

**LEADING
WITH
FOCUS.**
CREATING
SUSTAINABLE
VALUE.



Investor Presentation FY 2024

9 April 2025

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Executive Summary: Strong profitability increase in FY 2024



Holistic corporate strategy focusing on profitable growth and cost efficiency yields first results

Group turnover up by 0.4% to 259.2 m€

Strong improvement in **gross margin** by 2.4 pp to 44.5%

Group EBIT doubled from 6.0 m€ to 12.1 m€

Free cash flow increased by 2.1 m€ to 14.2 m€

Forecast 2025: Group turnover growth of between approx. 2% and 4%, Group EBIT in the range of 15 m€ to 17 m€

Dividend proposal for 2024: increased ordinary dividend of 1.15€ and special dividend of 0.05€ per eligible no-par-value bearer share

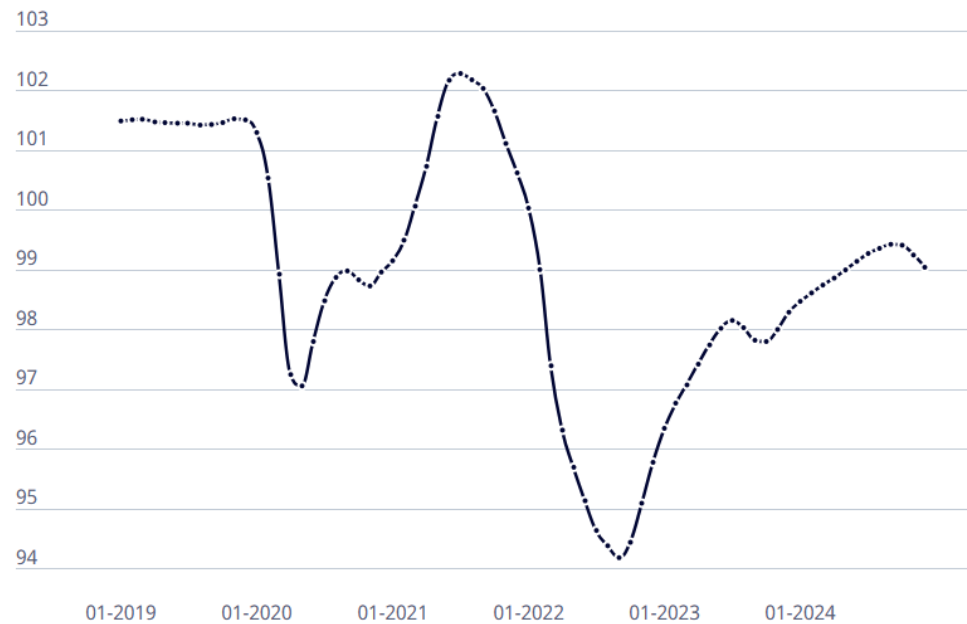
Ongoing **Share buyback program** supports **shareholder-oriented dividend policy**

Consumer climate: domestic & EU recovery halted

Consumer confidence index (CCI)

December 2024, EU-27

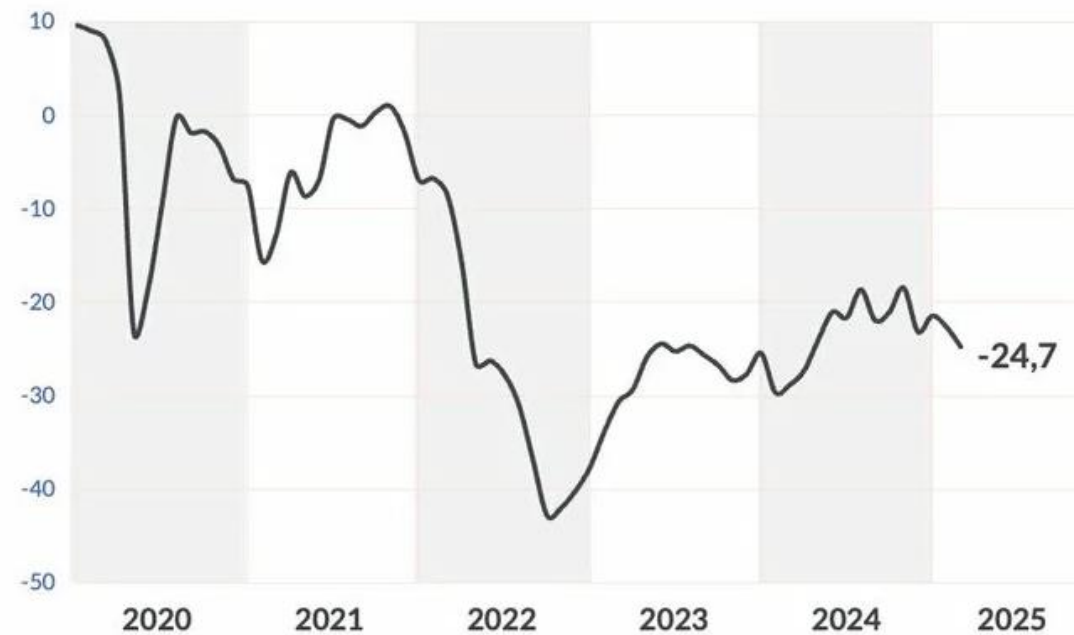
Amplitude adjusted, Long-term average = 100



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

GfK consumer climate index

February 2025, Germany



Source: GfK Konsumklima powered by NIM / co-funded by European Commission

- Both indicators show a new downturn of consumer sentiment towards the end of the year.
- Momentum for demand in the German domestic market apparently still at a low level and very fragile.

Group turnover in line with expectations – slight slowdown of growth in fourth quarter



Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	259.2	213.5	14.7	31.0
Growth FY '24 vs. FY '23	0.4%	0.7%	-10.0%	3.3%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	97.8	117.1	37.6	6.7
Growth FY '24 vs. FY '23	-5.6%	2.4%	7.7%	25.3%

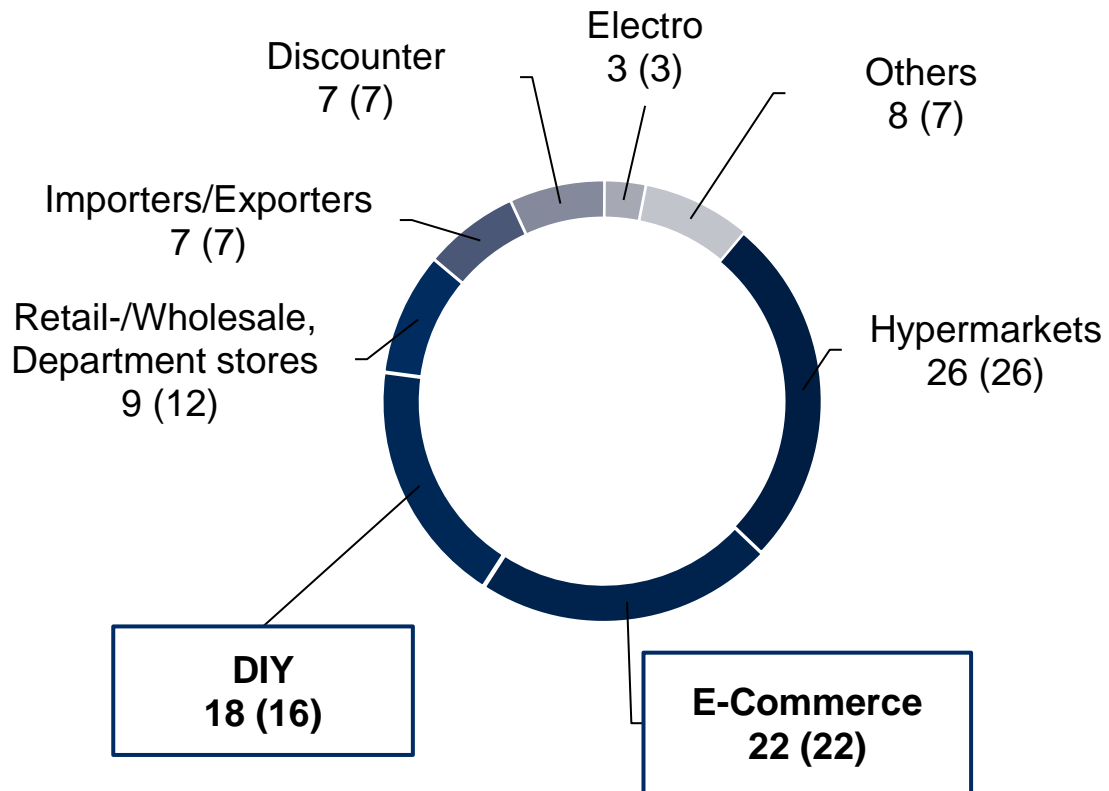
- **Q1** was negatively impacted by **low discounter promotions**
- **Growth initiatives successfully implemented:** Focus on excellence in execution, advertising activities in the core categories and distribution expansion in important European core markets

Strong performance in E-Commerce and DIY channels



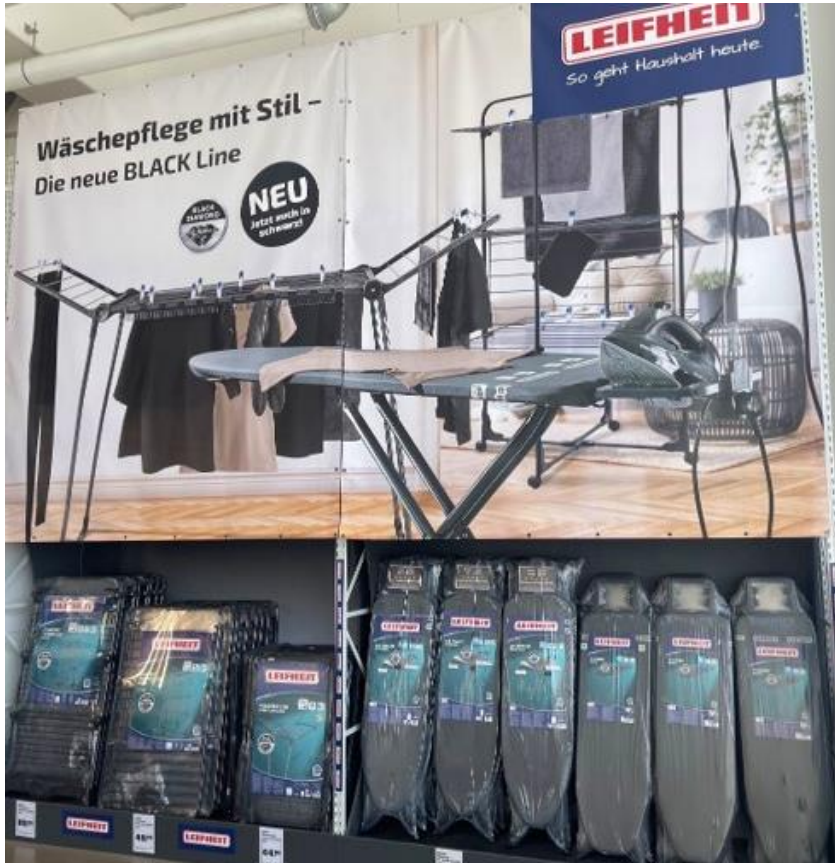
Distribution channels

Turnover FY 2024 in % (previous year's figures)



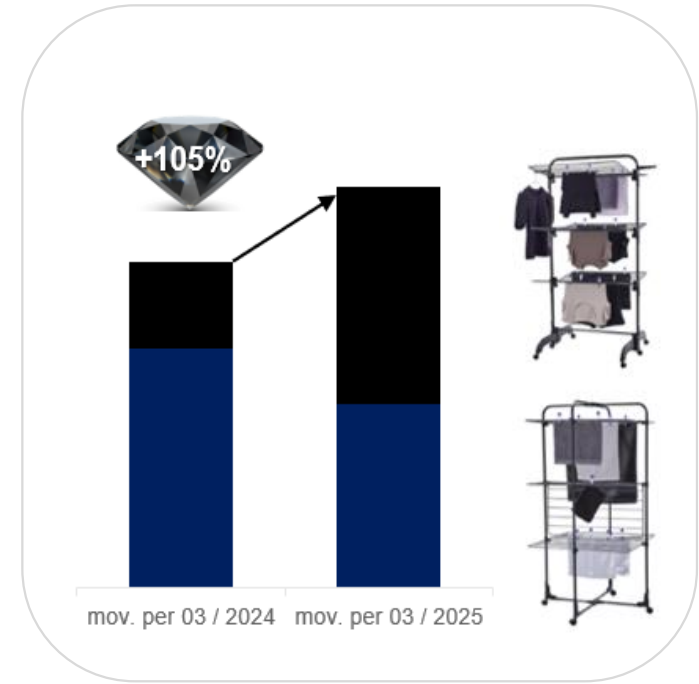
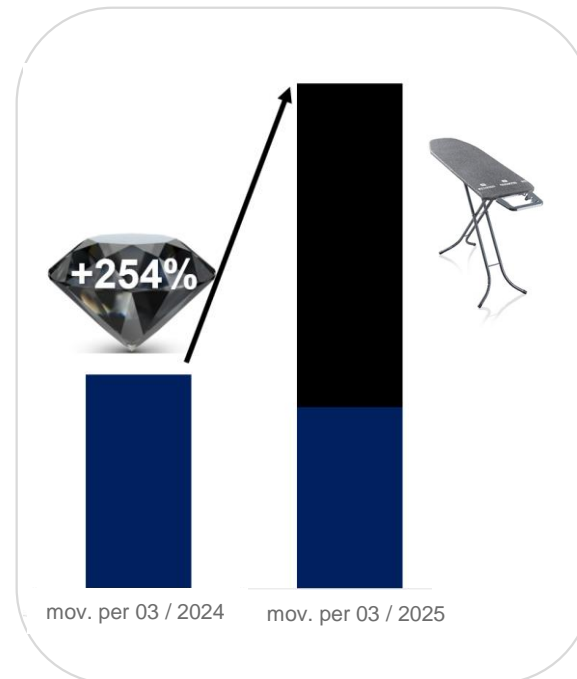
- **E-Commerce grew by 4.3 % in FY 2024**
- excluding mail order and teleshopping
- **D2C capabilities improved** with France as a success case and role model for future roll-outs
- **Growth of 6.4% in DIY channel** in FY 2024 due to distribution expansion
- Less promotions in the **discounter channel**
- **Retail-/Wholesale, Department stores:** Partly compensation for loss of important customer in the Netherlands

Strong focus on Innovation to drive growth and profitability



Ironing Boards and Tower Dryers

on top sales volumes in %

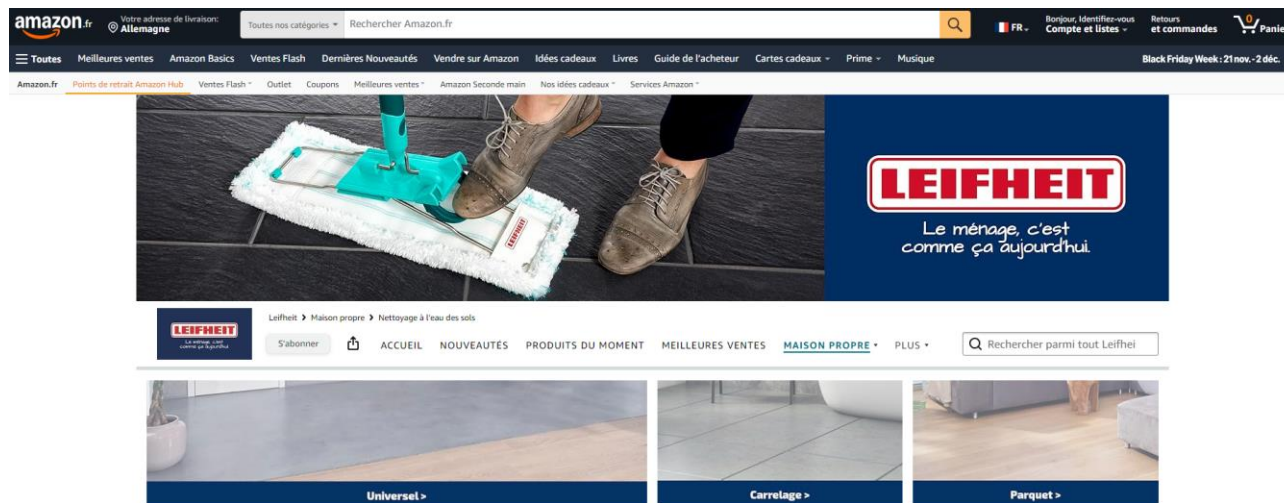


Successful Black Line

E-Commerce to drive growth and profitability: Pilot France D2C



- Efficient logistic from new D2C logistic hub
- New distribution via additional marketplaces
- Strong investment into Performance Marketing



09 / 2024 – 03 / 2025

D2C Ecommerce in
France increased by

210% vs. previous year period



Efficient organization: Significant success in creation of lean and efficient organizational structures



New sales and marketing organization

- Follows the strategy with a view to the focus markets and e-commerce growth drivers:
 - Global Sales Function
 - Global E-Commerce Function
 - New Global S&CM to maximize POS
 - New Global Marketing organization
- New organization generates efficiencies and cost savings at the same time



New central European logistics hub

- Stronger focus on the D2C business and expansion of D2C capabilities
- Optimization of logistics by shortening transport routes, optimized productivity

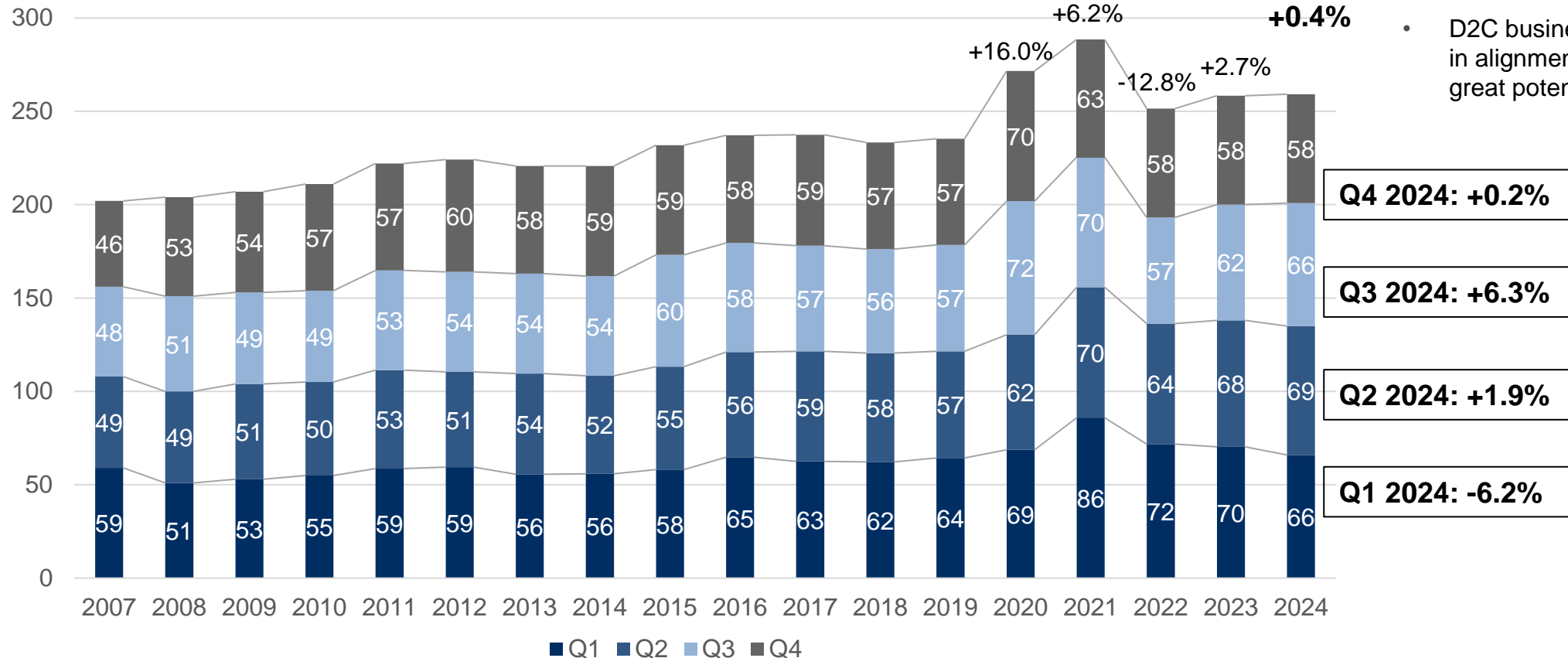
FY 2024 Financials

Group turnover FY 2024 within guidance



Group turnover development by quarters

in m€



- Slow start due to discount base effect in Q1
- Growth in FY 24 impacted by economic environment, weak consumption and insolvencies in retail
- D2C business and digital channels in alignment with new strategy show great potential

Q4 2024: +0.2%

Q3 2024: +6.3%

Q2 2024: +1.9%

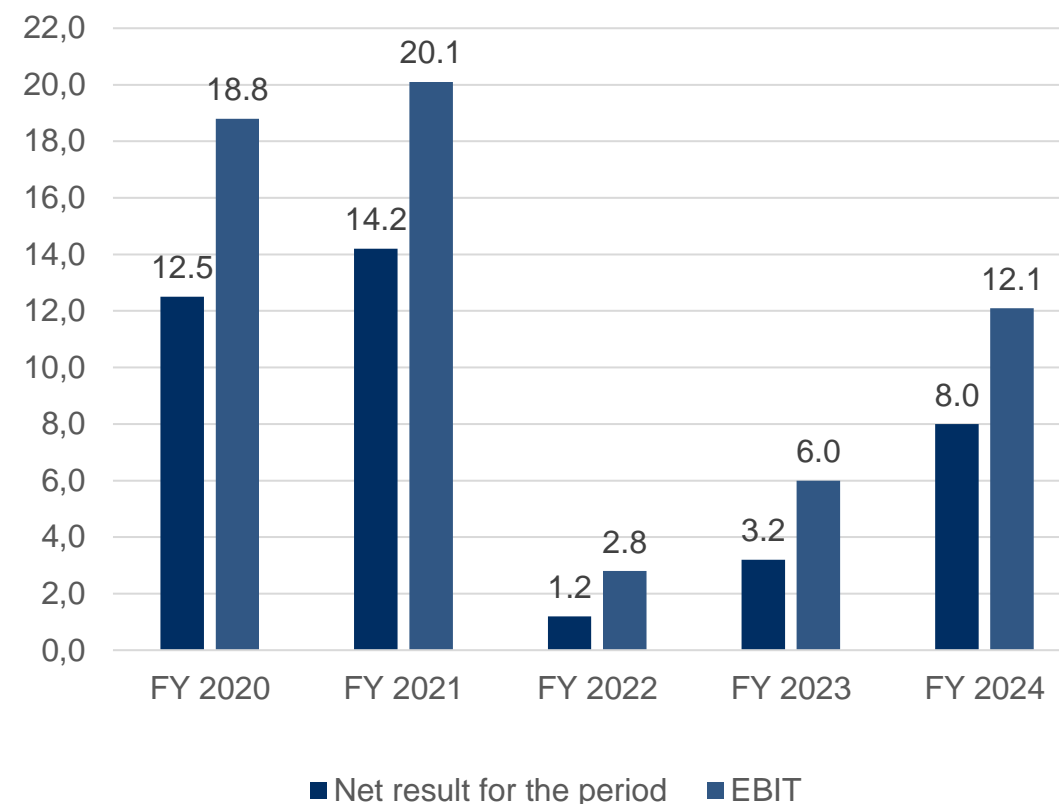
Q1 2024: -6.2%

Strong EBIT increase due to improved gross margin, more than compensating one-off effects from organizational changes

		FY 2023	FY 2024	Δ
Group turnover	m€	258.3	259.2	0.4%
Gross margin	%	42.1	44.5	2.4 pps
Foreign currency result	m€	-0.6	0.5	>100.0%
EBIT	m€	6.0	12.1	>100.0%
EBIT margin	%	2.3	4.7	2.4 pps
Earnings before taxes (EBT)	m€	4.7	11.3	>100.0%
Net result for the period	m€	3.2	8.0	>100.0%
EPS	€	0.34	0.85	>100.0%

Group earnings development

FY 2020 – FY 2024 in m€



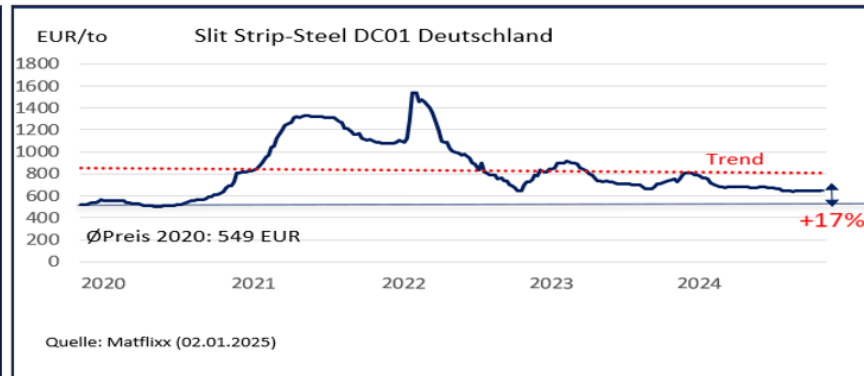
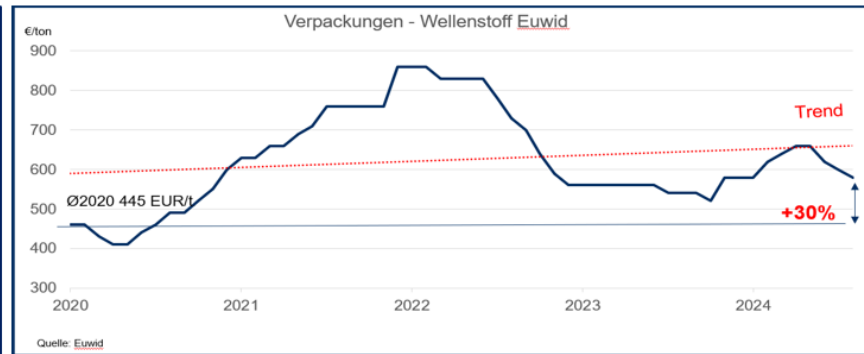
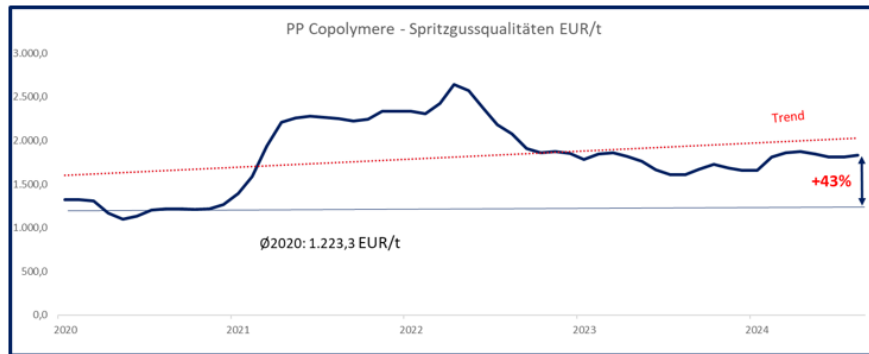
Steadily increasing gross margins



		Q4 2023	FY 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Gross Margin	%	44.3	42.1	44.7	44.5	44.1	45.3	44.5

- **Improvement in gross margin to 44.5% in FY 2024 (FY 2023: 42.1%)** because of
 - productivity and efficiency increase in production and logistics due to strategy implementation
 - expansion of more profitable D2C capacities
 - positive product mix effects due to the focus on effective campaigns for profitable products
 - sales price adjustments

Raw Material price development



- Average price increase of main raw materials appr. +34% vs. 2020 (-2% vs. previous quarter)
- Aluminum with continued upward trend. Steel and PP balanced. Price level of 2019/20 will be not reached in the short term
- **Sea Freight Rates:** Stabilization with slightly increasing freight rates before Chinese New Year.

*Calculation basis: average price 2020 vs. price as of December 2024

Free cash flow increased by 2.1 m€ from 12.1 m€ in FY 2023 to 14.2 m€ in FY 2024

in m€	FY 2023	FY 2024	Δ
Cash flow from operating activities	20.8	28.5	7.7
Cash flow from investment activities	-8.7	-14.3	-5.6
Cash flow from financing activities	-7.1	-14.1	-5.1
Free cash flow ¹	12.1	14.2	2.1

in m€	31/12/2023	31/12/2024	Δ
Cash and cash equivalents at the end of reporting period	41.3	41.4	0.1
Financial liabilities	-	-	-

- Free cash flow significantly improved by 2.1 m€ in FY 2024 as a result of improved working capital management
- Higher cash outflow from financing activities mainly due to the dividend payment of 10.0m€ (2023: 6.7 m€) and share buyback program of 3.5m€ (2023: 0.0m€)
- With Group liquidity totaling 41.4 m€ and without any liabilities to Banks, the company continues to have a **highly robust liquidity position**

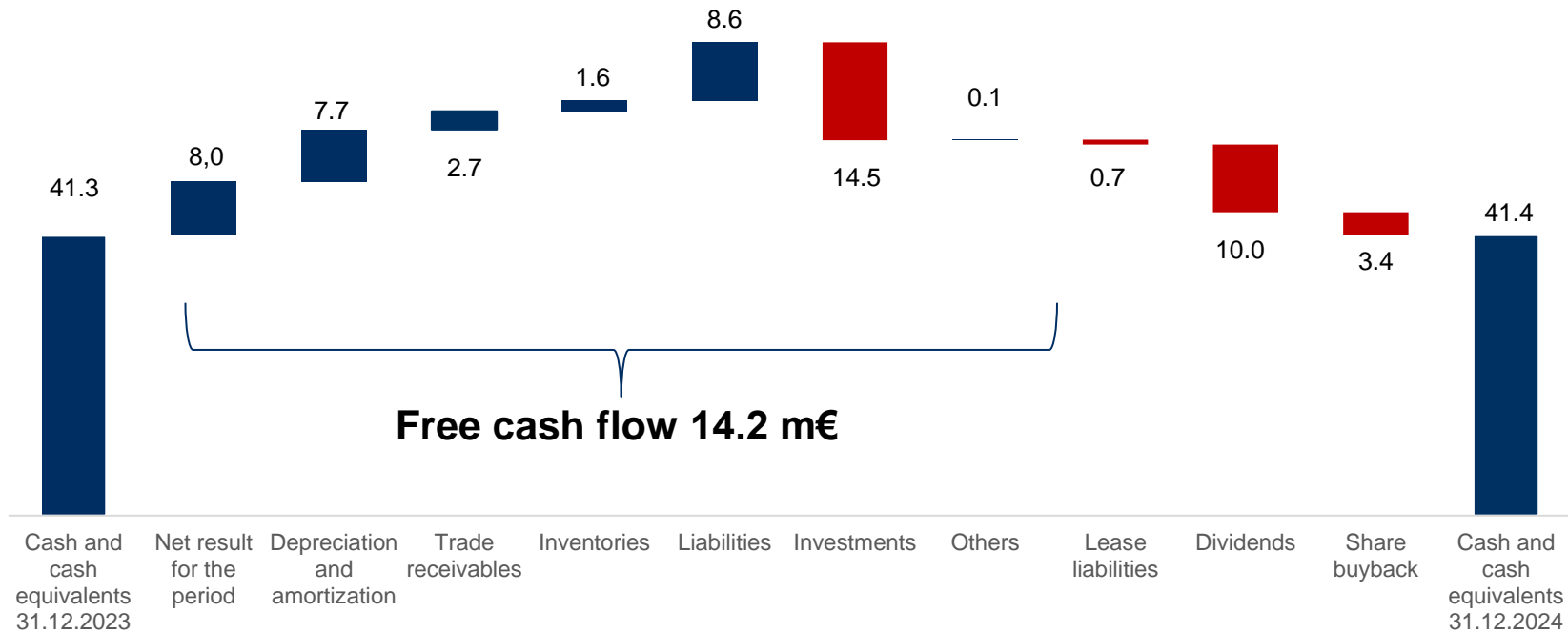
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

Leifheit has robust liquidity to implement the new corporate strategy



Group liquidity

31/12/2023 vs. 31/12/2024 in m€



- Free cash flow increased in FY 2024 to 14.2 m€ (FY 2023: 12.1 m€)
- Positive effects from the increase in net result and working capital management
- Share buyback program with a total volume of up to 8.5 m€ extended until probably 30 April
- Total volume of shares purchased from 15 May 2024 up to 4 April 2025 amounts to 327,754 shares (5.6 m€)
- Proportion of treasury shares: 8.01%

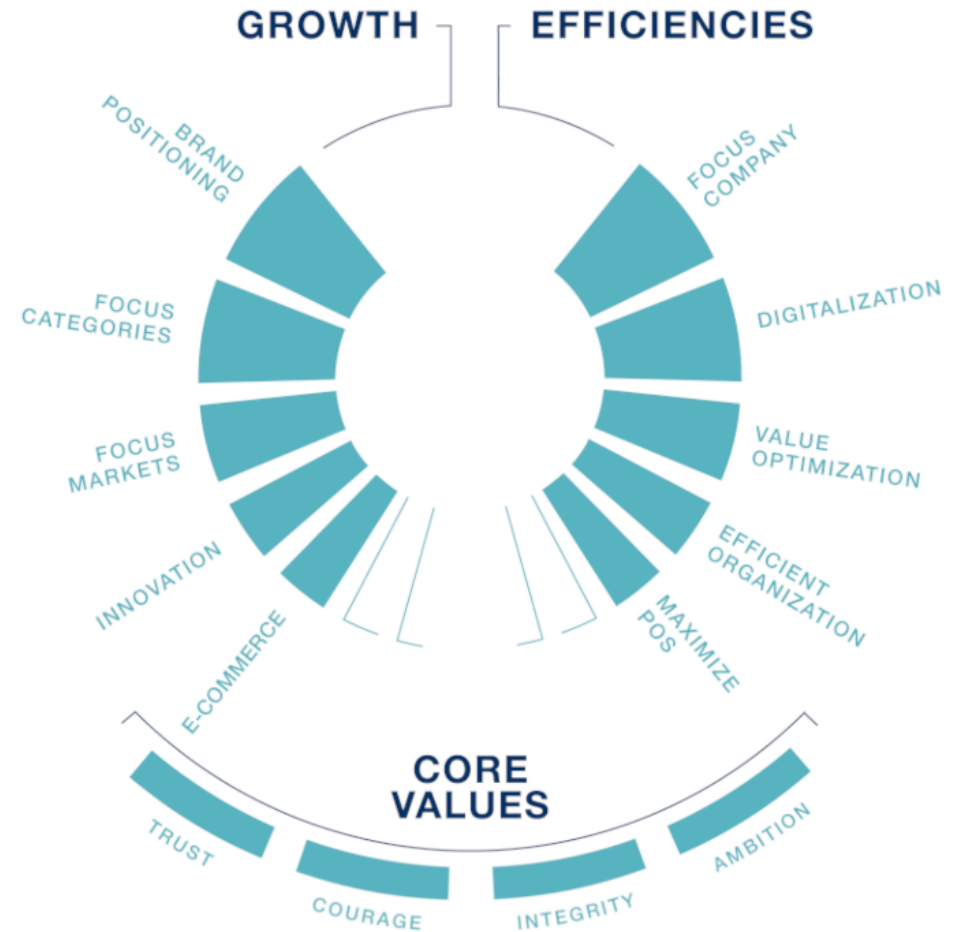
Strategy Update

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.

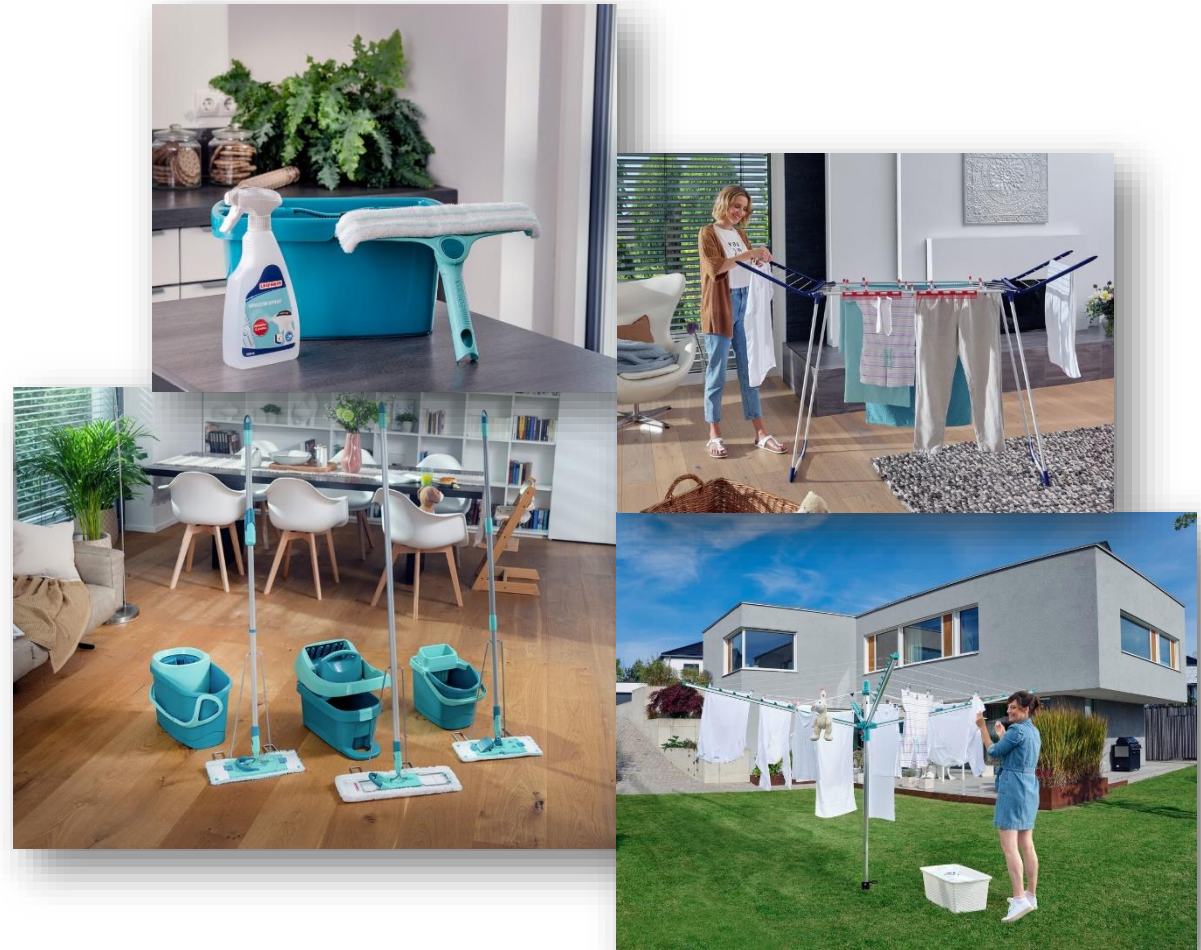
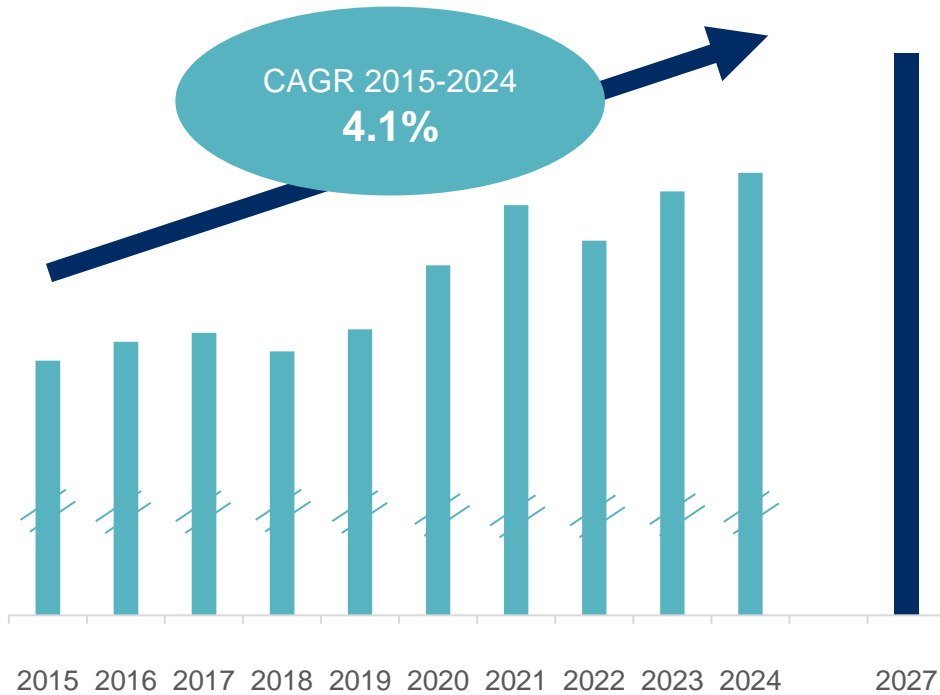


Reliable, successful core business: Mechanical cleaning & drying



Turnover growth core business

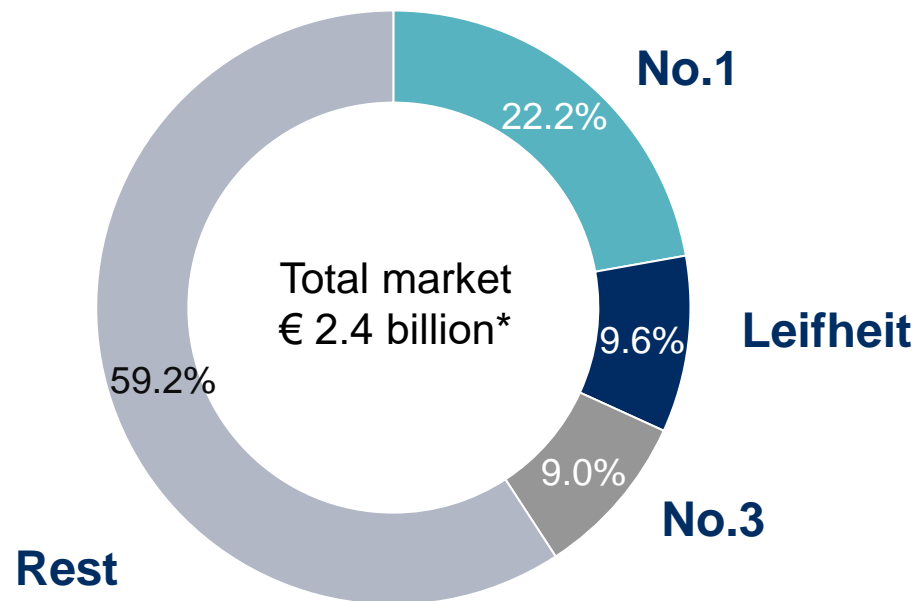
in m€



Further big potential in Core Business: Mechanical cleaning & drying



Market shares mechanical cleaning & drying



Big potential to increase market share in Core categories

Accelerate of Core business in 2025-2027

Leifheit has the potential to expand



- **Strong brand**
- **Growth outside Germany**
- **Growth from new Innovation Strategy**
- **Growth from new e-com/digital Model**

Strong Base with brand Leifheit



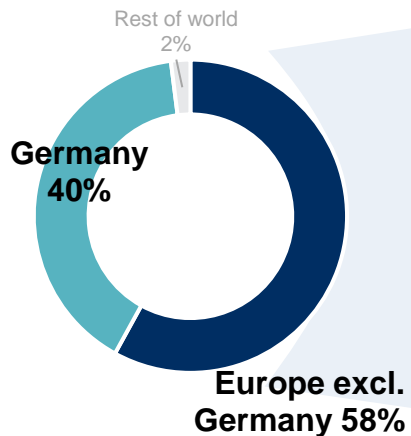
High Brand awareness in core markets
Highest quality and consumer satisfaction

In 2025:

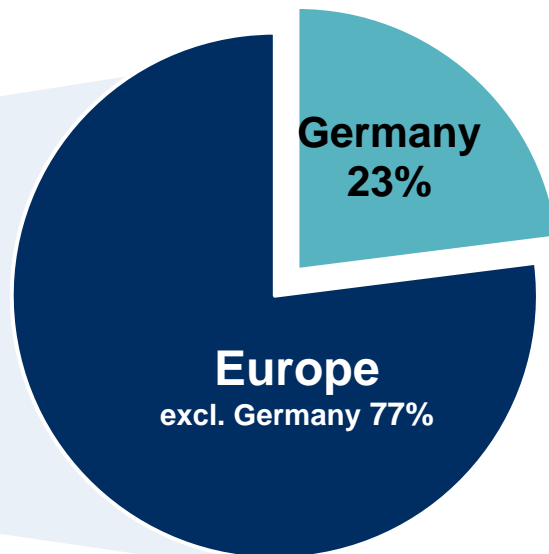
- **New modernized brand positioning**
- **Brand transformation to digital first**

Potential in Europe outside Germany

**Leifheit Group
turnover 2023**



**Market for mechanical
cleaning & drying**



**Defined country clusters with
specific growth and profit targets**

**Expand successful model in core
markets**

E-commerce as an entry model

*Source: Extrapolation Leifheit Market Insights based on GfK, Nielsen, Circana and own sell-in D, F, ES, IT, UK, AT, NL, PL, CH, DK, RO, CZ, B, SK

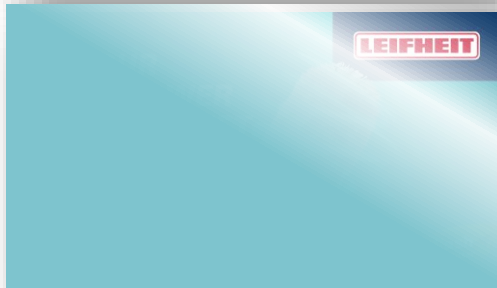
Strong focus on Innovation to drive growth and profitability



**Power Clean
July 2024**



**Window
Cleaning
Feb 2025**

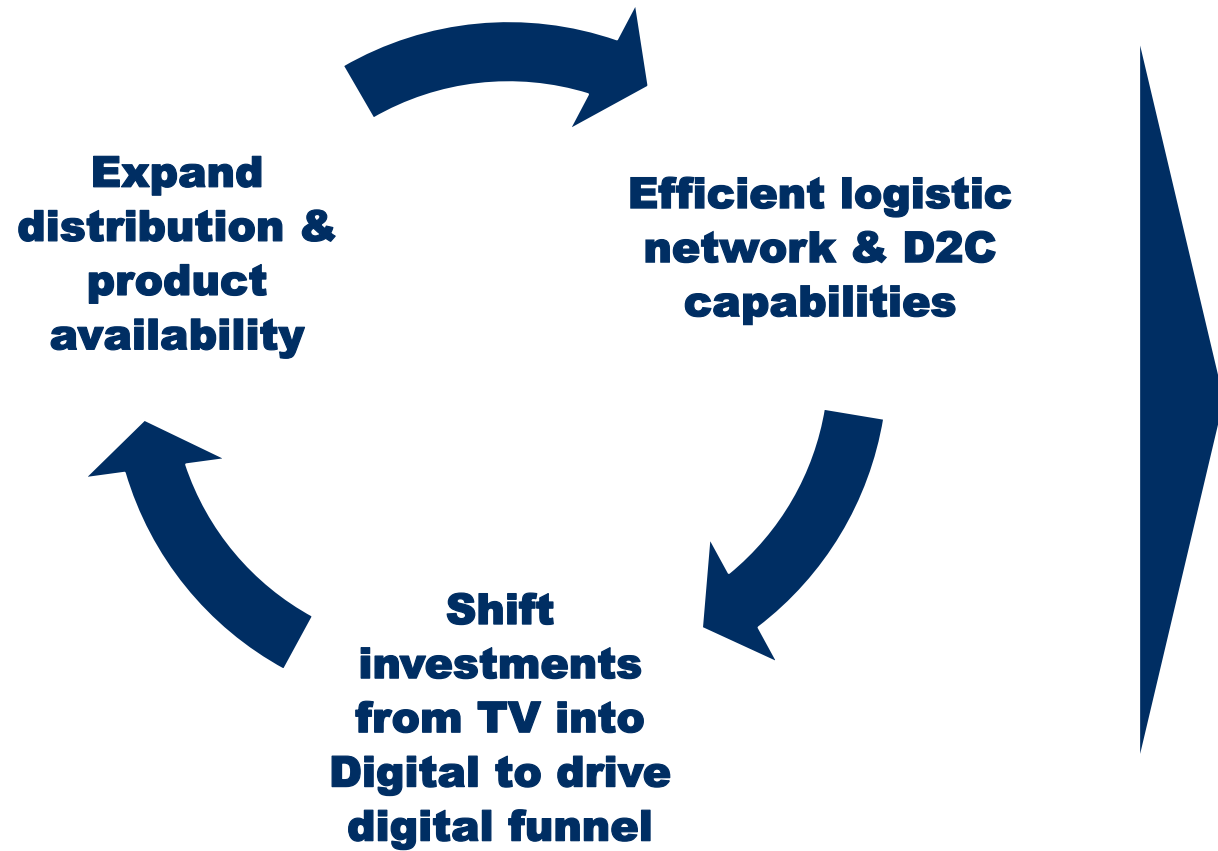


**Next
Innovation
July 2025**

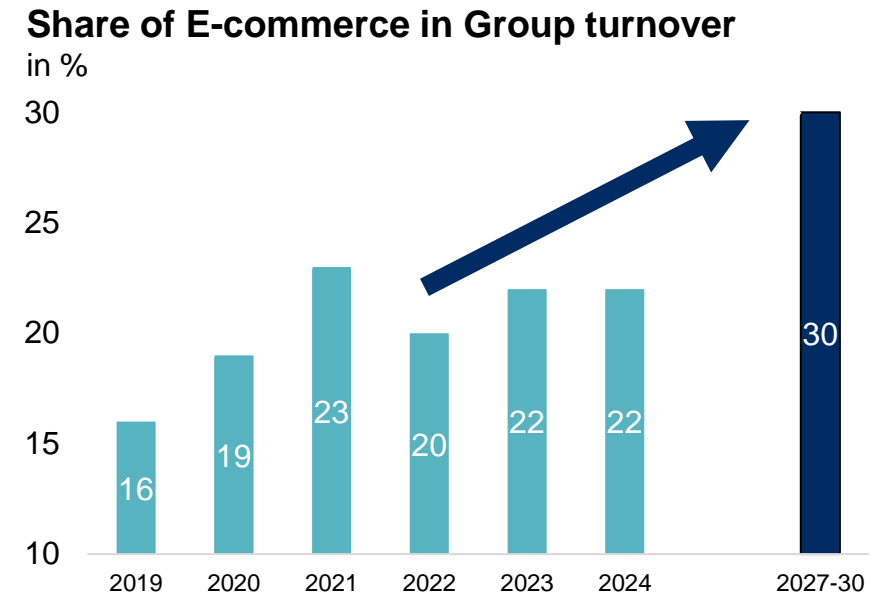
New Leifheit Innovation Strategy will fuel the pipeline:

- consumer focused
- defined Innovation fields
- Launch / Relaunch cycle
- sustainability targets

New E-commerce & digital model as growth accelerator and success model



Strategic goal:
30% E-commerce share of Group turnover in 2027-2030



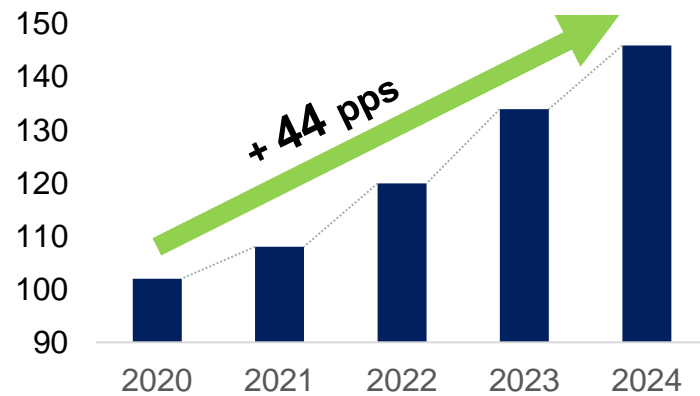
Value optimization: Significant efficiency gains in production and logistics

Actions:

- Implementation of synchronic production cells and production lines
- Introduction of D2C dedicated assortment

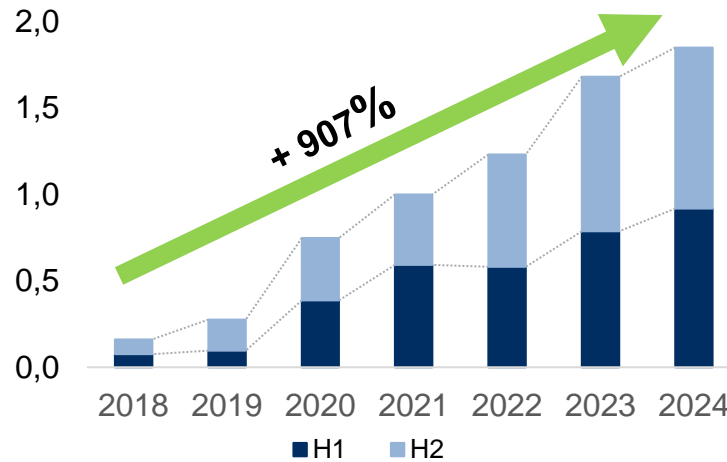
Productivity production site*

2022 – 2024 in %



Productivity Logistics D2C**

2018 – 2024



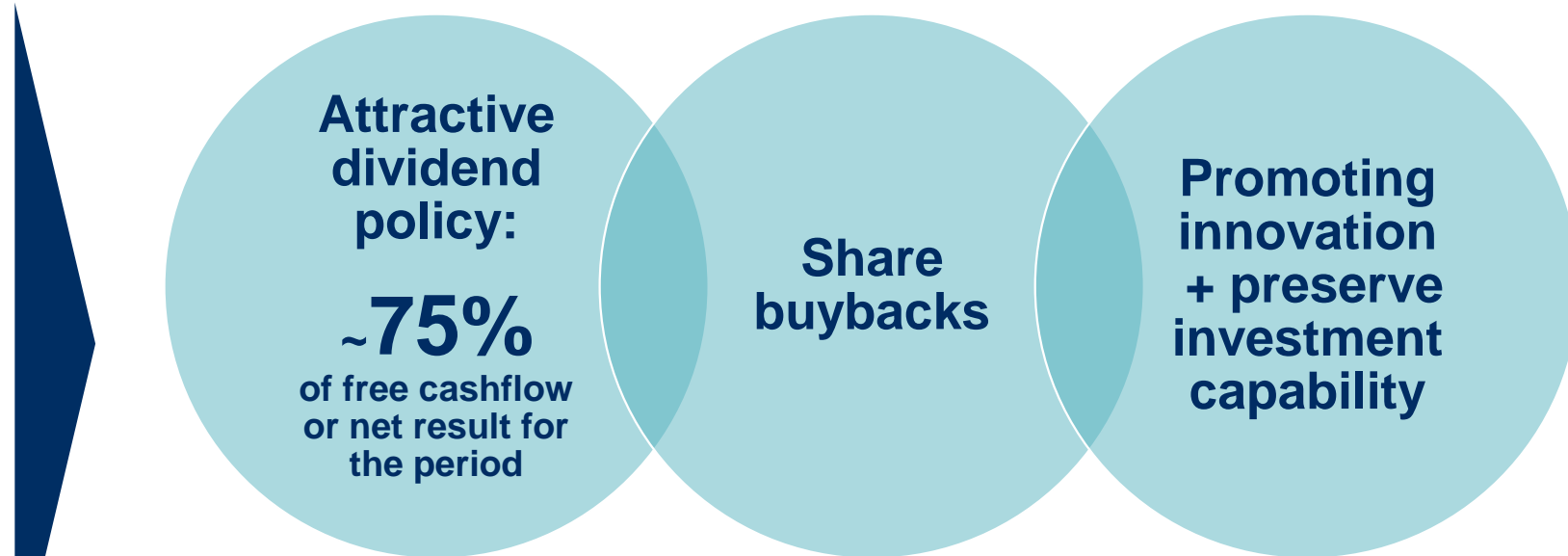
* Good products per line, worker and hour

** Parcels per worker and hour

Attractive capital allocation

Strong financial base to provide attractive Shareholder returns

- Solid liquidity position of 41 m€ without any liabilities to banks
- Strong equity ratio of ~48%



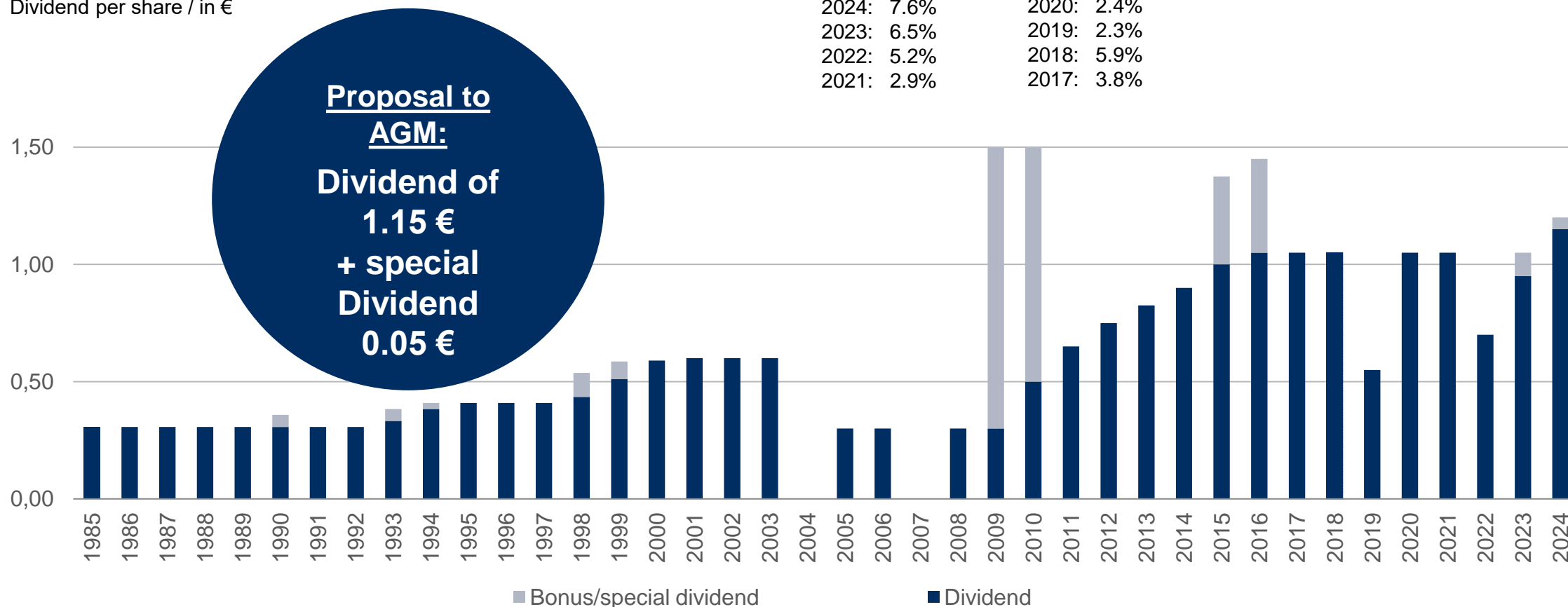
Focus on shareholder value

Committed to shareholder returns



Long-term dividend development

Dividend per share / in €



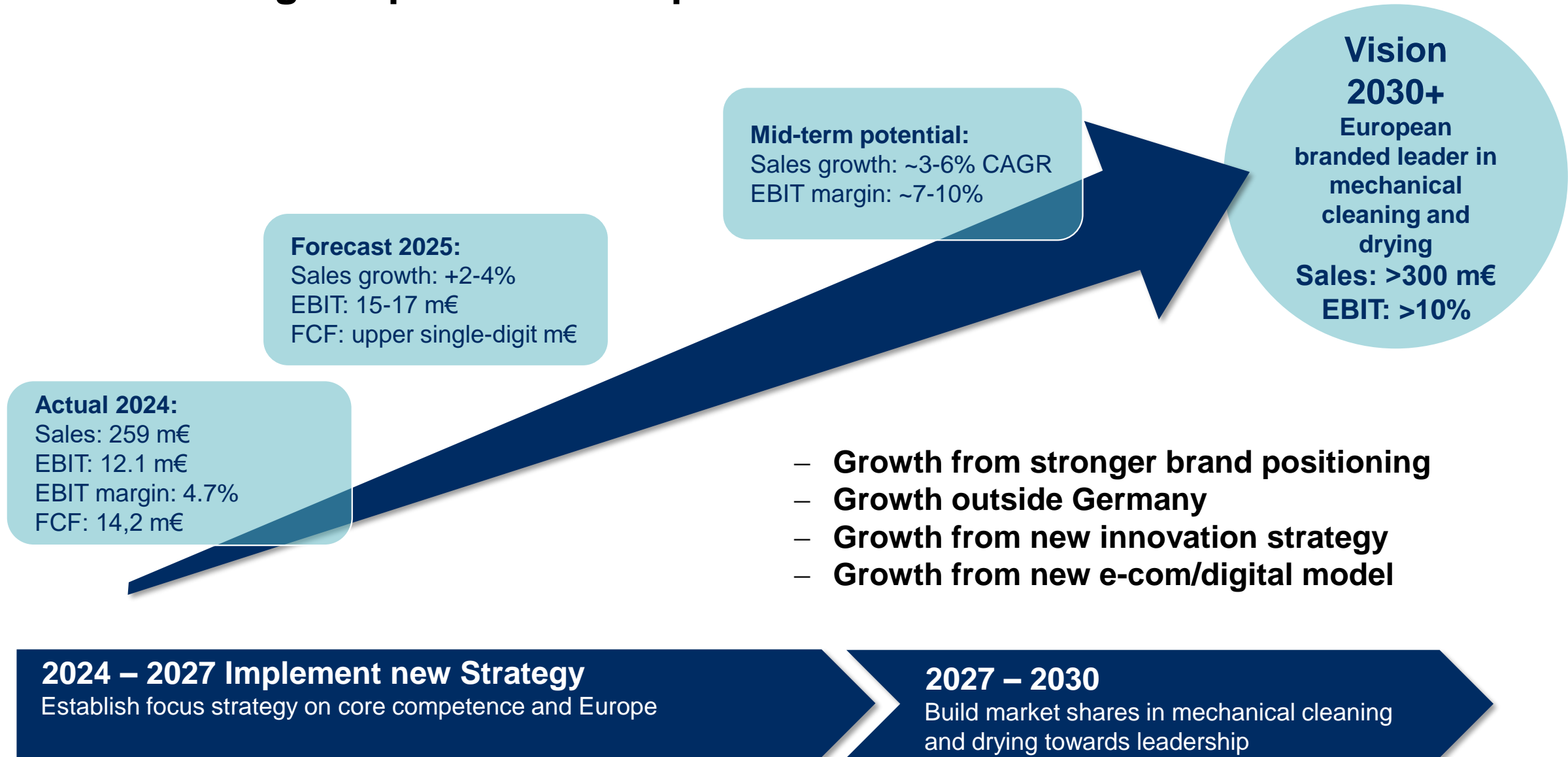
Dividend yield¹

2024:	7.6%	2020:	2.4%
2023:	6.5%	2019:	2.3%
2022:	5.2%	2018:	5.9%
2021:	2.9%	2017:	3.8%

¹ Based on the particular closing price at year-end, 2024 proposal to the AGM

Outlook 2025

Leifheit has a great potential to expand



2025 forecast – successful strategy implementation empowers confident goals



	Forecast 2025
Group turnover	2 % to 4 % above previous year
Turnover Household	solid growth
Turnover Wellbeing	on par with previous year
Turnover Private Label	on par with previous year
Group EBIT	in a corridor of 15 m€ to 17 m€
Free Cashflow	in the upper single-digit millions

- Continued weak economy, subdued consumer sentiment and retail insolvencies still having an impact in the first months 2025
- Proven strategy for core segment growth in important European markets and e-commerce ramp-up
- Price increases for raw materials, fluctuating container prices and uncertainties in the procurement market could have a negative impact on earnings.

Investment Highlights: Leifheit stands for sustainable, profitable growth and shareholder value



Strong vision & focus strategy:
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

**LEADING
WITH
FOCUS.**
CREATING
SUSTAINABLE
VALUE.



**Your questions,
please.**

**LEADING
WITH
FOCUS.**
CREATING
SUSTAINABLE
VALUE.



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

LEIFHEIT

Laundry Care

Cleaning

Kitchen Goods

Wellbeing

SOEHNLE

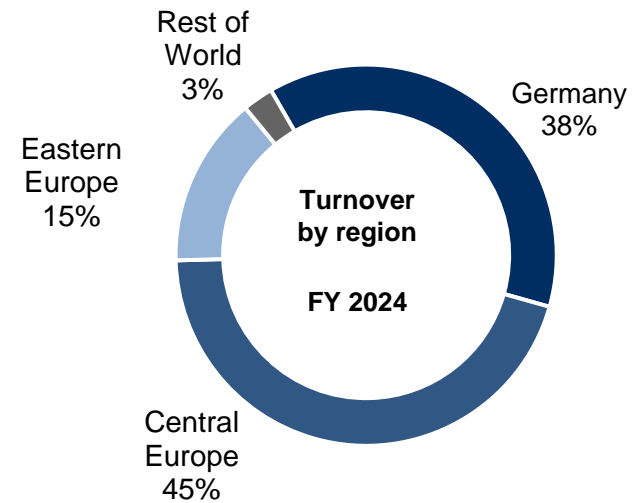
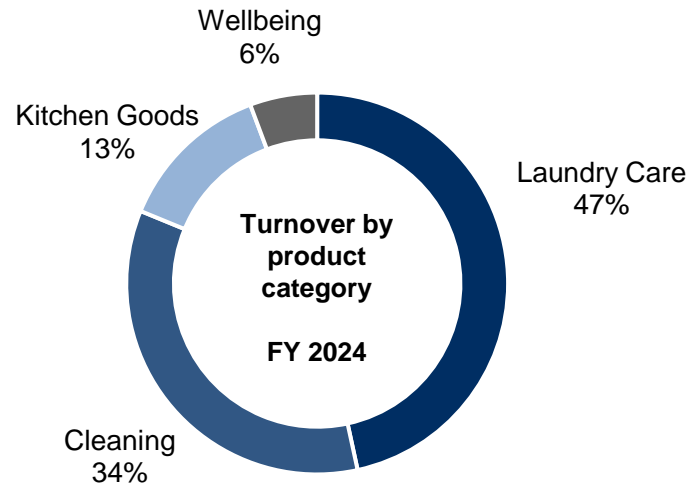
Kitchen + Personal Scales

Private Label

BIRAMBEAU **herby**

Kitchen Goods

Standing Dryers

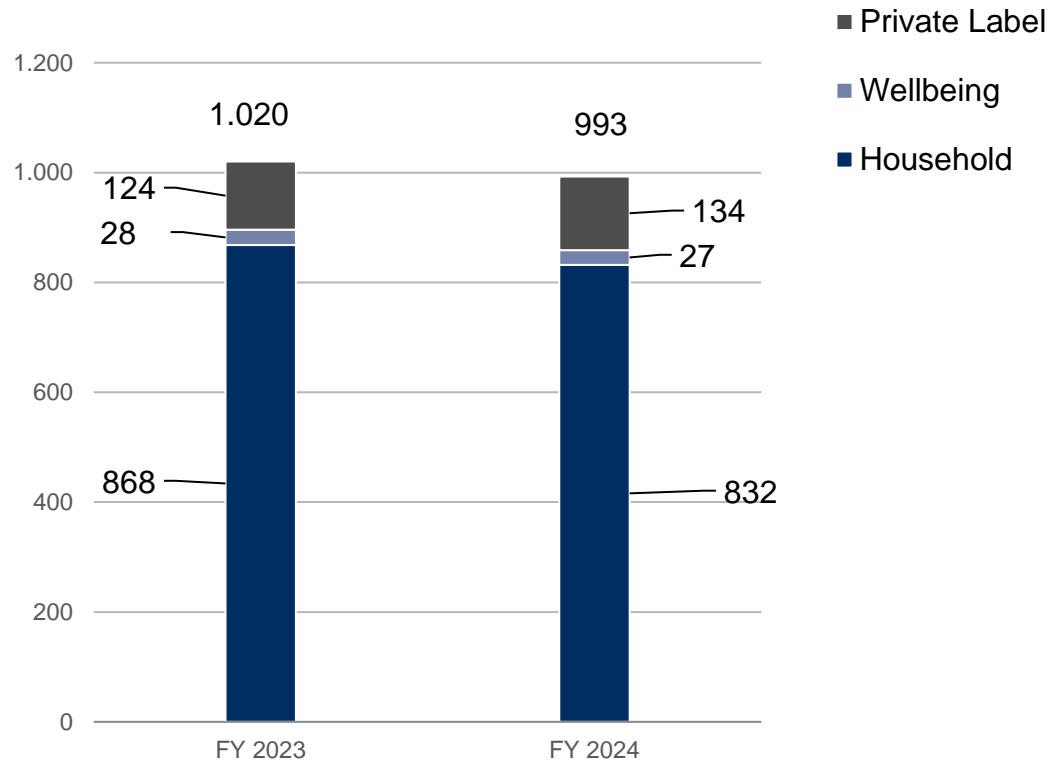


Increased efficiency and productivity led to reduction in number of employees



Employee development*

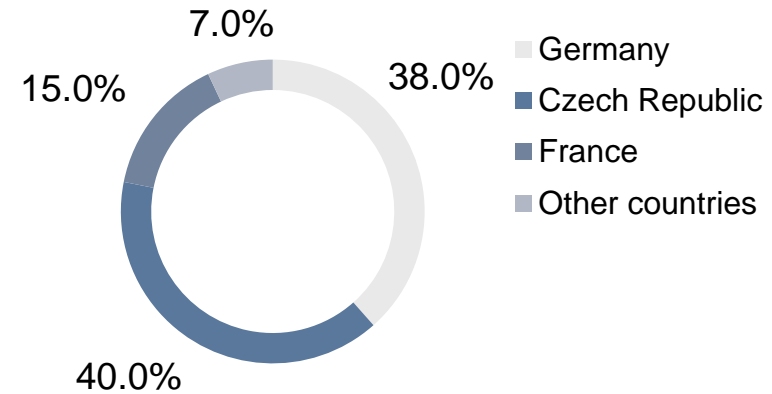
31 Dec.



* Only own staff, without temporary workers

Employees by region*

31 Dec.

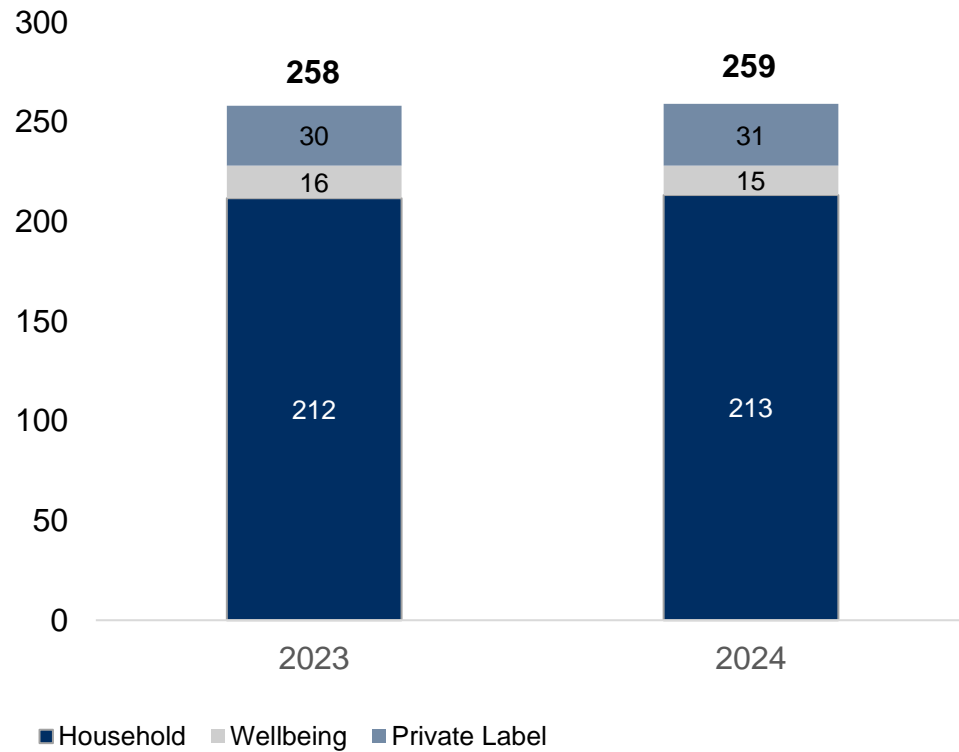


Household and Private Label segments above previous year's level



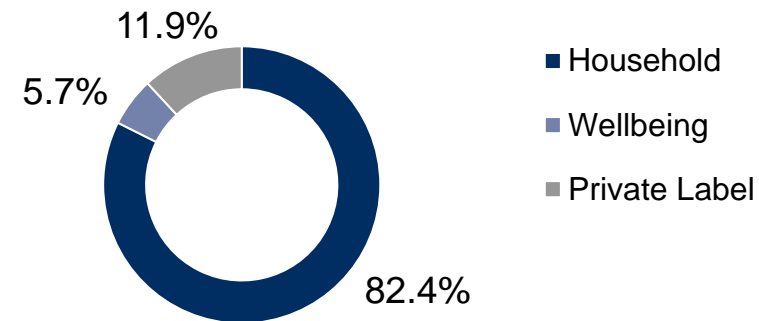
Group turnover by segment

in m€



Group turnover by segment

FY 2024



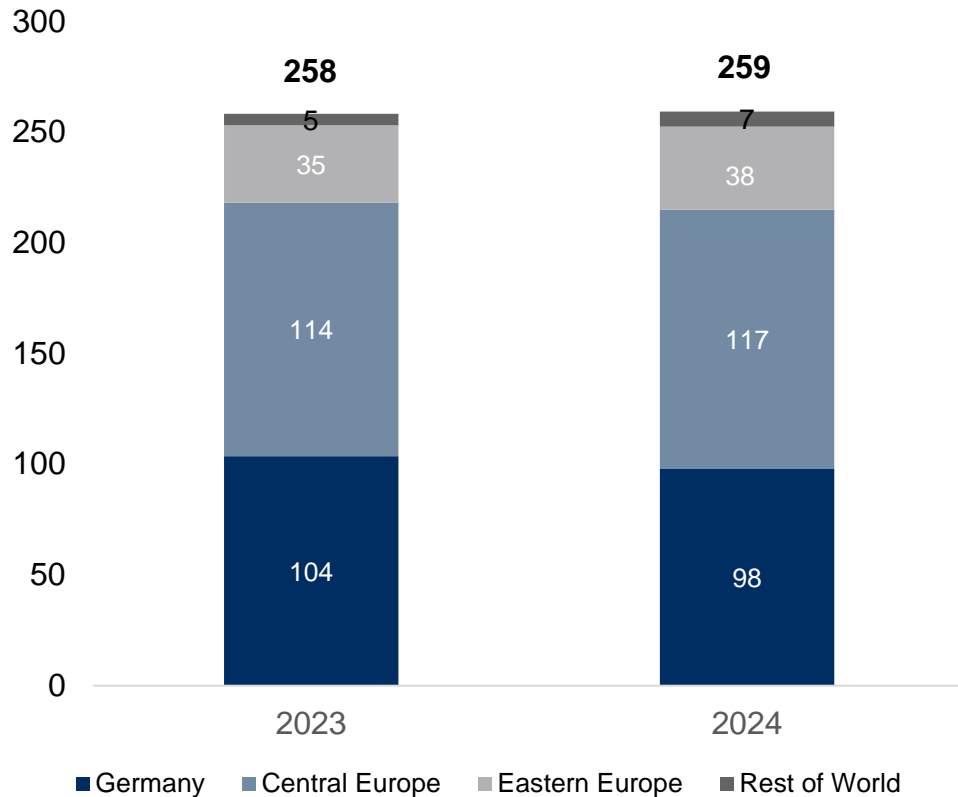
- **Household** segment **up by +0.7%** driven by slight growth in core business
- **Wellbeing** segment **down by -10.0%** due to portfolio adjustments
- **Private Label** segment **up by +3,3%**, Birambeau's kitchen products and Herby's laundry care well positioned after moderate decline in 2023

New strategy leads to growth in important European core markets



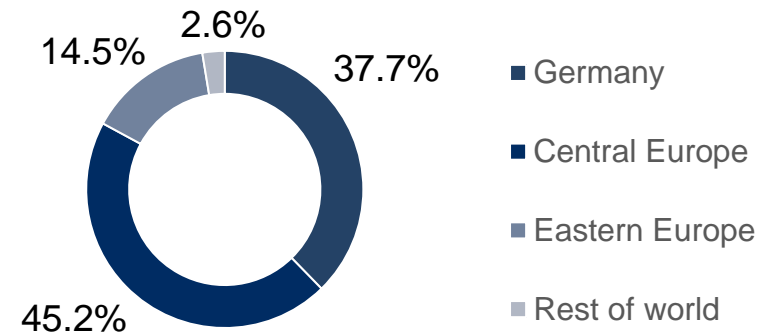
Group turnover by region

2023 – 2024 in m€



Group turnover by region

FY 2024



- **Germany -5.6%**
Impacted by base effects, shift in sales and low consumer sentiment
- **Central Europe +2.4%**
Significant double-digit sales growth in France due to success of D2C e-commerce entry, loss of customer in Netherlands
- **Eastern Europe +7.7%**
Strong growth rates in Poland, Romania, Slovakia

Solid performance in all relevant distribution channels

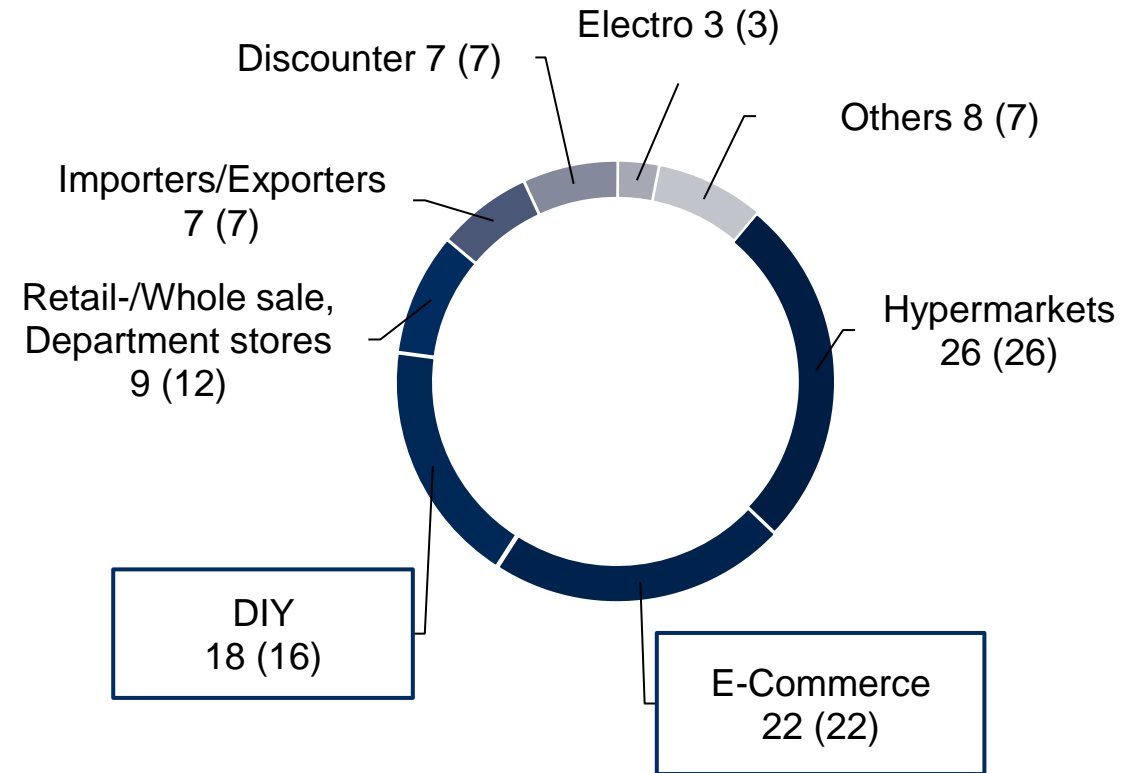


Blue Chip client base



Distribution channels

Turnover FY 2024 in % (previous year's figures)



Long-term financial overview



		2020	2021	2022	2023	2024
Group turnover	m€	271.6	288.3	251.5	258.3	259.2
Profitability						
Gross margin	%	45.0	42.3	38.7	42.1	44.5
Cash flow from operating activities	m€	4.0	16.4	14.0	20.8	28.5
Free cash flow	m€	-5.5	9.6	8.8	12.1	14.2
EBIT	m€	18.8	20.1	2.8	6.0	12.1
EBIT margin	%	6.9	7.0	1.1	2.3	4.7
EBT	m€	17.7	19.3	2.3	4.7	11.3
Net result for the period	m€	12.5	14.2	1.2	3.2	8.0
ROCE	%	14.1	13.8	1.8	4.5	9.8

Long-term financial overview

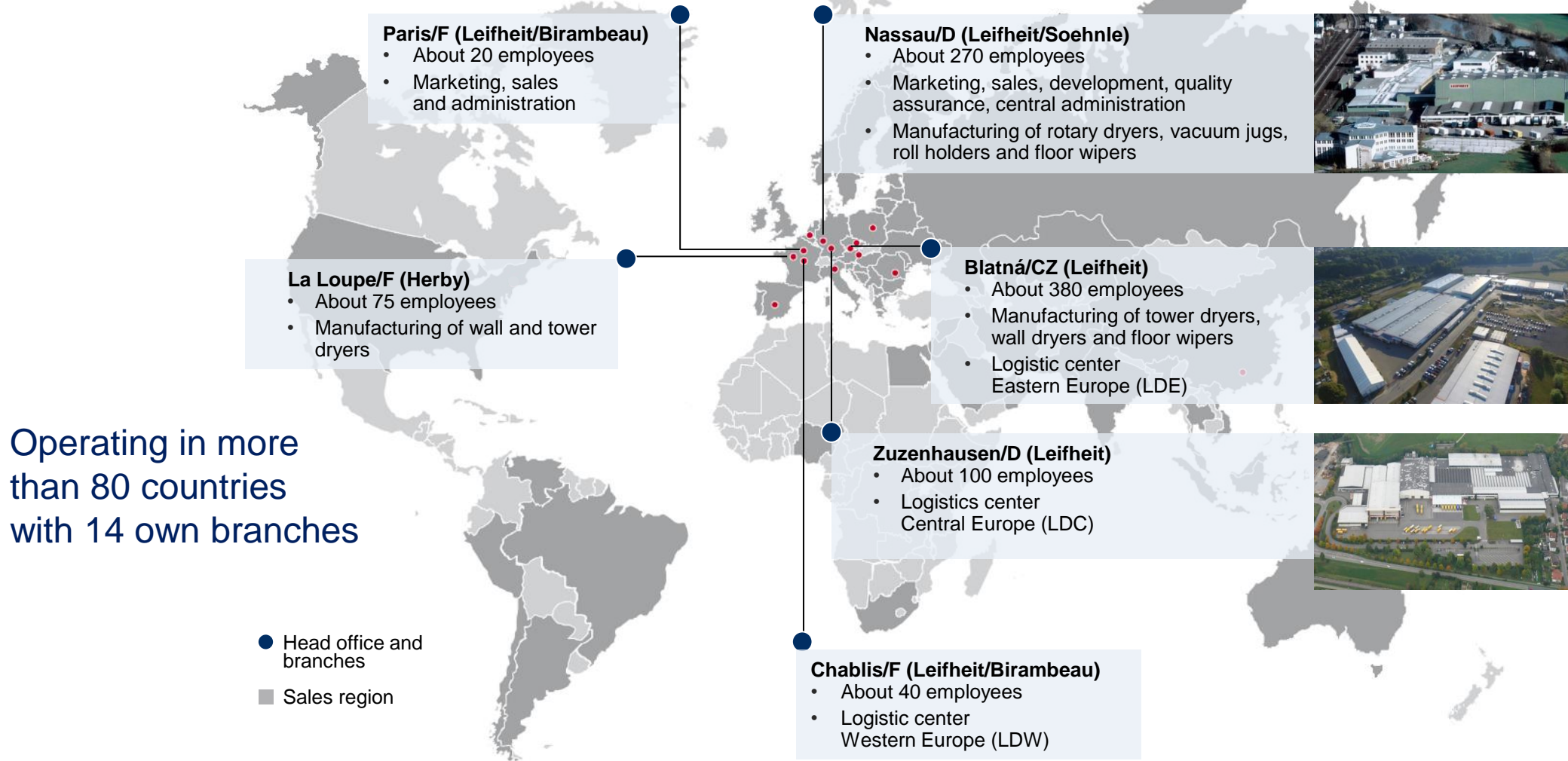


		2020	2021	2022	2023	2024
Per share						
Net result for the period, EPS ¹	€	1.32	1.49	0.13	0.34	0.85
Free cash flow	€	-0.57	1.00	0.92	1.27	1.51
Dividend	€	1.05	1.05	0.70	0.95	1.15 ²
Special dividend	€	--	--	--	0.10	0.05 ²
Investments	m€	9.6	7.3	5.4	8.9	14.5
Depreciation	m€	8.5	7.8	7.5	9.0	7.7
		31/12/2020	31/12/2021	31/12/2022	31/12/2023	31/12/2024
Employees	No.	1,098	1,080	1,063	1,020	993
Balance sheet total¹	m€	230.0	238.8	216.1	203.6	205.0
Equity	m€	100.4	111.3	112.5	103.8	98.7
Equity ratio	%	43.7	46.6	52.0	51.0	48.2
Liquidity	m€	38.8	38.1	36.3	41.3	41.4

¹ Not including repurchased treasury shares

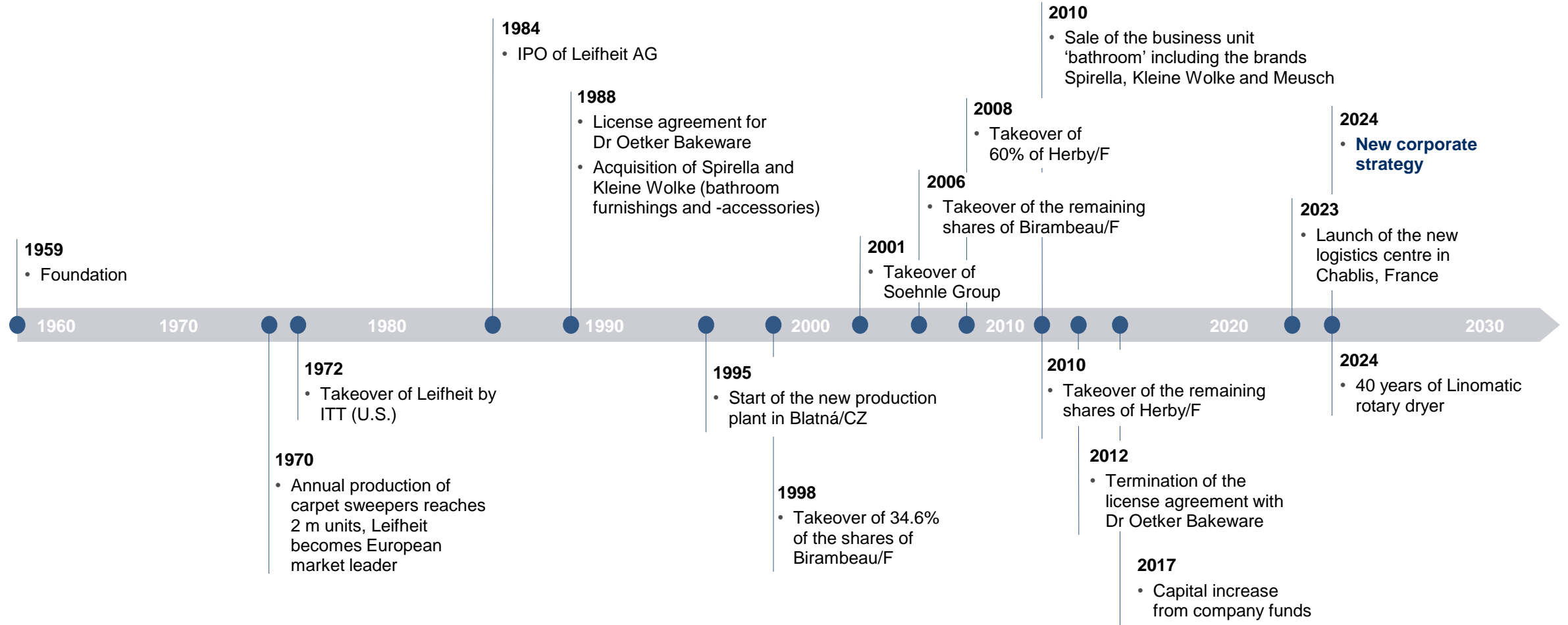
² Dividend proposal

Our European production and logistic footprint ensures efficient and reliable supply to customers



Operating in more than 80 countries with 14 own branches

Leifheit – 65 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 Rösle Fackelmann Lurch
Oxo
Brabantia Westmark Emsa Tefal



Wellbeing

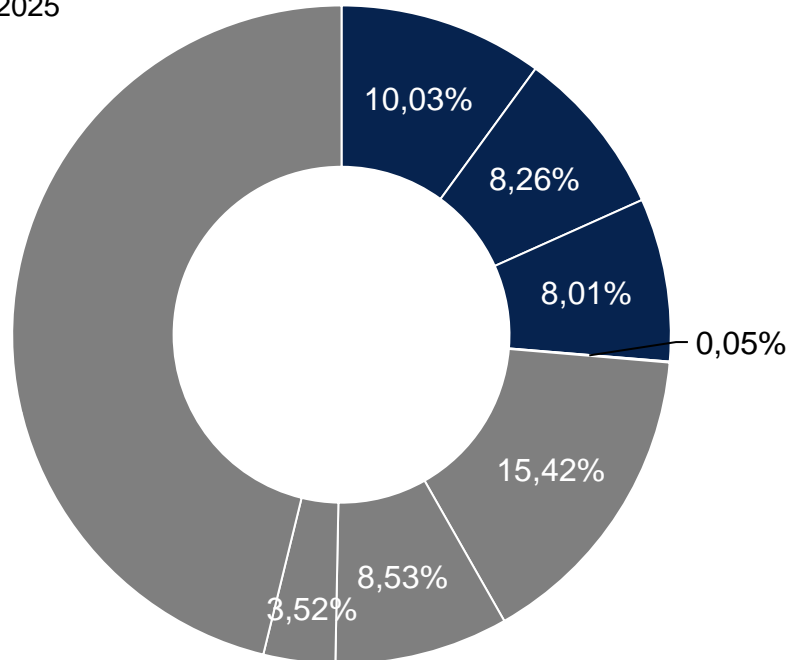
Bosch Laica Tanita
ADE Homedics Beurer
Sanitas
Withings Terrailon

Significant free float and international investors



Shareholder structure

April 2025



- Non free float shareholders¹ 26.3%
- Free float^{1,2} 73.7%

¹ Definition of German stock exchange for indices

² Including shareholdings of the management board

Financial calendar and contact



Financial calendar 2025

7 May 2025

Quarterly statement for the period ending 31 March 2025

28 May 2025

Annual General Meeting

7 August 2025

Half-year report 2025

6 November 2025

Quarterly statement for the period ending 30 September 2025

Contact

Corporate Communications / Investor Relations

Phone: +49 2604 977-218

E-Mail: ir@leifheit.com

www.leifheit-group.com

LEIFHEIT

Aktiengesellschaft

Postfach 11 65
D-56377 Nassau