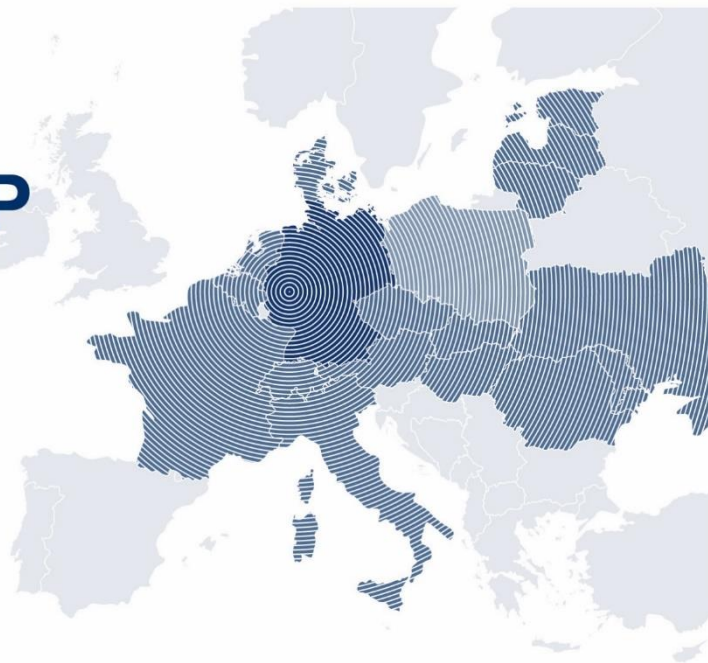


SCALING UP SUCCESS



Investor Presentation H1 2022

Disclaimer



This presentation contains forward-looking statements which are based on the management's current estimates with regard to future developments. Such statements are subject to risks and uncertainties which are beyond Leifheit's ability to control or estimate precisely, such as statements on the future market environment and economic conditions, the behavior of other market participants and government measures.

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Executive Summary H1 2022



Leifheit AG has a strong vision: to become the Procter & Gamble of consumer durables

“Scaling Up Success” strategy with focus on consumer marketing and superior products

Vision and strategy deliver great results:
2019-2021 CAGR turnover +11% and EBIT +43%

However, 2022 is still an exceptional year with Russia-Ukraine war and pandemic deteriorating both consumer demand and operational cost

H1 2022 hence with 12.5% turnover decline vs record high H1 2021, but the 2nd best turnover in a first half-year and in a 2nd quarter of the last 15 years on comparable basis

H1 2022 with positive EBIT, but burdened by significant rise in material and energy prices

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



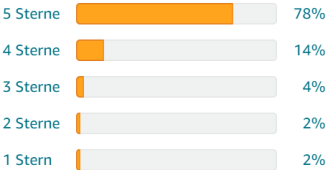
CLEAN TWIST Disc Mop Ergo
4.6 stars



Leifheit Set Clean Twist Disc Mop Ergo 2.0 mit Rollwagen, Bodenwischer mit Mikrofaser Bezug für nebelfeuchte...

★★★★☆ 4,6 von 5

9.514 globale Bewertungen



Pegasus 150
4.6 stars



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

★★★★☆ 4,6 von 5

3.208 Sternebewertungen



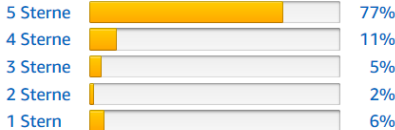
Linomatic 500 Deluxe
4.5 stars



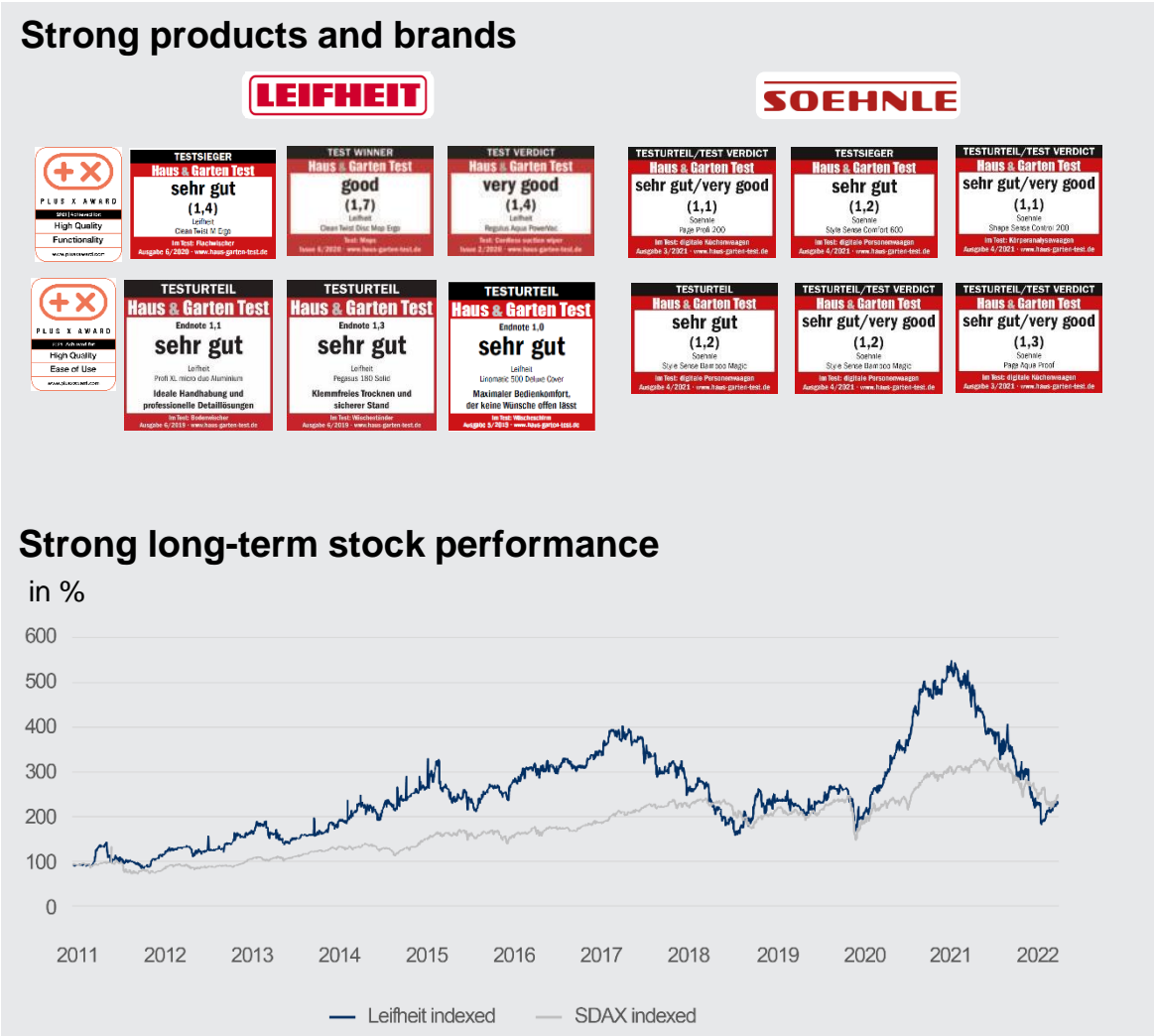
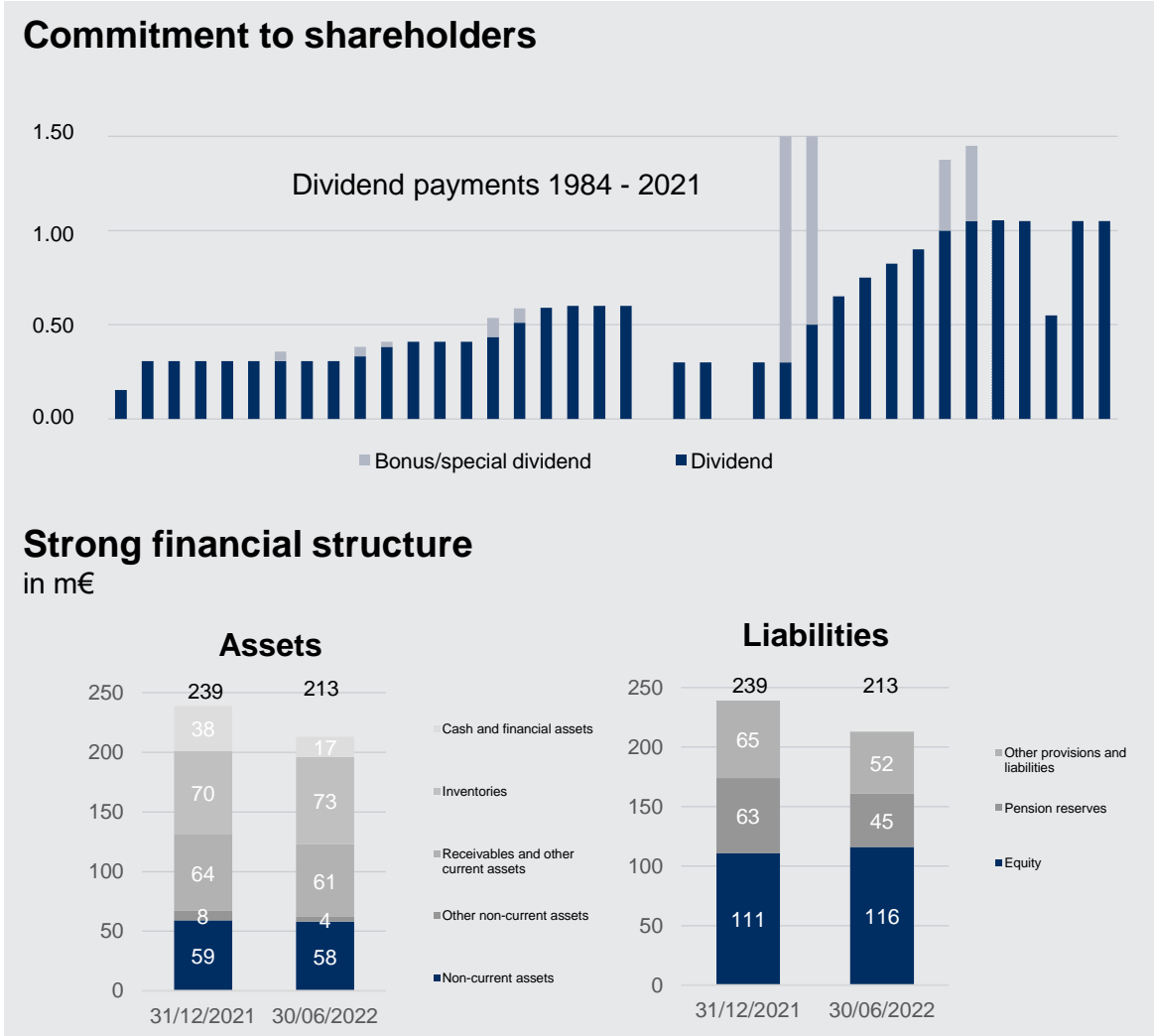
Leifheit Wäscheschirm Linomatic 500 Deluxe mit Leineneinzug für saubere Wäsche, Wäschespinne für die ganze Familie, Wäscheständer

★★★★☆ 4,5 von 5

2.114 Sternebewertungen



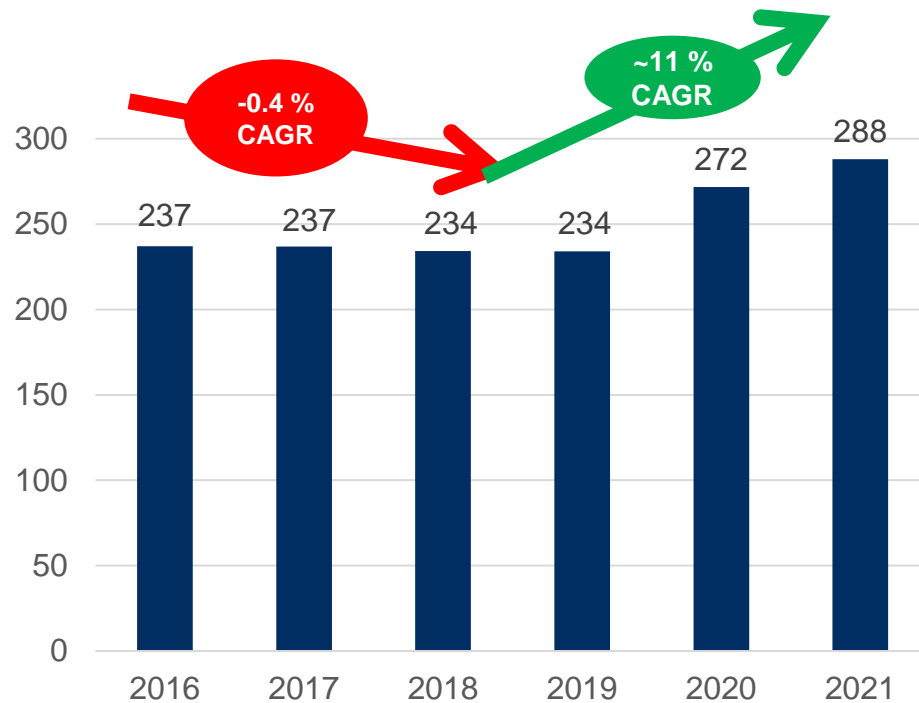
Leifheit is financially solid and pays good dividends to shareholders



The strategy works: 2019 to 2021 shows CAGRs of +11% on turnover and +43% on EBIT

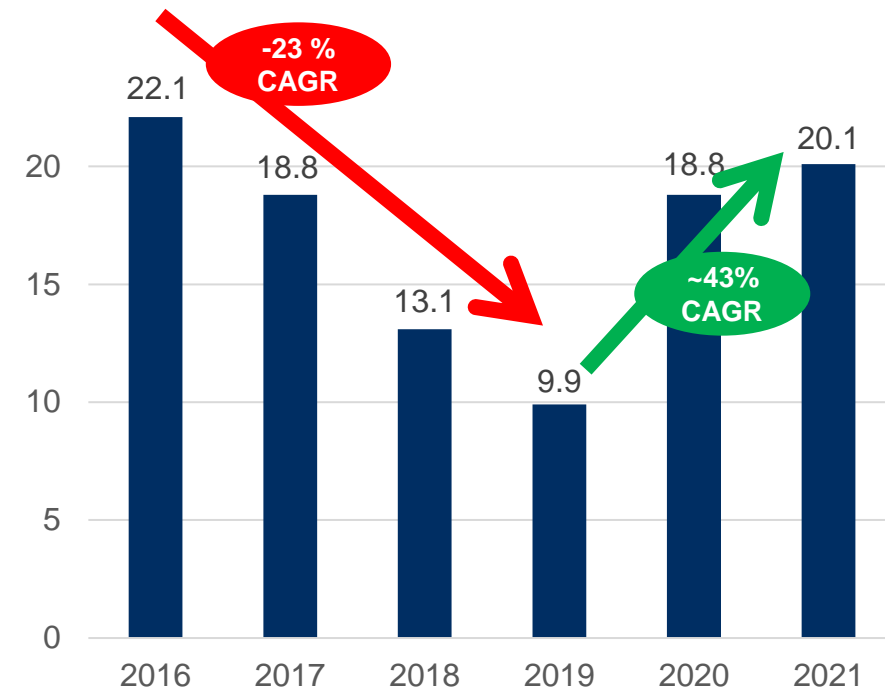
Group turnover

in m€



Group EBIT

in m€



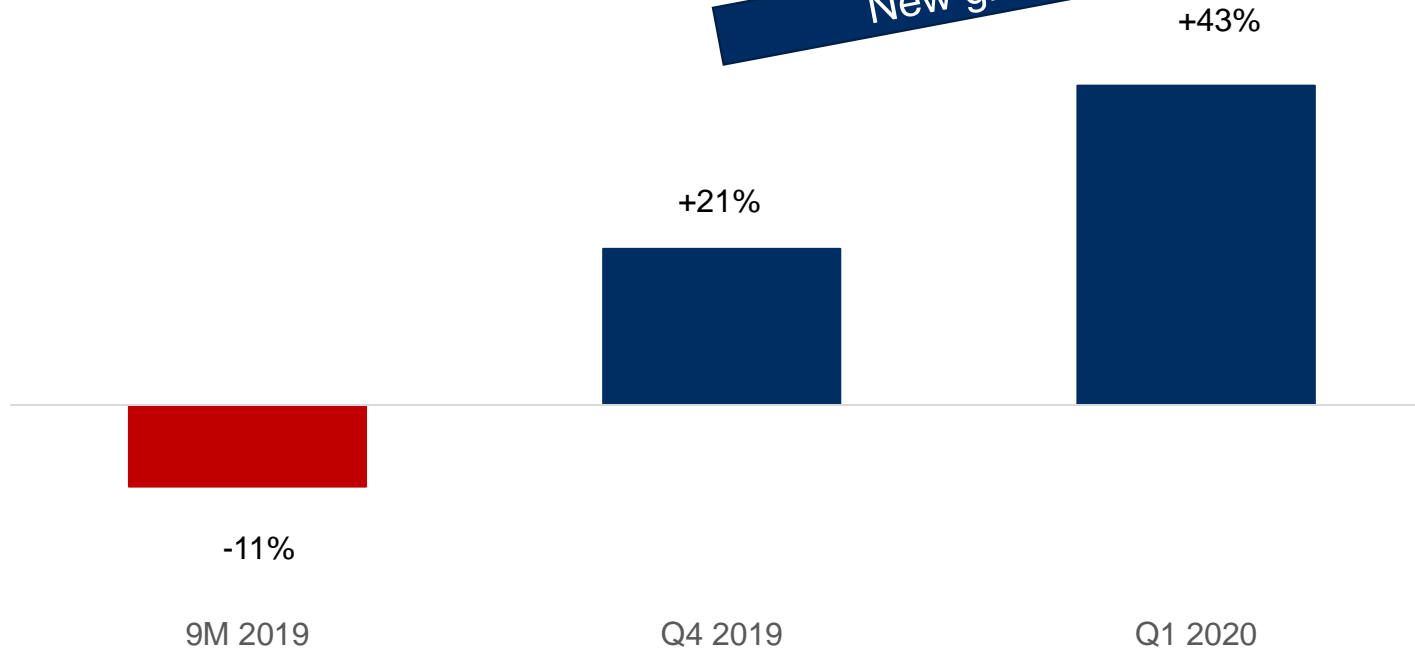
Scaling-Up Success, i.e. heavy TV ad spend, was tested before Corona in the Netherlands with remarkable results



Turnover development Netherlands

in %

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New growth strategy

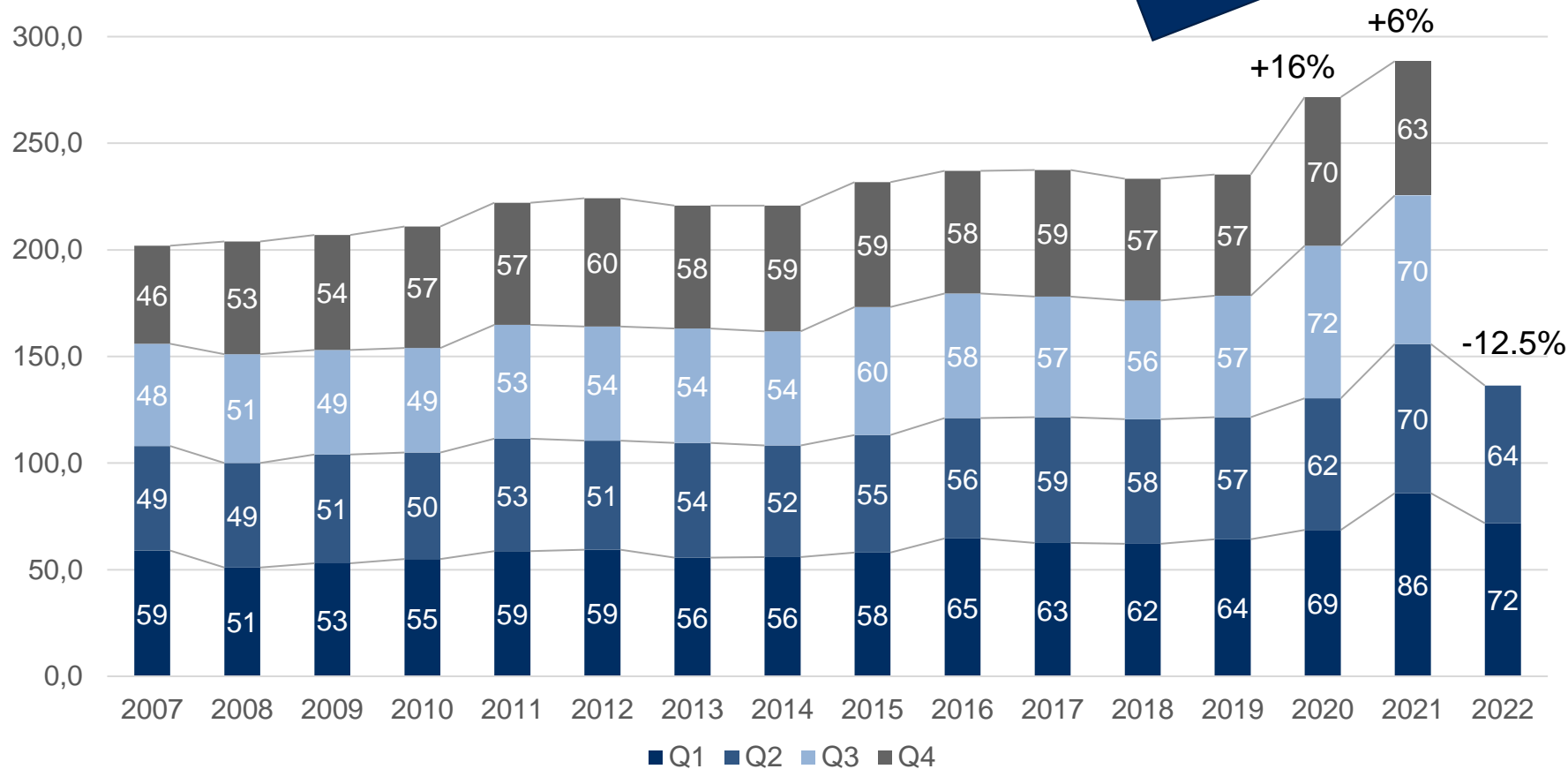


H1 + Q2 2022 saw the 2nd highest turnover in a first half-year and in a second quarter in the last 15 years (on comparable basis)



Group turnover development by quarters

in m€

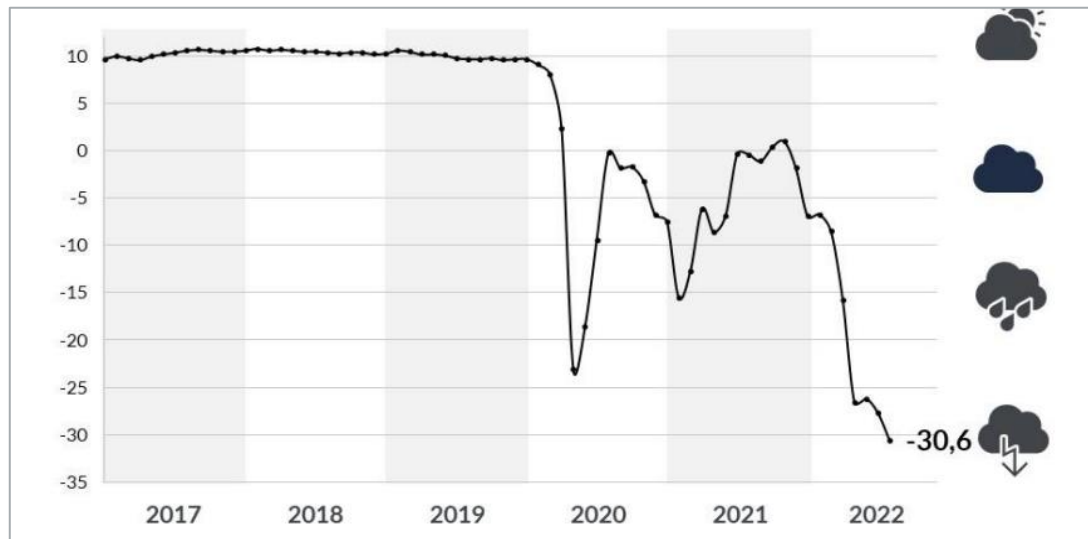


- Group turnover in H1 2022 +4.5% vs. H1 2020 and +12% vs. H1 in pre-coronavirus year 2019.
- Continuing high level of turnover in spite of difficult market conditions demonstrates the lasting effects of our expanded marketing efforts.

Macroeconomic environment is impacting consumer demand

GfK consumer climate index

August 2022, Germany

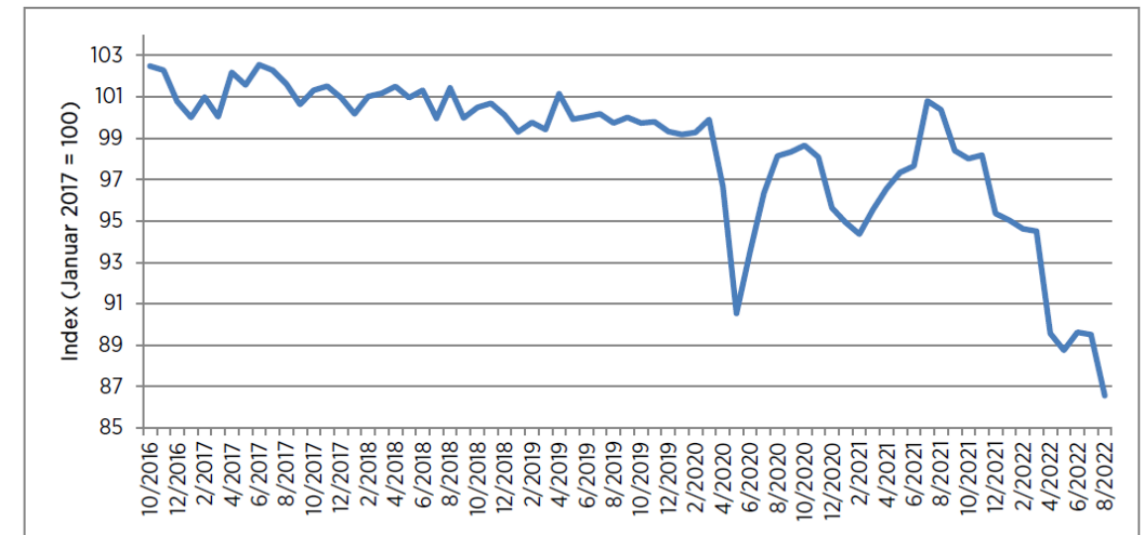


Source: GfK

- Consumer climate reaches historic low
- Trading-down effect
- High level of inventories in the retail

HDE consumption barometer

August 2022, Germany

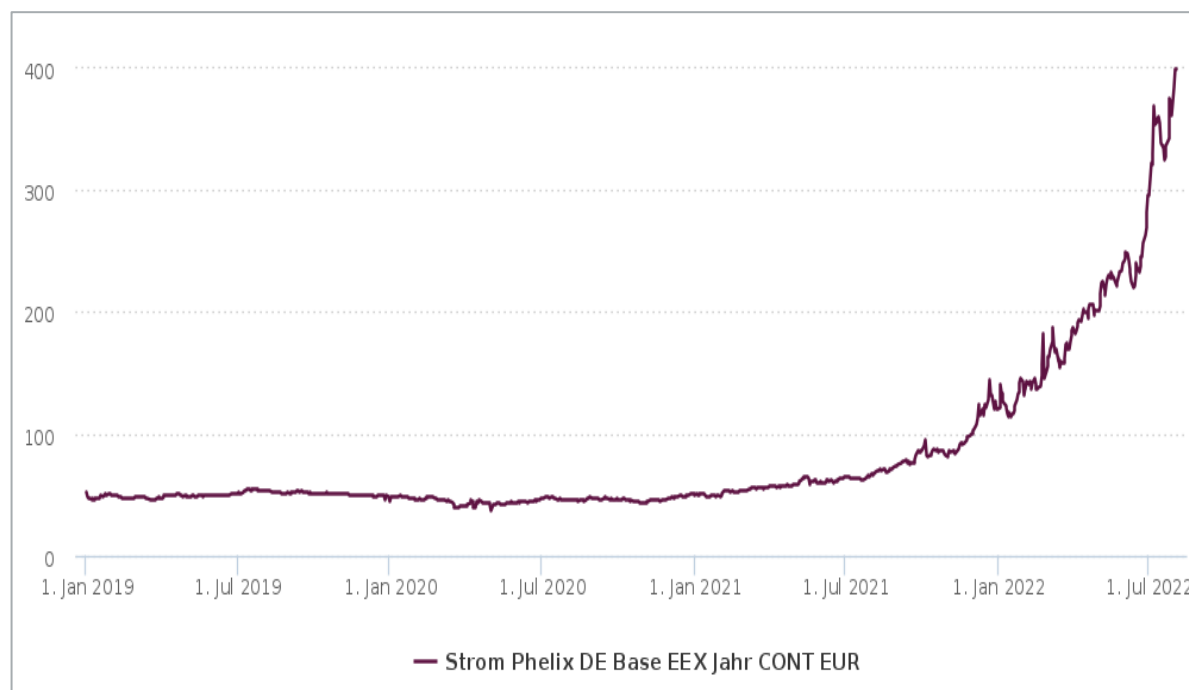


Source: HDE Handelsverband Deutschland

Procurement prices soared – no end of price rally in sight!

Electricity spot market prices

in €



Source: MBI Martin Brückner

Gas price development

in €



Source: Finanzen.net

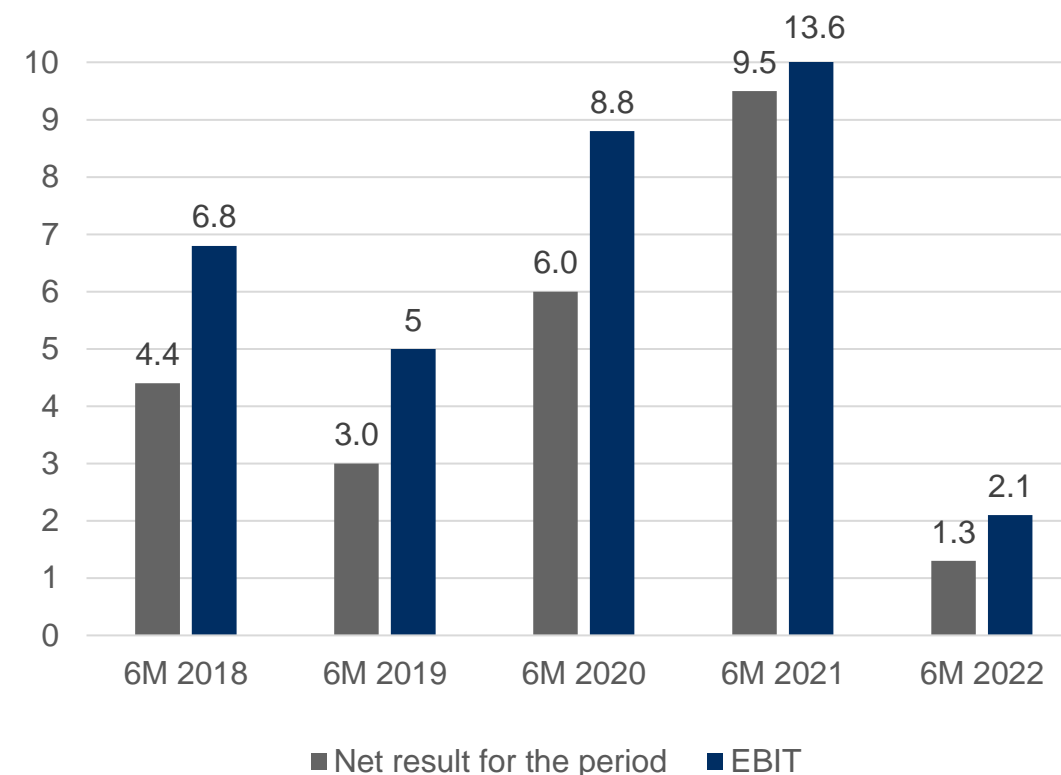
Positive EBIT despite challenging market prices in raw materials, energy and freight

		6M 2021	6M 2022	Δ
Group turnover	m€	155.8	136.3	-12.5%
Gross margin	%	43.7	38.6	-5.1 pps
Foreign currency result	m€	0.5	1.4	>100.0%
EBIT	m€	13.6	2.1	-84.3%
EBIT margin	%	8.7	1.6	-7.1 pps
Earnings before taxes (EBT)	m€	13.3	1.7	-87.0%
Net result for the period	m€	9.5	1.3	-86.6%
EPS	€	1.00	0.13	-87.0%

- EBIT down by €11.5 million mainly due to the lack of contribution margins from the decline in turnover and the drastic increase in material and energy prices
- EBIT margin decreased to 1.6% in the reporting period (H1 2021: 8.7%).

Group earnings development

H1 2018 – H1 2022 in m€



Measures to safeguard the ability to deliver in the current crisis situation led to an increase in working capital

in m€	6M 2021	6M 2022	Δ
Cash flow from operating activities	13.2	-7.9	-21.1
Cash flow from investment activities	-2.7	-2.6	0.1
Cash flow from financing activities	-10.3	-10.3	-
Free cash flow ¹	10.4	-10.5	-20.9
in m€	30/06/2021	30/06/2022	Δ
Cash and cash equivalents at the end of reporting period	39.0	17.4	-21.6
Financial liabilities	-	-	-

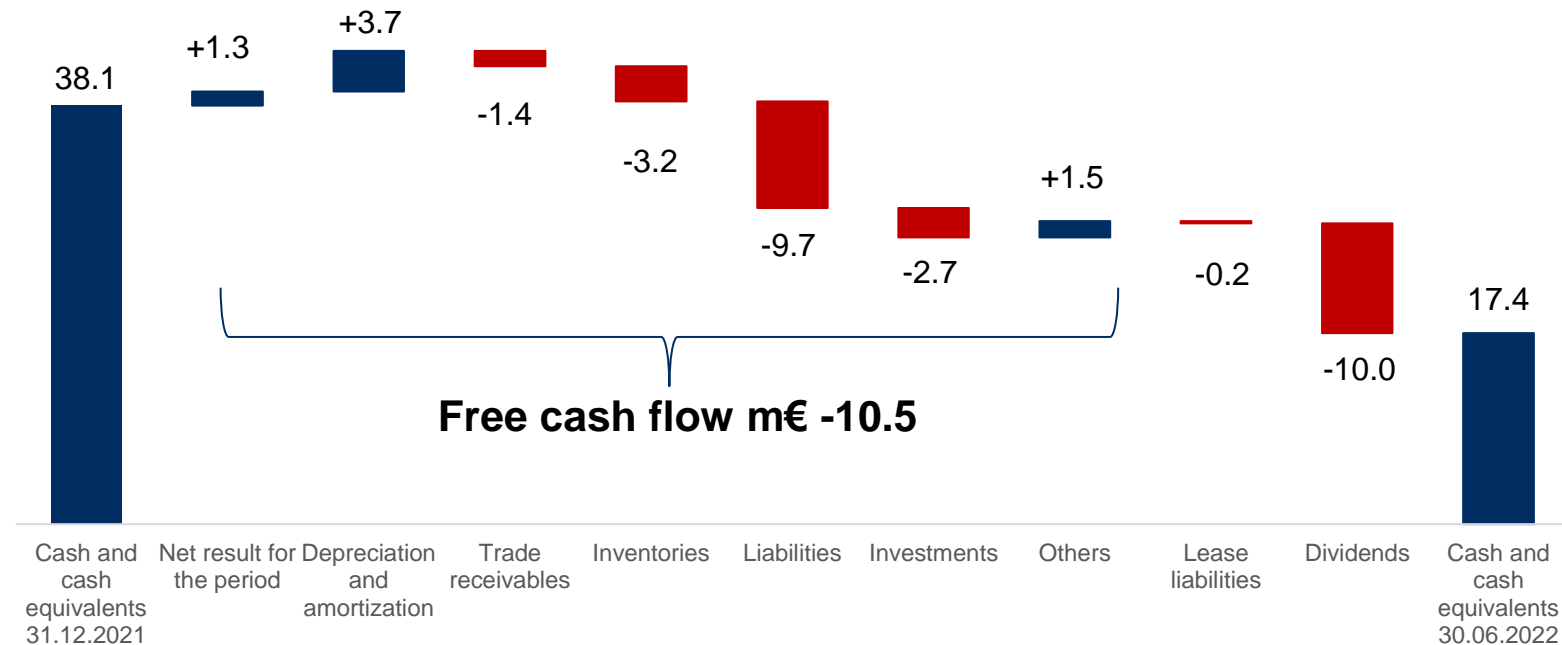
- Free cash flow down to m€ -10.5 in the first half-year 2022 (H1 2021: m€ 10.4).
- Cash flow from investment activities include projects from the previous year that had not been completed at our Czech plant, which was not ready for operation until the first half of 2022 due to a lack of electronic components.
- The cash outflow from financing activities amounted to m€ 10.3 and mainly included the dividend payment of m€ 10.0.

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.

Measures to safeguard the ability to deliver in the current crisis situation led to an increase in working capital

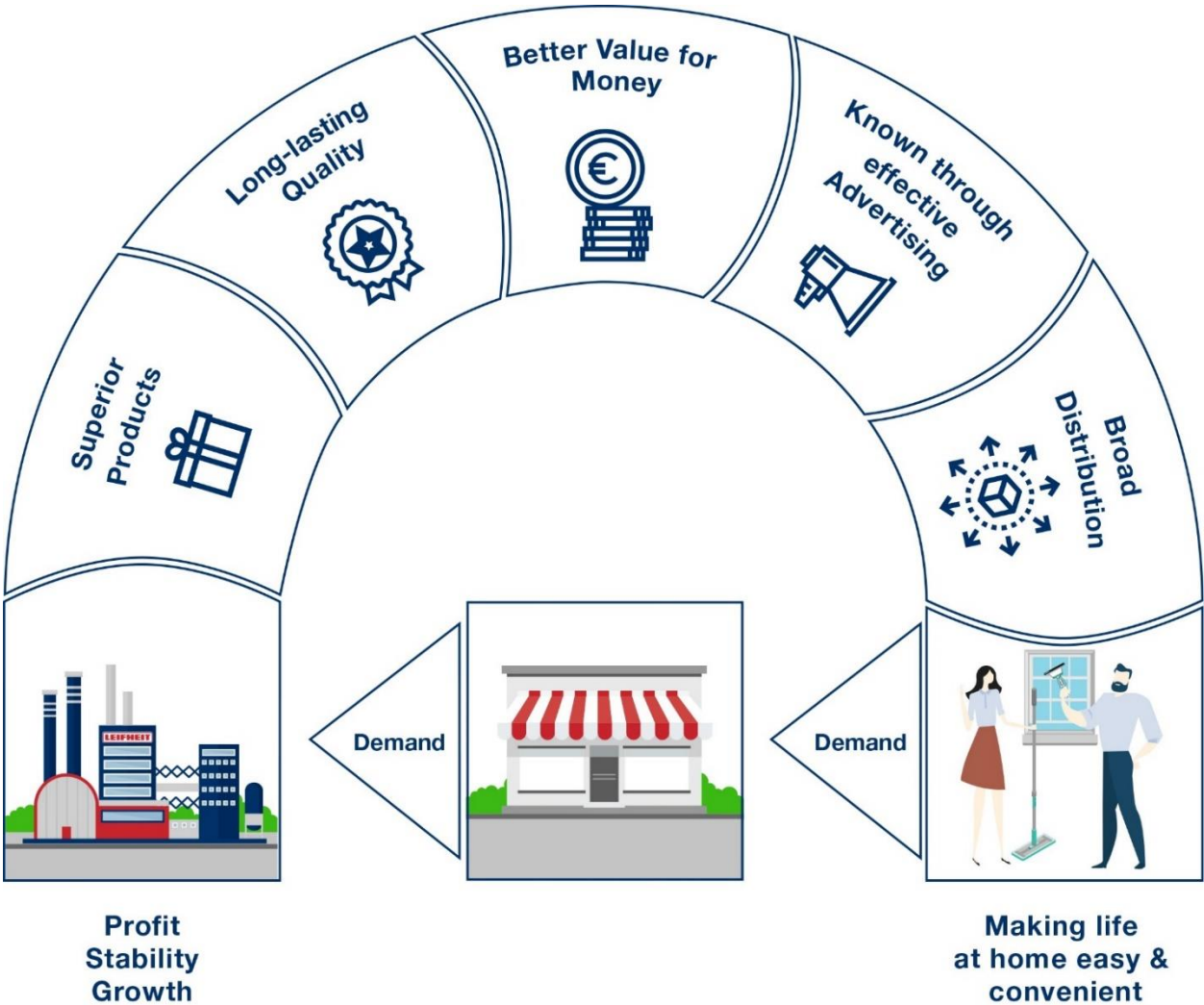
Group liquidity

31/12/2021 vs. 30/06/2022 in m€



- Working capital up by m€ 14.0
- Seasonal increase in trade receivables of m€ 1.4
- Increase of m€ 3.2 in inventories to safeguard our ability to deliver in view of supply chain bottlenecks and impending gas shortages
- Decrease in trade payables and other liabilities of m€ 9.7
- Dividends payment end of May

Our purpose? Happy consumers!



We call our strategy “Scaling up success”

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		Focus	
		Growth	Profitability
1	Create consumer demand <ul style="list-style-type: none"> Invest in pre-tested and scalable high ROI consumer advertising on profitable best sellers Launch new products only if margin > average and if supported by pre-tested advertising 		
2	Increase national and international distribution <ul style="list-style-type: none"> Leverage stronger brand to attract additional retailers and e-tailers Ensure good sell-out in new retail partners with co-advertising 		
3	Improve gross margins <ul style="list-style-type: none"> Focus on own “made in Europe” profitable products Negotiate win-win with retailers, growing their total but not their % profit Take pricing and charge for logistics complexities 		
4	Reduce all cost except consumer advertising <ul style="list-style-type: none"> Reduce SKUs dramatically Strict R&D discipline Create fun, fast, friendly & fearless culture Growing revenues leverages current structure 		

KPIs 2019 vs. 2021

Revenue growth
+11% CAGR



Gross profit
+10% CAGR



Gross margin
-0.8 pps



EBIT
+43% CAGR



EBIT margin
+2.8 pps

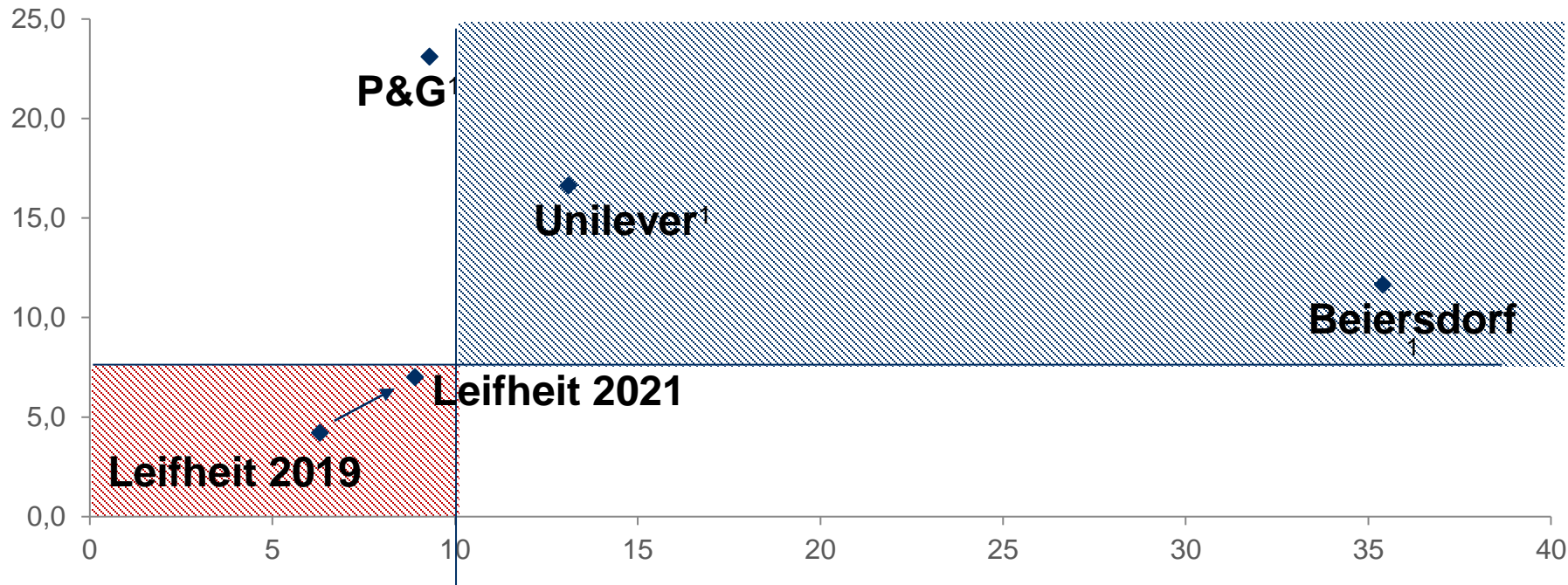


① Create consumer demand and make brands stronger

Peer group comparison Marketing spend and EBIT

in % of turnover

EBIT margin

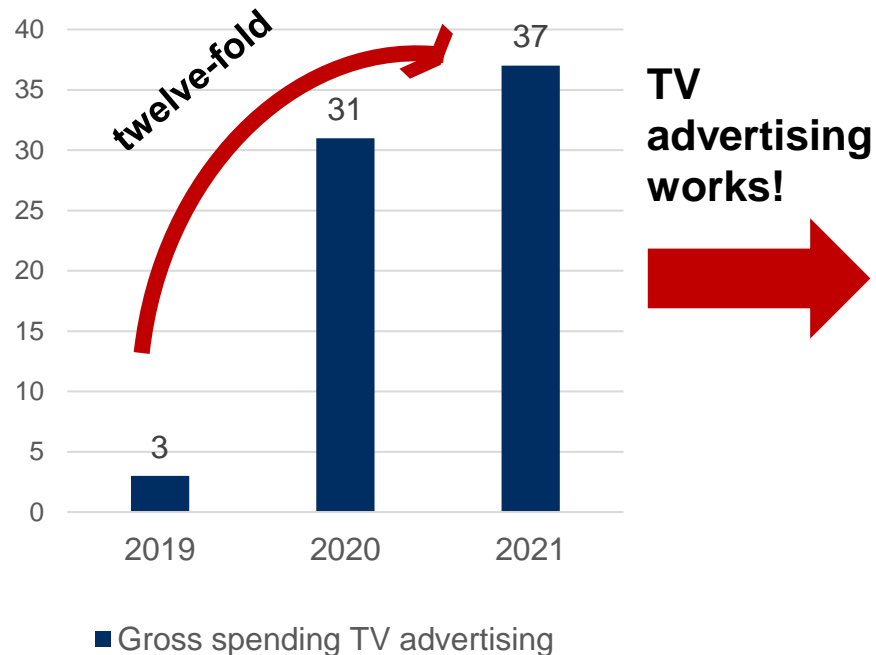


Marketing spend

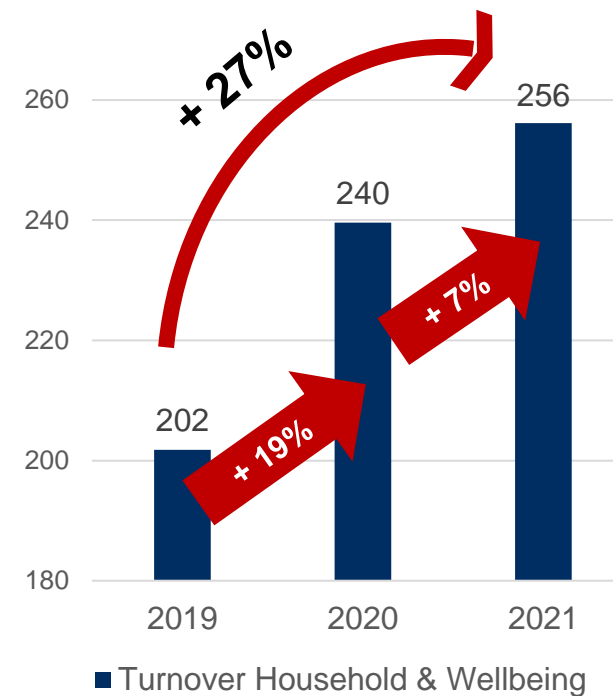
¹ Source: Annual reports 2021

① Our massive investments in TV advertising have turned Leifheit & Soehnle into winning brands

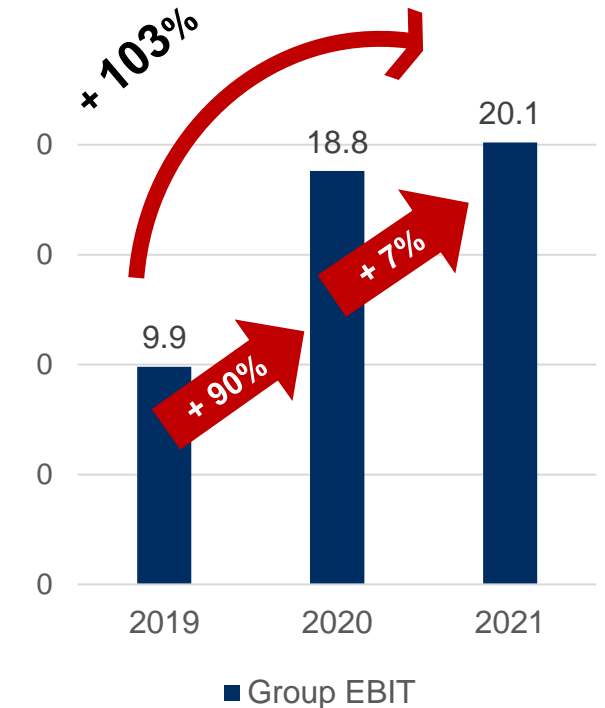
Leifheit & Soehnle
Gross spending for advertising
in m€



Leifheit & Soehnle
Turnover development
in m€



Group EBIT
in m€



① “Electricity Savers” campaign encourages consumers to switch to power-free laundry drying

LEIFHEIT
How housework's done today.

Our electricity savers.

Reduce electricity costs.
Protect the climate and the laundry.

Buy the promotional product now and
save even more!

We cover your electricity costs for one year!*

* Your complete electricity costs will be covered for 1 year (up to a maximum of €1,500). Promotion period: 01.07. until 09/30/2022.
Promotional products: all Linomatic and Pegasus models exclusive accessories and spare parts. All information and conditions of participation at www.leifheit.de/de-de/nachhaltig

**Save up to
€ 730
in 5 years with
Leifheit****

** € 146 per year compared to the use of a condensation dryer in a 4-person household with 4 drying processes per week from April to October/ 28 weeks per year, 4 kWh electricity consumption per drying process.

- Current market situation provides the chance to further promote our energy-saving, durable products.
- In face of rising energy prices, many households are currently looking for ways to reduce their energy consumption and, with it, their electricity costs.
- Switching from electronic dryers to Leifheit Pegasus and Linomatic dryers saves electricity and money, but also reduces CO₂ emissions by around 150 kg compared to an electric dryer.

① New addition to the kitchen category: Harmonic insulating jug

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For long-lasting moments of joy

Insulating Jug Harmonic
Keeps hot beverages warm for up to 24 hours.*

24 h 36 h NEW

LEIFHEIT
How housework's done today.

www.leifheit.com

tested by the ipi Institute für Produkt-Markt-Forschung

- Harmonic combines high quality with modern design and keeps drinks hot for up to 24 hours at 65°C.
- A comparative test of various insulating jugs by ipi Institut für Produkt- und Marktforschung recently singled it out as “by far the best at preserving heat”.
- Coffee, for example, can be brewed and kept hot in large quantities – a genuine and sustainable alternative to the widespread use of capsule or pod machines, and one that also saves on packaging waste.

① Further enhancements of successful efficient cleaning appliances range accompanied by intensive marketing efforts

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- New Regulus Aqua PowerVac Pro, which vacuums, mops and dries all in one, can reach into every corner thanks to its new corner glider with Micro-Duo wipe cover.
- New Clean Tenso Power steam cleaner provides hygienic cleaning without chemical products while also saving water. To underline the Clean Tenso Power's high quality and durability, it is supplied with an extended warranty period.

② We are successfully expanding our distribution network

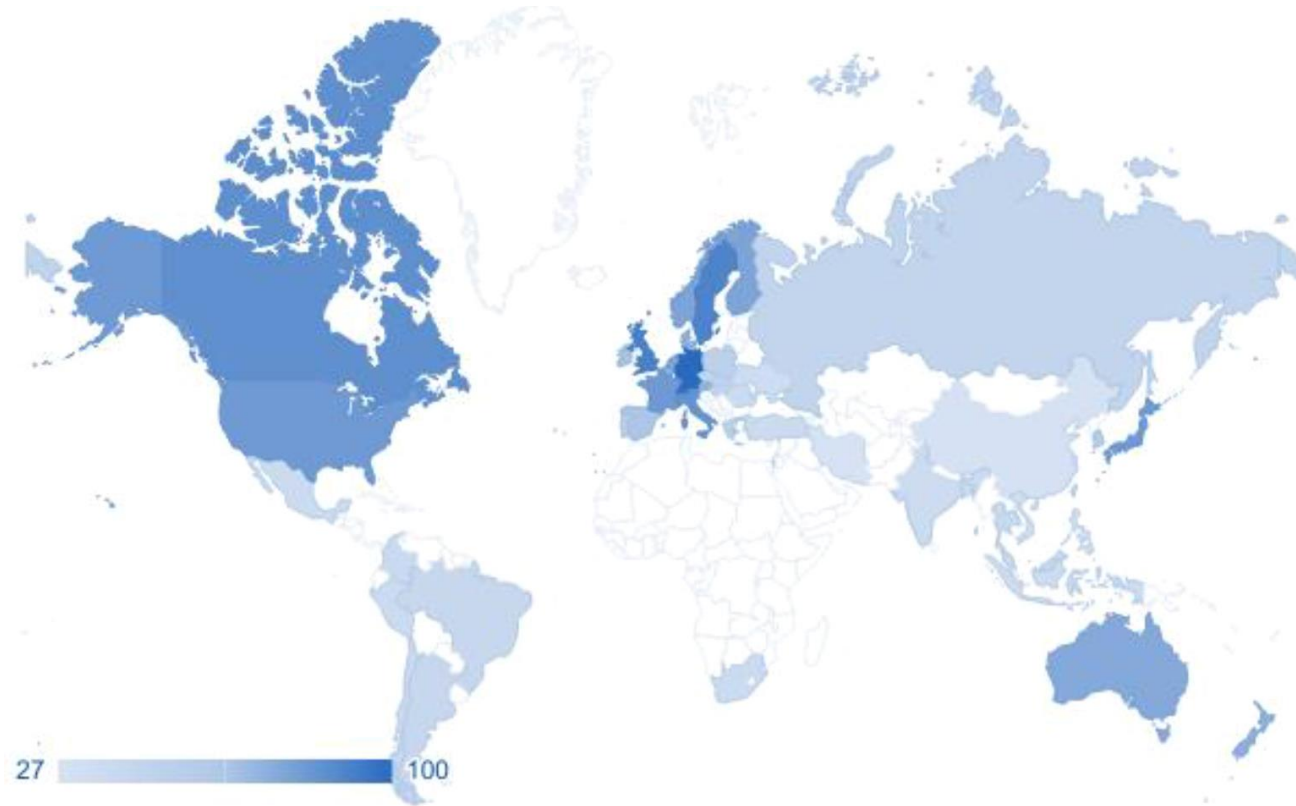
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③ International expansion: German heritage products are ranked # 1 for consumers in terms of positive image

Rank	Country	Index
1	 Deutschland	100
2	 Schweiz	98
3	 Europäische Union	92
4	 Großbritannien	91
5	 Schweden	90
6	 Kanada	85
7	 Italien	84
8	 Japan	81
8	 Frankreich	81
8	 USA	81
11	 Finnland	77
11	 Norwegen	77
13	 Niederlande	76
14	 Australien	75
15	 Neuseeland	73
15	 Dänemark	73
20	 Spanien	64
30	 Argentinien	42
42	 Indien	36
49	 China	28

Source: Statista Made-In-Country-Index 2017



- Germany leads the Made-in-Country-Index
- The global ranking according to the Made-In-Country-Index shows how positively products “Made in ...” from the respective country are perceived worldwide.

④ We create a fun, fast, friendly and fearless winning culture



Further developing our corporate culture into a “winning culture” is a key success factor in our Scaling up Success strategy. Our goal is to foster an agile culture that is fun, fast, friendly and fearless. Our vision is for our employees to tackle the challenges they face with a sense of fun and friendliness, and with speed and confidence. This will help us tap into the full potential of the Leifheit Group even better in the future.



Fun

Generate positive energy. Make a joke, smile, laugh. Don't take yourself too seriously. Be optimistic. Visualise your goal. Concentrate more on opportunities than on issues. Find commonalities within the team and create a sense of cohesion. Be proactive and show initiative. Celebrate successes.



Fast

Time is our biggest bottleneck: focus on the essentials, not on what seems to be most urgent. Bias for action. Focus on the future and the big picture. Don't look for perfection. Test and scale up fast. Be laser-focused on the business. Don't play politics.



Friendly

Be tough on the facts, but respectful and appreciative to people. Try to understand first, then be understood. Forget your ego. View things from the other person's perspective. Give praise and be open to feedback. Don't point fingers or engage in destructive criticism. Don't bad-mouth others. Be friendly. Never raise your voice.



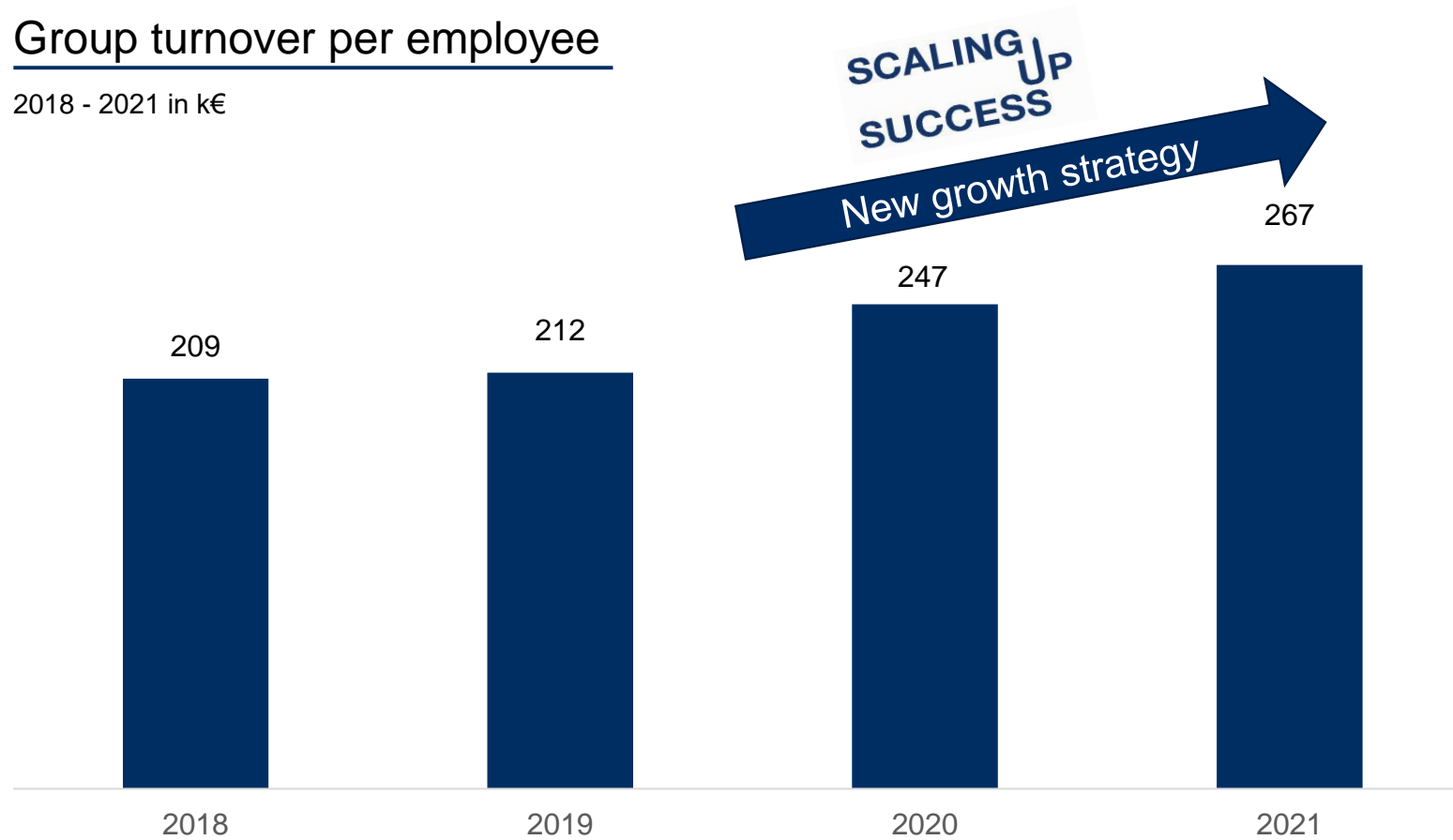
Fearless

Don't be afraid of bosses or committees. Take calculated risks. Take decisions based on facts and figures. Mistakes are ok – celebrate them. Leave your comfort zone and try out new things. Set big, inspiring goals for yourself. Stay hungry and always keep working to improve yourself and the company. The most important leadership quality for successful managers: create a fear-free organisation.

④ 26% increase in turnover per employee FY 2021 vs. FY 2019

Group turnover per employee

2018 - 2021 in k€



④ We face the challenging environment



Continuous work on our program to **reduce complexity, further increase efficiency and reduce costs:**

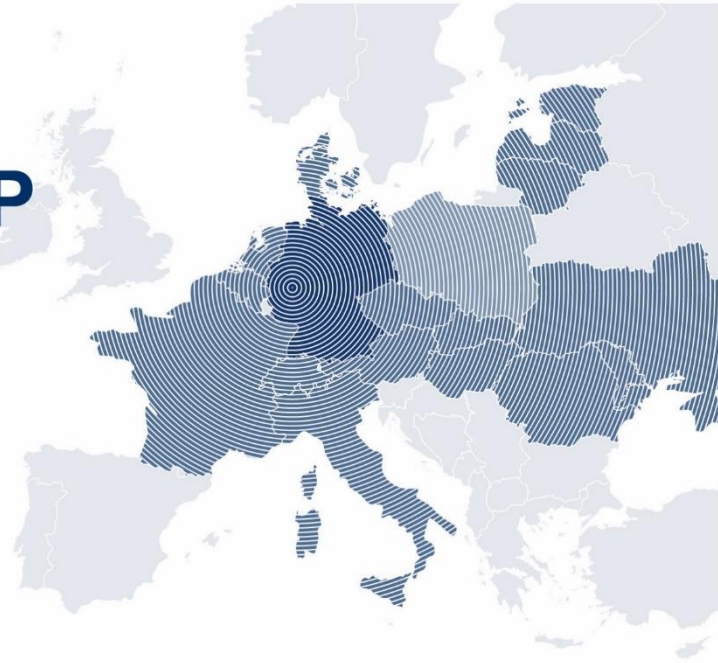
- Streamlining portfolio and substantial SKU reduction
- Projects to reduce purchasing and logistic costs by optimizing synergies in the Group and further improving our D2C capabilities
- Lean manufacturing initiatives and ratio projects to improve efficiency of our production sites
- In view of the persistent bottlenecks in the procurement markets and the impending gas shortage: ensuring ability to deliver through forward-looking inventory management and flexible production
- Building up our strong European footprint to reduce dependencies from Asia and from the turmoil on sea freight markets
- Continuous negotiation with our partners on the purchasing and sales side, strong focus on improving Cashflow by negotiating payment terms
- React flexibly to changes in capacity utilization in production and logistics by reducing remaining vacation time and credits on working time accounts and by reducing the number of temporary workers that we use to cope with peak order times
- Reducing structural cost wherever possible - leaving employees will be replaced only as an exception
- Cost savings by digitalisation, meeting efficiency, travel expenses etc.

Forecast 2022: Turnover and earnings forecast adjusted following reassessment at the half-year mark



Forecast 2022	
Group turnover	Decrease in the single-digit percentage range
Turnover Household	Decrease in the upper single-digit percentage range
Turnover Wellbeing	Decrease in the clear double-digit percentage range
Turnover Private Label	Slightly below the previous year
Group EBIT	In the lower single-digit million Euro range
Free Cashflow	Below previous year

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Our winning strategy
will be scaled up
to more countries,
retailers, brands and
product lines.



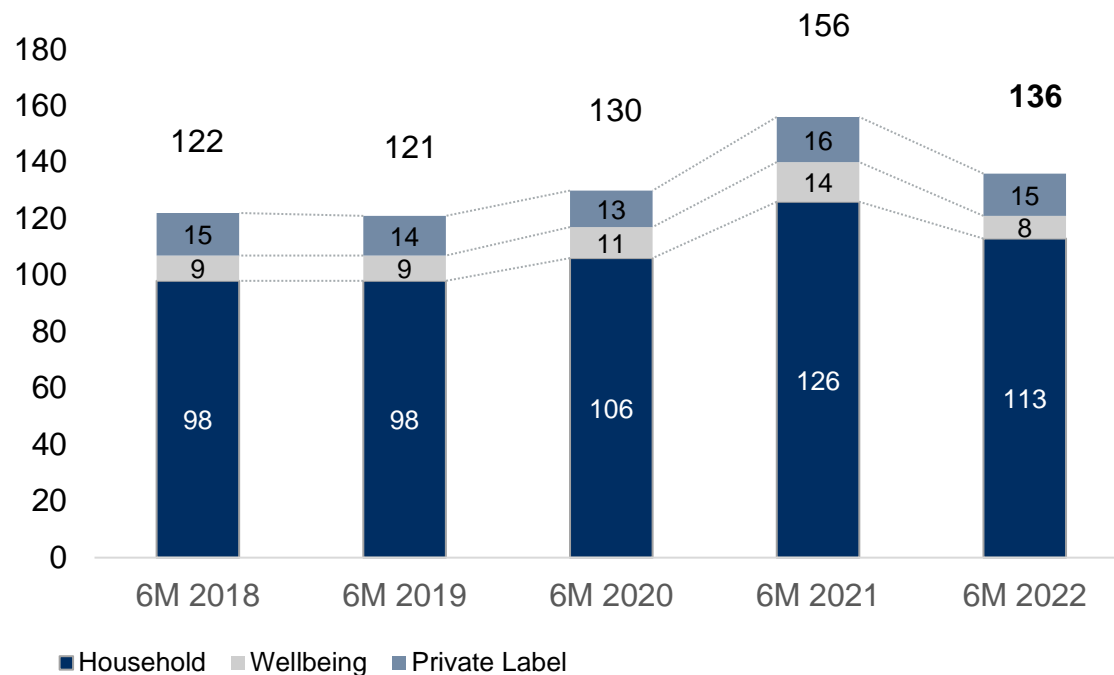
Investor Presentation H1 2022

Annex

Household segment below prior-year turnover, but at a high level, due to continued large-scale advertising

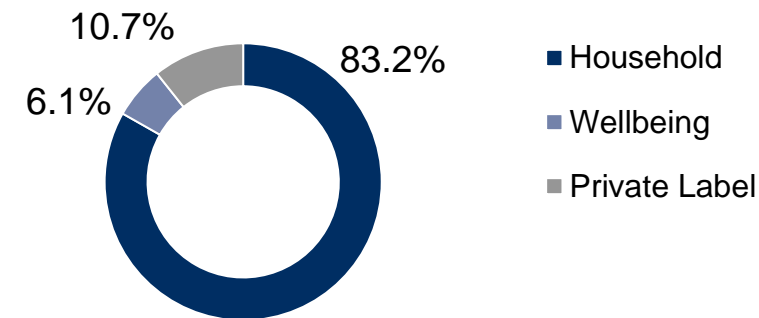
Group turnover by segment

6M 2018 – 6M 2022 in m€



Group turnover by segment

6M 2022



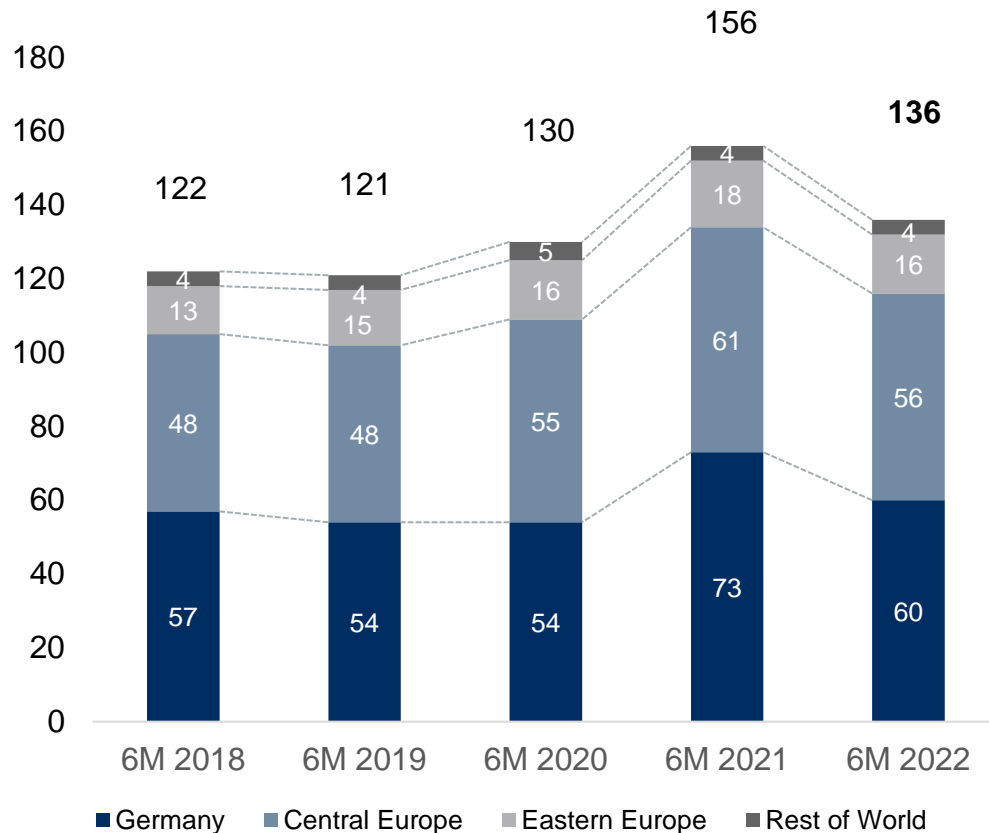
- Turnover in Household segment decreased by -10.0% year-on-year to m€ 113.4, this is mainly due to a change in consumer behavior following the removal of contact restrictions.
- Wellbeing segment declined by -40.0%. In the first half of the previous year, strong growth in Soehnle scales and increased demand for Soehnle air purifiers in view of the pandemic led to a significant sales increase in this segment.
- Private Label segment generated turnover of m€ 14.6, thus 9.2% below the previous year's figure (6M 2021: m€ 16.1).

Successful TV advertising campaigns are paying off, but Russia-Ukraine war and effects of COVID-19 weigh on private consumption



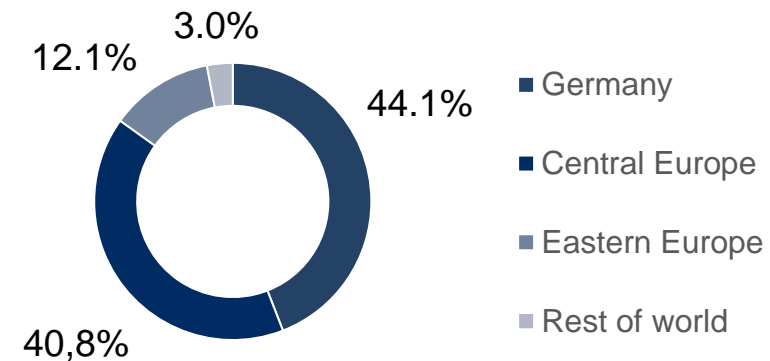
Group turnover by region

6M 2018 – 6M 2022 in m€



Group turnover by region

6M 2022






- Germany: Sales declined compared to previous year, but demand for the products advertised on TV continues to make an above-average contribution to sales.
- Central Europe: Higher consumer prices and consumer uncertainty dampen consumer sentiment. In particular, in France, Belgium and Austria sales declined compared to the same period of the previous year due to lower promotional volumes.
- Eastern Europe: Strong double-digit turnover growth in the Baltic States and Slovakia. By contrast, sales in important markets Czech Republic and Poland declined.

Leifheit Group structure



Household

LEIFHEIT



Laundry Care Cleaning Kitchen goods

Wellbeing

SOEHNLE



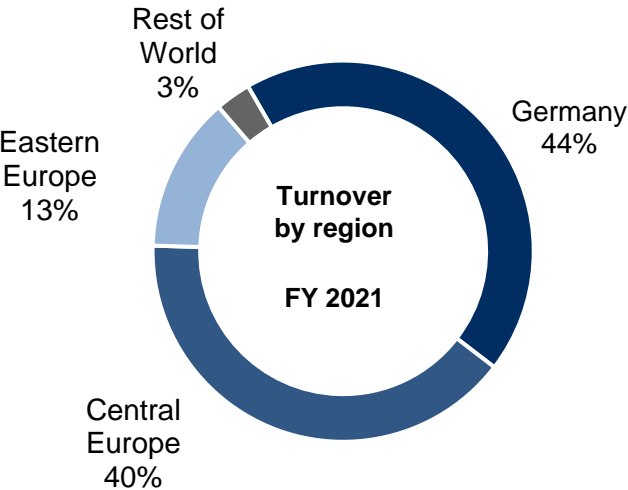
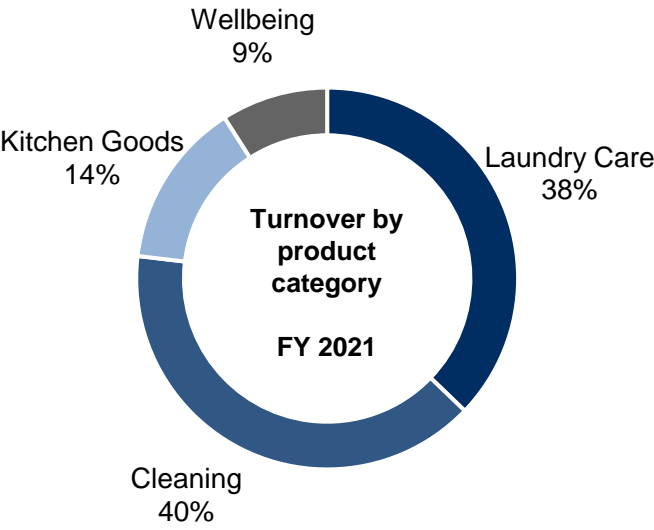
Personal scales Kitchen scales

Private Label

BIRAMBEAU herby



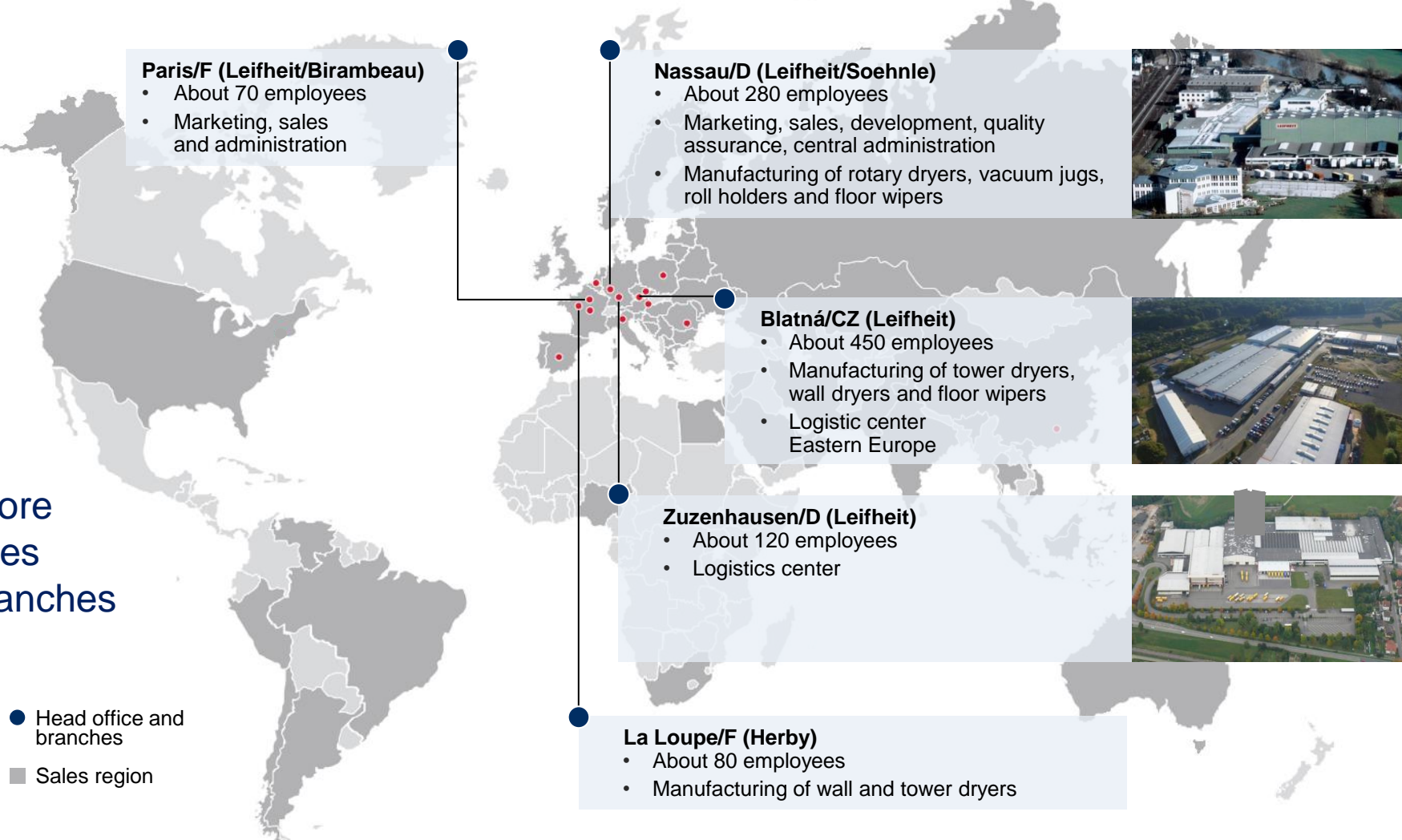
Kitchen goods Standing Dryers



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



Operating in more than 80 countries with 14 own branches



Distribution in all relevant distribution channels

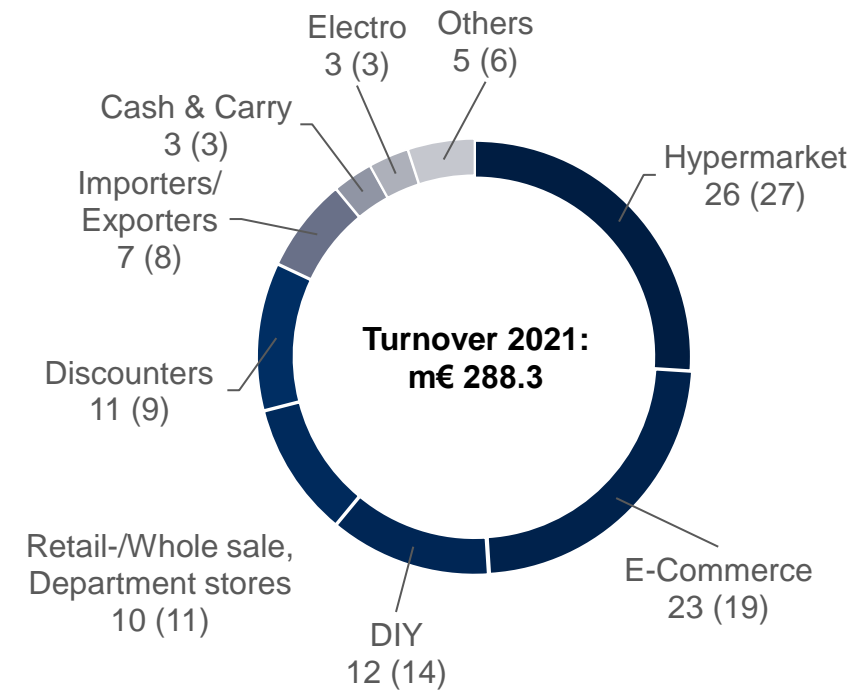


Blue Chip client base



Distribution channels

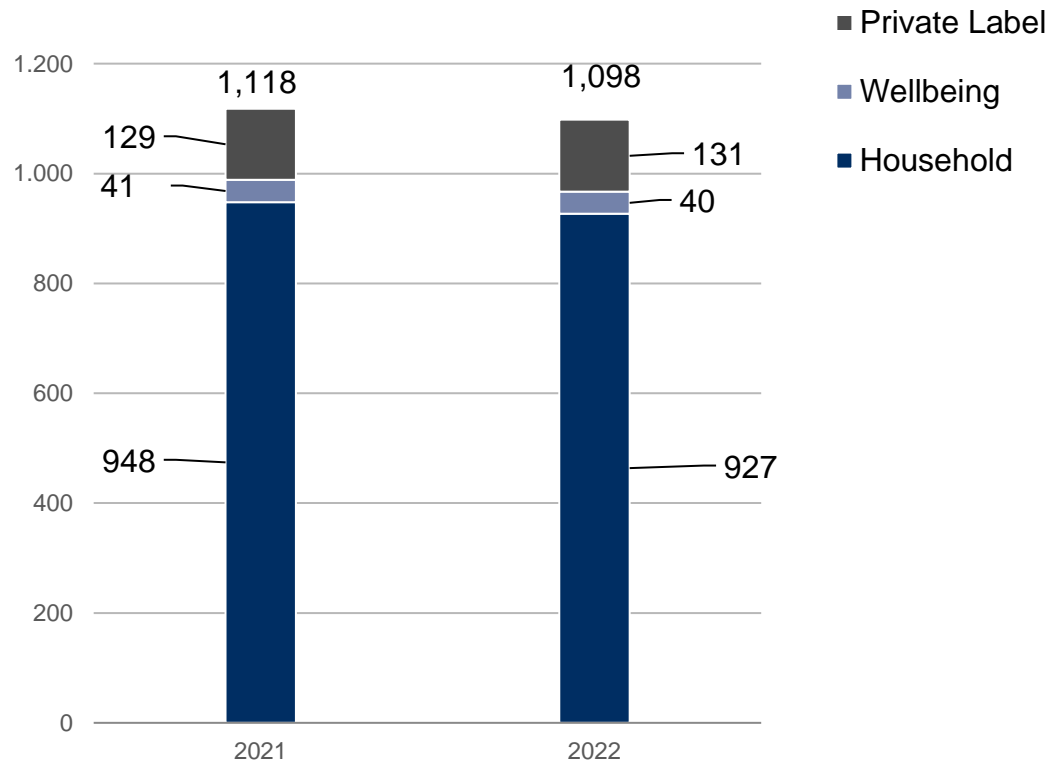
Turnover 2021 in % (previous year's figures)



We were able to react flexibly to the changed capacity utilization in production and logistics by reducing remaining vacation time and credits on working time accounts and by cutback in the numbers of temporary workers

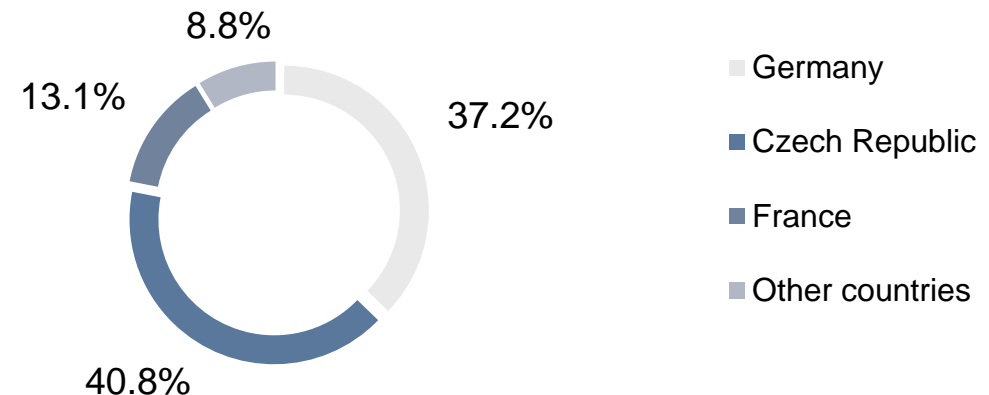
Employee development

30 June



Employees by region

30 June 2022



Long-term financial overview



		2017	2018	2019	2020	2021
Group turnover	m€	236.8	234.2	234.0	271.6	288.3
Profitability						
Gross margin	%	46.4	43.6	43.1	45.0	42.3
Cash flow from operating activities	m€	7.2	10.2	15.9	4.0	16.4
Free cash flow	m€	1.5	3.7	10.1	-5.5	9.6
EBIT	m€	18.8	13.1	9.9	18.8	20.1
EBIT margin	%	8.0	5.6	4.2	6.9	7.0
EBT	m€	17.7	11.9	8.5	17.7	19.3
Net result for the period	m€	12.8	8.4	5.8	12.5	14.2
ROCE ¹	%	12.7	10.5	8.2	14.1	13.8

¹ Definition of ROCE changed in 2019, ROCE 2018 adjusted for comparability reasons

Long-term financial overview



		2017	2018	2019	2020	2021
Per share						
Net result for the period, EPS ²	€	1.35	0.88	0.61	1.32	1.49
Free cash flow	€	0.16	0.39	1.06	-0.57	1.00
Dividend	€	1.05	1.05	0.55	1.05	1.05 ²
Special dividend	€	--	--	--	--	--
Investments	m€	7.8	6.6	6.0	9.6	7.3
Depreciation	m€	6.4	6.9	8.2	8.5	7.8
		31/12/17	31/12/18	31/12/19	31/12/20	31/12/2021
Employees	No.	1,137	1,119	1,106	1,098	1,080
Balance sheet total¹	m€	224.9	221.8	214.6	230.0	238.8
Equity	m€	98.5	101.8	96.2	100.4	111.3
Equity ratio	%	43.8	45.9	44.8	43.7	46.6
Liquidity	m€	57.2	50.9	50.3	38.8	38.1

¹ Not including repurchased treasury shares

² Dividend proposal

Experienced Management



Henner Rinsche
CEO

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
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

- Resp. 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

Committed to shareholder returns



Long-term dividend development

Dividend per share / in €

Dividend yield ¹

2021:	2.9%	2017:	3.8%
2020:	2.4%	2016:	5.1%
2019:	2.3%	2015:	5.6%
2018:	5.9%	2014:	3.9%



¹ Based on the particular closing price at year-end

Leifheit awards (selection)



Floor wiper
Profi micro duo



CLEAN TWIST
Disc Mop Ergo



CLEAN TWIST
M Ergo



Isolating jug
Columbus



Salad spinner
Comport Line



Rotary dryers
Linomatic



Window vacuum
cleaner Nemo



Window vacuum
cleaners



Isolating mugs
Flip 600 + 350 ml



Cordless vacuum wiper
Regulus Aqua PowerVac



Cordless vacuum
Regulus PowerVac 2in1



Laundry dryers
Pegasus



Steam Mop CleanTenso



Soehnle awards (selection)



Kitchen Scales
Page Profi + Page Profi 300



Personal Scales
Style Sense



Personal Scales
Style Sense Bamboo Magic



Page Aqua Proof
Kitchen Scale



Body analysis scales
Shape Sense Connect 100 + 200

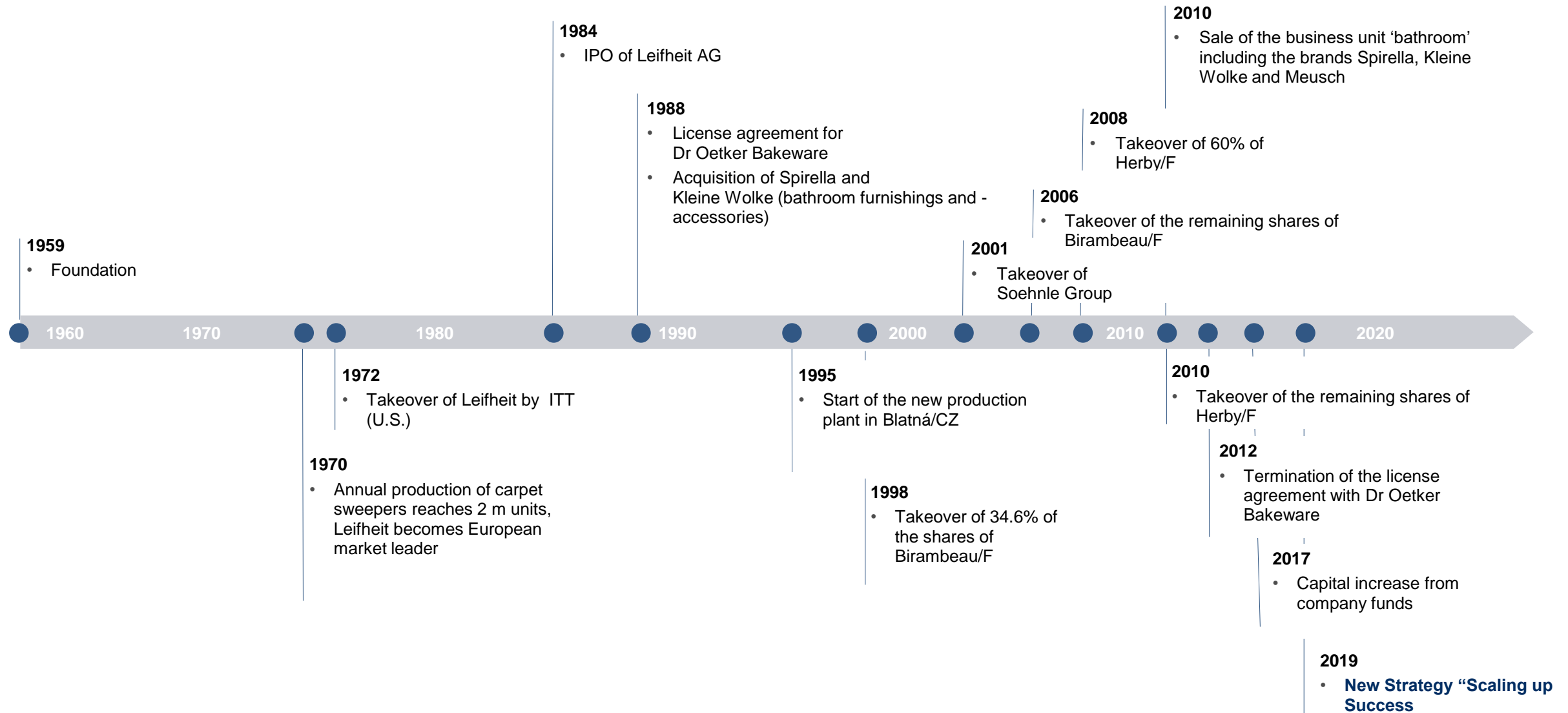


Blood pressure monitors
Systo Monitor 200 + 300



Air Purifier
AirFresh Clean 400

Leifheit – more than 60 years of passion for housework



European competitors by category



Cleaning

Spontex
Tonkita Swiffer Rival
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

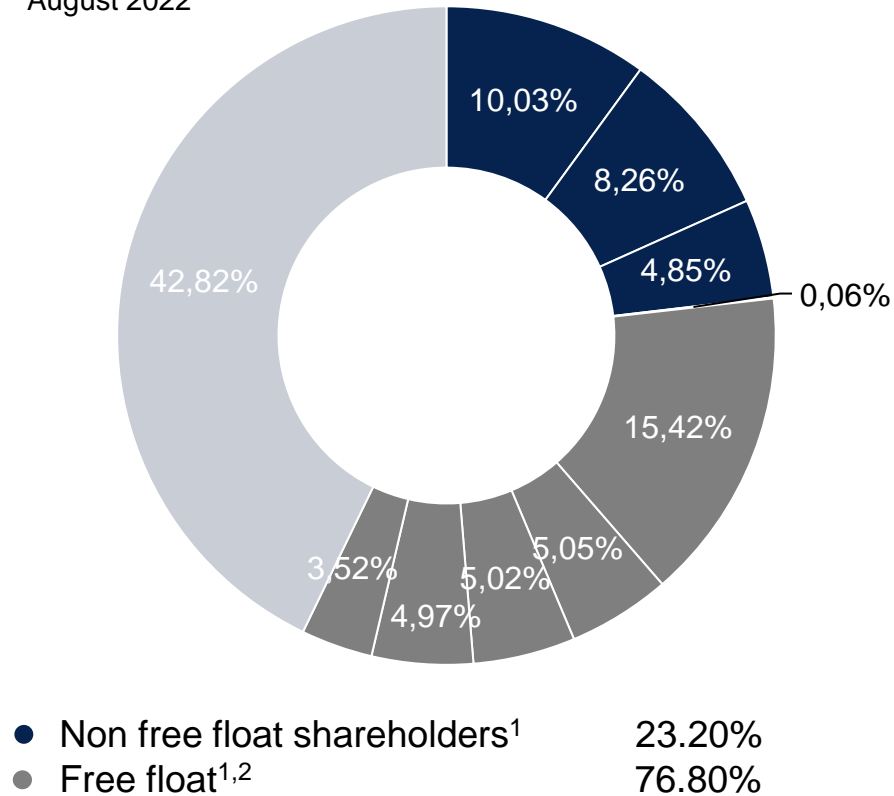
Bosch Laica Tanita
ADE Homedics Beurer
Sanitas Withings Terraillon

Significant free float and international investors



Shareholder structure

August 2022



- MKV Verwaltungs GmbH, Grünwald (GER), 10.03%
- Ruthild Loh, Haiger (GER), 8.26%
- Leifheit AG Nassau (GER), treasury shares, 4.85%
- Employee shares subject to a lock-up period 0.06%
- Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES), 15.42%
- 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%
- Voting rights under notification threshold 42.82%

¹ Definition of German stock exchange for indices

² Including shareholdings of the management board

Financial calendar and contact



Dates 2022

08 Nov 2022

Quarterly statement for the period
ending 30 September 2022

20 Sep 2022

Berenberg and Goldman Sachs Eleventh
German Corporate Conference, München

Contact

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



Most Valuable Company

July 2021
Deutschland Test / Focus Money



1st place
Home appliances

100.0 points
awarded 3rd time in a row

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 fairest companies

Jan 2022
IMWF Institut / FAZ-Institut



3rd place
Household items

90.3 points

Study analyses social listening data and identified 7.4 million mentions for over **17,000 companies**. Relevant criteria include product and service, customer satisfaction and value for money, employer fairness and sustainability

Highest Level of Trust 2021

Oct 2021
Deutschland Test / Focus Money



1st place
Household items

100.0 points

Study shows which companies have a high level of trust by assigning and identifying **3.7 million mentions** of **about 21,000 brands** in the investigation period September 2020 to August 2021.

Germany's Best Customer Hotline 2021

July 2021
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.

Our ESG Principles



What sustainability means to us:
Responsible actions toward the environment and people,
corporate integrity and durable, high-quality products



Environment

Durable, high-quality products
that make life at home easier
and more convenient

Efficient use of resources without
sacrificing quality

European production and logistics
footprint with close connections to
our customers

Compliance with applicable laws
and regulations in our production
activities (WEEE, RoHS, REACH,
PAH, Ecodesign Directive, etc.)

Strict environmental standards in
our supply chain, laid down in our
supplier code of conduct



Social

Fun, fast, friendly and fearless
corporate culture

HR strategy geared towards
employer attractiveness

Focus on employee safety and
health

Welcome diversity and equality
of opportunity

Fair and competitive pay, training
and continuing education

Strict social standards in the supply
chain, laid down in our supplier
code of conduct

Giving back to society at
our locations



Governance

Responsible corporate
management and compliance

High transparency for stakeholders
through quarterly reporting and
regular news updates

Compliance management system
(CMS), including guidelines and
measures to ensure compliant
and ethical conduct

Combating corruption and bribery
as integral parts of CMS

Protecting personal data according
to the high standards of the GDPR

**Read more at our
sustainability report 2021**

www.leifheit-group.com/en/investor-relations/reports-and-presentations/



Aktiengesellschaft

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