

REPORT OF THE SUPERVISORY BOARD

Dear Ladies And Gentlemen,

Financial year 2025 was once again defined by a challenging and volatile market environment. The Leifheit Group faced a variety of challenges due to global economic uncertainty, geopolitical tensions and subdued consumer spending in key markets. In parallel, the Leifheit Group began implementing the holistic Group strategy developed in 2024, "LEADING WITH FOCUS. CREATING SUSTAINABLE VALUE." By clearly focussing on our core categories and markets in Europe and consistently aligning our product portfolio with our core technological expertise, we have created the essential prerequisites for further increases in competitiveness and sustainable, profitable growth. The Supervisory Board was consistently involved in strategically relevant decision-making processes from an early stage and provided support during the implementation of the strategy. For more details on the strategy, see the "Foundations of the Group" section of the combined management report.

The Supervisory Board supported the Board of Management with constructive and critical advice and has fulfilled all the duties assigned to it by law, the articles of incorporation and the rules of procedure. The Board of Management kept us informed of business developments, strategic measures, corporate planning, the risk situation and transactions requiring approval at all times, in writing and verbally, in a timely and detailed manner. The Supervisory Board was directly involved at an early stage in all decisions of fundamental importance to the company. The Supervisory Board made all decisions after thoroughly examining and verifying the plausibility of the corresponding resolutions proposed by the Board of Management. The members of the Supervisory Board had sufficient opportunity within the committees and in the plenary to thoroughly examine the reports and decisions proposed and put forward their own suggestions.



Dr Günter Blaschke

Chair of the Supervisory Board

The Supervisory Board carefully and consistently monitored the management activities of the Board of Management and regularly advised it on its management of the company. We were always satisfied with the lawfulness, appropriateness and correctness of the Board of Management's work. The Board of Management used the risk management system in operational, financial and sustainability-related matters and was assisted in the process by the Finance, Controlling, Legal Affairs and Auditing departments. We were regularly and comprehensively informed of risks and opportunities,

compliance and cybersecurity. The remuneration system is the subject of regular discussion and review by the Supervisory Board in connection with concluding and extending Board of Management contracts.

The Supervisory Board held eleven meetings in financial year 2025. Four of the meetings were held as video conferences, five were held in person and two were hybrid meetings. The members of the Board of Management took part in Supervisory Board meetings except on occasions when it was considered appropriate for the Supervisory Board to discuss individual issues, such as personnel matters relating to the Board of Management, without the Board of Management being present. Supervisory Board meetings also regularly included agenda items that provided an opportunity for discussion without the Board of Management.

The Chair of the Supervisory Board regularly communicated with the Board of Management, both in person and by telephone. He informed the other members of the Supervisory Board promptly of the results of these discussions. The regular self-evaluation of the effectiveness of the Supervisory Board and of its committees was conducted in spring 2025. It revealed that the requirements for efficient work are being met.

In the reporting period, there was no indication of conflicts of interest among the members of either the Board of Management or the Supervisory Board that would have required immediate disclosure to the Supervisory Board and reporting to the Annual General Meeting.

The Chair of the Supervisory Board held discussions with a range of investors on issues relating to the Supervisory Board, in accordance with the recommendation of the German corporate governance code (GCGC).

The members of the Supervisory Board are responsible for completing any training and professional development measures that are required in order to perform their duties. The company provides suitable assistance to members of the Supervisory Board in exercising their duties as well as in taking part in training and educational measures. No training courses were held in 2025.

Changes in Leifheit AG organs

There were no changes within the organs of Leifheit AG in financial year 2025.

The Chair of the Supervisory Board, Dr Günter Blaschke, informed the company in January 2026 that he would be stepping down from his role as a member of the Supervisory Board and Chair of the Supervisory Board with effect from the end of 30 April 2026 for personal reasons. Larissa Böhm has also stepped down from her position with effect from 31 March 2026. The Supervisory Board will address the matter of Dr Blaschke's and Ms Böhm's succession and is confident that it will be in a position to propose two candidates to the Annual General Meeting on 3 June 2026 for election to the vacant seats on the Supervisory Board.

Supervisory Board meetings

The members of the Supervisory Board participated as follows in the meetings held in financial year 2025:

Member/meeting	Supervisory Board	Audit Committee	Personnel Committee	Nominating Committee	Sales/Marketing Committee	Product Range/Innovation Committee
Dr Günter Blaschke	11/11	6/6	4/4	-	2/2	2/2
Rüdiger Böhle	11/11	6/6	-	-	-	-
Larissa Böhm	11/11	6/6	3/4	-	2/2	-
Stefan De Loecker	11/11	3 ¹	4/4	-	2/2	2/2
Alexander Keul	11/11	-	-	-	-	-
Thomas Standke	11/11	-	-	-	-	2/2

¹ Guest.

Important topics discussed at meetings

Regular discussions at ordinary Supervisory Board meetings covered the current business situation and earnings performance of the Group as well as the segments, the financial position, the business situation of the main interests, the strategic focus of the company, the risk situation and cybersecurity. In financial year 2025, the Supervisory Board discussed and passed resolutions on personnel matters relating to the Board of Management at multiple meetings.

The Supervisory Board also addressed the following topics:

- On 14 February 2025, the Supervisory Board addressed the revision and simplification of the long-term variable remuneration for the Board of Management and the Supervisory Board and the achievement of the modifier for the short-term variable remuneration of the non-financial targets for the Board of Management for 2024.
- At the meeting on 18 March 2025, the Supervisory Board approved the new remuneration system for the Board of Management and set the targets for the Board of Management's long-term variable remuneration for financial year 2025. The Supervisory Board also approved the proposal to the Annual General Meeting for long-term variable remuneration for the Supervisory Board. The Board of Management remuneration system and the long-term variable remuneration for the Super-

visory Board were approved by the Annual General Meeting on 28 May 2025.

- At a special meeting on 25 March 2025, the Board of Management and Supervisory Board approved the proposal to the Annual General Meeting on the appropriation of balance sheet profit for financial year 2024.
- At its meeting on 7 April 2025, the Supervisory Board, in the presence of the auditor, intensively discussed and reviewed the consolidated financial statements and the annual financial statements, the combined management report of Leifheit Aktiengesellschaft and the Leifheit Group, the non-financial Group report, the remuneration report, the resolution regarding the report of the Supervisory Board and the agenda for the 2025 Annual General Meeting. The Supervisory Board approved the audited annual financial statements of the Leifheit Group and Leifheit AG and adopted the annual financial statements of Leifheit AG. Furthermore, the implementation of the focus strategy, investor relations activities and organisational changes in innovation and development and the associated changes to the Board of Management's schedule of responsibilities were discussed.
- The Audit Committee's report on the quarterly financial statements and the quarterly statement were discussed on 5 May 2025.
- Following the Annual General Meeting on 28 May 2025, the Supervisory Board discussed the results of the employee survey, the focus strategy and the findings of the Supervisory Board's efficiency audit.
- At an extraordinary meeting of the Supervisory Board on 17 June 2025, the Supervisory Board discussed the Board of Management's proposal to relocate injection moulding production from Nassau to the Czech plant in Blatná and approved this strategic optimisation project.
- On 5 August 2025, the Supervisory Board discussed the business development in the first half-year and the half-year financial report.
- The Chair of the Product Range/Innovation Committee and the Sales/Marketing Committee reported on the content and results of the committee meetings at the meeting on 23 September 2025. The Supervisory Board approved the proposed new brand

positioning and long-term innovation and sustainability strategy for products. Cost-cutting measures were addressed as part of business development. The Board of Management also reported on the implementation of the strategy and the potential analysis of managers and personnel development. Among other things, the Board of Management provided information on the status of the optimisation project in production and the implementation of the SAP S/4HANA ERP software. The Supervisory Board also dealt with corporate governance.

- The Audit Committee's report on the quarterly financial statements and the quarterly statement was discussed at the meeting on 4 November 2025. The Supervisory Board approved the Board of Management's resolution to redeem treasury shares and reduce capital accordingly.
- The meeting on 4 December 2025 addressed the budget planning for 2026 and medium-term planning for 2026 to 2028. In addition, the meeting dealt with the resolution on the declaration of conformity with the GCGC, the Board of Management's reporting on material ESG impacts, opportunities and risks and the status of ESG reporting, the preparation of the 2026 Annual General Meeting, the selection of the auditor for financial year 2026, the preparation of the Supervisory Board's efficiency audit and the setting of targets for the variable remuneration of the Board of Management for financial year 2026.

Work of the committees

The Supervisory Board has established an Audit Committee, Personnel Committee, Nominating Committee, Sales/Marketing Committee and Product Range/Innovation Committee. The five committees are primarily tasked with preparing decisions and topics for the Supervisory Board's plenary meetings. The committee chairs provided regular and detailed reports on the work performed by their committees to the Supervisory Board in financial year 2025.

The Audit Committee met six times in financial year 2025 to discuss the monitoring of accounting, the accounting process, the appropriateness and effectiveness of the accounting-related internal control system and the risk management system, the internal audit system, the audit of the annual financial statements, the audit of the non-financial Group report, the audit of the quality of the financial statements, compliance and the tender for the audit of the financial statements. In financial year 2025, the Audit Committee dealt in detail with the selection process for the change of auditor in financial year 2026. The Audit Committee also presented a recommendation on the choice of auditor, monitored the auditor's independence, issued the audit engagement to the auditor, prepared certain focal points of the audit and agreed on the auditor's fee. The findings of internal audits were also presented and discussed.

The Audit Committee's work focussed on the audit of the annual and consolidated financial statements, including the combined management report, the non-financial declaration, the corporate governance declaration and the auditor's reports as well as the preparation of resolutions to be made by the Supervisory Board on these matters. In addition, the interim reports (quarterly statements and half-year financial report) were also discussed in detail by the Audit Committee. The Committee also drew up the key areas to be examined in the audit of the annual and consolidated financial statements.

The Chief Financial Officer and the Financial Director attended the Audit Committee meetings and gave an in-depth presentation of the annual financial statements and all reports to be published, provided explanations and answered the committee members' questions.

The auditors were also present at two meetings and reported in detail on the audit of the financial statements and all aspects that arose during planning and performance of the audit which have a direct bearing on the work of the Supervisory Board.

The Personnel Committee examined all employment contracts for the members of the Board of Management, including remuneration and the remuneration system. The Personnel Committee met four times in financial year 2025. Key topics included the long-term remuneration systems for the Board of Management and Supervisory Board, succession planning and the extension of Board of Management contracts, auditing the remuneration report, the remuneration system for the Board of Management, setting variable remuneration targets for the Board of Management and determining the extent to which such targets had been met.

The Sales/Marketing Committee met twice in financial year 2025 and dealt primarily with the marketing organisation, market positioning, the marketing plan and strategies in the non-core sector in addition to internationalisation.

The Product Range/Innovation Committee met twice in financial year 2025 and discussed the new innovation process, medium-term innovation strategy and 2026 innovation pipeline, along with the product range review and sustainability strategy for products.

The tasks of the Nominating Committee include identifying and selecting suitable Supervisory Board candidates for election by the Annual General Meeting. It did not convene a meeting in financial year 2025.

Audit and approval of the annual financial statements

The annual financial statements of the Leifheit Group and the combined management report for financial year 2025, which have been prepared in accordance with section 315e of the German Commercial Code (HGB) on the basis of the International Financial Reporting Standards (IFRS) as well as the financial statements of Leifheit AG for financial year 2025, which have been prepared in accordance with the provisions of the HGB, have been audited by the auditor, KPMG AG Wirtschaftsprüfungsgesellschaft, and have not led to any reservations in its audit opinion. The audit – as reflected in the audit reports – did not result in any grounds for objection.

The documents pertaining to the financial statements as well as the audit reports and the Board of Management's proposal for the appropriation of the balance sheet profit, were handed out to all members of the Supervisory Board. The documents pertaining to the financial statements and the audit reports were discussed in depth at the Audit Committee meeting on 26 March 2026; special attention was paid to the areas to be examined within the scope of the audit. At the Supervisory Board's balance sheet meeting on 26 March 2026, the Audit Committee and its chair presented an in-depth report to the members of the Supervisory Board.

The auditors attended both meetings and reported on the key findings of their audit. They also reported their findings on the internal control and risk management systems in relation to the accounting process. They determined that the Board of Management has set up an appropriate information and monitoring system suitable for promptly identifying developments that could jeopardise the continued existence of the company.

The audit opinions were discussed with the auditors. The most significant audit matters pertaining to the consolidated financial statements were the impairment testing of goodwill and the realisation of turnover and the turnover recognition cut-off. The auditor confirmed that, in relation to the two key audit matters, the procedure, the accounting treatment and the underlying assumptions and parameters were appropriate and consistent with the applicable accounting principles. The auditors were available to answer further questions and provide information.

Based on its own examination of the annual financial statements, the consolidated financial statements, the combined management report and the remuneration report as well as the report and the recommendations of the Audit Committee, the Supervisory Board approved the findings of the audit as presented by the auditor. The Supervisory Board has raised no objections to the final results of the audit. The Supervisory Board approved both the financial statements and the consolidated financial statements on 26 March 2026. The financial statements are therefore adopted in accordance with section 172 of the German stock corporation act (AktG).

In light of the failure to implement them, the Board of Management has prepared a separate non-financial Group report in accordance with sections 315b and 315c, in conjunction with sections 289c to 289e HGB, based on the European Sustainability Reporting Standards (ESRS) as an internationally recognised framework for sustainability reporting. This report was subjected to an external audit by the auditing firm KPMG AG with limited assurance. The Supervisory Board examined and approved the separate non-financial Group report (sustainability statement).

It also passed a resolution on the declaration of corporate management and the remuneration report.

The Board of Management and the Supervisory Board resolved to propose a dividend of € 0.50 and a special dividend of € 0.70 per eligible share to the Annual General Meeting on 3 June 2026.

The Supervisory Board would like to thank all of the employees, the management team, the Board of Management and workforce representatives for their extremely dedicated commitment and their work in the past financial year. It would also like to thank the company's customers and shareholders for their trust and support.

Nassau/Buchloe, 26 March 2026

The Supervisory Board



Dr Günter Blaschke
Chair