



HEALTH & BEAUTY

# Q3 2025

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**UNAUDITED CONSOLIDATED  
INTERIM REPORT**

LR HEALTH & BEAUTY GROUP

**UNAUDITED  
INTERIM REPORT**

LR HEALTH & BEAUTY SE



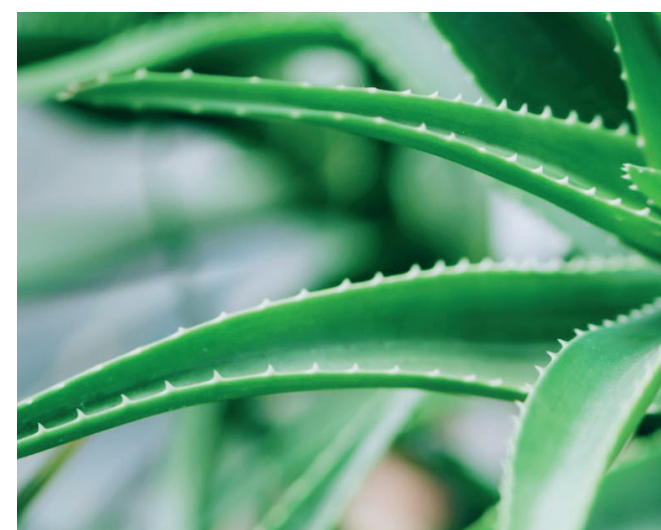
HEALTH & BEAUTY

**WE  
BELIEVE  
IN  
MORE**



**OUR VISION IS TO  
BE THE WORLD'S MOST  
ATTRACTIVE COMPANY  
IN SOCIAL COMMERCE.**

**OUR MISSION IS  
TO OFFER PEOPLE THE  
CHOICE TO LIVE  
A SELF-DETERMINED  
LIFE. WE SUCCEED  
BECAUSE OF OUR  
BUSINESS OPPORTUNITY  
AND HIGH-QUALITY  
HEALTH AND BEAUTY  
SOLUTIONS.**



WE BELIEVE  
IN MORE  
QUALITY  
FOR YOUR  
LIFE



FINANCIAL HIGHLIGHTS  
LR HEALTH & BEAUTY GROUP

| in EUR m                           | Q3<br>2025  | Q3<br>2024   | YTD<br>2025  | YTD<br>2024   |
|------------------------------------|-------------|--------------|--------------|---------------|
| Sales*                             | 66.0        | 69.4         | 208.8        | 212.7         |
| EBITDA                             | 2.9         | 7.3          | 16.3         | 19.0          |
| EBITDA normalized<br>in % of Sales | 3.8<br>5.8% | 8.7<br>12.5% | 19.1<br>9.2% | 23.1<br>10.8% |
| Free cash flow                     | 3.3         | 6.2          | 6.3          | 9.6           |
| Cost of materials                  | (13.5)      | (11.9)       | (39.2)       | (37.5)        |
| Personnel expenses                 | (13.2)      | (14.0)       | (42.2)       | (43.1)        |
| Other operating expenses           | (39.2)      | (37.1)       | (118.7)      | (112.5)       |

IR.LRworld.com

\*Sales as revenue from goods sold

# UNAUDITED CONSOLIDATED INTERIM REPORT Q3 2025 CONTENT

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# WE BELIEVE IN MORE STABILITY

IN 1985, LR STARTED AS A COMPANY WITH FIVE EMPLOYEES AND DEVELOPED INTO A SUCCESSFUL GLOBAL PLAYER.

THE STABLE GROWTH OF MORE INTERNATIONALITY, QUALITY, RESPONSIBILITY AND OPPORTUNITIES STILL CONTINUES.

# WE CARE FOR PEOPLE'S LIVES



## OUR COMPANY

The LR Group is one of the leading social commerce companies that distributes approx. 200 different products from the areas of nutritional supplements and cosmetic products in 32 countries through its hundreds of thousands registered distributors.

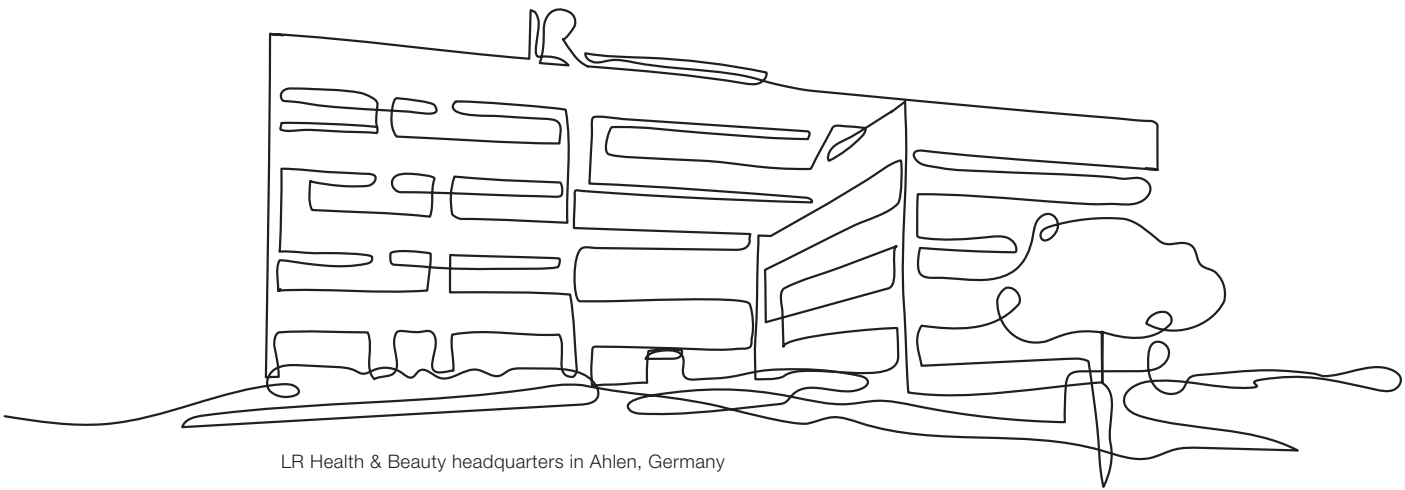
LR is a member of the European association Direct Selling Europe (DSE) and has around 1,150 employees across the globe. With quality “Made in Germany” and a unique business model, we have been a successful European business for 40 years.

On August 1, 2025, Jörg Körfer took over the position of Chief Executive Officer (CEO) of LR Health & Beauty SE. In this position, he is responsible for the management of the entire LR Group. Jörg Körfer has extensive expertise in global direct sales thanks to his many years of management experience with international companies and will now continue to exploit the full potential of Europe's leading social commerce company.

In February 2021, LR Global Holding GmbH successfully entered the capital market by issuing a bond. This bond was redeemed in 2024 and a new one was issued by the LR Health & Beauty SE.

In the past years, LR continued on its path to develop into a leading social commerce company. To this end, LR's structures were further aligned with the digitization trend in the market (e.g. LRneo with all its digital tools) and new blockbuster products were continuously launched. Thanks to our unique business opportunity and our innovative and competent health and beauty solutions, we sustainably improve the quality of life for many people. With an individual career program, targeted training, excellent service and a wide range of training tools, we have been leading our distributors to business success for 40 years. Our customers should feel healthy and beautiful when using our products. Irrespective of place, time, economic

SINCE **40** YEARS SUCCESSFUL IN EUROPE  
AROUND **1,150** EMPLOYEES



LR Health & Beauty headquarters in Ahlen, Germany

crises or other external challenges, we are offering an attractive and individual purchasing experience on our digital social commerce platforms – 24/7.

## OUR SOCIAL COMMITMENT: LR GLOBAL KIDS FUND E.V.

“More quality for your life” not only applies to the products and the business model, but also to the social commitment of LR Health & Beauty. The charity, founded in 2009 and under the leadership of Almut Kellermeier as Chairwomen, is based on the collective commitment of the company, its employees, distributors and customers and supports children's aid projects in many LR countries.

## OUR VISION & MISSION

“ Our **VISION** is to be the world's most attractive company in social commerce. Our **MISSION** is to offer people the best choice to live a self-determined life. We succeed because of our business opportunity and high-quality health and beauty solutions.

MORE STABILITY

APPROX. **200**  
HEALTH & BEAUTY  
PRODUCTS



OUR INNOVATIVE PRODUCTS

Our product portfolio comprises cutting-edge health and beauty solutions that combine natural ingredients with scientific innovation. This includes care products and decorative cosmetics, perfumes and nutritional supplements. In our modern aloe vera production facility with innovative high-tech machinery, we produce high-quality aloe vera drinking gels with up to 98 % aloe vera leaf fillet content, setting standards throughout Europe. At the company's own development center, experts from the fields of cosmetics and health constantly research and work on new solutions and products. Numerous marketing awards and certificates by renowned German institutes such as SGS INSTITUT FRESENIUS or Dermatest, confirm the high quality and innovative strength of our products. The secret to our success? We have always banked on the quality principle "Made in Germany" and manufacture over 90% of our products in Germany.

The high product quality is ensured by strict internal controls and double-checked by renowned and independent laboratories. We do not use animal testing and set great store by using reusable raw materials. We also promote environmentally friendly production processes and energy-saving logistics solutions.

In the recent years, we had important big product launches: With the LR ZEITGARD Pro Cosmetic Device LR achieved a quantum leap in apparative cosmetics. It is an innovative 4-in-1 device and a perfect recruiting tool for our distributors worldwide. The high quality of our LR FIGUACTIVE products within the brand LR BODY MISSION offer everyone the smart way to a good body feeling. Our MIND MASTER FORMULA GOLD is a daily drink containing a unique formula of vitamins, energy nutrients and antioxidants for mental well-being.

A very successful product concept is the LR HEALTH MISSION – a well thought-out 3 to 6-months support for intestinal, liver and cell metabolism. The premium make-up brand LR ZEITGARD Signature a high-end cosmetic line with state-of-the-art make-up essentials for all skin tones, created by make-up artists. With the recent launch of the LR ALOE FERMENTED POWER skin care products LR is on the pulse of time, as fermentation is an increasing trend in the cosmetics industry.

In September 2025 we launched our new LR Fragrances concept with two different collections: The LR MOOD INFUSION creates a completely new fragrance experience – because it has been scientifically proven that our fragrances can influence our mood through the sophisticated composition of the perfume oils. The LR ICONIC ELIXIRS embody pure luxury with the unique intensity of fine Absolu de Parfum, the highest quality in the world of luxury perfumes. The exclusive creations are made from precious, rare ingredients.

OUR BUSINESS CONCEPT

For 40 years, we have been giving people the opportunity to shape their lives independently and successfully by becoming LR distributors. Thousands of LR distributors have achieved financial freedom and a better quality of life thanks to LR. They are all part of an international team that has established LR's success with a modern sales system, digital possibilities, enthusiasm for fantastic products and plenty of passion.

The LR business model offers independence coupled with the security of a large company that supports its distributors in all phases of their careers. Also in difficult times, like in the past three years, this concept has proven to work well – an added bonus is the team spirit in the LR community.

The merging of offline and online activities has become daily business for the distributors. Working with social media platforms in particular has proven to be very efficient. It gives every distributor the opportunity to quickly and easily get in touch with other people who have the same interests. Therefore, social media is a success factor and unlocks unlimited potential for social commerce to promote their business.

OUR AWARDS



2023  
GERMAN INNOVATION  
AWARD 2023 SPECIAL

LR received the German Innovation Award 2023 for the ZEITGARD Pro Cosmetic Device. The German Innovation Award honors products, technologies and services every year that distinguish themselves through new, innovative features.



2023  
GERMAN DESIGN AWARD  
SPECIAL 2023

LR received the German Design Award 2023 for the ZEITGARD Pro Cosmetic Device in the category "Bath and Wellness". The device convinced the top-class jury in the "Excellent Product Design" competition with its modern and timeless product design.



2021  
COMPANY AWARD FEDERAL  
ASSOCIATION OF DIRECT  
SELLING GERMANY

LR has been awarded second place in the category "Large Companies" in 2021, which means that LR achieved the second strongest sales growth in this category in 2020.



2021  
TOP 100 AWARD

LR Health & Beauty Germany has received the Top 100 Award for 2021 – an award for the 100 most innovative, medium-sized companies in Germany.





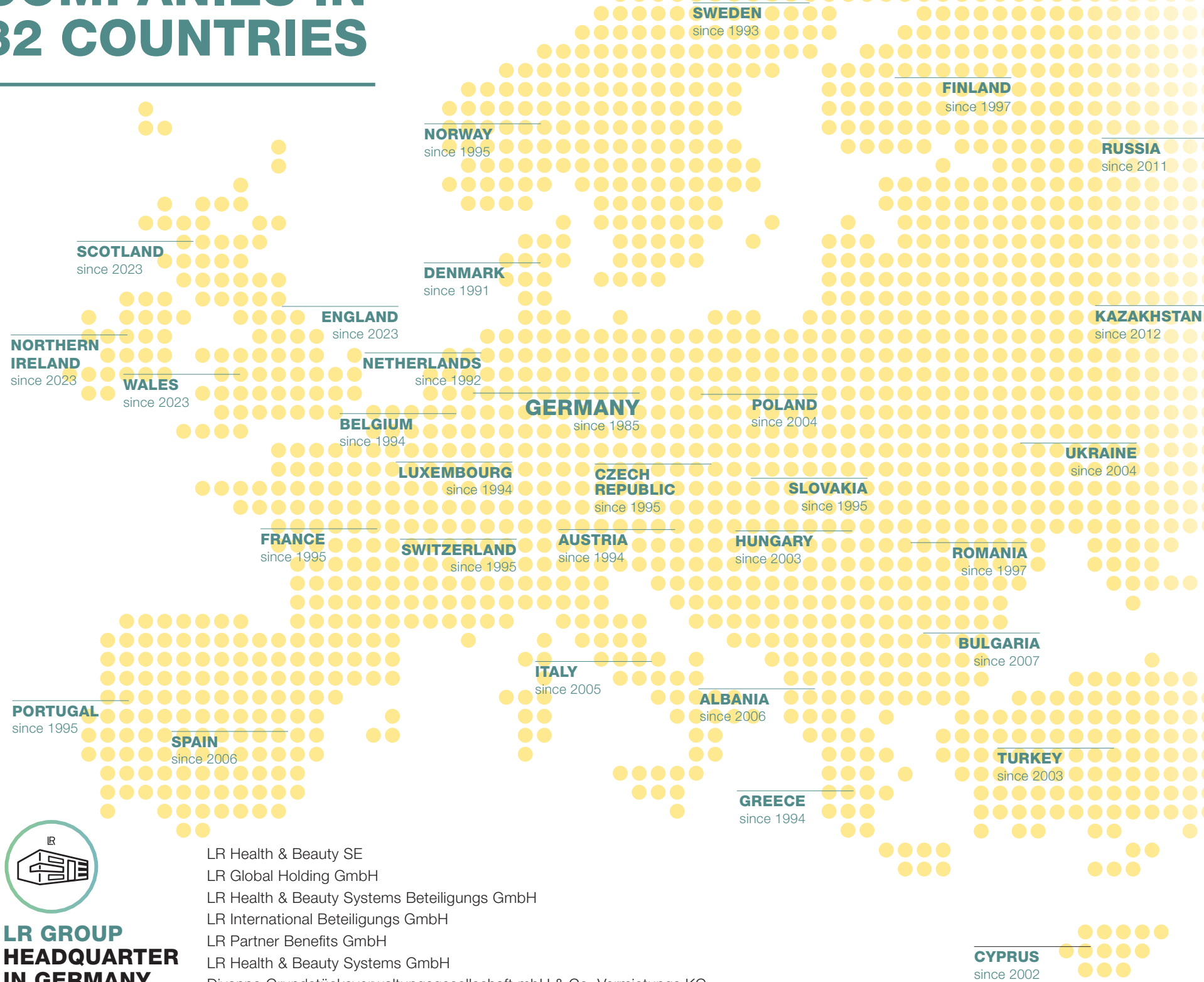
# WE BELIEVE IN MORE INTERNATIONALITY

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WITH OUR INTERNATIONAL SUBSIDIARIES  
IN 32 COUNTRIES, AROUND 1,200 EMPLOYEES  
AND THOUSANDS OF INDEPENDENT  
DISTRIBUTORS, WE ARE ONE OF THE LEADING  
SOCIAL COMMERCE COMPANIES IN EUROPE.

MORE INTERNATIONALITY

OUR SALES COMPANIES IN 32 COUNTRIES



LR GROUP HEADQUARTER IN GERMANY

- LR Health & Beauty SE
- LR Global Holding GmbH
- LR Health & Beauty Systems Beteiligungs GmbH
- LR International Beteiligungs GmbH
- LR Partner Benefits GmbH
- LR Health & Beauty Systems GmbH
- Divanno Grundstücksverwaltungsgesellschaft mbH & Co. Vermietungs KG
- LR Jersey Holding Limited, Jersey



INTERNATIONAL SALES COMPANIES

WESTERN EUROPE

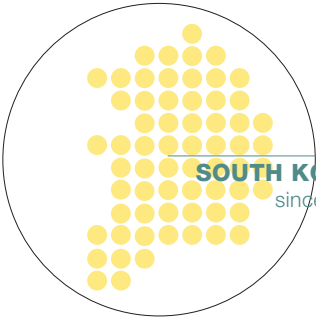
- AUSTRIA**  
LR Health & Beauty Systems GmbH
- BELGIUM / LUXEMBOURG**  
LR Cosmetic Belgium b.v.b.a
- DENMARK**  
LR Health & Beauty Systems ApS
- ENGLAND / NORTHERN IRELAND / SCOTLAND / WALES**  
LR Health & Beauty Limited
- FINLAND**  
LR Health & Beauty Systems OY
- FRANCE**  
LR Health & Beauty Systems SAS
- GERMANY**  
LR Deutschland GmbH
- ITALY**  
LR Health & Beauty Systems S.R.L.
- NETHERLANDS**  
LR Health & Beauty Systems BV
- NORWAY**  
LR Health & Beauty Systems AS
- PORTUGAL**  
L. de Racine Cosmetics Lda.
- SPAIN**  
LR Health & Beauty Systems S.L.
- SWEDEN**  
LR Health & Beauty Systems AB
- SWITZERLAND**  
LR Health & Beauty Systems AG
- TURKEY**  
LR Health & Beauty Systems Ltd.

CENTRAL EASTERN EUROPE

- ALBANIA**  
LR Health & Beauty Systems Sh.p.k.
- BULGARIA**  
LR Health & Beauty Systems EOOD
- CZECH REPUBLIC**  
LR Health & Beauty Systems s.r.o.
- GREECE / CYPRUS**  
LR Health & Beauty Systems EPE
- HUNGARY**  
LR Health & Beauty Systems Kft.
- POLAND**  
LR Health & Beauty Systems Sp. z o.o
- ROMANIA**  
LR Health & Beauty Systems S.R.L.
- RUSSIA / KAZAKHSTAN**  
LR Russ O.O.O
- SLOVAKIA**  
LR Health & Beauty Systems s.r.o
- UKRAINE**  
LR Health & Beauty Systems TOV

EXPANSION

- SOUTH KOREA**  
LR Health & Beauty LLC, South Korea



SOUTH KOREA  
since 2021



# LR HEALTH & BEAUTY GROUP

MANAGEMENT REPORT & FINANCIAL STATEMENTS



# MANAGEMENT REPORT

The LR Health & Beauty Group with its parent company LR Health & Beauty SE (hereinafter referred to as the LR Group, LR, or the Group) is an internationally operating enterprise that is primarily active in the cosmetics and dietary supplements industry. The LR Group is represented by 34 companies worldwide. The Group's production facilities are located in Ahlen (Germany), from which all subsidiaries are supplied. Research and development activities are also conducted exclusively in Germany. The product range includes dietary supplements, perfumes, cosmetics, cosmetic devices, and accessories.

## SALES AND OTHER INCOME

In the third quarter of 2025 (Q3 2025), LR Group achieved a sales volume of kEUR 65,968, representing a decrease of 5.0% compared to the third quarter of the previous year (Q3 2024: kEUR 69,415). In the first nine months of 2025 (9M 2025), sales slightly decreased by 1.8% to kEUR 208,845 compared to the first nine months of 2024 (9M 2024) with kEUR 212,680.

For efficient management, the LR Group is organized into two regions:

- Region Western Europe comprises Austria, Belgium, Denmark, Finland, France, Germany, Italy, Luxembourg, Norway, Portugal, Spain, Sweden, Switzerland, the Netherlands, Turkey, and the United Kingdom.
- Region Central Eastern Europe comprises Albania, Bulgaria, Cyprus, the Czech Republic, Greece, Kazakhstan, Hungary, Poland, Romania, Russia, Slovakia, and Ukraine.

Region Western Europe, including LR's domestic market in Germany, decreased by 13.5% to kEUR 36,047 in Q3 2025 compared to kEUR 41,669 in Q3 2024 and by 12.4% to kEUR 113,897 in 9M 2025 compared to kEUR 129,962 in 9M 2024. Region Central Eastern Europe increased by 7.7% to kEUR 29,711 in Q3 2025 compared to kEUR 27,583 in Q3 2024 and by 14.9% to kEUR 94,386 in 9M 2025 compared to kEUR 82,171 in 9M 2024.

Other revenue amounts to kEUR 2,580 in the third quarter of 2025 (Q3 2024: kEUR 3,068) and to kEUR 7,229 in the nine months of the year (9M 2024: kEUR 7,395). Adding total sales and other revenues results in revenues before sales deductions of kEUR 68,547 for Q3 2025 and of kEUR 216,074 in 9M 2025. After sales deductions in the amount of kEUR –2,564 in Q3 2025 and of kEUR –7,803 in 9M 2025, revenue amounts to kEUR 65,983 in Q3 2025 and to kEUR 208,271 in 9M 2025. Other operating income in the third quarter of 2025 amounted to kEUR 907 (Q3 2024: kEUR 1,769) and in the first nine months of the year to kEUR 5,565 (9M 2024: kEUR 4,779), mainly driven by exchange gains.

## COST STRUCTURE

LR Group's cost of materials increased by kEUR 1,611 to kEUR 13,543 in the third quarter of 2025 (Q3 2024: kEUR 11,932) and by kEUR 1,708 in the first nine months to kEUR 39,203 (9M 2024: kEUR 37,495). Changes in finished goods and work in progress amount to kEUR +1,988 in Q3 2025 (Q3 2024: kEUR +193) and to kEUR +2,508 in 9M 2025 (9M 2024: kEUR –687). The total of cost of materials and changes in finished goods and work in progress decreased to kEUR 11,555 in Q3 2025 (Q3 2024: kEUR 11,739) and to

<sup>1</sup>Sales as revenue from goods sold

LR HEALTH & BEAUTY GROUP

kEUR 36,695 in 9M 2025 (9M 2024: kEUR 38,182). In relation to sales, this corresponds to an increased ratio of 17.5% in Q3 2025 (Q3 2024: 16.9%) and to a decreased ratio of 17.6% in 9M 2025 (9M 2024: 18.0%).

Personnel expenses decreased in the third quarter of 2025 to kEUR 13,218 (Q3 2024: kEUR 14,005) and to kEUR 42,180 in the first nine months of the year (9M 2024: kEUR 43,069). The headcount stood at 1,147 as of September 30, 2025. This corresponds to a decrease compared to the end of the previous year (1,204 as of December 31, 2024) and to the end of the previous year's third quarter with a headcount of 1,211.

Other operating expenses increased to kEUR 39,196 in the third quarter of 2025 compared to kEUR 37,112 in the previous year and to kEUR 118,696 in the first nine months of the year compared to kEUR 112,517 in the previous year. This increase is mainly due to higher costs for bonus payments to LR distributors and to higher costs for sales events, in particular for an extraordinary event attended by more than 2,000 top international distributors, which was the first event of its kind since 2018.

ECONOMIC RESULTS

Q3 2025 closed with a reported EBITDA of kEUR 2,921 and 9M 2025 with kEUR 16,265, which corresponds to a significant decrease of kEUR -4,367 or -59.9% compared to Q3 2024 (kEUR 7,288) and of kEUR -2,768 or -14.5% compared to 9M 2024 (kEUR 19,033). Taking into account exceptional items of kEUR 916 in Q3 2025 and kEUR 2,854 in 9M 2025, the normalized EBITDA decreased in the third quarter to kEUR 3,837 (Q3 2024: kEUR 8,678) and in the first nine months of the year to kEUR 19,119 (9M 2024: kEUR 23,054). Deducting amortization and depreciation in the amount of kEUR 3,151 in Q3 2025 (Q3 2024: kEUR 3,252) and kEUR 9,695 in 9M 2025 (9M 2024: kEUR 9,891) from the reported EBITDA results in an EBIT of kEUR -230

in Q3 2025 (Q3 2024: kEUR 4,036) and of kEUR 6,570 in 9M 2025 (9M 2024: kEUR 9,142).

The financial result, including interest expenses for the corporate bond, amounted to kEUR -4,407 in Q3 2025 (Q3 2024: kEUR -4,842) and to kEUR -13,286 in 9M 2025 (9M 2024: kEUR -16,602). After deducting income taxes in the amount of kEUR -212 for Q3 2025 (Q3 2024: kEUR -886) and of kEUR -1,326 for 9M 2025 (9M 2024: kEUR -2,431), the loss for the period amounts to kEUR -4,849 for the third quarter of 2025 (Q3 2024: kEUR -1,692) and to kEUR -8,042 for 9M 2025 (9M 2024: kEUR -9,891).

FINANCIAL STATUS

Overall, total assets decreased from kEUR 225,571 as of December 31, 2024 (PY), to kEUR 218,394 as of September 30, 2025. Non-current assets increased to kEUR 155,143 compared to kEUR 152,218 at the end of the previous year, driven by an increase in right-of-use assets. Current assets decreased by kEUR -10,102 to kEUR 63,251 as of September 30, 2025 compared to kEUR 73,353 at the previous year end. Inventories increased to kEUR 30,833 (PY: kEUR 26,724) while trade receivables remained almost stable at kEUR 14,367 (PY: kEUR 14,591) and other assets decreased to kEUR 8,532 (PY: kEUR 11,201). The cash level decreased from kEUR 19,641 at the end of the previous year to kEUR 8,905 as of September 30, 2025, mainly caused by the increase in inventories and the decline in operating profit.

The equity was reduced by the negative total comprehensive income of kEUR -8,411 in the first nine months, resulting in total equity of kEUR 6,849 as of September 30, 2025 (PY: kEUR 15,260). This corresponds to an equity share of 3.1% (PY: 6.8%). It includes an amount of kEUR 1,376 from the shareholder loan with a nominal value of kEUR 4,000 that has been allocated to the capital reserve. Adding the remaining part of the shareholder loan amounting

to kEUR 3,088 results in economic equity of kEUR 9,937, which corresponds to an economic equity ratio of 4.6% (PY: 8.0%).

The liabilities are mainly characterized by the corporate bond 2024/2028 (ISIN: NO0013149658). On February 19, 2024, LR SE placed a senior secured corporate bond in the amount of EUR 130 million and issue proceeds of around EUR 125 million. The carrying amount of the corporate bond in the Group of kEUR 126,326 corresponds to the issue amount less capitalized transaction costs recognized, which is added back pro rata over the term of the corporate bond plus accrued interest. The bond is issued in the so-called "Nordic Bond Format" under Swedish law and with the involvement of Nordic Trustee & Agency AB as trustee. The corporate bond has an interest rate of 7.5% + 3M EURIBOR (with a floor of zero) and matures on March 6, 2028. It is traded on the Open Market of the Frankfurt Stock Exchange and on February 28, 2025, the Nasdaq Stockholm admitted the listing of the bond on the regulated market. The terms and conditions of the corporate bond (hereinafter referred to as the Terms and Conditions) provide for a quarterly maintenance test (hereinafter referred to as the Maintenance Test). Among other things, this test verifies compliance with a specific leverage ratio. Inter alia, LR SE is required to maintain a ratio of net debt to EBITDA of 4.50:1 as at September 30, 2025 (hereinafter referred to as the Leverage Covenant).

When a potential breach of the Leverage Covenant was identified by the Management Board of LR SE at the end of August 2025, precautionary negotiations with bondholders were initiated regarding a proposal to amend the Terms and Conditions and, if necessary, to request their consent to a waiver of the Leverage Covenant. On October 20, 2025, LR SE announced that its Management Board identified a breach of the Leverage Covenant and decided to enter into discussions with an ad hoc group of bondholders with the objective to enter into a standstill undertaking as well as to further prioritize operations in the interest of all stakeholders and to defer interest payments.

The standstill undertaking was supposed to comprise, inter alia, that bondholders shall not derive any rights from the breach of the Leverage Covenant and from non-payment of interest. LR SE also appointed a reputable firm to prepare a restructuring opinion to support the negotiations with bondholders.

On November 14, 2025, the Management Board of LR SE decided to initiate a written procedure among the bondholders in accordance with the Terms and Conditions (hereinafter referred to as the Written Procedure). A notice of the Written Procedure, including voting instructions, was sent by the agent under the Terms and Conditions to the direct registered owners and registered authorised nominees of the corporate bond. For the period up to and including February 28, 2026, the bondholders shall consent to temporarily waive any breach and/or event of default resulting from any (i) non-compliance with the Maintenance Test (including any potential breach of the Leverage Covenant), and (ii) postponement of interest payments under the corporate bond due in November 2025 and February 2026 until such later date as will be set out in a restructuring proposal, provided that such date is approved by the bondholders. Under the Written Procedure, a quorum of at least 50% of the adjusted nominal amount of the corporate bond and a voting majority of at least 66.67% (two-thirds majority) of the adjusted nominal amount of the bondholders participating in the Written Procedure is required.

Non-current liabilities increased to kEUR 155,830 as of September 30, 2025, compared to kEUR 154,373 at the end of the previous year. This is mainly caused by an increase in the book value of the corporate bond and an increase in lease liabilities. The non-current liabilities also include a shareholder loan with an interest rate of 0.5% and a due date of March 30, 2028. Due to partial allocation to the capital reserve in the amount of kEUR 1,376, the carrying amount of the subordinated loan with a nominal value of kEUR 4,000 amounts to kEUR 3,088 as of September 30, 2025. Current liabilities decreased to kEUR 55,715 as of September 30, 2025 compared to kEUR 55,938 as of December 31, 2024.

LR HEALTH & BEAUTY GROUP

Cash flow from operating activities decreased to kEUR 4,094 in Q3 2025 from kEUR 7,668 in Q3 2024 and to kEUR 8,634 in 9M 2025 from kEUR 13,308 in 9M 2024. All relevant factors affecting operating cash flow such as profit, changes in inventories or trade receivables, and trade payables are outlined in the sections above. Cash flow from investing activities reduced to kEUR –804 in Q3 2025 (Q3 2024: kEUR –1,435) and to kEUR –2,329 in 9M 2025 (9M 2024: kEUR –3,721). Free cash flow, including cash flow from operating activities and cash flow from investing activities, amounted to kEUR 3,290 in Q3 2025 compared to kEUR 6,233 in Q3 2024 and to kEUR 6,305 in 9M 2025 compared to kEUR 9,587 in 9M 2024. Cash flow from financing activities amounted to kEUR –5,671 in Q3 2025 (Q3 2024: kEUR –6,374) and to kEUR –17,119 in 9M 2025 (9M 2024: kEUR –19,736). Overall, total cash flow amounted to kEUR –2,381 in the third quarter of 2025 (Q3 2024: kEUR –141) and to kEUR –10,814 in 9M 2025 (9M 2024: kEUR –10,149). Including changes in cash due to exchange rates, cash amounted to kEUR 8,905 as of September 30, 2025.

OUTLOOK / GUIDANCE

Considering the challenging business development in the third quarter of 2025, particularly in September, and initiatives to secure sustainable financing for the LR Group, the Management Board has reassessed sales and earnings expectations. The Management Board now expects sales (revenue from goods sold) in the range of EUR 276 million to EUR 281 million for the full year 2025. Previously, sales were forecast to remain stable compared to the previous year (2024: EUR 289.2 million). EBITDA reported for the 2025 financial year is now expected to be between EUR 17.0 million and EUR 20.0 million, whereas the previous forecast was for EBITDA reported between EUR 24.0 million and EUR 27.0 million. In the fourth quarter of 2025,

one-time effects in the low single-digit million euro range are expected to weigh on earnings in connection with initiatives to sustainably improve the financing situation.

Munich, November 24, 2025

LR Health & Beauty SE

*J. Körfer*

Jörg Körfer  
(CEO)



JÖRG KÖRFER  
CEO



LR HEALTH & BEAUTY GROUP

INTERIM CONDENSED CONSOLIDATED  
BALANCE SHEET AS OF SEP. 30, 2025

| kEUR                                | Note | Sep. 30, 2025            | Dec. 31, 2024            |
|-------------------------------------|------|--------------------------|--------------------------|
| <strong>Non-current assets</strong> |      |                          |                          |
| Intangible assets                   |      | 122,237                  | 120,705                  |
| Property, plant and equipment       | 7.   | 12,179                   | 12,820                   |
| Right-of-use assets                 |      | 18,311                   | 16,941                   |
| Deferred taxes                      |      | 2,416                    | 1,752                    |
|                                     |      | <strong>155,143</strong> | <strong>152,218</strong> |
| <strong>Current assets</strong>     |      |                          |                          |
| Inventories                         | 8.   | 30,833                   | 26,724                   |
| Trade receivables                   | 9.   | 14,367                   | 14,591                   |
| Income tax receivables              |      | 614                      | 1,196                    |
| Other assets                        |      | 8,532                    | 11,201                   |
| Cash                                | 10.  | 8,905                    | 19,641                   |
|                                     |      | <strong>63,251</strong>  | <strong>73,353</strong>  |
| <strong>TOTAL ASSETS</strong>       |      | <strong>218,394</strong> | <strong>225,571</strong> |

INTERIM CONDENSED CONSOLIDATED  
BALANCE SHEET AS OF SEP. 30, 2025

| kEUR                                          | Note | Sep. 30, 2025            | Dec. 31, 2024            |
|-----------------------------------------------|------|--------------------------|--------------------------|
| <strong>Equity</strong>                       |      |                          |                          |
| Subscribed capital                            |      | 10,120                   | 10,120                   |
| Capital reserve                               |      | 151,506                  | 151,506                  |
| Currency translation reserve                  |      | -9,100                   | -8,731                   |
| Accumulated loss                              |      | 145,677                  | -137,635                 |
| <strong>TOTAL EQUITY</strong>                 |      | <strong>6,849</strong>   | <strong>15,260</strong>  |
| <strong>Non-current liabilities</strong>      |      |                          |                          |
| Provisions                                    |      | 470                      | 447                      |
| Deferred taxes                                |      | 5,528                    | 5,945                    |
| Liabilities from bonds                        | 9.   | 126,326                  | 124,974                  |
| Liabilities from loans                        |      | 7,444                    | 7,730                    |
| Liabilities from shareholder loans            |      | 3,088                    | 2,872                    |
| Lease liabilities                             |      | 12,974                   | 12,119                   |
| Other liabilities                             |      | 0                        | 286                      |
|                                               |      | <strong>155,830</strong> | <strong>154,373</strong> |
| <strong>Current liabilities</strong>          |      |                          |                          |
| Trade payables                                | 9.   | 31,533                   | 34,215                   |
| Other liabilities                             |      | 10,656                   | 9,463                    |
| Lease liabilities                             |      | 6,685                    | 5,842                    |
| Liabilities from loans                        |      | 989                      | 374                      |
| Income tax liabilities                        |      | 2,566                    | 2,820                    |
| Provisions                                    |      | 3,286                    | 3,224                    |
|                                               |      | <strong>55,715</strong>  | <strong>55,938</strong>  |
| <strong>TOTAL EQUITY AND LIABILITIES</strong> |      | <strong>218,394</strong> | <strong>225,571</strong> |

LR HEALTH & BEAUTY GROUP

INTERIM CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS FOR THE PERIOD JAN. 1, 2025 TO SEP. 30, 2025

| kEUR                                                | Note     | Q3 2025 | Q3 2024 | YTD 2025 | YTD 2024 |
|-----------------------------------------------------|----------|---------|---------|----------|----------|
| Revenue                                             | 3. to 4. | 65,983  | 68,375  | 208,271  | 208,022  |
| Changes in finished goods and work in progress      |          | 1,988   | 193     | 2,508    | -687     |
| Other operating income                              |          | 907     | 1,769   | 5,565    | 4,779    |
| Cost of material                                    |          | -13,543 | -11,932 | -39,203  | -37,495  |
| a) Raw materials and supplies                       |          | -11,788 | -10,078 | -34,545  | -32,252  |
| b) Cost of purchased services                       |          | -1,755  | -1,854  | -4,658   | -5,243   |
| Personnel expenses                                  |          | -13,218 | -14,005 | -42,180  | -43,069  |
| a) Wages and salaries                               |          | -10,963 | -11,833 | -35,285  | -36,481  |
| b) Expenses for social security and pension schemes |          | -2,255  | -2,172  | -6,895   | -6,588   |
| Other operating expenses                            |          | -39,196 | -37,112 | -118,696 | -112,517 |
| EBITDA                                              | 4.       | 2,921   | 7,288   | 16,265   | 19,033   |
| Amortization and depreciation                       |          | -3,151  | -3,252  | -9,695   | -9,891   |
| Financial result                                    |          | -4,407  | -4,842  | -13,286  | -16,602  |
| Profit or loss before tax                           |          | -4,637  | -806    | -6,716   | -7,460   |
| Income taxes                                        | 6.       | -212    | -886    | -1,326   | -2,431   |
| PROFIT OR LOSS FOR THE PERIOD                       |          | -4,849  | -1,692  | -8,042   | -9,891   |

INTERIM CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD JAN. 1, 2025 TO SEP. 30, 2025

| kEUR                                                                                                                  | Q3 2025 | Q3 2024 | YTD 2025 | YTD 2024 |
|-----------------------------------------------------------------------------------------------------------------------|---------|---------|----------|----------|
| Profit or loss for the period                                                                                         | -4,849  | -1,692  | -8,042   | -9,891   |
| Components of other comprehensive income which will be reclassified to profit or loss after tax in subsequent periods | -489    | -848    | -369     | -1,560   |
| Currency translation differences                                                                                      | -489    | -848    | -369     | -1,560   |
| TOTAL COMPREHENSIVE INCOME                                                                                            | -5,338  | -2,540  | -8,411   | -11,451  |

### INTERIM CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE PERIOD JAN. 1, 2025 TO SEP. 30, 2025

| kEUR                             | Sub-<br>scribed<br>capital | Capital<br>reserve | Accumu-<br>lated<br>loss | Currency<br>translation<br>reserve | Total<br>equity |
|----------------------------------|----------------------------|--------------------|--------------------------|------------------------------------|-----------------|
| <b>Jan. 1, 2025</b>              | <b>10,120</b>              | <b>151,506</b>     | <b>-137,635</b>          | <b>-8,731</b>                      | <b>15,260</b>   |
| Currency translation differences | 0                          | 0                  | 0                        | -369                               | -369            |
| Profit or loss for the period    | 0                          | 0                  | -8,042                   | 0                                  | -8,042          |
| <b>Sep. 30, 2025</b>             | <b>10,120</b>              | <b>151,506</b>     | <b>-145,677</b>          | <b>-9,100</b>                      | <b>6,849</b>    |
| <b>Jan. 1, 2024</b>              | <b>10,120</b>              | <b>150,130</b>     | <b>-125,812</b>          | <b>-7,209</b>                      | <b>27,229</b>   |
| Currency translation differences | 0                          | 0                  | 0                        | -1,560                             | -1,560          |
| Profit or loss for the period    | 0                          | 0                  | -9,891                   | 0                                  | -9,891          |
| <b>Sep. 30, 2024</b>             | <b>10,120</b>              | <b>150,130</b>     | <b>-135,703</b>          | <b>-8,769</b>                      | <b>15,778</b>   |

### INTERIM CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE PERIOD JAN. 1, 2025 TO SEP. 30, 2025

| kEUR                                                                            |             | Q3<br>2025    | Q3<br>2024    | YTD<br>2025    | YTD<br>2024    |
|---------------------------------------------------------------------------------|-------------|---------------|---------------|----------------|----------------|
| <b>1. Cash flow from operating activities</b>                                   | <b>Note</b> |               |               |                |                |
| Profit or loss for the period                                                   |             | -4,849        | -1,692        | -8,042         | -9,891         |
| Amortization and depreciation (+) of fixed assets                               |             | 3,151         | 3,252         | 9,695          | 9,891          |
| Increase (+) / reduction (-) in provisions                                      |             | -100          | -35           | 85             | 590            |
| Other non-cash expenses (+) / income (-)                                        |             | 163           | -1,524        | 915            | -1,873         |
| Increase (-) / reduction (+) in inventories, trade receivables and other assets |             | -1,249        | -430          | -2,452         | 3,102          |
| Increase (+) / reduction (-) in trade payables and other liabilities            |             | 2,857         | 2,965         | -4,229         | -5,617         |
| Interest expenses (+) / interest income (-)                                     |             | 4,407         | 4,841         | 13,286         | 16,602         |
| Income tax expenses (+) / income (-)                                            | 7.          | 212           | 886           | 1,326          | 2,431          |
| Income taxes paid (-)                                                           |             | -498          | -595          | -1,950         | -1,927         |
| <b>CASH FLOW FROM OPERATING ACTIVITIES</b>                                      |             | <b>4,094</b>  | <b>7,668</b>  | <b>8,634</b>   | <b>13,308</b>  |
| <b>2. Cash flow from investing activities</b>                                   |             |               |               |                |                |
| Payments from (+) the disposal of property, plant and equipment                 |             | 5             | 0             | 10             | 2              |
| Payments for (-) investments in property, plant and equipment                   |             | -118          | -611          | -633           | -1,135         |
| Payments for (-) investments in intangible assets                               |             | -691          | -824          | -1,706         | -2,588         |
| <b>CASH FLOW FROM INVESTING ACTIVITIES</b>                                      |             | <b>-804</b>   | <b>-1,435</b> | <b>-2,329</b>  | <b>-3,721</b>  |
| <b>3. Cash flow from financing activities</b>                                   |             |               |               |                |                |
| Proceeds (+) from the issue of bonds                                            |             | 0             | 0             | 0              | 122,135        |
| Proceeds (+) from shareholder loan                                              |             | 0             | 0             | 0              | 4,000          |
| Proceeds (+) from loans                                                         |             | 0             | 0             | 608            | 0              |
| Proceeds (+) from interest                                                      |             | 11            | 55            | 125            | 157            |
| Repayment (-) of bonds                                                          |             | 0             | 0             | 0              | -126,813       |
| Repayment (-) of loan                                                           |             | -94           | -91           | -280           | -273           |
| Payments for (-) interest                                                       |             | -3,169        | -3,822        | -10,000        | -11,547        |
| Repayment (-) of lease liabilities                                              |             | -2,419        | -2,516        | -7,572         | -7,395         |
| <b>CASH FLOW FROM FINANCING ACTIVITIES</b>                                      |             | <b>-5,671</b> | <b>-6,374</b> | <b>-17,119</b> | <b>-19,736</b> |
| <b>4. Cash at the end of period</b>                                             |             |               |               |                |                |
| Net increase (+) / decrease (-) in cash                                         |             | -2,381        | -141          | -10,814        | -10,149        |
| Changes in cash due to exchange rates                                           |             | -119          | 468           | 78             | -47            |
| Cash at the beginning of period                                                 |             | 11,405        | 13,432        | 19,641         | 23,955         |
| <b>CASH AT THE END OF PERIOD</b>                                                |             | <b>8,905</b>  | <b>13,759</b> | <b>8,905</b>   | <b>13,759</b>  |

# LR HEALTH & BEAUTY SE MUNICH / GERMANY

## NOTES TO THE INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

### 1. INFORMATION ON THE GROUP

LR Health & Beauty SE (hereinafter referred to as “LR SE”) is a European stock corporation incorporated in Germany pursuant to Art. 3 (2) SE Regulation and has its registered office in Munich, Germany, and is registered in the commercial register of Munich under HRB No. 258262. The business address of the company is Kruppstraße 55, 59227 Ahlen, Germany.

LR SE and its subsidiaries (hereinafter jointly referred to as “the Group”) are an internationally operating enterprise with a primary focus on cosmetics and dietary supplements. LR SE is represented with 34 subsidiaries worldwide. The Group’s production sites are located in Ahlen (Germany). All subsidiaries are supplied from Ahlen. Research and development is also implemented exclusively in Germany.

The Group markets its products focused on the European and Asian social commerce markets. The product range comprises dietary supplements, perfumes, cosmetics, and accessories. The Group’s business is primarily determined by private consumption and the pertinent cosmetics and food laws.

The ultimate controlling parent company is Aloco Holding S.à r.l, with registered office in Luxembourg, Luxembourg.

### 2. BASIS FOR PREPARING THE FINANCIAL STATEMENTS AND CHANGES TO THE GROUP’S ACCOUNTING POLICIES

#### a. Basis for preparing the financial statements

The unaudited interim condensed consolidated financial statements for the nine months ended 30 September 2025, have been prepared in accordance with IAS 34 Interim Financial Reporting. They are prepared in line with the International Financial Reporting Standards (IFRS) and its interpretations adopted by the International Accounting Standards Board (IASB) for interim financial information, effective within the European Union. Accordingly, these financial statements do not include all of the information and footnotes required by IFRS for complete financial statements for year-end reporting purposes and should be read in conjunction with the Group’s annual consolidated financial statements as of December 31, 2024.

The Group assets were assessed according to the going-concern principle, i.e., with the assumption of continuation of the Company.

The functional currency and reporting currency of the Group is euro (EUR). The consolidated financial statements are prepared in euro, as the majority of transactions within the Group is implemented in said currency. Unless specified otherwise, all values are rounded up or rounded off to full thousand euro (kEUR).

#### b. New standards, interpretations and amendments adopted by the Group

The accounting policies adopted in the preparation of the unaudited interim condensed consolidated financial statements are consistent with those followed in the preparation of the Group’s annual consolidated financial statements for the year ended December 31, 2024. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective or not yet endorsed by the EU.

Several amendments apply for the first time in 2025, but do not have an impact on the unaudited interim condensed consolidated financial statements of the Group.

### 3. REVENUE FROM CONTRACT WITH CUSTOMERS

Revenues in the regions essentially comprise revenues from products of the Group. Other revenues comprise revenues from services rendered such as cost allocations, seminars, and events as well as revenue of kEUR 2,964 (PY: kEUR 3,285) recognized over time from subleasing vehicles to partners. The revenue reductions mainly comprise revenue-based discounts to partners.

### 4. OPERATING SEGMENTS

For management purposes, the Group is organized into business units and its respective local companies and establishments are combined into two regions. In some cases, the local companies are assigned to a region geographically, in other cases they are assigned individually.

The two reported regions break down in detail as follows:

**Region Western Europe** comprises Austria, Belgium, Denmark, Finland, France, Germany, Italy, Luxembourg, Norway, Portugal, Spain, Sweden, Switzerland, the Netherlands, Turkey and United Kingdom.

**Region Central Eastern Europe** comprises Albania, Bulgaria, Cyprus, Czech Republic, Greece, Kazakhstan, Hungary, Poland, Romania, Russia, Slovakia and Ukraine.

The regions are managed by the respective vice presidents of the region. The management board of LR SE is the chief operating decision maker, who separately monitors the region’s operating results to make decisions about resources to be allocated and assess its performance. For the analysis of business performance and the Group’s situation, the management board uses earnings before interest, taxes, depreciation, and amortization (EBITDA) as well as revenue without other revenue and before revenue reductions as financial ratios which are compared with the latest forecast for the reporting period. Group financing (including finance costs, finance income and other income) and income tax expenses are managed on a group basis and are not allocated to operating regions.

Transfer prices between the German production company and the local sales companies are based on the transactional net margin method in accordance with the OECD Guidelines. Transfer prices between the regions are on an arm’s length basis in a manner similar to transactions with third parties.

The table below shows revenue, EBITDA, and goodwill of the LR Group’s regions for the first nine months ended Sep. 30, 2025:

| kEUR                       | Region<br>Western<br>Europe | Region<br>Central<br>Eastern<br>Europe | Total<br>Segments | Adjust-<br>ments | Total   |
|----------------------------|-----------------------------|----------------------------------------|-------------------|------------------|---------|
| Revenue external customers | 113,897                     | 94,386                                 | 208,283           | 562              | 208,845 |
| Revenue other segment      | 37,888                      | 1,739                                  | 39,627            | -39,627          | 0       |
| Revenue other              | 4,086                       | 1,917                                  | 6,003             | 1,226            | 7,229   |
| Revenue reduction          | -3,576                      | -4,227                                 | -7,803            | 0                | -7,803  |
| TOTAL REVENUE              | 152,295                     | 93,815                                 | 246,110           | -37,839          | 208,271 |
| Segment EBITDA             | 12,541                      | 7,239                                  | 19,780            | -3,515           | 16,265  |
| Goodwill                   | 77,422                      | 24,097                                 | 101,519           | 3                | 101,522 |

The table below shows revenue, EBITDA, and goodwill of the LR Group’s regions for the first nine months ended Sep. 30, 2024:

| kEUR                       | Region<br>Western<br>Europe | Region<br>Central<br>Eastern<br>Europe | Total<br>Segments | Adjust-<br>ments | Total   |
|----------------------------|-----------------------------|----------------------------------------|-------------------|------------------|---------|
| Revenue external customers | 129,962                     | 82,171                                 | 212,133           | 547              | 212,680 |
| Revenue other segment      | 32,325                      | 2,056                                  | 34,381            | -34,381          | 0       |
| Revenue other              | 3,991                       | 2,241                                  | 6,232             | 1,163            | 7,395   |
| Revenue reduction          | -7,172                      | -4,881                                 | -12,053           | 0                | -12,053 |
| TOTAL REVENUE              | 159,106                     | 81,587                                 | 240,693           | -32,671          | 208,022 |
| Segment EBITDA             | 14,728                      | 6,281                                  | 21,009            | -1,976           | 19,033  |
| Goodwill                   | 77,422                      | 24,097                                 | 101,519           | 3                | 101,522 |

The “Adjustments” column largely contains the Group’s holding and management companies as well as eliminations. For a reconciliation of earnings before taxes please refer to the income statement.

5. IMPAIRMENT TESTING OF GOODWILL AND INTANGIBLE ASSETS WITH INDEFINITE LIVES

The Group performed its annual impairment test in December and when circumstances indicated that the carrying value may be impaired or if segments are changed. The Group’s impairment test for goodwill and intangible assets with indefinite lives is based on value-in-use calculations. The key assumptions used to determine the recoverable amount units were disclosed in the annual consolidated financial statements for the year ended December 31, 2024.

For the allocation of goodwill to segments, we refer to note 4.

The last test performed in December 2024 concluded that no impairment is required.

6. INCOME TAX

The Group calculates the period income tax expense using the tax rate that would be applicable to the expected total annual earnings. The major items of income tax expenses for the first nine months ended September 30, 2025 and September 30, 2024 are as follows:

| kEUR                                              | 2025   | 2024   |
|---------------------------------------------------|--------|--------|
| Current income tax                                |        |        |
| Current tax expenses                              | -2,225 | -1,764 |
| Deferred tax result                               |        |        |
| Origination and reversal of temporary differences | 899    | -667   |
| from deferred tax assets                          | 663    | 94     |
| from deferred tax liabilities                     | 236    | -761   |
| TOTAL                                             | -1,326 | -2,431 |

7. PROPERTY, PLANT AND EQUIPMENT

Acquisitions and disposals

During the first nine months ended September 30, 2025, the Group acquired assets with total acquisition costs of kEUR 633 (2024: kEUR 1,135). The major part of the acquisition belongs to other technical and office equipment.

No major disposal took place in the first nine months ended September 30, 2025.

8. INVENTORIES

Inventories are measured at the lower of cost and net realizable value.

| kEUR                       | Sep. 30, 2025 | Dec. 31, 2024 |
|----------------------------|---------------|---------------|
| Raw materials and supplies | 6,263         | 6,247         |
| Work in progress           | 819           | 394           |
| Finished products          | 17,511        | 15,095        |
| Goods for sale             | 5,383         | 4,573         |
| Goods in transit           | 857           | 415           |
| TOTAL INVENTORIES          | 30,833        | 26,724        |

Impairment of inventories recognized as expenditures amounts to kEUR 894 (2024: kEUR 842)

9. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

All assets and liabilities, for which the fair value is disclosed in the financial statements, are categorized within the measurement hierarchy, described as follows, based on the lowest level input that is significant to the fair-value measurement as a whole:

- Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

With the exception of trade receivables, the Group measures financial assets at amortized cost plus transaction costs incurred. Trade receivables are measured at the transaction price.

Financial liabilities are initially measured at fair value or fair value less transaction costs. The Group's financial liabilities include trade payables, lease liabilities, other financial liabilities, bonds, and liabilities from loans.

Due to the maturity, the fair value of the financial assets including trade receivables and cash corresponds to the reported carrying amount. Also, the fair value of the trade payables and the lease liabilities corresponds to the reported carrying amount due to the maturity.

For the interest-bearing financial liabilities, the quantitative disclosures for fair value measurement of liabilities according to hierarchy as of September 30, 2025, as follows:

| kEUR                                           | Carrying amount | Fair value measurement using    |                               |                                 | Total   |
|------------------------------------------------|-----------------|---------------------------------|-------------------------------|---------------------------------|---------|
|                                                |                 | Quoted prices in active markets | Significant observable inputs | Significant unobservable inputs |         |
| Liabilities for which a fair value is reported |                 | Level 1                         | Level 2                       | Level 3                         |         |
| Interest bearing loans                         |                 |                                 |                               |                                 |         |
| Corporate bond 2024/2028                       | 126,326         | 109,200                         | 0                             | 0                               | 109,200 |
| Fixed-rate loan                                | 7,825           | 0                               | 6,609                         | 0                               | 6,609   |
| Variable-rate loan                             | 608             | 0                               | 608                           | 0                               | 608     |
| Fixed-rate shareholder loan                    | 3,088           | 0                               | 3,251                         | 0                               | 3,251   |

The fair value of the corporate bonds is based on the observed market price of EUR 840.00 per bond as of September 30, 2025.

The determination of the fair value of the fixed-rate loan is based on the development of the interest-yield curve for listed German Federal securities with a twenty-year term to maturity.

On March 31, 2025 a lease agreement with Deutsche Leasing AG (DL) as lessor for a new production machine was closed. Delivery and installation of the machine is planned for the

first quarter 2026. Until the installation, advance payments must be made to the suppliers. The lease agreement begins with putting the machine into operation. Due to an additional agreement, the advance payments are made by DL. These advance payments are accounted as a short-term loan until the beginning of the lease agreement. They bear a variable interest rate based on the refinancing costs of DL. As of September 30, 2025 the interest rate amounts to 6.950% p.a..

The determination of the fair value of the fixed-rate shareholder loan is based on the interest rate of the corporate bond as the issue date and duration is nearly the same.

For the interest-bearing financial liabilities, the quantitative disclosures for fair value measurement of liabilities according to hierarchy as of December 31, 2024, as follows:

| kEUR                                           | Carrying amount | Fair value measurement using    |                               |                                 | Total   |
|------------------------------------------------|-----------------|---------------------------------|-------------------------------|---------------------------------|---------|
|                                                |                 | Quoted prices in active markets | Significant observable inputs | Significant unobservable inputs |         |
| Liabilities for which a fair value is reported |                 | Level 1                         | Level 2                       | Level 3                         |         |
| Interest bearing loans                         |                 |                                 |                               |                                 |         |
| Corporate bond 2024/2028                       | 124,974         | 118,625                         | 0                             | 0                               | 118,625 |
| Fixed-rate loan                                | 8,104           | 0                               | 7,273                         | 0                               | 7,273   |
| Fixed-rate shareholder loan                    | 2,872           | 0                               | 2,959                         | 0                               | 2,959   |

The fair value of the corporate bonds is based on the observed market price of EUR 912.50 per bond as of December 31, 2024

Financial liabilities

On February 19, 2024, LR SE placed a senior secured corporate bond (ISIN: NO0013149658) with a nominal issue volume of EUR 130 million and issue proceeds of approximately EUR 125 million. The bond 2024/2028 is issued in the so-called "Nordic bond format" under Swedish law and with the involvement of Nordic Trustee & Agency AB as trustee. On February 28, 2025, the Nasdaq Stockholm admitted the listing of the senior secured corporate bond on the regulated market. The bond is even traded in the Open Market of the Frankfurt Stock Exchange.

The bond 2024/2028 bears interest at EURIBOR +7.50% (with a floor of zero). Interest is payable every three months. The bond 2024/2028 matures on March 6, 2028. The interest rate of the bond is currently 9.532%.

The Group companies have deposited collateral in this context. In addition, covenants in the form of a leverage ratio and a pre-IFRS 16 leverage ratio were agreed. The Group performs quarterly a maintenance test if these covenants are met. For the third quarter ended September 30, 2025, the calculation of the covenants indicate that the agreed maximum threshold for the leverage ratio covenant can be exceeded. For further information please refer to Note 12 Events after the reporting period.

As of September 30, 2025, the carrying amount of the liabilities from the bond 2024/2028 was kEUR 126,326 and included accrued interest and capitalized transaction costs.

For further information regarding the fixed-rate shareholder loan, please refer to Note 11.

10. CASH

The Group has pledged a part of its cash at banks to fulfil collateral requirements. Cash comprised the following as of September 30, 2025, and December 31, 2024:

| kEUR          | Sep. 30, 2025 | Dec. 31, 2024 |
|---------------|---------------|---------------|
| Cash at hand  | 56            | 90            |
| Cash at banks | 8,849         | 19,551        |
| CASH          | 8,905         | 19,641        |

11. RELATED PARTY DISCLOSURES

For the Group, related companies and parties pursuant to IAS 24 are companies or parties which directly or indirectly control or are controlled by the Group or are under the joint control of and/or significantly influence the Group or are significantly influenced by the latter as well as members of the management in key positions.

Accordingly, the direct and ultimate parent company of LR SE, Aloco Holding S.à r.l., Luxembourg, Luxembourg, members of the management board as well as their relatives, members of the LR Health & Beauty SE supervisory board and subsidiaries of the Group are defined as related companies or parties.

On March 7, 2024, LR SE and Aloco Holding S. à. r. l. closed a fixed-rate shareholder loan agreement about an amount of 4 million Euro. The loan bears an interest rate of 0.5% p. a. The loan and the related interest are due March 30, 2028. Full or partial redemption of the loan is allowed at any time. Upon initial recognition, the loan is measured at a fair market interest rate, as the interest rate does not comply to the “at arm’s length” principle compared to the interest rate of the simultaneously issued bonds in the amount of 3-Months-EURIBOR +7.5%. The difference resulting from the valuation amounts to kEUR 1,376. As the loan is a transaction with the shareholders, the difference resulting from the valuation is recognized as a contribution to capital reserve. As a result of the valuation, the loan is subject to interest at the fair market interest rate.

For the first nine months ended Sep. 30, 2025, the related interest expense amounts to kEUR 217 (PY: kEUR 11). As of September 30, 2025, the carrying amount of the loan was kEUR 3,088 (December 31, 2024: kEUR 2,872) including accrued interests.

Remuneration to individuals in key positions of the Group

| kEUR                                                            | 2025  | 2024  |
|-----------------------------------------------------------------|-------|-------|
| Short-term exmployee benefits                                   | 5,076 | 5,858 |
| TOTAL REMUNERATION TO INDIVIDUALS IN KEY POSITIONS OF THE GROUP | 5,076 | 5,858 |

The amounts shown in the table were recognized as expenditure in the reporting period in connection with individuals in key positions.

12. EVENTS AFTER THE REPORTING PERIOD

On October 20, 2025, LR SE announced that its Management Board identified a breach of the Leverage Covenant and decided to enter into discussions with an ad hoc group of bondholders with the objective to enter into a standstill undertaking as well as to further prioritize operations in the interest of all stakeholders and to defer interest payments. The standstill undertaking was supposed to comprise, inter alia, that bondholders shall not derive any rights from the breach of the Leverage Covenant and from non-payment of interest. LR SE also appointed a reputable firm to prepare a restructuring opinion to support the negotiations with bondholders.

On November 14, 2025, the Management Board of LR SE decided to initiate a written procedure among the bondholders in accordance with the Terms and Conditions (hereinafter referred to as the Written Procedure). A notice of the Written Procedure, including voting instructions, was sent by the agent under the Terms and Conditions to the direct registered owners and registered authorised nominees of the corporate bond. For the period up to and including February 28, 2026, the bondholders shall consent to temporarily waive any breach and/or event of default resulting from any (i) non-compliance with the Maintenance Test (including any potential breach of the Leverage Covenant), and (ii) postponement of interest payments under the corporate bond due in November 2025 and February 2026 until such later date as will be set out in a restructuring proposal, provided that such date is approved by the bondholders. Under the Written Procedure, a quorum of at least 50% of the adjusted nominal amount of the corporate bond and a voting majority of at least 66.67% (two-thirds majority) of the adjusted nominal amount of the bondholders participating in the Written Procedure is required.

Munich, November 24, 2025

LR Health & Beauty SE  
- Executive Board -



Jörg Körfer  
(CEO)



# LR HEALTH & BEAUTY SE

MANAGEMENT REPORT & FINANCIAL STATEMENTS

# MANAGEMENT REPORT

LR Health & Beauty SE (hereinafter referred to as “LR SE”) is a European stock corporation incorporated in Germany with registered office in Munich, Germany, while the business address of the company is Kruppstrasse 55, 59227 Ahlen, Germany. LR SE is a holding company and holds direct or indirect shares in 33 active subsidiaries. LR SE and its subsidiaries (hereinafter jointly referred to as “LR Group”, “LR Health & Beauty Group”, or “the Group”) are internationally operating enterprises with a primary focus on cosmetics and dietary supplements.

Revenue of LR SE decreased in the third quarter of 2025 (Q3 2025) to kEUR 191 from kEUR 345 in the third quarter of the previous year (Q3 2024). In the first nine months of the year (9M 2025), revenue added up to kEUR 788 compared to kEUR 1,097 in the first nine months of the previous year (9M 2024). It mainly results from cost allocations to LR Health & Beauty Systems GmbH, Ahlen, for services rendered. Other operating income amounted to kEUR 15 in Q3 2025 (Q3 2024: kEUR 5) and to kEUR 25 in 9M 2025 (9M 2024: kEUR 24).

Personnel expenses decreased from kEUR 344 in Q3 2024 to kEUR 93 in Q3 2025 and from kEUR 1,175 in 9M 2024 to kEUR 762 in 9M 2025.

Other operating expenses at LR SE, including legal and consulting fees, allowances for the Supervisory Board and travel expenses, amounted to kEUR 852 in the third quarter of 2025 (Q3 2024: kEUR 382) and to kEUR 1,379 in the first nine month of the year (9M 2024: kEUR 1,365).

The financial result amounted to kEUR –449 in Q3 2025 (Q3 2024: kEUR –329) and to kEUR –1,344 in 9M 2025 (9M 2024: kEUR –1,218). It resulted primarily, on the one hand, from interest expenses on the corporate bond and, on the other hand, from interest income of the intercompany loan to LR Global Holding GmbH.

Income taxes amounted to kEUR –340 in Q3 2025 (Q3 2024: kEUR 0) and to kEUR –1,021 in 9M 2025 (9M 2024: kEUR 0). Overall, the net loss of the third quarter 2025 amounted to kEUR –1,528 (Q3 2024: kEUR –705) and in the first nine months of the year to kEUR –3,693 (9M 2024: kEUR –2,637).

Total assets as of September 30, 2025, remained stable at kEUR 285,644 compared to kEUR 286,596 as of December 31, 2024 (PY). The non-current assets also remained stable at kEUR 281,288 compared to previous year-end (kEUR 281,273) and consist of shares in affiliates amounting to kEUR 152,458 (kEUR 152,458 as of December 31, 2024) and loans to affiliates of kEUR 128,830 (kEUR 128,815 as of December 31, 2024). Current assets remained stable at kEUR 1,190 as of September 30, 2025, compared to kEUR 1,146 as of December 31, 2024. This includes receivables from affiliates in the amount of kEUR 1,077 (kEUR 1,067 as of December 31, 2024). In August 2024, LR SE was included in a cash pooling agreement with LR Health & Beauty Systems GmbH (cash pool leader), thus the cash balance amounted to kEUR 0 at the end of Q3 2025 (PY: kEUR 0). Prepaid expenses include the original issue discount on the corporate bond with

a carrying amount of kEUR 3,166 as of September 30, 2025 (kEUR 4,177 as of December 31, 2024; valuation according to German GAAP [Handelsgesetzbuch] differs from IFRS valuation in the Group reporting).

Equity decreased by the net loss in 9M 2025 in the amount of kEUR –3,693, from kEUR 140,326 as of December 31, 2024, to kEUR 136,633 as of September 30, 2025.

Provisions decreased from kEUR 2,281 as of December 31, 2024, to kEUR 1,877 as of September 30, 2025, including tax provisions in the amount of kEUR 1,038 (kEUR 1,362 as of December 31, 2024). Liabilities increased from kEUR 138,765 as of December 31, 2024, to kEUR 141,910 as of September 30, 2025. The liabilities are mainly characterized by the corporate bond 2024/2028 (ISIN: NO0013149658). On February 19, 2024, LR SE placed a senior secured corporate bond in the amount of EUR 130 million and issue proceeds of around EUR 125 million. The carrying amount of the corporate bond in the Group of kEUR 126,326 corresponds to the issue amount less capitalized transaction costs recognized, which is added back pro rata over the term of the bond plus accrued interest. The corporate bond is issued in the so-called “Nordic Bond Format” under Swedish law and with the involvement of Nordic Trustee & Agency AB as trustee. The corporate bond has an interest rate of 7.5% + 3M EURIBOR (with a floor of zero) and matures on March 6, 2028. It is traded on the Open Market of the Frankfurt Stock Exchange and on February 28, 2025, the Nasdaq Stock-

holm admitted the listing of the bond on the regulated market.

The terms and conditions of the corporate bond (hereinafter referred to as the Terms and Conditions) provide for a quarterly maintenance test (hereinafter referred to as the Maintenance Test). Among other things, this test verifies compliance with a specific leverage ratio. Inter alia, LR SE is required to maintain a ratio of net debt to EBITDA of 4.50:1 as at September 30, 2025 (hereinafter referred to as the Leverage Covenant). When a potential breach of the Leverage Covenant was identified by the Management Board of LR SE at the end of August 2025, precautionary negotiations with bondholders were initiated regarding a proposal to amend the Terms and Conditions and, if necessary, to request their consent to a waiver of the Leverage Covenant. On October 20, 2025, LR SE announced that its Management Board identified a breach of the Leverage Covenant and decided to enter into discussions with an ad hoc group of bondholders with the objective to enter into a standstill undertaking as well as to further prioritize operations in the interest of all stakeholders and to defer interest payments.

The standstill undertaking was supposed to comprise, inter alia, that bondholders shall not derive any rights from the breach of the Leverage Covenant and from non-payment of interest. LR SE also appointed a reputable firm to prepare a restructuring opinion to support the negotiations with bondholders.

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On November 14, 2025, the Management Board of LR SE decided to initiate a written procedure among the bondholders in accordance with the Terms and Conditions (hereinafter referred to as the Written Procedure). A notice of the Written Procedure, including voting instructions, was sent by the agent under the Terms and Conditions to the direct registered owners and registered authorized nominees of the corporate bond. For the period up to and including February 28, 2026, the bondholders shall consent to temporarily waive any breach and/or event of default resulting from any (i) non-compliance with the Maintenance Test (including any potential breach of the Leverage Covenant), and (ii) postponement of interest payments under the corporate bond due in November 2025 and February 2026 until such later date as will be set out in a restructuring proposal, provided that such date is approved by the bondholders. Under the Written Procedure, a quorum of at least 50% of the adjusted nominal amount of the corporate bond and a voting majority of at least 66.67% (two-thirds majority) of the adjusted nominal amount of the bondholders participating in the Written Procedure is required.

Cash flow from operating activities amounts to kEUR 67 in Q3 2025 (Q3 2024: kEUR 4,030) and to kEUR 473 in 9M 2025 (9M 2024: kEUR 3,963). The cash flow from investing activities includes the interest income from the intercompany loan issued to LR Global Holding GmbH and amounts to kEUR 3,061 in Q3 2025 (Q3 2024: kEUR 3,237) and to kEUR 9,363 in 9M 2025 (9M 2024: kEUR –125,563; including the issue of the intercompany loan in the amount of kEUR 128,800 to LR Global Holding GmbH). The cash flow from financing activities includes the interest payments of the corporate bond and amounts to kEUR –3,129 in Q3 2025 (Q3 2024: kEUR 7,341) and to kEUR –9,836 in 9M 2025 (9M 2024: kEUR 121,459;

including the proceeds from the corporate bond and from the shareholder loan). Overall, total cash flow amounted to kEUR 0 in the third quarter of 2025 (Q3 2024: kEUR 0) as well as in the first nine months of 2025 (9M 2024: kEUR 0).

Munich, November 24, 2025

LR Health & Beauty SE



Jörg Körfer (CEO)



**JÖRG KÖRFER**  
CEO



LR HEALTH & BEAUTY SE

INTERIM CONDENSED BALANCE SHEET  
AS OF JUNE 30, 2025

| kEUR                                | Sep. 30,2025             | Dec. 31, 2024            |
|-------------------------------------|--------------------------|--------------------------|
| <strong>NON-CURRENT ASSETS</strong> |                          |                          |
| Financial assets                    | 281,288                  | 281,273                  |
| thereof shares in affiliates        | 152,458                  | 152,458                  |
| thereof loans to affiliates         | 128,830                  | 128,815                  |
|                                     | <strong>281,288</strong> | <strong>281,273</strong> |
| <strong>CURRENT ASSETS</strong>     |                          |                          |
| Receivables and other assets        | 1,190                    | 1,146                    |
| thereof receivables from affiliates | 1,077                    | 1,067                    |
| Cash                                | 0                        | 0                        |
|                                     | <strong>1,190</strong>   | <strong>1,146</strong>   |
| <strong>PREPAID EXPENSES</strong>   |                          |                          |
|                                     | <strong>3,166</strong>   | <strong>4,177</strong>   |
| <strong>TOTAL ASSETS</strong>       | <strong>285,644</strong> | <strong>286,596</strong> |

INTERIM CONDENSED BALANCE SHEET  
AS OF JUNE 30, 2025

| kEUR                                          | Sep. 30,2025             | Dec. 31, 2024            |
|-----------------------------------------------|--------------------------|--------------------------|
| <strong>EQUITY</strong>                       |                          |                          |
| Subscribed capital                            | 10,120                   | 10,120                   |
| Capital reserve                               | 142,458                  | 142,458                  |
| Accumulated loss                              | -15,945                  | -12,252                  |
|                                               | <strong>136,633</strong> | <strong>140,326</strong> |
| <strong>PROVISIONS</strong>                   |                          |                          |
| Tax provision                                 | 1,038                    | 1,362                    |
| Other provisions                              | 839                      | 919                      |
|                                               | <strong>1,877</strong>   | <strong>2,281</strong>   |
| <strong>LIABILITIES</strong>                  |                          |                          |
| Liabilities from corporate bond               | 131,136                  | 131,241                  |
| Trade payables                                | 237                      | 89                       |
| Liabilities to shareholders                   | 4,031                    | 4,016                    |
| Liabilities to affiliates                     | 6,472                    | 3,364                    |
| Other liabilities                             | 34                       | 55                       |
|                                               | <strong>141,910</strong> | <strong>138,765</strong> |
| <strong>DEFERRED TAX LIABILITIES</strong>     |                          |                          |
|                                               | <strong>5,224</strong>   | <strong>5,224</strong>   |
| <strong>TOTAL EQUITY AND LIABILITIES</strong> | <strong>285,644</strong> | <strong>286,596</strong> |

LR HEALTH & BEAUTY SE

INTERIM CONDENSED STATEMENT FOR PROFIT AND LOSS  
FOR FOR THE PERIOD APR. 1, 2025 TO SEP. 30, 2025

| kEUR                                                     | Q3<br>2025 | Q3<br>2024 | YTD<br>2025 | YTD<br>2024 |
|----------------------------------------------------------|------------|------------|-------------|-------------|
| Revenue                                                  | 191        | 345        | 788         | 1,097       |
| Other operating income                                   | 15         | 5          | 25          | 24          |
|                                                          | 206        | 350        | 813         | 1,121       |
| Personnel expenses                                       | -93        | -344       | -762        | -1,175      |
| thereof wages and salaries                               | -84        | -331       | -736        | -1,146      |
| thereof social security, pension and other benefit costs | -9         | -13        | -26         | -29         |
| Other operating expenses                                 | -852       | -382       | -1,379      | -1,365      |
|                                                          | -945       | -726       | -2,141      | -2,540      |
| Other interest and similar income                        | 3,067      | 3,721      | 9,438       | 8,153       |
| Other interest and similar expenses                      | -3,516     | -4,050     | -10,782     | -9,371      |
|                                                          | -449       | -329       | -1,344      | -1,218      |
| Income taxes                                             | -340       | 0          | -1,021      | 0           |
| NET PROFIT/LOSS FOR THE PERIOD                           | -1,528     | -705       | -3,693      | -2,637      |

INTERIM CONDENSED STATEMENT OF CASH FLOWS  
FOR THE PERIOD APR. 1, 2025 TO SEP. 30, 2025

| kEUR                                                               | Q3<br>2025 | Q3<br>2024 | YTD<br>2025 | YTD<br>2024 |
|--------------------------------------------------------------------|------------|------------|-------------|-------------|
| CASH FLOW FROM OPERATING ACTIVITIES                                |            |            |             |             |
| Profit or loss for the period                                      | -1,529     | -704       | -3,693      | -2,637      |
| Reduction (-)/Increase (+) in provisions                           | 83         | -131       | -80         | 410         |
| Increase (-)/Reduction (+) of receivables and other assets         | 298        | -3,048     | 1,028       | 1,209       |
| Increase (+)/Reduction (-) of trade payables and other liabilities | 1,772      | 7,585      | 2,199       | 3,764       |
| Interest expenses (+) / interest income (-)                        | 448        | 328        | 1,343       | 1,217       |
| Income tax expenses (+) / income (-)                               | 340        | 0          | 1,021       | 0           |
| Income tax paid (-)                                                | -1,345     | 0          | -1,345      | 0           |
|                                                                    | 67         | 4,030      | 473         | 3,963       |
| CASH FLOW FROM INVESTING ACTIVITIES                                |            |            |             |             |
| Payments for (-) investments in financial assets                   | 0          | 0          | 0           | -128,800    |
| Received interest (+)                                              | 3,061      | 3,237      | 9,363       | 3,237       |
|                                                                    | 3,061      | 3,237      | 9,363       | -125,563    |
| CASH FLOW FROM FINANCING ACTIVITIES                                |            |            |             |             |
| Proceeds from (+) the issue of bonds                               | 0          | 0          | 0           | 124,800     |
| Proceeds from (+) shareholder loan                                 | 0          | 0          | 0           | 4,000       |
| Payments (-) for interest                                          | -3,129     | -7,341     | -9,836      | -7,341      |
|                                                                    | -3,129     | -7,341     | -9,836      | 121,459     |
| CASH AT THE END OF PERIOD                                          |            |            |             |             |
| Net increase in cash (subtotal 1 - 3)                              | 0          | -74        | 0           | -141        |
| Cash at the beginning of period                                    | 0          | 74         | 0           | 141         |
| CASH AT THE END OF PERIOD                                          | 0          | 0          | 0           | 0           |

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**IMPRINT**

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