2025 (9M 2024: 44.3%)** because of
  - productivity and efficiency increase in production and logistics due to strategy implementation
  - focus on effective campaigns for profitable products

Liquidity position remains solid with headroom for strategic initiatives

in m€	9M 2024	9M 2025	Δ
Cash flow from operating activities	18.9	8.3	-10.6
Cash flow from investment activities	-4.6	-4.9	-0.3
Cash flow from financing activities	-12.8	-15.0	-2.2
Free cash flow[1]	14.3	3.3	-11.0
in m€	**30/09/2024**	**30/09/2025**	**Δ**
Cash and cash equivalents at the end of reporting period	42.8	29.7	-13.1
Financial liabilities	-	-	-

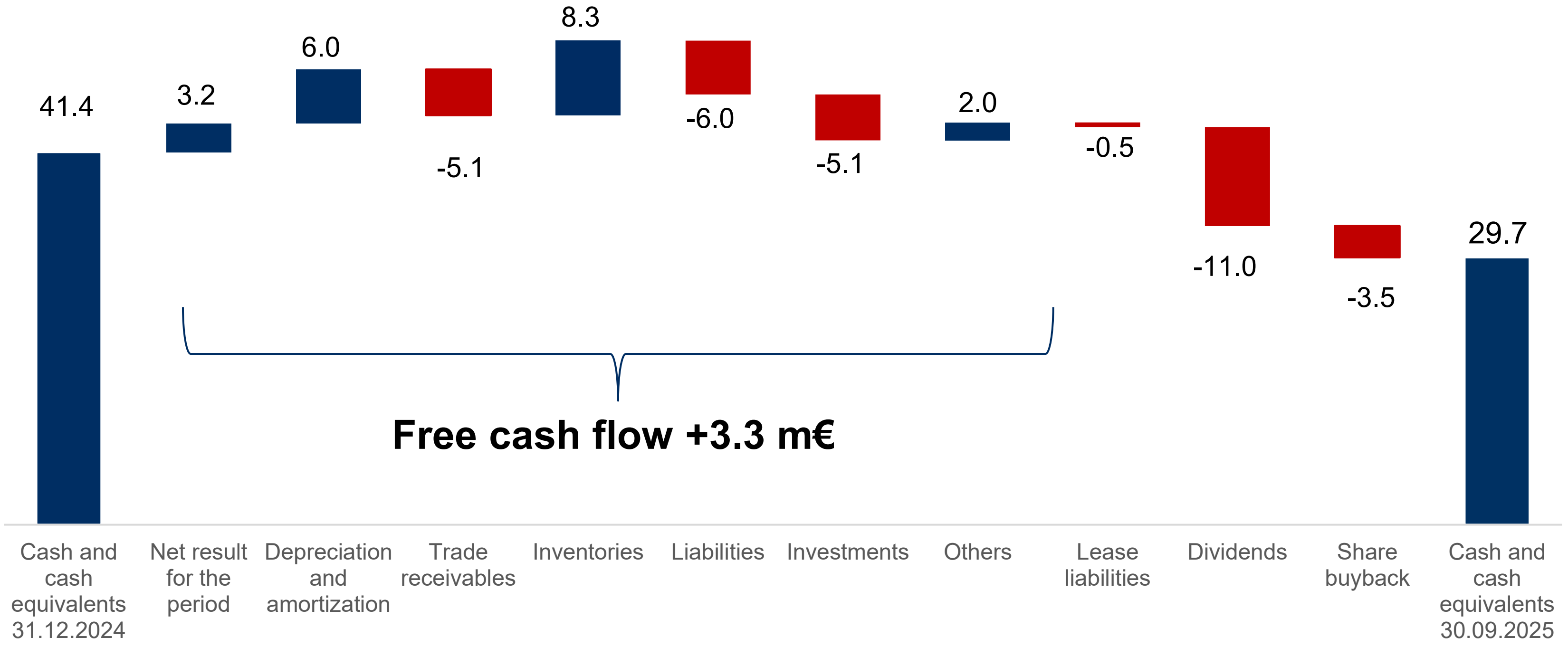
- Following a negative free cash flow of -4.1 m€ in the first half of 2025, a significant improvement was achieved in Q3 2025 (+7.4 m€ in Q3)
- Cash outflow from financing activities includes payment of 11.0 m€ dividend (2024: 10.0 m€) and share buy back program (3.5 m€)
- With Group liquidity totaling 29.7 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 drive strategy implementation and adjust to persistent market headwinds

Group liquidity

31/12/2024 vs. 30/09/2025 in m€



- Free cash flow significantly improved in Q3 2025, but in 9M 2025, affected by lower operating income and increase in working capital
- Investments slightly above previous year, mainly due to investments in the production optimization project
- Solid liquidity position supports ongoing strategy implementation

Unchanged commitment to shareholder value and capacity for dividend payment

- Solid liquidity position without any liabilities to banks
- Strong equity ratio
- Capital reduction through redemption of treasury shares on 4 November
- Allow shareholders to participate in the company's good liquidity situation

Attractive dividend policy:

~75%

of free cashflow or net result for the period

Share buybacks

Promoting innovation + preserve investment capability

Focus on shareholder value

Strategy Update

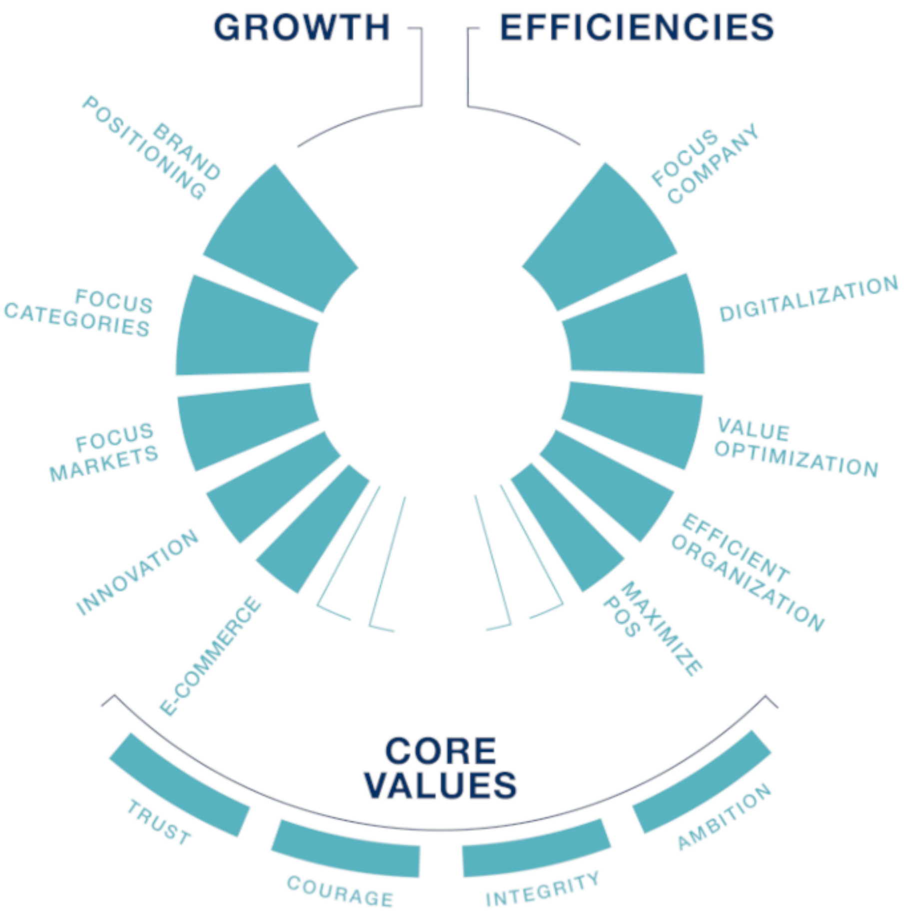
Strong Vision: Leading with focus – creating sustainable value

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.



Growth drivers of the Leifheit Group

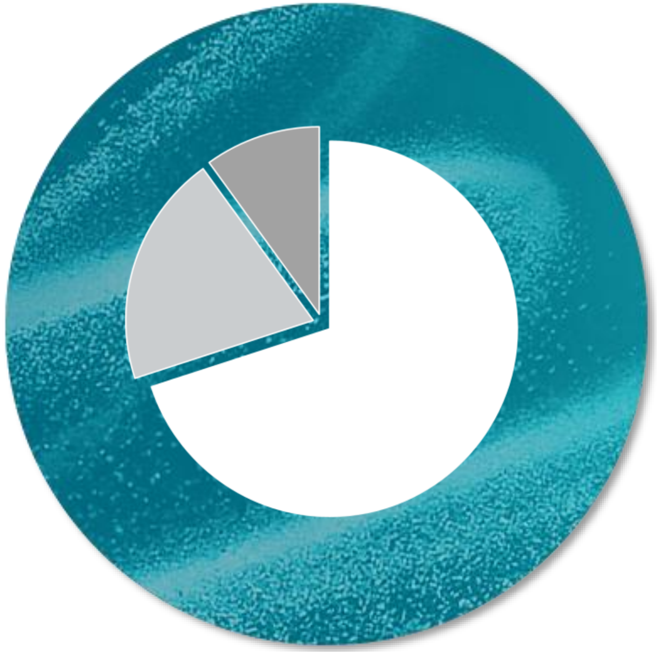
Stronger brand positioning

European focus markets outside Germany

Consumer driven innovation strategy

Scalable e-commerce/ digital model

Market for dust cleaning with promising growth potential



Significant category:
70% dust surfaces
at least once a week[1]

Market for hand dusters:
Core Europe[2]
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

Promising entry of major product innovation SUPERDUSTER in dusting segment

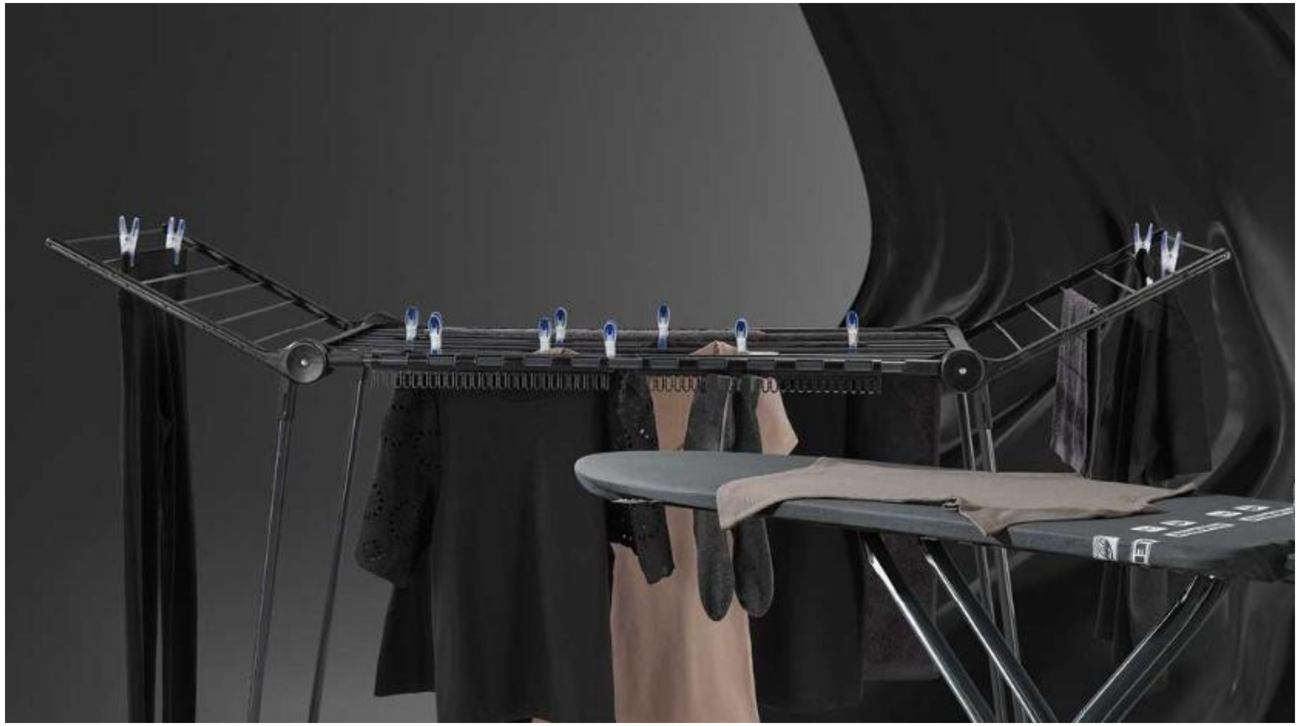
Strong growth in dusting segment
Addressing growing market sentiment: 96 % recycled-plastic and reusable, machine-washable dust cover

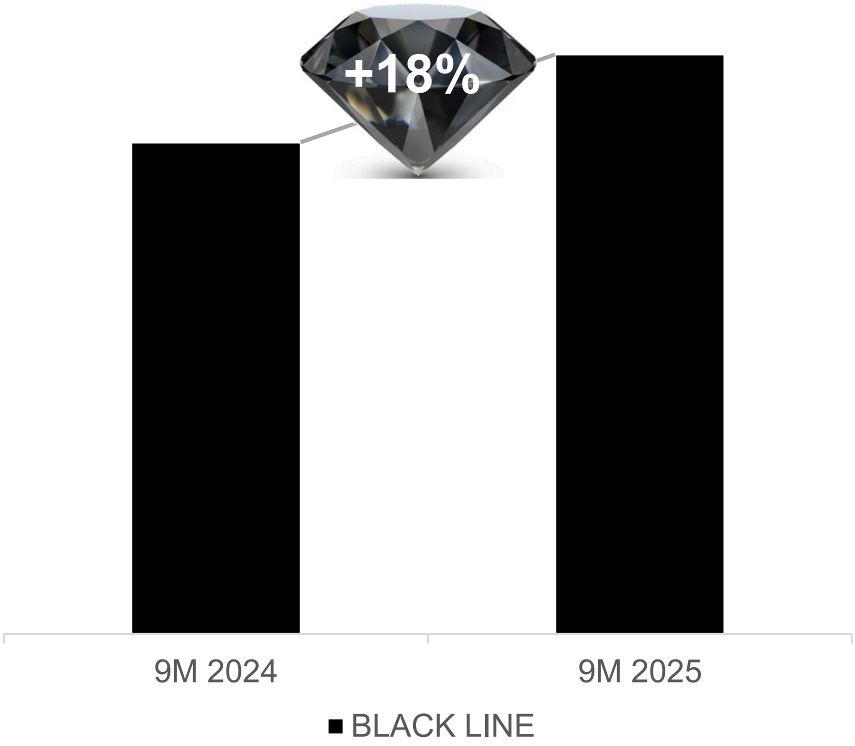
Strong branding across touchpoints
Over 9,000 shopper-centered, eye-catching displays for launch in Europe

Impact on the point-of-sale
Newness and localized messaging drove highly engaged shoppers

Sustainable dusting made easy!

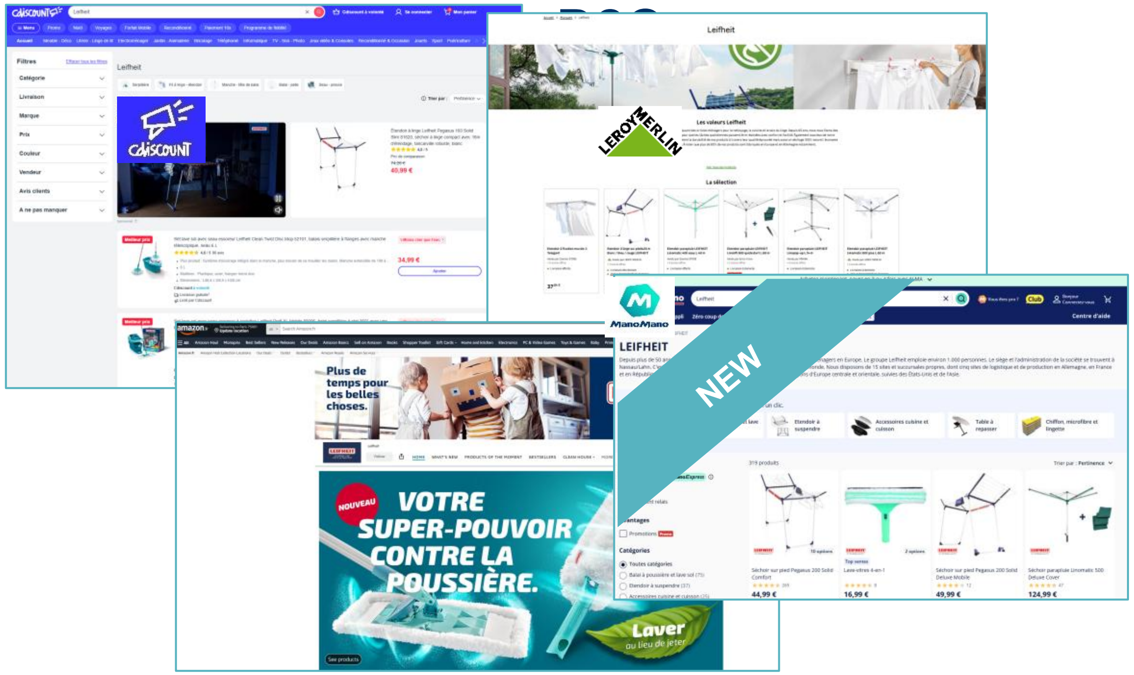
Strong focus on innovation: BLACK LINE dryers and ironing boards with increasing turnover share in their product groups





D2C E-commerce business in France: Significant growth rates

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



09 / 2024 – 09 / 2025

D2C E-Commerce in **France** increased by

+91%

vs. previous year period

Far-reaching measures introduced to increase efficiency

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SAP S/4 HANA

Consolidation of injection molding at Blatná/CZ site

- Consolidation successful – on track and under budget

Strategic Benefits

- Consolidated technological expertise and increased efficiency
- Improved capacity utilization, enhanced competitiveness and future viability

ERP update implementation

- Switch to SAP S/4HANA in Q4 2025 to enable standardized, leaner processes and improved operational efficiency

Strategic Benefits

- Higher-quality, readily available data for improved planning and decisions
- Expanded capacity for process automation and better scalability across the value chain

Strategic milestones in the first half of 2026

Comprehensive Leifheit Brand Relaunch

Sharper brand positioning

with clear POD and consumer focus, both online and offline

Continued launch of product innovations

in the core segments of cleaning and laundry care with new benefits and sustainability characteristics

Targeted campaigns

in key European markets for Leifheit bestsellers

Outlook 2025

2025 turnover forecast slightly adjusted EBIT and Free Cashflow forecast confirmed

	Forecast 2025
Group turnover	**decline of around 10% to 12%** (prev. 5 % to 8 % below PY)
Turnover Household	**decline of around 10% to 12%** (prev. decline in the mid-single-digit percentage range)
Turnover Wellbeing	**decline of around 16% to 18%** (prev. decline in the lower double-digit percentage range)
Turnover Private Label	**decline of around 11% to 13%** (prev. decline In the mid-single-digit percentage range
Group EBIT	**in a corridor of 9 m€ to 11 m€**
Free Cashflow	**mid single-digit million euro**

- Persistent spending restraint 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
- Cautious optimism for Q4: additional marketing and e-commerce activities are intended to stimulate demand

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

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Actual 2024:
Sales: 259 m€
EBIT: 12.1 m€
EBIT margin: 4.7%
FCF: 14.2 m€

Adj. Forecast 2025:
Sales decline: 10-12%
EBIT: 9-11 m€
FCF: mid single-digit m€

Mid-term potential:
Sales growth: ~3-6% CAGR
EBIT margin: ~7-10%

Vision 2030+
European branded leader in mechanical cleaning and drying
Sales: >300 m€
EBIT: >10%

- **Growth from stronger brand positioning**
- **Growth outside Germany**
- **Growth from new innovation strategy**
- **Growth from new e-com/digital model**

2025 – 2027 Implement new Strategy
Establish focus strategy on core competence and Europe

2027 – 2030
Build market shares in mechanical cleaning and drying towards leadership

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

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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

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Your questions, please.


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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

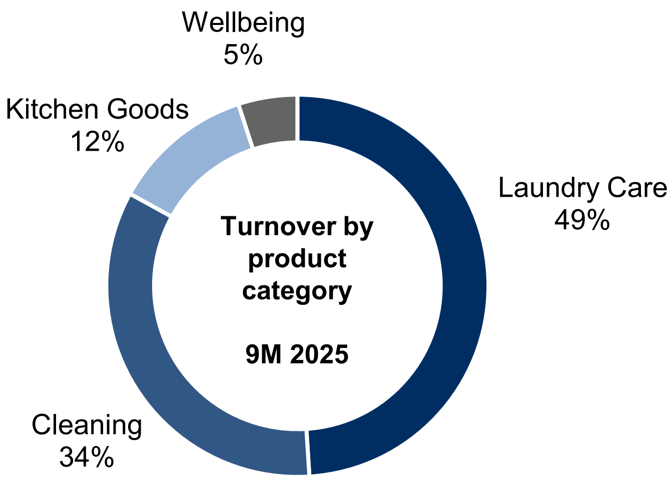
- IT, Finance & Controlling

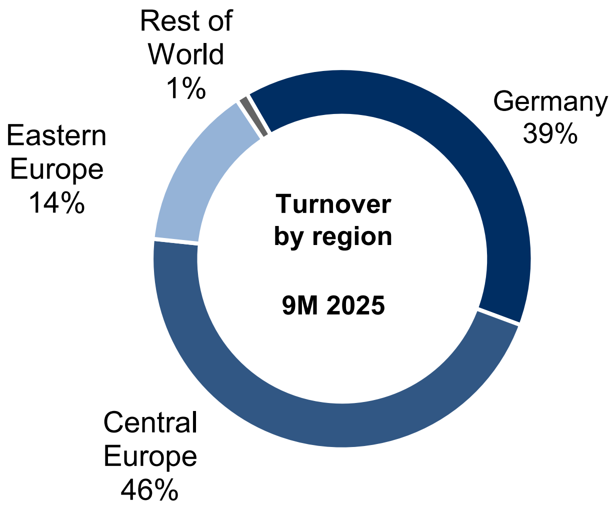
Leifheit Group structure

Household			Wellbeing	Private Label	
LEIFHEIT			SOEHNLE	BIRAMBEAU	herby
Laundry Care	Cleaning	Kitchen Goods	Kitchen + Personal Scales	Kitchen Goods	Standing Dryers





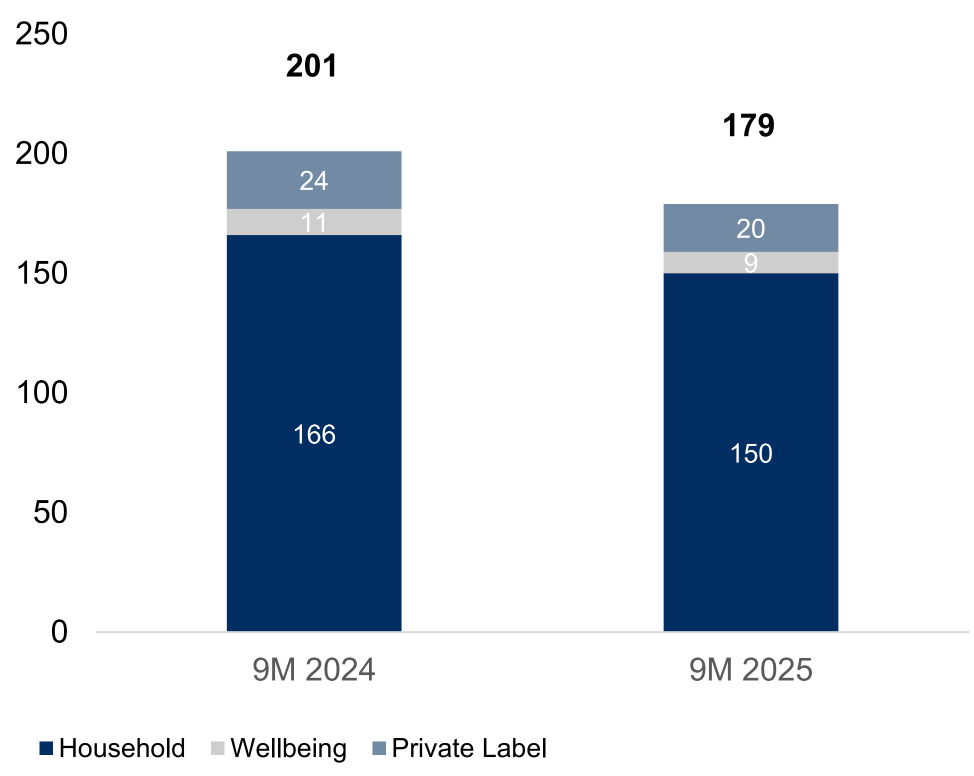





Spending restraint and low consumer sentiment contributed to sales decreases across all segments

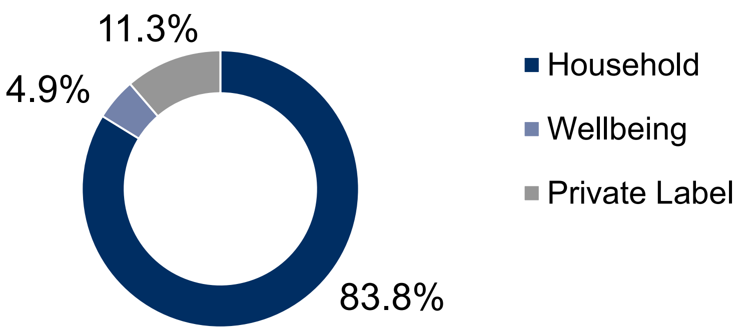
Group turnover by segment

in m€



Group turnover by segment

9M 2025 in %

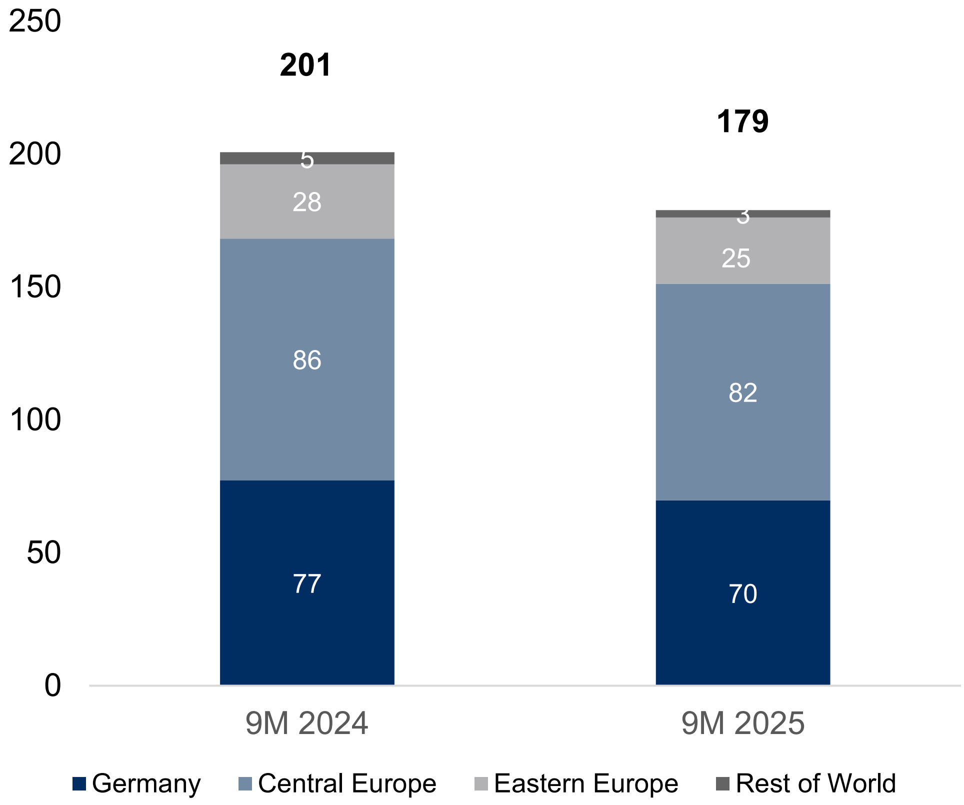


- **Household segment -9.7%,**
  due to product range adjustments, a lack of sales promotions and delayed repeat orders
- **Wellbeing segment -19.5%**
  due to the loss of a major trading partner in the Netherlands and a lack of promotional volume
- **Private Label segment -14.7%,**
  Birambeau's kitchen products declined slightly, Herby's laundry care affected strongly by key customer insolvency

Macroeconomic headwinds and consumer restraint in non-food segments weigh on core European markets

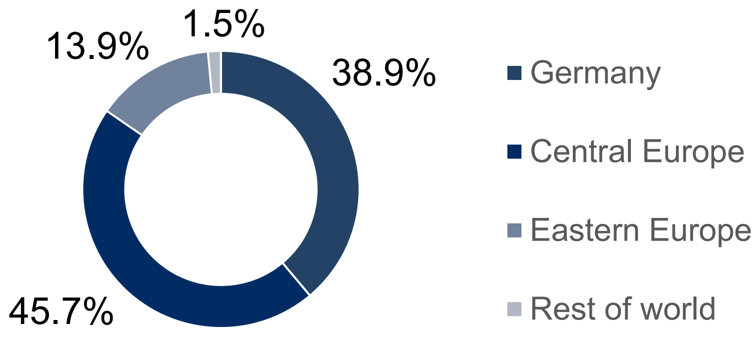
Group turnover by region

in m€



Group turnover by region

9M 2025 in %



- **Germany -9.8%**
  due to declining footfall in retail and pronounced consumer restraint in the non-food categories
- **Central Europe -10.3%**
  also due to noticeably subdued consumer sentiment. However, some major markets are comparatively resilient
- **Eastern Europe -10.7%**
  due to consumer restraint and lower sales volumes in the retail sector

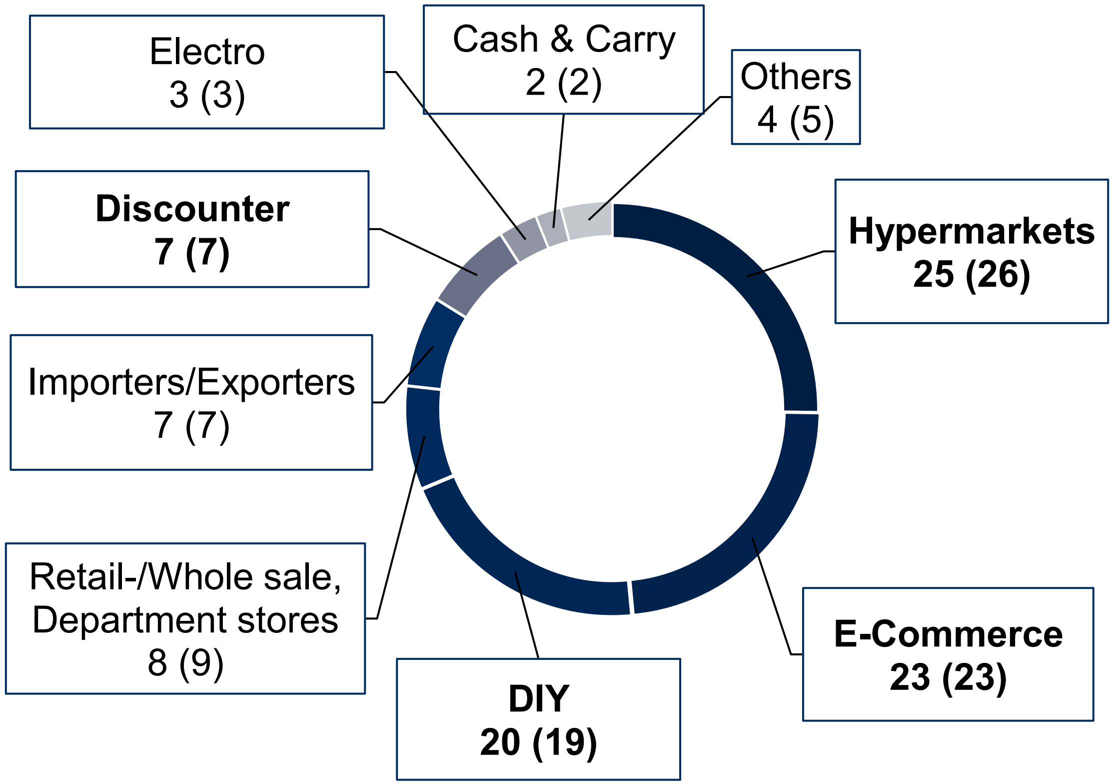
Successful distribution expansion drives growth in DIY and Discounter channels

Blue Chip client base

Top 10 Customers account for 50% of Leifheit's turnover

Distribution channels

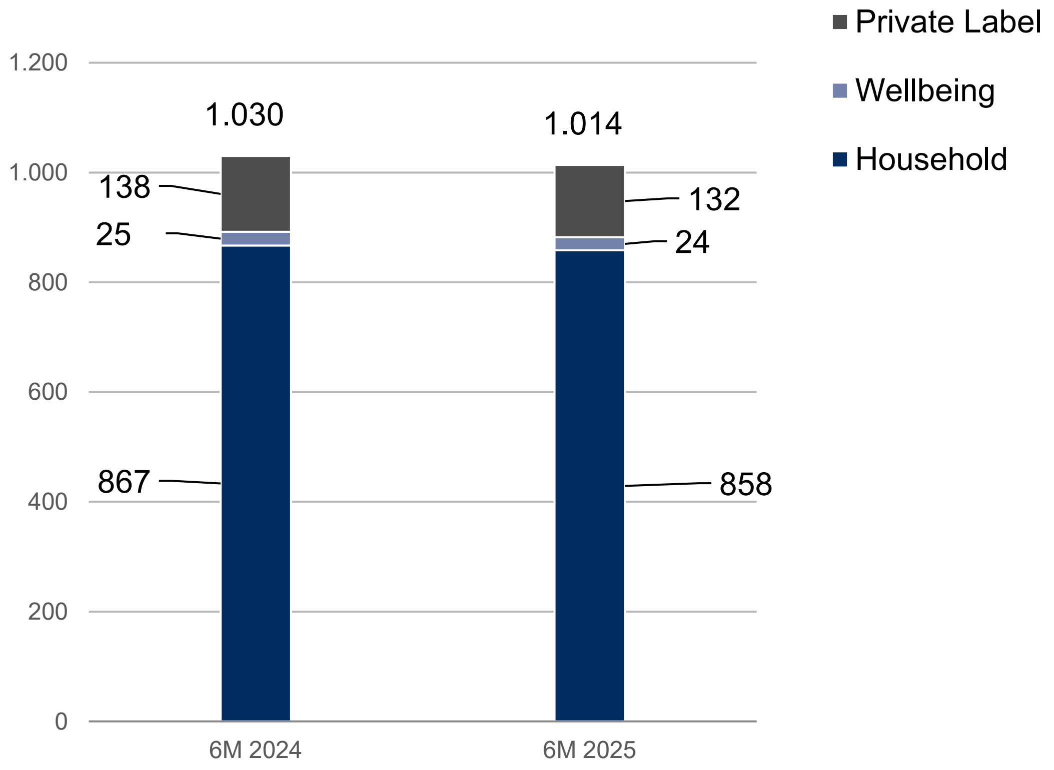
Turnover 9M 2025 in % (previous year's figures)



Reduction in number of employees

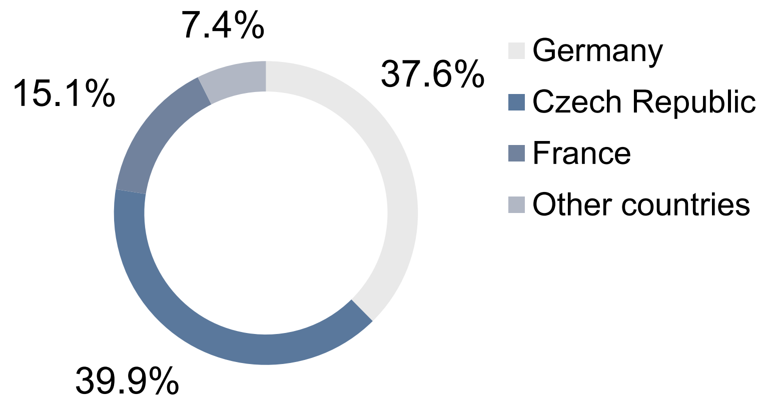
Employee development*

Average 6M 2025



Employees by region*

Average 6M 2025



* Only own staff, without temporary workers

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 total[1]	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

Paris/F (Leifheit/Birambeau)
- About 20 employees
- Marketing, sales and administration

La Loupe/F (Herby)
- About 75 employees
- Manufacturing of wall and tower dryers

Nassau/D (Leifheit/Soehnle)
- About 270 employees
- Marketing, sales, development, quality assurance, central administration
- Manufacturing of rotary dryers, vacuum jugs, roll holders and floor wipers

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

Zuzenhausen/D (Leifheit)
- About 100 employees
- Logistics center Central Europe (LDC)

Chablis/F (Leifheit/Birambeau)
- About 40 employees
- Logistic center Western Europe (LDW)

Operating in more than 80 countries with 14 own branches

- Head office and branches
- Sales region

Leifheit – 65 years of passion for housework

LEIFHEIT

1959
- Foundation

1970
- Annual production of carpet sweepers reaches 2 m units, Leifheit becomes European market leader

1972
- Takeover of Leifheit by ITT (U.S.)

1984
- IPO of Leifheit AG

1988
- License agreement for Dr Oetker Bakeware
- Acquisition of Spirella and Kleine Wolke (bathroom furnishings and -accessories)

1995
- Start of the new production plant in Blatná/CZ

1998
- Takeover of 34.6% of the shares of Birambeau/F

2001
- Takeover of Soehnle Group

2006
- Takeover of the remaining shares of Birambeau/F

2008
- Takeover of 60% of Herby/F

2010
- Sale of the business unit ‘bathroom’ including the brands Spirella, Kleine Wolke and Meusch

2010
- Takeover of the remaining shares of Herby/F

2012
- Termination of the license agreement with Dr Oetker Bakeware

2017
- Capital increase from company funds

2023
- Launch of the new logistics centre in Chablis, France

2024
- **New corporate strategy**

2024
- 40 years of Linomatic rotary dryer

1960 1970 1980 1990 2000 2010 2020 2030

European competitors by category

Cleaning

Spontex
Rival
Tonkita
Swiffer
Kärcher
Vileda

Laundry care

Vileda
Brabantia
Artweger
Wenko
Gimi
Juwel
Stewi
Metaltex
Rörets
Blome

Kitchen goods

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

Wellbeing

Bosch
Laica
Tanita
ADE Sanitas
Homedics
Beurer
Withings
Terraillon

Financial calendar and contact

Financial calendar

25-26 November 2025
German Equity Forum, Frankfurt/Main

31 March 2026
Annual Report 2025 & Analyst Conference

7 May 2026
Quarterly statement for the period ending 31 March 2026

3 June 2026
Annual General Meeting

6 August 2026
Half-year report 2026

5 November 2026
Quarterly statement for the period ending 30 September 2026

Contact

Corporate Communications / Investor Relations

Phone: +49 2604 977-218

E-Mail: ir@leifheit.com

www.leifheit-group.com

LEIFHEIT
Aktiengesellschaft

Postfach 11 65
D-56377 Nassau