

Investor & Analyst meeting March 24, 2021

SCALING UP SUCCESS



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Executive Summary FY 2020





Group turnover up 16% to € 272 m in 2020

Group turnover up 22.6% in Q4 2020

Germany turnover up 15% in 2020 and up 41% in Q4 2020

2020 EBIT up 90% to € 18.8 m

Dividend proposal: 1.05 €, up 91% vs previous year

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Good start to Q1 2021 but effects of COVID-19 pandemic continue to be noticeable

Very good start to the 2021 financial year on the sales side

- Successful start of new TV campaigns for Leifheit products in Germany and other European markets as well as for Soehnle brand
- Increased consumer demand helps expand distribution network

Nevertheless, effects of COVID-19 pandemic still clearly noticeable

- Important sales channels in key markets closed since December
- Significant rise in steel and plastic prices
- Tense situation in the sea fright sector
- Pandemic-related cost increases at Czech plant

Forecast 2021: further turnover and EBIT increase despite COVID-19

- Turnover increase of at least 5%
- Household up 6%, Wellbeing up 7%, Private Label slightly above level of 2020
- EBIT between € 20 m and € 24 m
- Free cash flow between € 10 m and € 14 m



Leifheit makes top quality household products, designed in Germany

Profi Floor Wiper 4.7 stars



Leifheit rückenschonender Bodenwischer Profi XL micro Duo, effektiver Schrubber mit Bezug aus Mikrofaser, Wischer für Fliesen un...

★★★★☆ 4,7 von 5

911 Sternebewertungen

5 Sterne	84%
4 Sterne	9%
3 Sterne	3%
2 Sterne	1%
1 Stern	2%

CLEAN TWIST 4.6 stars

Amazon's Choice



Leifheit Set Clean Twist Disc Mop Wischer für nebelfeuchte Reinigung, Wischmop mit effizienter Schleudertechnologie,

★★★★☆ 4,6 von 5

2.148 Sternebewertungen

5 Sterne	76%
4 Sterne	13%
3 Sterne	4%
2 Sterne	2%
1 Stern	4%





Dieser Artikel Leifheit Standtrockner Pegasus 150 Solid Slim, standfester Wäscheständer mit Flügeln auch für lange Kleidungsstücke, besonders schmaler Flügelwäschetrockner passt auch durch enge Türen

Bestseller Nr. 1

3.208 Sternebewertungen

5 Sterne	77%
4 Sterne	14%
3 Sterne	4%
2 Sterne	2%
1 Stern	3%

Linomatic 500 Deluxe 4.5 stars

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Leifheit Wäscheschirm Linomatic 500 Deluxe mit Leineneinzug für saubere Wäsche, Wäschespinne für die ganze Familie, Wäscheständer

***** 4,5 von 5

2.114 Sternebewertungen

5 Sterne	77%
4 Sterne	11%
3 Sterne	5%
2 Sterne	2%
1 Stern	6%

Leifheit is financially solid and pays good dividends to shareholders



Strong financial structure in € m















abe 3/2020

However, our 2018 and 2019 results were disappointing... can we change that?





Successful turnaround in 2020 - EBIT up 90% vs. 2019





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New strategy transforms Leifheit into a growing business

Group turnover development by quarters

in %





- After years of flat revenue now double-digit growth in 2020
- Very strong 2nd half '20 with more than 20% sales growth in Q3 and Q4
- Q4 growth affected by temporary closure of key distribution channels during the high-revenue Christmas period



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EBIT margin up by 270 basis points from 4.2% in 2019 to 6.9% in 2020



		2019	2020	Δ
Group turnover	€m	234.0	271.6	16.0 %
Gross margin	%	43.1	45.0	1.9 pps
Foreign currency result	€m	0.3	-0.9	> -100 %
EBIT	€m	9.9	18.8	90.2 %
EBIT margin	%	4.2	6.9	2.7 pps
Earnings before taxes (EBT)	€m	8.5	17.7	> 100 %
Net result for the period	€m	5.8	12.5	> 100 %
EPS	€	0.61	1.32	> 100 %

Growth and pandemic-related higher Working Capital affected liquidity



in € m	2019	2020	Δ
Cash flow from operating activities	15.9	4.0	-11.9
Cash flow from investment activities	-5.8	-9.5	-3.7
Cash flow from financing activities	-10.7	-6.0	4.7
Cash and cash equivalents at the end of reporting period	50.3	38.8	-11.5
Free cash flow ¹	10.1	-5.5	-15.6
Financial liabilities	-	-	-

- Strong rise in working capital due to increase of trade receivables and inventories.
- Trade receivables rose by € 13.0 m roughly in line with turnover growth in Q4 and due to customer-related receivables structure.
- Increase in inventories by € 13.9 m to ensure supply chain resilience in face of COVID-19 and planned turnover growth in Q1 2021.
- Trade payables and other liabilities also increased by m€ 6.4.
- At € 9.6 m investments above previous year (€ 6.0 m), esp. to improve efficiency and expand production capacities at Czech plant

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. Analyst meeting March 2021

Negative cash flow behind turnover growth (trade receivables) and increased inventories (prepare future growth and secure supplies during pandemic)



Group liquidity

31.12.2019 vs. 31.12.2020 in € m



- Increase in trade receivables as a result of turnover growth (FY 2019: decrease € 6.3 m)
- No noteworthy effects from aging of receivables in connection with COVID-19
- Increase in inventories due to consumer advertising planned for the next months and to secure supply chain during the ongoing pandemic

Our purpose? Happy consumers!





We call our strategy "Scaling up success"





Oreate consumer demand and make brands stronger



Peer group comparison Marketing spend and EBIT

2020 in % of turnover

EBIT margin



¹ Source: Annual reports 2020

We tested massive advertising spend in several countries with strong results



Turnover development selected TV markets

Group turnover 2020 in € m



① Encouraged by strong results in TV advertising test countries we took the approach to our #1 market Germany H2



Turnover development Germany

Group turnover % change 2020 vs 2019

Q4 2020

+41%

FY 2020

+14,6%





New strategy led to positive turnaround in Germany away from the recent downward trend



Group turnover development in Germany

by quarters in %



- Clear upward trend after years of flat sales
- Consumer advertising led to very strong 2nd half '20 with double-digit sales growth in Q3 and Q4



Q1 2018 Q2 2018 Q3 2018 Q4 2018 Q1 2019 Q2 2019 Q3 2019 Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q3 2020

Encouraged by strong advertising results on brand Leifheit, we scaled up this approach to brand Soehnle in Q3



SOEHNLE Präzision aus Leidenschaft

Küchenwaage Page Profi 300

mit intelligenter 4-Sensoren-Technologie für präzise Wiegeergebnisse.



- Campaign focused on Soehnle Page Profi 300 digital kitchen scales, recently awarded a "very good" test result.
- Soehnle Page is the most-popular range of kitchen scales in Germany.
- Target group-relevant and high-reach top print titles from September to December 2020: 8 million copies, 2.74 million target group contacts.





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We are successfully expanding our distribution network in 2020

Permanent listings in

1,200

additional supermarkets in the DACH region



While spending more on consumer advertising, we drive down all other cost



% of Group turnover	FY 2018	FY 2019	FY 2020	Change
Consumer marketing	0.7%	1.7%	5.5%	+3.8 pp 🗸
Other marketing	5.4%	4.6%	3.6%	-1.0 pp 🛛 🗸
R&D	2.3%	2.4%	2.1%	-0.3 pp 🛛 🗸
Logistics ¹	11.0%	11.5%	10.5%	-1.0 pp 🛛 🗸
Administration	6.1%	6.4%	5.4%	-0.9 pp 🛛 🗸
Cost of turnover	56.4%	56.8%	55.0%	-1.9 pp 🛛 🗸
OPEX ² adj. by Consumer marketing	94.2%	94.7%	87,7%	-7.0 pp 🗸
OPEX ²	94.9%	96.4%	93,2%	-3.3 pp 🗸

¹ Not including inbound cost ² Without other operating income/expenses

Analyst meeting

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Forecast 2021 Turnover and earnings growth

	Forecast 2021
Group turnover	at least +5%
Turnover Household	at least +6%
Turnover Wellbeing	at least +7%
Turnover Private Label	Slight increase
Group EBIT	20 – 24 €m
Free Cashflow	10 – 14 €m



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New winning strategy will now be scaled up to more countries, betailers, brands and broduct lines.



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Your questions please.

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Leifheit Group structure





Our European production footprint ensured reliable supply to customers in spite of COVID-19 challenges in the supply chain





Annex

Fortunately, hypers & discounters stayed open during Covid-19 retail shut-downs



Blue Chip client base



Distribution channels

Turnover in % (previous year's figures)



Strong growth in Household and Wellbeing segments following large-scale advertising



Group turnover by segment

2019 vs 2020 in € m







- Turnover in Household segment up by 17.0%, strong growth in product categories Cleaning and Laundry due to successful TV campaigns and consumers' increased need for hygiene.
- Wellbeing segment increased by 33.7%, mostly due to growth of Soehnle Medical and Airfresh ranges. Strong sales of kitchen scales following print advertising campaign.
- Private Label decreased by 0.5% compared to 2019 due to severe COVID-19 restrictions in France. However, acquisition of new customers slowed the decrease.

Annex

Turnaround in Germany through successful TV advertising campaigns



Group turnover by region 2019 vs 2020 in € m 140 116.9 120 107.2 93.5 101.3 100 80 60 33.9 40 30.7 13.6 20 8.5 0 2019 2020 2020 2020 2019 2020 2019 2019 Central Europe Eastern Europe Rest of the world Germany



- Turnaround in Germany: 14.6% growth following large-scale TV advertising campaign in H2.
- Central Europe with strong growth of 15.5%. The Netherlands and Switzerland remain most important markets for Leifheit in the region.
- Eastern Europe with double digit turnover increase of 10.3% due to increased consumer marketing investments. Particularly strong growth in Romania and Poland.

Annex

Number of employees at a stable level





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Long-term financial overview



		2016	2017	2018	2019	2020
Group turnover	€m	237.1	236.8	234.2	234.0	271.6
Profitability						
Gross margin	%	47.5	46.4	43.6	43.1	45.0
Cash flow						
from operating activities	€m	21.8	7.2	10.2	15.9	4.0
Free cash flow	€m	14.3	1.5	3.7	10.1	-5.5
EBIT	€m	22.1	18.8	13.1	9.9	18.8
EBIT adjusted ¹	€m	21.8	20.3	12.8	9.6	19.7
EBIT margin	%	9.3	8.0	5.6	4.2	6.9
EBT	€m	20.6	17.7	11.9	8.5	17.7
Net result for the period	€m	14.5	12.8	8.4	5.8	12.5
ROCE ²	%	16.3	12.7	10.5	8.2	14.1

¹ Adjusted by foreign currency results
² Definition of ROCE changed in 2019, ROCE 2018 adjusted for comparability reasons

Long-term financial overview



		2016	2017	2018	2019	2020
Per share ¹						
Net result for the period ²	€	1.53	1.35	0.88	0.61	1.32
Free cash flow	€	1.51	0.16	0.39	1.06	-0.57
Dividend ²	€	1.05	1.05	1.05	0.55	1.05
Special dividend	€	0.40				
Investments	€m	7.8	7.8	6.6	6.0	9.6
Depreciation	€m	6.2	6.4	6.9	8.2	8.5
		31/12/16	31/12/17	31/12/18	31/12/19	31/12/20
Employees	No.	1,093	1,137	1,119	1,106	1,089
Balance sheet total ³	€m	239.4	224.9	221.8	214.6	230.0
Equity	€m	104.6	98.5	101.8	96.2	100.4
Equity ratio	%	43.7	43.8	45.9	44.8	43.7
Liquidity	€m	69.5	57.2	50.9	50.3	38.8

¹ Scrip issue in June 2017, 2013 – 2016 adjusted

² 2020: Proposal to the AGM

³ Not including repurchased treasury shares

Experienced Management





Henner Rinsche CEO + CFO

Previous experience

- President Europe at SodaStream
- Various leading positions at Procter & Gamble, PepsiCo, Danone and Henkel

Core competencies

 General management and consumer goods marketing



Igor Iraeta Munduate

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 Vice President Finance

Previous experience

- Responsible for Finance, Controlling, IT/Business processes and internal Sales services since 1 April 2020
- 2012 2020 Head of Controlling at Leifheit AG

Core competencies

• IT, Finance & Controlling

Committed to shareholder returns



_ong-term dividend development	Dividend yield ^{1,2}		
Dividend per share / in €	2020: 2.4% 2016: 5.1% 2019: 2.3% 2015: 5.6% 2018: 5.9% 2014: 3.9% 2017: 3.8% 2013: 5.3%		
1,50			
Dividend for 2020: 1.05 €			
1,00			
0,50			
0,00			
1984 1985 1986 1987 1987 1987 1988 1992 1992 1992 1995 1995 1997	2000 2001 2002 2003 2004 2005 2005 2005 2005 2007 2007 2007 2007		
Bonus/special div	end Dividend		

¹ Based on the particular closing price at year-end

² Dividend 2020: proposal to the AGM

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Soehnle awards (selection)





Kitchen Scales Page Profi + Page Profi 300



Personal Scales Style Sense Compact 300 + Safe 300



Air Humidifier Airfresh Hygro 500



Body analysis scales Shape Sense Connect 100 + 200

Analyst meeting

<image>

Blood pressure monitors Systo Monitor 200 + 300



Air Purifier AirFresh Clean 300 and Clean Connect 500

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Leifheit – more than 60 years of passion for housework





European competitors by category



Cleaning		Laundry care	
Spontex Tonkita Swiffer Kärcher	Rival Vileda	ViledaBrabantiaWenkoGimiJuwelMetaltexRörets	Artweger Stewi Blome
Kitchen goods		Wellbeing	
Tescoma Zyliss Rösle Oxo	WMF Gefu Fackelmann Lurch	Bosch Laica ADE Homedics	Tanita
Brabantia Westmark	Emsa Tefal	Sanitas Withings	Beurer Terraillon

Significant free float and international investors



Shareholder structure



¹ Definition of German stock exchange for indices

² Including shareholdings of the management board

- Joachim Loh, Haiger (GER), 10.31%
- MKV Verwaltungs GmbH, Grünwald (GER), 10.03%
- Leifheit AG Nassau (GER), treasury shares, 4.87%
- Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES), 10.44%
- Teslin Capital Management BV/Gerlin NV, Maarsbergen (NL), 5.05%
- MainFirst SICAV, Senningerberg (LUX), 5.02%
- Blackmoor Ownership Holdings Master Limited, London (UK), 3.52%
- The Capital Group Companies, Inc., Los Angeles (USA), 3,03%
- Voting rights under notification threshold: 47.73%

Financial calendar and contact



Dates 2021	Contact
11 May 2021 Quarterly statement for the period ending 31 March 2021	Corporate Communications / Investor Relations
2 Jun 2021	Phone: +49 2604 977-218
Annual General Meeting	Email: ir@leifheit.com
11 Aug 2021 Financial report for the first half-year endeing 30 June 2021	www.leifheit-group.com
11 Nov 2021 Quarterly statement for the period ending 30 September 2021	

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Leifheit is frequently top company in home appliances and household goods categories



Sep 2020 Deutschland Test / Focus Money



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1st place Home appliances 100.0 points

Study examines what companies do for their employees and society. Among other things, the sustainability reports of the largest German companies were evaluated according to the GRI standard. Germany's Most Sought-after Products & Services

> Jan 2020 IMWF Institut / FAZ-Institut



2nd place Household items 99.5 points

Study analyses social listening data **in 438 million online sources** for over **20,000 companies**. Relevant criteria include quality, customer satisfaction and value for money.



1st place 5th place Household items 100.0 / 86.2 points

Study looks at customer statements for **17,000 brands** from **280 industries** regarding reliability, quality, trust and recommendations in **438 million online sources** and thus makes a comprehensive assessment of customers' trust in companies.



Germany's Best Customer Hotline Aug 2020

IMWF Institut / FAZ-Institut



1st place Home appliances 100.0 points

Study analyses social listening data for over **20,000 companies** in the categories customer service and satisfaction, hotline, price and service. **438 million online outlets** serve as a source.



Aktiengesellschaft

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