

INVESTOR CONFERENCE Q1 2025

LR HEALTH & BEAUTY GROUP MAY 26, 2025





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01__ BUSINESS HIGHLIGHTS

BUSINESS DAYS IN 25 COUNTRIES IN APRIL WITH GREAT ENERGY AND HIGH MOTIVATION



















EXPANSION OF THE SUCCESSFUL ZEITGARD SIGNATURE PRODUCT RANGE



 Successful launch of the exclusive high-end make-up line ZEITGARD Signature in October 2024

Expansion to include further products in April 2025



PROJECT LOGISTICS 4.0 SUCCESSFULLY COMPLETED

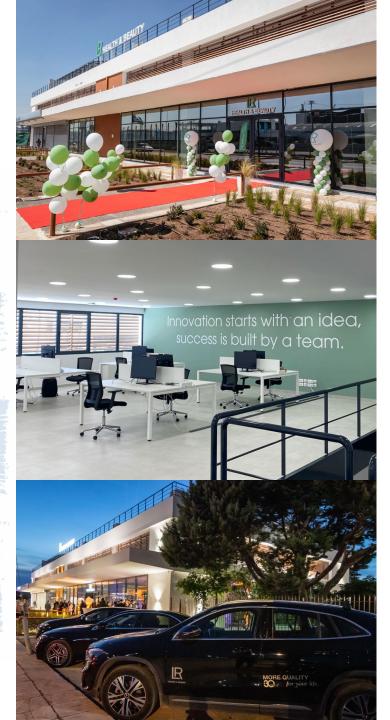
- Important milestone reached in the area of logistics:
 - The Logistics 4.0 project was successfully completed with the migration of Germany, the last and largest country with B2C shipping, to the new system.
- In terms of two-shift operation, the new system is designed for a 50% higher performance output
- Significantly increased level of digitalization
- Greater flexibility and easier scalability through system change to the "person-to-goods principle"





IT HUB IN ATHENS OFFICIALLY OPENED

- The relocation of the Greek subsidiary to larger and more modern premises was accompanied by the official opening of the new IT hub in Athens
- Athens chosen as new location due to dynamic IT ecosystem and rich talent pool
- More independence from external service providers in connection with cost reduction through insourcing
- Strengthening the ability to develop individual solutions for the sales partners





SUSTAINABILITY REPORT 2024 PUBLISHED TODAY



- Transparency in key ESG areas
- Further **improvement of data quality**, in particular calculation of the carbon footprint according to the Greenhouse Gas Protocol
- Investment in self-produced greenelectricity (photovoltaic system) pays off
- Constantly high level of quality in the social and governance areas





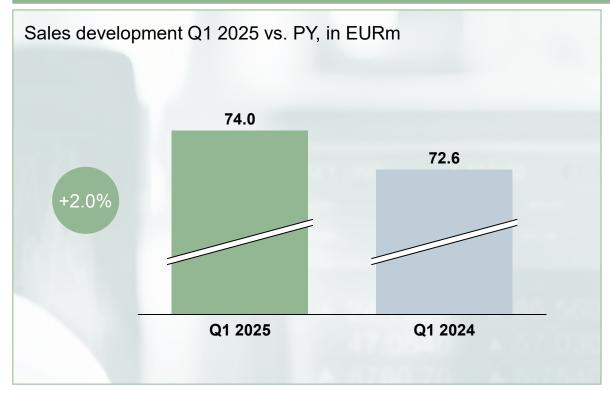


02__ FACTS & FIGURES

GROWTH TREND CONTINUED IN THE FIRST QUARTER OF 2025



Sales¹ development LR Group





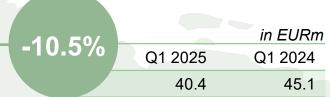
SUBSTANTIAL SALES INCREASE IN REGION CENTRAL EASTERN EUROPE



Sales¹ Q1 2025 per region compared to previous year

Region Western Europe

Austria, Belgium, Denmark, Finland, France, Germany, Italy, Luxembourg, Norway, Portugal, Spain, Sweden, Switzerland, the Netherlands, Turkey and the United Kingdom



Region Central Eastern Europe

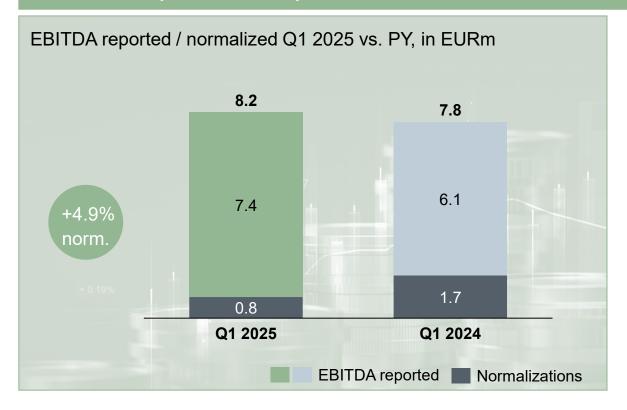
Albania, Bulgaria, Cyprus, Czech Republic, Greece, Hungary, Kazakhstan, Poland, Romania, Russia, Slovakia and Ukraine



SOLID EBITDA DEVELOPMENT IN Q1 2025



EBITDA development LR Group

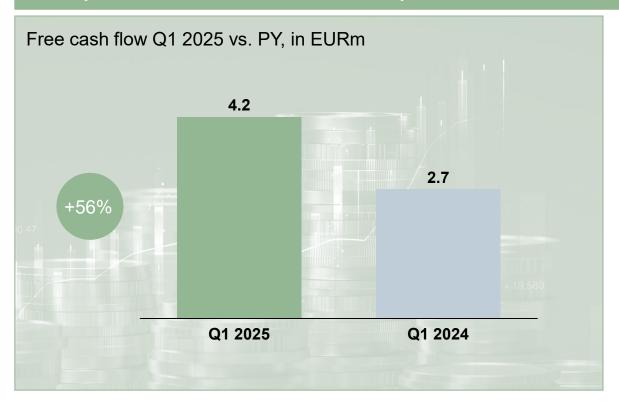


- Higher sales with stable cost structure lead to increased EBITDA
- Reported EBITDA increased by 20.5% while EBITDA normalized increased by 4.9%
- Q1 2024 affected by one-off effects in connection with the refinancing of the corporate bond

FREE CASH FLOW ABOVE PREVIOUS YEAR



Development of free cash flow¹ at LR Group



- Strong free cash flow in Q1 2025 underlines robust business model
- Last year's Q1 figures were negatively impacted by refinancing costs
- Seasonally lower FCF levels expected in the first half of the year compared to second half

HIGHER SALES COUPLED WITH STABLE COST STRUCTURE RESULTED IN HIGHER EBITDA



Unaudited consolidated interim statement of profit and loss (shortened)

in EURm	Q1 2025	Q1 2024	Δ in %
Sales ¹	74.0	72.6	+2.0%
Revenue	73.3	70.8	+3.5%
Changes in finished goods and work in progress	+0.8	+0.1	
Other operating income	+0.9	+2.3	
Cost of material	-13.6	-13.4	+2.0%
Personnel expenses	-14.7	-15.1	-2.3%
Other operating expenses	-39.2	-38.7	+1.4%
EBITDA	7.4	6.1	+20.5%
Exceptional items	0.8	1.7	
EBITDA normalized	8.2	7.8	+4.9%
in % of sales	11.1%	10.8%	

- Product innovations and aligned career plan supporting positive sales trend
- Ratio of the sum of material costs and changes in finished goods and work in progress to sales in Q1 2025 decreased to 17.4% (Q1 2024: 18.2%)
- Lower personnel costs compared to the previous year, which was negatively impacted by one-off effects
- Other operating expenses increased mainly due to higher distributor bonus

BALANCE SHEET ITEMS ON TRACK



Unaudited consolidated interim statement of financial positions (shortened)

in EURm	Mar 31, 2025	Dec 31, 2024	Δ in %
Non-current assets	154.6	152.2	+1.5%
Current assets	72.8	73.4	-0.7%
thereof inventories	28.3	26.7	+6.1%
thereof trade receivables	15.8	14.6	+8.6%
thereof cash	18.2	19.6	-7.5%
Total assets	227.4	225.6	+0.8%
Equity	14.8	15.3	-2.8%
Economic equity ¹	17.8	18.1	-1.9%
Non-current liabilities	155.7	154.4	+0.8%
thereof liabilities from bonds	125.4	125.0	+0.3%
thereof shareholder loans (subordinated)	3.0	2.9	+2.7%
Current liabilities	56.9	55.9	+1.7%
thereof trade payables	32.5	34.2	-5.1%
Total equity and liabilities	227.4	225.6	+0.8%

- Following the planned reduction in inventories in FY 2024, the build-up in the first Q1 2025 is in line with the usual seasonality
- Economic equity¹ including the subordinated shareholder loan amounts to EUR 17.8m
- The book value of the corporate bond 2024/2028 corresponds to the issue amount of EUR 130.0m less discounted issue fees and OID plus accrued interests
- The carrying amount of the shareholder loan with a nominal value of EUR 4.0m was partially allocated to the equity reserve due to IFRS requirements

⁽¹⁾ Economic equity not part of the balance sheet according to IFRS.



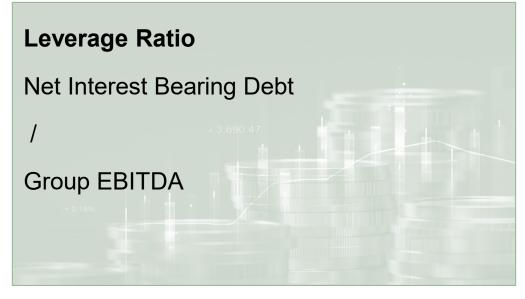


03__ CORPORATE BOND

SUCCESSFUL MAINTENANCE TEST IN Q1 2025



Calculation referring to Clause 13.1 of terms and conditions for LR Health & Beauty SE senior secured floating rate bonds 2024/2028



Pre-IFRS 16 Leverage Ratio

Net Interest Bearing Debt excluding

any Financial Indebtedness under any lease (...)

/

Group EBITDA minus the interest expenses in respect of any lease (...)

4.36x per LTM Q1 2025

3.97x per LTM Q1 2025

Status: compliant (covenant 4.75x)

Status: compliant (covenant 5.70x)





04__ OUTLOOK

STRONG SALES INITIATIVES DURING THE SUMMER AND VACATION SEASON









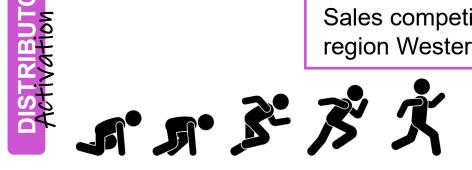


Monthly deals accompanied by further flexible managed deals on a weekly basis



Sales competitions across all markets

Sales competition targeted for region Western Europe



Sales competition targeted for region Central Eastern Europe

TOP DISTRIBUTORS FROM ALL LR COUNTRIES WILL MEET AT THE GLC



- More than 2,500 top distributors from all LR markets will meet in Berlin at the Global Leader Convention (GLC)
- Global Leader Convention will be accompanied by LR's 40th Anniversary Gala
- Distributors can qualify for this exclusive event through competitions
- GLC promotes great spirit, high motivation and important network opportunities for distributors



OUTLOOK UNCHANGED: STABLE TO MODERATE GROWTH IN SALES AND POSITIVE OUTLOOK IN EBITDA



- The development of the overall economic situation and its impact on the various LR markets remains difficult to assess. The further course of the war in Ukraine, the mutual sanctions between Russia and the European Union, the persistence of the current decline in inflation rates and their impact on the general interest rate level, international trade conflicts and their impact on economic development, and the general consumer sentiment are factors that are difficult to calculate.
- Against this backdrop, the Management Board still **expects stable to moderately increasing sales** (revenue from goods sold) in the 2025 financial year. Taking into account the expected sales and the absence of one-off costs compared to the previous year, e.g. for the refinancing of the bond, the management still assumes that a **significantly higher EBITDA** can be achieved in the LR Group.



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