

7 May 2026

INVESTOR CALL ***Q1 2026***



LEIFHEIT

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EXECUTIVE SUMMARY: PROGRESS IN STRATEGY EXECUTION DESPITE CHALLENGING MARKET ENVIRONMENT

Q1 2026 Overview

Group turnover:

61.2 m€

-4.0%

Gross margin

46.4%

+0.8 pps

Group EBIT

-2.8 m€

**Increased marketing
campaigns**

as part of Leifheit Brand
Relaunch

**FOCUS program
launched**

to strengthen efficiency
and resilience

Forecast 2026 confirmed

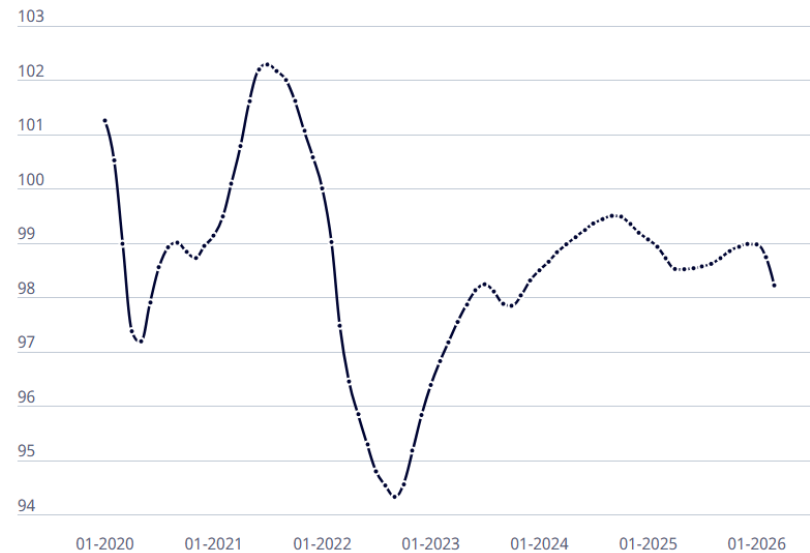
Group turnover with slight
growth,
Group EBIT flat YoY

CONSUMER CLIMATE SIGNIFICANTLY WORSENE



Consumer confidence index (CCI)

March 2026, EU

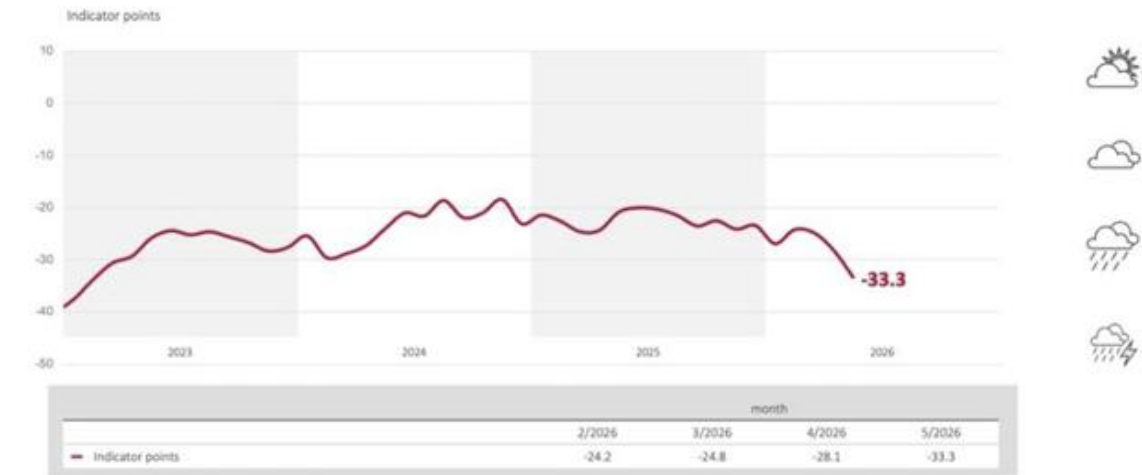


Source: <https://www.oecd.org/en/data/indicators/consumer-confidence-index-cci.html>

GfK Consumer Climate index

April 2026, Germany

Consumer Climate



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

 **Iran war weighs heavily on consumer sentiment, economic expectations noticeably dampened, leading to exceptionally challenging environment**

WEAK CONSUMER ENVIRONMENT WEIGHED ON SALES IN Q1 2026

Group turnover by segment, region

in m€

| | Group | Household | Wellbeing | Private Label |
|-------------------------|-------|-----------|-----------|---------------|
| Turnover in m€ | 61.2 | 52.6 | 2.7 | 5.9 |
| Trend Q1 '26 vs. Q1 '25 | -4.0% | -3.0% | -24.4% | -0.1% |

| | Germany | Central Europe | Eastern Europe | Rest of world |
|-------------------------|---------|----------------|----------------|---------------|
| Turnover in m€ | 25.7 | 26.2 | 8.4 | 0.9 |
| Trend Q1 '26 vs. Q1 '25 | -6.4% | -1.8% | -3.4% | +2.9% |

- **Group turnover** decline driven by weak consumer sentiment and challenging market environment
- **Positive sales momentum over the course of the quarter**, driven by increased marketing activities
- **Turnaround** of sales trend achieved in core segment laundry care



Looking ahead: Focus on generating new growth momentum with further marketing campaigns and strong innovations in core segments

WEAK CONSUMER ENVIRONMENT WEIGHED ON SALES IN Q1 2026

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 |
| 2026 | m€ | 61 | | | |
| | % | -4.0 | | | |



First quarter underlines trend reversal

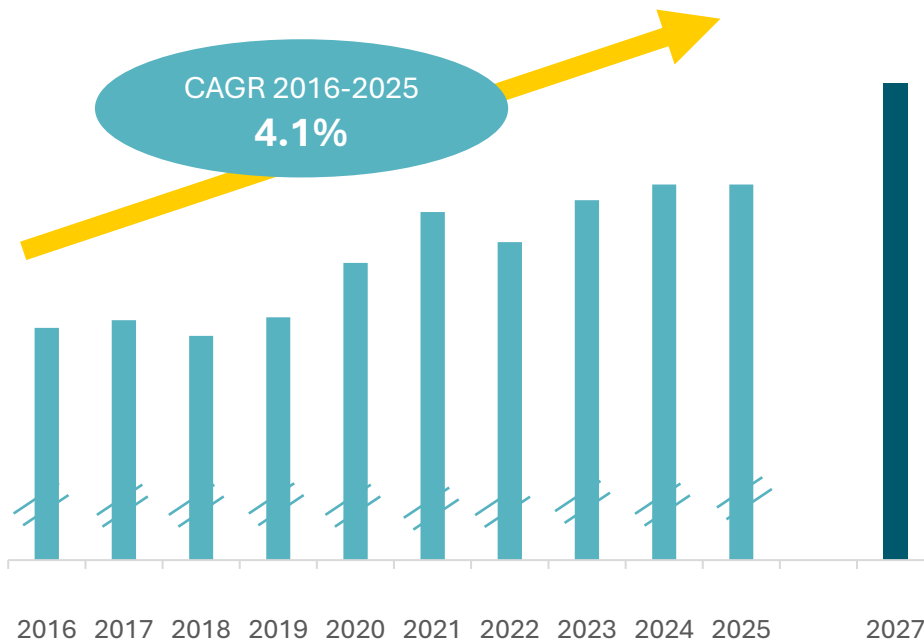
- **Further turnover contributions** from marketing campaigns and innovation pipeline **expected** in upcoming quarters

RELIABLE CORE BUSINESS: MECHANICAL CLEANING & DRYING



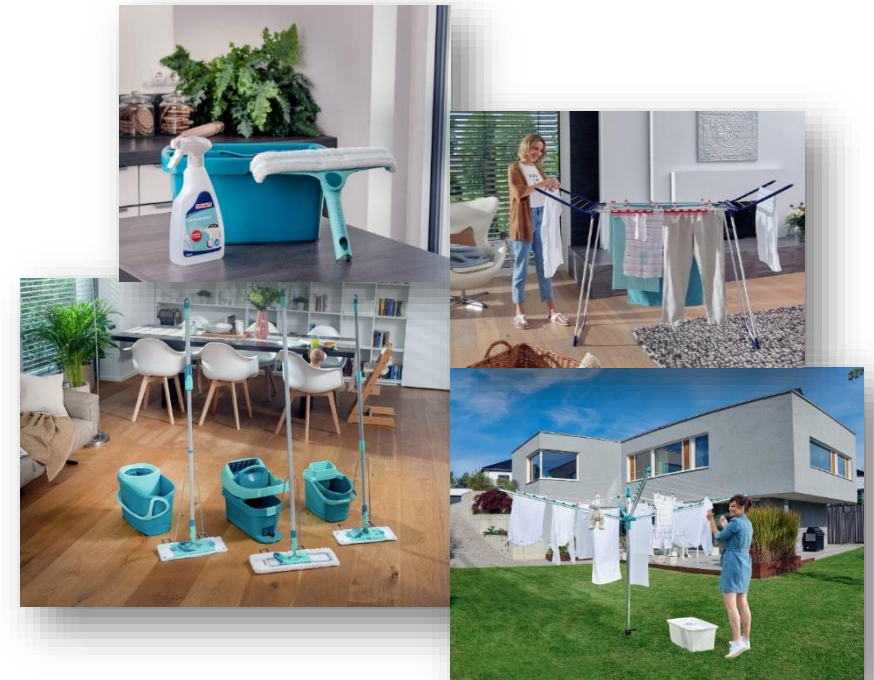
Turnover growth core business

in m€



Turnover Q1 2026 YoY:

core: -0.5%
non-core: -12.1%



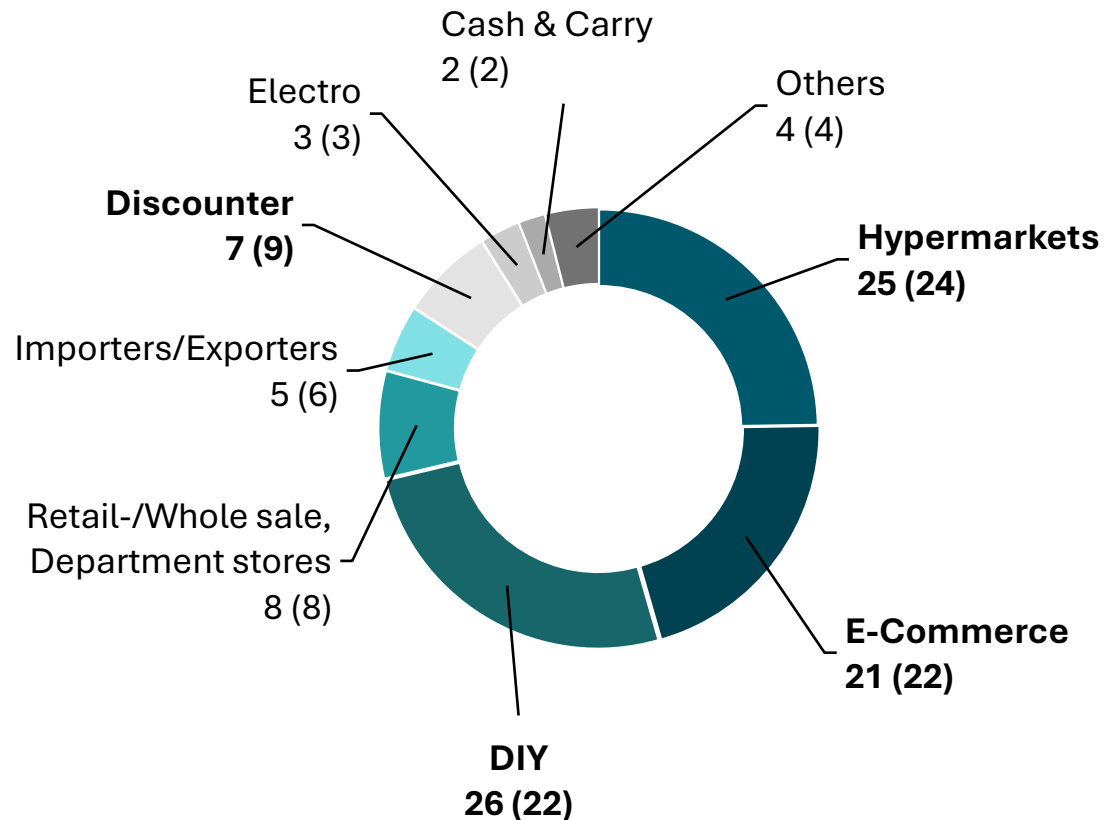
➔ **Core categories remain structurally attractive growth markets**

- Not immune to market conditions, but **healthy** and **partially growing**

DISTRIBUTION CHANNELS SHOW MIXED PICTURE: DISCOUNTER WEAK, DIY STRONG

Distribution channels

Turnover Q1 2026 in % (previous year's figures)



- **Growth of 9.9% in DIY channel** due to successful marketing campaigns
- **D2C business with a solid start** – up by 7.1%
- **Hypermarkets** show stable development
- **Discounter channel** down by 19.8% due to less promotions

Investor Call

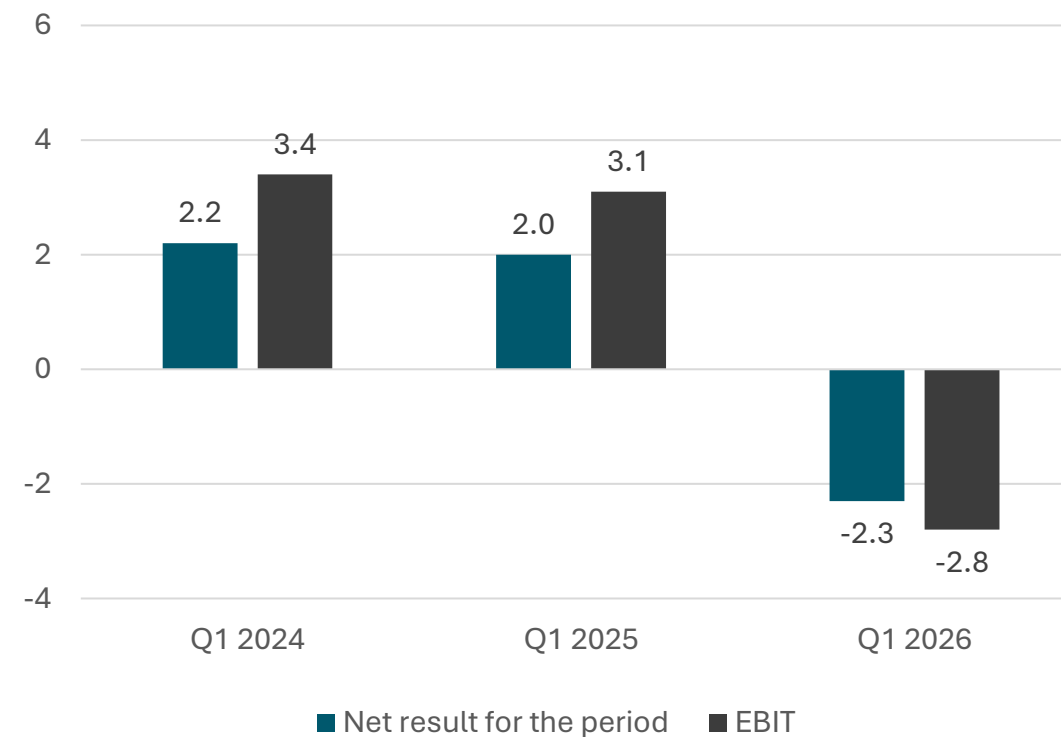
Q1 2026
FINANCIALS

MARKETING INVESTMENTS TEMPORARILY AFFECT EARNINGS

| | | Q1 2025 | Q1 2026 | Δ |
|-----------------------------|----|---------|-------------|----------|
| Group turnover | m€ | 63.7 | 61.2 | -4.0% |
| Gross margin | % | 45.6 | 46.4 | +0.8 pps |
| Foreign currency result | m€ | -0.2 | -0.1 | 72.6% |
| EBIT | m€ | 3.1 | -2.8 | <-100% |
| EBIT margin | % | 4.9 | -4.6 | -9.5 pps |
| Earnings before taxes (EBT) | m€ | 2.8 | -3.2 | <-100% |
| Net result for the period | m€ | 2.0 | -2.3 | <-100% |

Group earnings development

Q1 2024 – Q1 2026 in m€



Return to profitability expected in the upcoming quarters

CONTINUOUS IMPROVEMENTS IN GROSS MARGIN



| | | FY 2022 | FY 2023 | FY 2024 | FY 2025 | Q1 2025 | Q1 2026 |
|--------------|---|---------|---------|---------|---------------------------|---------|-------------|
| Gross Margin | % | 38.7 | 42.1 | 44.5 | Reported 45.7 LfL 45.1 | 45.6 | 46.4 |



Further improvement in gross margin to 46.4% in Q1 2026 (Q1 2025: 45.6%)

- 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 in production
- expansion of D2C capacities

FREE CASH FLOW NEGATIVE IN Q1 2026, UNCHANGED GOOD LIQUIDITY POSITION

| in m€ | Q1 2025 | Q1 2026 | Δ |
|--|------------|------------|-------|
| Cash flow from operating activities | -5.5 | -11.1 | -5.6 |
| Cash flow from investment activities | -1.7 | -0.6 | 1.1 |
| Cash flow from financing activities | -2.0 | -0.2 | 1.8 |
| Free cash flow ¹ | -7.2 | -11.7 | -4.5 |
| in m€ | 31/03/2025 | 31/03/2026 | Δ |
| Cash and cash equivalents at the end of reporting period | 32.2 | 20.7 | -11.5 |
| Financial liabilities | - | - | - |



Solid financial position retained despite high investments and turnover impacts

- Free cash flow affected by seasonal factors, in particular the turnover trend in Q1
- With no liabilities to banks the company continues to have a **very robust liquidity position**

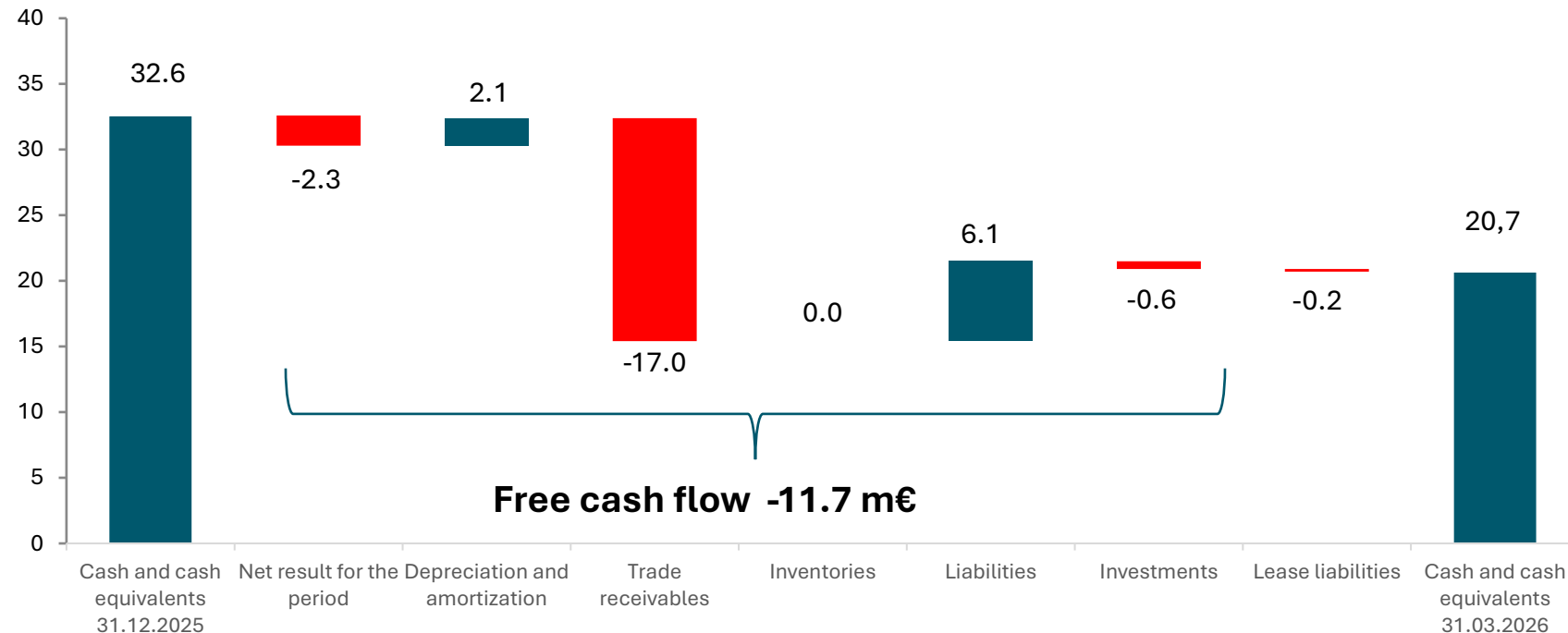
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

SOLID LIQUIDITY FOR CONTINUED STRATEGY EXECUTION



Group liquidity

31/12/2025 vs. 31/03/2026 in m€



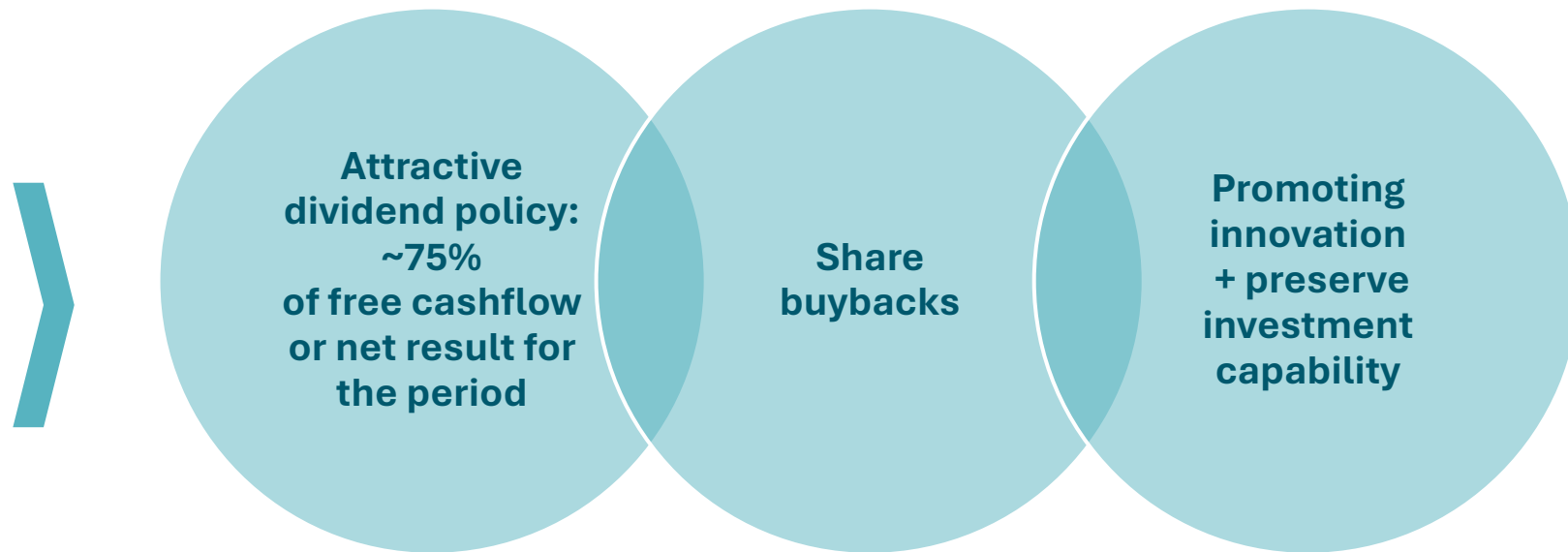
- **No credit lines and/or debt**
- **Strong financial position** supports strategy execution and dividend capacity
- **Seasonally increased working capital**

Investor Call

***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

Investor Call

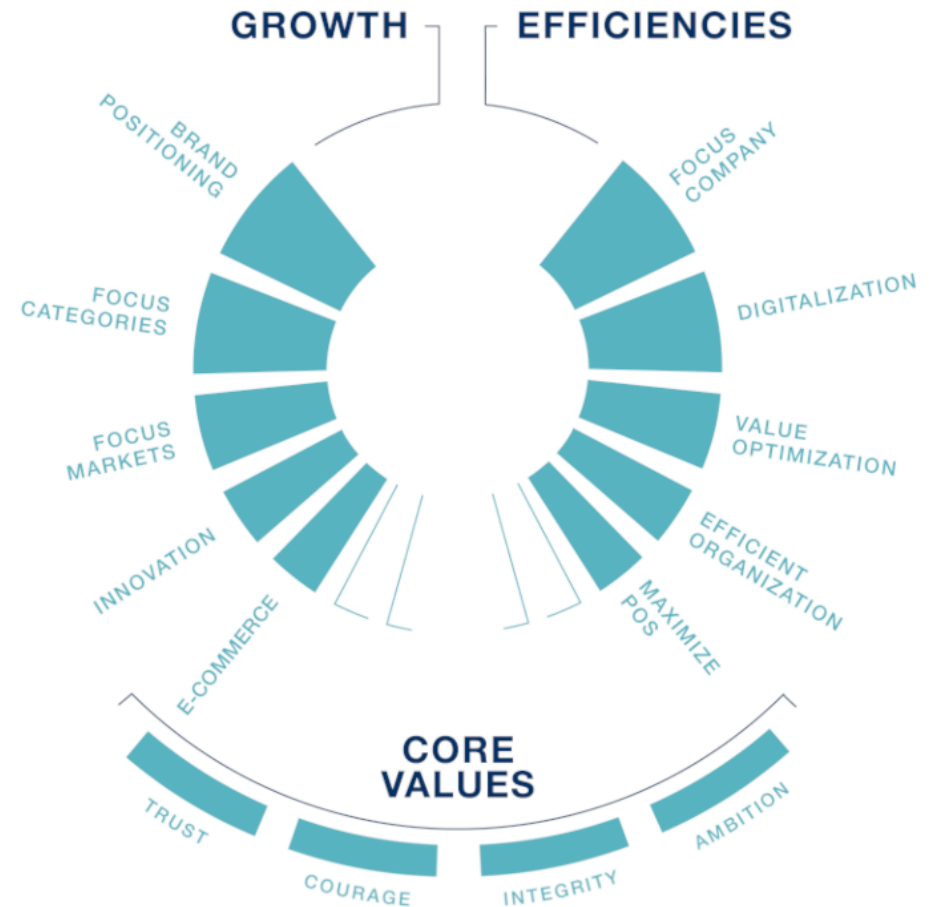
STRATEGY
UPDATE

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.



2026: NEXT PHASE OF STRATEGY EXECUTION



Leifheit Brand Relaunch

- Sharper positioning
- Increased marketing campaigns
- Strong product innovations

FOCUS program

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



*Investing in Growth while
strengthening Efficiency & Resilience*

INCREASED MARKETING CAMPAIGNS FOR BESTSELLERS TO DRIVE GROWTH



Key marketing channels

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



Strong visibility for the Leifheit brand in Q1 2026 across all relevant media channels

SUCCESSFUL TURNAROUND OF LAUNDRY CARE SEGMENT IN Q1 2026

LEIFHEIT

Linomatic



Pegasus



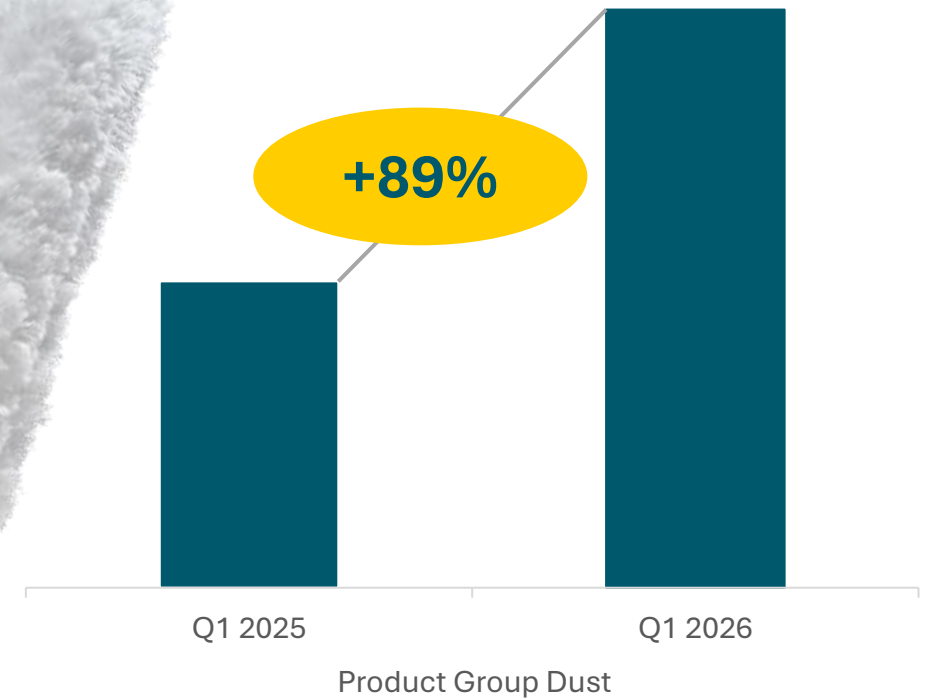
Turnover growth rotary and standing dryers in Q1 2026

+2.4%

INNOVATIONS CONTINUE TO CONTRIBUTE TO GROWTH: SUPERDUSTER

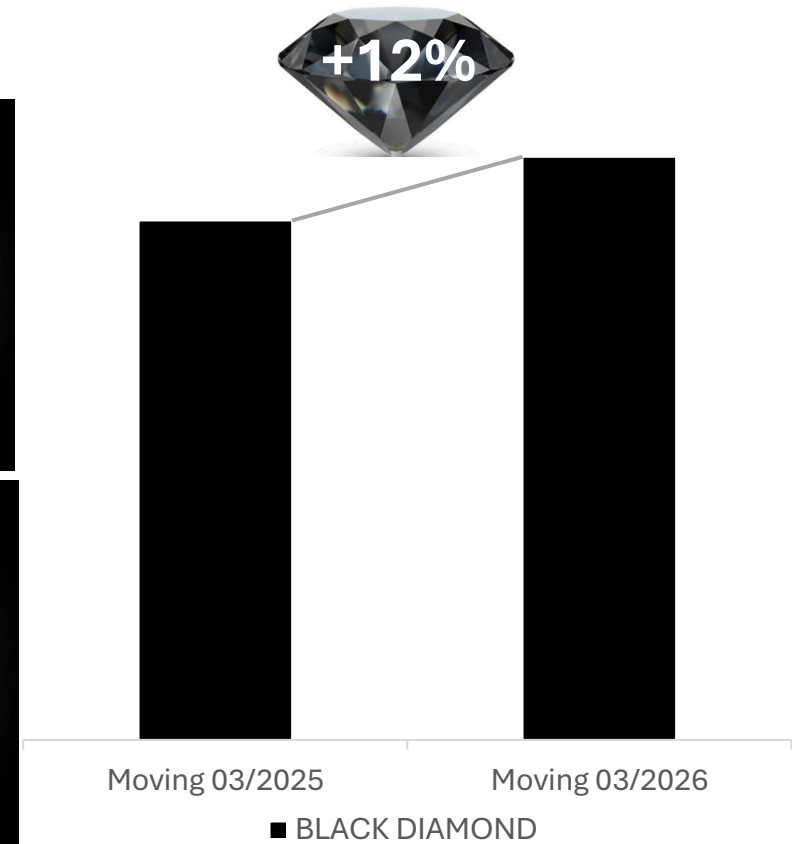


- **Strong growth in biggest segment of dust cleaning**
Market growth in last years driven by dust segment; high relevance of *in between cleaning* for consumers
- **Strong POD within category**
sustainable solution with reusable, machine-washable dust cover and >90% recycled-plastic
- **Strong branding 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

BRAND RELAUNCH: STRONGER POS PRESENCE TO INCREASE SELL-OUT

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➔ *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

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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**



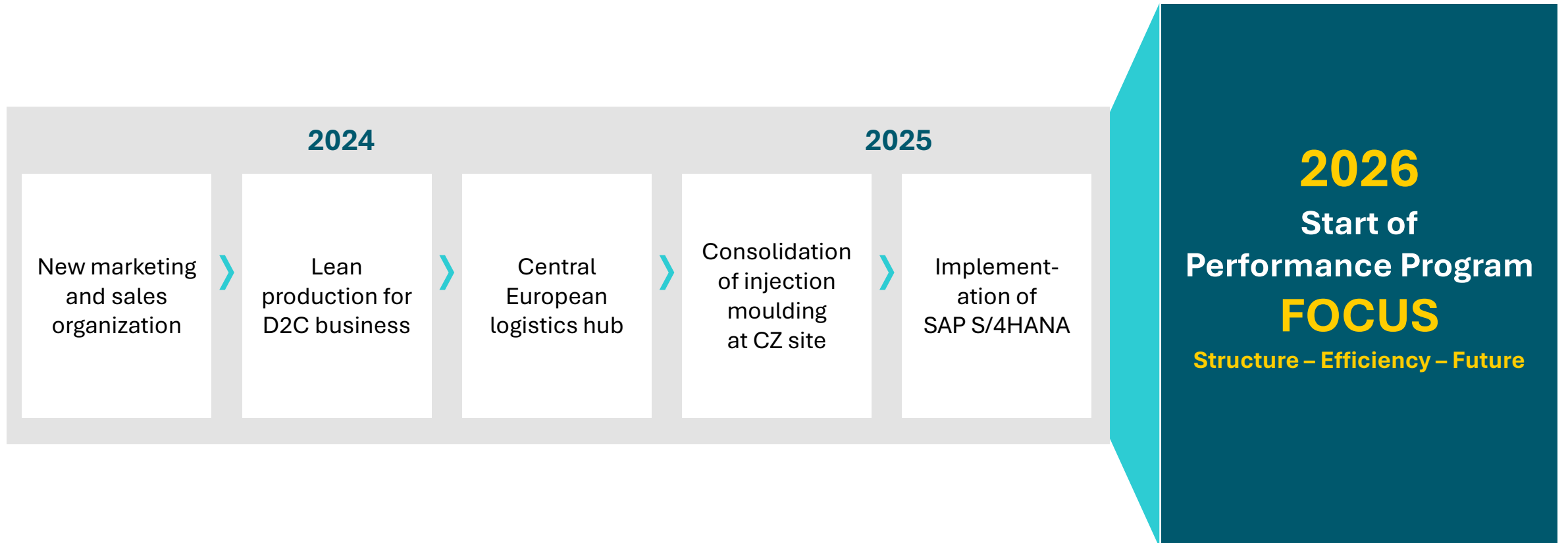
**Laundry Care
H2 2026**



Upcoming Innovations:

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

STRATEGIC MEASURES INCREASE OPERATIONAL EFFICIENCY & RESILIENCE



Investor Call

OUTLOOK:
RETURN TO GROWTH, EARNINGS
STABLE DUE TO INVESTMENTS

2026: MORE CHALLENGING ENVIRONMENT – CLEAR STRATEGIC RESPONSE

CHALLENGING ECONOMIC ENVIRONMENT

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

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

2026 FORECAST CONFIRMED: 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€) |

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.

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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

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Laundry Care **Cleaning** **Kitchen Goods**

Wellbeing



SOEHNLE



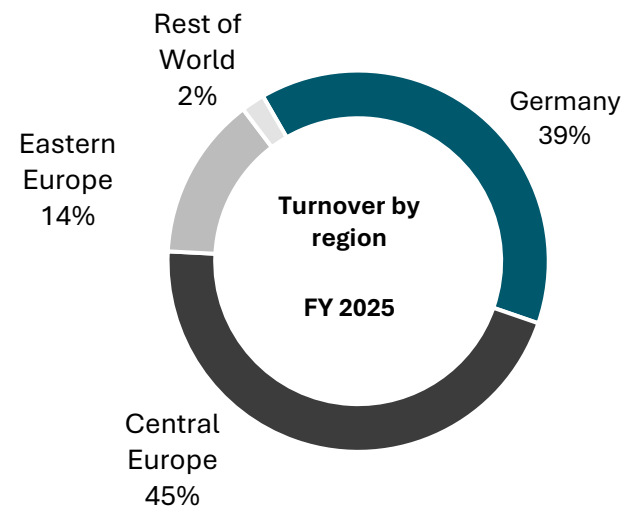
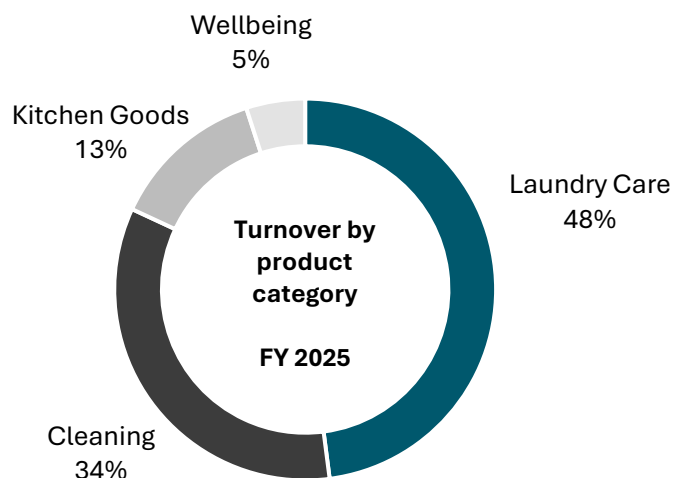
Kitchen + Personal Scales

Private Label

BIRAMBEAU **herby**

Kitchen Goods **Standing Dryers**

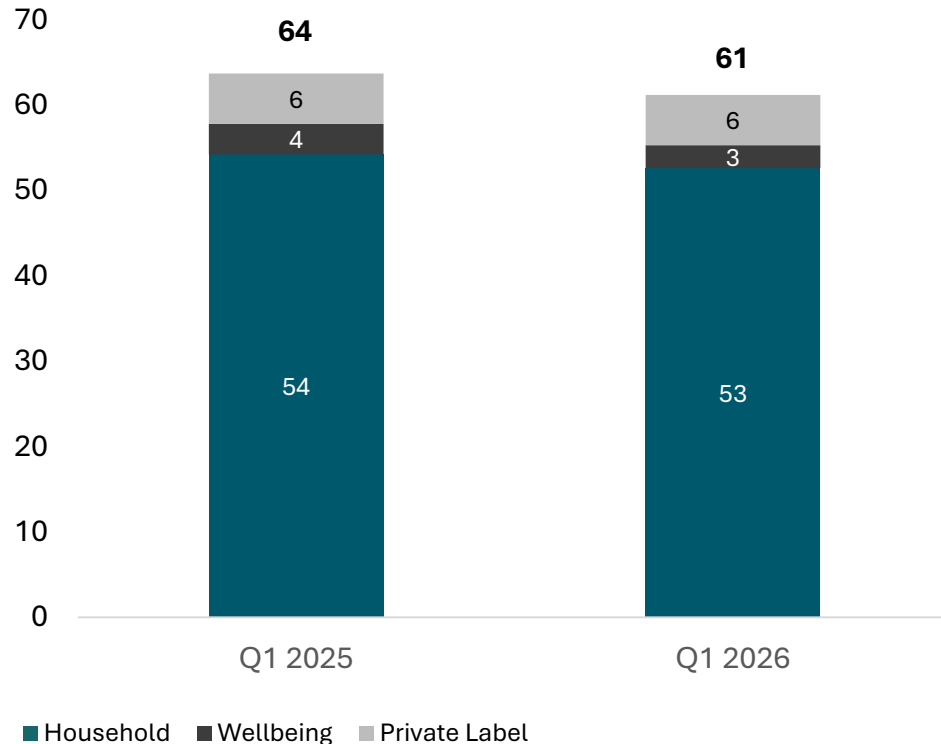


INCREASED MARKETING ACTIVITIES BOLSTERING CORE BUSINESS



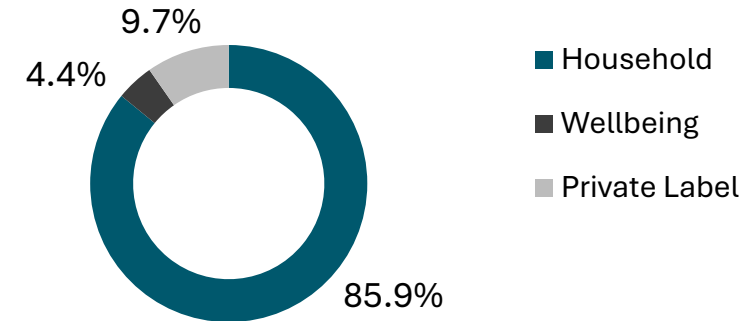
Group turnover by segment

in m€



Group turnover by segment

Q1 2026

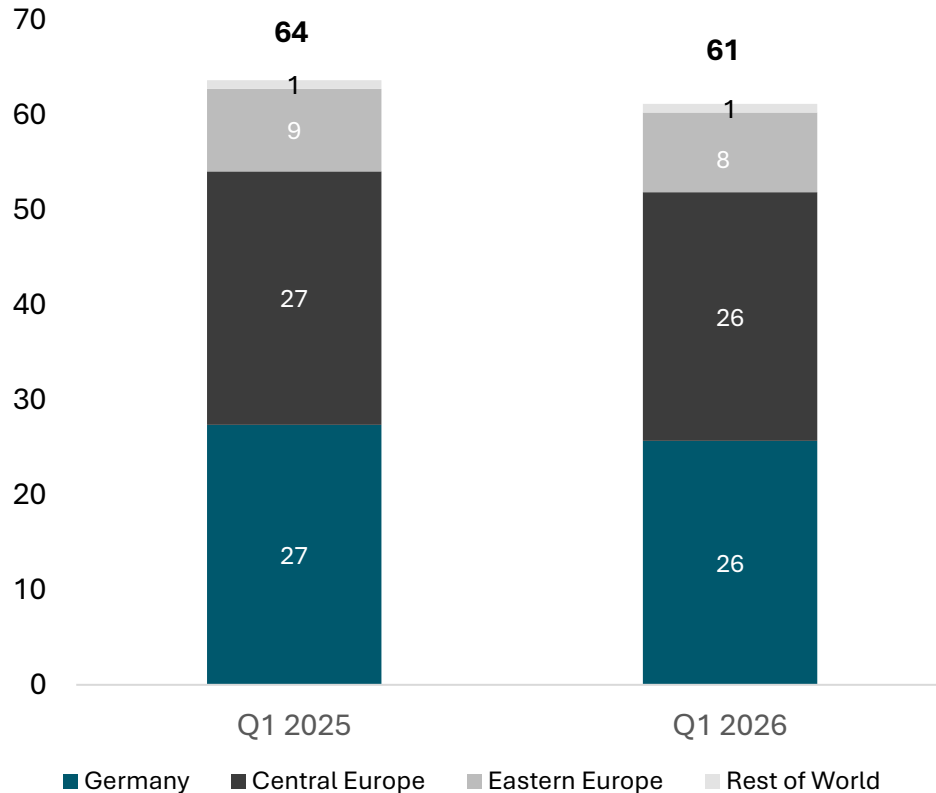


- **Household segment -3.0%**
due to weak market sentiment, but positive momentum driven by innovation and increased marketing activities in core categories
- **Wellbeing segment -24.4%**,
due to lower consumer demand for personal and kitchen scales
- **Private Label segment -0.1%**,
Birambeau's kitchen products with slight decline, but Herby's laundry care recorded slight turnover increase

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

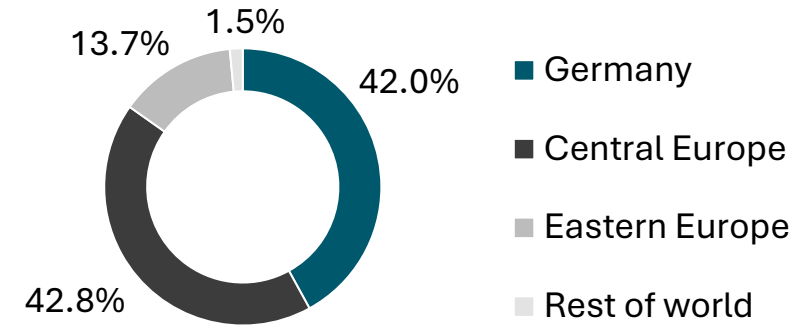
Group turnover by region

in m€



Group turnover by region

Q1 2026



- **Germany -6.4%**
due to a particularly strong first quarter in the previous year
- **Central Europe -1.8%**
in view of varying trends, with both increases and decreases in turnover in important Central European markets
- **Eastern Europe -3.4%**
resulting from roughly stable sales in the core market of the Czech republic, but weighed down by decline in Poland

SUCCESSFUL DISTRIBUTION EXPANSION ENABLES FUTURE GROWTH

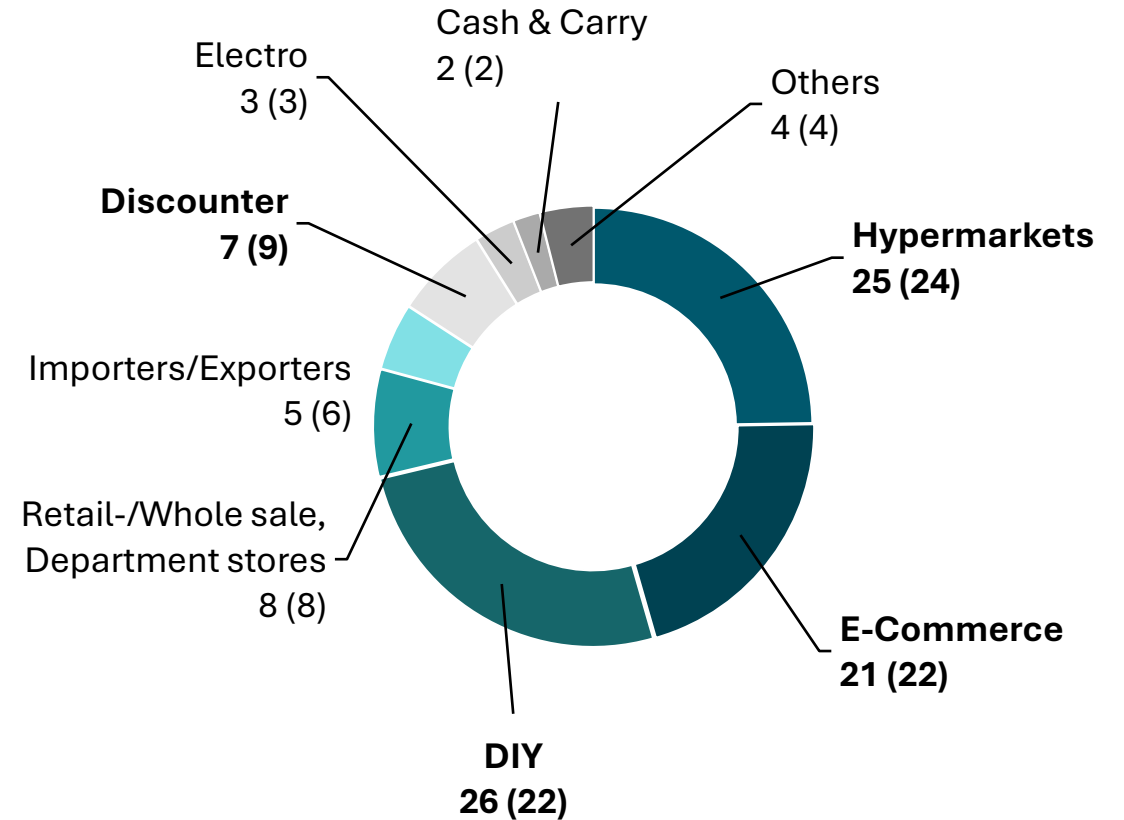


Blue Chip client base



Distribution channels

Turnover Q1 2026 in % (previous year's figures)

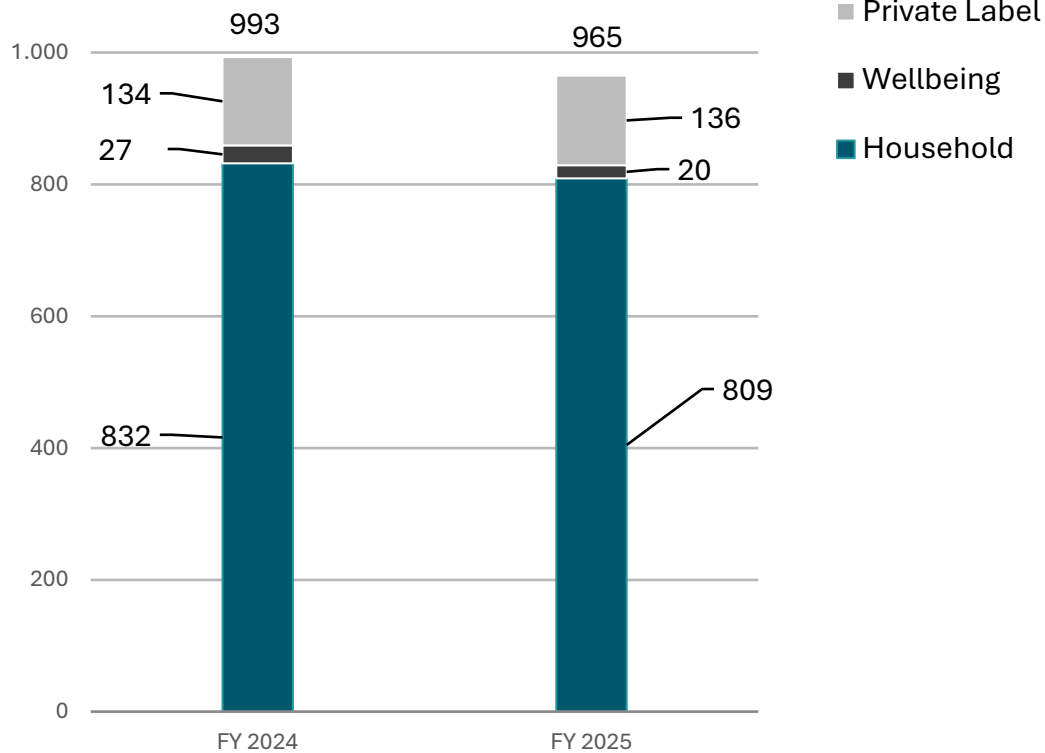


REDUCTION IN NUMBER OF EMPLOYEES



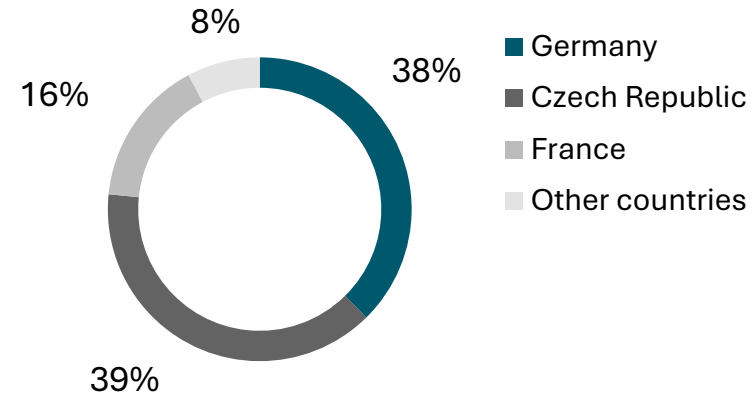
Employee development*

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

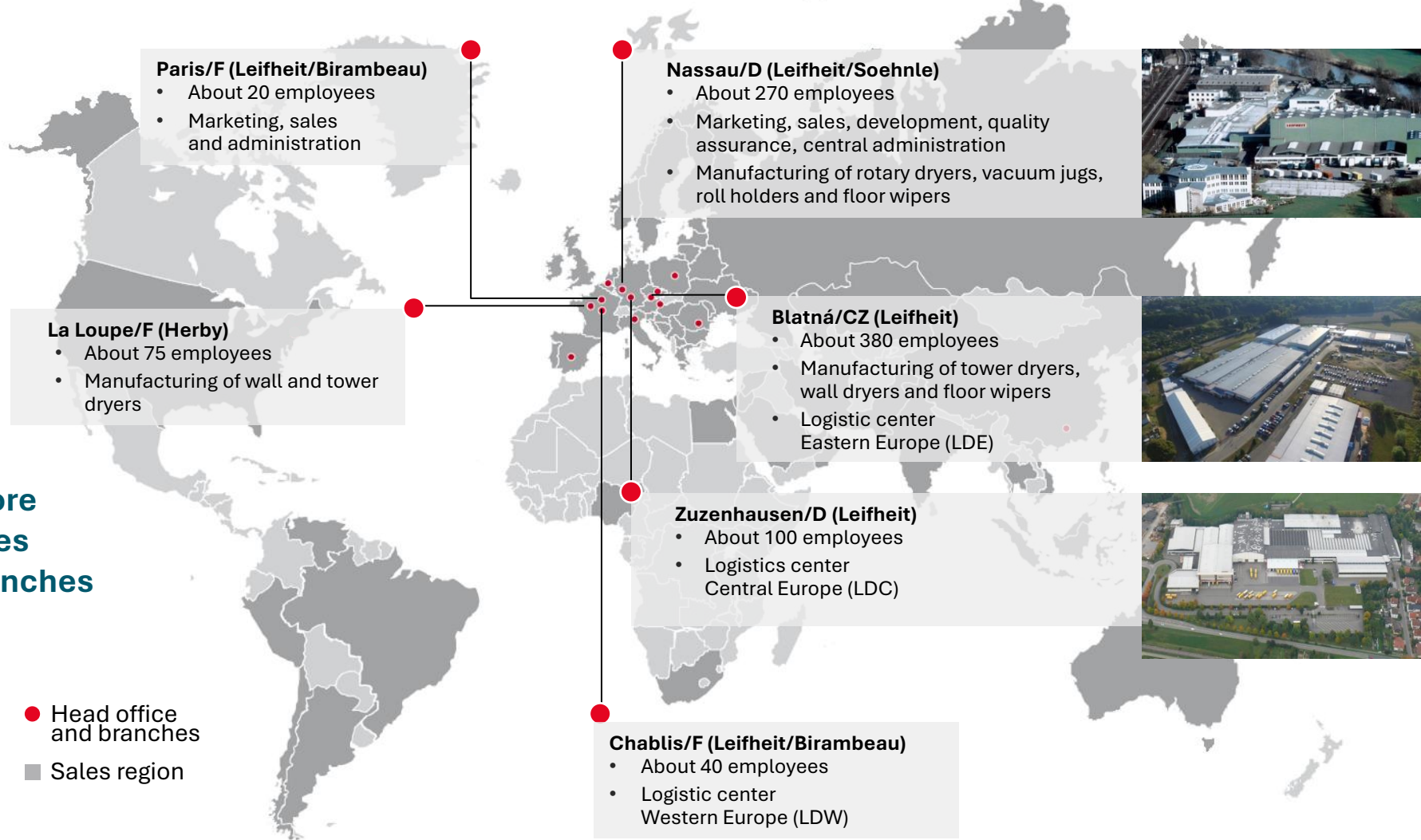


| | | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|-----|-------------------|-------------------|-------------------|-------------------|-------------------|
| Per share | | | | | | |
| Net result for the period, EPS ¹ | € | 1.49 | 0.13 | 0.34 | 0.85 | 0.68 |
| Free cash flow | € | 1.00 | 0.92 | 1.27 | 1.51 | 0.70 |
| Dividend | € | 1.05 | 0.70 | 0.95 | 1.15 | 0.50 ² |
| Special dividend | € | -- | -- | 0.10 | 0.05 | 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

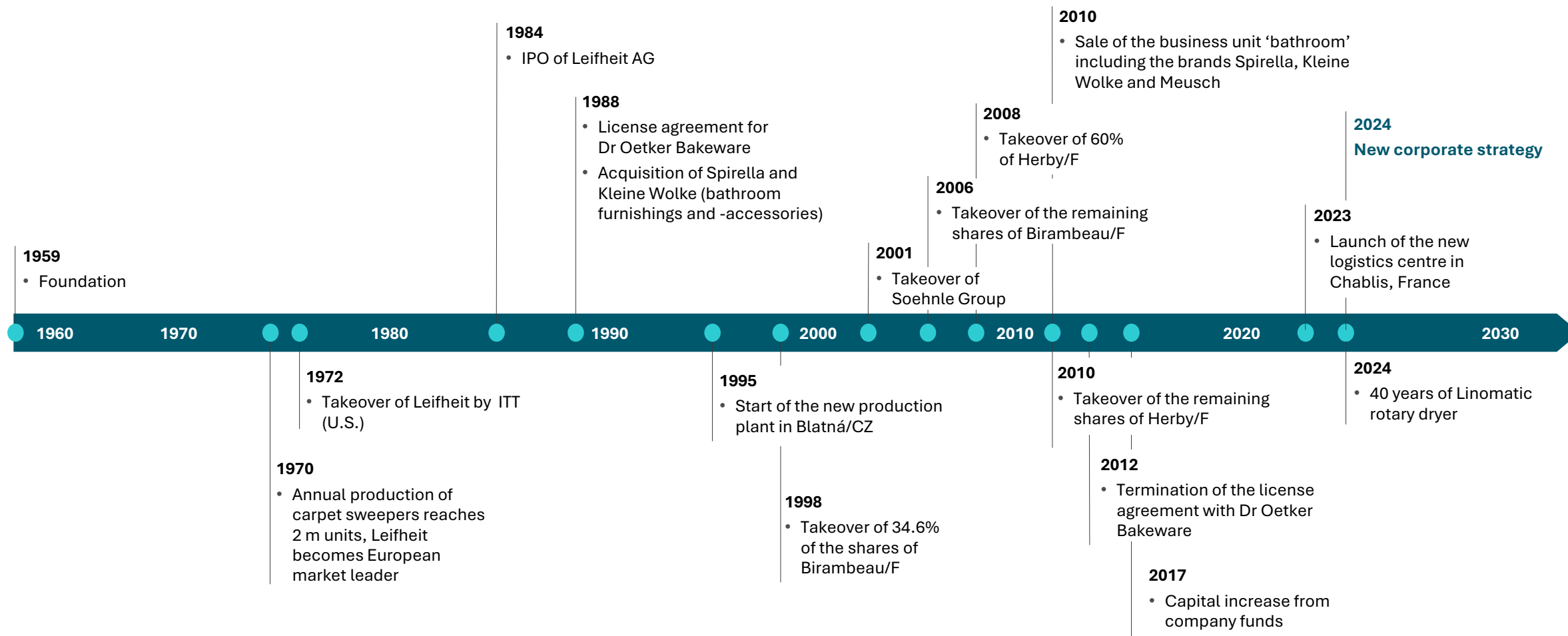
² Dividend proposal

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 | Rival |
| Tonkita | Swiffer |
| Kärcher | Vileda |



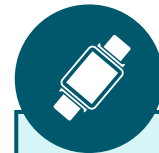
Laundry care

| | | |
|----------|-----------|----------|
| Vileda | Brabantia | Artweger |
| Wenko | Gimi | Juwel |
| Metaltex | Rörets | Stewi |
| | | Blome |



Kitchen goods

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



Wellbeing

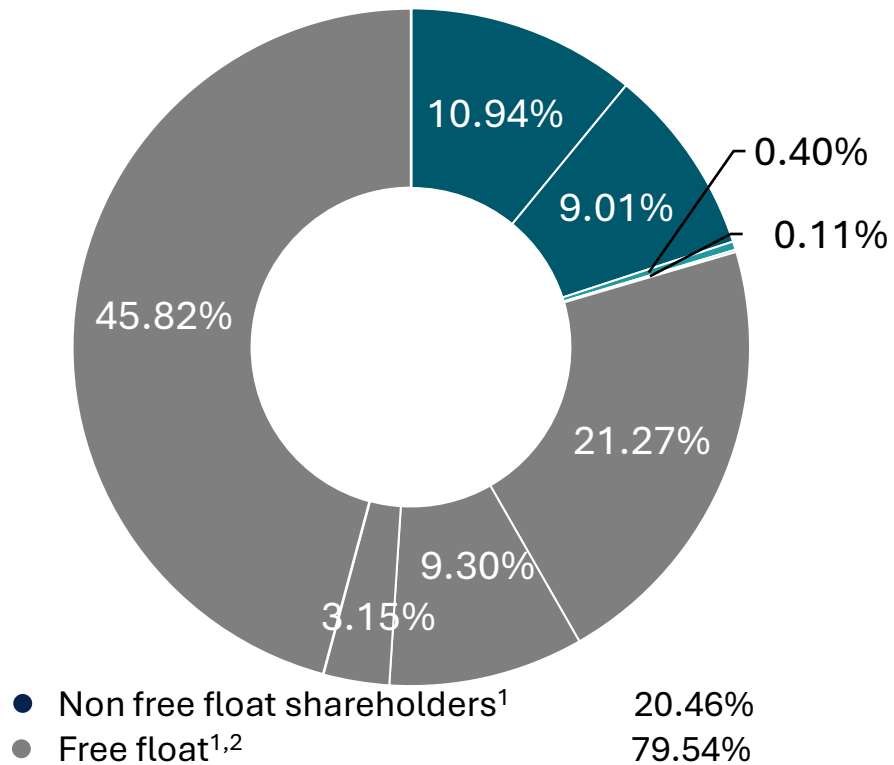
| | | |
|---------|----------|------------|
| Bosch | Laica | Tanita |
| ADE | Homedics | Beurer |
| Sanitas | | |
| | Withings | Terraillon |

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

11-12 May 2026

German Spring Conference, Frankfurt

3 June 2026

Annual General Meeting

6 August 2026

Half-year report 2026

31 August 2026

German Fall Conference, Frankfurt

5 November 2026

Quarterly statement for the period ending 30 September 2026

23 November 2026

Deutsches Eigenkapitalforum 2026, Frankfurt

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