

Investor Call

FULL YEAR 2025

31 MARCH 2026



LEIFHEIT

DISCLAIMER



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SOLID PROGRESS IN STRATEGIC TRANSFORMATION



FY 2025 Overview

Group turnover:

232.6 m€

Group EBIT*

11.6 m€

*before special effects

Dividend proposal

1.20 €

Key strategic projects:

*Blatná site consolidation,
SAP S/4HANA implementation*

2026: Next Phase of Strategy Execution

**Investing in Growth while
Strengthening Efficiency & Resilience**

Leifheit Brand Relaunch

- Sharper positioning
- Increased marketing campaigns
- Additional product innovations

FOCUS program

- Optimizing processes and costs
- Improving operational flexibility
- Aligning the organization for growth

CONSUMER CLIMATE: TENDENCY TO SAVE MORE AND CONSUME LESS



Consumer confidence index (CCI)

Feb. 2026, EU

Consumer confidence index (CCI)

Amplitude adjusted, Long-term average = 100

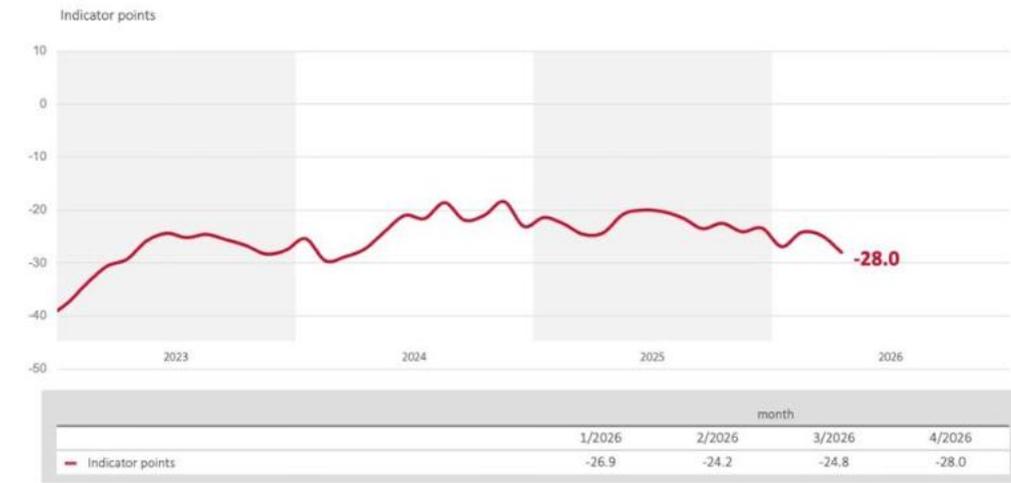


Source: <https://www.oecd.org/en/data/indicators/consumer-confidence-index-cci.html>

GfK Consumer Climate index

March 2026, Germany

Consumer Climate



Source: NIM Consumer Climate powered by GfK, co-financed by the EU Commission

© NIM



Consumer confidence in EU stagnating after fall below long-term average



Consumer climate in Germany: Iran war weighs on Consumer Sentiment, economic expectations noticeably dampened

WEAK CONSUMER ENVIRONMENT WEIGHED ON SALES IN 2025

Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	232.6	193.0	12.6	27.0
Trend FY '25 vs. FY '24	-10.3%	-9.6%	-14.6%	-12.7%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	90.2	105.7	32.9	3.8
Trend FY '25 vs. FY '24	-7.8%	-9.7%	-12.5%	-43.6%

- **Group turnover** decline driven by weak market environment and portfolio adjustments
- Most recent forecast achieved; however, **we are not satisfied with turnover development in 2025**



Looking ahead: Strong focus on generating new growth momentum in the next phase of our strategy

GROUP TURNOVER FY 2025 WITHIN LAST GUIDANCE



Group turnover development by quarters

in m€

		Q1	Q2	Q3	Q4
2024	m€	66	69	66	58
2025	m€	64	60	56	54
	%	-3.3	-13.6	-15.5	-8.2



Fourth quarter signals beginning of trend reversal

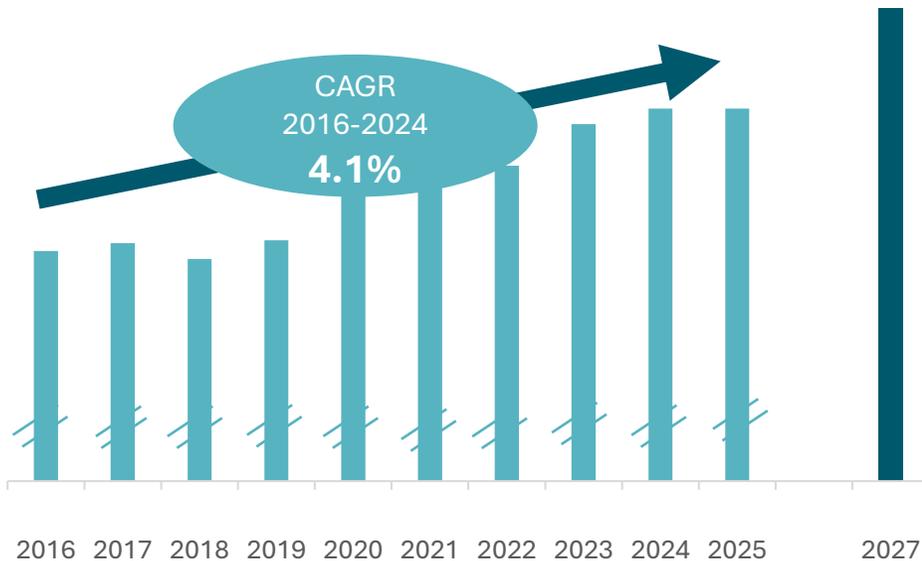
- **Growth initiatives** impact softened by elevated retail inventories
- **Strong sales contribution** from **SUPERDUSTER** product innovation

CORE CATEGORIES REMAIN STRUCTURALLY ATTRACTIVE GROWTH MARKETS



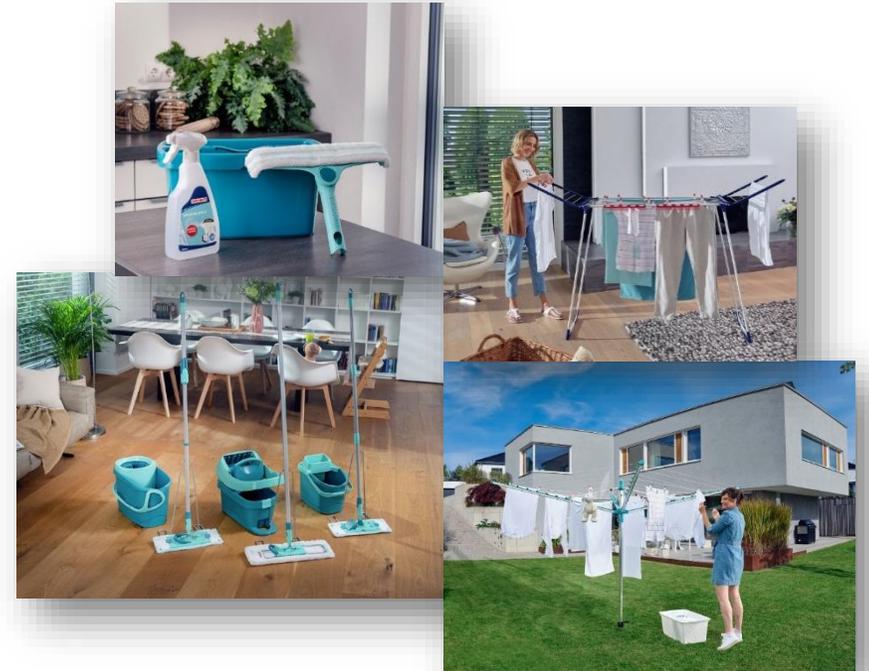
Turnover growth core business

in m€



Turnover
FY 2025 yoy:

core: -6%
non-core: -18%



Temporary impact by lower consumer demand

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

INNOVATION STARTING TO CONTRIBUTE TO GROWTH: SUPERDUSTER

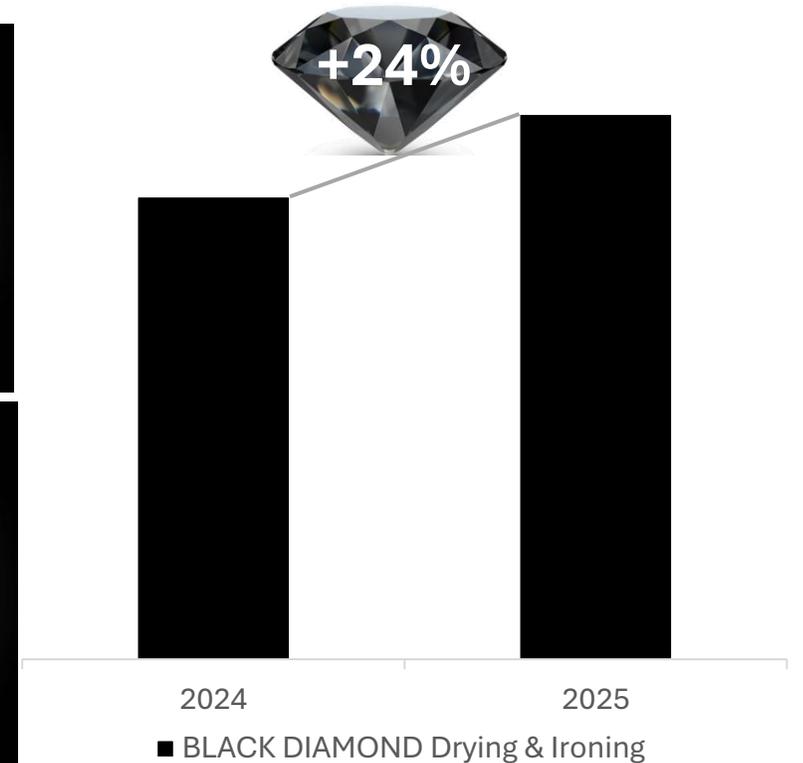


- **Strong growth in biggest segment of dust cleaning**
Market growth in last years driven by dust segment; high relevance of *in between cleaning* for consumers
- **Strong POD within category**
sustainable solution with reusable, machine-washable dust cover and >90 % recycled-plastic
- **Strong branding and visibility**
Over 9,000 eye-catching displays for launch in Europe to drive shopper engagement



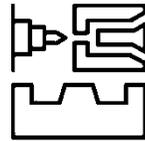
Sustainable dusting made easy!

INNOVATION PIPELINE STRENGTHENED TO CONTINUE DRIVING GROWTH



➔ **BLACK DIAMOND LINE** expanded with new products in Q4 2025

MAJOR STRUCTURAL EFFICIENCY IMPROVEMENTS COMPLETED IN 2025



Consolidation of injection molding at Blatná/CZ site

- Consolidation successful

ERP update implementation

- Successful switch to SAP S/4HANA enables standardized, leaner processes and improves operational efficiency

Strategic Benefits



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

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

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FY 2025
FINANCIALS

COST DISCIPLINE AND EFFICIENCY MEASURES STABILIZED EARNINGS

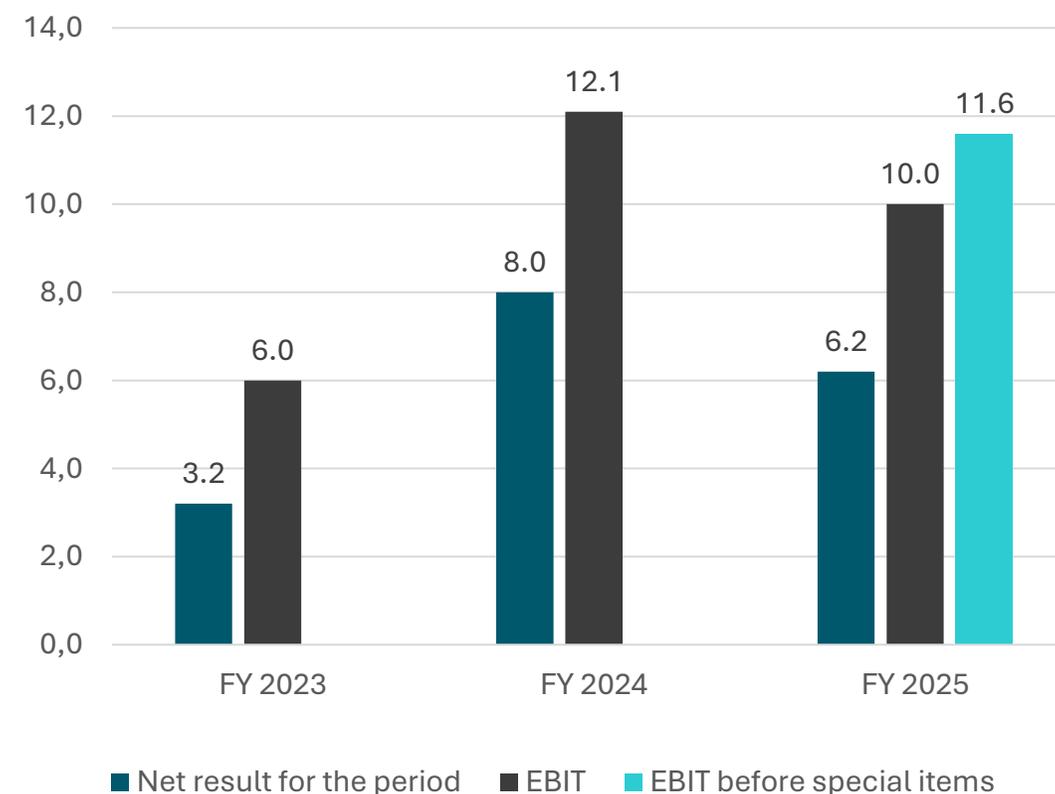
		FY 2024	FY 2025	Δ
Group turnover	m€	259.2	232.6	-10.3%
Gross margin	%	44.5	45.1	0.6 pps
Gross margin before special items	%	44.5	45.7	1.2 pps
Foreign currency result	m€	0.5	0.0	-100.0%
EBIT	m€	12.1	10.0	-16.9%
EBIT before special items	m€	12.1	11.6	-3.4%
EBIT margin	%	4.7	4.3	-0.4 pps
Earnings before taxes (EBT)	m€	11.3	8.7	-23.2%
Net result for the period	m€	8.0	6.2	-22.4%
EPS	€	0.85	0.68	-20.0%

Profitability stable despite turnover decline

¹ Before special items from strategic optimization project in production

Group earnings development

FY 2023 – 2025 in m€



CONTINUOUS IMPROVEMENTS IN GROSS MARGIN



		2022	2023	2024	2025
Gross Margin before special items	%	38.7	42.1	44.5	45.7
Gross Margin	%				45.1



Improvement in gross margin before special items

- productivity and efficiency increase in production and logistics
- positive product mix effects due to the focus on effective campaigns for profitable products
- first positive impacts of strategic optimization project
- slight decrease in material costs

STRONG POSITIVE CASH FLOWS IN SECOND HALF OF THE YEAR

in m€	FY 2024	FY 2025	Δ
Cash flow from operating activities	28.5	15.6	-12.9
Cash flow from investment activities	-14.3	-9.2	+5.1
Cash flow from financing activities	-14.1	-15.3	-1.2
Free cash flow ¹	14.2	6.4	-7.8
in m€	31/12/2024	31/12/2025	Δ
Cash and cash equivalents at the end of reporting period	41.4	32.6	-8.8
Financial liabilities	-	-	-



Solid financial position retained despite high investments and turnover impacts

- Free cash flow declined by 7.8 m€, positive cash generation of +10.5 m€ in H2 2025
- Cash outflow from financing activities includes payment of 11.0 m€ dividend (2024: 10.0 m€) and share buy back of 3.5 m€

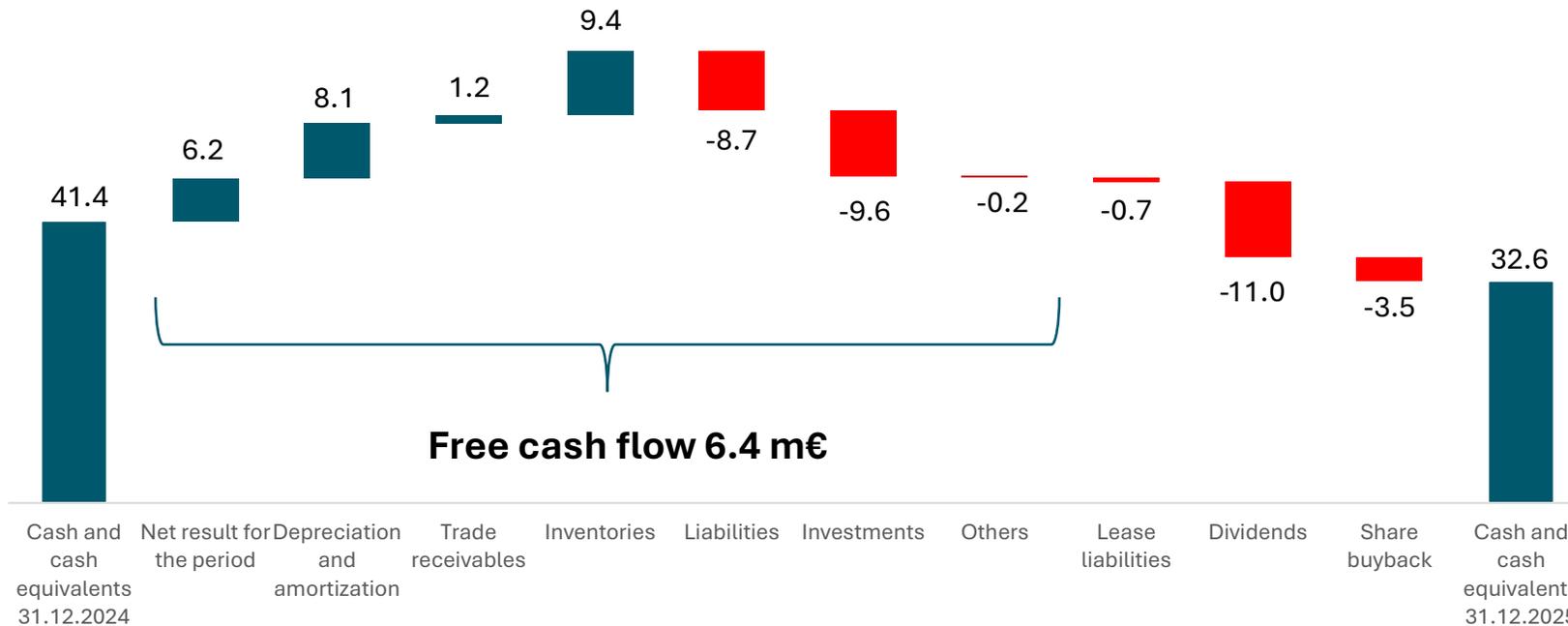
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

SOLID LIQUIDITY FOR NEXT PHASE OF STRATEGY IMPLEMENTATION



Group liquidity

31/12/2024 vs. 31/12/2025 in m€



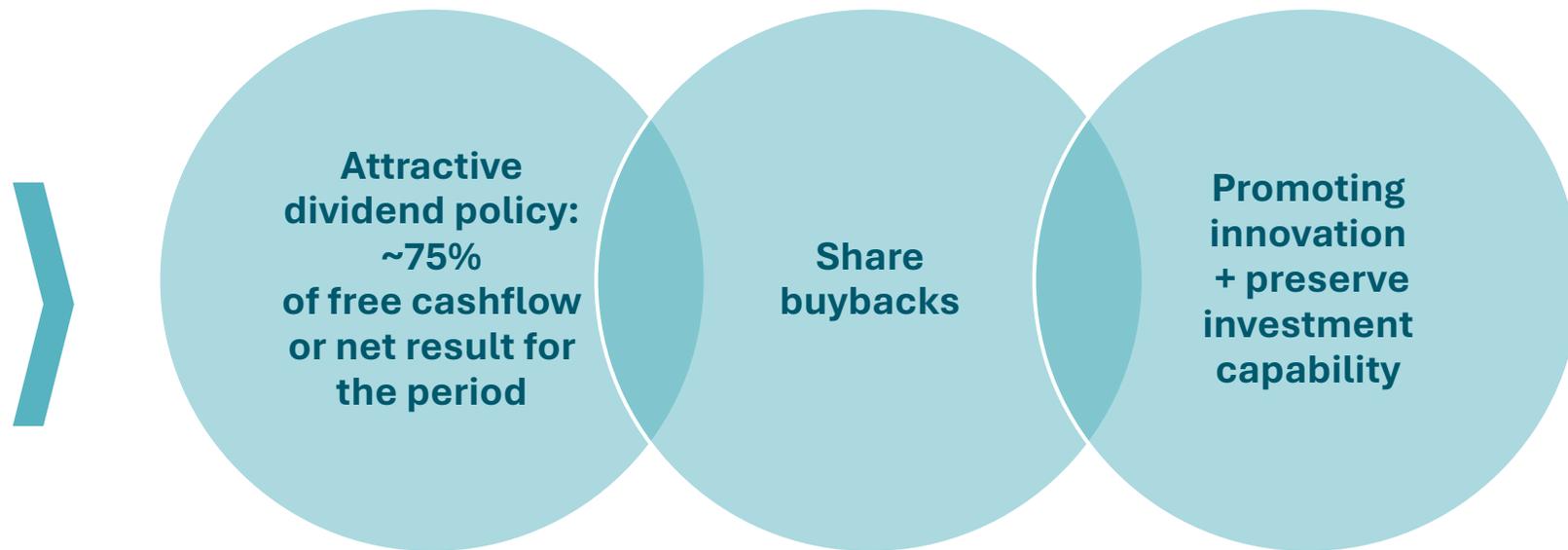
- **No credit lines and/or debt**
- **Strong financial position** supports strategy execution and dividend capacity

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***ATTRACTIVE CAPITAL ALLOCATION:
CLEAR COMMITMENT TO
SHAREHOLDER RETURNS***

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 in November 2025
- **Capital reallocation to increase distributable equity** (AGM approval pending)
- **Allow shareholders to participate** in the company's good liquidity situation



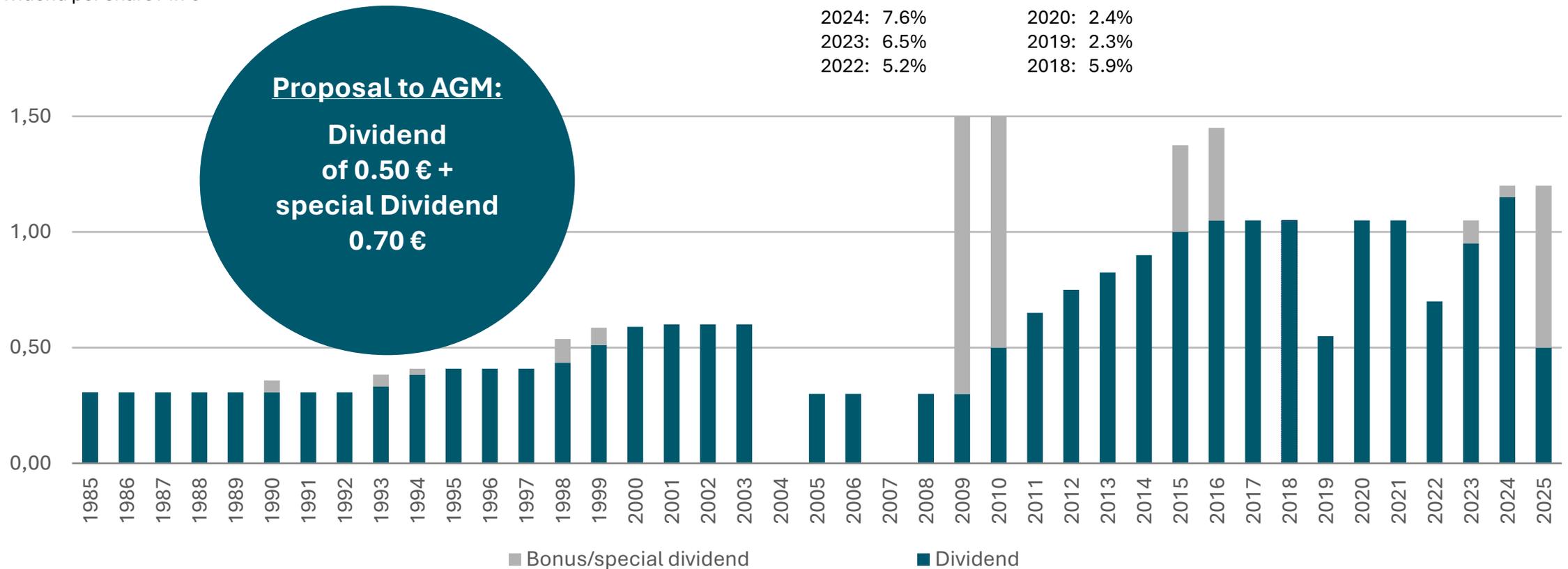
Focus on shareholder value

COMMITTED TO SHAREHOLDER RETURNS



Long-term dividend development

Dividend per share / in €



Dividend yield¹

2025: 7.9%	2021: 2.9%
2024: 7.6%	2020: 2.4%
2023: 6.5%	2019: 2.3%
2022: 5.2%	2018: 5.9%

¹ Based on the particular closing price at year-end, 2025 proposal to the AGM

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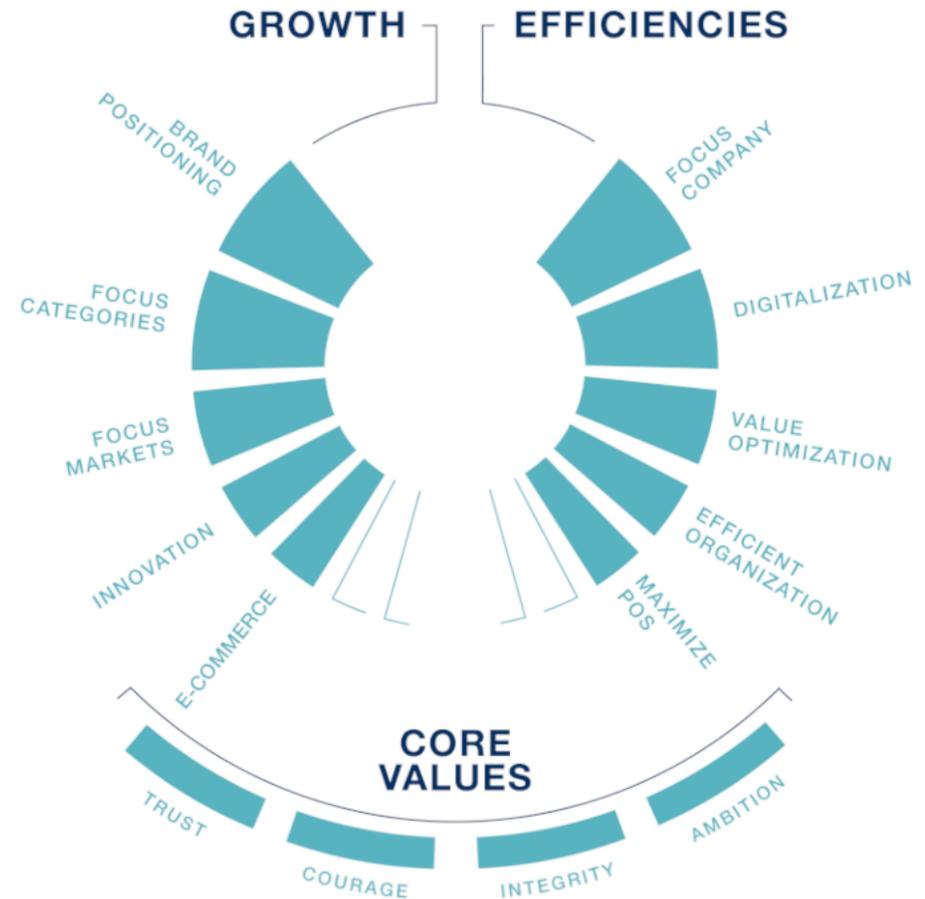
STRATEGY
UPDATE

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**

BRAND RELAUNCH TO DRIVE GROWTH FROM 2026 ONWARDS



Key measures in 2026

Sharper brand positioning
with clear POD and consumer focus, both online and offline



Expanded marketing campaigns
in key European markets for Leifheit bestsellers to stimulate demand



Continued launch of product innovations
in the core segments of cleaning and laundry care



Target



Generating new growth momentum
as part of the next phase of our strategy

INCREASED MARKETING CAMPAIGNS FOR LEIFHEIT BESTSELLERS TO DRIVE GROWTH



Key marketing channels

	TV + Streaming
	Online / Social Media, Google & Display Ads
	Retail Promotions



Strong visibility for the Leifheit brand in 2026 across all relevant media channels

BRAND RELAUNCH: STRONGER POS PRESENCE TO INCREASE SELL-OUT

LEIFHEIT



➔ *New designs drive purchase impulses at POS*

➔ *New packaging: Clearer shopper orientation and communication at POS*

UPGRADE OF OUR BESTSELLER TO DRIVE GROWTH AND PROFITABILITY

LEIFHEIT

NEW

Linomatic Deluxe ClipFix

**EFFORTLESS
HANGING LIKE
NEVER BEFORE!**

No pegs needed –
just hang it up. Done!

FOR UP TO
200
SMALL
PIECE

+1,5x

LEIFHEIT

leifheit.com



Upgrade with meaningful benefit for consumers

STRONG INNOVATION IN H2 TO DRIVE GROWTH AND PROFITABILITY BEYOND 2026



**Additions
Black Diamond Line
H2 2026**



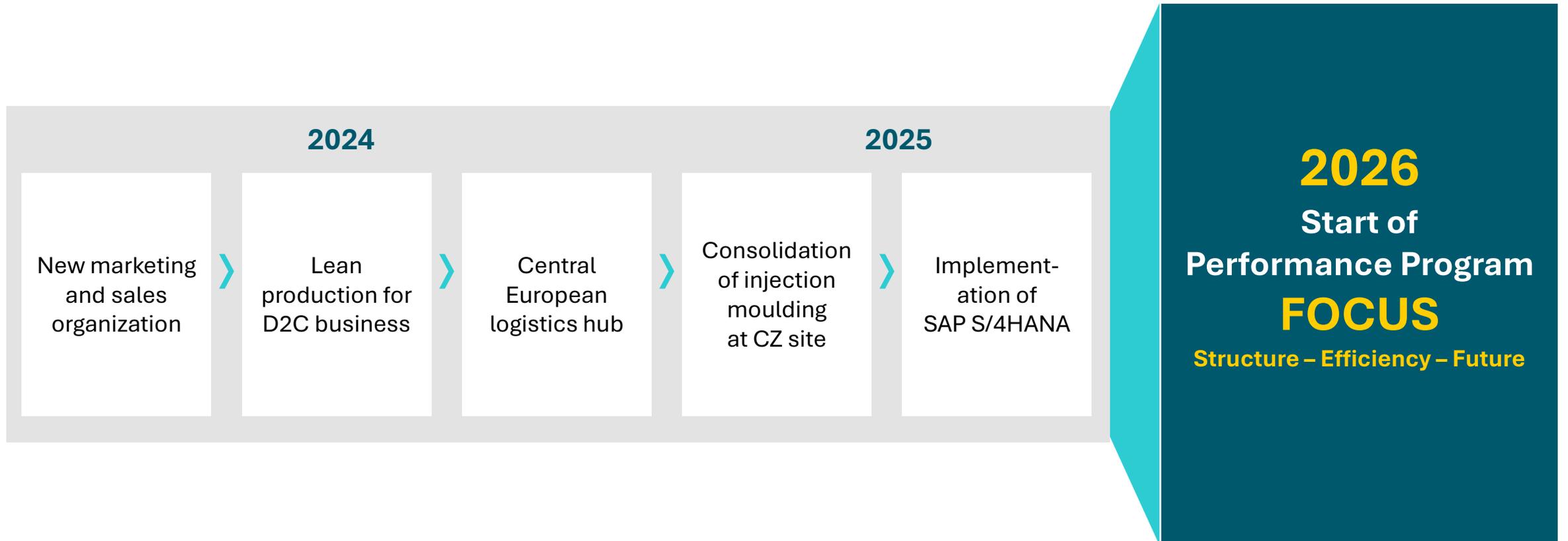
**Laundry Care
H2 2026**



Upcoming Innovations:

- consumer focused
- promising innovation fields
- launch / relaunch cycle

STRATEGIC MEASURES INCREASE OPERATIONAL EFFICIENCY & RESILIENCE



PERFORMANCE PROGRAM FOCUS: STRUCTURALLY REDUCE COSTS AND STRENGTHEN RESILIENCE

2026
Start of
Performance Program
FOCUS
Structure – Efficiency - Future



Simplifying structures and end-to-end processes to reduce costs and increase margins



Consistently aligning the organization toward sustainable, profitable growth



Strengthening the resilience, long-term competitiveness

Investor Call

OUTLOOK:
RETURN TO GROWTH, EARNINGS
STABLE DUE TO INVESTMENTS

2026: MORE COMPLEX ENVIRONMENT – CLEAR STRATEGIC RESPONSE

CHALLENGING ECONOMIC ENVIRONMENT

- Middle East conflict impact remains uncertain and drives energy and commodity prices as well as volatility of supply chains
- Weak consumer demand in non-food sector remains in many markets

GROWTH: ACTIVELY DRIVING DEMAND

- Clear focus on core business mechanical cleaning and laundry care
- Continued innovation pipeline in 2026
- Increased marketing investments to support brand relaunch and product innovations

INVESTMENTS WEIGH ON EARNINGS

- Higher marketing investments in 2026, particularly in H1, temporarily impact EBIT

EFFICIENCY AND RESILIENCE

- Efficiency improvements in production and digitalization
- Continuous cost optimization
- Performance program FOCUS

OUTLOOK 2026: SLIGHT GROWTH IN TURNOVER WITH EARNINGS AT 2025 LEVEL



	Forecast 2026
Group turnover	slight growth (2025: 232.6 m€)
Turnover Household	slight growth (2025: 193.0 m€)
Turnover Wellbeing	mid single-digit decrease (2025: 12.6 m€)
Turnover Private Label	high single-digit growth (2025: 27.0 m€)
Group EBIT	roughly at previous year's level (2025: 10.0 m€)
Free Cashflow	roughly at previous year's level (2025: 6.4 m€)

LEVERAGING OUR STRENGTHS TO REALIZE MID-TERM POTENTIAL AND LONG-TERM VISION

LEIFHEIT

Vision 2030+

European
branded leader in
mechanical
cleaning and
drying

Sales: >300 m€
EBIT: >10%

Mid-term potential:

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

Forecast 2026:

Slight sales growth
EBIT: flat YoY
FCF: flat YoY

Actual 2025:

Sales: 233 m€
EBIT: 10.0 m€
EBIT margin: 4.3%
FCF: 6.4 m€

- 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

LEIFHEIT POSITIONED FOR PROFITABLE GROWTH AND ATTRACTIVE SHAREHOLDER RETURNS



<p>Strong vision & focus strategy: become European branded leader and specialist in strong core business</p> <p>1</p>	<p>Potential to expand: strong brand, growth potential in Europe, growth from Innovation and new e-com digital acceleration</p> <p>2</p>
<p>Lean, efficient production and logistics to support profitability and cash</p> <p>3</p>	<p>Attractive capital allocation and financial outlook for shareholder return</p> <p>4</p>

Investor Call

YOUR QUESTIONS, PLEASE.

LEIFHEIT



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



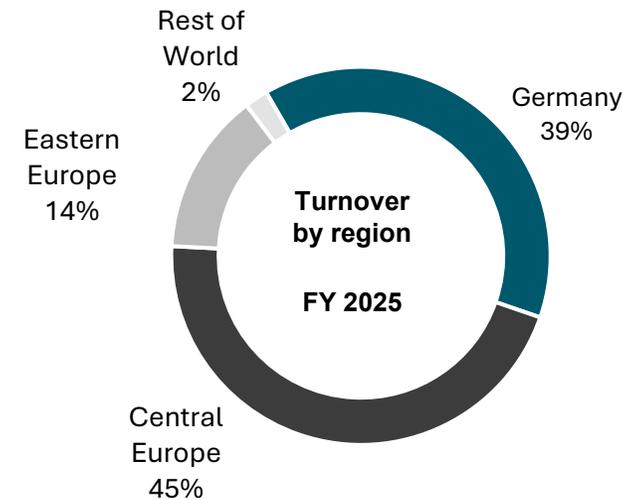
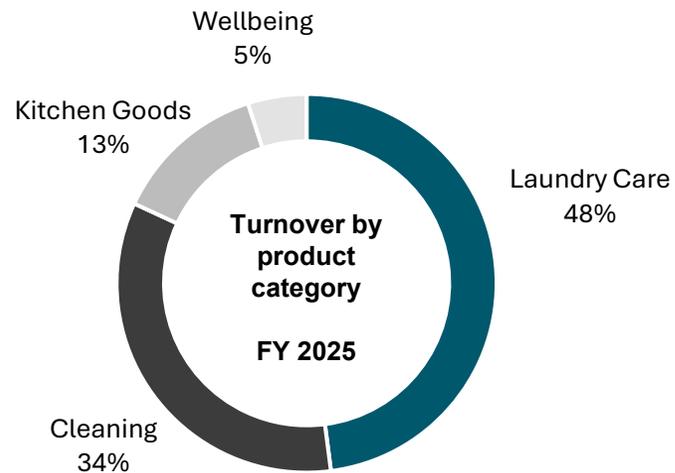
Kitchen + Personal Scales

Private Label

BIRAMBEAU **herby**




Kitchen Goods **Standing Dryers**

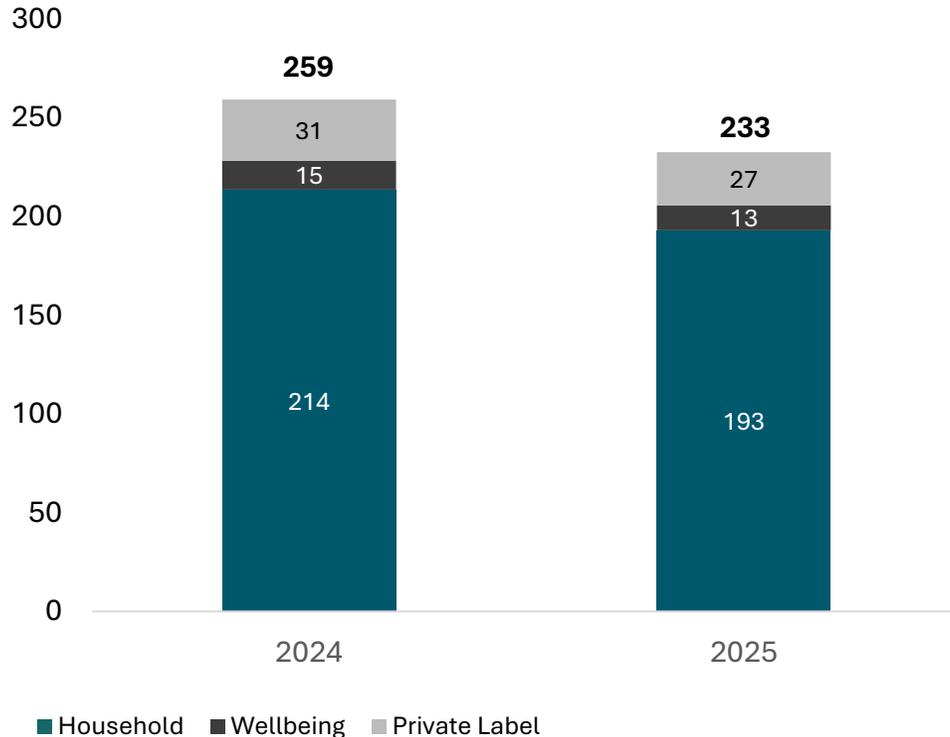


ALL SEGMENTS AFFECTED BY WEAK CONSUMER SENTIMENT



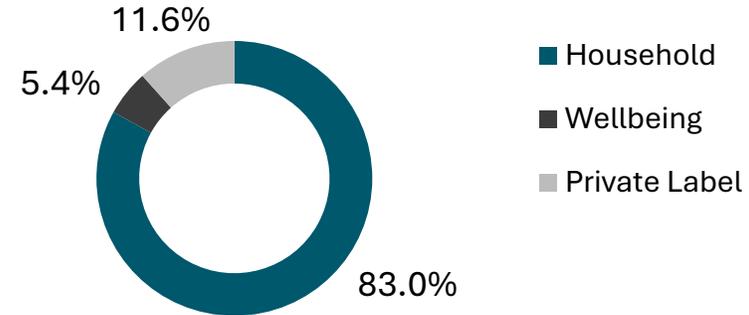
Group turnover by segment

in m€



Group turnover by segment

FY 2025



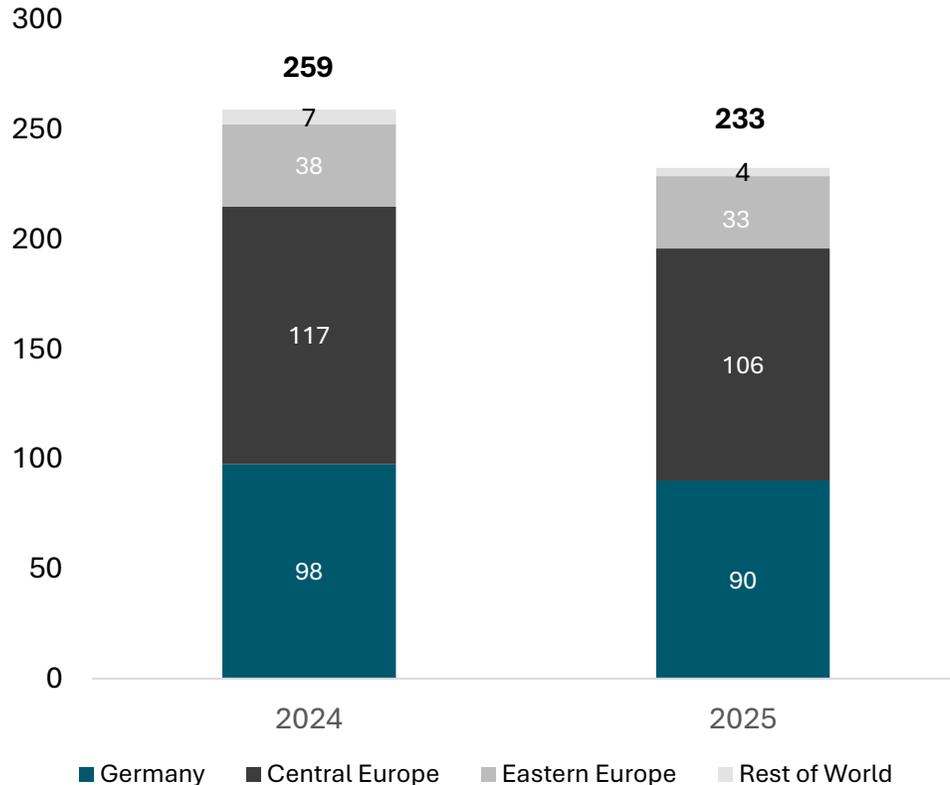
- **Household** segment **-9.6%** due to weak market sentiment and product range adjustments, core business comparatively resilient
- **Wellbeing** segment **-14.6%**, although positive momentum from new products in the personal and kitchen scales segments
- **Private Label** segment **-12.7%**, Birambeau’s kitchen products and Herby’s laundry care recorded declines in sales

EUROPEAN CORE MARKETS UNDER PRESSURE AT SHORT TERM, BUT OFFER ATTRACTIVE POTENTIAL



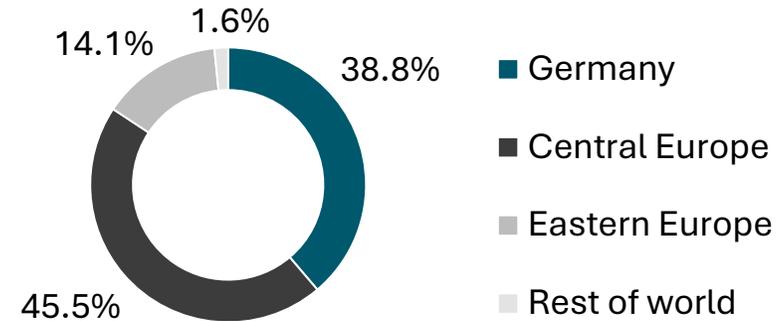
Group turnover by region

in m€



Group turnover by region

FY 2025



- **Germany -7.8%**
due to declining footfall in retail and pronounced consumer restraint in the non-food categories
- **Central Europe -9.7%**
due to noticeably subdued consumer sentiment
- **Eastern Europe -12.5%**
due to consumer restraint and lower sales volumes in the retail sector

SUCCESSFUL DISTRIBUTION EXPANSION ENABLES FUTURE GROWTH

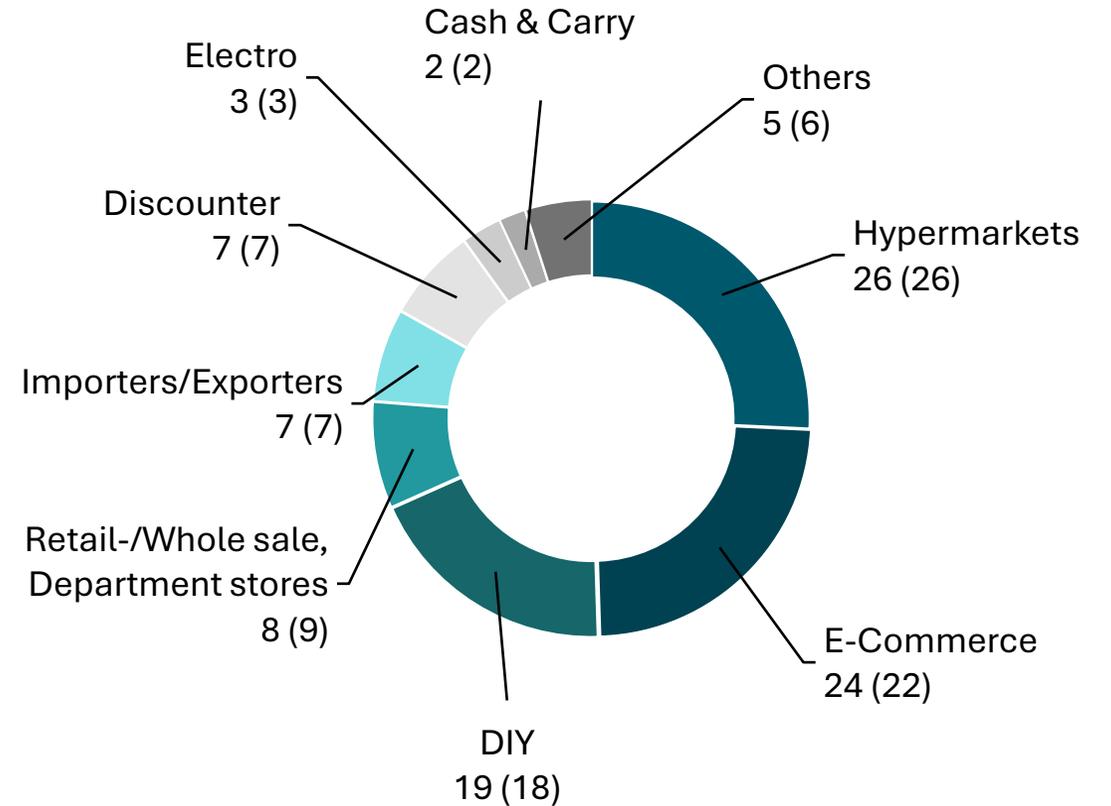


Blue Chip client base



Distribution channels

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

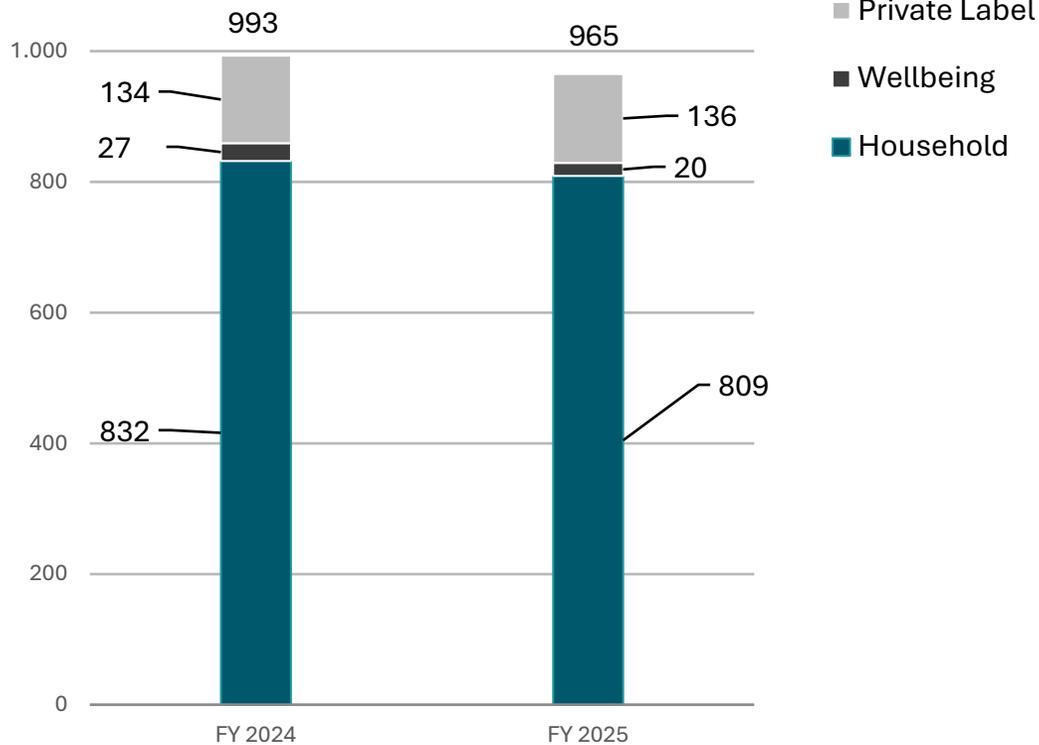


REDUCTION IN NUMBER OF EMPLOYEES



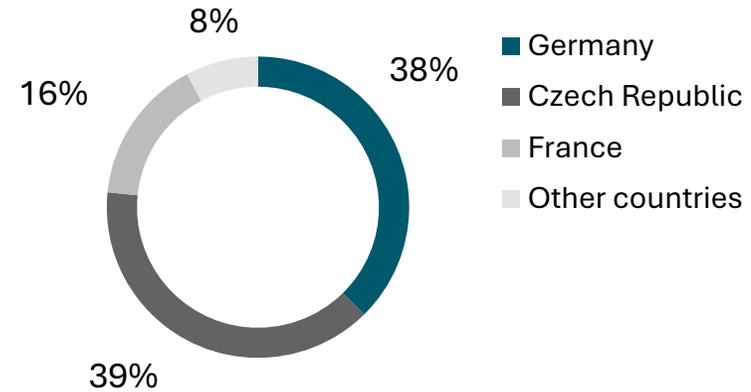
Employee development*

31 Dec.



Employees by region*

31 Dec. 2025



* Only own staff, without temporary workers

LONG-TERM FINANCIAL OVERVIEW



		2021	2022	2023	2024	2025
Group turnover	m€	288.3	251.5	258.3	259.2	232.6
Profitability						
Gross margin	%	42.3	38.7	42.1	44.5	45.1
Cash flow from operating activities	m€	16.4	14.0	20.8	28.5	15.6
Free cash flow	m€	9.6	8.8	12.1	14.2	6.4
EBIT	m€	20.1	2.8	6.0	12.1	10.0
EBIT margin	%	7.0	1.1	2.3	4.7	4.3
EBT	m€	19.3	2.3	4.7	11.3	8.7
Net result for the period	m€	14.2	1.2	3.2	8.0	6.2
ROCE	%	13.8	1.8	4.5	9.8	8.2

LONG-TERM FINANCIAL OVERVIEW

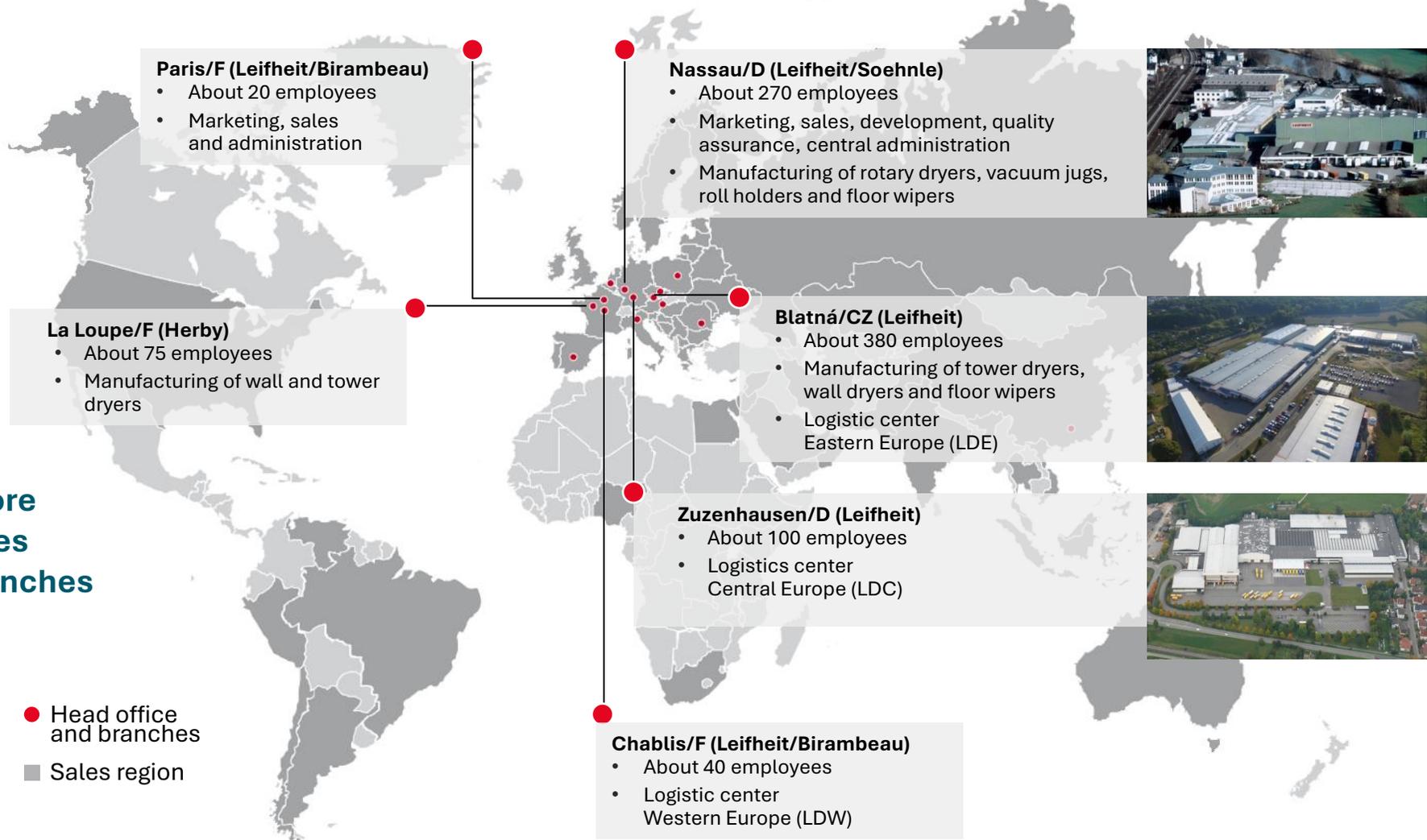


		2021	2022	2023	2024	2025
Per share						
Net result for the period, EPS ¹	€	1.49	0.13	0.34	0.85	0.68
Free cash flow	€	1.00	0.92	1.27	1.51	0.70
Dividend	€	1.05	0.70	0.95	1.15 ²	0.50 ²
Special dividend	€	--	--	0.10	0.05 ²	0.70 ²
Investments	m€	7.3	5.4	8.9	14.5	9.6
Depreciation	m€	7.8	7.5	9.0	7.7	8.1
		31/12/2021	31/12/2022	31/12/2023	31/12/2024	31/12/2025
Employees	No.	1,080	1,063	1,020	993	965
Balance sheet total¹	m€	238.8	216.1	203.6	205.0	185.8
Equity	m€	111.3	112.5	103.8	98.7	92.9
Equity ratio	%	46.6	52.0	51.0	48.2	50.0
Liquidity	m€	38.1	36.3	41.3	41.4	32.6

¹ Not including repurchased treasury shares

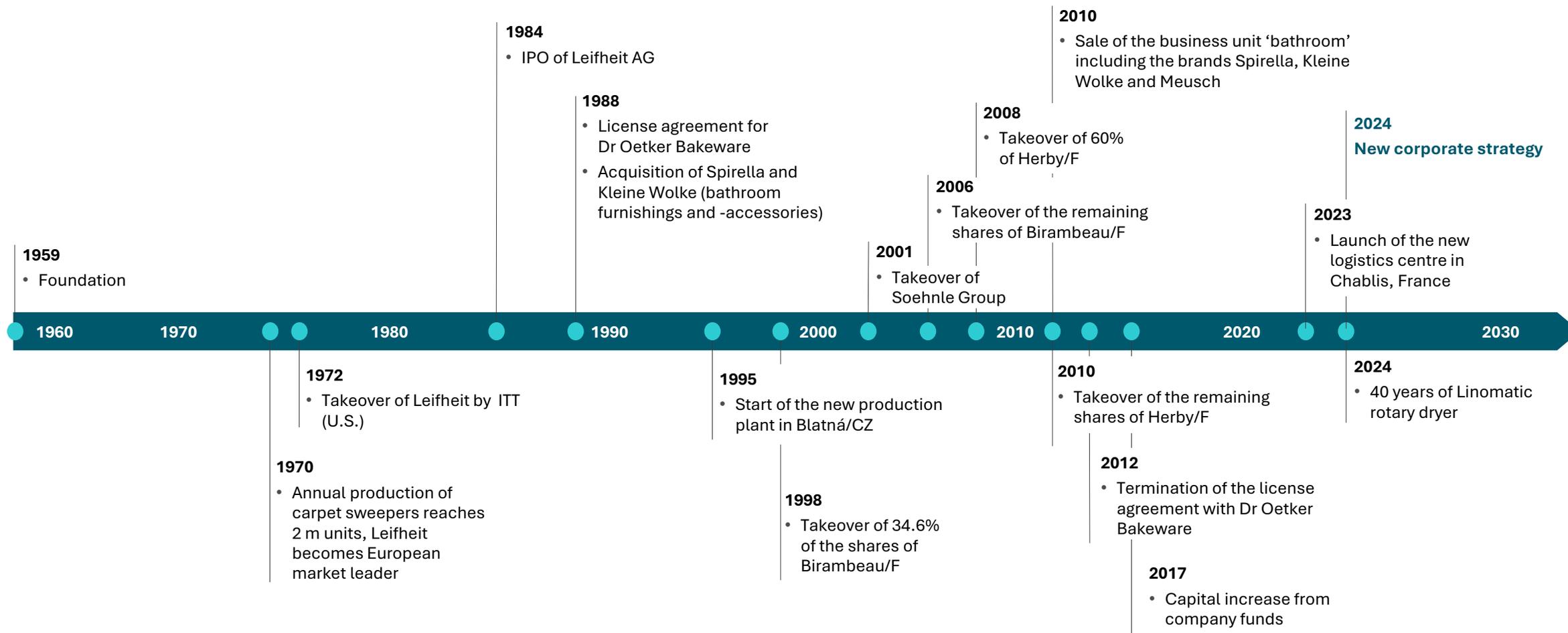
² Dividend proposal

EUROPEAN PRODUCTION & LOGISTIC FOOTPRINT STRENGTHENS RESILIENCE



Operating in more than 80 countries with 14 own branches

LEIFHEIT – OVER 65 YEARS OF IDEAS THAT MAKE LIFE EASIER



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

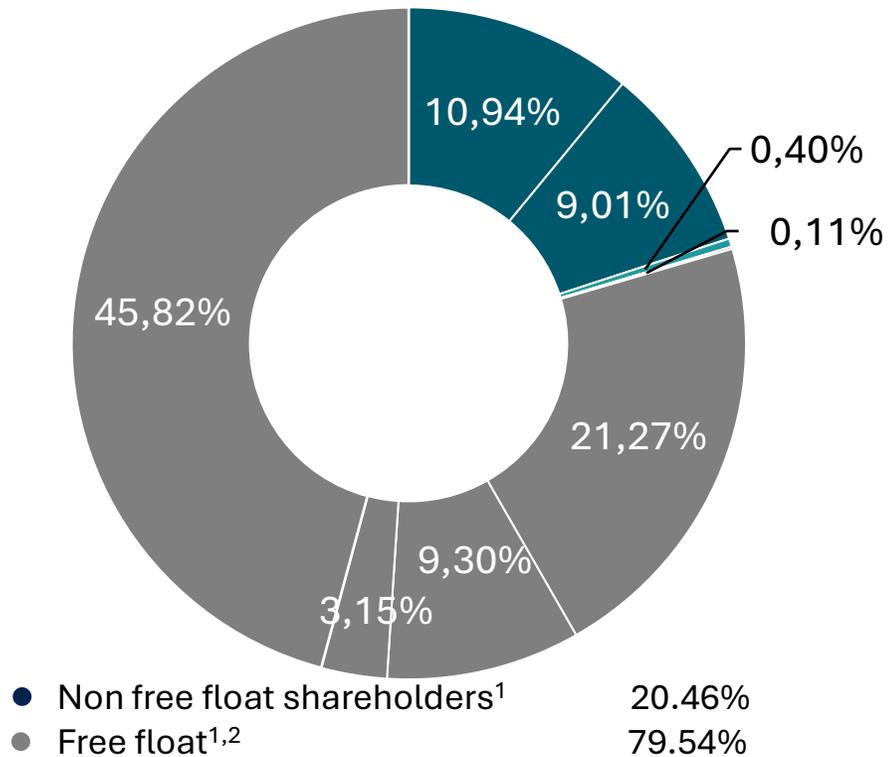
Bosch Laica Tanita
 ADE Homedics Beurer
 Sanitas Withings Terrailon

SIGNIFICANT FREE FLOAT AND INTERNATIONAL INVESTORS



Shareholder structure

March 2026



MKV Verwaltungs GmbH, Grünwald (GER)	10.94% ³
Ruthild Loh, Haiger (GER)	9.01% ³
Leifheit AG Nassau (GER), treasury shares	0.40%
Employee shares subject to a lock-up period	0.11%
Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES)	21.27%
Gerlin Participaties Coöperatief U.A., Maarsbergen (NL)	9.30%
LBBW Asset Management Investmentgesellschaft mbH (GER)	3.15%

¹ Definition of German stock exchange for indices

² Including shareholdings of the management board

³ Shares converted based on the most recent voting rights notification following the 2025 capital reduction.

FINANCIAL CALENDAR AND CONTACT



Financial calendar

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

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