6 August 2026

INVESTOR CALL 6M 2026

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EXECUTIVE SUMMARY: GROWTH AND EFFICIENCY INITIATIVES IN A CHALLENGING MARKET

6M 2026 Overview

Group turnover

116.3 m€

-5.8%

Gross margin

46.2%

+2.4 pps

Group EBIT

-2.7 m€

<–100%

Investing in brand growth

as part of Leifheit Brand Relaunch

FOCUS program launched

to strengthen efficiency and resilience

2026 Forecast adjusted

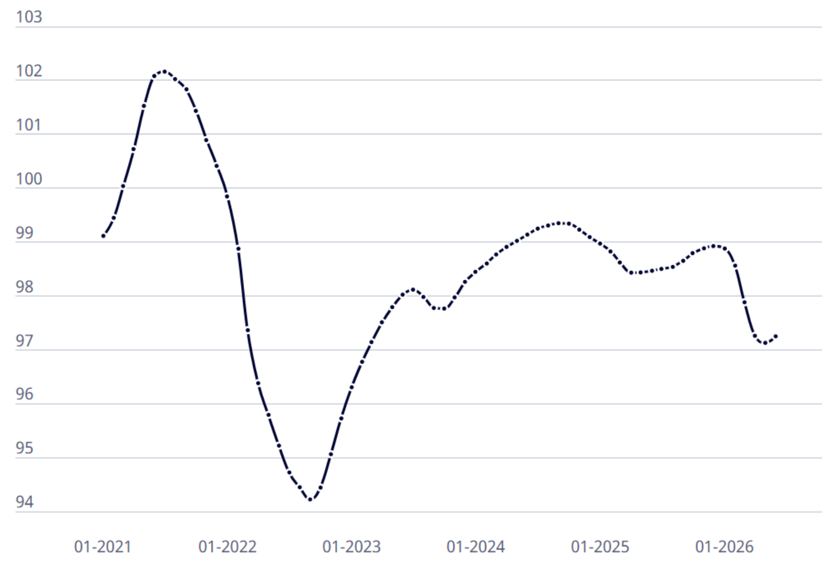
Group turnover slightly below PY,

Group EBIT: EUR 0 million

WEAK CONSUMER SENTIMENT CONTINUES TO WEIGH ON DEMAND

Consumer confidence index (CCI)

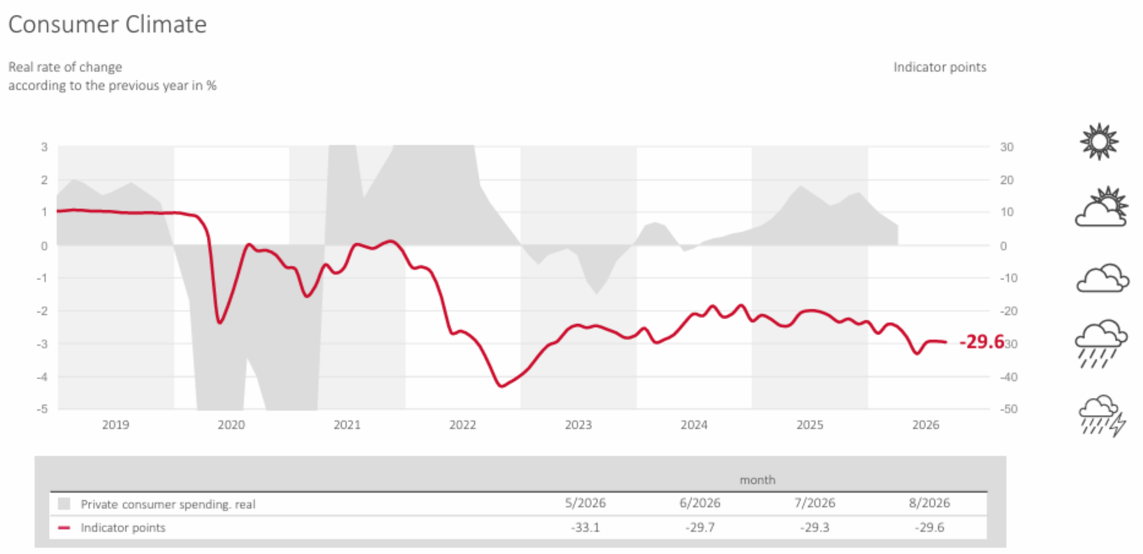
June 2026, EU



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

GfK Consumer Climate index

July 2026, Germany



Source: NIM Consumer Climate powered by GfK, co-financed by the EU Commission, Federal Statistic Office, Deutsche Bundesbank

Geopolitical tensions continue to weigh on consumer sentiment, economic expectations still strongly negative. >5% market decline in Leifheit-relevant market segments in H1 2026 in Germany[1]

1 Source: Leifheit Market Insights based on Circana and NIQ retail panel data (Germany)

H1 2026 TURNOVER: WEAK MARKET CONDITIONS OUTWEIGHED TARGETED MARKETING INITIATIVES

LEIFHEIT

Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	116.3	97.8	5.2	13.3
Trend 6M ’26 vs. 6M ’25	-5.8%	-6.8%	-12.5%	+6.1%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	46.3	52.1	16.1	1.8
Trend 6M ’26 vs. 6M ’25	-9.2%	-3.7%	-3.6%	+6.7%

→ ***H2: Generating new growth momentum through the rollout of our new brand identity and continued marketing initiatives with retail partners***

- **Group turnover** decrease driven by weakening market conditions in the core segments and continued consumer restraint
- **Short-term turnover impact** from increased **marketing activities** was below initial expectations
- **Private Label segment delivered strong growth,** driven primarily by the French subsidiary Herby

CHALLENGING MARKET CONDITIONS INTENSIFIED IN Q2

LEIFHEIT

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	**55**		
	%	-4.0	**-7.8**		

Challenging conditions intensified in the second quarter

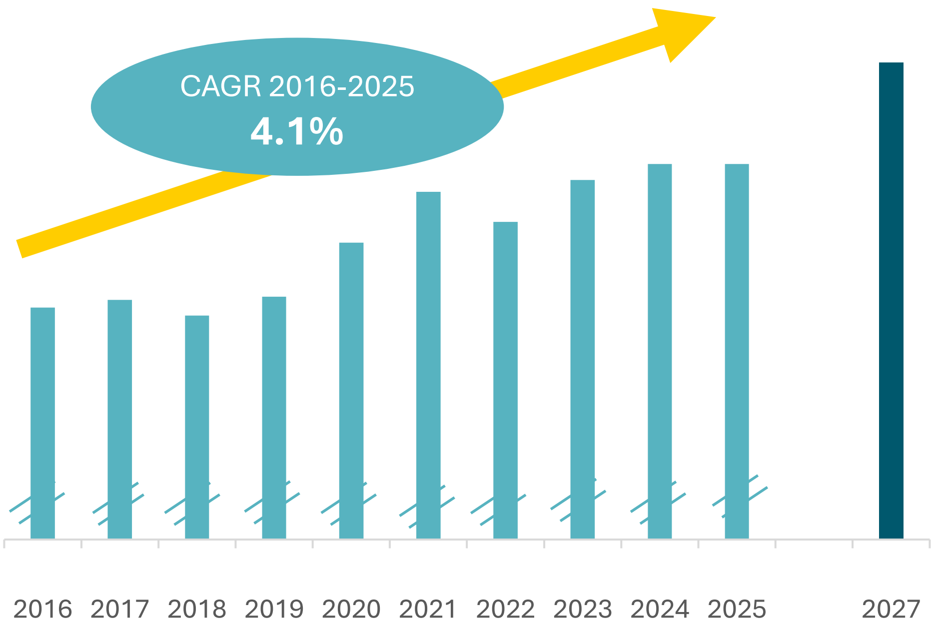
- Weakening market conditions in Leifheit's core segments and subdued consumer demand weighed particularly on Q2 2026

RELIABLE CORE BUSINESS: MECHANICAL CLEANING & DRYING

LEIFHEIT

Turnover growth core business

in m€

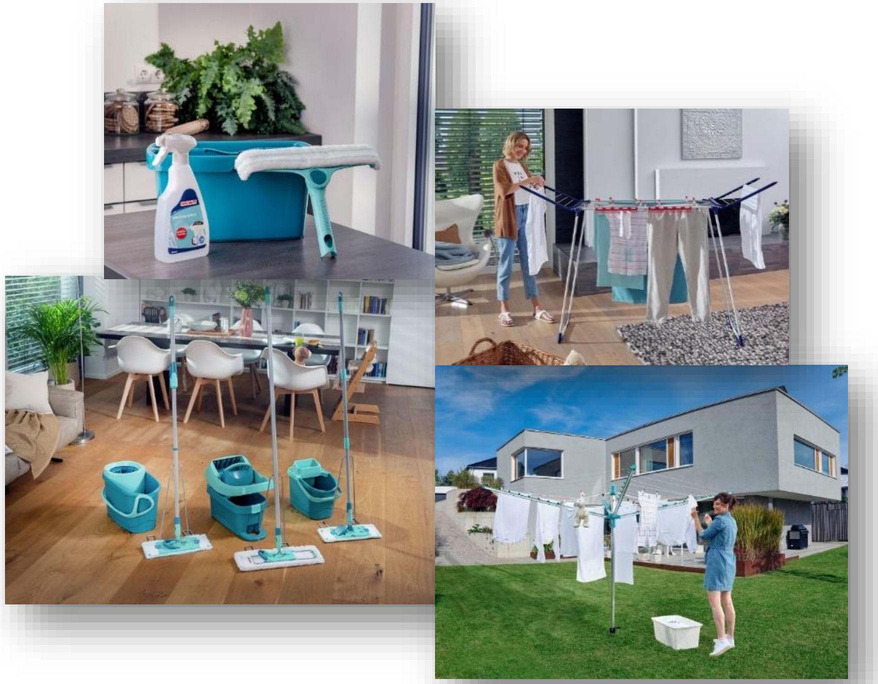


Turnover 6M 2026 YoY:

core: -5.6%

non-core: -6.2%

Market[1]: <-5%



Decline in Core driven by declining market
Mechanical cleaning & drying remain structurally attractive

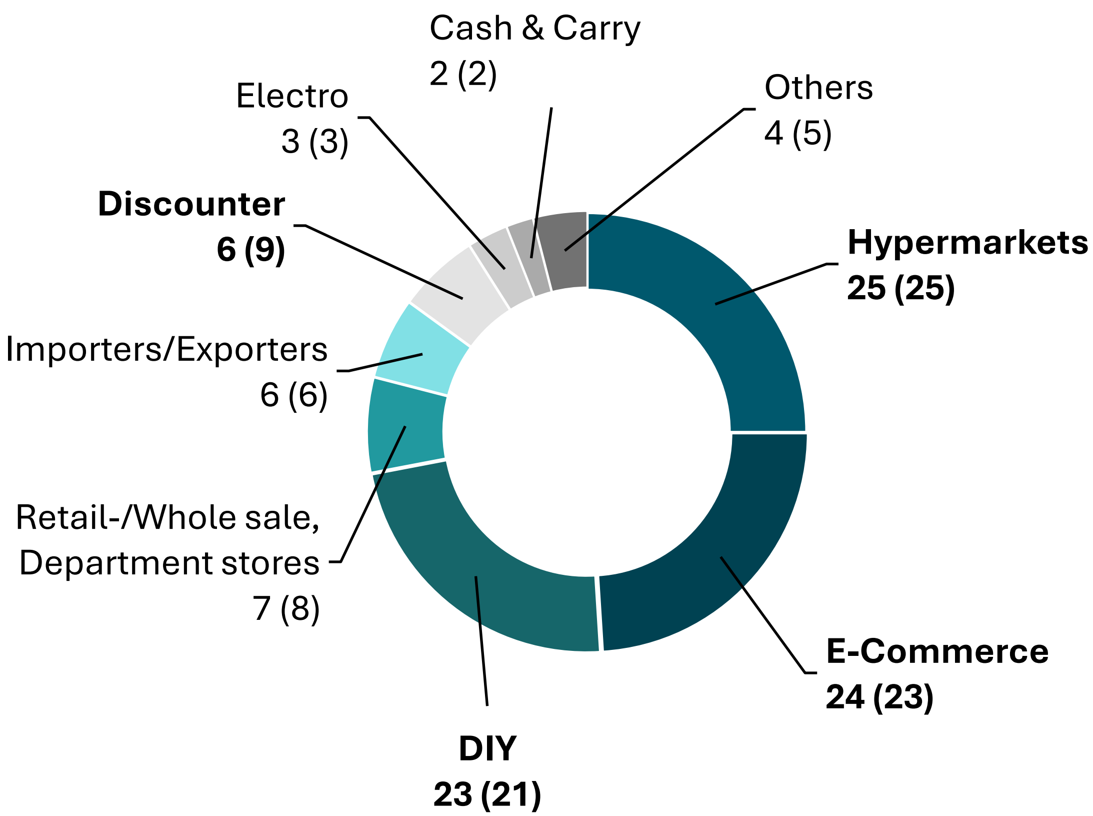
1 Source: Leifheit Market Insights based on Circana and NIQ retail panel data (Germany)

MIXED CHANNEL PERFORMANCE: DISCOUNTERS WEAK, DIY & D2C STRONG

LEIFHEIT

Distribution channels

Turnover 6M 2026 in % (previous year's figures)



- **Growth of 7.5% in DIY channel** due to successful marketing campaigns
- **D2C business shows significant growth** – up by 33%
- **Hypermarkets** show a slightly weaker but overall stable development
- **Discounter channel** down by 30% due to less promotions

Investor Call

6M 2026
FINANCIALS

FURTHER GROSS MARGIN IMPROVEMENT PARTIALLY OFFSETS EARNINGS DECLINE

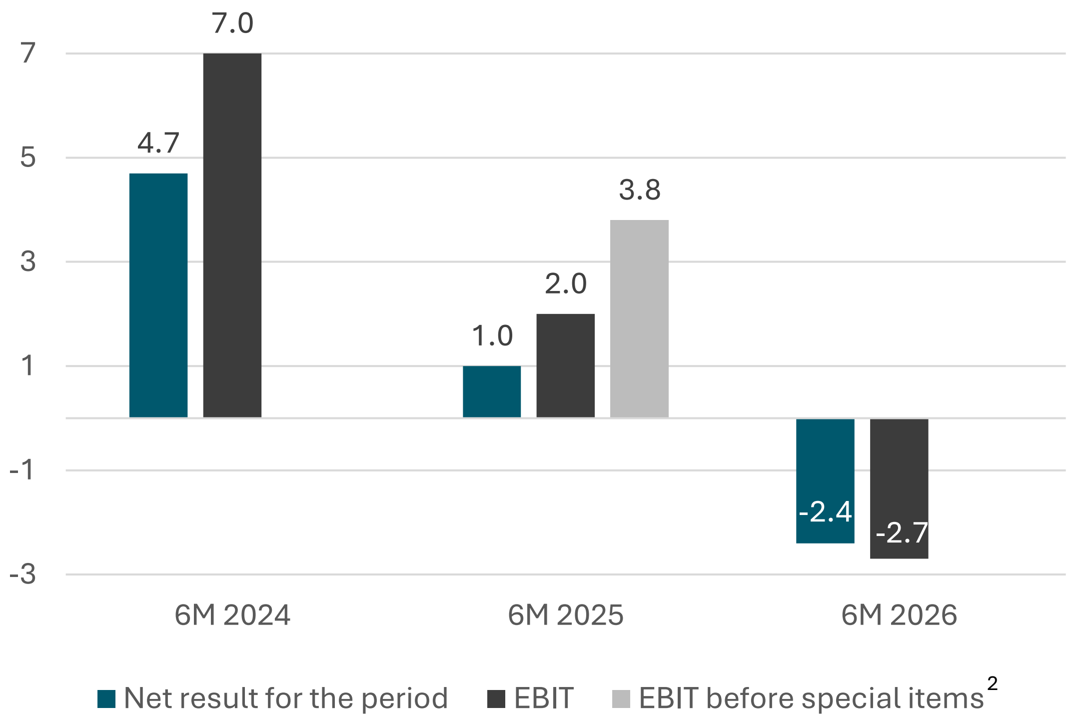
LEIFHEIT

		6M 2025	**6M 2026**	Δ
Group turnover	m€	123.4	**116.3**	-5.8%
Gross margin	%	43.8	**46.2**	+2.4 pps
Gross margin before special items[1]	%	45.3	**46.2**	+0.9 pps
Foreign currency result	m€	-0.4	**-**	-
EBIT	m€	2.0	**-2.7**	<-100%
EBIT before special items[1]	m€	3.8	**-2.7**	<-100%
EBIT margin	%	1.6	**-2.3**	-3.9 pps
Earnings before taxes (EBT)	m€	1.4	**-3.5**	<-100%
Net result for the period	m€	1.0	**-2.4**	<-100%

1 Before special items from strategic optimization project in production

Group earnings development

6M 2024 – 6M 2026 in m€



2 Before special items from strategic optimization project in production

CONTINUOUS IMPROVEMENTS IN GROSS MARGIN

YOY
+2.4 pps

		FY 2022	FY 2023	FY 2024	FY 2025	6M 2025	6M 2026
Gross Margin	%	38.7	42.1	44.5	45.1 LfL 45.7	43.8 LfL 45.3	**46.2** LfL **46.2**

Further significant improvement in gross margin to 46.2% in 6M 2026 (6M 2025: 43.8%)

- productivity and efficiency increase in production and logistics
- positive customer and product mix effects due to the focus on effective campaigns for profitable products
- positive impacts of strategic optimization project in production
- expansion of D2C capacities

FREE CASH FLOW REFLECTS GROWTH INVESTMENTS, LIQUIDITY REMAINS STRONG

LEIFHEIT

in m€	6M 2025	6M 2026	Δ
Cash flow from operating activities	-0.4	-5.1	-4.7
Cash flow from investment activities	-3.7	-2.2	1.5
Cash flow from financing activities	-14.9	-11.4	3.5
Free cash flow[1]	-4.1	-7.3	-3.2
in m€	30/06/2025	30/06/2026	Δ
Cash and cash equivalents at the end of reporting period	22.4	13.9	-8.5
Financial liabilities	-	-	-

Solid financial position retained despite high investments and turnover impacts

- Free cash flow impacted by strategic growth initiatives and seasonally higher working capital
- With no liabilities to banks the company continues to have a **very robust liquidity position**

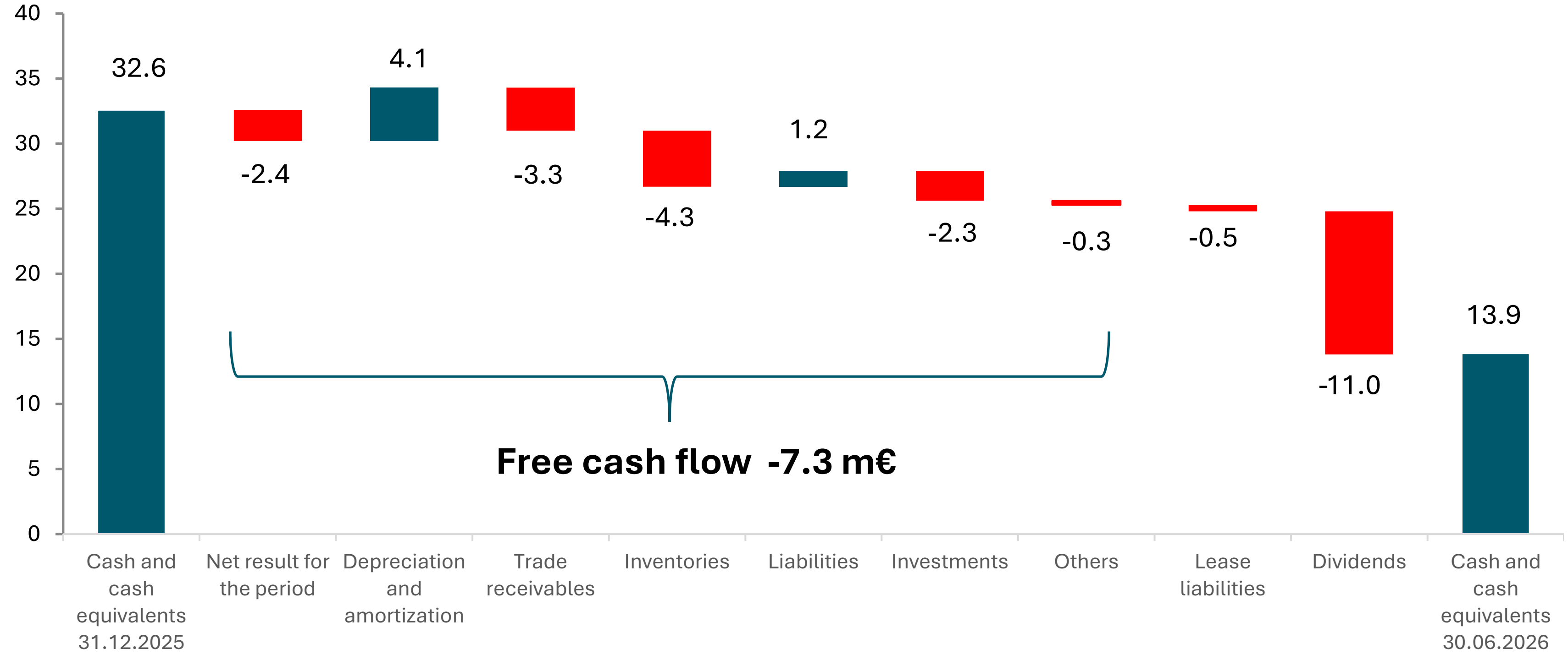
[1] Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

SOLID LIQUIDITY FOR CONTINUED STRATEGY EXECUTION

LEIFHEIT

Group liquidity

31/12/2025 vs. 30/06/2026 in m€



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

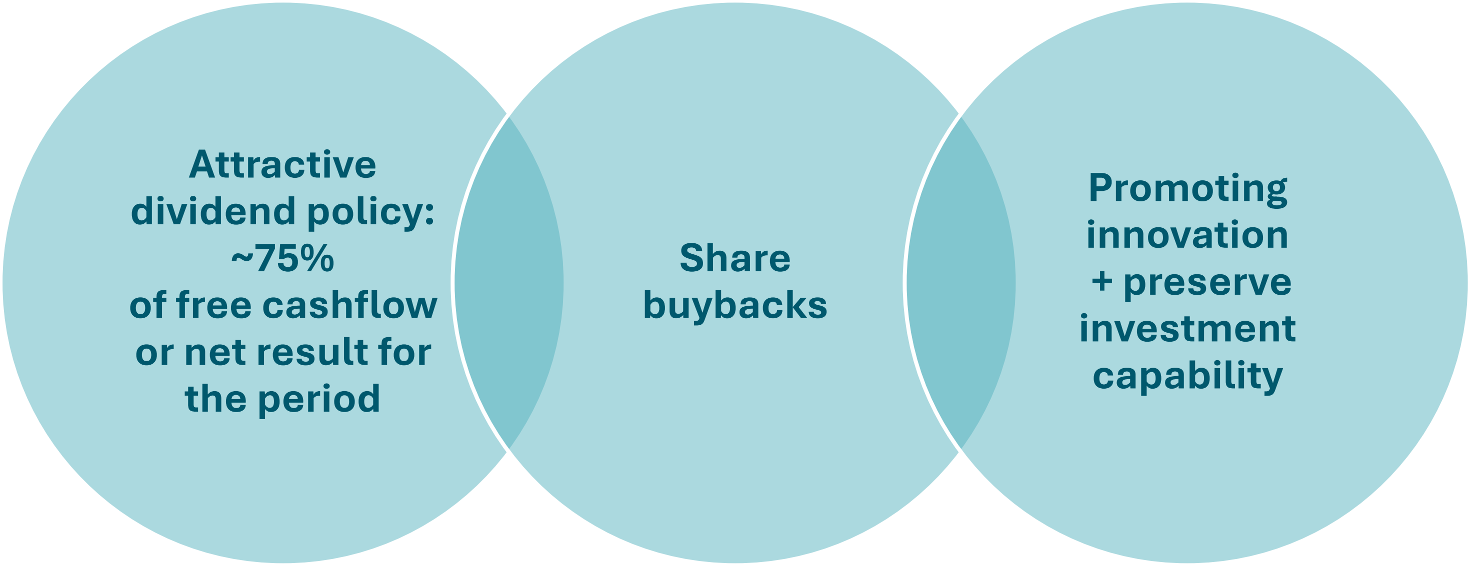
Investor Call

ATTRACTIVE CAPITAL ALLOCATION: CLEAR COMMITMENT TO SHAREHOLDER RETURNS

COMMITMENT TO SHAREHOLDER VALUE AND CAPACITY FOR DIVIDEND PAYMENT

LEIFHEIT

- **Solid liquidity position** without any liabilities to banks
- **Strong equity ratio**
- **Capital reduction** through redemption of treasury shares in November 2025
- **Capital reallocation** initiated to **increase distributable equity**
- **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.

LEIFHEIT

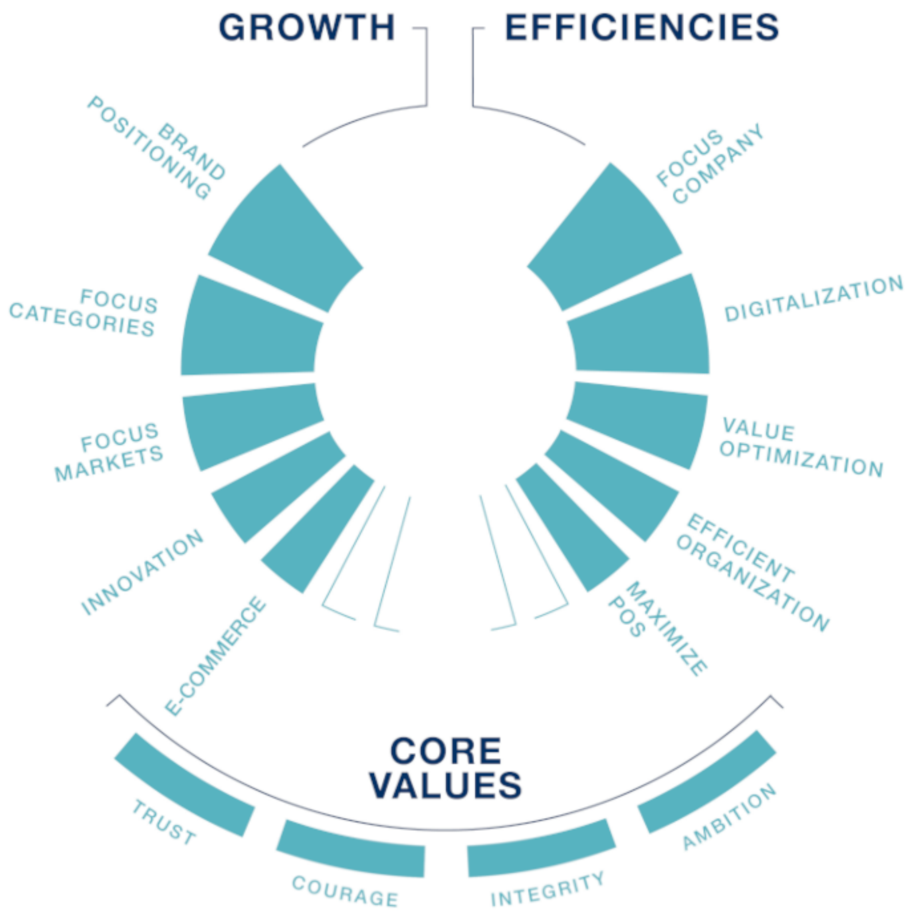
LEADING WITH FOCUS.
CREATING SUSTAINABLE VALUE.

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

Leifheit Brand Relaunch

- Sharper positioning
- Strong product innovations
- Targeted marketing activities with retail partners

FOCUS performance program

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

FOCUS company

- Review of strategic options for selected subsidiaries advanced

Building the Foundation for Future Growth while Strengthening Efficiency & Resilience

STRATEGIC MEASURES INCREASE OPERATIONAL EFFICIENCY & RESILIENCE

LEIFHEIT

2024

New marketing and sales organization ❯ Lean production for D2C business ❯ Central European logistics hub ❯

2025

Consolidation of injection moulding at CZ site ❯ Implement-ation of SAP S/4HANA

2026

Implementation of Performance Program

FOCUS

Structure – Efficiency – Growth

FOCUS STRENGTHENS COMPETITIVENESS AND UNLOCKS €7.5M ANNUAL SAVINGS

LEIFHEIT

2026

Implementation of Performance Program

FOCUS

Structure – Efficiency – Growth

Strategic Goals

- Accelerate strategy "LEADING WITH FOCUS."
- Increase customer focus and agility
- Strengthen competitiveness and resilience
- Create the platform for profitable growth

Measures

- New operating model and governance
- Digitalization of key processes
- Leaner structures and faster decisions
- Socially responsible workforce reduction

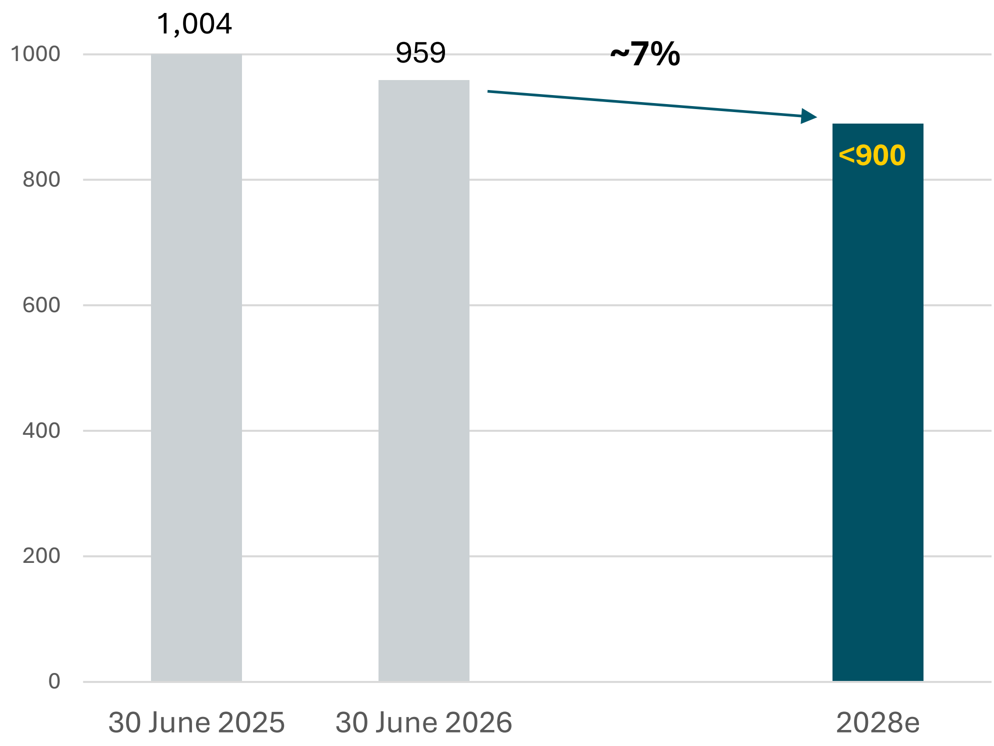
Financial Impacts

- **~€7.5m** recurring annual savings from 2028
- First benefits expected in 2027
- Up to **€9.6m** implementation costs
- **~€5.4m** EBIT impact in FY 2026

HEADCOUNT OPTIMIZATION

LEIFHEIT

Headcount reduction



Strategic capacity alignment:

- H1 2026 headcount 4.5% below previous year's level, reflecting efficiency initiatives and lower utilization
- Additional reduction of up to 70 positions planned under the FOCUS program

BRAND RELAUNCH TO DRIVE STRONGER SELL-OUT

Drive sell-out with

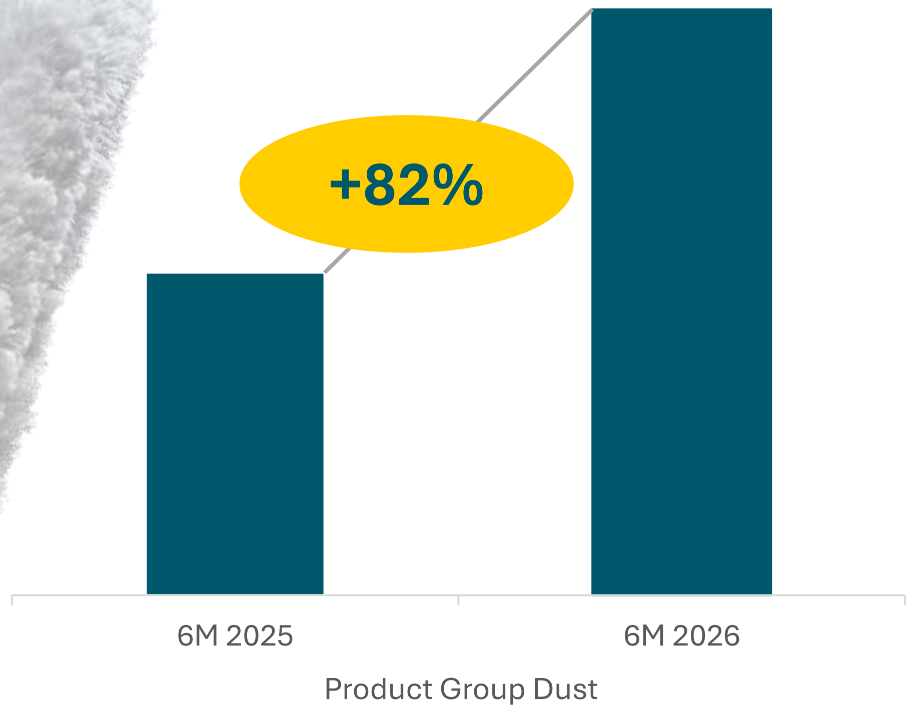
- stronger benefit focus
- clearer, more impactful brand presentation
- stronger POS presence

SUPERDUSTER PROVES GROWTH POTENTIAL OF CONSUMER-RELEVANT INNOVATION

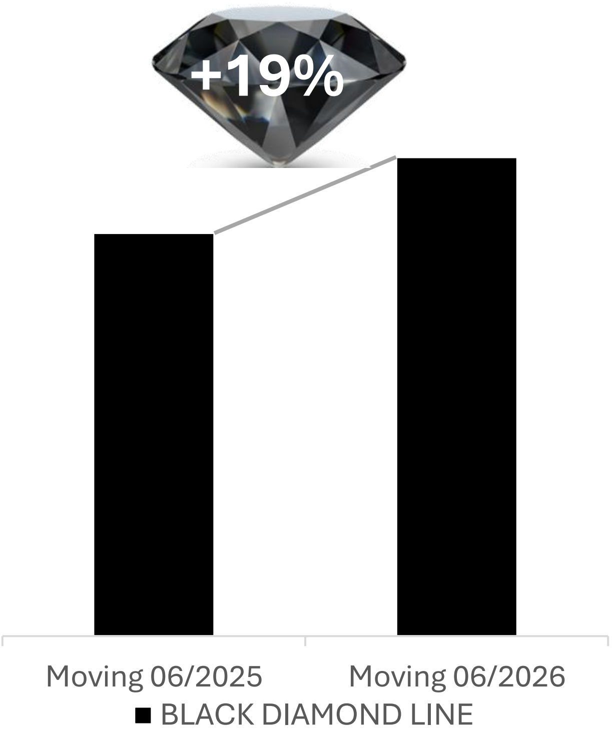
LEIFHEIT

- ***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!



SUCCESSFUL BLACK LINE EXTENDED TO CONTINUE GROWTH MOMENTUM



BLACK DIAMOND LINE extended to best-selling cleaning products

PEGASUS ROCKSOLID SETS BENCHMARK FOR QUALITY & CUSTOMER VALUE

Market launch in October 2026

Investor Call

OUTLOOK:
FOCUS PROGRAM AFFECTS NEAR-TERM EARNINGS, STRENGTHENS LONG-TERM PROFITABILITY

2026: MORE CHALLENGING ENVIRONMENT – CLEAR STRATEGIC RESPONSE

LEIFHEIT

CHALLENGING ECONOMIC ENVIRONMENT

- Middle East conflict impact remains highly uncertain and drives energy and commodity prices as well as volatility of supply chains
- Consumer demand in non-food categories remains weak

GROWTH: ACTIVELY DRIVING DEMAND

- Clear focus on core business mechanical cleaning and laundry care
- Continued innovation pipeline in 2026
- Rollout of the new brand identity to support product innovations

EFFICIENCY AND RESILIENCE

- FOCUS program strengthens the Group’s competitiveness, profitability, and resilience
- Special items of up to 9.6 m€ in total (approx. 5.4 m€ impact earnings in 2026)
- 2028+: Recurring annual cost savings of 7.5 m€

EXECUTING OUR STRATEGY TO ACHIEVE VISION 2030+

LEIFHEIT

Actual 2025:
Sales: 233 m€
EBIT: 10.0 m€
EBIT margin: 4.3%
FCF: 6.4 m€

Forecast 2026:
Slight sales decrease
EBIT: 0 m€
FCF: 0 m€

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

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

2025 – 2028 Improve Efficiency, Enable Growth
- Accelerate growth in core categories and markets
- Strengthen brands, innovation and digital model
- Implement FOCUS and improve efficiency

2028 – 2030+ Accelerate Profitable Growth
- Build market shares in mechanical cleaning and drying towards leadership

2026 FORECAST ADJUSTED: SLIGHT DECREASE IN TURNOVER WITH EARNINGS IMPACTED BY ONE-OFF EFFECTS

LEIFHEIT

	Forecast 2026
Group turnover	**slight decrease** (2025: 232.6 m€)
Turnover Household	**slight decrease** (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	**expected to break even** (2025: 10.0 m€)
Free Cashflow	**expected to break even** (2025: 6.4 m€)

LEIFHEIT POSITIONED FOR PROFITABLE GROWTH AND ATTRACTIVE SHAREHOLDER RETURNS

LEIFHEIT

Strong brand in attractive core categories:
become European branded leader and specialist in strong core business

1

Potential to expand:
strong brand, growth potential in Europe, growth from Innovation and new e-com | digital acceleration

2

Lean, efficient production and logistics
to support profitability and cash

3

Attractive capital allocation and financial outlook for shareholder return

4

Investor Call

YOUR QUESTIONS, PLEASE.

ANNEX

EXPERIENCED MANAGEMENT BOARD

LEIFHEIT

Alexander Reindler

CEO

Previous experience

- Brings more than 25 years of international experience in leading positions in marketing, sales and management
- Formerly responsible for the global Health Care Business at Beiersdorf AG

Core competencies

- General Management, brand building & implementation of change strategies

Igor Iraeta Munduate

COO

Previous experience

- Many years of experience as CTO at Igus GmbH and Stoba Präzisionstechnik
- Various technical management positions at Robert Bosch GmbH

Core competencies

- Digitalization, IoT, Industry 4.0, implementation of lean production systems, agile “Scrum” methods

Marco Keul

CFO

Previous experience

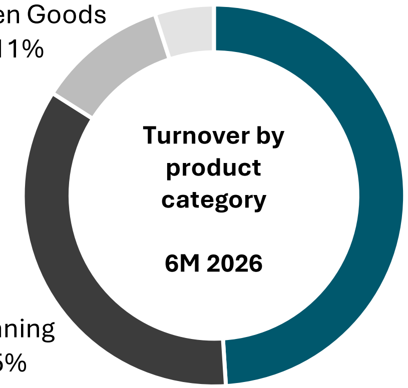
- Responsible for Controlling, IT/Business processes and internal sales services as Vice president finance at Leifheit AG
- Years of experience as Head of Controlling at Leifheit AG

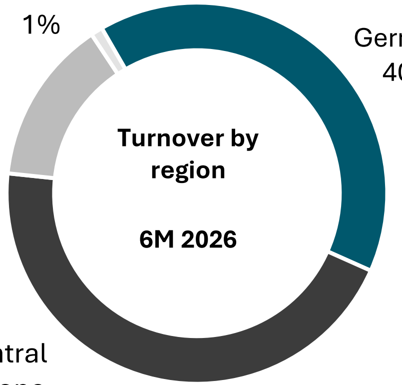
Core competencies

- IT, Finance & Controlling

LEIFHEIT GROUP STRUCTURE

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





Annex

LONG-TERM FINANCIAL OVERVIEW

LEIFHEIT

		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

LEIFHEIT

		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 total[1]	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

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

Nassau/D (Leifheit/Soehnle)
- About 260 employees
- Marketing, sales, development, quality assurance, central administration
- Manufacturing of rotary dryers, vacuum jugs, roll holders and floor wipers

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

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

Operating in more than 80 countries with 14 own branches

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

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

● Head office and branches

■ Sales region

LEIFHEIT – OVER 65 YEARS OF IDEAS THAT MAKE LIFE EASIER

LEIFHEIT

1959
- Foundation

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

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

1984
- IPO of Leifheit AG

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

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

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

2001
- Takeover of Soehnle Group

2006
- Takeover of the remaining shares of Birambeau/F

2008
- Takeover of 60% of Herby/F

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

2010
- Takeover of the remaining shares of Herby/F

2012
- Termination of the license agreement with Dr Oetker Bakeware

2017
- Capital increase from company funds

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

2024
- 40 years of Linomatic rotary dryer

2024
New corporate strategy

1960 1970 1980 1990 2000 2010 2020 2030

Annex

EUROPEAN COMPETITORS BY CATEGORY

LEIFHEIT

Cleaning

Spontex
Rival
Tonkita
Swiffer
Kärcher
Vileda

Laundry care

Vileda
Brabantia
Artweger
Wenko
Gimi
Juwel
Stewi
Metaltex
Rörets
Blome

Kitchen goods

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

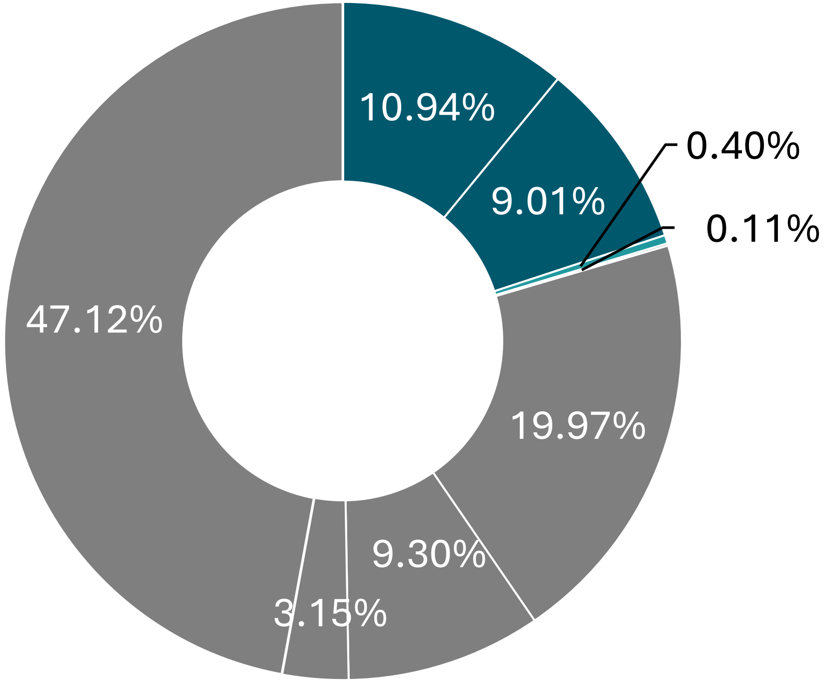
Wellbeing

Bosch
Laica
Tanita
ADE Sanitas
Homedics
Beurer
Withings
Terraillon

SIGNIFICANT FREE FLOAT AND INTERNATIONAL INVESTORS

Shareholder structure

June 2026



- Non free float shareholders[1] 20.46%
- Free float[1,2] 79.54%

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)	19.97%
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

31 August – 1 September 2026
Equity Forum – Fall Conference 2026, Frankfurt/Main

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

23 November 2026
German Equity Forum 2026, Frankfurt/Main

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