

DECLARATION OF CORPORATE MANAGEMENT FOR FINANCIAL YEAR 2025

The Board of Management and Supervisory Board of Leifheit AG issue this declaration of corporate management for the financial year 2025. Pursuant to sections 289f / 315d of the German commercial code (HGB), it includes the declaration of conformity regarding the German corporate governance code (GCGC), the website address for accessing the remuneration report, information about the remuneration system for the Board of Management and the remuneration of the Supervisory Board, information about the relevant corporate management practices and a description of the work methods of the Board of Management and the Supervisory Board as well as the composition and work methods of their committees, information on the defined targets according to the German law on the equal participation of women and men in management positions and the description of the diversity concept. In the declaration of corporate management, the Board of Management and the Supervisory Board also report on corporate governance at Leifheit. The declaration of corporate management does not form part of the combined management report for the financial year 2025.

Declaration of conformity pursuant to section 161 of the German stock corporation act (AktG)

The Board of Management and the Supervisory Board of a listed German stock corporation are obliged under section 161 of the German stock corporation act (AktG) to declare at least once a year whether the GCGC has been and is being complied with or which recommendations of the code have not been or are not being applied and why not. Based on consultations, the Board of Management and the Supervisory Board last issued the following declaration of conformity in December 2025, which is permanently available on the website in addition to the declarations of conformity from previous years:

„The Board of Management and Supervisory Board of Leifheit AG issue the following declaration of conformity pursuant to section 161 of the German stock corporation act (AktG) regarding the recommendations of the “Government Commission on the German Corporate Governance Code” and will ensure that it is published on the website of Leifheit AG. The following declaration refers to the recommendations of the GCGC in its version of 28 April 2022, published in the Federal Gazette on 27 June 2022.

The Board of Management and the Supervisory Board of Leifheit AG declare that the recommendations of the code – except for those listed below – are being complied with and were previously complied with in the past.

External reporting (recommendation F.2 sentence 1)

In F.2 sentence 1, the GCGC recommends that the consolidated financial statements and the group management report should be publicly accessible within 90 days of the end of the financial year.

This recommendation was not followed with the publication of the consolidated financial statements and group management report for 2024 on 9 April 2025. In future, the recommendation in F.2 sentence 1 is to be complied with again.

Availability of granted long-term variable remuneration components (recommendation G.10 sentence 2)

In G.10 sentence 2, the GCGC recommends that granted long-term variable remuneration components shall be accessible to Board of Management members only after a period of four years.

The remuneration system excepts from above recommendation regarding the long-term incentive (LTI). In accordance with the remuneration system, LTI tranches will be granted with a term of three years. The reason is that the performance criteria relevant for determining the LTI are set with priority given to the respective medium-term plan, which also covers a period of three years. Thereby the medium-term planning and LTI targets are synchronised. The Supervisory Board believes that a three-year performance period also provides a sustainable incentive for Board of Management members to orientate their performance in office towards promoting the business strategy and long-term development of Leifheit AG.

Claw-back clause for variable Board of Management remuneration components (recommendation G.11)

The GCGC recommends in G.11 that variable remuneration may be withheld or reclaimed in justified cases.

As a precautionary measure, a deviation from this recommendation, which probably also concerns the remuneration system for Board of Management members, is declared. The legal admissibility of so-called claw-back clauses, which are referred to in recommendation G.11, has still not been conclusively clarified and, in particular, has not yet been decided by the highest courts. The Supervisory Board has therefore decided not to include a claw-back clause in the Board of Management service agreements and in the remuneration system.

Performance-related remuneration for Supervisory Board members (recommendation G.18 sentence 2)

If the Supervisory Board members are promised performance-related remuneration, this should be oriented towards the long-term development of the company, according to recommendation G.18 sentence 2 GCGC.

This recommendation is not complied with. In addition to long-term variable remuneration, Supervisory Board members receive performance-related remuneration in accordance with art 2 para. 5 of the articles of incorporation, which is based on the increase in earnings per share (EPS) for a financial year compared with the previous financial year.“

There are no GCGC recommendations that were not applicable for Leifheit because of overriding legal provisions.

Remuneration report, Board of Management remuneration system, Supervisory Board remuneration

The Board of Management and Supervisory Board of Leifheit AG report clearly and transparently on the remuneration granted and owed to the members of the Board of Management and the Supervisory Board in accordance with section 162 AktG. The remuneration report was audited by the auditor. The audit opinion can be found at the end of the report.

The system of remuneration for members of the Board of Management, as presented by the Supervisory Board of Leifheit AG based on the recommendations of its Personnel Committee, was approved by the Annual General Meeting on 28 May 2025.

The remuneration of Supervisory Board members is governed by art. 12 of the articles of incorporation of Leifheit AG. The Annual General Meeting on 28 May 2025 confirmed this and established a long-term variable remuneration for Supervisory Board members under agenda item 9b.

Information about remuneration for members of the Board of Management and the Supervisory Board is available to the public online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/>.

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Significant corporate governance practices

Sustainable economic, ecological and social action is an indispensable element of Leifheit's corporate culture. This also includes integrity in dealing with employees, business partners, shareholders and the public, which is expressed through exemplary behaviour. Accordingly, Leifheit's business practices are based on integrity, honesty, fairness and compliance with the law and internal policies. The significant corporate governance practices are publicly accessible online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/>.

To us, trusting cooperation between the Board of Management and the Supervisory Board, efficient internal and external control mechanisms and a high level of transparency in corporate communications are matters of central importance. This way, we hope to secure the confidence of investors, customers, employees and the public at large in our company in the long term.

We give corporate governance a high priority and are guided by the recommendations of the GCGC. The code represents key statutory regulations for the management and monitoring of German listed companies and contains internationally and nationally recognised standards for good and responsible corporate governance.

Organisation and leadership structure

Leifheit AG is a publicly listed stock corporation with registered offices in Germany. German law, the regulations of stock corporations and financial markets and the articles of incorporation of Leifheit AG in particular, besides the GCGC, provide the framework for structuring corporate governance.

The business activities of the Leifheit Group are organised in the segments Household, Wellbeing and Private Label. Leifheit AG is responsible for the strategic management of the Group. The Group operates according to a multi-dimensional management structure of operating businesses and corporate functions. Details of this can be found in the "Foundations of the Group" section of the annual report.

Vision and strategy

In 2024 we developed a holistic corporate Group strategy, focusing on profitable growth and cost efficiency. This is based on our mission statement: "Our ideas to make your life easier." With our new strategy, we are pursuing our vision of becoming the European market leader and specialist for mechanical cleaning and drying – with highest consumer satisfaction, an entrepreneurial culture and a sustainability mindset.

Our strategy is based on a corporate culture that is open and positive, while also focused on performance and teamwork. The core values of trust, courage, integrity and ambition are the principles guiding our actions.

To successfully implement our strategy, we have defined growth and efficiency drivers that we vigorously pursue under the motto "LEADING WITH FOCUS. CREATING SUSTAINABLE VALUE."

Further information on this can be found in the "Foundations of the Group" section of the annual report.

Compliance

Our compliance management system includes basic guidelines and measures aimed at ensuring behaviour in line with the regulations at the company. It should assist our employees in observing the binding laws and regulations that apply to their work, along with recognised standards, recommendations and our own guidelines. Its principles and standards of conduct have been in place for years and are part of the day-to-day business routine.

We take guidance in particular from the GCGC as well as in-house guidelines such as the Leifheit competency model, the Leifheit Code of Conduct, the Antitrust Code of Compliance, insider guidelines and our requirements for our suppliers.

Behaviour in line with the regulations is both a key basic principle for Leifheit and the goal of commercially responsible conduct. The Board of Management and the management team of Leifheit are committed to compliance as a leadership duty. Operational responsibility (compliance officer) lies with the HR/Legal/IP division. Compliance risks are recorded in the scope of the risk management system.

Further information is available online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/> and in the Leifheit Group's sustainability report.

Control and risk management

Dealing with risks in a responsible manner is part of corporate governance at Leifheit. A fundamental requirement of professional corporate governance is the continuous and systematic management of business risks. By means of this process, it is possible to identify risks at an early stage, when they can be assessed and controlled by taking appropriate measures. The Board of Management reports regularly to the Supervisory Board on current developments regarding material risks. The Audit Committee regularly deals with monitoring of the accounting process as well as the effectiveness of the internal control, risk management and internal audit systems. The committee also deals with the annual audit of the financial statements and the independence of the auditors.

Transparency and external reporting

We aim to provide the capital market with information about all relevant developments and events at our company in a comprehensive, prompt and transparent manner. We are guided in the process by the provisions of the German stock corporation act and capital market law, the recommendations of the GCGC and the more far-reaching transparency standards of the German Stock Exchange for the Prime Standard segment, where the shares of Leifheit AG are traded.

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We release information on the strategy, the situation of the Group, all major business changes, business development and the financial position and results of operations of our company regularly and in a timely manner in the quarterly statements, the half-yearly financial report and in detail in the annual report. These reports are also published in English.

The Board of Management is in direct contact with analysts, investors and members of the press through analyst conferences and regular participation in capital market conferences as well as one-on-one meetings. For further details of our capital market activities, please refer to "The Leifheit share" section of the annual report.

On the website www.leifheit-group.com, we publish all key information related to our shares, the strategy and the key financial figures of the Leifheit Group as well as the financial calendar, financial reports, quarterly statements, press releases, ad-hoc notices and presentations.

Notifications of securities transactions by the Board of Management and Supervisory Board pursuant to Art. 19 of the Market Abuse Regulation (EU) No. 596/2014 are also published on the website.

The website also contains the articles of incorporation, the rules of procedure of the Supervisory Board, further information on corporate management and the declarations of compliance. Opportunities to contact the company are also available there for questions or comments.

As a listed company, Leifheit AG prepared its consolidated financial statements in accordance with the International Financial Reporting Standards (IFRS), as adopted by the European Union, and the additional requirements of commercial law in accordance with section 315e para. 1 HGB. They also serve as the basis for the half-yearly financial report. The separate financial statements of Leifheit AG, which are the deciding factor for the payment of the dividend, are prepared in accordance with the provisions of the HGB and the AktG. The management report of Leifheit AG and the consolidated management report are combined in accordance with section 315 para. 5 and section 298 para. 2 HGB.

It was agreed with the auditors that the Chair of the Supervisory Board will be informed immediately of any grounds for disqualification or partiality arising during the audit, unless such grounds are eliminated immediately. The auditor must also report without delay on all findings and events that it acquires knowledge of during the performance of the audit that have a direct bearing on the work of the Supervisory Board. This also applies in the event that it ascertains facts which show that the declaration of compliance with the GCGC issued by the Board of Management and the Supervisory Board pursuant to section 161 AktG is incorrect.

The Annual General Meeting on 28 May 2025 accepted the proposal of the Supervisory Board in line with the recommendations of the Audit Committee and selected KPMG AG Wirtschaftsprüfungsgesellschaft, Frankfurt/Main, as the auditor of the financial statements and consolidated financial statements for the financial year 2025. KPMG has been the auditor of the financial statements and consolidated financial statements of Leifheit AG since financial year 2016. The auditors responsible for carrying out the engagement in the financial year 2025 were Matthias Forstreuter (since financial year 2022) and Daniela Dolibasic (since financial year 2024). The statutory provisions and rotation obligations are being met.

Other essential corporate principles

In addition to compliance with the law, the Board of Management and managers also pay attention to issues such as equality, non-discrimination, cooperation with employee representatives, occupational health and safety, environmental and climate protection as well as data protection and information security. Further information on this is available in the Leifheit Group's sustainability report. Leifheit regularly reviews compliance with the GCGC recommendations. The previously issued declarations of conformity are publicly accessible online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/>.

Shareholders and the Annual General Meeting

The shareholders of Leifheit AG exercise their rights at the Annual General Meeting of the company, which, according to the articles of incorporation, is chaired by the Chairperson of the Supervisory Board. The Annual General Meeting is held once a year. Each share represents one voting right. The invitation to the Annual General Meeting with the forthcoming agenda and an explanation of the conditions for participation are published in accordance with the legal regulations and the articles of incorporation.

Shareholders can either exercise their voting rights at the Annual General Meeting themselves, via a proxy of their choice or via a proxy of the company who is bound by instructions. Shareholders also have the option of casting their votes – without authorising a representative – by postal vote. Voting instructions can be issued by post, email or through an AGM portal. Employees manning our Annual General Meeting hotline are available to answer questions about registration, proxy voting and postal voting.

All documents and information about the Annual General Meeting and the link to the AGM portal are found online at <https://www.leifheit-group.com/en/investor-relations/general-meeting/>. We also publish attendance figures and the voting results on the website immediately following the Annual General Meeting.

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Working methods of the Board of Management and the Supervisory Board

The Board of Management and the Supervisory Board work closely together to the benefit of the company. Intense, continuous dialogue between the two bodies forms the basis of efficient corporate management. The common goal is to ensure the continued existence of the company and its sustainable value creation. In accordance with the statutory provisions for a German stock corporation, Leifheit AG has a dual management system featuring a separation of personnel between the management and supervisory bodies. The management organ is the Board of Management, which is supervised and counselled by the Supervisory Board regarding the management of the company.

The Board of Management and the Supervisory Board of Leifheit AG communicate openly with each other in a spirit of close cooperation. Transactions and decisions that are of fundamental importance to the company are handled closely between the Board of Management and the Supervisory Board. The Supervisory Board's rights to reserve approval are regulated by the articles of incorporation of Leifheit AG and in the rules of procedure for the Board of Management.

By virtue of systematic internal control and risk management, risks are identified early, assessed and monitored. The Board of Management reports existing risks and their development to the Supervisory Board at regular intervals.

Considering the statutory requirements, Leifheit has taken out directors and officers liability insurance (known as D&O insurance) with an appropriate deductible for the members of the Board of Management and the Supervisory Board in accordance with section 93 para. 2 sentence 3 AktG.

Governance and management by the Board of Management

The Board of Management of Leifheit AG consists of one or more members. As at 31 December 2025, the Board of Management consisted of three members.

No member of the Board of Management holds Supervisory Board mandates in listed companies outside the Group or in supervisory bodies of companies outside the Group that impose comparable requirements. There were no reportable relationships or transactions

Board of Management

Board of Management member	Board membership/function	Appointed until	Responsible for	Mandates/memberships outside the Group ^{1, 2}
Marco Keul Born 1982 Nationality: German Place of residence: Holler (DE)	Member (CFO) since 1 May 2021	30 Apr 2027	Finance, Controlling, Business Processes/IT, Internal Sales	None
Igor Iraeta Munduate Born 1974 Nationality: Spanish Place of residence: Waiblingen (DE)	Member (COO) since 1 Nov 2018	31 Oct 2028	Production, Logistics, Procurement, Quality Management	None
Alexander Reindler Born 1969 Nationality: German Place of residence: Bad Ems (DE)	Member and Chair (CEO) since 1 Dec 2023	30 Nov 2029	Marketing, Sales, Development, Birambeau and Herby divisions, HR, Law/IP, Audit, Investor Relations, ESG Issues	None

¹ Memberships in other Supervisory Boards required by law according to section 125 para. 1 sentence 5 AktG.

² Memberships in comparable domestic and foreign governing bodies of enterprises according to section 125 para. 1 sentence 5 AktG.

of Board of Management members or persons or companies related to them in the financial year 2025. Furthermore, no conflicts of interest of Board of Management members arose that would have to be disclosed to the Supervisory Board without delay. The specified age limit for members of the Board of Management is the statutory retirement age.

The Board of Management manages the company on its own responsibility, determines the strategic direction of the company, coordinates this with the Supervisory Board and ensures its implementation. In addition, it determines the corporate goals and shapes corporate policy as well as Group organisation. Furthermore, it ensures the appropriate risk management, compliance with legal provisions and internal company guidelines as well as measures geared towards the company's risk situation (compliance management system). It is tied to the interests of the company and is geared towards the goal of achieving a sustainable increase in the value of the company. The Board of Management seeks to achieve diversity when filling management positions in the company.

The work of the Board of Management is further defined by the Board of Management's rules of procedure, which also regulate those matters reserved for the Board of Management as a whole, the allocation of responsibilities and other decision-making modalities. The Board of Management adopts resolutions at regular meetings. Pursuant to the articles of incorporation of Leifheit AG, those decisions to be made by

the Board of Management that are of particular importance and require the approval of the Supervisory Board are laid down in the rules of procedure of the Board of Management.

The responsibility for overall management is shared by all members of the Board of Management. They work together as colleagues and keep each other informed about important measures and processes within their departments. The individual members of the Board of Management manage the departments assigned to them through the Board of Management resolutions on their own responsibility, without prejudice to the overall responsibility of all Board of Management members.

The Board of Management receives detailed reports on current business development in regular meetings with managers. It prepares the annual financial statements of Leifheit AG as well as the quarterly and annual financial statements of the Group and convenes the Annual General Meeting.

The Board of Management informs the Supervisory Board regularly, promptly and comprehensively in written and verbal form about the events and measures relevant to the company regarding business development, the net assets, financial position and results of operations, planning and target achievement, the risk situation and risk management. This also includes informing the Supervisory Board if the course of business deviates from planning.

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The Board of Management also regularly attends meetings of the Supervisory Board. It reports in writing and verbally on the individual agenda items and draft resolutions and is available to answer questions. The orientation of strategy and its implementation is discussed annually in at least one meeting of the full Supervisory Board. The results of medium-term planning and operational planning are debated by this body, respectively in the second half of the year. Furthermore, the Supervisory Board also meets regularly without the Board of Management.

Long-term succession planning for the Board of Management

The Supervisory Board is responsible for the appointment, re-appointment and dismissal of Board of Management members, the assessment of their performance and long-term succession planning for the Board of Management as well as for the conclusion, amendment and termination of Board of Management contracts. These matters are prepared by the Personnel Committee of the Supervisory Board and are dealt with and decided on by the Supervisory Board. In the reporting period, the Personnel Committee and the Supervisory Board considered succession planning for the Board of Management and discussed this with the Board of Management. When selecting and filling Board of Management positions, the Supervisory Board ensures that the composition of the Board of Management reflects the best possible options for the company and is guided by the diversity concept.

Supervision of management by the Supervisory Board

In accordance with the German stock corporation act and the German one-third participation act in conjunction with the articles of incorporation of Leifheit AG, the Supervisory Board is composed of four shareholder representatives and two employee representatives. The acting members of the Supervisory Board are appointed for the period until the end of the Annual General Meeting, which resolves on the approval of the actions for financial year 2028.

Supervisory Board

Supervisory Board member	Supervisory Board membership/function	Mandates/memberships outside the Group ^{2,3}
Dr Günter Blaschke Born 1949 Nationality: German Pensioner, Buchloe (DE)	Member since 1 Apr 2019, Chair since 2 Apr 2019 (Mandate resigned on 30 Apr 2026)	None
Rüdiger Böhle Born 1965 Nationality: German CFO and Commercial Director of Blanco GmbH + Co. KG, Oberderdingen (DE)	Member since 29 May 2024	None
Larissa Böhm Born 1983 Nationality: German Managing Director of Alantra EQMC Asset Management SGIIC, Madrid (ES), until 30 Jun 2025 Partner of SEO Management AG, Rapperswil-Jona (CH), since 1 Aug 2025	Member since 29 May 2024 (Mandate resigned on 31 Mar 2026)	- Prehensio GmbH, Heilbronn (DE), Member of the Advisory Board ³ since 1 Sep 2025
Stefan De Loecker Born 1967 Nationality: Belgian CEO of Schleich GmbH, Munich (DE), until 3 Sep 2025 Owner of Own Tomorrow AG, Pfäffikon (CH)	Member and Deputy Chair since 8 Jun 2023	- Sanipak, Gebze/Kocaeli (TR), Member of the Advisory Board ³ - Merz Asset Management Holding GmbH, Frankfurt/Main (DE), Member of the Advisory Board ³ - Colipi GmbH, Hamburg (DE), Member of the Advisory Board ³ - Ritter Sport GmbH, Waldenbuch (DE), Member of the Advisory Board ³
Alexander Keul ¹ Born 1980 Nationality: German Process consultant at Leifheit AG, Nassau/Lahn (DE)	Member since 29 May 2024	None
Thomas Standke ¹ Born 1968 Nationality: German Toolmaker at Leifheit AG, Nassau/Lahn (DE)	Member since 27 May 2004	None

¹ Employee representative.

² Memberships in other Supervisory Boards required by law according to section 125 para. 1 sentence 5 AktG.

³ Memberships in comparable domestic and foreign governing bodies of enterprises according to section 125 para. 1 sentence 5 AktG.

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Independence of the shareholder representatives

In its assessments of independence, the shareholder representatives on the Supervisory Board reviewed the indicators set out in the current version of the GCGC and deem all shareholder representatives on the Supervisory Board – Dr Günter Blaschke, Rüdiger Böhle, Larissa Böhm and Stefan De Loecker – serving in the financial year 2025 to be independent.

When assessing independence – according to recommendation C.6 GCGC – a Supervisory Board member is to be considered independent if he or she is independent of the company and its Board of Management and independent of a controlling shareholder. Larissa Böhm was Managing Director until June 2025 of Alantra EQMC Asset Management SGIIIC, which holds a significant stake in Leifheit AG, but is not a controlling shareholder. The shareholder representatives therefore also consider Ms Böhm to be independent.

No consultancy agreements or other agreements for contractual performance existed between members of the Supervisory Board and the company in the reporting period.

The members of our Supervisory Board do not perform any board functions or advisory tasks for competitors of the company. Furthermore, they have no business or personal relationship with Leifheit AG or its Board of Management that could constitute a material and not merely temporary conflict of interest.

Each member of the Supervisory Board is obliged to disclose conflicts of interest to the Supervisory Board without delay. In its report to the Annual General Meeting, the Supervisory Board provides information on the occurrence of conflicts of interest.

The rules of procedure for the Supervisory Board regulate its duties and responsibilities as well as the procedure for meetings and resolutions. They are publicly accessible online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/>. The activities of the Supervisory Board and its committees, including individualised information on meeting attendance, are also presented in the report of the Supervisory Board.

The Supervisory Board monitors and advises the Board of Management in the management of the company. It is directly involved in decisions that are of fundamental importance to the company. The Supervisory Board is informed regularly, promptly and comprehensively by the Board of Management about the business development, the planning and the risk situation of the company, including compliance, and it coordinates the business strategy and its implementation with the Board of Management. The Board of Management also submits the annual financial statements of Leifheit AG and the Leifheit Group to the Supervisory Board for approval, considering the auditor's reports. Certain transactions and measures implemented by the Board of Management of particular importance require the prior approval of the Supervisory Board.

Self-assessment of the effectiveness of the Supervisory Board

The Supervisory Board regularly conducts a self-assessment of the effectiveness of the Supervisory Board and its committees. Such a self-assessment was carried out in spring 2025. In addition to the work of the plenary, this also covered the work of the committees. It was carried out by means of a self-evaluation based on a detailed questionnaire, which was discussed and decided on by the Supervisory Board at its meeting in December 2024.

Based on the questionnaire, the following matters were evaluated in connection with the Supervisory Board:

- Organisation and working methods,
- Composition, remuneration and resources,
- Roles and responsibilities,
- Cooperation with the Board of Management,
- Establishment, composition and functioning of the established committees,
- Corporate governance and corporate culture.

Furthermore, the work done by the established committees was evaluated by the respective committee members.

The questionnaire was completed individually by each Supervisory Board member and evaluated in the Board of Management office. The results of the evaluation were presented and discussed in detail at the Supervisory Board meeting on 28 May 2025. The evaluation showed that the Supervisory Board collaborates efficiently and effectively. Suggestions put forward by Supervisory Board members are considered for future work. There was no external consultant support in carrying out the self-assessment.

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Composition and functioning of committees

The Board of Management has not formed any committees.

The Supervisory Board has set up five committees to perform its duties and to support focused discussion of the issues, thereby effectively supporting the work done by the plenary. The duties and responsibilities of the committees comply with the requirements of the GCGC. They prepare matters and decisions on behalf of the Supervisory Board. The rules of procedure of the Supervisory Board also regulate the responsibilities of the Audit Committee, Personnel Committee and Nomination Committee. The activities of the committees in the financial year are described in the Supervisory Board report.

The respective committee chairs – Mr Böhle (Audit Committee), Dr Blaschke (Personnel Committee and Nomination Committee) and Mr De Loecker (Sales/Marketing Committee and Product Range/Innovation Committee) – regularly report to the Supervisory Board regarding the work of the committees.

In the Audit Committee, the following members are experts:

- Dr Blaschke – in the field of accounting owing to his professional experience as CEO,
- Mr Böhle – in the fields of accounting and auditing owing to his professional experience as a managing director/CFO and in the field of sustainability owing to his assistance with sustainability reporting at Blanco and external training courses,
- Ms Böhm – in the field of accounting owing to her work at an auditing consulting and company valuation firm as well as in the field of sustainability owing to her work on a comprehensive sustainability project with consulting and training with her employer.

Supervisory Board committees

Committee	Members	
Audit Committee The Audit Committee prepares the negotiations and resolutions of the Supervisory Board on the approval of the annual financial statements and the consolidated financial statements and the adoption of the proposal to the Annual General Meeting for the election of the auditor. It also deals with issues relating to accounting, the effectiveness of the internal control system, risk management, the internal audit system, compliance and assessing the quality of the audit of the financial statements.	Dr Günter Blaschke Rüdiger Böhle Larissa Böhm	Member since 2 Apr 2019 Member and Chair since 29 May 2024 Member since 29 May 2024
Nominating Committee The Nominating Committee prepares the resolutions of the Supervisory Board regarding nominations to the Annual General Meeting for the election of Supervisory Board members (shareholder representatives).	Dr Günter Blaschke Rüdiger Böhle Stefan De Loecker	Member and Chair since 29 May 2019 Member since 29 May 2024 Member since 8 Jun 2023
Personnel Committee The Personnel Committee deals with employment contracts for the members of the Board of Management, including remuneration and the remuneration system.	Dr Günter Blaschke Larissa Böhm Stefan De Loecker	Member since 29 May 2019, Chair since 29 May 2024 Member since 29 May 2024 Member since 8 Jun 2023
Sales/Marketing Committee The Sales/Marketing Committee deals with the sales and marketing strategy.	Dr Günter Blaschke Larissa Böhm Stefan De Loecker	Member since 29 May 2019, Chair 29 May 2019 – 7 Jun 2023 Member since 29 May 2024 Member and Chair since 8 Jun 2023
Product Range/Innovation Committee The Product Range/Innovation Committee deals with the product range and innovation strategy and the product pipeline.	Dr Günter Blaschke Stefan De Loecker Thomas Standke	Member since 29 May 2019 Member and Chair since 8 Jun 2023 Member since 29 May 2019

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Targets for equal participation of women and men in leadership positions in the private and public sectors

Leifheit last updated its targets for the proportion of women on the Supervisory Board, Board of Management and upper management level established in accordance with section 111 para. 5 and section 76 para. 4 AktG in 2022.

The Supervisory Board decided on 25 March 2022 that the target for the quota of women on the Supervisory Board should be 16% (1 woman) and for the Board of Management 33% (1 woman) – in each case with an implementation deadline of 23 May 2027. As at 31 December 2025 the target figure for the Supervisory Board had not been reached. The target figure for the Board of Management had not yet been reached, as the decision was made to propose and select male candidates at the time of each new appointment after considering all the relevant aspects.

The Board of Management decided on 27 April 2022 to continue limiting the obligation for the two management levels below the Board of Management to one level below the Board of Management due to the flat hierarchy. The target for the proportion of women is set at 29% – with an implementation deadline of 14 May 2027. As at 31 December 2025, the target was exceeded at 31%.

Diversity concept/competence profile and goals for the composition of the Board of Management and Supervisory Board

The Supervisory Board has adopted diversity concepts for the composition of the Board of Management as well as the Supervisory Board, which also considered the GCGC recommendations.

Diversity concept for the composition of the Board of Management

In considering which personalities best fit the Board of Management as a body, the Supervisory Board pays attention to diversity. As a decision-making aspect, the Supervisory Board understands diversity to mean, in particular, profiles and professional/private backgrounds that differ and that complement each other, also including the international arena and the appropriate representation of both genders where possible. The Supervisory Board decides which individual should fill a specific Board of Management position in the interests of the company and in consideration of all the circumstances of the case in question.

In making its decision, the Supervisory Board considers the following aspects in particular:

1. The members of the Board of Management are to have long-standing management experience.
2. At least one member is to have international management experience.
3. At least one member of the Board of Management is to have a technical training.
4. As a whole, the Board of Management is to reflect longstanding experience in the fields of development, production, sales, marketing, finance and personnel management.
5. The Supervisory Board has set a target for the proportion of women on the Board of Management.
6. The Supervisory Board has set a standard age limit for members of the Board of Management in accordance with the GCGC recommendation. It is based on the statutory retirement age.

Except for the proportion of women, all criteria were met by 31 December 2025.

Diversity concept for the composition of the Supervisory Board

The Nomination Committee proposes suitable candidates to the Supervisory Board for its election proposals to the Annual General Meeting as shareholder representatives on the Supervisory Board, considering the objectives and competences stated below. The Supervisory Board decides which individual should fill a specific Supervisory Board position in the interests of the company and in consideration of all the circumstances of the case in question.

One key concern of good corporate governance is to ensure that the responsible corporate bodies are staffed appropriately to suit the company. Considering the legal requirements as well as the recommendations of the GCGC, the Supervisory Board adopted targets for the composition, competence profile and diversity concept of the Supervisory Board which were last updated in December 2022 and are publicly accessible online at <https://www.leifheit-group.com/en/investor-relations/corporate-governance/>.

1. The Supervisory Board is to be composed in such a way that its members as a whole have the knowledge, skills and specialist experience required for the proper performance of its duties and sufficient time. The Supervisory Board takes particular care to ensure profiles and professional/private backgrounds that differ and that complement each other, also including the international arena and the appropriate representation of both genders where possible.
2. The Supervisory Board has set a target for the proportion of women on the Supervisory Board.
3. Every member of the Supervisory Board fulfils the legal and statutory requirements for membership of the Supervisory Board (in particular section 100 para. 1 to 4 AktG).
4. A Supervisory Board member who is not a member of the Management Board of a listed company may not hold more than a total of five Supervisory Board mandates at listed companies outside the Group or comparable functions, with one office of Supervisory Board chair counting double. A Supervisory Board member who is a member of the Management Board of a listed company may not hold more than two Supervisory Board mandates in listed companies outside the Group or comparable functions and may not chair the Supervisory Board of another listed company (C.4 and C.5 GCGC).

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5. Each member of the Supervisory Board shall disclose potential conflicts of interest to the Chair of the Supervisory Board without undue delay.
6. In accordance with recommendation C.6 GCGC, the Supervisory Board should have at least two independent members from the shareholder side – considering the ownership structure.
7. In accordance with recommendation C.7 GCGC, the Supervisory Board should have at least three members who are independent of the company and the Board of Management.
8. If the company has a controlling shareholder, the Supervisory Board is to include at least one shareholder representative who is independent of the controlling shareholder, in accordance with recommendation C.9 GCGC.
9. The Supervisory Board has at least one member with expertise in the accounting process and at least one additional member with auditing expertise (section 100 para. 5 AktG, section 107 para. 4 sentence 3 AktG).
10. The Supervisory Board shall include at least one member with expertise in the field of the consumer goods industry or a branded goods company, also in an international environment.
11. In accordance with recommendation C.1 GCGC, the Supervisory Board should have at least one member with expertise in the sustainability issues relevant to the company.
12. To represent a diverse spectrum of life experience as possible, there should be a difference of at least ten years between the age of the youngest and the oldest Supervisory Board member. At the time of their appointment by the Annual General Meeting, Supervisory Board members should not be over 70 years of age.
13. Membership of the Supervisory Board is to be limited to 25 years.
14. The chair of the Supervisory Board, the chair of the Audit Committee and the chair of the committee dealing with Board of Management remuneration (Personnel Committee) are to be independent of the company and the Board of Management. The chair of the Audit Committee should also be independent of a controlling shareholder (C.10 GCGC).
15. The Supervisory Board may not include more than two former members of the Board of Management (C.11 GCGC).
16. Members of the Supervisory Board may not exercise any corporate function or advisory tasks for significant competitors of the company and may not have a personal relationship with a significant competitor (C.12 GCGC).

As at 31 December 2025, the goals of this diversity concept had all been met.

Qualification matrix for the board as a whole

	Accounting expertise	Auditing expertise	Consumer goods industry/branded company expertise – also international	Important sustainability aspects expertise
Dr Günter Blaschke	✓		✓	
Rüdiger Böhle	✓	✓	✓	✓
Larissa Böhm	✓			✓
Stefan De Loecker	✓		✓	✓
Alexander Keul				
Thomas Standke				✓

Shareholder representative independence assessment

	Independent under consideration of the ownership structure according to C.6 GCGC	Independent of the company and Board of Management according to C.7 GCGC	Independent of a controlling shareholder according to C.9 GCGC	No governing body/ advisory function at significant competitors according to C.12 GCGC
Dr Günter Blaschke	✓	✓	✓	✓
Rüdiger Böhle	✓	✓	✓	✓
Larissa Böhm	✓	✓	✓	✓
Stefan De Loecker	✓	✓	✓	✓