5 November 2026

INVESTOR CALL 9M 2026



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CHANGES IN MANAGEMENT BOARD

- Supervisory Board resolution: Management Board reduced from three to two members
- Igor Iraeta Munduate (COO) leaves early by mutual agreement as of 31 December 2026
- Marco Keul has taken on responsibility for the operations divisions on the Management Board



Alexander Reindler

CEO

Previous experience

- Brings 30 years of international experience in leading positions in marketing, sales and general management
- Formerly responsible for the global Health Care Business at Beiersdorf AG

Core competencies

- General Management, brand building & implementation of change strategies



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

EXECUTIVE SUMMARY: GROWTH AND EFFICIENCY INITIATIVES IN A CHALLENGING MARKET

9M 2026 Overview

Group turnover

169.1 m€

-5.5%

Gross margin

45.5%

+1.8 pps

Group EBIT

-2.9 m€

<–100%

Investing in brand growth

as part of Leifheit Brand Relaunch

Operational efficiency

Improvement of 6.8 pps since FY 2022

FOCUS program implementation

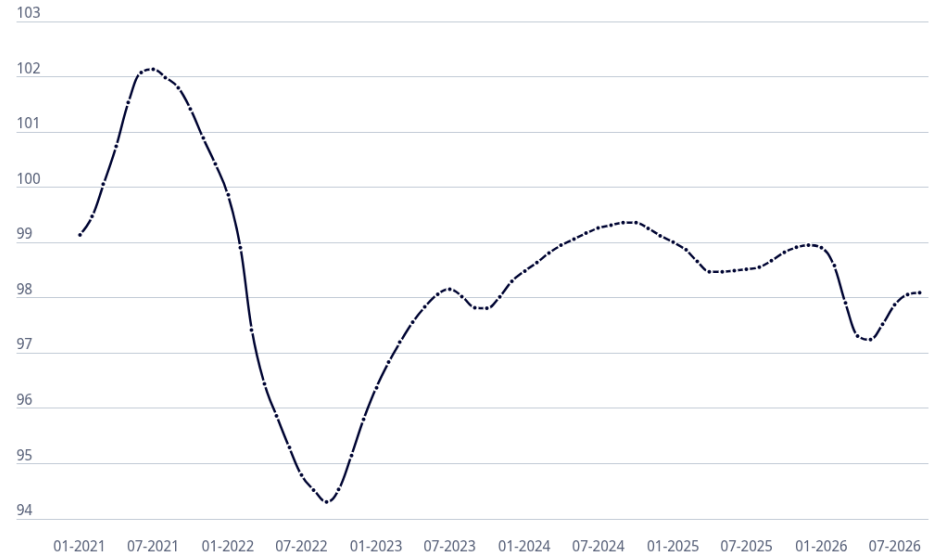
to strengthen efficiency and resilience

1.9 m€ one-off expenses

WEAK CONSUMER SENTIMENT CONTINUES TO WEIGH ON DEMAND

Consumer confidence index (CCI)

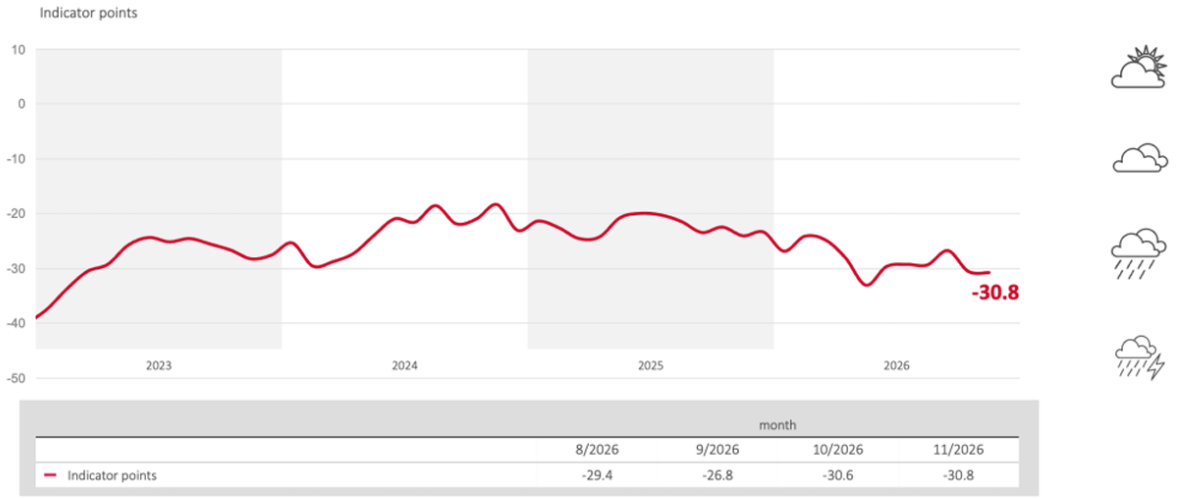
September 2026, EU



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

GfK Consumer Climate index

October 2026, Germany



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

Geopolitical tensions continue to weigh on consumer sentiment, economic expectations still low.
7% market decline in Leifheit-relevant market segments in 9M 2026 in Germany[1]

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

MARKET HEADWINDS WEIGHED ON SALES IN Q3 2026

Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	169.1	140.0	8.2	20.9
Trend 9M '26 vs. 9M '25	-5.5%	-6.7%	-7.6%	+4.2%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	65.1	78.2	23.5	2.3
Trend 9M '26 vs. 9M '25	-6.5%	-4.3%	-5.8%	-15.7%

- **Group turnover** decrease driven by weakening market conditions in the core segments and continued consumer restraint
- **Private Label segment delivered strong growth,** driven by both French subsidiaries, Birambeau and Herby

CHALLENGING MARKET CONDITIONS CONTINUED IN Q3

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	**53**	
	%	-4.0	-7.8	**-5.0**	

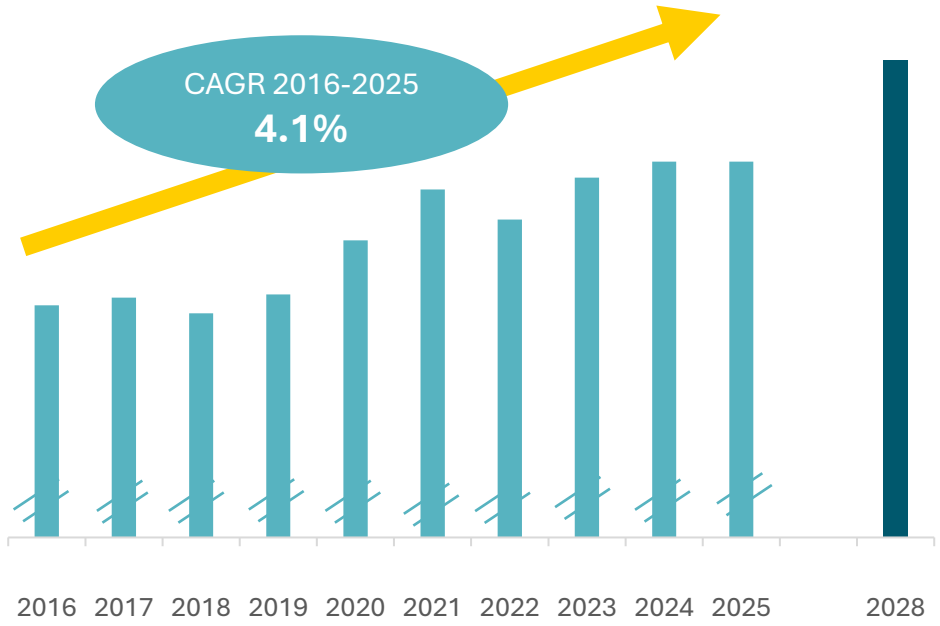
Challenging conditions continued in the third quarter

- Weakening market conditions in Leifheit's core segments and subdued consumer demand weighed particularly on Q3 2026

RELIABLE CORE BUSINESS: MECHANICAL CLEANING & DRYING

Turnover growth core business

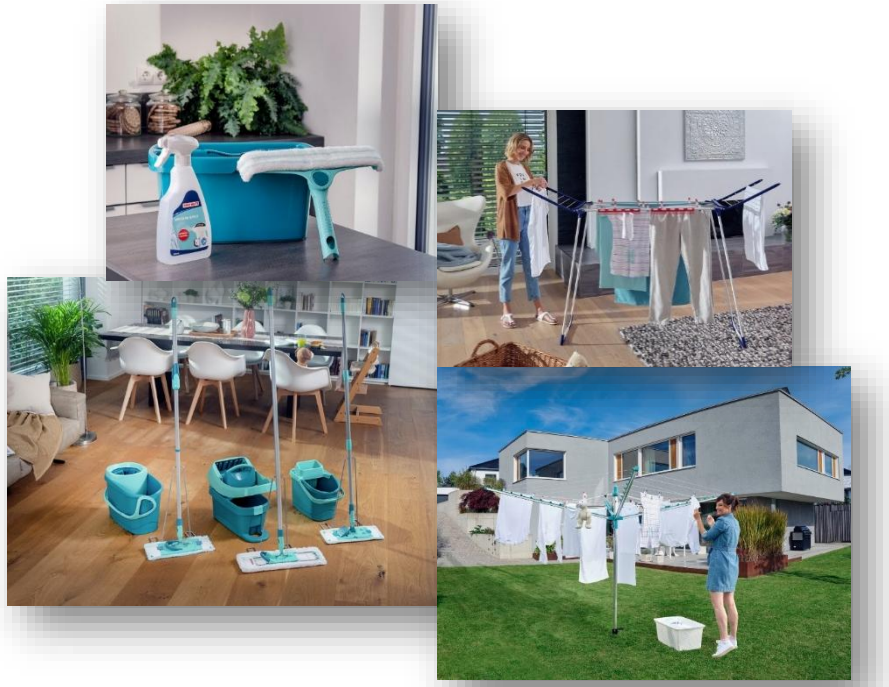
in m€



Turnover 9M 2026 YoY:

core: -5.7%

9M-Market [1]: ~ -7%



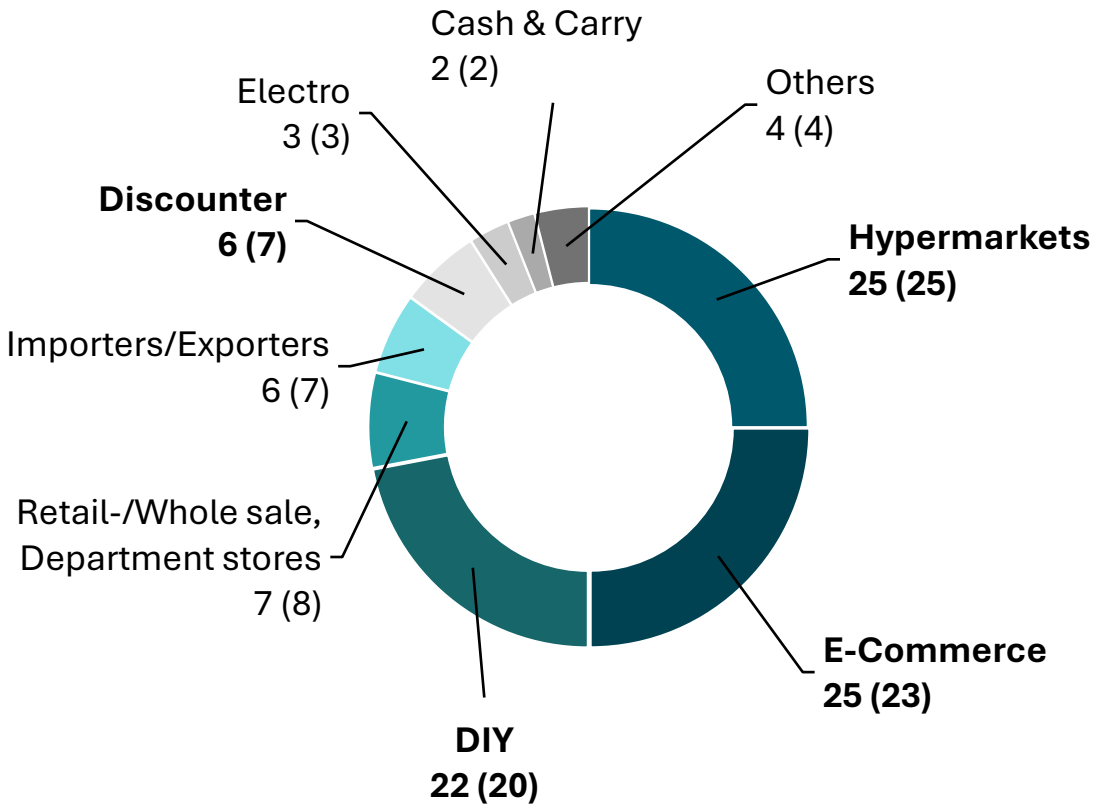
Decline in Core driven by declining market
Mechanical cleaning & drying remain structurally attractive

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

MIXED CHANNEL PERFORMANCE: DISCOUNTERS WEAK, DIY & D2C STRONG

Distribution channels

Turnover 9M 2026 in % (previous year's figures)



- **Growth of 5% in DIY channel** due to successful marketing campaigns
- **D2C business shows significant growth** – up by 32.7%
- **Hypermarkets** show a slightly weaker but overall relatively stable development – down by 6%
- **Discounter channel** down by 18% due to less promotions

Investor Call

9M 2026 FINANCIALS

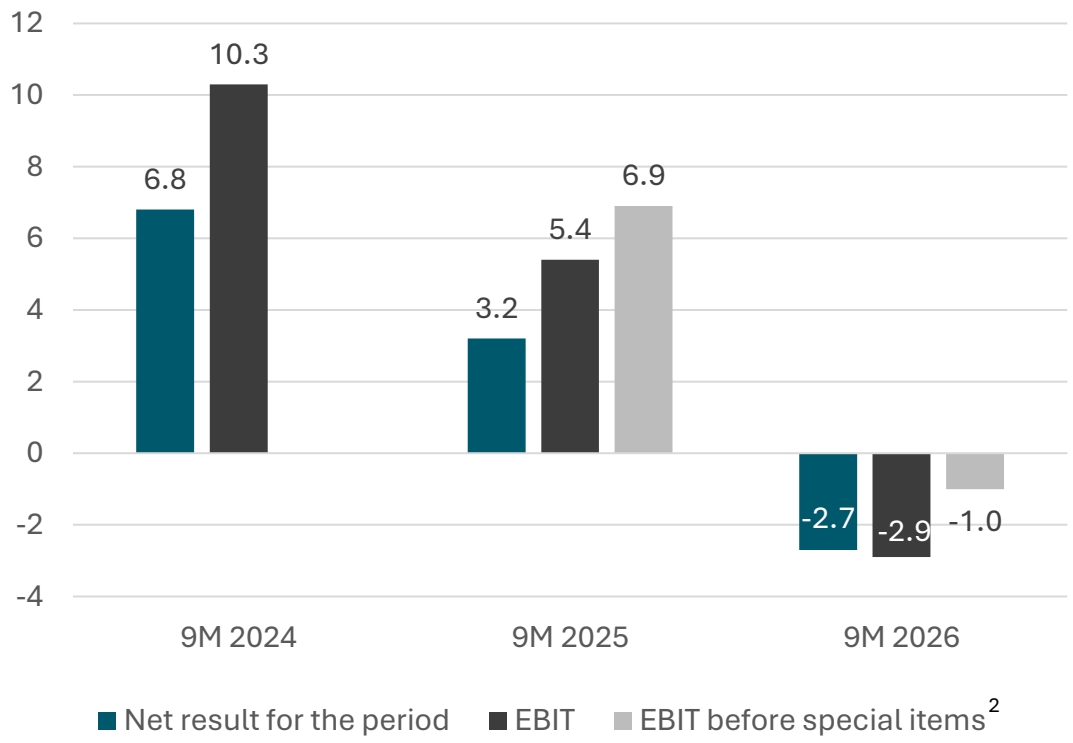
FURTHER GROSS MARGIN IMPROVEMENT PARTIALLY OFFSETS EARNINGS DECLINE

		9M 2025	**9M 2026**	Δ
Group turnover	m€	179.0	**169.1**	-5.5%
Gross margin	%	43.7	**45.5**	+1.8 pps
Gross margin before special items[1]	%	44.5	**45.5**	+1.0 pps
Foreign currency result	m€	-0.4	**-**	-
EBIT	m€	5.4	**-2.9**	<-100%
EBIT before special items[1]	m€	6.9	**-1.0**	<-100%
EBIT margin	%	3.0	**-1.7**	-4.7 pps
Earnings before taxes (EBT)	m€	4.4	**-4.2**	<-100%
Net result for the period	m€	3.2	**-2.7**	<-100%

1 Special items 2026 from performance program FOCUS, Special items 2025 from strategic optimization project in production

Group earnings development

9M 2024 – 9M 2026 in m€



2 Special items 2026 from performance program FOCUS, Special items 2025 from strategic optimization project in production

CONTINUOUS IMPROVEMENTS IN GROSS MARGIN



		FY 2022	FY 2023	FY 2024	FY 2025	9M 2025	9M 2026
Gross Margin	%	38.7	42.1	44.5	45.1 LfL 45.7	43.7 LfL 44.5	**45.5** LfL **45.5**

Further significant improvement in gross margin to 45.5% in 9M 2026 (9M 2025: 43.7%)

- 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

in m€	9M 2025	9M 2026	Δ
Cash flow from operating activities	8.3	-0.2	-8.5
Cash flow from investment activities	-4.9	-3.6	1.3
Cash flow from financing activities	-15.0	-11.6	3.4
Free cash flow[1]	3.3	-3.8	-7.1
in m€	30/09/2025	30/09/2026	Δ
Cash and cash equivalents at the end of reporting period	29.7	17.1	-12.6
Financial liabilities	-	-	-

Solid financial position retained despite high investments and turnover impacts

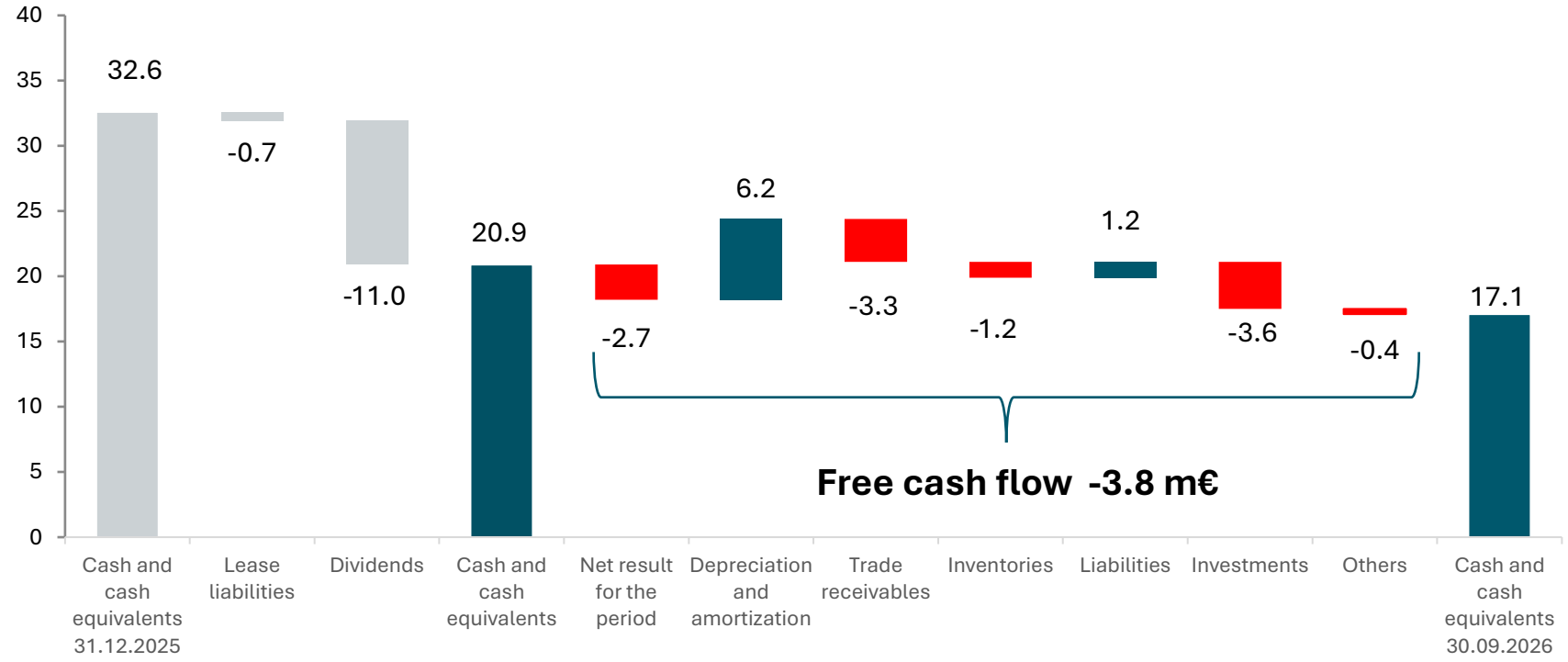
- Following a negative free cash flow of -7.3 m€ in the first half of 2026, a significant improvement was achieved in Q3 2026 (+3.5 m€ in Q3)
- Free cash flow impacted by strategic growth initiatives and seasonally higher working capital
- With no liabilities to banks the company continues to have a **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

Group liquidity

31/12/2025 vs. 30/09/2026 in m€



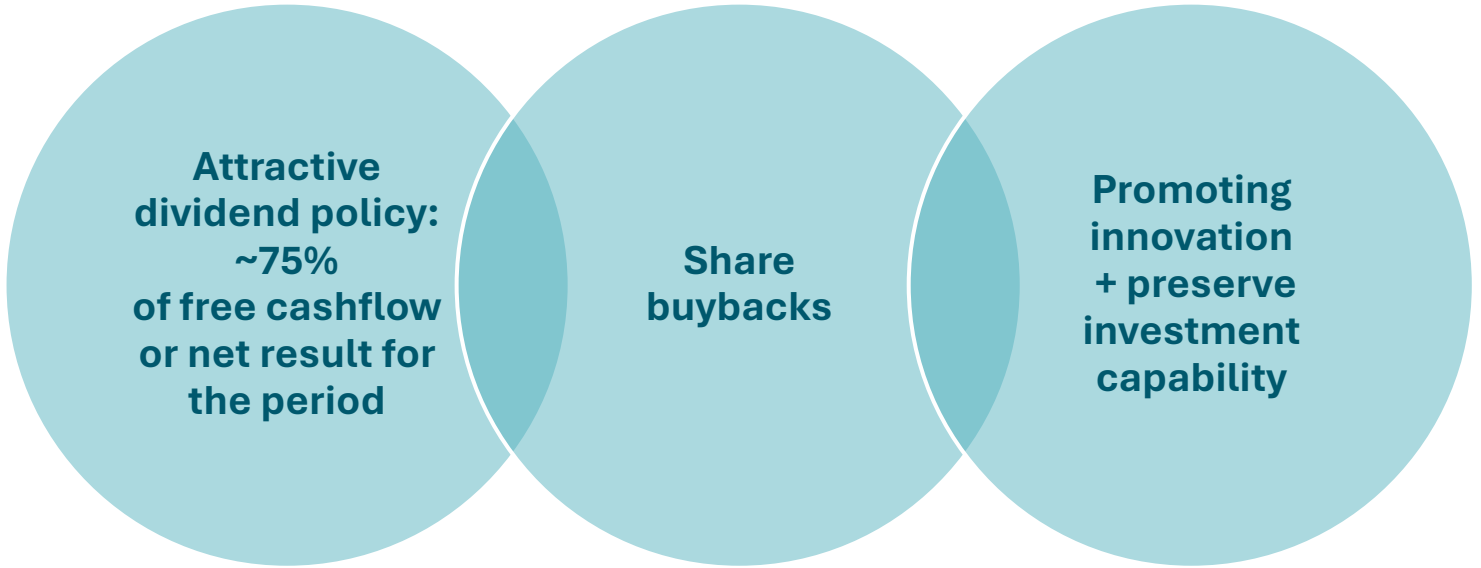
- **Significant improvement in FCF** achieved in Q3 2026 (+3.5 m€ in Q3)
- **FCF FY** expected between -1 to -2 m€
- **No credit lines and/or debt**
- **Strong financial position** supports strategy execution
- **Seasonally increased working capital**

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** 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.

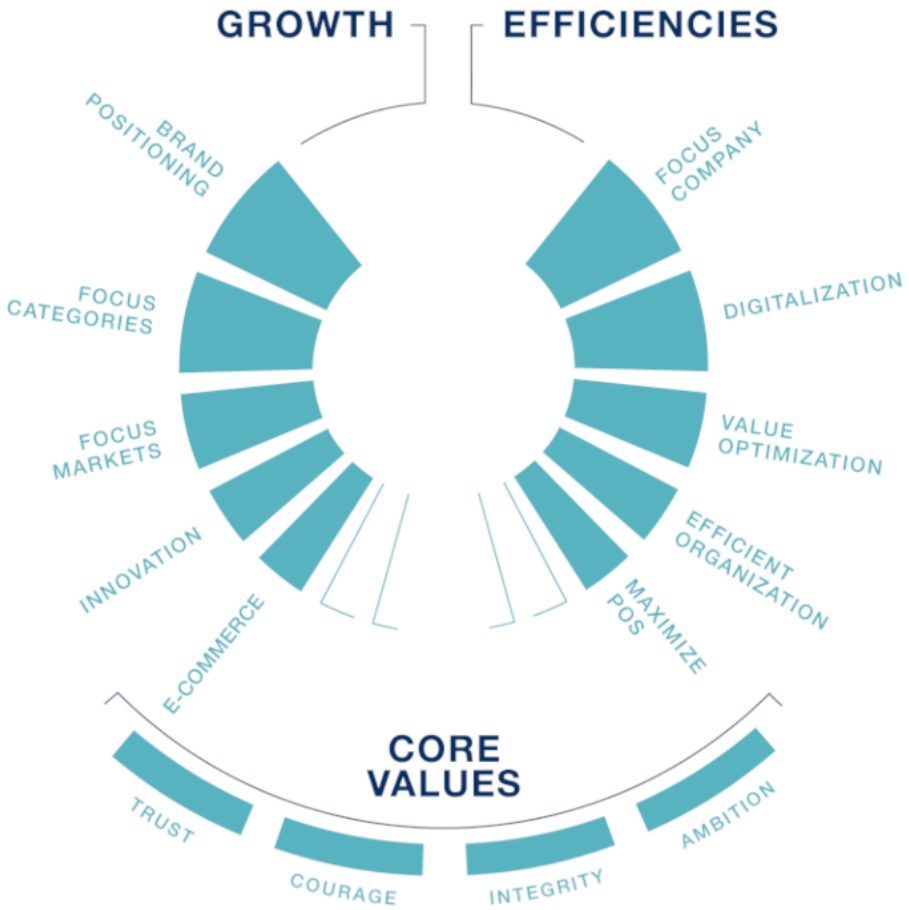


PHILOSOPHY

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
- 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

FOCUS STRENGTHENS COMPETITIVENESS AND UNLOCKS AT LEAST €8M ANNUAL SAVINGS

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

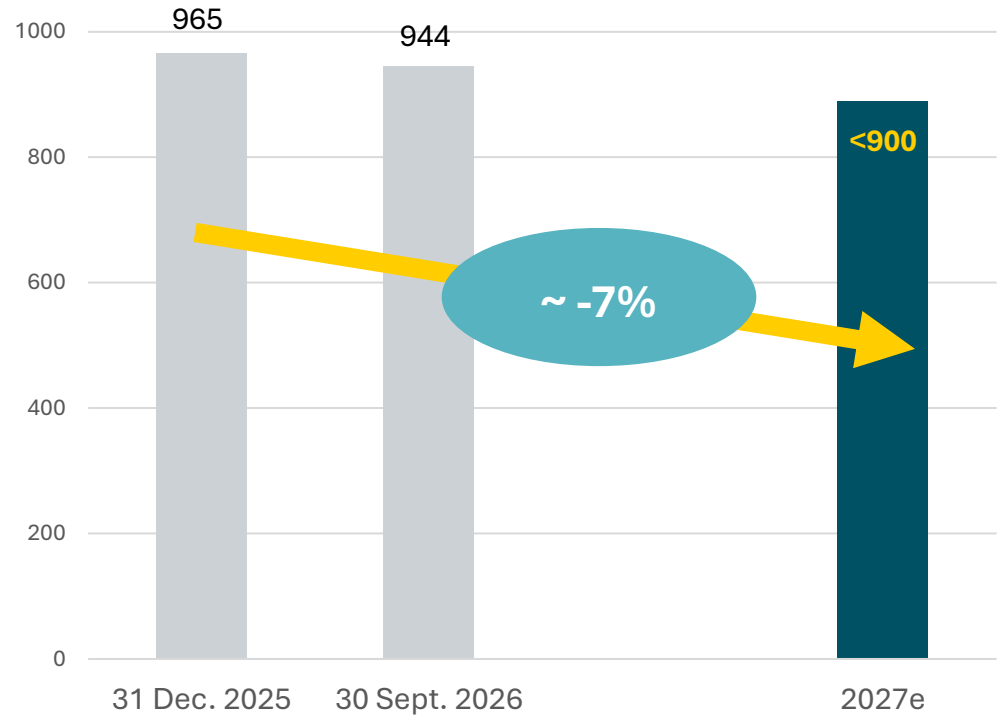
- New operating model and governance
- Digitalization of key processes
- Leaner structures and faster decisions
- Socially responsible workforce reduction

Financial Impacts

- At least **~€8m** recurring annual savings from 2028 (incl. change in Board)
- First benefits expected in 2027
- Up to **€9.6m** implementation costs
- **~€5.4m** EBIT impact in FY 2026

HEADCOUNT OPTIMIZATION

Headcount reduction



Strategic capacity alignment:

- 9M 2026 headcount 2.2% below previous year end's level, reflecting efficiency initiatives and optimisation
- Reduction of up to 70 positions planned under the FOCUS program until end 2027

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

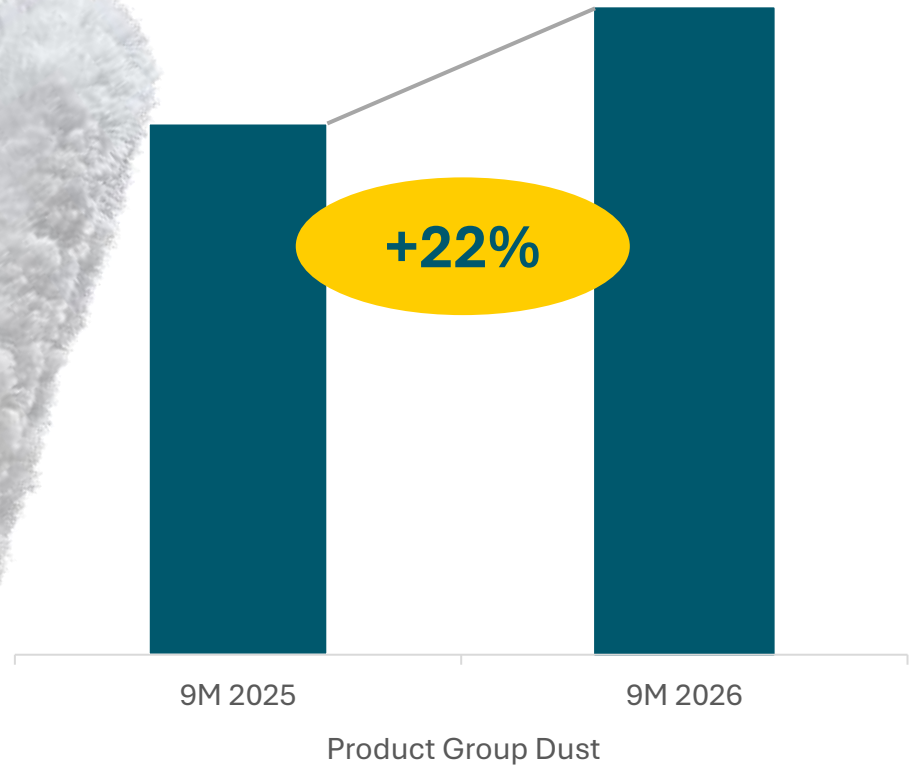
Strong growth in biggest segment of dust cleaning
Market growth in last years driven by dust segment; high relevance of *in between cleaning* for consumers

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!





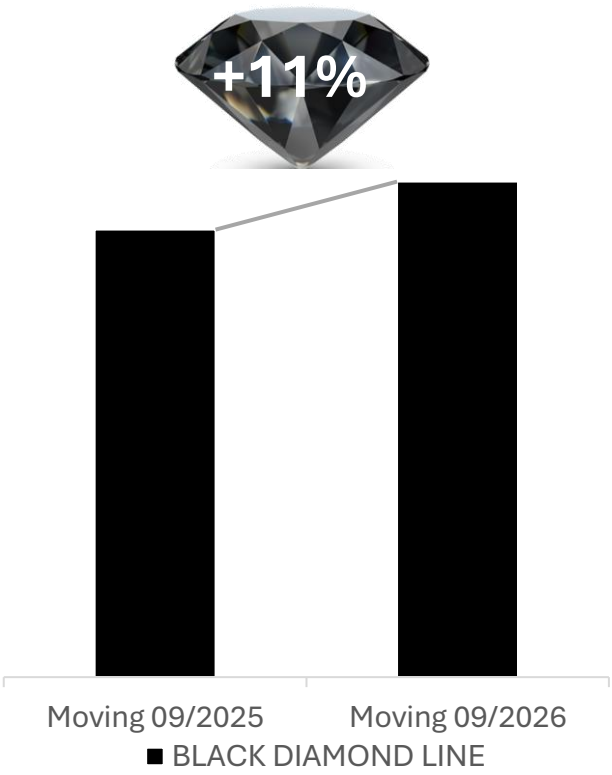
SUCCESSFUL BLACK LINE EXTENDED TO CONTINUE GROWTH MOMENTUM











BLACK DIAMOND LINE extended to best-selling cleaning products

PEGASUS ROCKSOLID SETS BENCHMARK FOR QUALITY & CUSTOMER VALUE



- *Market launch successful*

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 2027
- Further 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 on earnings in 2026)
- 2028+: Recurring annual cost savings of at least 8 m€

EXECUTING OUR STRATEGY TO ACHIEVE VISION 2030+

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

Forecast 2026:
Mid-single-digit sales decrease
EBIT: -5 to -6 m€
EBIT before special items: 1 to 2 m€
FCF: -1 to -2 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: MID-SINGLE-DIGIT DECREASE IN TURNOVER WITH EARNINGS IMPACTED BY ONE-OFF EFFECTS

	Forecast 2026
Group turnover	**mid-single-digit decrease** (2025: 232.6 m€)
Turnover Household	**mid-single-digit decrease** (2025: 193.0 m€)
Turnover Wellbeing	**high-single-digit decrease** (2025: 12.6 m€)
Turnover Private Label	**mid-single-digit growth** (2025: 27.0 m€)
Group EBIT	**in a corridor of -5 to -6 m€** (2025: 10.0 m€)
Free Cashflow	**in a corridor of -1 to -2 m€** (2025: 6.4 m€)

LEIFHEIT POSITIONED FOR PROFITABLE GROWTH AND ATTRACTIVE SHAREHOLDER RETURNS

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

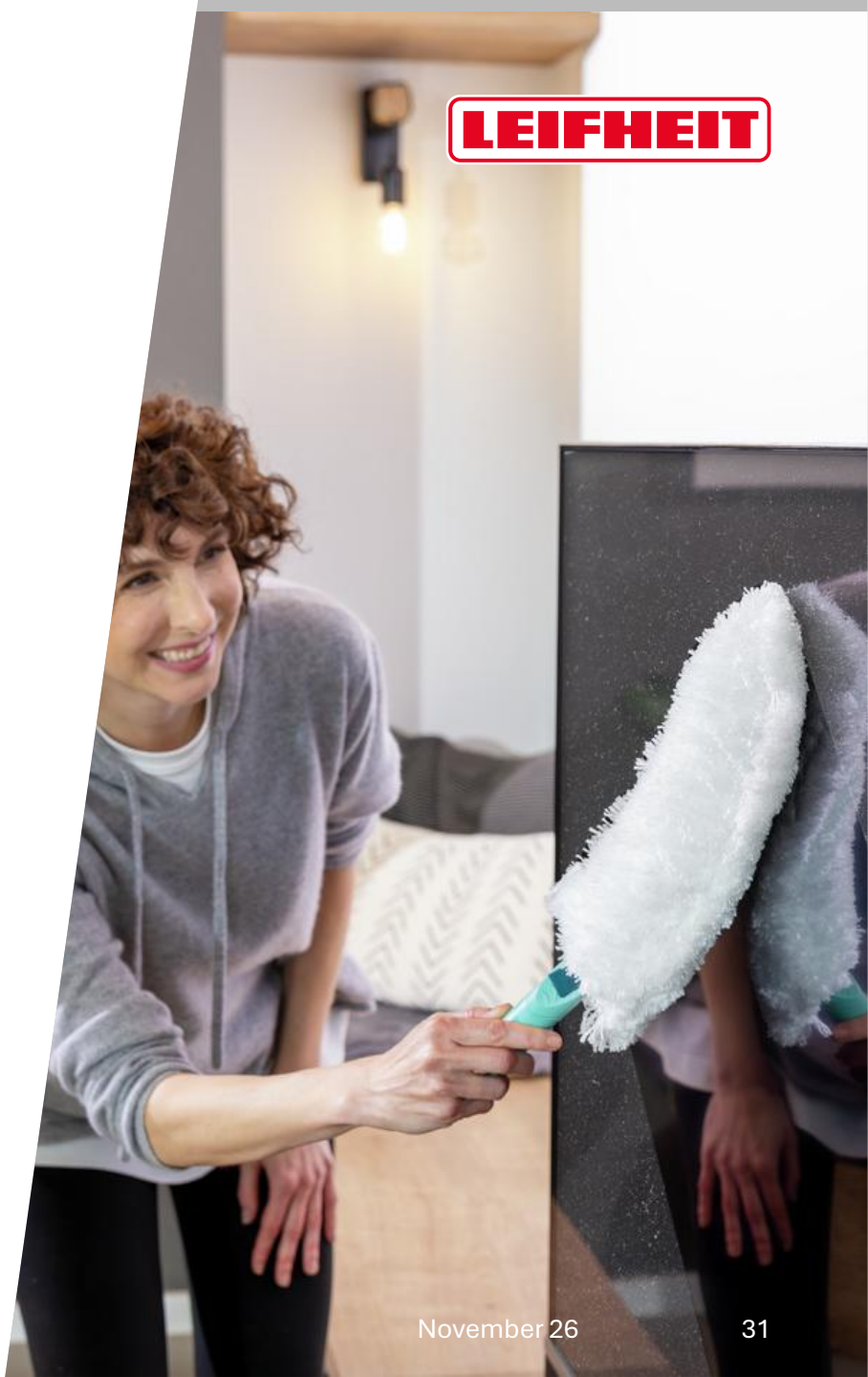
3

Attractive capital allocation and financial outlook for shareholder return

4

Investor Call

YOUR QUESTIONS, PLEASE.



ANNEX

LEIFHEIT GROUP STRUCTURE

Household

LEIFHEIT






Laundry Care | Cleaning | Kitchen Goods

Wellbeing

SOEHNLE



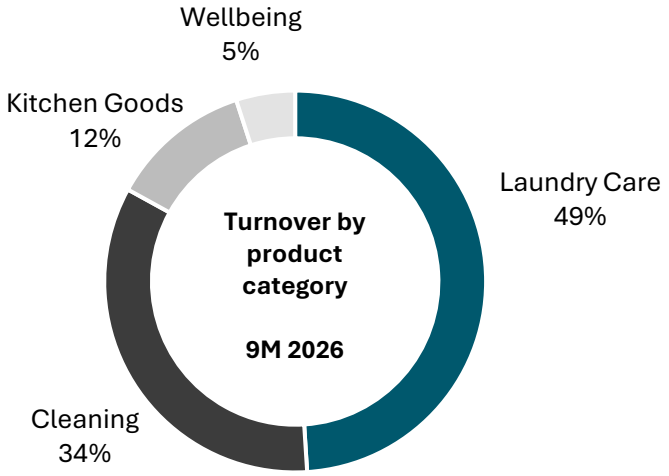

Kitchen + Personal Scales

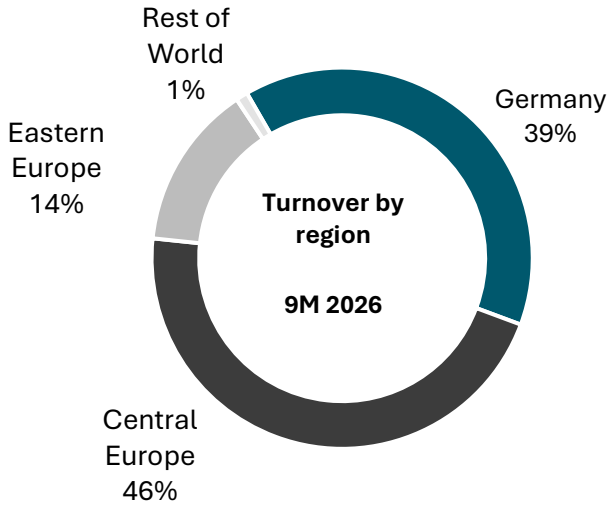
Private Label

BIRAMBEAU herby




Kitchen Goods | Standing Dryers





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 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)



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

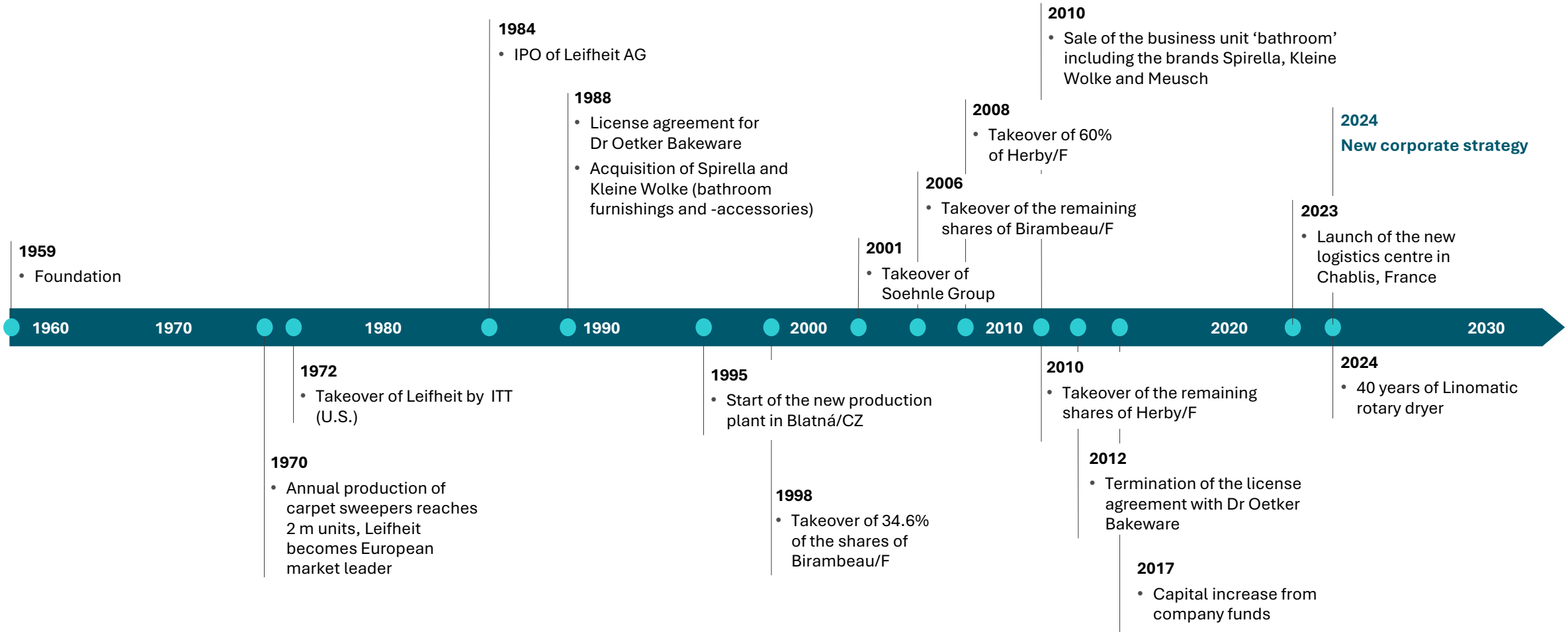


Operating in more than 80 countries with 14 own branches

- Head office and branches
- Sales region

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

LEIFHEIT – OVER 65 YEARS OF IDEAS THAT MAKE LIFE EASIER



EUROPEAN COMPETITORS BY CATEGORY

Cleaning

Spontex
Rival
Tonkita
Swiffer
Vileda
Kärcher

Laundry care

Brabantia
Vileda
Artweger
Juwel
Wenko
Gimi
Stewi
Rörets
Metaltex
Blome

Kitchen goods

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

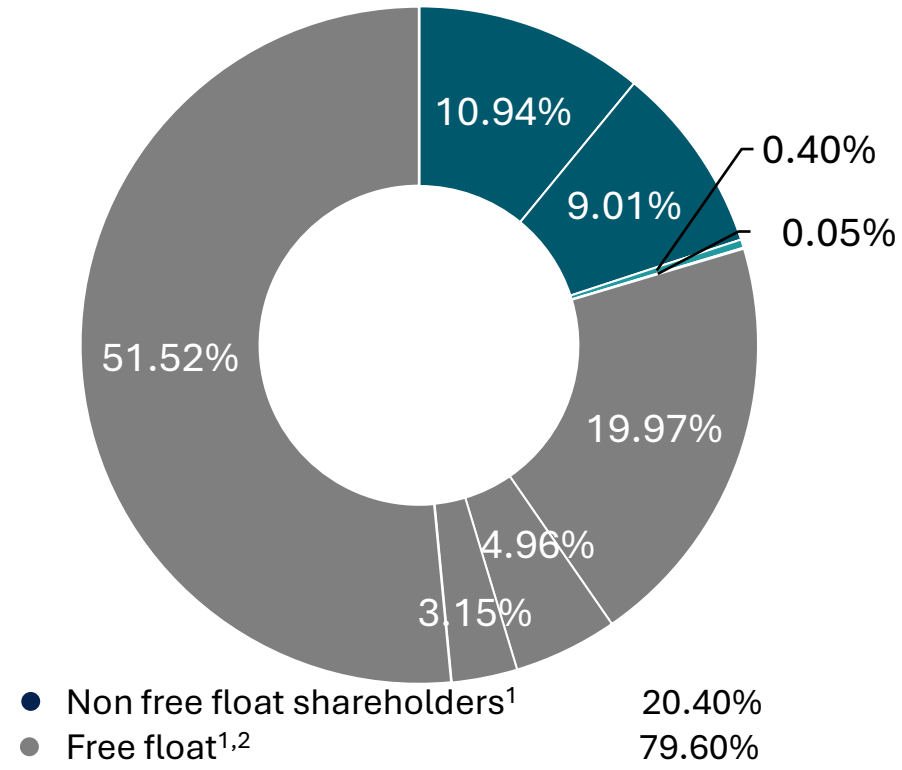
Wellbeing

Bosch
Laica
Tanita
Homedics
ADE
Sanitas
Beurer
Withings
Terraillon

SIGNIFICANT FREE FLOAT AND INTERNATIONAL INVESTORS

Shareholder structure

November 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	0.05%
Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES)	19.97%
Gerlin Participaties Coöperatief U.A., Maarsbergen (NL)	4.96%
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

23-24 November 2026
German Equity Forum 2026, Frankfurt/Main

31 March 2027
Annual Report 2026 & Analyst Conference

5 May 2027
Quarterly statement for the period ending 31 March 2027

26 May 2027
Annual General Meeting

5 August 2027
Half-year report 2027

4 November 2027
Quarterly statement for the period ending 30 September 2027

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