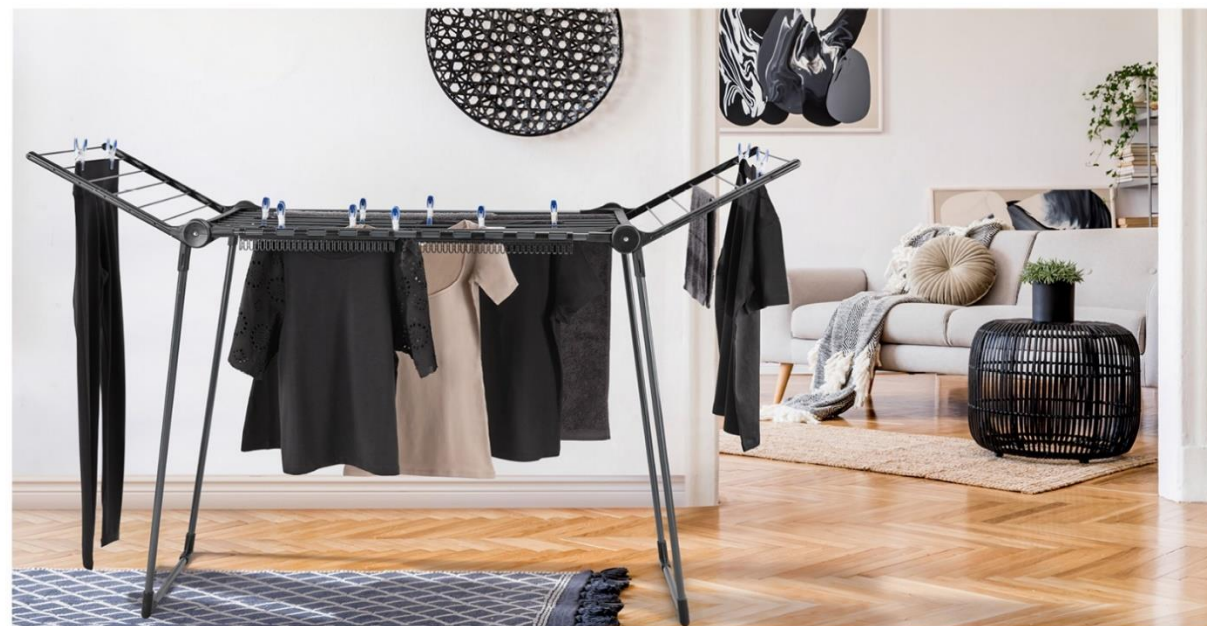




Investor Presentation 9M 2024

12 November 2024



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Executive Summary: Leifheit records higher profitability in 9M 2024



New, holistic corporate strategy focusing on profitable growth and cost efficiency

Group turnover at 200.8 m€ in line with expectations

Significant catch-up effects with 6.3% growth in Q3

Strong improvement in gross margin by 2.9 pp to 44.3%

Group EBIT significantly up from 5.0 m€ to 10.3 m€

Free cash flow increased by 1.3 m€ to 14.3 m€

Forecast 2024 confirmed

Product innovations expected to provide positive impetus in Q4

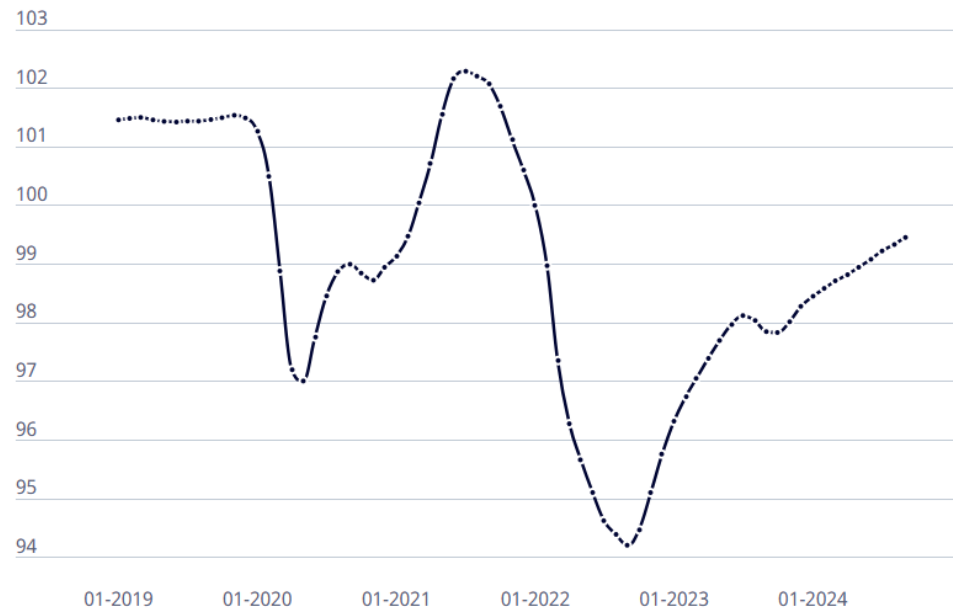
Share buyback program ongoing

Consumer climate: slight recovery at a low level

Consumer confidence index (CCI)

September 2024, EU-27

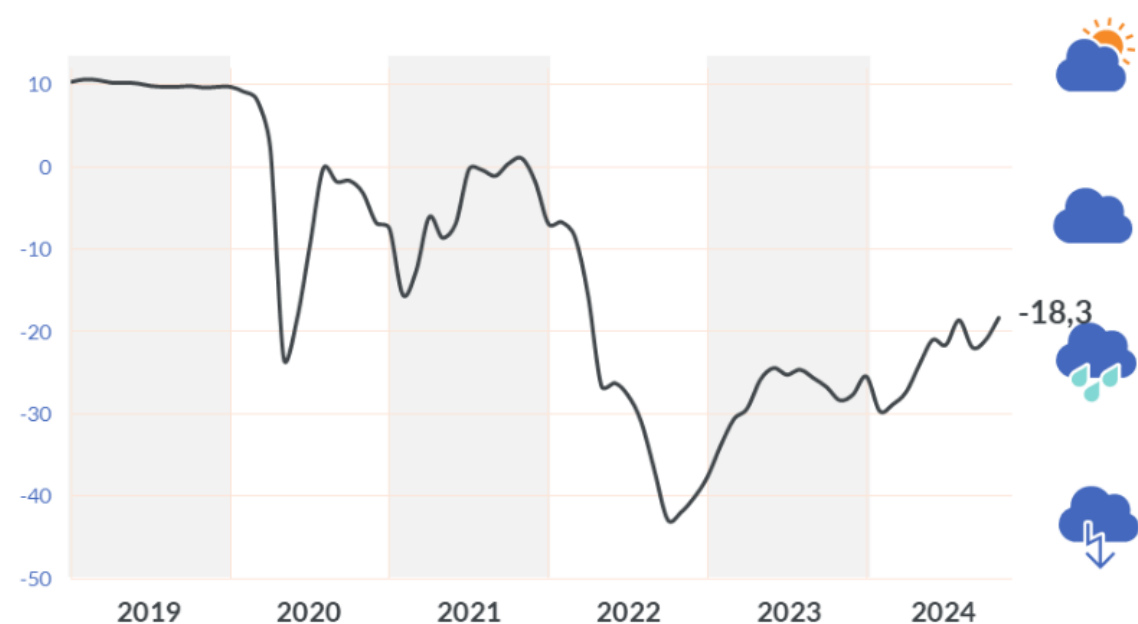
Amplitude adjusted, Long-term average = 100



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

GfK consumer climate index

October 2024, Germany



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

- Both indicators show slight recovery in consumer sentiment.
- However, there is still no strong momentum for demand in the German domestic market.

Group turnover in line with expectations – catch-up effects recorded in third quarter



Group turnover by segment, region

in m€

	Group	Household	Wellbeing	Private Label
Turnover in m€	200.8	166.2	11.0	23.6
Growth 9M '24 vs. 9M '23	0.4%	0.3%	-10.5%	7.0%

	Germany	Central Europe	Eastern Europe	Rest of world
Turnover in m€	77.3	91.0	27.9	4.6
Growth 9M '24 vs. 9M '23	-8.7%	5.2%	12.7%	11.5%

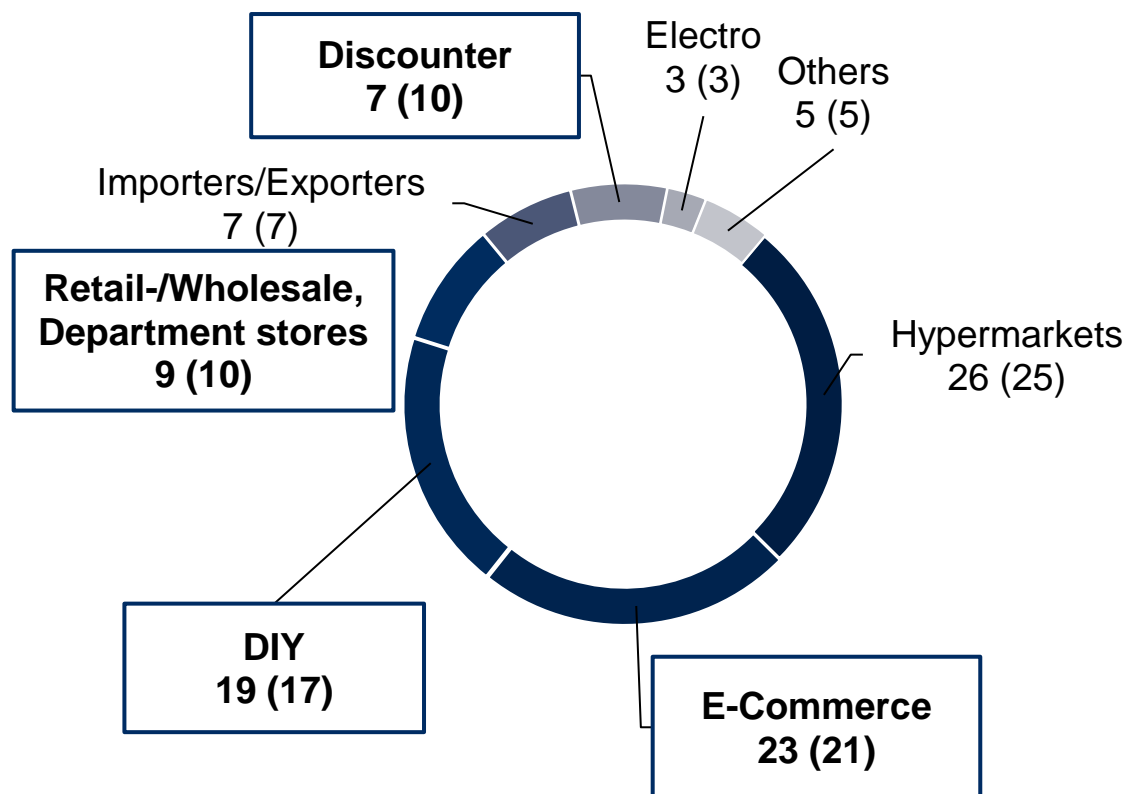
- **Q1** was negatively impacted by **low discounter promotions**
- **Strong Q3 confirms positive catch-up effects** due to focus on excellence in execution, advertising activities in the core categories of mechanical cleaning and laundry care and distribution expansion in important European core markets

Strong E-commerce growth of +6.6% in 9M 2024



Distribution channels

Turnover 9M 2024 in % (previous year's figures)



- **E-commerce again one of the fastest growing channel with +6.6% in 9M 2024**
- **Expanding our D2C capabilities** to enable profitable growth in key markets in Western Europe
- **Growth of 8.5% in DIY channel** in 9M 2024 due to distribution gains
- Less of promotions in the **discounter channel**
- **Retail/Wholesale, Department stores:** An important customer in the Netherlands faces financial difficulties. We are in close contact with the management.



9M 2024 Financials

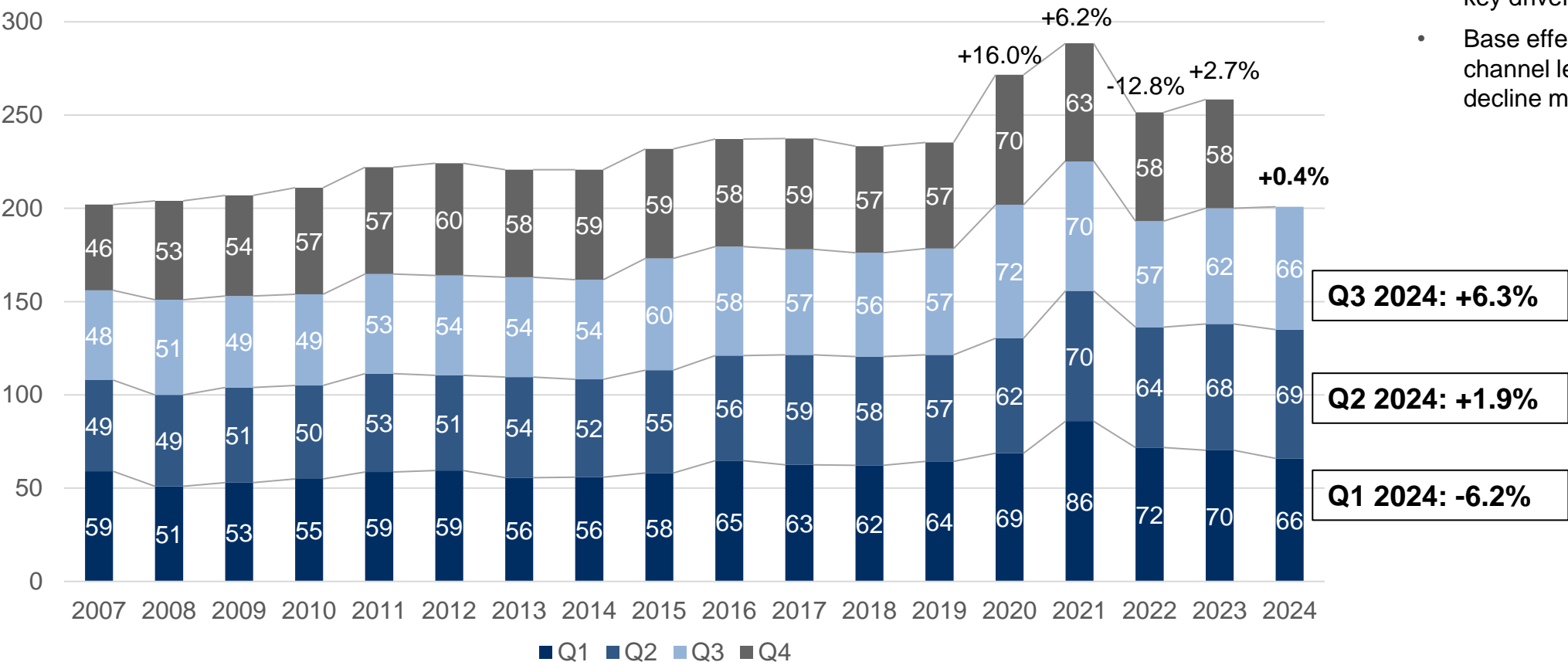


Group turnover 9M 2024 in line with expectations



Group turnover development by quarters

in m€



- Catch-up effects in Q2 + Q3 2024
- Growing e-commerce is a key driver
- Base effects in the discounter channel led to yoy turnover decline mainly in Q1 2024

Q3 2024: +6.3%

Q2 2024: +1.9%

Q1 2024: -6.2%

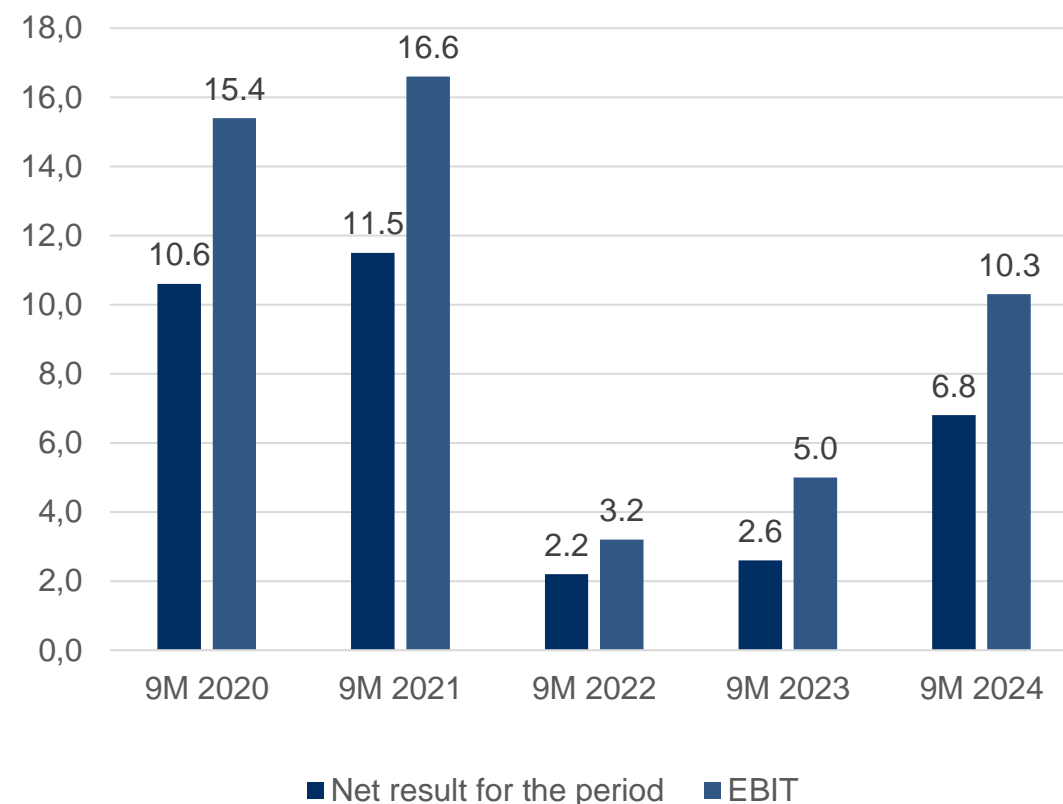
EBIT increased due to improved gross margin, despite strategy-related one-off effects from organizational changes



		9M 2023	9M 2024	Δ
Group turnover	m€	200.0	200.8	0.4%
Gross margin	%	41.4	44.3	2.9 pps
Foreign currency result	m€	-0.4	0.3	>100.0%
EBIT	m€	5.0	10.3	>100.0%
EBIT margin	%	2.5	5.1	2.6 pps
Earnings before taxes (EBT)	m€	3.8	9.7	>100.0%
Net result for the period	m€	2.6	6.8	>100.0%
EPS	€	0.28	0.72	>100.0%

Group earnings development

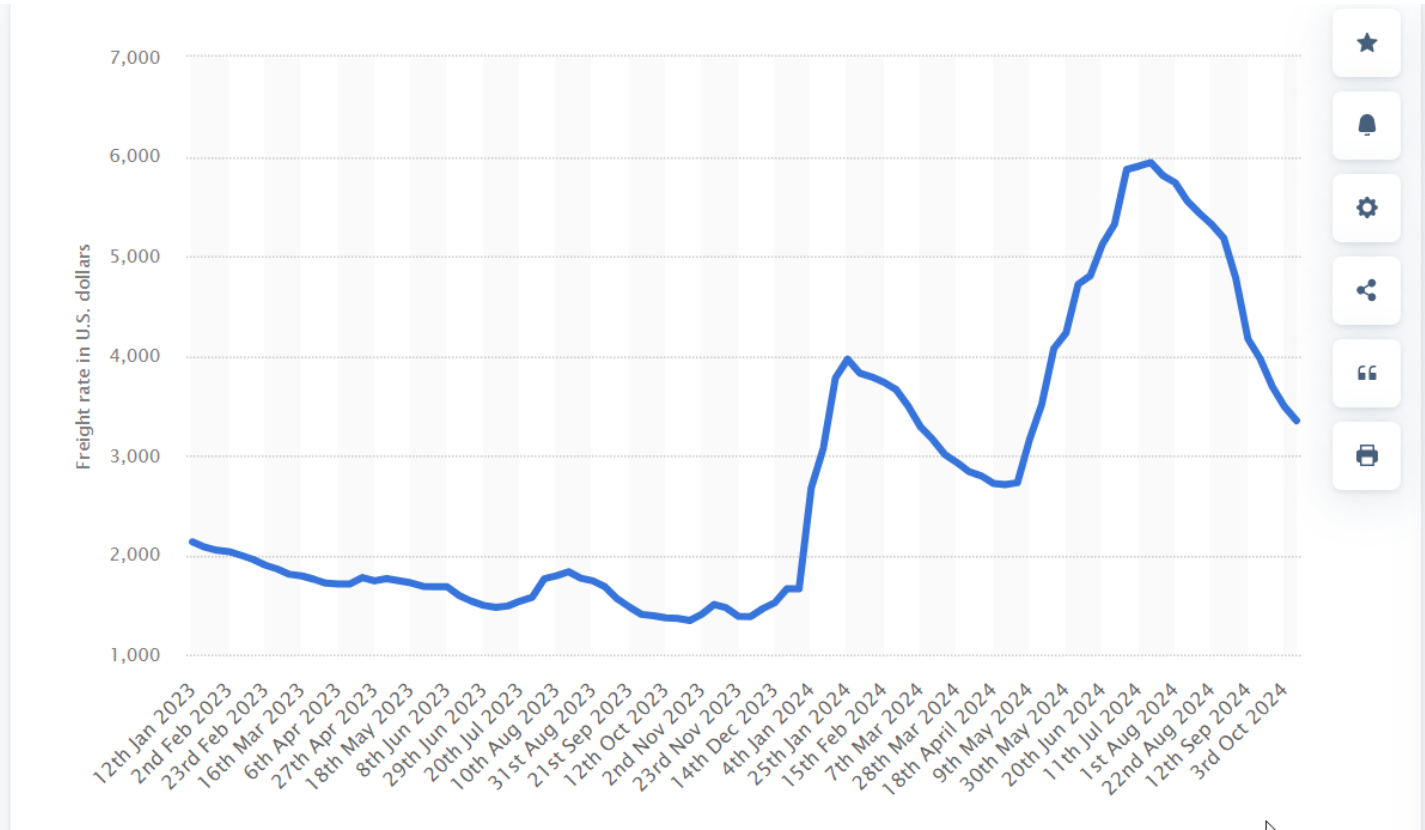
9M 2020 – 9M 2024 in m€



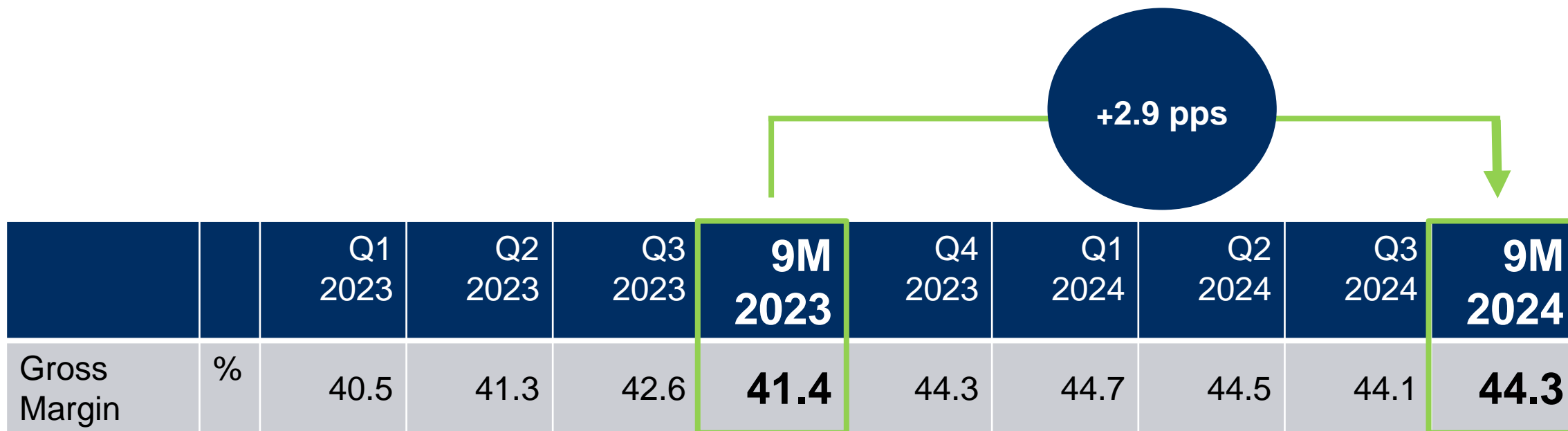
Slight easing in sea freight rates in Q3 but still on a higher level

Global container freight rate index

in US dollars per 40-foot container (source: statista)

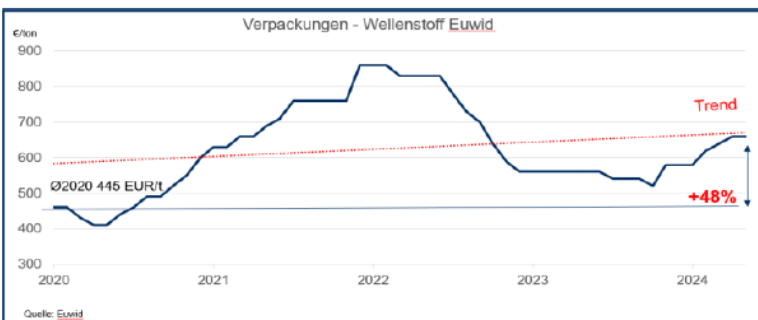
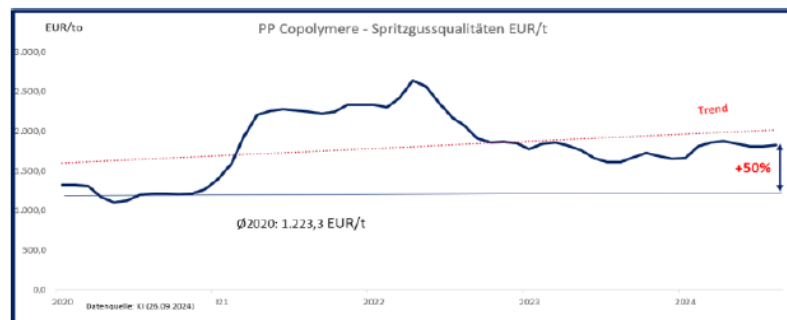


Gross margin improvement



- **Improvement in gross margin to 44.3% in 9M 2024 (9M 2023: 41.4%)** because of
 - positive product mix effects due to the focus on profitable products
 - increasing productivity and efficiency in production and logistics
 - slight decline in procurement and energy costs, although the costs remain at a high level
- **Rise in container freight costs due to the crisis in the Red Sea led to pressure on gross margin with a time in Q3**, but gross margin improvement will be seen again in Q4

Raw Material price development



- Average price increase of main raw materials appr. +36% vs. 2020* (-1% vs. previous quarter)
- Some raw material costs (esp. Packaging and Aluminium) with upward trend, price level of 2019/20 will be not reached in the short term

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

Free cash flow of 14.3 m€ after 13.0 m€ in 9M 2023



in m€	9M 2023	9M 2024	Δ
Cash flow from operating activities	17.1	18.9	1.8
Cash flow from investment activities	-4.1	-4.6	-0.5
Cash flow from financing activities	-7.0	-12.8	-5.8
Free cash flow ¹	13.0	14.3	1.3
in m€	30/09/2023	30/09/2024	Δ
Cash and cash equivalents at the end of reporting period	42.2	42.8	0.6
Financial liabilities	-	-	-

- Free cash flow up by 1.3 m€ due to improvement of net result for the period and working capital
- Cash outflow from financing activities includes payment of 10.0 m€ dividend (2023: 6.7 m€) and share buy back program (2.4 m€)
- With Group liquidity totaling 42.8 m€ and without any liabilities to banks, the company continues to have a solid liquidity position

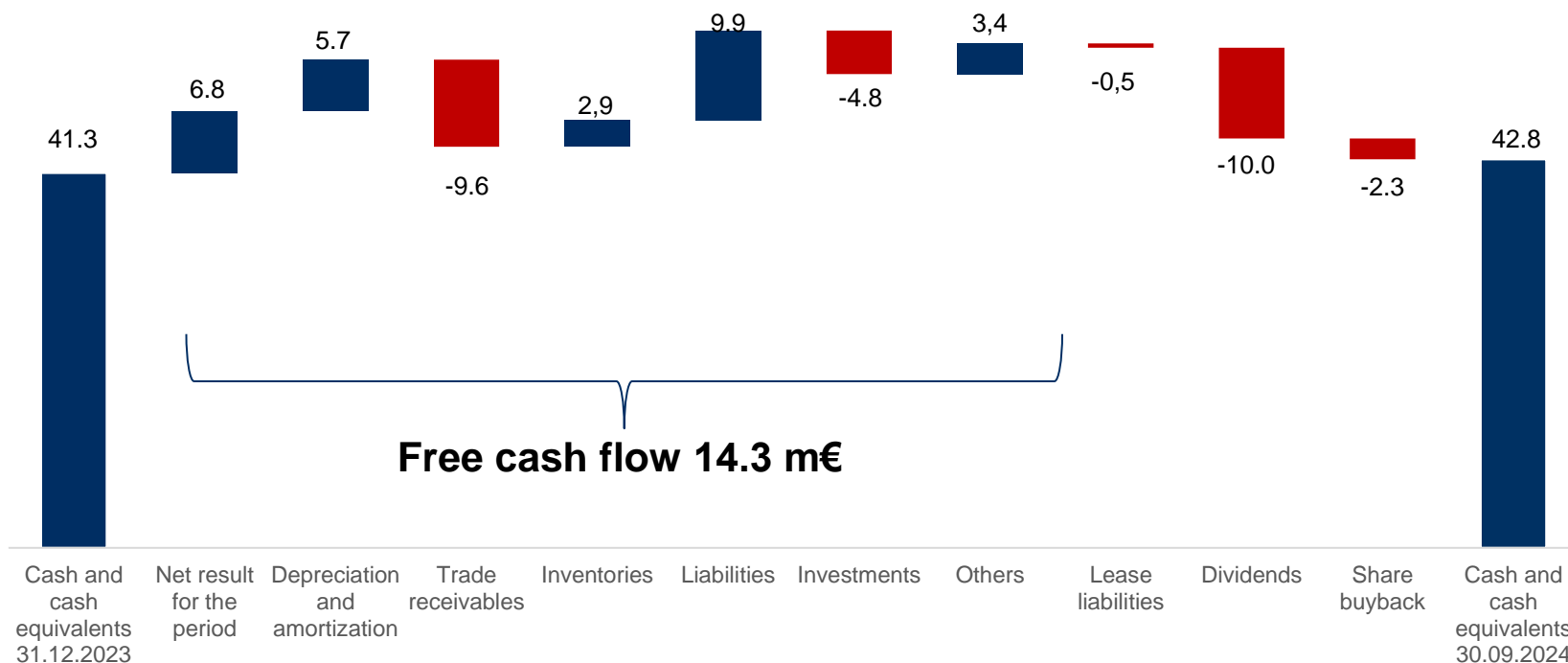
¹ Cash flow from operating activities and from investment activities, adjusted for incoming and outgoing payments in financial assets and, if existing, from acquisition and divestiture of business divisions.

Leifheit has solid liquidity to implement the new corporate strategy



Group liquidity

31/12/2023 vs. 30/09/2024 in m€



- Free cash flow increased in 9M 2024 to 14.3 m€ (9M 2024: 13.0 m€)
- Positive effects from the reduction in inventories, which contributed to an improvement in working capital
- Share buyback program with a total volume of up to 8.5 m€ until probably mid-December
- Total volume of shares purchased from 15 May 2024 up to 8 November 2024 amounts to 165,255 shares 2.9 m€)



Strategy Update





OUR PHILOSOPHY

Our ideas to make your life easier.

OUR VISION

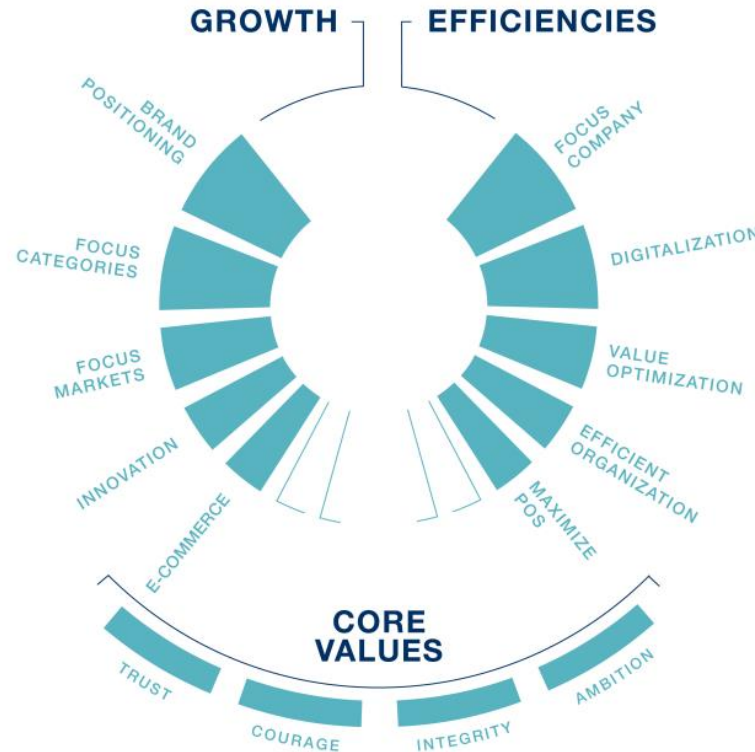
We are the European branded leader and specialist in mechanical cleaning and drying – with highest consumer satisfaction, an entrepreneurial culture and a sustainability mindset.

Holistic corporate strategy with focus on profitable growth and cost efficiency



Our growth drivers:

- Modern **brand positioning** for the Leifheit brand based on deep consumer insights.
- Concentration on our **focus categories** of mechanical cleaning and drying with high growth potential
- Focused portfolio approach to strengthen our **international sales markets and export business**.
- Strengthening our **ability to innovate** with a deep understanding of consumers and a coordinated innovation process
- Accelerated **expansion of e-commerce**.



Our strategy is based on **trust, courage, integrity and ambition**. These core values describe the values and behaviors to which we act.

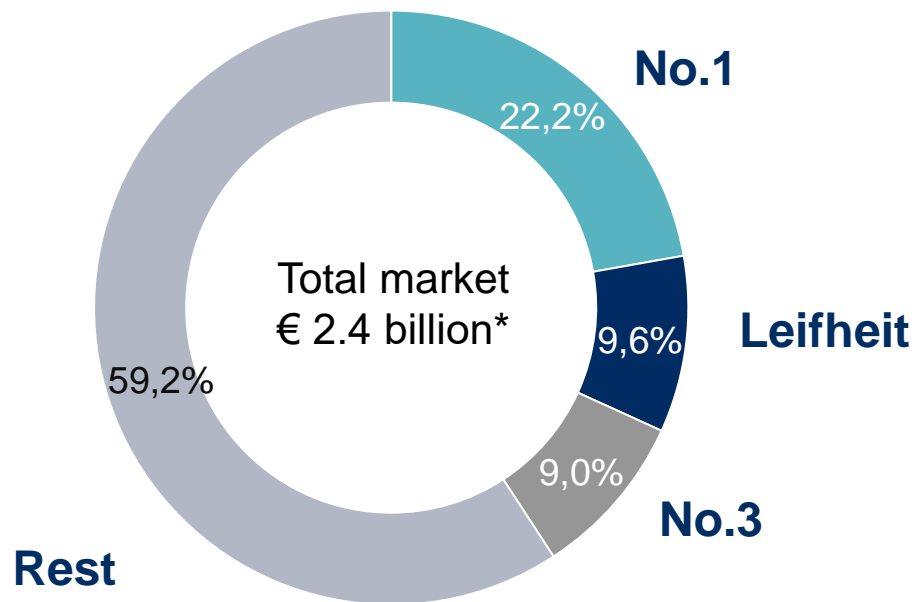
Our Efficiency drivers:

- **Focusing the company** on drying and mechanical cleaning; clear strategies for Kitchen, Soehnle, Birambeau and Herby for sustainable success.
- Transformation and **digitalization** of processes along the entire value chain.
- **Value optimization** through cost, process and product range optimization for improved profitability.
- **Lean, efficient organizational structures** with a defined form of international collaboration, talent identification and a synchronized supply chain.
- Leveraging potential through **integrated communication at the point of sale** – online and stationary.

Potential in Core – Mechanical cleaning & drying



Market shares mechanical cleaning & drying



Big potential to increase market share in core categories

Core business 3x growth:

Leifheit Drying | Cleaning: + 5%

non-core: - 3%

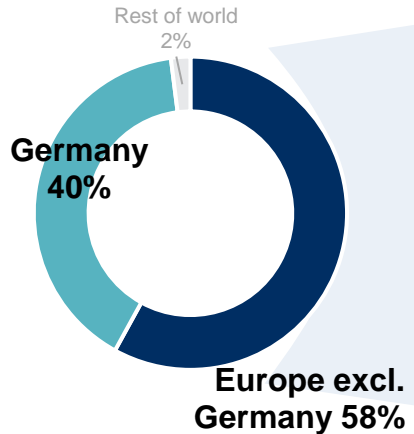
Net Sales CAGR 2014-2023

**Accelerate Core business growth
2025-2027**

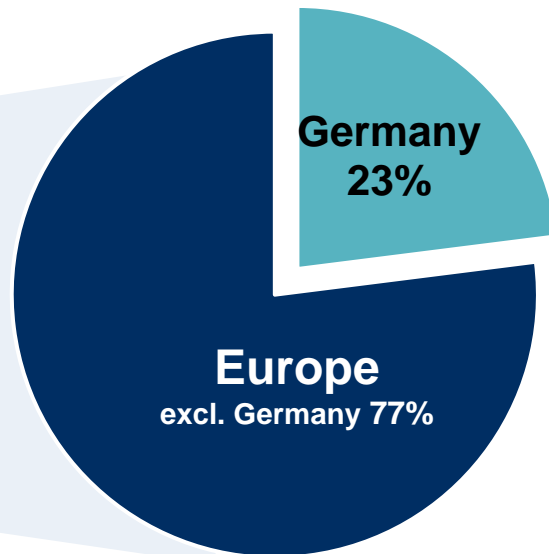
Potential in Europe outside Germany



Leifheit Group turnover 2023



Market for mechanical cleaning & drying

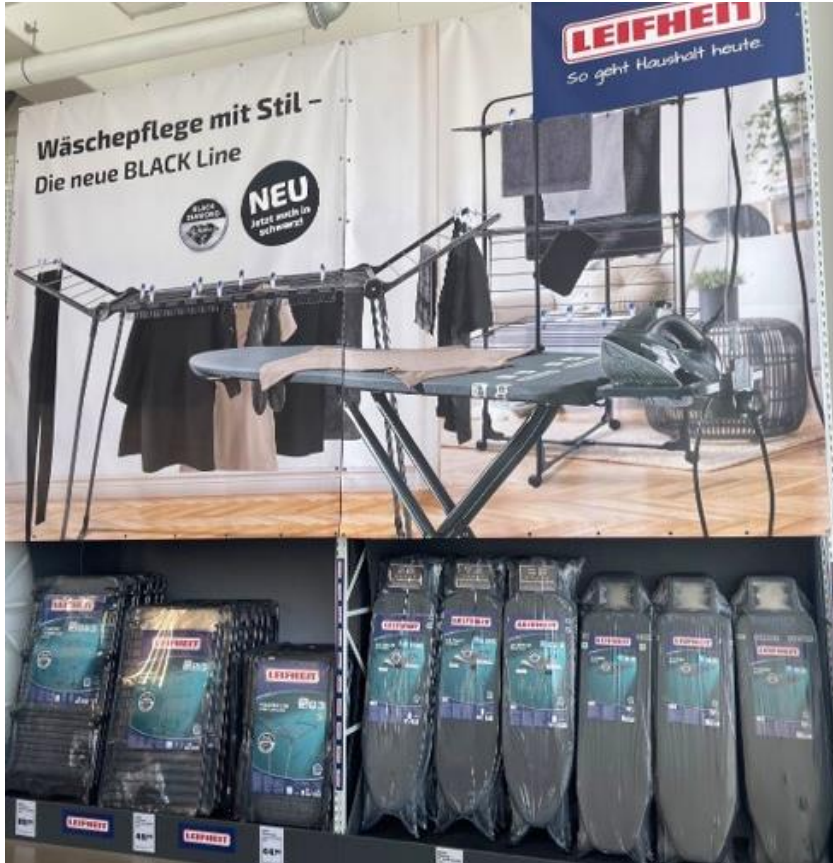


Expand successful model in core markets

Defined country clusters with growth and profit targets

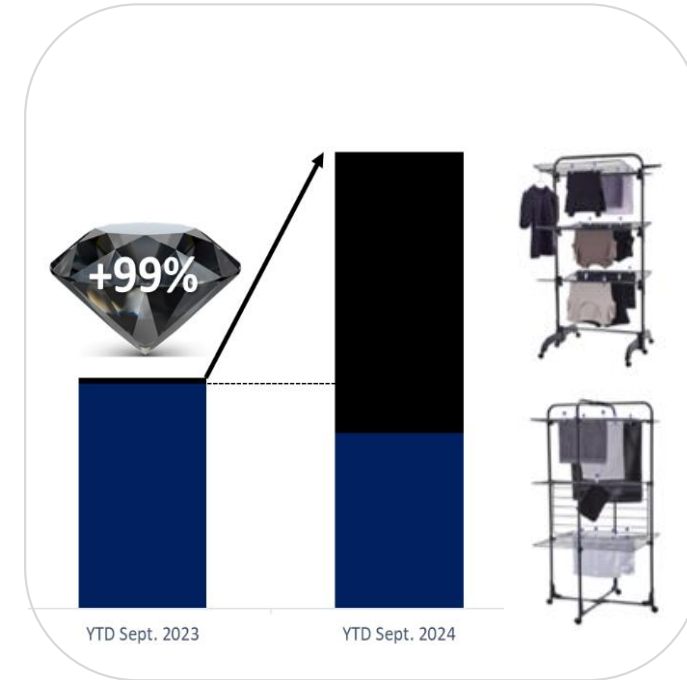
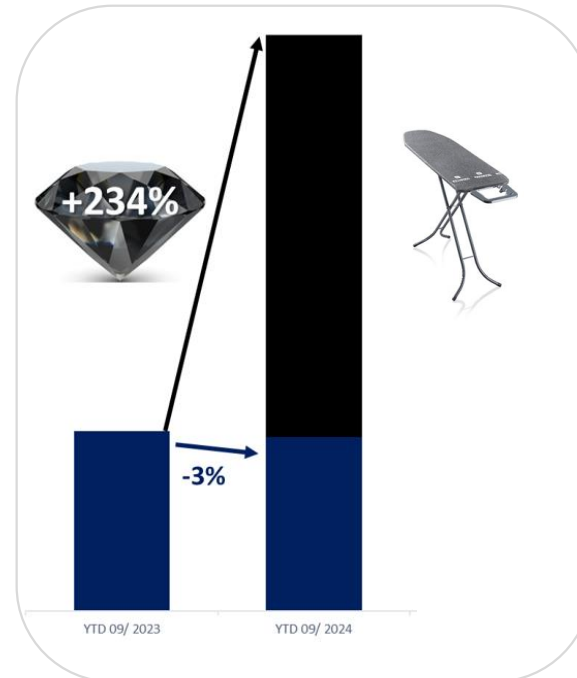
E-commerce entry model

Strong focus on Innovation to drive growth and profitability



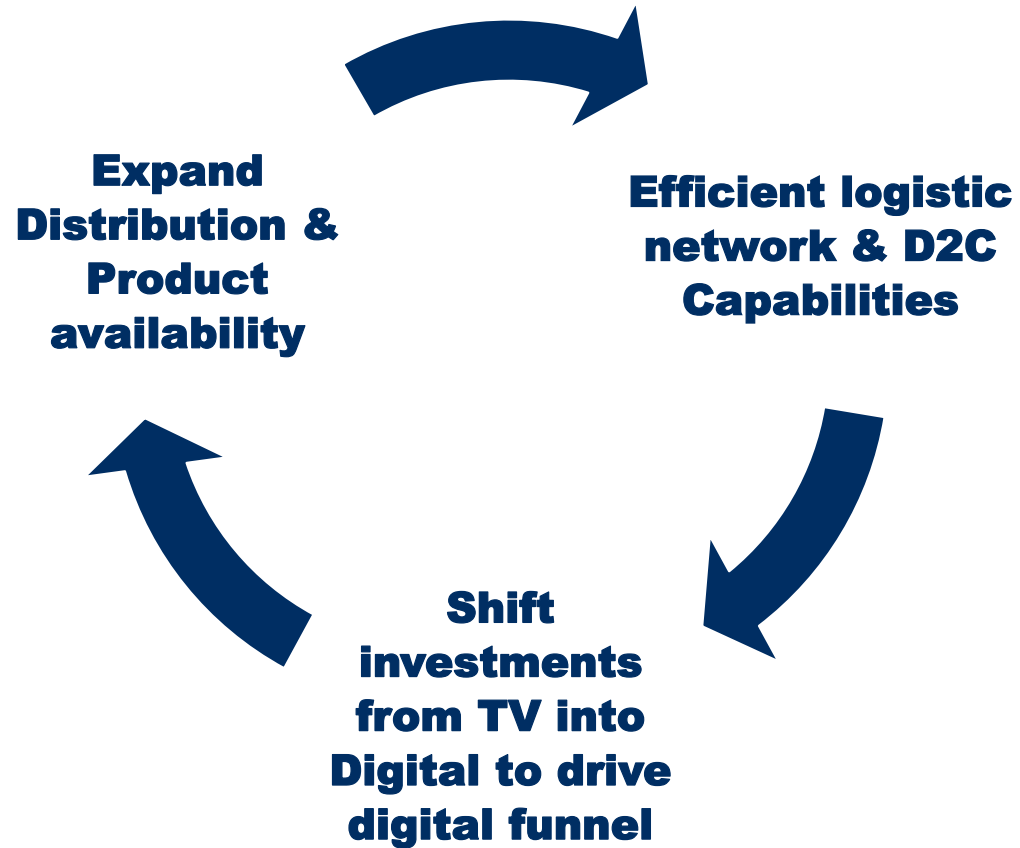
Ironing Boards and Tower Dryers

on top sales volumes in %



Successful Black Line 2023/2024

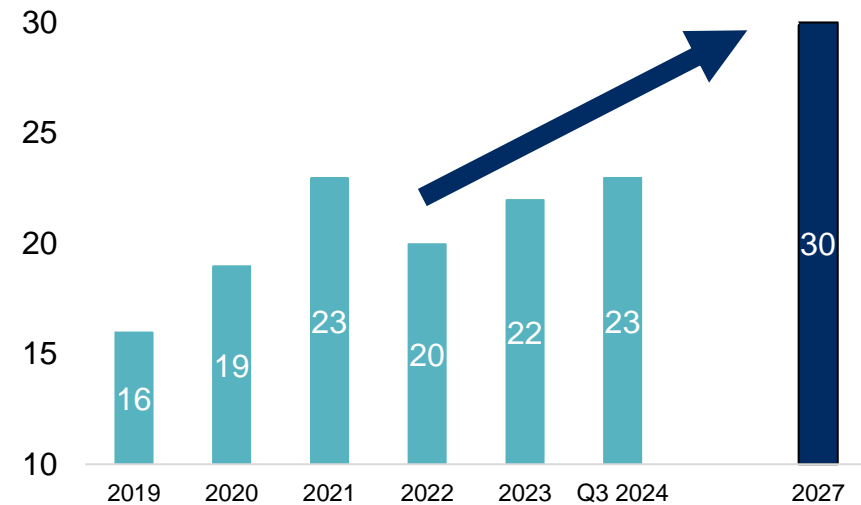
New E-commerce & digital model as growth accelerator and success model



Strategic goal:

30% E-commerce share of Group turnover in 2027

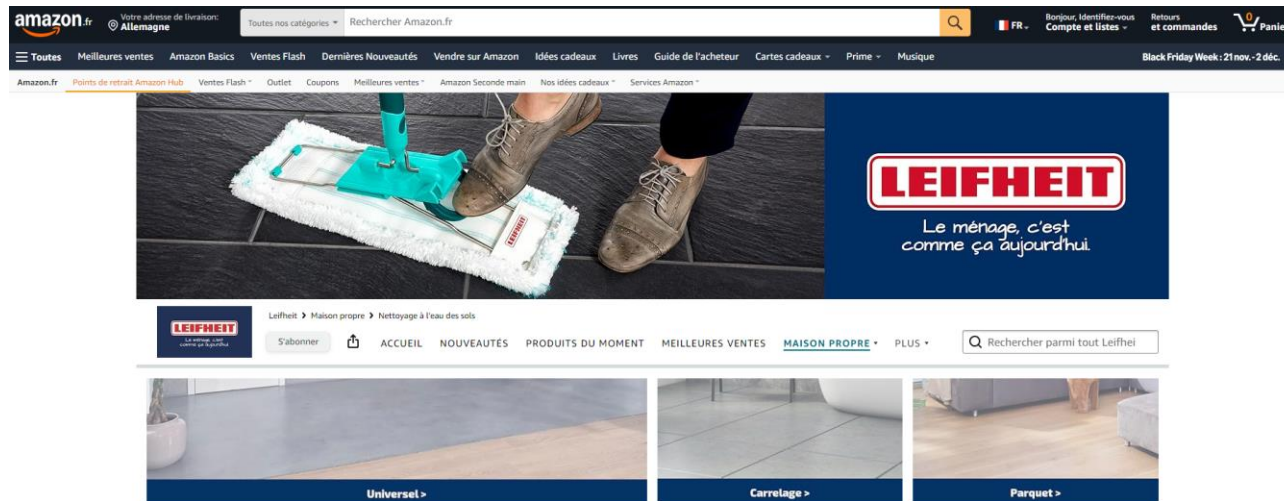
Share of E-commerce in Group turnover in %



Pilot France D2C 2024



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



08 – 10 2024

D2C Ecommerce in
France increased by

270%

vs. previous year period



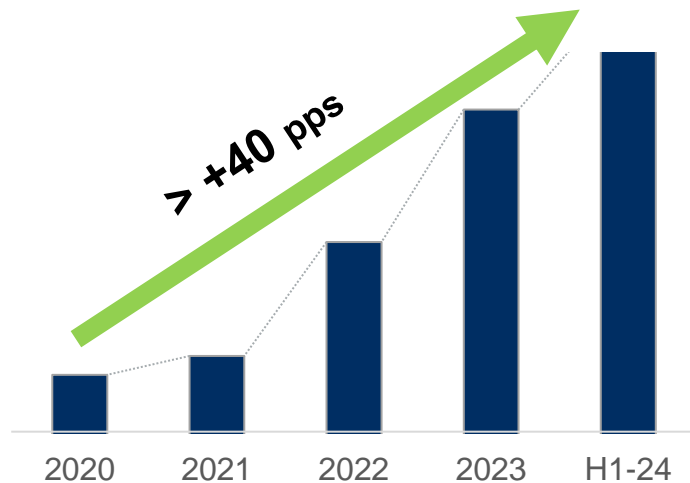
Value optimization: Steps towards lean and efficient production and logistics have been taken

Actions:

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

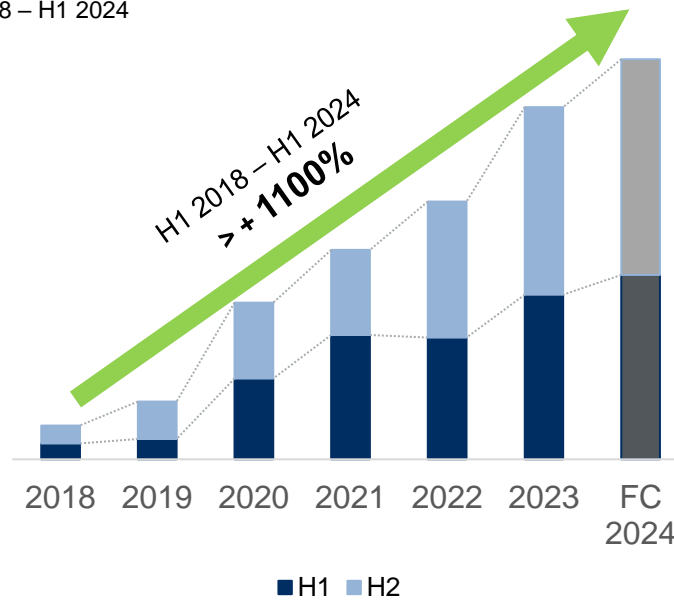
Productivity production site*

2020 – H1 2024 in %



Productivity Logistics D2C**

2018 – H1 2024



* Good products per line, worker and hour

** Parcels per worker and hour

Efficient organization: Steps towards lean and efficient organizational structures have been taken



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

- Optimization of logistics by shortening transport routes, optimized productivity and expansion of D2C capabilities

Investment Highlights



Strong vision:
become European branded leader
and specialist in mechanical
cleaning and drying

1



Strong Brand
with big potential for geographical
expansion

2




Focus strategy
for sustainable growth with focus
on core competences, Europe and
e-com | digital acceleration

3



**Lean and efficient production
and logistics**
to support profitability and cash

4



Attractive cash generation
for shareholder return via attractive
dividend policy and share buy
back program 2024

5



Strong financial base
to support future investments,
growth and capital returns

6



Outlook 2024



2024 forecast confirmed – still challenging market environment ahead

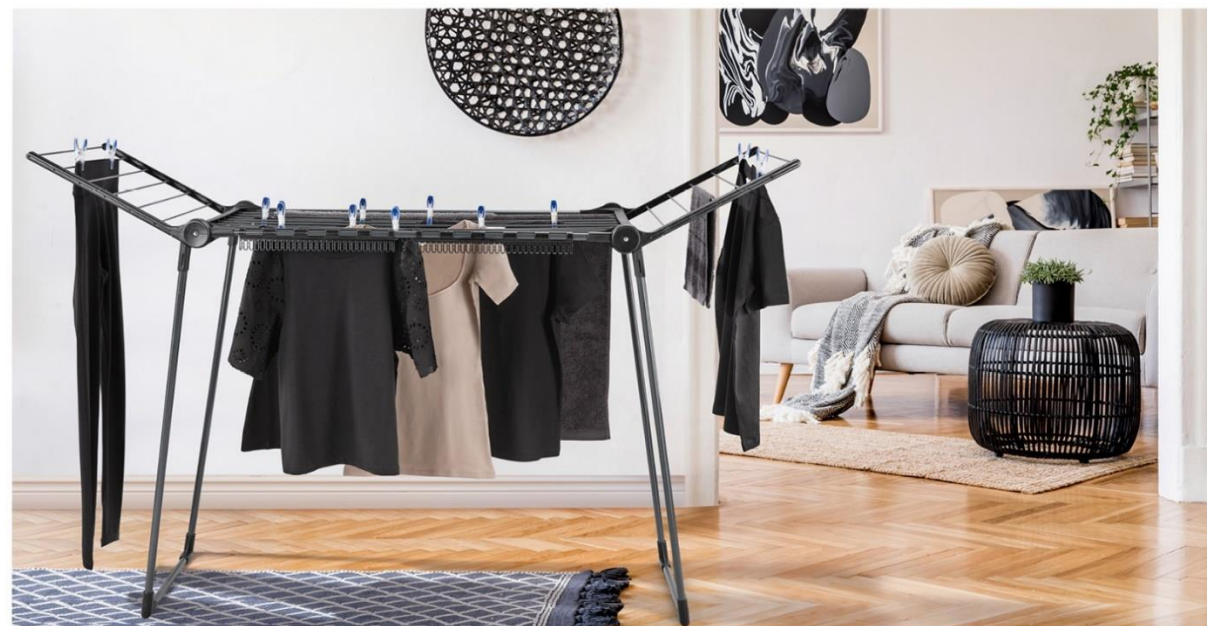


	Forecast 2024
Group turnover	slightly above the previous year
Turnover Household	slightly above the previous year
Turnover Wellbeing	slightly below the previous year
Turnover Private Label	slightly above the previous year
Group EBIT	in a corridor of 11 m€ to 13 m€ (previous: corridor of 10 m€ to 12 m€)
Free Cashflow	about 12 m€ (previous: about 10 m€)

- Continued weak economy and subdued consumer sentiment



Your questions, please.



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

Executive Summary: Leifheit records higher profitability in 9M 2024 **LEIFHEIT**



New, holistic corporate strategy to focus on core categories mechanical cleaning & drying and Europe
Focus on selected initiatives for profitable growth and cost efficiency

Group turnover at 200.8 m€ in line with expectations

Significant catch-up effects with 6.3% growth in Q3

Strong improvement in gross margin by 2.9 pp to 44.3%
due to product mix effects and increased efficiency

Group EBIT significantly up to 10.3 m€,
due to improved gross margin, despite one-off effects for strategy-related organizational adjustments in sales and marketing

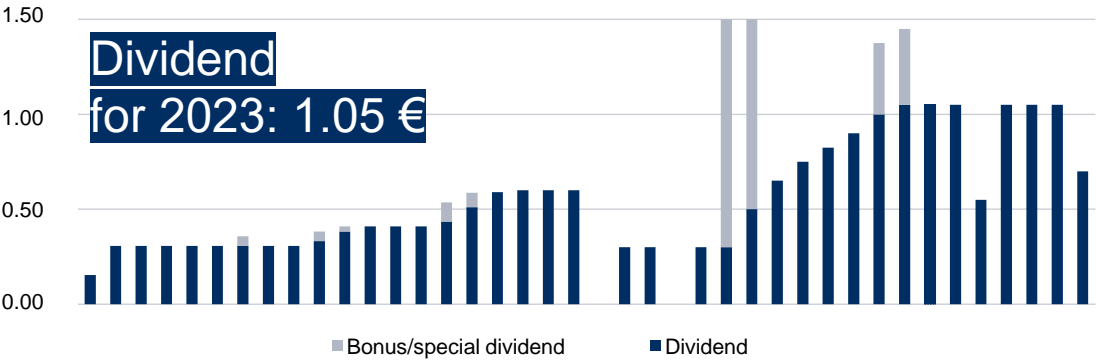
Free cash flow increased by 1.3 m€ to 14.3 m€
due to improvement in working capital

Forecast 2024 confirmed for Group turnover, EBIT and Free Cashflow

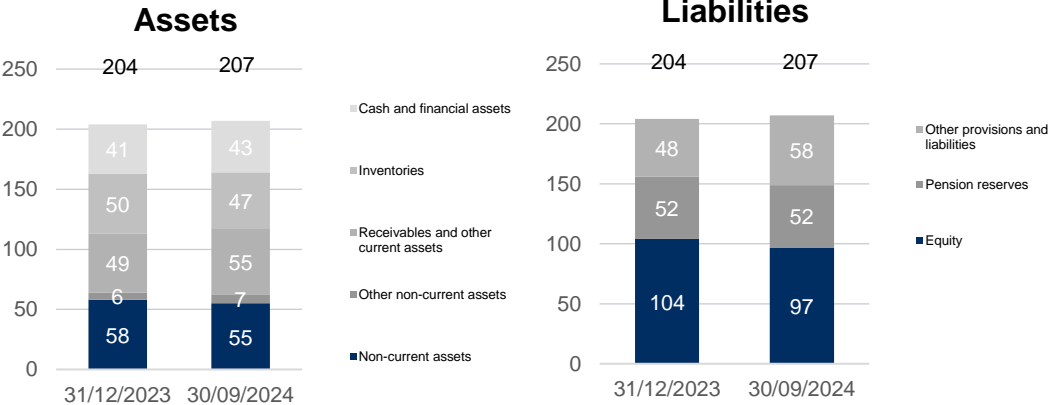
Product innovations expected to provide positive impetus in the fourth quarter of 2024

Share buyback program ongoing

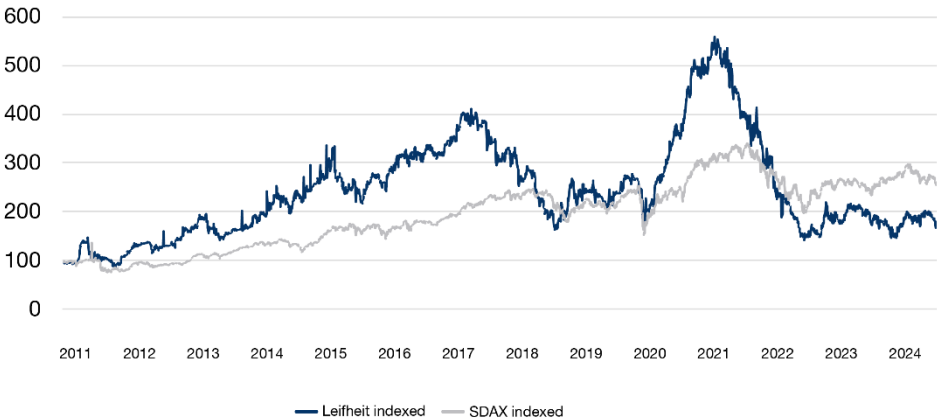
Leifheit is financially solid and pays reliable dividends to shareholders



Strong financial structure in m€



Solid long-term stock performance

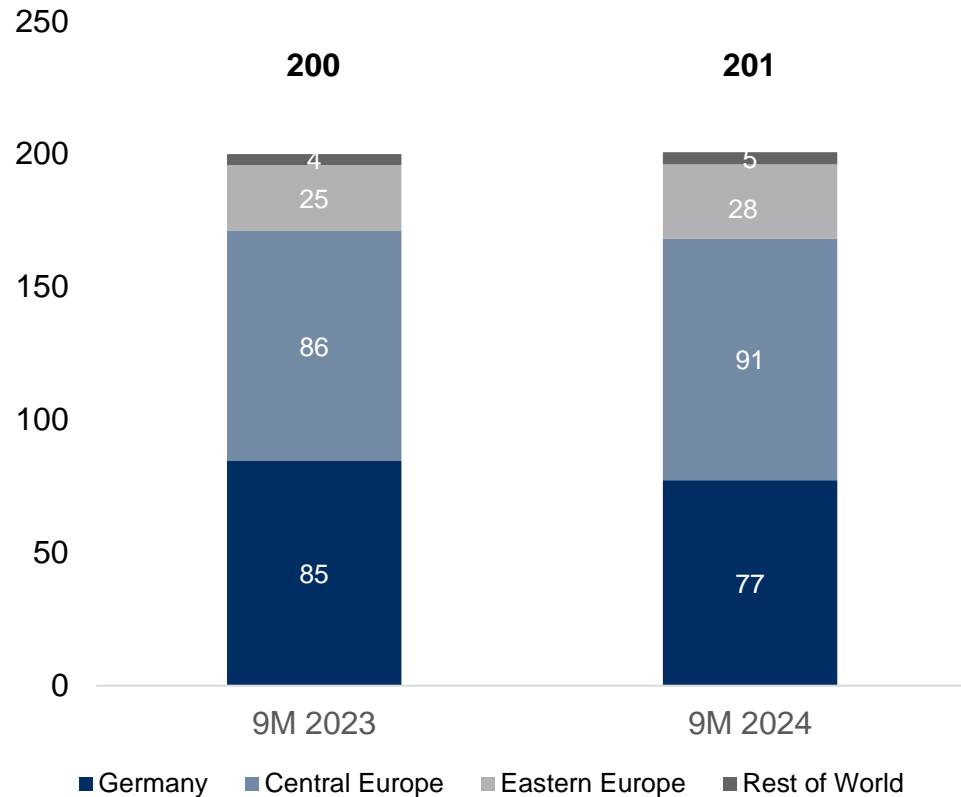


Central and Eastern Europe with remarkable turnover growth, Germany still influenced by shifts in sales



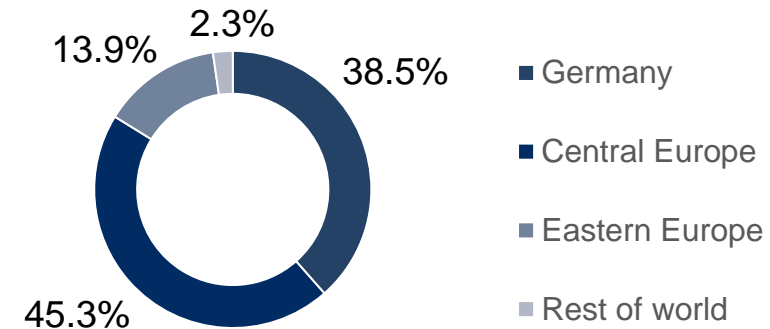
Group turnover by region

in m€



Group turnover by region

9M 2024 in %

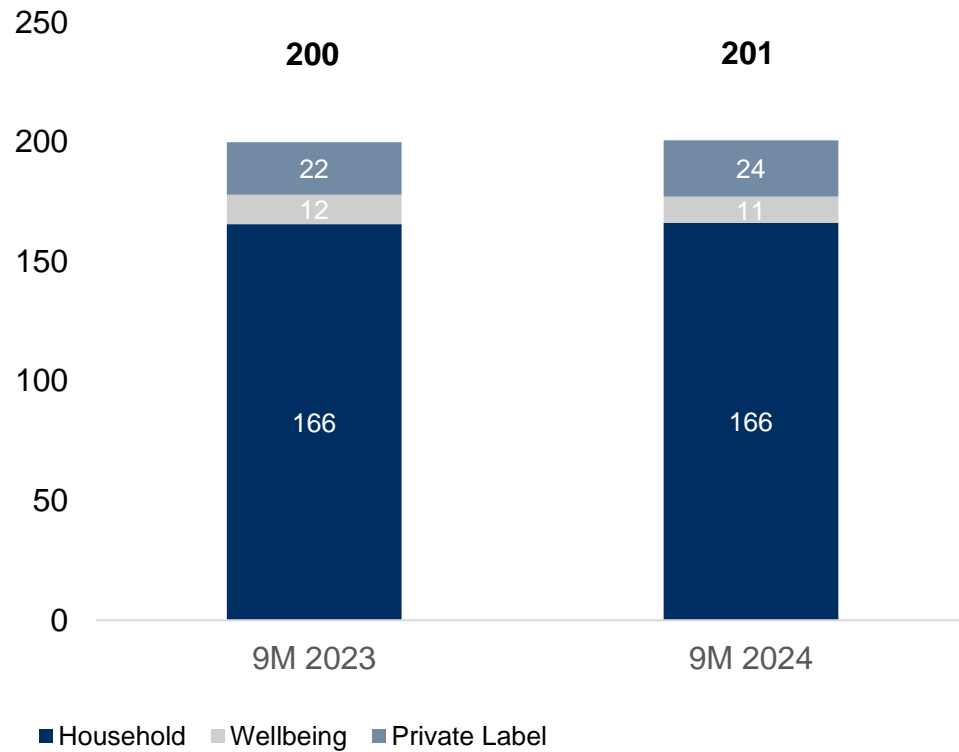


- **Germany down by -8.7%,**
Changed ordering processes in e-commerce led to shifts in sales, missing discounter promotions in Q1 2024
- **Central Europe up by +5.2%,**
Important markets Belgium, France and Spain with significant growth due to positive e-commerce development and distribution expansion
- **Eastern Europe strongly up by +12.7%,**
Several countries with double-digit growth rates

Slight turnover growth across segments in 9M 2024 as expected, but on track for 2024 turnover forecast

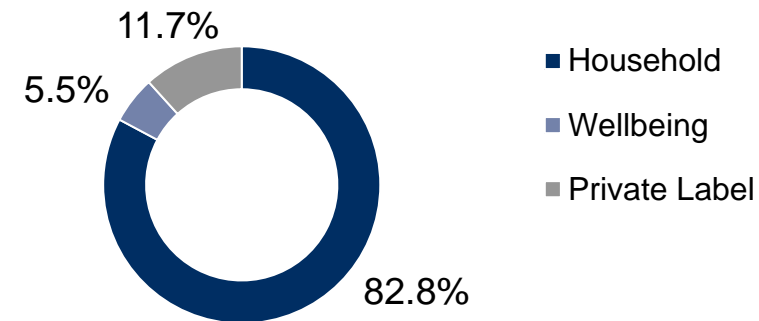
Group turnover by segment

in m€



Group turnover by segment

9M 2024 in %






- **Household segment up by 0.3%**, launch of further products from the successful BLACK LINE contributed to slight growth in the core category laundry care
- **Wellbeing segment down by -10.5%** against the background of product range adjustments
- **Private Label segment up by 7.0%**, Birambeau and Herby both with turnover growth

Leifheit Group structure



Household

LEIFHEIT



Laundry Care Cleaning Kitchen Goods

Wellbeing

SOEHNLE



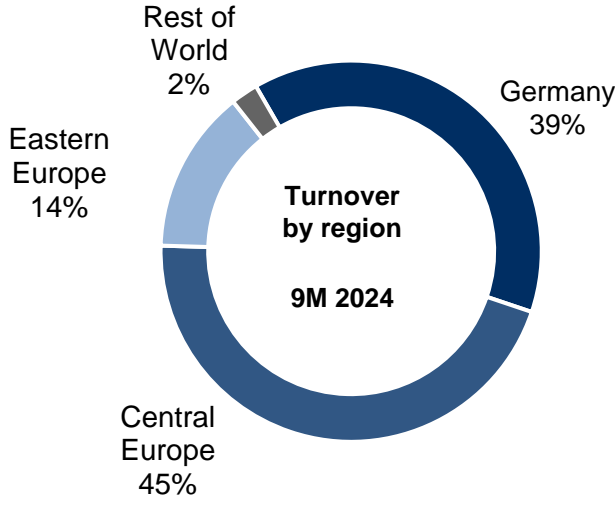
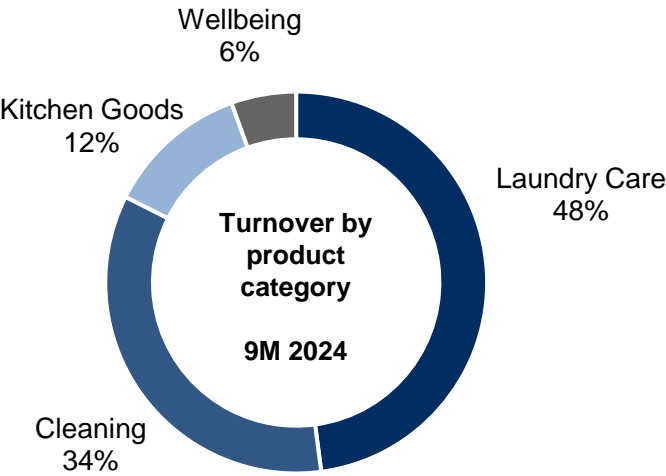
Kitchen + Personal Scales

Private Label

BIRAMBEAU herby



Kitchen Goods Standing Dryers

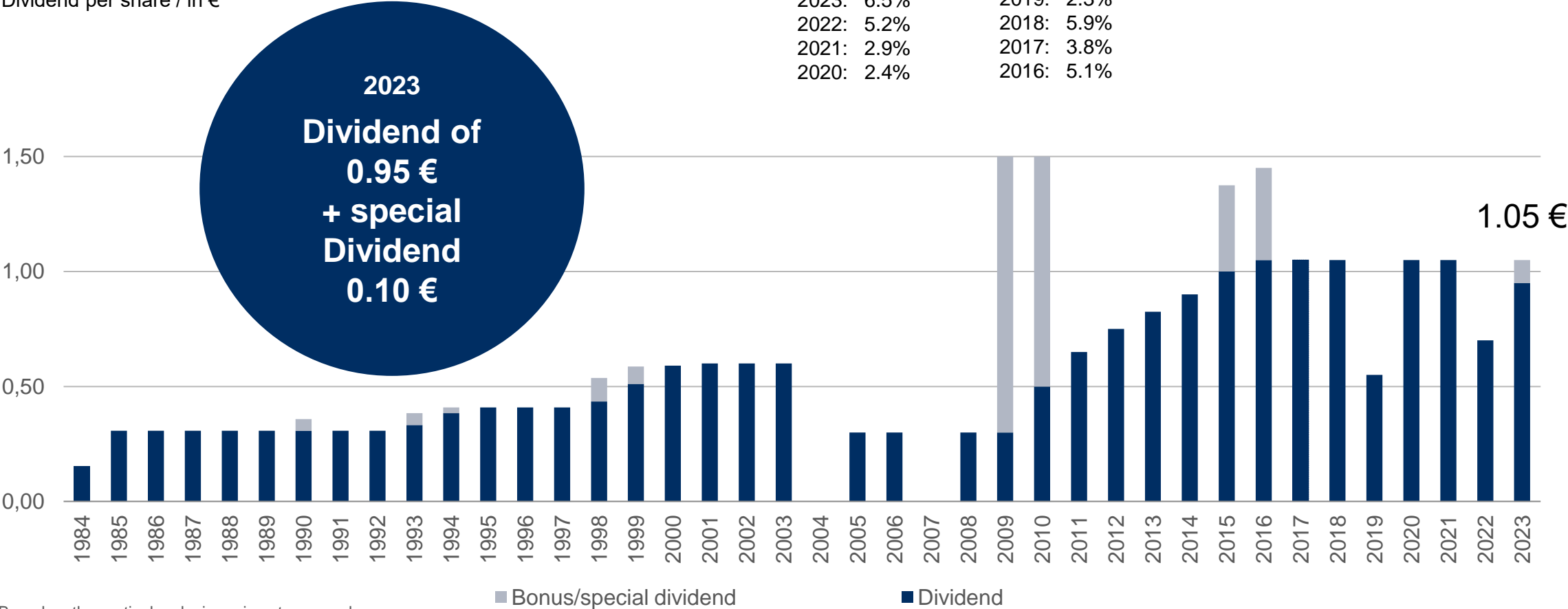


Committed to shareholder returns



Long-term dividend development

Dividend per share / in €



Dividend yield¹

2023:	6.5%	2019:	2.3%
2022:	5.2%	2018:	5.9%
2021:	2.9%	2017:	3.8%
2020:	2.4%	2016:	5.1%

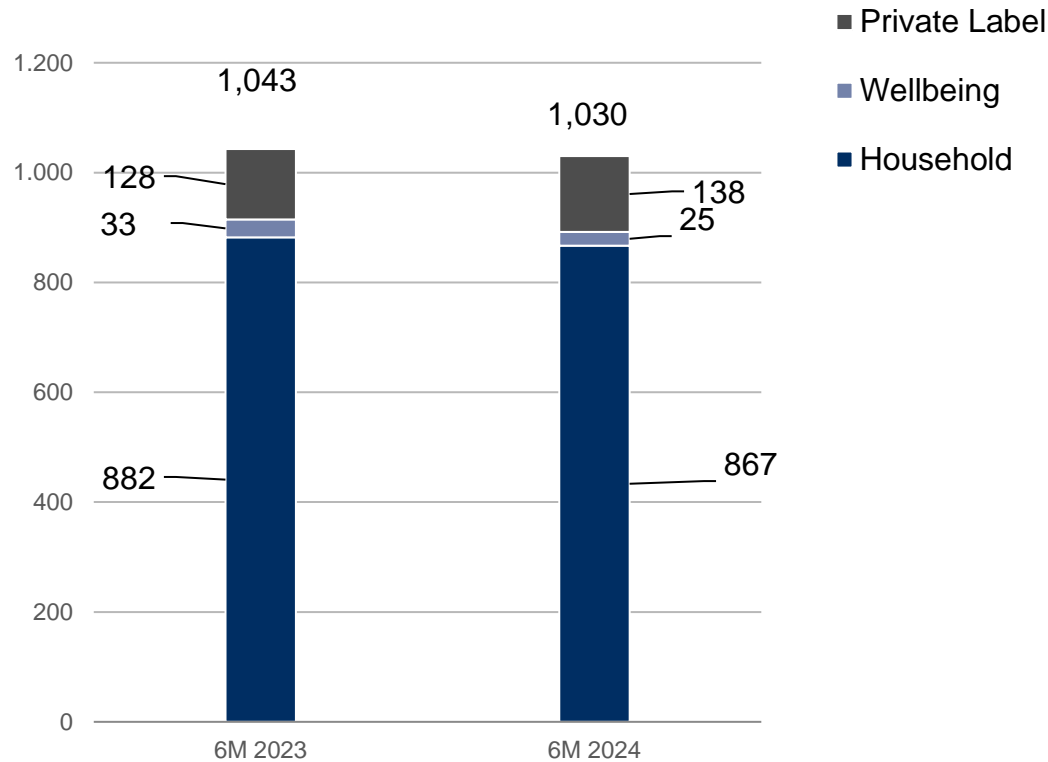
¹ Based on the particular closing price at year-end

Increased efficiency and productivity led to reduction in number of employees



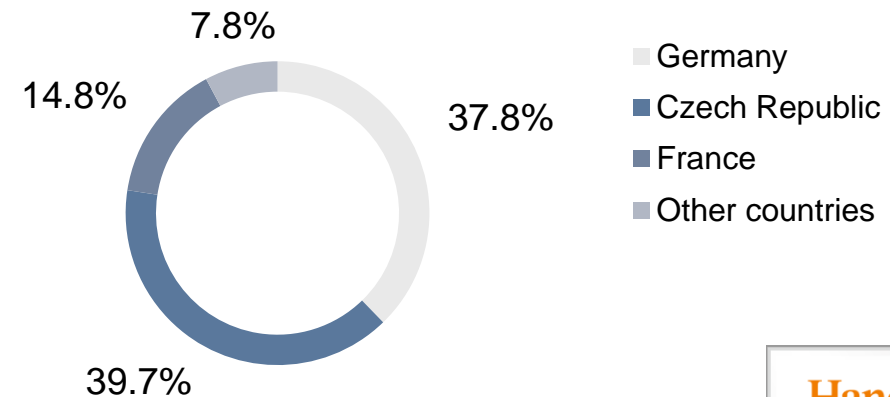
Employee development*

6M 2024 (average number)



Employees by region*

6M 2024 (average number)



* Only own staff, without temporary workers



Distribution in all relevant distribution channels

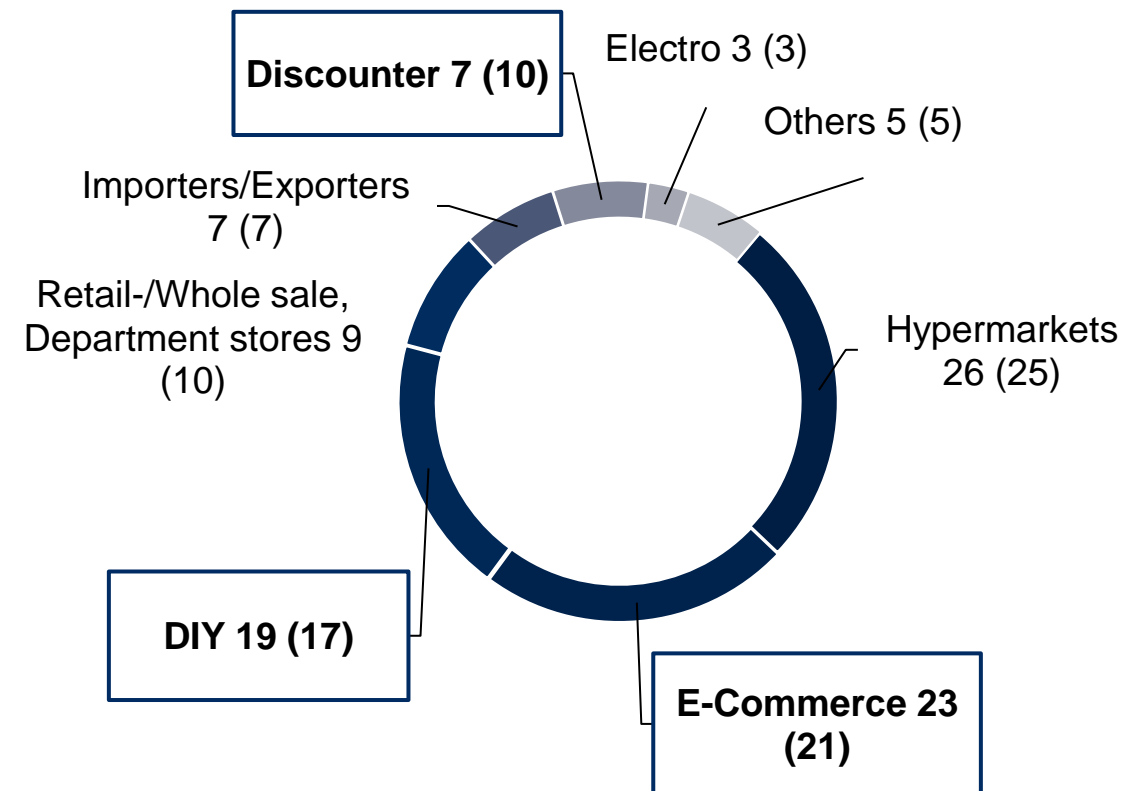


Blue Chip client base



Distribution channels

Turnover 9M 2024 in % (previous year's figures)



Long-term financial overview



		2019	2020	2021	2022	2023
Group turnover	m€	234.0	271.6	288.3	251.5	258.3
Profitability						
Gross margin	%	43.1	45.0	42.3	38.7	42.1
Cash flow from operating activities	m€	15.9	4.0	16.4	14.0	20.8
Free cash flow	m€	10.1	-5.5	9.6	8.8	12.1
EBIT	m€	9.9	18.8	20.1	2.8	6.0
EBIT margin	%	4.2	6.9	7.0	1.1	2.3
EBT	m€	8.5	17.7	19.3	2.3	4.7
Net result for the period	m€	5.8	12.5	14.2	1.2	3.2
ROCE	%	8.2	14.1	13.8	1.8	4.5

Long-term financial overview



		2019	2020	2021	2022	2023
Per share						
Net result for the period, EPS ²	€	0.61	1.32	1.49	0.13	0.34
Free cash flow	€	1.06	-0.57	1.00	0.92	1.27
Dividend	€	0.55	1.05	1.05	0.70	0.95 ²
Special dividend	€	--	--	--	--	0.10 ²
Investments	m€	6.0	9.6	7.3	5.4	8.9
Depreciation	m€	8.2	8.5	7.8	7.5	9.0
		31/12/2019	31/12/2020	31/12/2021	31/12/2022	31/12/2023
Employees	No.	1,106	1,098	1,080	1,063	1,020
Balance sheet total¹	m€	214.6	230.0	238.8	216.1	203.6
Equity	m€	96.2	100.4	111.3	112.5	103.8
Equity ratio	%	44.8	43.7	46.6	52.0	51.0
Liquidity	m€	50.3	38.8	38.1	36.3	41.3

¹ Not including repurchased treasury shares

² Dividend proposal

Leifheit makes top quality household products



Profi Floor Wiper
4.6 stars



Leifheit rückenschonender
Bodenwischer Profi XL micro Duo mit
Aluminiumstiel 140cm, Wischmopp
zum Lösen mit Fußklick, mit Bezug...
★★★★☆ ~ 1.728

Profi XL Set
4.5 stars



Leifheit Set Wischtuchpresse
Profi XL mit Bodenwischer
146cm und Rollen, 1x
Mikrofaser Bezug für alle...
★★★★☆ ~ 10.402

Pegasus 150 black
4.7 stars



Leifheit Standtrockner Pegasus
150 Solid Black Edition,
standfester Wäscheständer mit
Flügeln auch für lange...
★★★★☆ ~ 11.534

Linomatic 600 Deluxe
4.7 stars

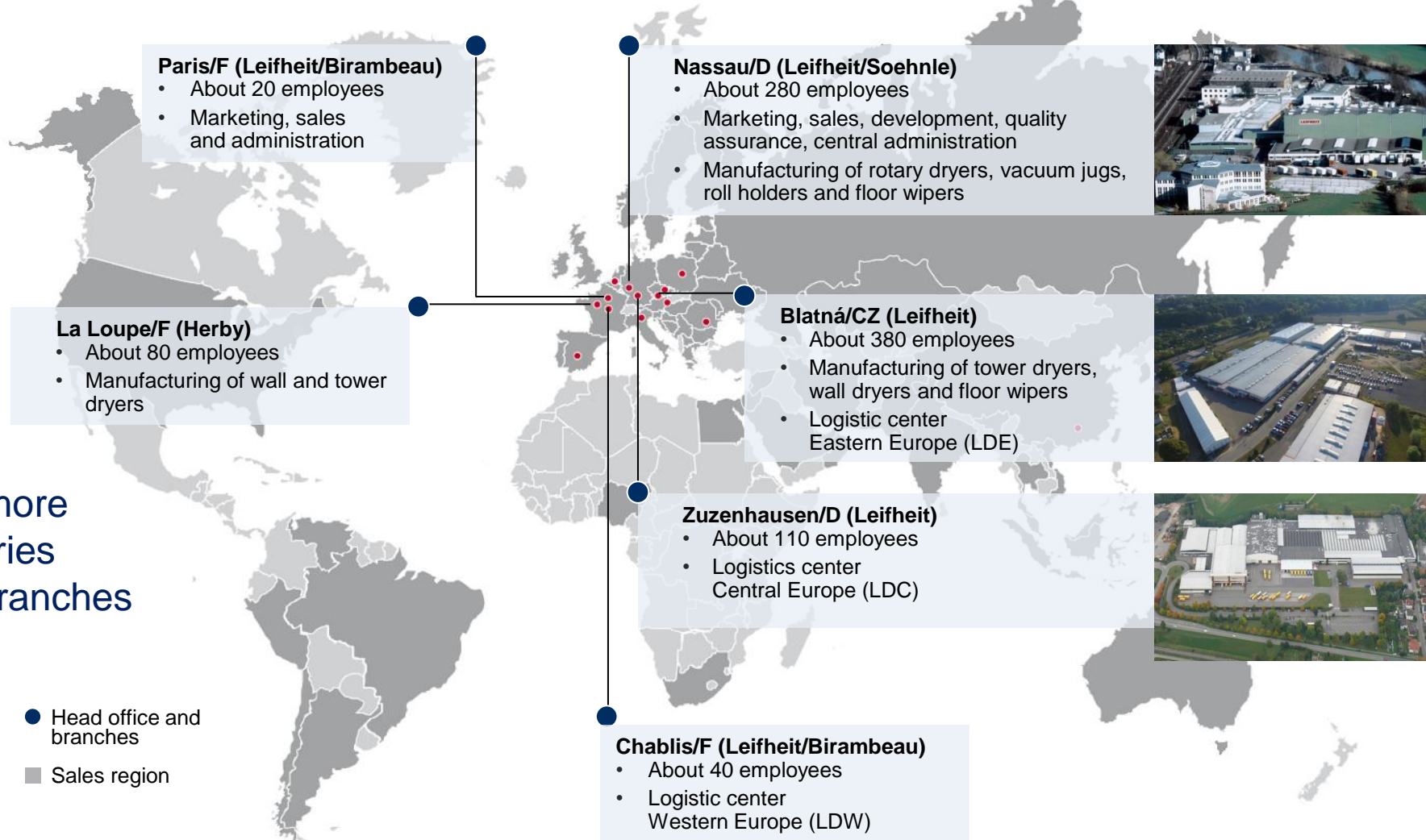


Leifheit Wäschschirm
Linomatic 600 Deluxe Cover mit
Leineneinzug für saubere
Wäsche, Wäschespinne für die...
★★★★☆ ~ 8.836

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



Operating in more than 80 countries with 14 own branches



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 vaccum
cleaner Nemo



Window vaccum
cleaners



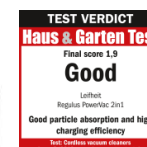
Cordless vaccum wiper
Regulus Aqua PowerVac



Laundry dryers
Pegasus



Cordless vaccum
Regulus PowerVac 2in1



Steam Mop CleanTenso



Isolating mugs
Flip 600 + 350 ml

Soehnle awards (selection)

SOEHNLE


Kitchen Scales
Page Profi + Page Profi 300



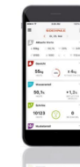
Personal Scales
Style Sense



Personal Scales
Style Sense Bamboo Magic



Body analysis scales
Shape Sense Connect 100 + 200

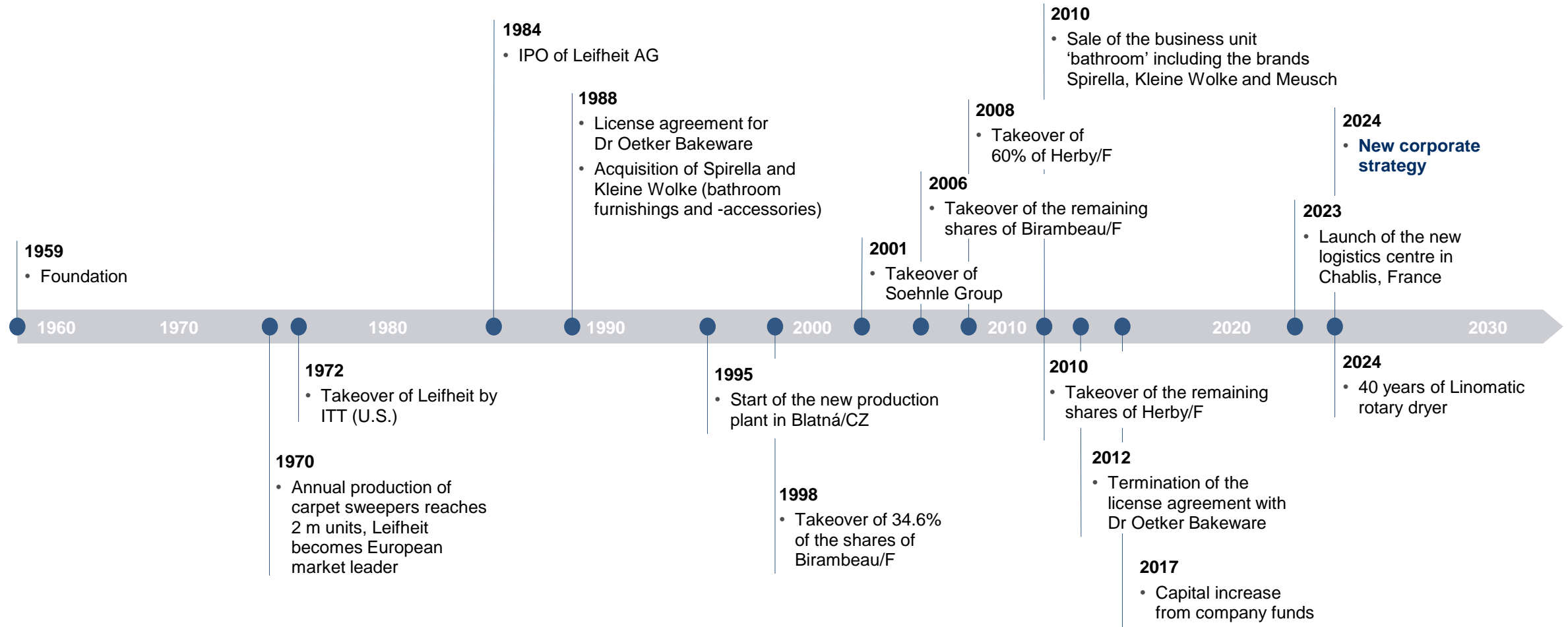


Blood pressure monitors
Systo Monitor 200 + 300



Page Aqua Proof
Kitchen Scale

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 Oxo Rösle Fackelmann Lurch
Brabantia Westmark Emsa Tefal



Wellbeing

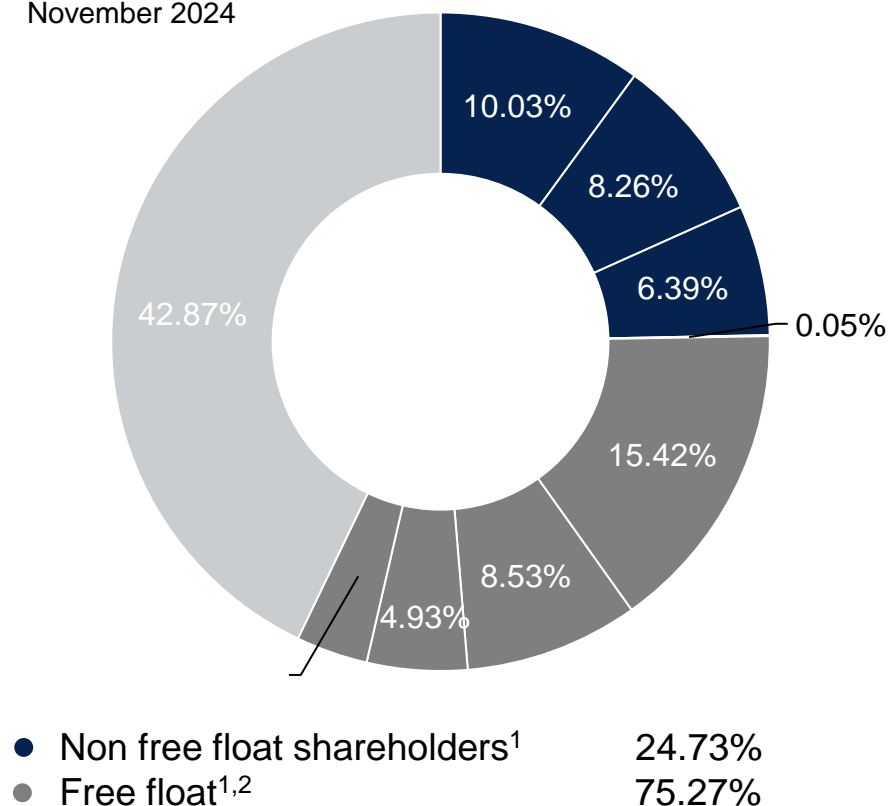
Bosch Laica Tanita
ADE Homedics Beurer
Sanitas Withings Terraillon

Significant free float and international investors



Shareholder structure

November 2024



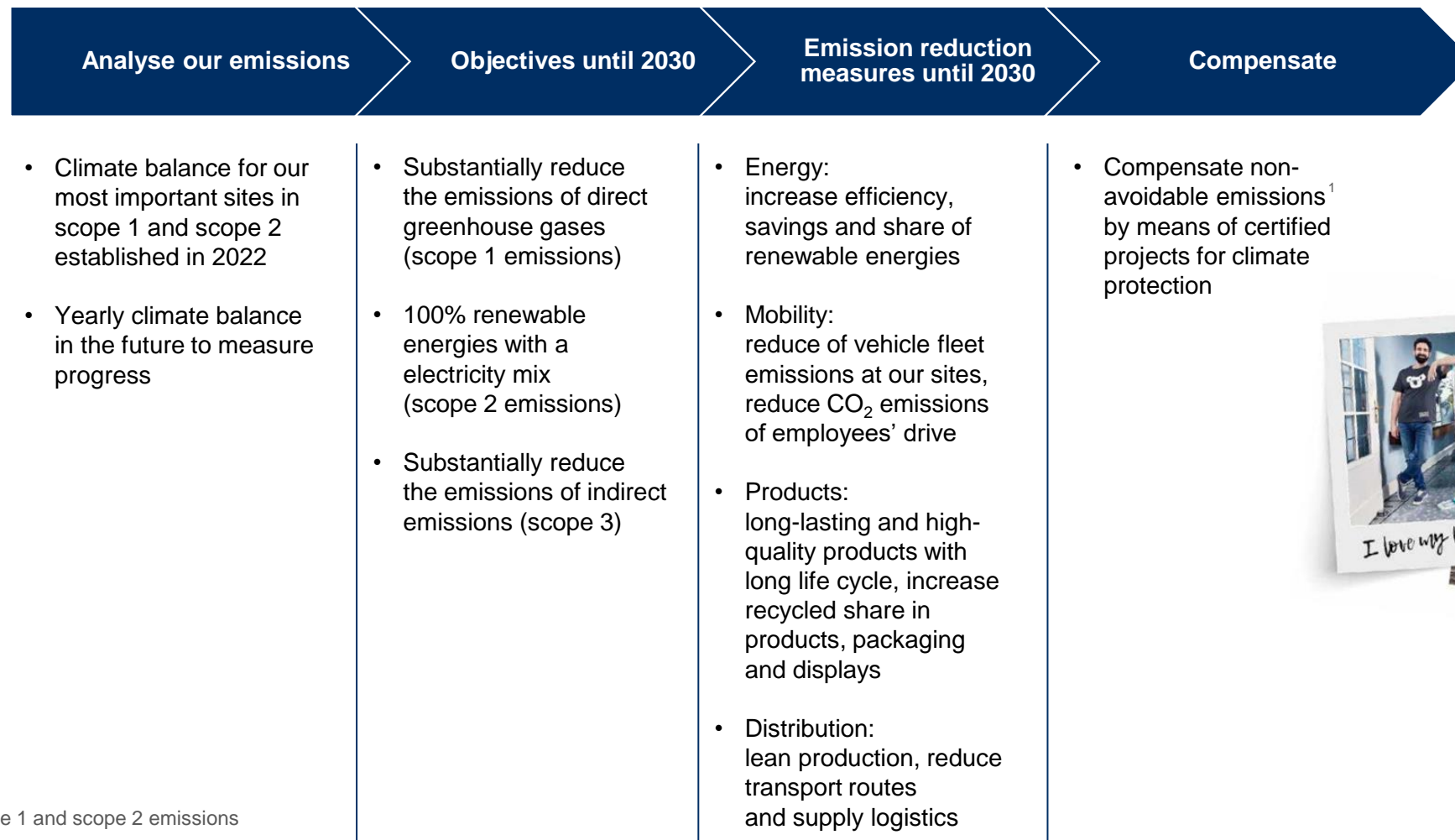
MKV Verwaltungs GmbH, Grünwald (GER)	10.03%
Ruthild Loh, Haiger (GER)	8.26%
Leifheit AG Nassau (GER), treasury shares	6.39%
Employee shares subject to a lock-up period	0.05%
Alantra EQMC Asset Management, SGIIC, SA, Madrid (ES)	15.42%
Gerlin Participaties Coöperatief U.A., Maarsbergen (NL)	8.53%
MainFirst SICAV, Senningerberg (LUX)	4.93%
Blackmoor Ownership Holdings Master Limited, London (UK)	3.52%
Voting rights under notification threshold	42.87%

¹ Definition of German stock exchange for indices

² Including shareholdings of the management board

ESG: Strategic sustainability goals

Focus on climate neutrality till 2030¹



Read more at our sustainability report 2023

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



Scope 1: direct emissions from the company's owned or controlled resources e.g. gas, fuel, refrigerants
 Scope 2: indirect emissions from purchased energy, e.g. electricity
 Scope 3: indirect emissions in the value chain, (upstream + downstream)

¹ Scope 1 and scope 2 emissions

Our ESG Principles



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



Environment

Climate-neutral by 2030:¹
Avoiding and reducing carbon emissions, supporting climate protection projects

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

Open, positive corporate culture driven by performance and teamwork

HR strategy geared towards employer attractiveness

Focus on employee safety and health

Diversity and offer 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 part of CMS

Protecting personal data according to the high standards of the GDPR



Read more at our
sustainability report 2023

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

¹ Scope 1 and scope 2 emissions

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

We are pleased that our efforts towards sustainability are being noticed and rewarded by consumers.

- We were awarded the “**Germany’s Best Sustainability**” seal once again in 2023 for the third year running. The study was conducted by the IMWF Institut für Management- und Wirtschaftsforschung with research support from the Hamburg Institute of International Economics (HWWI) on behalf of Focus Money and Deutschland Test. The study analyses social listening data for some 19,600 companies and brands. It examines aspects of ecological, economic and social sustainability. The results show who is committed to sustainability from the consumer’s point of view.
- As in the two previous years, the FAZ-Institut also once again awarded Leifheit the “**Excellent Sustainability**” certificate. The study analysed social listening data for some 20,000 companies and brands in a similar manner.
- In addition, Leifheit was awarded the “**Maximum Trust 2023**” award once again, achieving the highest ranking in the household products category. The study was conducted by the IMWF Institut für Management- und Wirtschaftsforschung on behalf of Focus Money and Deutschland Test.
- In the “**Sustainability Champions**” study conducted in cooperation with the daily newspaper Die Welt, the Leifheit and Soehnle brands were rated “very sustainable” in the “Household goods/kitchen utensils” sector. The result is based on a consumer survey in which a total of 1,291 companies from 78 sectors were assessed.

Financial calendar and contact



Financial calendar 2024 / 2025

25 - 27 November 2024

Deutsche Börse – German Equity Forum 2024, Frankfurt

9 April 2025

Annual Reports 2024

Analyst Conference

7 May 2025

Quarterly statement for the period ending 31 März 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

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