



HEALTH & BEAUTY

INVESTOR CONFERENCE

Q2 2025

LR HEALTH & BEAUTY GROUP
AUGUST 29, 2025

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01__ MANAGEMENT CHANGE

NEW MANAGEMENT WITH PROVEN EXPERTISE – CEO

As of 1st August 2025, **Jörg Körfer** has assumed the role of **Chief Executive Officer** (CEO) of LR Health & Beauty SE and management responsibility for the entire LR Group.

Previous Experience:

bofrost*

- 2018 – 2025: Chairman of the Advisory Board and the bofrost* Foundation

VORWERK

- 2010 – 2016: CEO Vorwerk Division Vacuum Cleaner
- 2006 – 2010: CEO Vorwerk Division Thermomix



NEW MANAGEMENT WITH PROVEN EXPERTISE – CFO (INTERIM)

As of 1st August 2025, **Ante Franicevic** has taken over the position of **Chief Financial Officer** (CFO) of LR Health & Beauty SE on an interim basis. He is responsible for the areas of finance and operations throughout the LR Group.

Previous Experience:



- 2022 – 2025: Interim CFO positions at LifeLink Medical GmbH, OASE GmbH and CLARINS GmbH



- 2019 – 2021: Group CFO



- 2017 – 2019: CFO Douglas Germany & Switzerland



- 2010 – 2013: CFO Metro Cash & Carry Vietnam Ltd.



Ante Franicevic
CFO (interim)

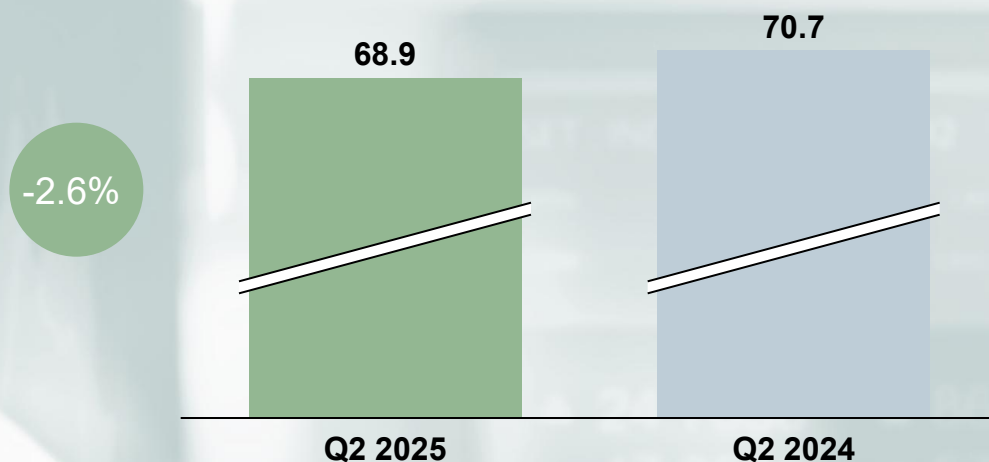


02__ FACTS & FIGURES

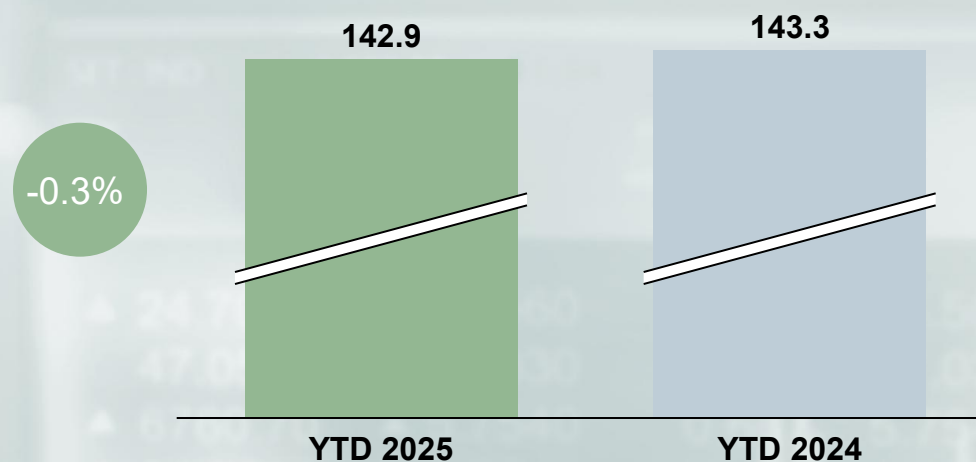
SALES SLIGHTLY DECLINED IN Q2, BUT YTD ALMOST AT PREVIOUS YEAR'S LEVEL

Sales¹ development LR Group

Sales development Q2 2025 vs. PY, in EURm



Sales development YTD 2025 vs. PY, in EURm



(1) Sales as revenue from goods sold.

SUBSTANTIAL SALES INCREASE IN REGION CENTRAL EASTERN EUROPE

Sales¹ Q2 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

-13.2%

in EURm

Q2 2025	Q2 2024
37.5	43.2

Region Central Eastern Europe

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

+14.0%

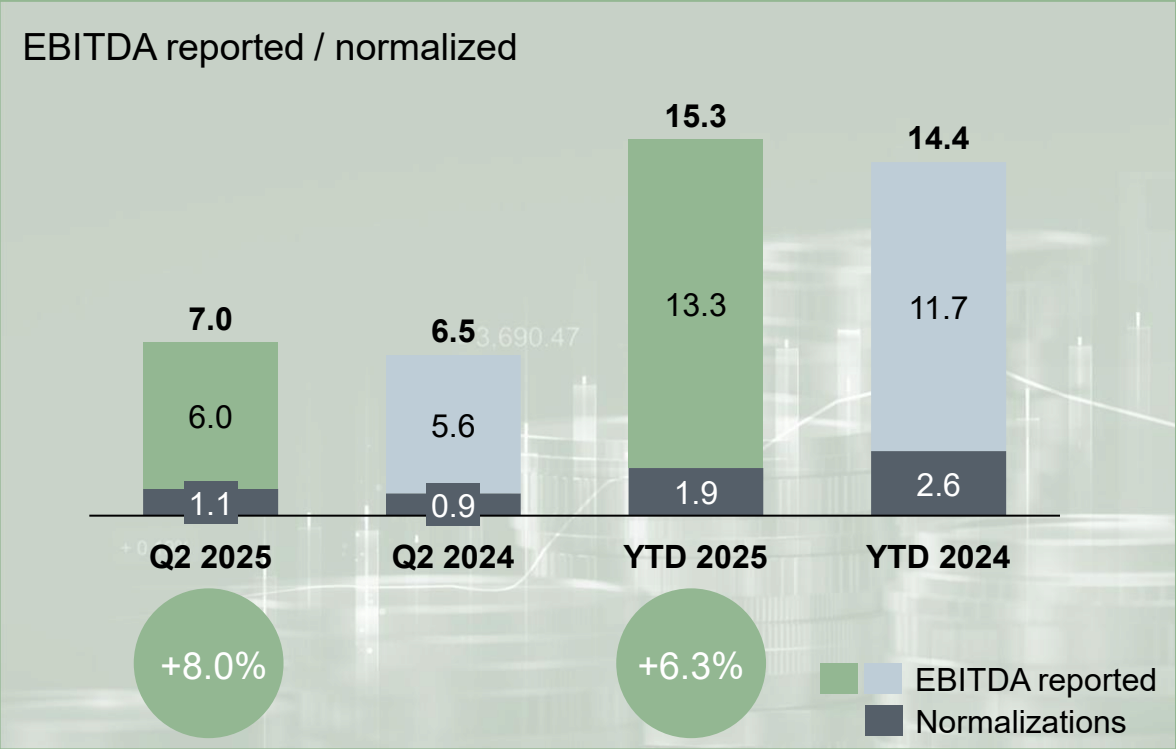
in EURm

Q2 2025	Q2 2024
31.2	27.4

(1) Sales as revenue from goods sold.

EBITDA IN Q2 AND YTD ABOVE PREVIOUS YEAR

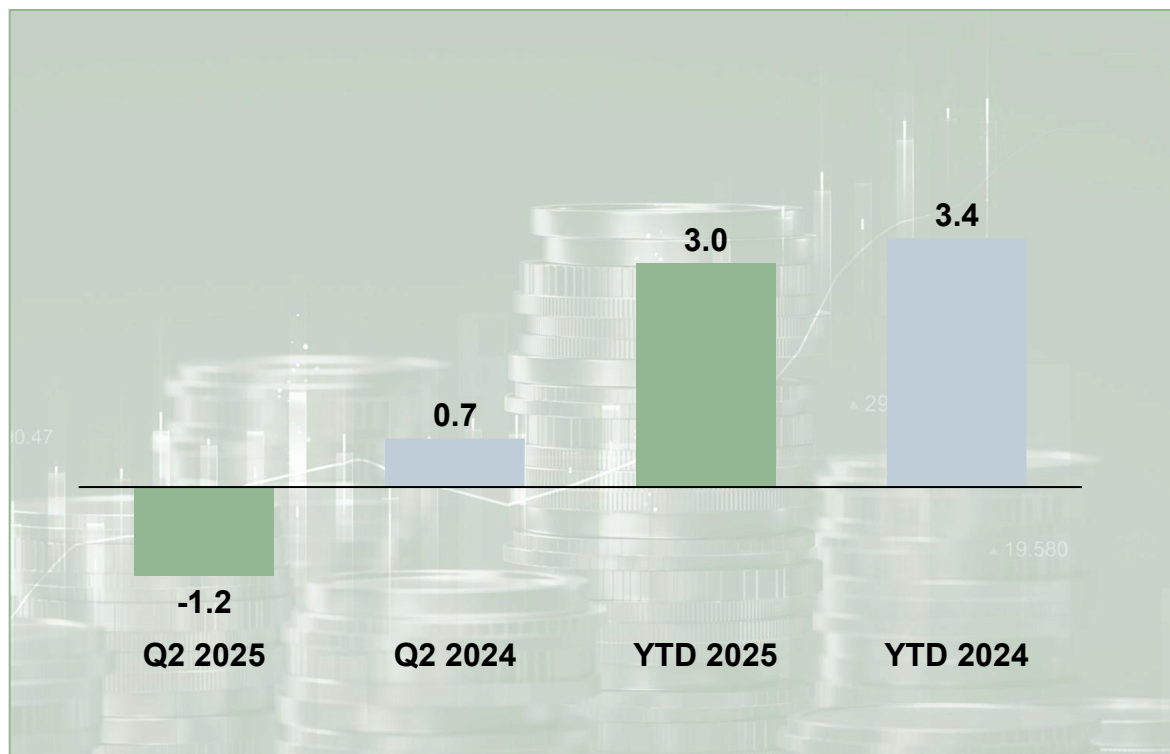
Development of EBITDA reported / normalized LR Group, in EURm



- Positive phasing effect in the second quarter in other revenue of more than EUR 0.8 million for services rendered, which in the previous year were booked in the third quarter.
- H1 2024 affected by one-off effects in connection with the refinancing of the corporate bond

SEASONALLY LOWER FCF IN Q2 DUE TO PAYMENT OF ANNUAL BONUSES TO DISTRIBUTORS

Development of free cash flow¹ at LR Group, in EUR m



- Free cash flow in the second quarter of each year is affected by the payment of annual bonuses to distributors
- Free cash flow Q2 2025 affected by increased inventories and trade receivables
- Last year's H1 figures were negatively impacted by refinancing costs

(1) Free cash flow, defined as sum of cash flow from operating activities and cash flow from investing activities.

EBITDA IN Q2 AND H1 ABOVE PRIOR YEAR

Unaudited consolidated interim statement of profit and loss (shortened)

<i>in EUR m</i>	Q2 2025	Q2 2024	Δ in %	YTD 2025	YTD 2024	Δ in %
Sales¹	68.9	70.7	-2.6%	142.9	143.3	-0.3%
Revenue	69.0	68.9	+0.2%	142.3	139.6	+1.9%
Changes in finished goods and work in progress	-0.3	-1.0		+0.5	-0.9	
Other operating income	+3.8	+0.6		+4.7	+3.0	
Cost of material	-12.0	-12.2	-1.4%	-25.7	-25.6	+0.4%
Personnel expenses	-14.2	-14.0	+1.7%	-29.0	-29.1	-0.4%
Other operating expenses	-40.3	-36.7	+9.7%	-79.5	-75.4	+5.4%
EBITDA	6.0	5.6	+6.1%	13.3	11.7	+13.6%
Exceptional items	1.1	0.9		1.9	2.6	
EBITDA normalized	7.0	6.5	+8.0%	15.3	14.4	+6.3%
<i>in % of sales</i>	<i>10.2%</i>	<i>9.2%</i>		<i>10.7%</i>	<i>10.0%</i>	

- Total sales YTD at previous year's level, with varying developments across regions
- Other operating income in Q2 and YTD 2025 mainly driven by FX gains
- Ratio of the sum of material costs and changes in finished goods and work in progress to sales in Q2 2025 decreased to 17.8% (Q2 2024: 18.7%)
- Personnel costs in H1 at previous year's level, but increased in Q2 compared to the previous year
- Other operating expenses increased mainly due to higher distributor bonus

(1) Sales as revenue from goods sold, not part of the P&L according to IFRS.

BALANCE SHEET ITEMS ON TRACK

Unaudited consolidated interim statement of financial positions (shortened)

<i>in EURm</i>	Jun 30, 2025	Dec 31, 2024	Δ in %
Non-current assets	153.8	152.2	+1.0%
Current assets	66.1	73.4	-9.9%
<i>thereof inventories</i>	28.3	26.7	+5.8%
<i>thereof trade receivables</i>	15.8	14.6	+7.8%
<i>thereof cash</i>	11.4	19.6	-41.9%
Total assets	219.9	225.6	-2.5%
Equity	12.2	15.3	-20.1%
<i>Economic equity¹</i>	15.2	18.1	-16.1%
Non-current liabilities	156.1	154.4	+1.1%
<i>thereof liabilities from bonds</i>	125.8	125.0	+0.7%
<i>thereof shareholder loans (subord.)</i>	3.0	2.9	+2.4%
Current liabilities	51.6	55.9	-7.8%
<i>thereof trade payables</i>	28.5	34.2	-16.7%
Total equity and liabilities	219.9	225.6	-2.5%

- Following the planned reduction in inventories in FY 2024, the build-up in H1 2025 is in line with usual seasonality
- Reduction in cash mainly caused by reduction of trade payables and build-up of inventories
- Economic equity¹ including the subordinated shareholder loan amounts to EUR 15.2m
- 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
- Seasonal reduction of trade payables due to payout of annual bonus to LR distributors

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



03____ CORPORATE BOND

SUCCESSFUL MAINTENANCE TEST IN Q2 2025

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

Leverage Ratio

Net Interest Bearing Debt

/

Group EBITDA

4.55x per LTM Q2 2025

Status: compliant (covenant 4.75x)

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 (...)

4.21x per LTM Q2 2025

Status: compliant (covenant 5.70x)



Due to the reduction
of the leverage ratio
covenant to 4.50 in
combination with a
potentially weaker EBITDA
performance, a covenant
breach for Q3 2025 cannot
be ruled out



04_ **OUTLOOK**

OUTLOOK 2025 ADJUSTED

STABLE SALES, BUT WEAKER EBITDA EXPECTATIONS

- Despite the varying sales developments in the regions, the first half of the year shows stable overall sales compared to the previous year. The newly appointed management expects **sales** for the entire 2025 financial year to **remain stable compared to the previous year**.
- EBITDA (reported) increased in the first half of the year. This is partly attributable to one-off effects. The newly appointed management foresees risks for EBITDA development in the further course of the year, in particular due to rising costs in the areas of marketing and sales. Therefore, the forecast for **EBITDA** for the 2025 financial year has been **changed to EUR 24.0 million to EUR 27.0 million**.



UPCOMING EVENTS TO DRIVE SALES MOMENTUM – GREAT OPPORTUNITY FOR NEW MANAGEMENT

Business days

- 26 business days with tens of thousands of participants planned for September
- Launch of a new product line
- Business Day in Germany with record attendance

Global Leader Convention

- Top distributors from all LR markets will meet in Berlin at the Global Leader Convention
- Accompanied by LR's 40th Anniversary Gala

STATUS ASSESSMENT BY CEO

Sales development

Cost structure

Corporate Bond



MORE QUALITY
for your life.