



HEALTH & BEAUTY

Q4 2025

**UNAUDITED
CONSOLIDATED REPORT**

LR HEALTH & BEAUTY GROUP

UNAUDITED 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	Q4 2025	Q4 2024	FY 2025	FY 2024
Sales*	68.2	76.5	277.1	289.2
EBITDA	0.3	8.3	16.5	27.3
EBITDA normalized in % of Sales	3.4 5.0%	9.5 12.4%	22.5 8.1%	32.6 11.3%
Free cash flow	1.6	11.8	7.9	21.4
Cost of materials	(11.7)	(13.1)	(50.9)	(50.6)
Personnel expenses	(13.9)	(13.9)	(56.1)	(57.0)
Other operating expenses	(40.5)	(43.0)	(159.2)	(155.5)

IR.LRworld.com

*Sales as revenue from goods sold

UNAUDITED CONSOLIDATED REPORT Q4 2025 CONTENT

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02

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.

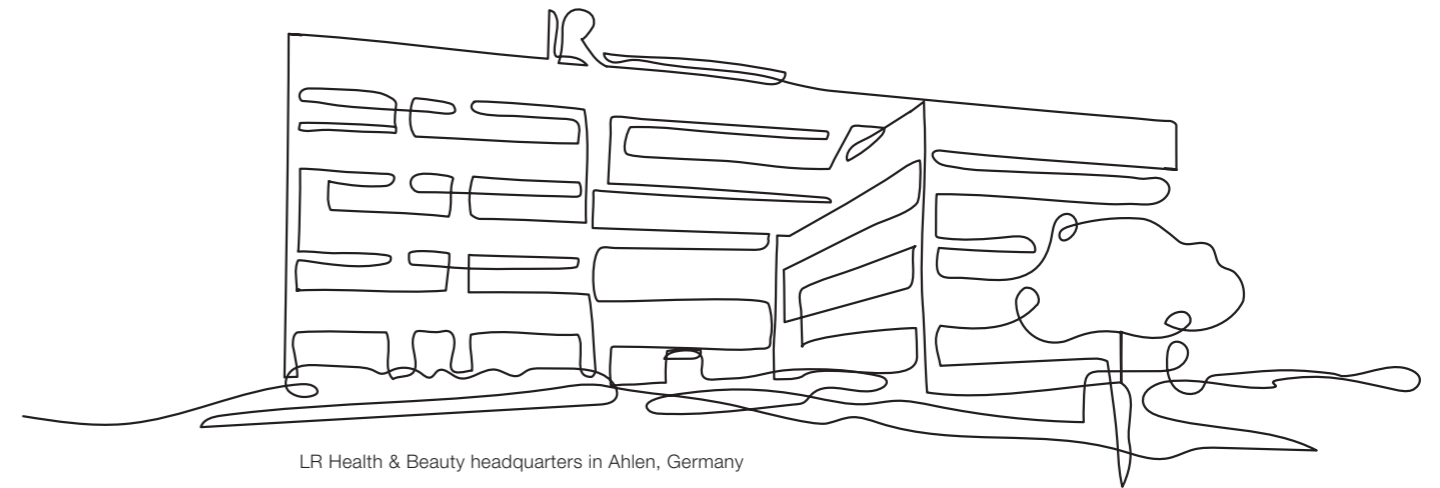
MORE STABILITY

WE CARE FOR PEOPLE'S LIVES



SINCE **40**
YEARS SUCCESSFUL
IN EUROPE

AROUND **1,150**
EMPLOYEES



LR Health & Beauty headquarters in Ahlen, Germany

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

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 Kellermeyer 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, 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.



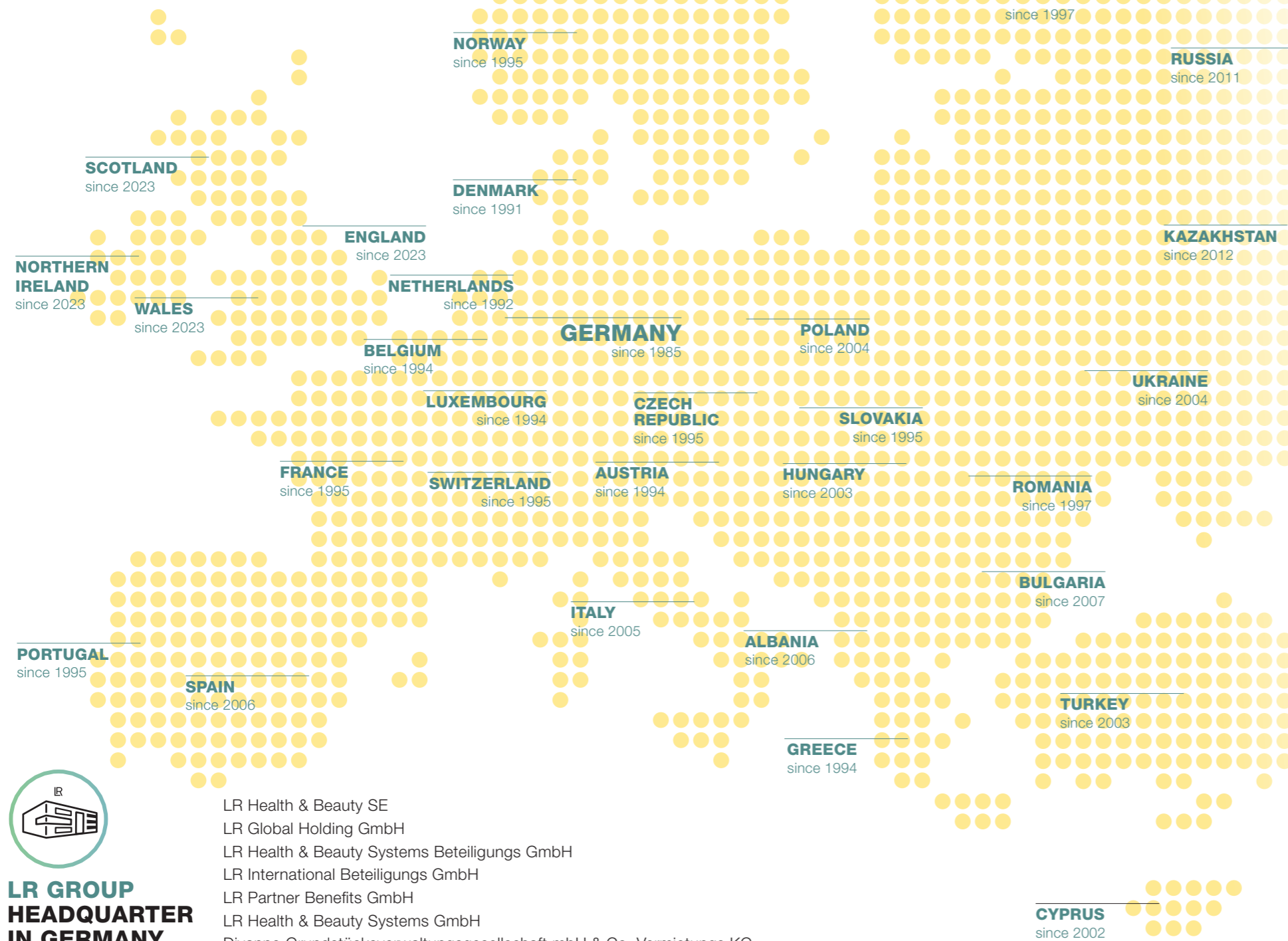


WE BELIEVE IN MORE INTERNATIONALITY

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



INTERNATIONAL SALES COMPANIES

WESTERN EUROPE

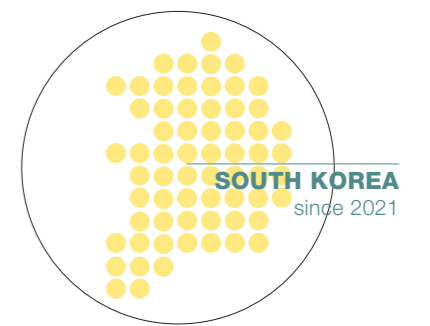
- AUSTRIA**
LR Health & Beauty Systems GmbH
- BELGIUM / LUXEMBOURG**
LR Cosmetic Belgium b.v.b.a
- DENMARK**
LR Health & Beauty Systems ApS
- ENGLAND / NORTHERN IRELAND / SCOTLAND / WALES**
LR Health & Beauty Limited
- FINLAND**
LR Health & Beauty Systems OY
- FRANCE**
LR Health & Beauty Systems SAS
- 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



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



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 fourth quarter of 2025 (Q4 2025), LR Group achieved a sales volume of kEUR 68,220 representing a decrease of -10.9% compared to the fourth quarter of the previous year (Q4 2024: kEUR 76,541). In the full year 2025 (FY 2025), sales decreased by -4.2% to kEUR 277,065 compared to the full year 2024 (FY 2024) with kEUR 289,221.

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 -17.3% to kEUR 36,958 in Q4 2025 compared to kEUR 44,674 in Q4 2024 and by -13.6% to kEUR 150,855 in FY 2025 compared to kEUR 174,635 in FY 2024. Region Central Eastern Europe decreased by -2.1% to kEUR 31,075 in Q4 2025 compared to kEUR 31,731 in Q4 2024 but increased by +10.1% to kEUR 125,461 in FY 2025 compared to kEUR 113,903 in FY 2024.

Other revenue amounts to kEUR 3,240 in the fourth quarter of 2025 (Q4 2024: kEUR 4,060) and to kEUR 10,469 in the full year 2025 (FY 2024: kEUR 11,455). Adding total sales and other revenues results in revenues before sales deductions of kEUR 71,460 for Q4 2025 and of kEUR 287,534 in FY 2025. After sales deductions in the amount of kEUR -2,419 in Q4 2025 and of kEUR -10,222 in FY 2025, revenue amounts to kEUR 69,041 in Q4 2025 and to kEUR 277,312 in FY 2025. Other operating income in the fourth quarter of 2025 amounts to kEUR 272 (Q4 2024: kEUR 1,953) and in the full year to kEUR 5,873 (FY 2024: kEUR 6,732), mainly driven by exchange gains.

COST STRUCTURE

LR Group's cost of materials decreased by kEUR -1,365 to kEUR 11,727 in the fourth quarter of 2025 (Q4 2024: kEUR 13,092) and by kEUR -343 in the full year to kEUR 50,930 (FY 2024: kEUR 50,587). Changes in finished goods and work in progress amount to kEUR -2,944 in Q4 2025 (Q4 2024: kEUR -1,600) and to kEUR -436 in FY 2025 (FY 2024: kEUR -2,287). The total of cost of materials and changes in finished goods and work in progress remained almost stable at

¹Sales as revenue from goods sold.

LR HEALTH & BEAUTY GROUP

kEUR 14,671 in Q4 2025 compared to previous year (Q4 2024: kEUR 14,692) and decreased to kEUR 51,366 in FY 2025 (FY 2024: kEUR 52,874). In relation to sales, this corresponds to an increased ratio of 21.5% in Q4 2025 (Q4 2024: 19.2%) and of 18.5% in FY 2025 (FY 2024: 18.3%).

Personnel expenses remained stable in the fourth quarter of 2025 to kEUR 13,934 compared to previous year (Q4 2024: kEUR 13,939) and slightly decreased to kEUR 56,114 in the FY 2025 (FY 2024: kEUR 57,008). The headcount stood at 1,137 as of December 31, 2025. This corresponds to a decrease compared to the end of the previous quarter (1,147 as of September 30, 2025) and to the end of the previous year with a headcount of 1,204.

Other operating expenses decreased to kEUR 40,457 in the fourth quarter of 2025 compared to kEUR 43,029 in the previous year. This reduction is due to significantly higher bonus costs for LR distributors in the previous year, driven by the higher sales volume. This elevated reduction compensates for the significant increase in consulting and legal advice costs related to the current financial restructuring. The picture is different for the full year, with other operating expenses rising significantly from kEUR 155,546 in FY 2024 to kEUR 159,153 in FY 2025. The main drivers for this development are the increased bonus costs for LR distributors over the full year and the significant increase in consulting and legal advice costs related to the current financial restructuring.

ECONOMIC RESULTS

Q4 2025 closed with a reported EBITDA of kEUR 251 and the FY 2025 with kEUR 16,516, which corresponds to a significant decrease of kEUR -8,045 compared to Q4 2024 (kEUR 8,296) and of kEUR -10,813 compared to FY 2024 (kEUR 27,329). Taking into account exceptional items of kEUR 3,150 in Q4 2025 and kEUR 6,003 in FY 2025, the normalized EBITDA decreased in the fourth quarter to kEUR 3,401 (Q4 2024:

kEUR 9,518) and in the full year to kEUR 22,519 (FY 2024: kEUR 32,572). Amortization and depreciation amounted to kEUR 13,766 in Q4 2025 (Q4 2024: kEUR 2,927) and kEUR 23,461 in FY 2025 (FY 2024: kEUR 12,818). This includes write-off against the goodwill in the amount of kEUR 10,671, resulting from the annual impairment tests. Deducting amortization and depreciation from the reported EBITDA results in an EBIT of kEUR -13,515 in Q4 2025 (Q4 2024: kEUR 5,369) and of kEUR -7 in FY 2025 (FY 2024: kEUR 15).

The financial result, including accrued interest expenses for the corporate bond, amounted to kEUR -4,385 in Q4 2025 (Q4 2024: kEUR -4,617) and to kEUR -17,671 in FY 2025 (FY 2024: kEUR -21,219). After calculation of income taxes in the amount of kEUR +486 for Q4 2025 (Q4 2024: kEUR -2,684) and of kEUR -840 for FY 2025 (FY 2024: kEUR -5,115), the loss for the period amounts to kEUR -17,414 for the fourth quarter of 2025 (Q4 2024: kEUR -1,932) and to kEUR -25,456 for FY 2025 (FY 2024: kEUR -11,823).

FINANCIAL STATUS

Overall, total assets decreased from kEUR 225,571 as of December 31, 2024 (PY), to kEUR 201,252 as of December 31, 2025. Non-current assets decreased to kEUR 143,980 compared to kEUR 152,218 at the end of the previous year, mainly driven by the decrease in intangible assets caused by the amortization of goodwill. Current assets decreased by kEUR -16,081 to kEUR 57,272 as of December 31, 2025 compared to kEUR 73,353 at the previous year's end. Inventories slightly decreased to kEUR 26,117 (PY: kEUR 26,724) and trade receivables decreased significantly to kEUR 11,406 (PY: kEUR 14,591). The cash level decreased from kEUR 19,641 at the end of the previous year to kEUR 8,033 as of December 31, 2025, mainly caused by the decline in operating profit.

The equity was reduced by the negative total comprehensive income of kEUR -25,590 in FY 2025,

resulting in negative total equity of kEUR -10,330 as of December 31, 2025 (PY: kEUR 15,260). 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. The remaining part of the shareholders' loan amounting to kEUR 3,200 results in a negative economic equity totaling kEUR -7,130.

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 129,823 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 Group companies have provided collateral and agreed to leverage ratio covenants, which are tested quarterly. As of Q3 2025, the maximum leverage ratio under the bond 2024/2028 terms was exceeded and disclosed via ad-hoc release on October 20, 2025. The Group initiated standstill negotiations with an ad-hoc group of bondholders. On November 25, 2025 an agreement including the deferral of interest payments was announced. The standstill, agreed until February 28, 2026, provides that bondholders will not enforce rights arising from the covenant breach or the interest deferral.

At the same time, negotiations were held with shareholders and bondholders regarding financial restructuring, for which a restructuring opinion (IDW S6 opinion) was also prepared. The preliminary outcome of the financial restructuring

negotiations was announced on February 11, 2026. LR SE reached an agreement with bondholders representing more than two thirds of the outstanding 2024/2028 Bonds (ISIN: NO0013149658) and the Company's shareholder on a comprehensive restructuring of the Bonds and the capital structure.

The restructuring provides for EUR 20 million in new capital (EUR 10 million equity and EUR 10 million New Money Senior Bonds) and a significant reduction and restructuring of the existing liabilities from bonds. The future debt structure will consist of EUR 62.5 million senior secured debt (including new money bonds and reinstated bonds) bearing 6.75% fixed cash interest, and EUR 27.5 million unsecured subordinated junior bonds with PIK interest stepping up from 6% to 10% and maturing in 2031. Any remaining nominal amounts (including accrued interest) not reinstated will be fully written off. The agreement is documented in a lock-up agreement under which the parties commit to implementing the restructuring and bondholders agree not to accelerate the Bonds until April 30, 2026. The restructuring remains subject to bondholder and shareholder approval and is expected to be completed within the lock-up period.

Non-current liabilities decreased to kEUR 29,092 as of December 31, 2025, compared to kEUR 154,373 at the end of the previous year. This is due to the reclassification of liabilities from bonds from non-current to current, which is required by accounting standards due to the ongoing negotiations regarding the corporate bond at the time the preliminary financial statements were prepared. 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 3,200 as of December 31, 2025. Current liabilities on the other hand increased accordingly significantly to kEUR 182,488 as of December 31, 2025 compared to kEUR 55,938 as of December 31, 2024, due to the reclassification of the corporate bond.

LR HEALTH & BEAUTY GROUP

Cash flow from operating activities decreased to kEUR 2,739 in Q4 2025 from kEUR 13,654 in Q4 2024 and to kEUR 11,373 in FY 2025 from kEUR 26,962 in FY 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 -1,182 in Q4 2025 (Q4 2024: kEUR -1,880) and to kEUR -3,511 in FY 2025 (FY 2024: kEUR -5,601). Free cash flow, including cash flow from operating activities and cash flow from investing activities, amounted to kEUR 1,557 in Q4 2025 compared to kEUR 11,774 in Q4 2024 and to kEUR 7,862 in FY 2025 compared to kEUR 21,361 in FY 2024. Cash flow from financing activities amounted to kEUR -2,667 in Q4 2025 (Q4 2024: kEUR -6,189) and to kEUR -19,786 in FY 2025 (FY 2024: kEUR -25,925) and is impacted by the deferred interest payment on the corporate bond at the end of November 2025. Overall, total cash flow amounted to kEUR -1,110 in the fourth quarter of 2025 (Q4 2024: kEUR +5,585) and to kEUR -11,924 in FY 2025 (FY 2024: kEUR -4,564). Including changes in cash due to exchange rates, cash amounted to kEUR 8,033 as of December 31, 2025.

OUTLOOK / GUIDANCE

Based on these unaudited results, LR was able to achieve its most recent forecast for sales (revenue from goods sold) ranging from kEUR 276,000 to kEUR 281,000, adjusted in October 2025, with group-wide sales of kEUR 277,065. The EBITDA forecast, which was also adjusted in October 2025 to a range of kEUR 17,000 and kEUR 20,000, was narrowly missed at kEUR 16,516.

The guidance for sales and EBITDA for 2026 will be published together with the 2025 annual financial statements.

Ahlen, February 23, 2026

LR Health & Beauty SE



Jörg Körfer
(CEO)



JÖRG KÖRFER
CEO



LR HEALTH & BEAUTY GROUP

UNAUDITED CONDENSED CONSOLIDATED
BALANCE SHEET AS OF DEC. 31, 2025

kEUR	Note	Dec. 31, 2025	Dec. 31, 2024
Non-current assets			
Intangible assets		111,721	120,705
Property, plant and equipment	7.	11,982	12,820
Right-of-use assets		18,423	16,941
Deferred taxes		1,854	1,752
		143,980	152,218
Current assets			
Inventories	8.	26,117	26,724
Trade receivables	9.	11,406	14,591
Income tax receivables		1,097	1,196
Other assets		10,619	11,201
Cash	10.	8,033	19,641
		57,272	73,353
TOTAL ASSETS		201,252	225,571

UNAUDITED CONDENSED CONSOLIDATED
BALANCE SHEET AS OF DEC. 31, 2025

kEUR	Note	Dec. 31, 2025	Dec. 31, 2024
Equity			
Subscribed capital		10,120	10,120
Capital reserve		151,506	151,506
Currency translation reserve		-8,865	-8,731
Accumulated loss		-163,091	-137,635
TOTAL EQUITY		-10,330	15,260
Non-current liabilities			
Provisions		448	447
Deferred taxes		5,031	5,945
Liabilities from bonds	9.	0	124,974
Liabilities from loans		7,347	7,730
Liabilities from shareholder loans		3,200	2,872
Lease liabilities		13,066	12,119
Other liabilities		0	286
		29,092	154,373
Current liabilities			
Trade payables	9.	28,501	34,215
Other liabilities		10,342	9,463
Lease liabilities		6,771	5,842
Liabilities from bonds	9.	129,823	5,842
Liabilities from loans		1,106	374
Income tax liabilities		1,522	2,820
Provisions		4,423	3,224
		182,488	55,938
TOTAL EQUITY AND LIABILITIES		201,252	225,571

LR HEALTH & BEAUTY GROUP

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025

kEUR	Note	Q4 2025	Q4 2024	FY 2025	FY 2024
Revenue	3. to 4.	69,041	78,003	277,312	286,025
Changes in finished goods and work in progress		-2,944	-1,600	-436	-2,287
Other operating income		272	1,953	5,837	6,732
Cost of material		-11,727	-13,092	-50,930	-50,587
a) Raw materials and supplies		-10,065	-11,070	-44,610	-43,322
b) Cost of purchased services		-1,662	-2,022	-6,320	-7,265
Personnel expenses		-13,934	-13,939	-56,114	-57,008
a) Wages and salaries		-11,660	-11,713	-46,945	-48,194
b) Expenses for social security and pension schemes		-2,274	-2,226	-9,169	-8,814
Other operating expenses		-40,457	-43,029	-159,153	-155,546
EBITDA	4.	251	8,296	16,516	27,329
Amortization and depreciation		-13,766	-2,927	-23,461	-12,818
Financial result		-4,385	-4,617	-17,671	-21,219
Profit or loss before tax		-17,900	-17,900	-24,616	-6,708
Income taxes	6.	486	-2,684	-840	-5,115
PROFIT OR LOSS FOR THE PERIOD		-17,414	-1,932	-25,456	-11,823

UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025

kEUR	Q4 2025	Q4 2024	FY 2025	FY 2024
Profit or loss for the period	-17,414	-1,932	-25,456	-11,823
Components of other comprehensive income which will be reclassified to profit or loss after tax in subsequent periods	235	38	-134	-1,522
Currency translation differences	235	38	-134	-1,522
TOTAL COMPREHENSIVE INCOME	-17,179	-1,894	-25,590	-13,345

**UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF CHANGES
IN EQUITY FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025**

kEUR	Sub- scribed capital	Capital reserve	Accumu- lated loss	Currency translation reserve	Total equity
Jan. 1, 2025	10,120	151,506	-137,635	-8,731	15,260
Currency translation differences	0	0	0	-134	-134
Profit or loss for the period	0	0	-25,456	0	-25,456
Dec. 31, 2025	10,120	151,506	-163,091	-8,865	-10,330
Jan. 1, 2024	10,120	150,130	-125,812	-7,209	27,229
Currency translation differences	0	0	0	-1,522	-1,522
Contribution of the shareholder loan at nominal value	0	1,376	0	0	1,376
Profit or loss for the period	0	0	-11,823	0	-11,823
Dec. 31, 2024	10,120	151,506	-137,635	-8,731	15,260

**UNAUDITED CONDENSED CONSOLIDATED STATEMENT OF
CASH FLOWS FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025**

kEUR		Q4 2025	Q4 2024	FY 2025	FY 2024
1. Cash flow from operating activities	Note				
Profit or loss for the period		-17,414	-1,932	-25,456	-11,823
Amortization and depreciation (+) of fixed assets		13,766	2,927	23,461	12,818
Increase (+) / reduction (-) in provisions		1,116	-1,247	1,201	-657
Other non-cash expenses (+) / income (-)		1,068	348	1,983	-1,525
Income (-) / losses (+) on the disposal of fixed assets		98	0	98	0
Increase (-) / reduction (+) in inventories, trade receivables and other assets		4,499	3,460	2,047	6,562
Increase (+) / reduction (-) in trade payables and other liabilities		-3,360	3,391	-7,589	-2,226
Interest expenses (+) / interest income (-)		4,385	4,617	17,671	21,219
Income tax expenses (+) / income (-)	7.	-486	2,684	840	5,115
Income taxes paid (-)		-933	-594	-2,883	-2,521
CASH FLOW FROM OPERATING ACTIVITIES		2,739	13,654	11,373	26,962
2. Cash flow from investing activities					
Payments from (+) the disposal of property, plant and equipment		2	0	12	2
Payments for (-) investments in property, plant and equipment		-109	-464	-742	-1,599
Payments for (-) investments in intangible assets		-1,075	-1,416	-2,781	-4,004
CASH FLOW FROM INVESTING ACTIVITIES		-1,182	-1,880	-3,511	-5,601
3. Cash flow from financing activities					
Proceeds (+) from the issue of bonds		0	0	0	122,135
Proceeds (+) from shareholder loan		0	0	0	4,000
Proceeds (+) from loans		114	0	722	0
Proceeds (+) from interest		71	72	196	229
Repayment (-) of bonds		0	0	0	-126,813
Repayment (-) of loan		-94	-92	-374	-365
Payments for (-) interest		-87	-3,636	-10,087	-15,183
Repayment (-) of lease liabilities		-2,671	-2,533	-10,243	-9,928
CASH FLOW FROM FINANCING ACTIVITIES		-2,667	-6,189	-19,786	-25,925
4. Cash at the end of period					
Net increase (+) / decrease (-) in cash		-1,110	5,585	-11,924	-4,564
Changes in cash due to exchange rates		238	297	316	250
Cash at the beginning of period		8,905	13,759	19,641	23,955
CASH AT THE END OF PERIOD		8,033	19,641	8,033	19,641

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 Ahlen, Germany, and is registered in the commercial register of Muenster under HRB No. 23158. 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 in Ahlen (Germany) located. 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 Alico 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 condensed consolidated financial statements for the financial year 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 3,979 (PY: kEUR 4,266) 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 financial year 2025:

kEUR	Region Western Europe	Region Central Eastern Europe	Total Segments	Adjust- ments	Total
Revenue external customers	150,855	125,461	276,316	749	277,065
Revenue other segment	47,239	2,549	49,788	-49,788	0
Revenue other	6,266	2,543	8,809	1,660	10,469
Revenue reduction	-4,660	-5,562	-10,222	0	-10,222
TOTAL REVENUE	199,700	124,988	324,688	-47,380	277,312
Segment EBITDA	8,700	10,679	19,379	-2,863	16,516
Goodwill	66,751	24,097	90,848	3	90,851

The table below shows revenue, EBITDA, and goodwill of the LR Group's regions for the financial year 2024:

kEUR	Region Western Europe	Region Central Eastern Europe	Total Segments	Adjust- ments	Total
Revenue external customers	174,635	113,903	288,538	683	289,221
Revenue other segment	43,599	1,926	45,525	-45,525	0
Revenue other	6,991	2,895	9,886	1,569	11,455
Revenue reduction	-8,590	-6,061	-14,651	0	-14,651
TOTAL REVENUE	216,635	112,663	329,298	-43,273	286,025
Segment EBITDA	17,845	8,841	26,686	643	27,329
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 impairment test performed for December 31, 2025, regarding the goodwill of Region Western Europe shows a required impairment of 10,671 kEUR. Consequently, this amount is recognized as a write-off against the goodwill of the Region, previously amounted to 77,422 kEUR. The current book value carries an amount of 66,751 kEUR as of December 31, 2025. The impairment is mainly caused by an expected declining revenue for the budget year 2026 by -6.5% and an expected low recovery with growth rates between 2.5%-3.0% in the following midterm planning years 2027-2030.

The impairment test performed regarding the goodwill of Region Central Eastern Europe 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 financial year 2025 and 2024 are as follows:

kEUR	2025	2024
Current income tax		
Current tax expenses	-1,661	-3,371
Deferred tax result		
Origination and reversal of temporary differences	821	-1,744
from deferred tax assets	99	327
from deferred tax liabilities	722	-2,071
TOTAL	-840	-5,115

7. PROPERTY, PLANT AND EQUIPMENT

Acquisitions and disposals

During the financial year 2025, the Group acquired assets with total acquisition costs of kEUR 742 (2024: kEUR 1,599). A major part of the acquisition belongs to other technical and office equipment.

No major disposal took place in the financial year 2025.

8. INVENTORIES

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

kEUR	Dec. 31, 2025	Dec. 31, 2024
Raw materials and supplies	5,624	6,247
Work in progress	527	394
Finished products	14,873	15,095
Goods for sale	4,680	4,573
Goods in transit	413	415
TOTAL INVENTORIES	26,117	26,724

Impairment of inventories recognized as expenditures amounts to kEUR 2,540 (2024: kEUR 1,084).

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

Except for 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 December 31, 2025, as follows:

kEUR	Carrying amount	Fair value measurement using			Total
		Quoted prices in active markets	Significant observable inputs	Significant unobservable inputs	
		Level 1	Level 2	Level 3	
Liabilities for which a fair value is reported					
Interest bearing loans					
Corporate bond 2024/2028	129,823	46,800	0	0	46,800
Fixed-rate loan	7,730	0	6,414	0	6,414
Variable-rate loan	722	0	722	0	722
Fixed-rate shareholder loan	3,088	0	3,324	0	3,324

The fair value of the corporate bonds is based on the observed market price of EUR 360.00 per bond as of December 31, 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 December 31, 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	
		Level 1	Level 2	Level 3	
Liabilities for which a fair value is reported					
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% p.a. (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 9.569% p.a..

The Group companies have provided collateral and agreed to leverage ratio covenants, which are tested quarterly. As of Q3 2025, the maximum leverage ratio under the bond 2024/2028 terms was exceeded and disclosed via ad-hoc release on October 20, 2025. The Group initiated standstill negotiations with an ad-hoc group of bondholders. On November 15, 2025 an agreement including the deferral of interest payments was announced. The standstill, agreed until February 28, 2026, provides that bondholders will not enforce rights arising from the covenant breach or the interest deferral. For further information please refer to Note 12 Events after the reporting period.

As of December 31, 2025, the carrying amount of the liabilities from the bond 2024/2028 was kEUR 129,823 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 December 31, 2025, and December 31, 2024:

kEUR	Dec. 31, 2025	Dec. 31, 2024
Cash at hand	65	90
Cash at banks	7,968	19,551
CASH	8,033	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% p.a.. 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 financial year 2025 the related interest expense amounts to kEUR 328 (PY: kEUR 248). As of December 31, 2025, the carrying amount of the loan was kEUR 3,200 (December 31, 2024: kEUR 2,872) including accrued interests.

Remuneration to individuals in key positions of the Group

kEUR	2025	2024
Short-term employee benefits	6,277	7,144
TOTAL REMUNERATION TO INDIVIDUALS IN KEY POSITIONS OF THE GROUP	6,277	7,144

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

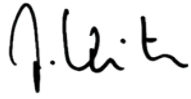
The preliminary outcome of the financial restructuring negotiations was announced on February 11, 2026. LR SE reached an agreement with bondholders representing more than two thirds of the outstanding 2024/2028 Bonds (ISIN: NO0013149658) and the Company's shareholder on a comprehensive restructuring of the Bonds and the capital structure. The restructuring provides for EUR 20 million in new capital (EUR 10 million equity and EUR 10 million New Money Senior Bonds) and a significant reduction and restructuring of the existing liabilities from bonds. The future debt structure will consist of EUR 62.5 million senior secured debt (including new money bonds and reinstated bonds) bearing 6.75%

LR HEALTH & BEAUTY GROUP

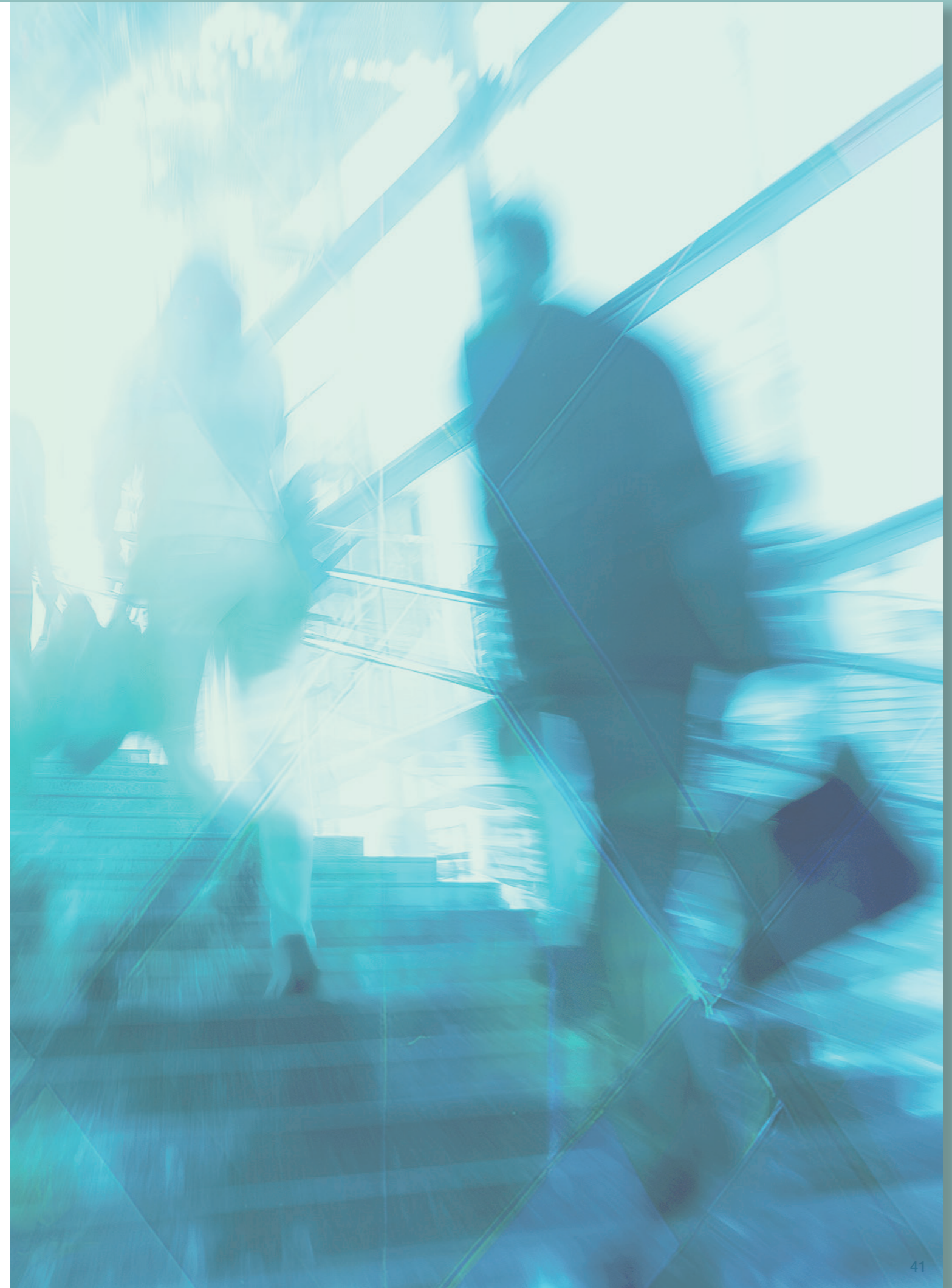
fixed cash interest, and EUR 27.5 million unsecured subordinated junior bonds with PIK interest stepping up from 6% to 10% and maturing in 2031. Any remaining nominal amounts (including accrued interest) not reinstated will be fully written off. The agreement is documented in a lock-up agreement under which the parties commit to implementing the restructuring and bondholders agree not to accelerate the Bonds until April 30, 2026. The restructuring remains subject to bondholder and shareholder approval and is expected to be completed within the lock-up period.

Ahlen, February 23, 2026

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 increased in the fourth quarter of 2025 (Q4 2025) to kEUR 843 from kEUR 455 in the fourth quarter of the previous year (Q4 2024). In the full year 2025 (FY 2025), revenue added up to kEUR 1,631 compared to kEUR 1,552 in the previous year (FY 2024). It mainly results from cost allocations to LR Health & Beauty Systems GmbH, Ahlen, for services rendered. Other operating income amounted to kEUR 46 in Q4 2025 (Q4 2024: kEUR 22) and to kEUR 71 in FY 2025 (FY 2024: kEUR 46).

Personnel expenses decreased from kEUR 362 in Q4 2024 to kEUR 252 in Q4 2025 and from kEUR 1,537 in FY 2024 to kEUR 1,014 in FY 2025.

Other operating expenses at LR SE, including legal and consulting fees, allowances for the Supervisory Board and travel expenses, amounted to kEUR 2,115 in the fourth quarter of 2025 (Q4 2024: kEUR 198) and to kEUR 3,494 in the full year (FY 2024: kEUR 1,563). The significant increase is mainly caused by consulting and legal advice costs related to the current financial restructuring.

The financial result amounted to kEUR -7,978 in Q4 2025 (Q4 2024: kEUR -2,539) and to kEUR -9,322 in FY 2025 (FY 2024: kEUR -3,757). It mainly results from the assumption of losses from the profit and loss transfer agreement with LR Global Holding GmbH, from interest expenses of the corporate bond and from interest income from the intercompany loan to LR Global Holding GmbH.

After calculation of income taxes in the amount of kEUR +1,406 in Q4 2025 (Q4 2024: kEUR -6,612) and of kEUR +385 in FY 2025 (FY 2024: kEUR -6,612), the net loss for the period amounts in Q4 2025 to kEUR -8,050 (Q4 2025: kEUR -9,234) and in the full year 2025 to kEUR -11,743 (FY 2024: kEUR -11,871).

Total assets as of December 31, 2025, remained stable at kEUR 286,609 compared to kEUR 286,596 as of December 31, 2024 (PY). The non-current assets also remained stable at kEUR 281,293 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 128,836 (kEUR 128,815 as of December 31, 2024). Current assets increased to kEUR 2,431 as of December 31, 2025, compared to kEUR 1,146 as of December 31, 2024. This includes receivables from affiliates in the amount of kEUR 1,320 (kEUR 1,067 as of December 31, 2024). LR SE is 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 Q4 2025 (PY: kEUR 0). Prepaid expenses include the original issue discount on the corporate bond with a carrying amount of kEUR 2,885 as of December 31, 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 of the year in the amount of kEUR -11,743, from kEUR 140,326 as of December 31, 2024, to kEUR 128,583 as of December 31, 2025.

Provisions decreased from kEUR 2,281 as of December 31, 2024, to kEUR 1,303 as of December 31, 2025, including tax provisions in the amount of kEUR 456 (kEUR 1,362 as of December 31, 2024).

Liabilities increased from kEUR 138,765 as of December 31, 2024, to kEUR 151,977 as of December 31, 2025. The liabilities are mainly characterized by the liabilities to shareholders in the amount of kEUR 4,036 (kEUR 4,016 as of December 31, 2024; valuation according to German GAAP [Handelsgesetzbuch] differs from IFRS valuation in the Group reporting), liabilities to affiliates in the amount of kEUR 12,724 (kEUR 3,364 as of December 31, 2024) and to liabilities from the corporate bond in the amount of kEUR 134,307 (kEUR 131,241 as of December 31, 2024; valuation according to German GAAP [Handelsgesetzbuch] differs from IFRS valuation in the Group reporting). 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. These proceeds were used to refinance the existing 2021/2025 bond of LR Global Holding GmbH (ISIN NO0010894850). In this context, a loan agreement was concluded between LR Global Holding

GmbH and LR Health & Beauty SE on March 1, 2024. 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 Group companies have provided collateral and agreed to leverage ratio covenants, which are tested quarterly. As of Q3 2025, the maximum leverage ratio under the bond 2024/2028 terms was exceeded and disclosed via ad-hoc release on October 20, 2025. The Group initiated standstill negotiations with an ad-hoc group of bondholders. On November 15, 2025 an agreement including the deferral of interest payments was announced. The standstill, agreed until February 28, 2026, provides that bondholders will not enforce rights arising from the covenant breach or the interest deferral.

At the same time, negotiations were held with shareholders and bondholders regarding financial restructuring, for which a restructuring opinion (IDW S6 opinion) was also prepared. The preliminary outcome of the financial restructuring negotiations was announced on February 11, 2026. LR SE reached an agreement with bondholders representing more than two thirds of the outstanding 2024/2028 Bonds (ISIN: NO0013149658) and the Company's shareholder on a comprehensive restructuring of the Bonds and the capital structure.

LR HEALTH & BEAUTY SE

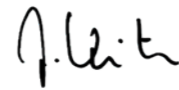
The restructuring provides for EUR 20 million in new capital (EUR 10 million equity and EUR 10 million New Money Senior Bonds) and a significant reduction and restructuring of the existing liabilities from bonds. The future debt structure will consist of EUR 62.5 million senior secured debt (including new money bonds and reinstated bonds) bearing 6.75% fixed cash interest, and EUR 27.5 million unsecured subordinated junior bonds with PIK interest stepping up from 6% to 10% and maturing in 2031. Any remaining nominal amounts (including accrued interest) not reinstated will be fully written off. The agreement is documented in a lock-up agreement under which the parties commit to implementing the restructuring and bondholders agree not to accelerate the Bonds until April 30, 2026. The restructuring remains subject to bondholder and shareholder approval and is expected to be completed within the lock-up period.

Cash flow from operating activities amounts to kEUR –1,017 in Q4 2025 (Q4 2024: kEUR –1,732) and to kEUR –544 in FY 2025 (FY 2024: kEUR 2,231). The cash flow from investing activities includes the interest income from the intercompany loan issued to LR Global Holding GmbH and amounts to kEUR 1,056 in Q4 2025 (Q4 2024: kEUR 5,348) and to kEUR 10,419 in FY 2025 (FY 2024: kEUR –120,215; 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 decreased to kEUR –40 in Q4 2025 (Q4 2024: kEUR –3,616) due to the deferral of interest payments on the corporate bond. For the full year 2025 including the former interest payments of the corporate bond amounts

to kEUR –9,876 (FY 2024: kEUR 117,842; including the proceeds from the corporate bond and from the shareholder loan). Overall, total cash flow amounted to kEUR 0 in the fourth quarter of 2025 (Q4 2024: kEUR 0) as well as in the full year 2025 (FY 2024: kEUR 0).

Ahlen, February 23, 2026

LR Health & Beauty SE



Jörg Körfer (CEO)



JÖRG KÖRFER
CEO



LR HEALTH & BEAUTY SE

UNAUDITED CONDENSED BALANCE SHEET
AS OF DECEMBER 31, 2025

kEUR	Dec. 31, 2025	Dec. 31, 2024
NON-CURRENT ASSETS		
Financial assets	281,293	281,273
thereof shares in affiliates	152,458	152,458
thereof loans to affiliates	128,836	128,815
	281,293	281,273
CURRENT ASSETS		
Receivables and other assets	2,431	1,146
thereof receivables from affiliates	1,320	1,067
	2,431	1,146
PREPAID EXPENSES	2,885	4,177
TOTAL ASSETS	286,609	286,596

UNAUDITED CONDENSED BALANCE SHEET
AS OF DECEMBER 31, 2025

kEUR	Dec. 31, 2025	Dec. 31, 2024
EQUITY		
Subscribed capital	10,120	10,120
Capital reserve	142,458	142,458
Accumulated loss	-23,995	-12,252
	128,583	140,326
PROVISIONS		
Tax provision	456	1,362
Other provisions	847	919
	1,303	2,281
LIABILITIES		
Liabilities from corporate bond	134,307	131,241
Trade payables	881	89
Liabilities to shareholders	4,036	4,016
Liabilities to affiliates	12,724	3,364
Other liabilities	29	55
	151,977	138,765
DEFERRED TAX LIABILITIES	4,746	5,224
TOTAL EQUITY AND LIABILITIES	286,609	286,596

LR HEALTH & BEAUTY SE

UNAUDITED CONDENSED STATEMENT FOR PROFIT AND LOSS
FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025

kEUR	Q4 2025	Q4 2024	FY 2025	FY 2024
Revenue	843	455	1,631	1,552
Other operating income	46	22	71	46
	889	477	1,702	1,598
Personnel expenses	-252	-362	-1,014	-1,537
thereof wages and salaries	-250	-354	-986	-1,500
thereof social security, pension and other benefit costs	-2	-8	-28	-37
Other operating expenses	-2,115	-198	-3,494	-1,563
	-2,367	-560	-4,508	-3,100
Other interest and similar income	3,074	3,354	12,512	11,507
Expenses from profit or loss transfer agreements	-7,536	-1,975	-7,536	-1,975
Other interest and similar expenses	-3,516	-3,918	-14,298	-13,289
	-7,978	-2,539	-9,322	-3,757
Income taxes	1,406	-6,612	385	-6,612
NET PROFIT/LOSS FOR THE PERIOD	-8,050	-9,234	-11,743	-11,871

UNAUDITED CONDENSED STATEMENT OF CASH FLOWS
FOR THE PERIOD JAN. 1, 2025 TO DEC. 31, 2025

kEUR	Q4 2025	Q4 2024	FY 2025	FY 2024
CASH FLOW FROM OPERATING ACTIVITIES				
Profit or loss for the period	-8,050	-9,234	-11,743	-11,871
Reduction (-)/Increase (+) in provisions	8	58	-72	468
Increase (-)/Reduction (+) of receivables and other assets	-245	2,192	783	3,401
Increase (+)/Reduction (-) of trade payables and other liabilities	1,030	-3,875	3,229	-111
Interest expenses (+) / interest income (-)	7,979	2,541	9,322	3,758
Income tax expenses (+) / income (-)	-1,407	6,612	-386	6,612
Income tax paid (-)	-332	-26	-1,677	-26
	-1,017	-1,732	-544	2,231
CASH FLOW FROM INVESTING ACTIVITIES				
Payments for (-) investments in financial assets	0	0	0	-128,800
Payments (-) from profit or loss transfer agreements	-1,975	-1,975	-1,975	-1,975
Received interest (+)	3,031	7,323	12,394	10,560
	1,056	5,348	10,419	-120,215
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	-40	-3,616	-9,876	-10,958
	-40	-3,616	-9,876	117,842
CASH AT THE END OF PERIOD				
Net increase in cash (subtotal 1 - 3)	0	0	0	-141
Cash at the beginning of period	0	0	0	141
CASH AT THE END OF PERIOD	0	0	0	0

**WE
BELIEVE IN
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IMPRINT

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