



HEALTH & BEAUTY

INVESTOR CONFERENCE ANNUAL REPORT 2024

LR HEALTH & BEAUTY GROUP
APRIL 25, 2025

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01__ BUSINESS HIGHLIGHTS

STABLE BLOCKBUSTER SALES SUPPLEMENTED BY INNOVATIONS – PROVEN AGAIN IN 2024



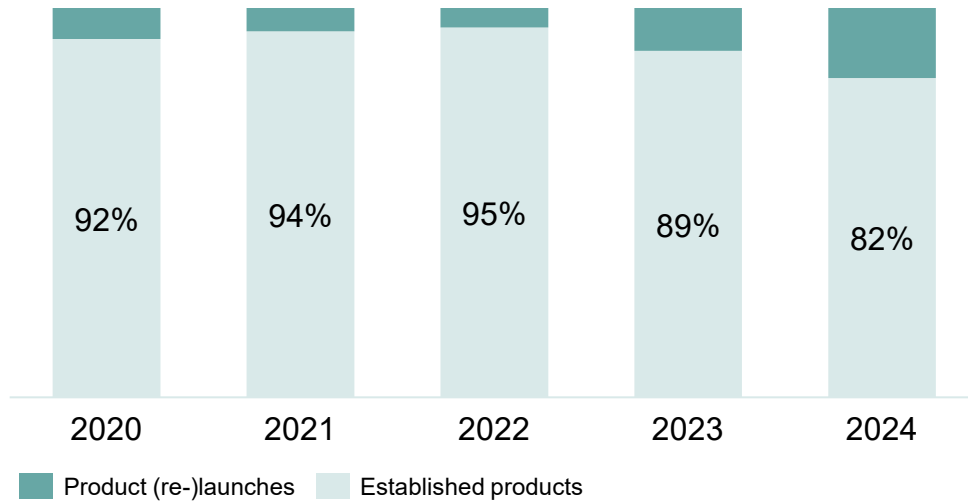
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Overall product strategy

Solid basis of blockbusters supplemented by innovations

Sales breakdown of established products versus launches (%)

~82% sales from evergreen products in 2024



Last 5 launches

After changing the concept, the launches became **the most successful*** in LR's history

TIME

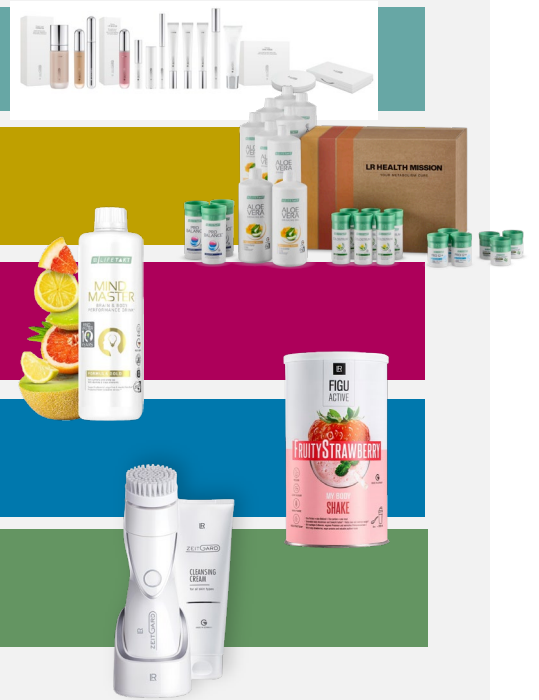
September 2024

April 2024

September 2023

January 2023

September 2022



* In terms of sell-in turnover

LR BUSINESS TRACK MEETS EXPECTED TARGETS AND SUPPORTS GROWTH



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LR Business Track was launched in October 2024 and has strengthened sales in Q4 2024 and in Q1 2025



Number of new careers and qualifications

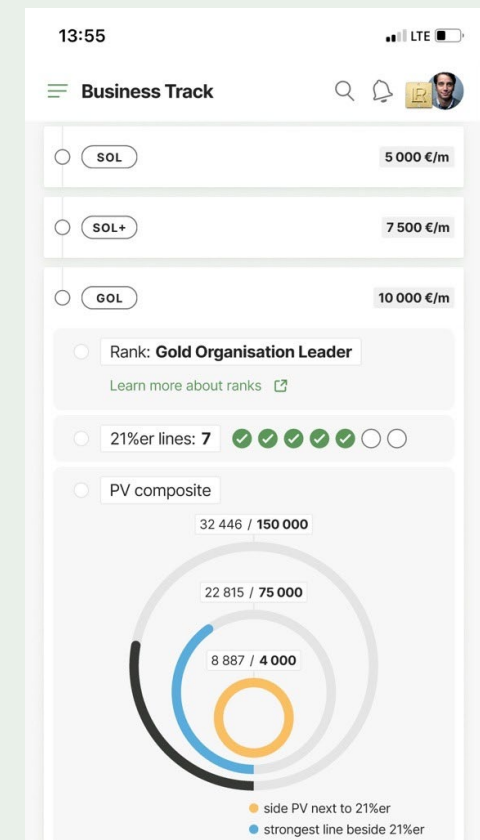


Number of new distributors

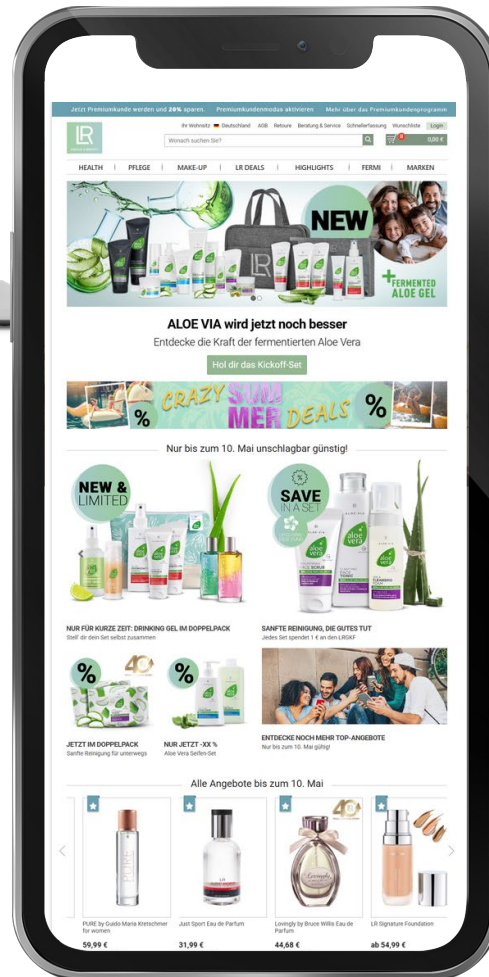
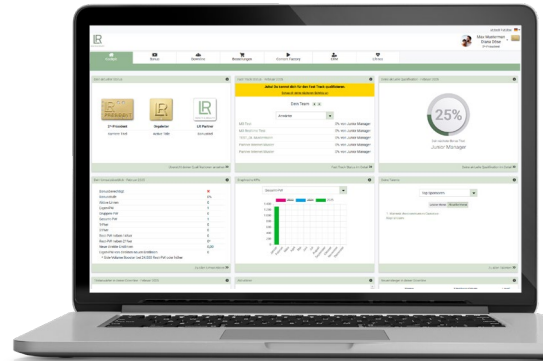


Efficient bonus allocation

Business Track
integrated into
LRneo



EFFICIENCY GAINS BY DIGITALIZATION OF THE MONTHLY OFFER CATALOG LRWORLD



LRneo

SOCIAL MEDIA

ESHOP

- Cessation of printed LRworld magazine (considerable reduction in paper consumption)
- Several offers per month instead of one monthly promotion
- More flexibility thanks to shorter lead times
- Selection of offers based on short-term trends

LOGISTICS 4.0 – SUCCESSFUL IMPLEMENTATION ALMOST COMPLETE



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- **Warehousing, stock movements and stocktaking** are running stably on the new system
- **Deliveries to the stockholding subsidiaries** have already been switched to the new system
- Germany will be the last country with **B2C shipping** to follow in May.

SUSTAINABILITY AS AN INTEGRAL PART OF OUR BUSINESS STRATEGY

- For the 2024 financial year, we are also preparing and publishing a sustainability report to **ensure transparency** in this important topic.
- Our almost **5,000 square meter photovoltaic system** was connected for the first time over an entire reporting year. This enabled us to **produce about 810 MWh of electricity** in 2024, which we used to reduce our own electricity needs and also to feed into the public grid.

To be published at
the end of May
on ir.lrworld.com



LR GLOBAL KIDS FUND HIGHLIGHTS 2024



15 Years Anniversary Campaign

Community involvement as a key to success.
Big thank you to supporters!



Local hero found!

25 inspiring projects with EUR 1,000 each proposed by sponsors to enrich the lives of children and young people with passion and creativity.



Project Germany: “Lunch Club”

LRGKF is the main sponsor in Ahlen. Support for children from socially disadvantaged families.



Special project: Emergency aid Valencia

Support for SOS Children's Villages Spain as emergency aid to support destroyed region due to disastrous floods.

In the year 2024, the LR Global Kids Fund has supported 45 projects and donated EUR 444,000

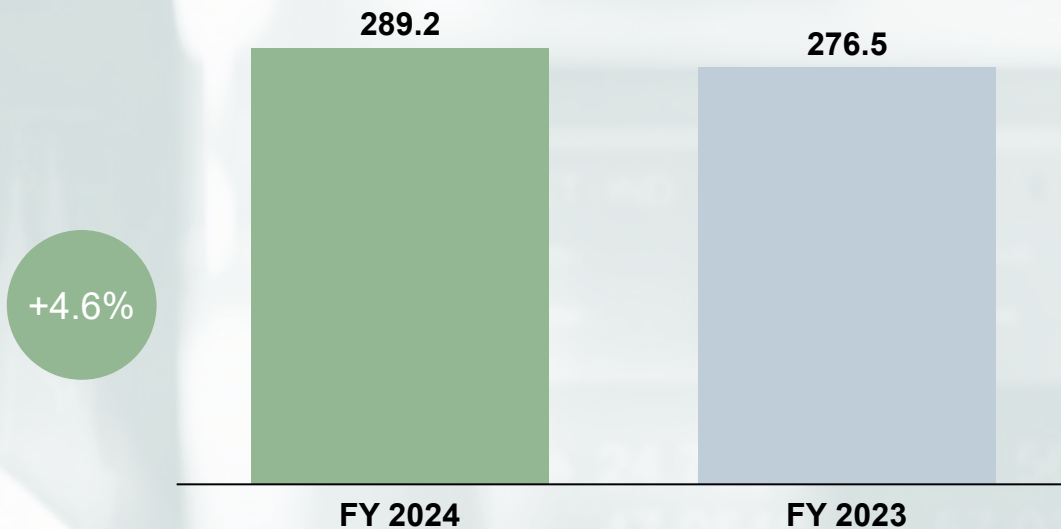


02_ **FACTS & FIGURES**

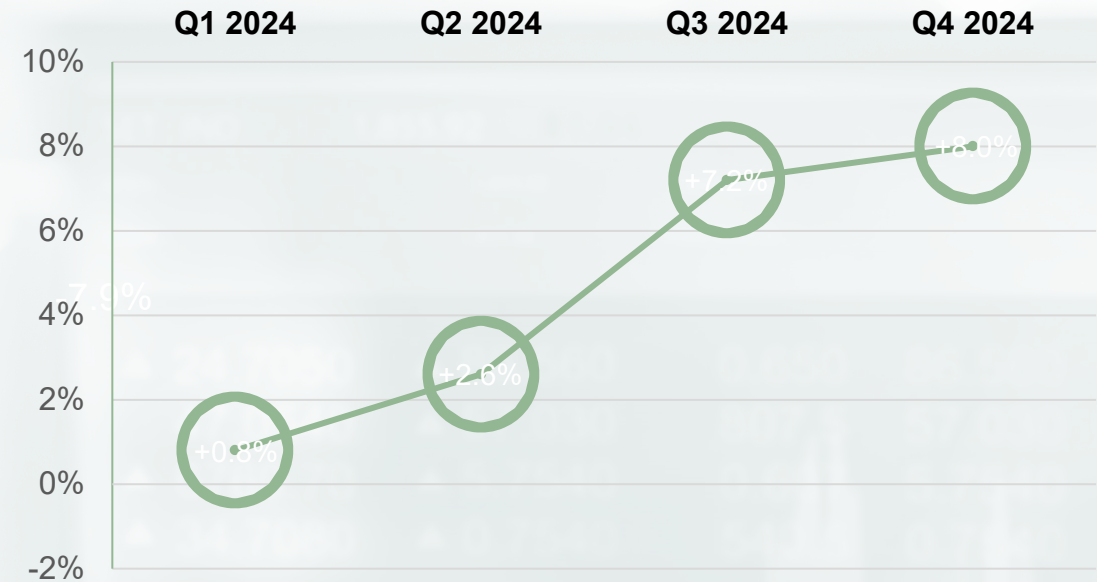
PRELIMINARY FIGURES CONFIRMED – INCREASED SALES WITH A RISING TREND

Development of Sales¹ LR Group, in EURm

Sales¹ full year 2024 vs. PY



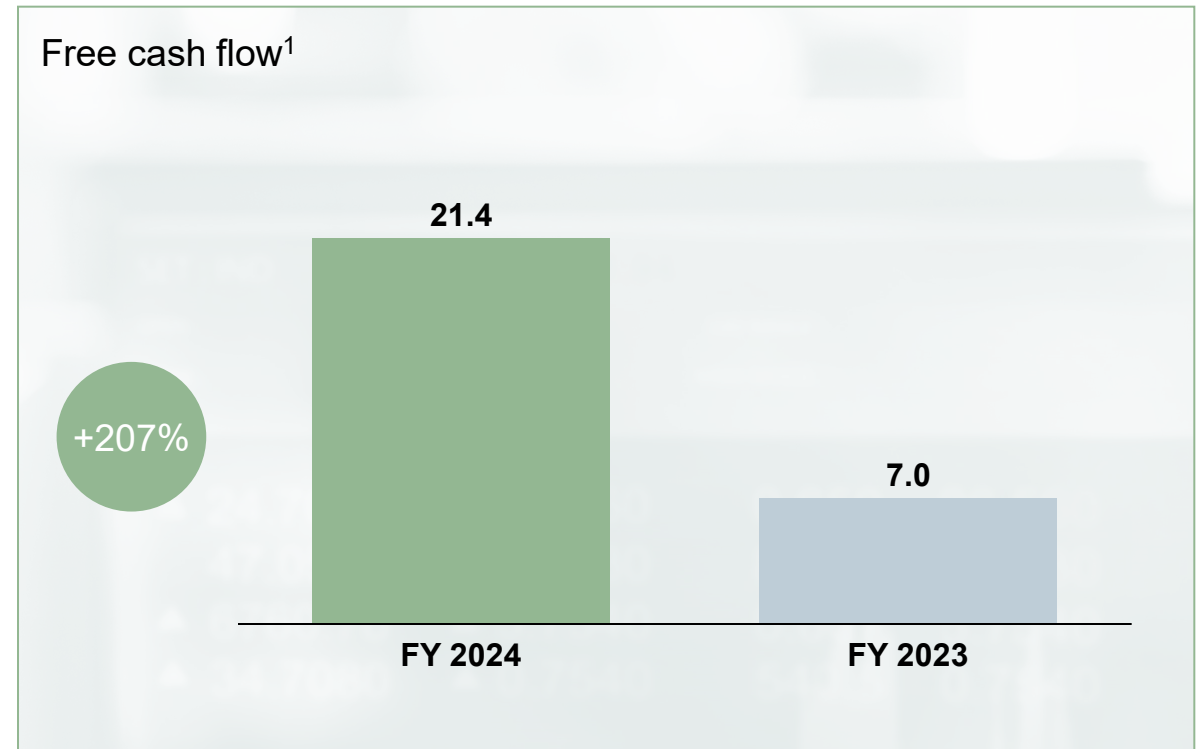
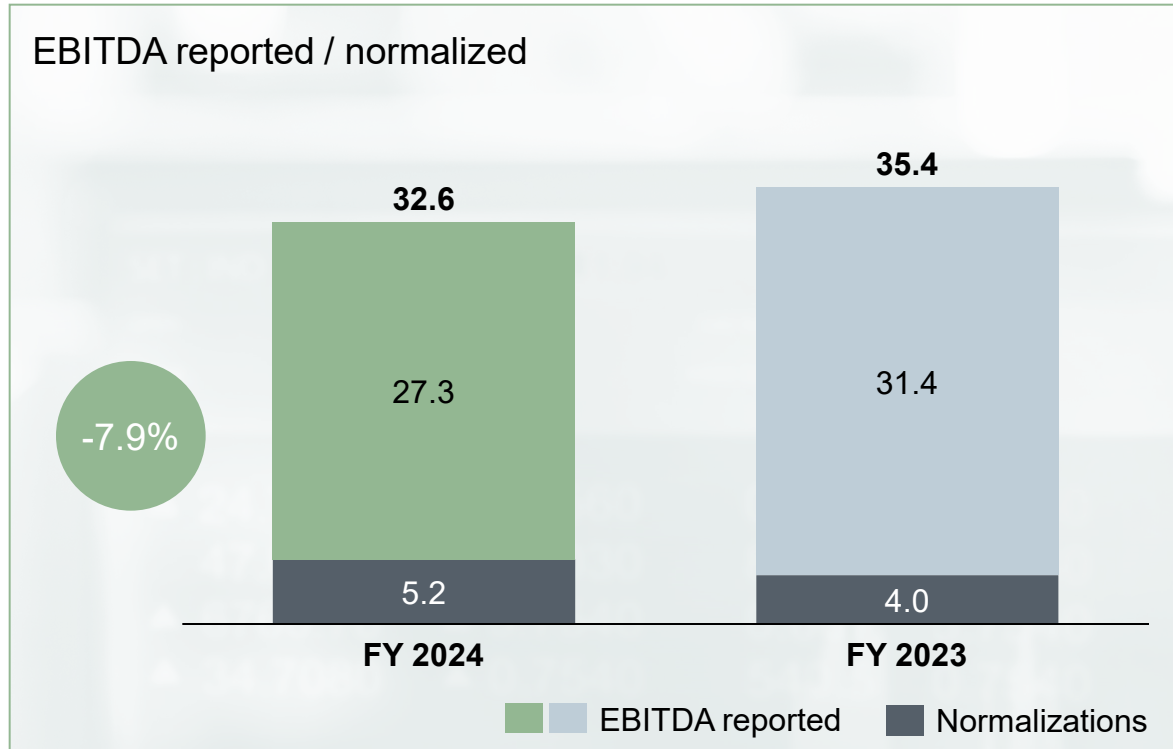
Quarterly sales¹ vs. PY



(1) Sales as revenue from goods sold.

PRELIMINARY FIGURES CONFIRMED – SOLID EBITDA DESPITE ONE-OFF EFFECTS AND SIGNIFICANTLY INCREASED FCF

Development of free cash flow¹ and cash at LR Group, in EURm



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

AUDITED FIGURES W/O SIGNIFICANT CHANGES TO THE PUBLISHED PRELIMINARY FIGURES

Audited consolidated statement of profit and loss and financial positions (shortened)

<i>in EURm</i>	FY 2024	FY 2023	Δ in %
Sales¹	289.2	276.5	+4.6%
Revenue	286.0	274.5	+4.2%
Changes in finished goods and work in progress	-2.3	-4.2	
Other operating income	+6.7	+6.3	
Cost of material	-50.6	-53.4	-5.3%
Personnel expenses	-57.0	-53.5	+6.5%
Other operating expenses	-155.5	-146.6	+6.1%
EBITDA	27.3	31.4	-13.0%
Exceptional items	5.2	4.0	
EBITDA normalized	32.6	35.4	-7.9%
<i>in % of sales</i>	11.3%	12.8%	

<i>in EURm</i>	Dec 31, 2024	Dec 31, 2023	Δ in %
Non-current assets	152.2	151.2	+0.7%
Current assets	73.4	83.5	-12.2%
<i>thereof inventories</i>	26.7	34.6	-22.8%
<i>thereof trade receivables</i>	14.6	13.8	+5.5%
<i>thereof cash</i>	19.6	24.0	-18.0%
Total assets	225.6	234.7	-3.9%
Equity	15.3	27.2	-44.0%
<i>Economic equity¹</i>	18.1	27.2	-33.4%
Non-current liabilities	154.4	151.0	+2.3%
<i>thereof liabilities from bonds</i>	125.0	125.5	-0.4%
<i>thereof shareholder loans (subordinated)²</i>	2.9	0.0	
Current liabilities	55.9	56.5	-1.0%
<i>thereof trade payables</i>	34.2	34.7	-1.5%
Total equity and liabilities	225.6	234.7	-3.9%

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

(2) The carrying amount of the shareholder loan of a nominal EUR 4.0m was partially reclassified to the equity reserve according to IFRS requirements.



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03 CORPORATE BOND

SUCCESSFUL MAINTENANCE TEST

2024 FINANCIAL YEAR

Calculation referring to clause 13.1 of the Terms and Conditions for LR Health & Beauty SE senior secured floating rate bonds 2024/2028

Leverage Ratio

Net Interest Bearing Debt

/

Group EBITDA

4.27x per LTM Q4 2024

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 (...)

3.95x per LTM Q4 2024

Status: compliant (covenant 5.70x)



We confirm that
the guarantor coverage
test (*Nomination of
Material Group
Companies*) is satisfied

[Referring to clause 15.14 of the
Terms and Conditions]



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04_ **OUTLOOK**

40TH ANNIVERSARY OF LR VARIOUS SALES MEASURES PLANNED



Promotions with strong
monthly offers



Competition to win
special personalized
prizes



Competition to
participate in
exclusive events



EXCITING NEW PRODUCT LAUNCH IN THE CARE SECTOR: ALOE FERMENTED

REPAIRING SKINCARE

INVISIBLE PLASTER

EXPRESS HELP FOR REDNESS



ALOE VERA GEL

+ ALOE FERMENTED POWER

BESIDES THE 3 NEW PRODUCTS ALSO 7 IMPROVED TOP SELLERS



+
**ALOE
FERMENTED
POWER**

STABLE TO MODERATE GROWTH IN SALES – 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, and the general consumer sentiment are factors that are difficult to calculate.
- Against this backdrop, the Management Board **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 assumes that a **significantly higher EBITDA** can be achieved in the LR Group.



MORE QUALITY
for your life.