



# WELCOME & OPENING

CARSTEN KNOBEL, CEO



# CAPITAL MARKETS DAYS AT HENKEL

CREATING **TRANSPARENCY**, ENHANCING **UNDERSTANDING**, FOSTERING **DIALOG**



2017

BEAUTY CARE



2018

LAUNDRY & HOME CARE



2019

ADHESIVE TECHNOLOGIES



2020

LAUNCH OF PURPOSEFUL GROWTH AGENDA



2022

**HENKEL GROUP**  
**ADHESIVE TECHNOLOGIES**  
**CONSUMER BRANDS**



# TRANSPARENCY & TRUST

FULL OWNERSHIP  
OF RESULTS

DRIVING CHANGE

*CARSTEN KNOBEL, MARCH 2020*



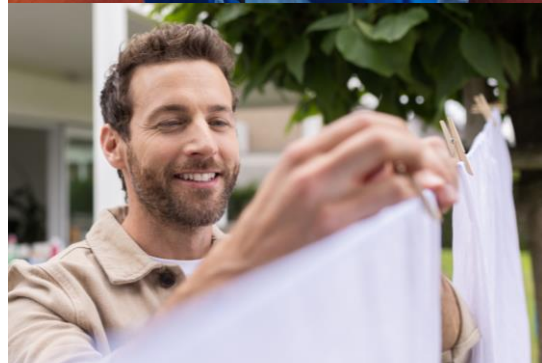
# WHAT YOU WILL **EXPERIENCE** TODAY

**Purposeful Growth Agenda** as catalyst for change and future-readiness

Competitive edge creating **superior customer & consumer value**

**Distinct value creation strategies** for our businesses

Clear path towards **mid-to long-term financial ambition**





# WHO YOU WILL *MEET* TODAY



CARSTEN KNOBEL  
CEO



MARCO SWOBODA  
CFO



SYLVIE NICOL  
CHRO



JAN-DIRK AURIS  
ADHESIVE TECHNOLOGIES



WOLFGANG KÖNIG  
CONSUMER BRANDS



GEORGE KAZANTZIS  
E-MOBILITY



ULLA HÜPPE  
SUSTAINABILITY



MICHAEL TODD  
INNOVATION



CHRISTIAN SCHILLINGER  
DATA ANALYTICS



TIM WELTERS  
PRODUCT DESIGN SIMULATION



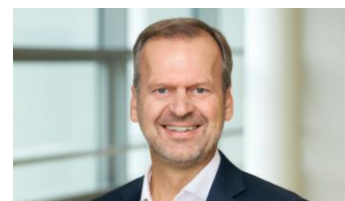
NURIA RIBE  
LAUNDRY & HOME CARE



THORSTEN BASTIGEIT  
INNOVATION



FRANK MEYER  
INNOVATION



LARS HENNEMANN  
HAIR

# TODAY'S *AGENDA*

- |       |                                                                 |
|-------|-----------------------------------------------------------------|
| 8:45  | <b>WELCOME &amp; OPENING</b>                                    |
| 8:50  | <b>WIN THE 20s THROUGH PURPOSEFUL GROWTH</b>                    |
| 9:30  | <b>SUSTAINABILITY</b>                                           |
| 9:45  | COFFEE BREAK                                                    |
| 10:05 | <b>ADHESIVE TECHNOLOGIES</b>                                    |
| 10:50 | <b>CONSUMER BRANDS</b>                                          |
| 11:35 | <b>Q&amp;A SESSION</b>                                          |
| 12:20 | <b>WRAP-UP</b>                                                  |
| 12:25 | LUNCH                                                           |
| 13:15 | <b>"EXPERIENCING HENKEL'S COMPETITIVE EDGE"</b><br>GUIDED TOURS |
| 16:25 | COFFEE BREAK                                                    |
| 16:40 | <b>WRAP-UP AND Q&amp;A SESSION</b>                              |
| 16:55 | <b>CLOSING</b>                                                  |
| 17:00 | END OF EVENT & DEPARTURE                                        |

WIN THE 20s  
THROUGH

# PURPOSEFUL GROWTH

Capital Markets Day 2022



**ADHESIVE TECHNOLOGIES**  
INSPIRATION CENTER



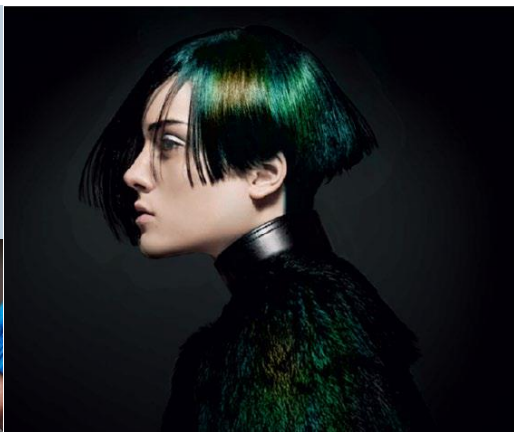
CUSTOMER CENTERS  
OF OUR **CONSUMER  
BUSINESSES**



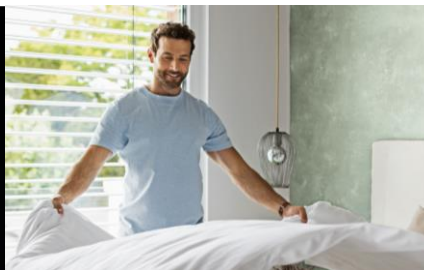
# EXPERIENCING HENKEL'S COMPETITIVE EDGE

## GUIDED TOURS

**8** MARKET  
PLACES



SHOWCASING  
**INNOVATIVE  
TECHNOLOGIES**  
ACROSS OUR BUSINESSES



**9** EXPERTS



**3** BEST-IN-CLASS  
**EXPERIENCE  
CENTERS**

# DISCLAIMER

This presentation contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel’s control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Henkel’s net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

This document has been issued for information purposes only and is not intended to constitute an investment advice or an offer to sell, or a solicitation of an offer to buy, any securities.