



HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

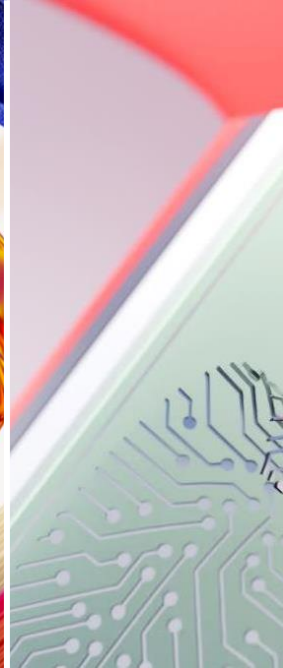
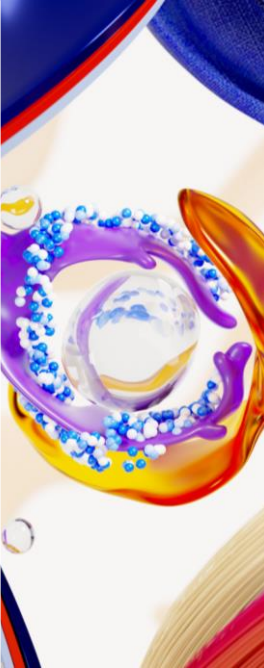
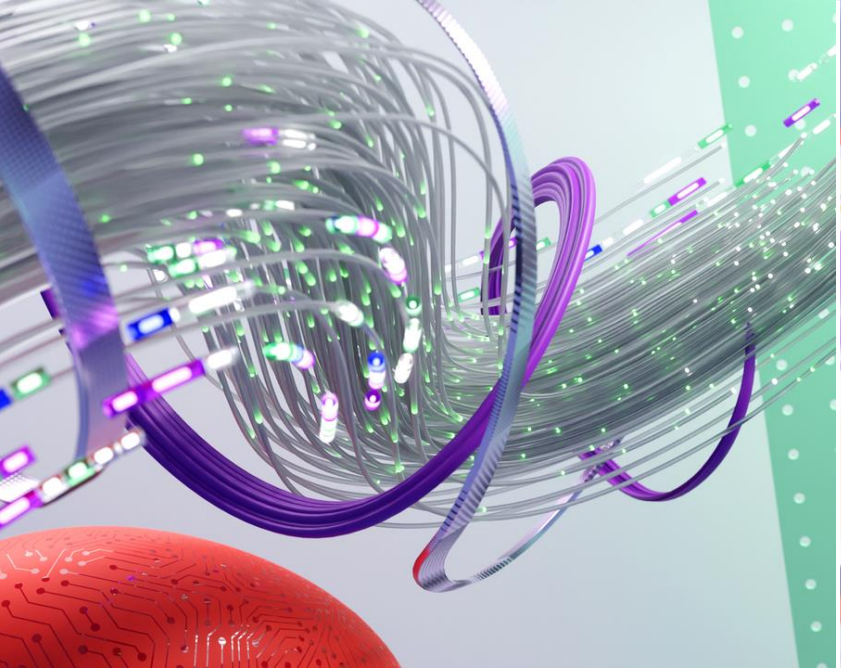
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*Note:
All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.
All figures – unless indicated otherwise – relate to FY 2023 (time reference of market share data may deviate). Published in April 2024.*



AT A GLANCE: REASONS TO INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

REASONS TO INVEST

STRONG BUSINESSES WITH LEADING POSITIONS IN ATTRACTIVE MARKETS

Adhesive Technologies global #1 player in adhesives market

Consumer Brands #2 player in our active markets around the world

STRONG FINANCIAL FOUNDATION

Attractive cash generation and dividend payouts



SUPERIOR TECHNOLOGIES

Pioneering impactful innovations fueled by long-standing and unique R&D expertise and by strong capabilities in sustainability and digital

ICONIC BRANDS

Attractive portfolio of leading brands that are part of consumers' everyday life and serve customers across 800 industries globally



COMPELLING FINANCIAL AMBITION

Poised for further profitable growth building on clear strategic priorities



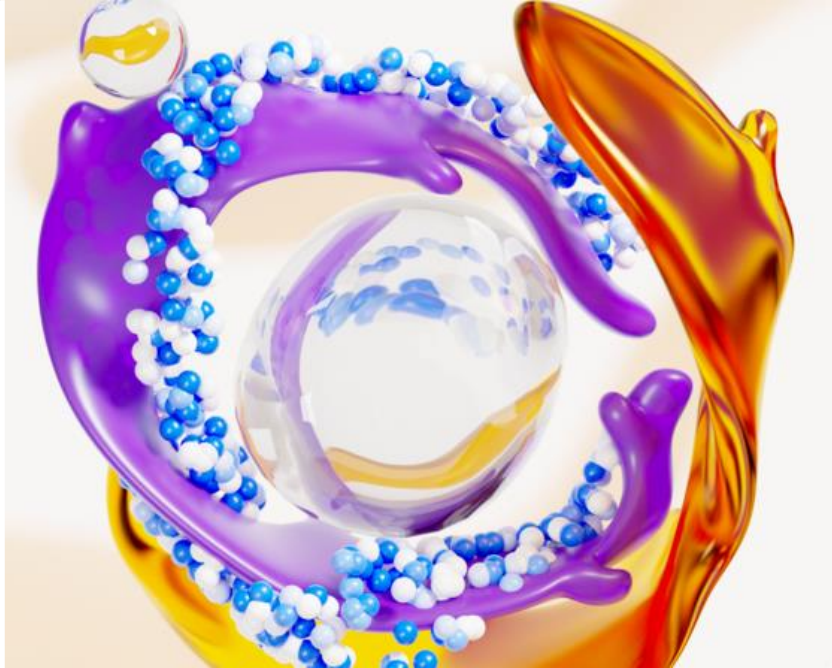
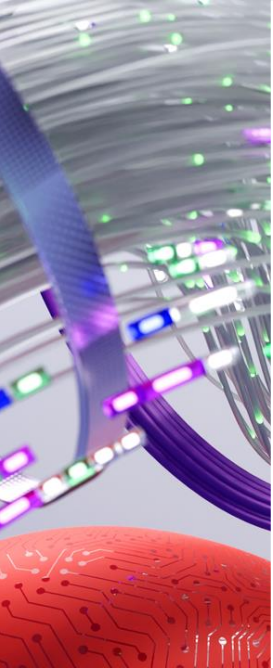


CARSTEN KNOBEL

CEO



*"As global market leader for adhesives, sealants and functional coatings and a leading player in attractive consumer markets, we want to create **long-term value** for Henkel's shareholders."*



AT A GLANCE:
REASONS TO
INVEST

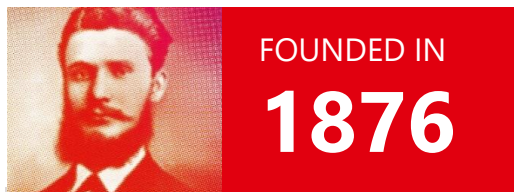
HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

FACTS & FIGURES 2023



FOUNDED IN
1876

SALES

€21.5_{BN}

ADJUSTED EBIT

€2.6_{BN}

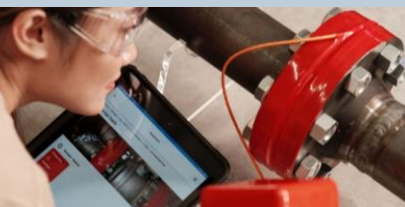


2.5%

DIVIDEND YIELD PER
PREFERRED SHARE¹

LISTED SINCE 1985,
FOUNDING MEMBER OF

DAX



> 160

PRODUCTION SITES IN
> 50 COUNTRIES



-61%

CO₂ EMISSIONS FROM
OUR OPERATIONS²



**4 BILLIONAIRE
BRANDS**

ACCOUNTING FOR
~40% OF SALES



~48,000

EMPLOYEES FROM
> 120 NATIONALITIES

STRONG
SINGLE A
RATING (S&P, MOODY'S)

STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

ADHESIVE TECHNOLOGIES



Mobility &
Electronics

#1
worldwide



Packaging &
Consumer Goods

#1
worldwide



Craftsmen,
Construction &
Professional

#3
worldwide

CONSUMER BRANDS



Laundry &
Home Care

#2
in active markets



Hair

Professional & Consumer

#2
in active markets



Other
Consumer

Body Care
Presence in
selected markets

...A COMPELLING **PORTFOLIO** WITH ICONIC BILLIONAIRE BRANDS...

HENKEL GROUP

ADHESIVE TECHNOLOGIES

LOCTITE

€3.4bn sales

TECHNOMELT

€1.7bn sales



>75%

Sales share of our 5 brand clusters for industrial customers &
4 key brands for consumers

CONSUMER BRANDS

Persil

€1.4bn sales



Schwarzkopf

€1.3bn sales

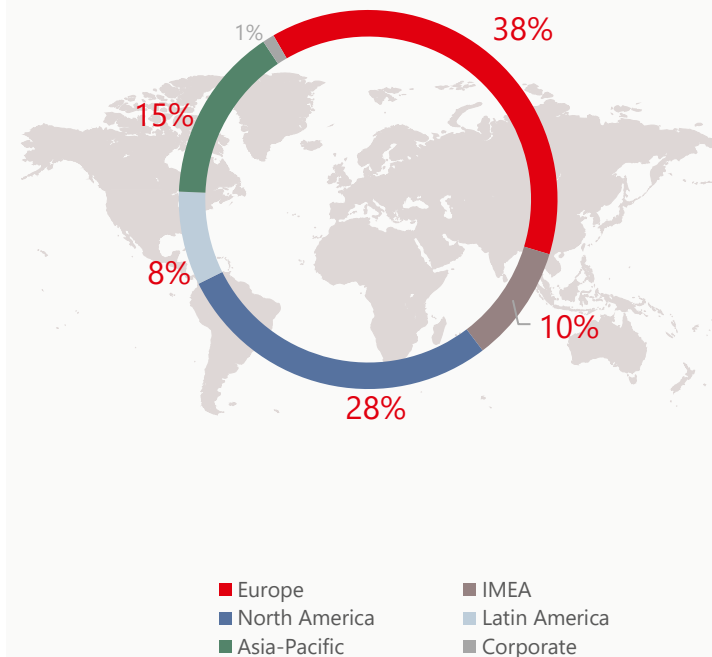
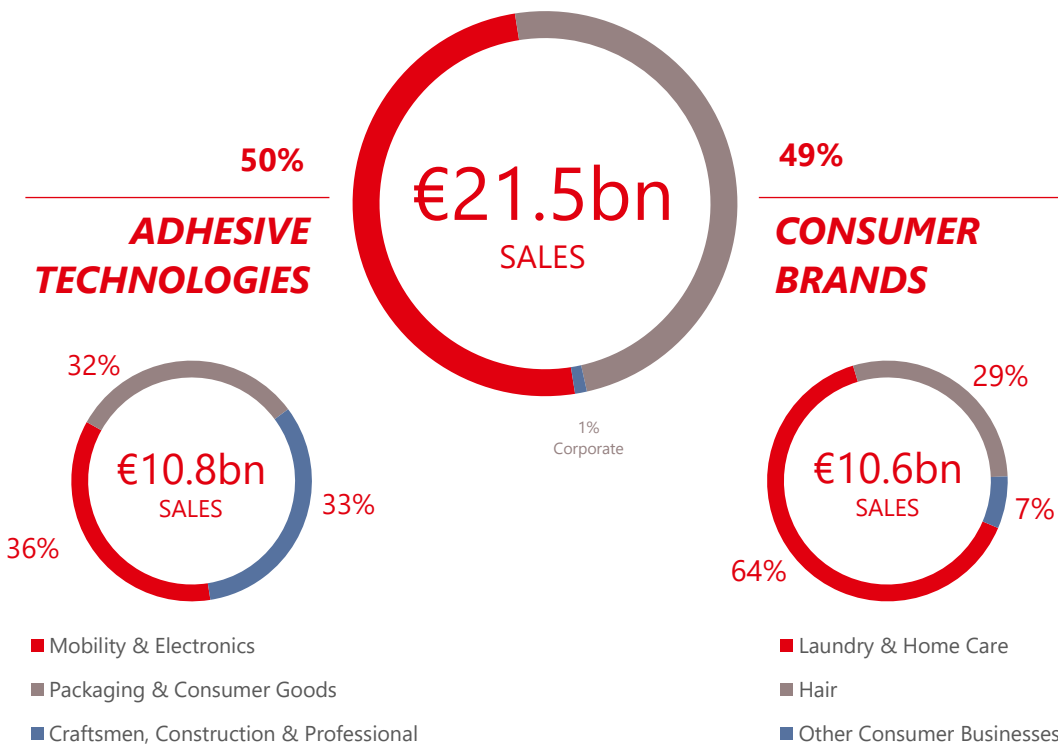


~50%

Top 10 brand
sales share

...AND **GLOBAL FOOTPRINT**...

FY 2023



...BENEFITING FROM **SHARED PLATFORMS AND INFRASTRUCTURE** AS STRONG BACKBONE...

Central functions supporting business units enabling efficient utilization of corporate network synergies –
Examples



GLOBAL BUSINESS SOLUTIONS

Established Shared Service Center organization – enabling efficient processes and cost structures



DIGITAL UNIT HENKEL DX

Further improving efficiency in IT and creating new business opportunities



GLOBAL SUSTAINABILITY

Driving key sustainability topics while serving as company-wide interface for sustainability

...AND OPERATING ALONG CLEAR **STRATEGIC PRIORITIES** TO **CREATE LONG-TERM VALUE**

OUR **PURPOSE**

PIONEERS AT HEART FOR THE GOOD OF GENERATIONS

OUR **VISION**

WIN THE 20s BY OUTPERFORMING THE MARKETS THROUGH INNOVATIVE AND SUSTAINABLE SOLUTIONS

STRATEGIC FRAMEWORK FOR **PURPOSEFUL GROWTH**



PORTFOLIO

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

Shaping a **WINNING PORTFOLIO** through active portfolio management and M&A as integral part of our strategy with long-standing track record in post-acquisition integration

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**



~€2bn

BRANDS/BUSINESSES
DIVESTED OR DISCONTINUED¹
2020 – 2023

**STRENGTHENED BOTH BUSINESSES WITH
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

Shiseido Professional and Vidal Sassoon² in APAC
to strengthen global categories of consumer portfolio

Critica Infrastructure and Seal for Life
to enhance Adhesive Technologies portfolio
by adding adjacent businesses

SHISEIDO
PROFESSIONAL



SEALFORLIFE
Industries

CRITICA[™]
Infrastructure

COMPETITIVE EDGE - INNOVATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE **CULTURE** &
EMPOWERED **PEOPLE**

Impactful **INNOVATIONS** to fuel growth by leveraging our R&D expertise and consistently investing in core categories and regions

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**

EXPANDED INNOVATION CAPABILITIES IN BOTH BUSINESSES THROUGH **NEW R&D AND INNOVATION CENTERS**



UNIQUE INNOVATIONS UNDER STRONG CONSUMER BRANDS

ADDRESSING RELEVANT CATEGORY TRENDS



SUPERIOR ADHESIVE TECHNOLOGIES SOLUTIONS

SHAPING INDUSTRIAL MEGATRENDS



COMPETITIVE EDGE - SUSTAINABILITY



SUSTAINABILITY is deeply anchored in our businesses for decades; further advancing our portfolio and boosting sustainability as true differentiator –

working towards ambitious goals along our 2030+ Sustainability Ambition Framework

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH



DISTINCT IMPLEMENTATION

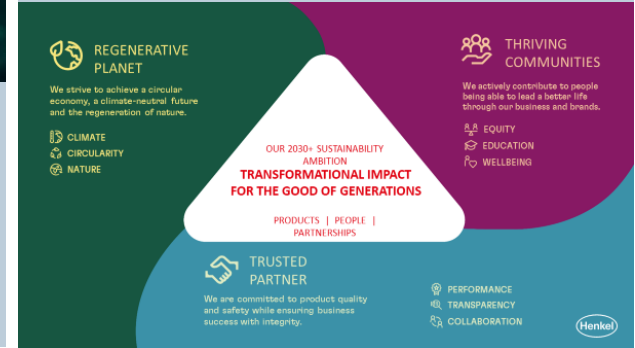
LEVERAGING ROLE AS “ENABLER” IN ADHESIVE TECHNOLOGIES AND SHAPING RELEVANT TRENDS IN CONSUMER BRANDS

LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

2030+ SUSTAINABILITY AMBITION FRAMEWORK

ADDRESSING RELEVANT CHALLENGES AND OPPORTUNITIES – GOAL OF ACHIEVING CLIMATE-POSITIVE OPERATIONS BY 2030



COMPETITIVE EDGE - DIGITALIZATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

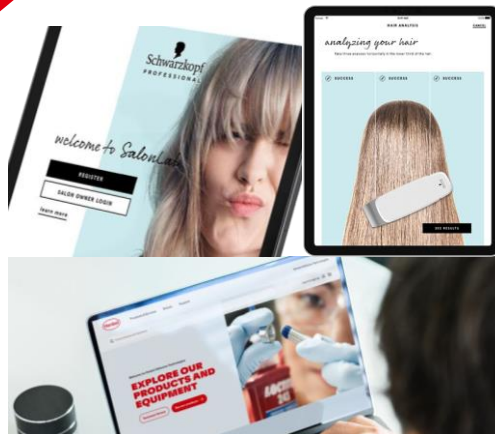
INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE **CULTURE** &
EMPOWERED **PEOPLE**

Enhancing value creation for customers and consumers through **DIGITALIZATION**, growing digital sales and increasing efficiency

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**

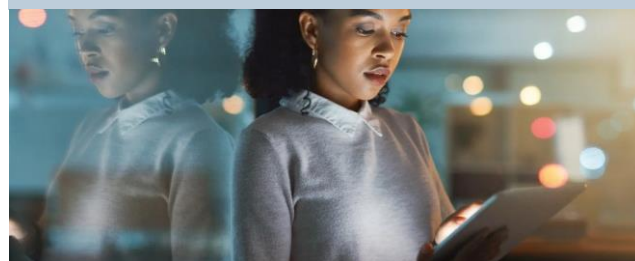


DIGITAL SALES SHARE OF

~20%

IN 2023 VS. 12% IN 2019

COMBINED DIGITAL UNIT
HENKEL DX
ACCELERATING DIGITAL INNOVATIONS
VIA UNIQUE GLOBAL PLATFORM



STRONG PARTNERSHIPS
WITH LEADING DIGITAL COMPANIES



FUTURE-READY OPERATING MODELS

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

Optimizing **OPERATING MODELS**,
fostering competitiveness of processes &
structures, enhancing customer and
consumer proximity

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH



MERGER OF CONSUMER BUSINESSES

BIGGEST TRANSFORMATION OVER PAST
DECADE – TARGETING NET SAVINGS OF

~ **€525m**

NEW ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

INCREASING CUSTOMER
PROXIMITY ALONG

3 BUSINESS AREAS



FOSTERING SHARED FUNCTIONS AND PLATFORMS

BROADENED SCOPE OF
SHARED SERVICE CENTER
ORGANIZATION AND
ESTABLISHED DIGITAL
UNIT DX

COLLABORATIVE CULTURE & EMPOWERED PEOPLE

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

Strengthening **COMPANY CULTURE**
with shared values and collaboration
as a strong team

HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH

> 98%

TOP EXECUTIVES
ENGAGED IN
LEADERSHIP PROGRAMS



NEW PURPOSE UNITING
ALL EMPLOYEES GLOBALLY

PIONEERS
AT HEART
FOR THE
GOOD OF
GENERATIONS



„ACCELERATE
CULTURAL
TRANSFORMATION“
INITIATIVE LAUNCHED



FULLY PAID
GENDER-NEUTRAL
PARENTAL LEAVE
FOR OUR EMPLOYEES
WORLDWIDE INTRODUCED

EXPERIENCED **MANAGEMENT TEAM** COMMITTED TO...



Carsten Knobel
CEO



Mark Dorn
EVP Adhesive
Technologies



Wolfgang König
EVP Consumer
Brands



Sylvie Nicol
CHRO



Marco Swoboda
CFO

...TAKING OUR BUSINESSES TO THE ***NEXT LEVEL...***



EXPANDING OUR GLOBALLY LEADING POSITION IN ***ADHESIVE TECHNOLOGIES***

- Strengthened focus on both **organic and inorganic growth with M&A** also expanding into attractive adjacent businesses
- **Expand innovation leadership** with customized solutions setting industry standards, **leveraging megatrends**
- New **organizational set-up increasing** proximity to customers and markets



SUCCESSFULLY TRANSFORMING MERGED ***CONSUMER BRANDS BUSINESS***

- **Biggest company transformation** in recent years – with **clear roadmap to fuel profitable growth**
- Creating **strong multi-category platform** leveraging scale with global categories Laundry & Home Care and Hair
- Consistent focus on **enhancing portfolio, strengthening brand equity, driving technological leadership** and **optimizing organizational and supply chain set-up**

...WHILE CONTINUOUSLY FOCUSING ON **PROFITABLE GROWTH**

KPIs 2023

OSG
4.2%

ADJ. EBIT
€2,556

ADJ. EBIT MARGIN
11.9%

ADJ. EPS
€4.35

ADJ. EPS GROWTH¹
+20.0%

Strong topline development across businesses



HENKEL GROUP

▲ 5.0%

CAGR²



ADHESIVE TECHNOLOGIES

▲ 6.1%

CAGR²



CONSUMER BRANDS

▲ 3.9%

CAGR²

...**INVESTING** INTO OUR BUSINESSES...

Solid financial foundation providing substantial headroom for investments while maintaining strong debt ratings

ACQUISITIONS INTEGRAL PART OF STRATEGY

- **Clear criteria:** strategic fit, financial attractiveness, availability
- **Adhesive Technologies:** focus on **attractive adjacent businesses** and **innovative technologies**
- **Consumer Brands:** focus on filling **white spots** on country/category position and addition of **new categories**

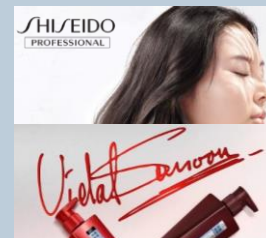
STRENGTHENING BUSINESSES ORGANICALLY

- Overall “asset-light” business model for both businesses
- Investing in **growth, sustainability, digitalization** and further **rationalization/optimization**
- Average annual **CAPEX spend of >€600m** over past 10 years, e.g. into state-of-the-art innovation centers in Düsseldorf and Shanghai

SELECTED RECENT HIGHLIGHTS



Critica Infrastructure and Seal for Life Industries (Adhesive Technologies)



Shiseido Professional and Vidal Sassoon in APAC (Consumer Brands)



New Battery Engineering Center in Düsseldorf (Adhesive Technologies)



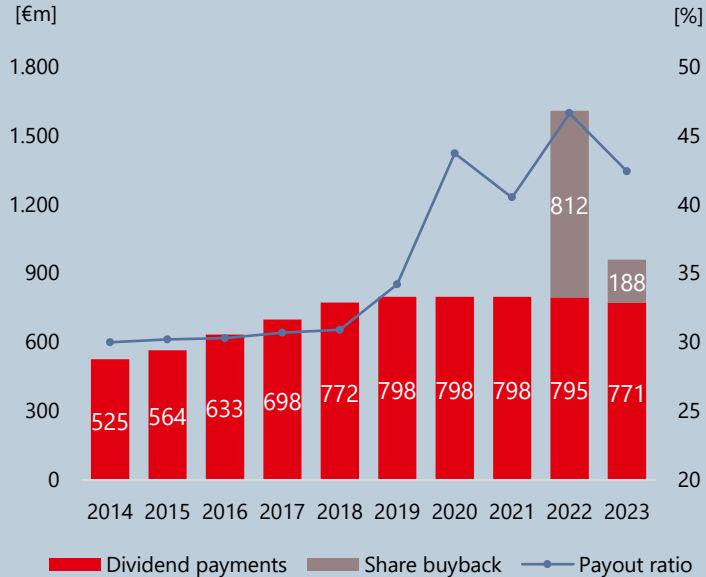
New R&D center in Asia (Consumer Brands)

CURRENT DEBT RATINGS

S&P: A

Moody's: A2

**MORE THAN €8BN
DISTRIBUTED TO SHAREHOLDERS
OVER LAST 10 YEARS**



...AND LETTING OUR SHAREHOLDERS PARTICIPATE

STRONG DIVIDEND TRACK RECORD

- **Dividend policy** with targeted payout ratio of 30-40%*
- Long streak of **growing or stable dividend payments since IPO 1985**
- **Average dividend increase of ~4% p.a.** over last 10 years

SHARE BUYBACK AS PART OF CAPITAL ALLOCATION

- **First ever share buyback in Henkel's history launched in 2022 and completed in 2023**
- **€1bn bought back** by end of Q1/2023

STRINGENTLY WORKING TOWARDS OUR *MID- TO LONG-TERM FINANCIAL AMBITION*

	HENKEL GROUP	ADHESIVE TECHN.	CONSUMER BRANDS
ORGANIC SALES GROWTH	3 to 4%	3 to 5%	3 to 4%
ADJUSTED EBIT MARGIN	~16%	high-teens %	mid-teens %
ADJUSTED EPS GROWTH	mid- to high-single-digit % at constant exchange rates, including M&A		
FREE CASH FLOW	continued focus on Free Cash Flow expansion		

Building Blocks

- **Fueling topline growth** by leveraging relevant industrial customer and consumer (mega)trends
- Strengthening businesses by **focused investments** in **innovations, sustainability and digitalization**
- **Realizing significant net savings** from Consumer Brands merger and **efficiency gains** across businesses
- **Valorization of Consumer portfolio** and further **focus on customized solutions in Adhesives**
- **Shaping portfolio** with **value-creating M&A**

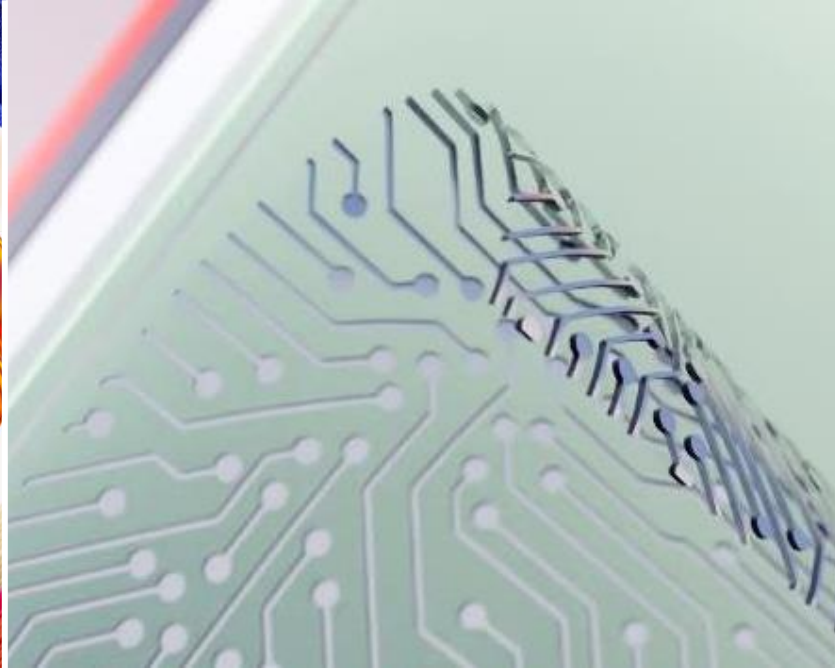
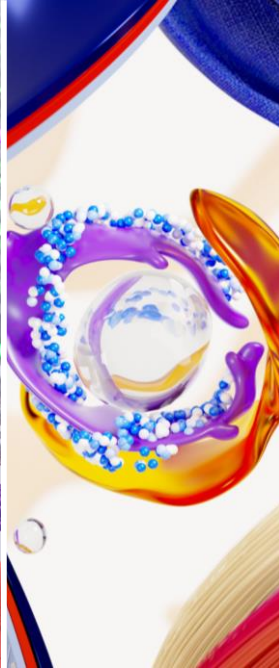
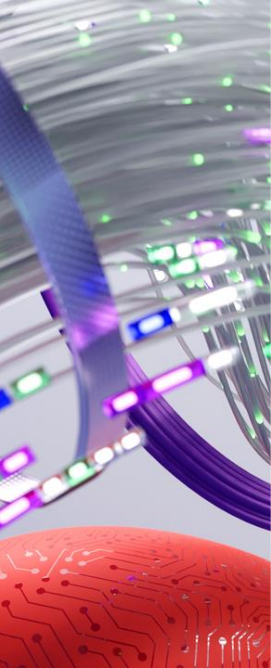
CREATING VALUE FOR OUR STAKEHOLDERS WITH TRUSTED BRANDS AND SUPERIOR TECHNOLOGIES



HENKEL GROUP

CREATING LONG-TERM VALUE

- A **winning strategy with clear growth path** capitalizing on our strengths
- **Strong businesses with globally leading positions** in highly attractive markets
- Compelling portfolio with **iconic brands** and **superior technological solutions**
- **Industry-leading R&D** fueling growth through continuous and impactful innovations
- **Strong cashflows and solid financial foundation** providing substantial headroom for investments
- Stringent capital allocation approach with **long streak of growing or stable dividend payments**
- **Compelling financial ambition** – outperforming our markets while further enhancing profitability



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER
BRANDS

ESG

One in three branded athletic shoes is assembled using Henkel adhesives



Every second Henkel sells 4 Pritt glue sticks



>300 adhesive applications can be found in a modern car –

140 of 150 cars produced every minute worldwide contain a Henkel solution

ADHESIVE TECHNOLOGIES

GLOBAL #1 PLAYER IN ADHESIVES MARKET



>50 adhesive solutions are in each smartphone



Henkel adhesives in medical syringes support 70% of all vaccinations worldwide



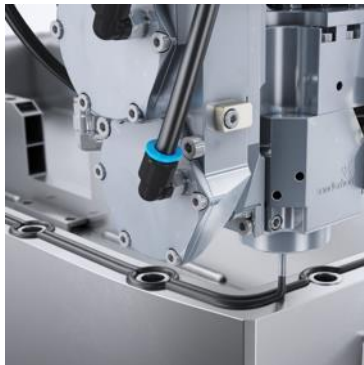
3 grams of Henkel's adhesives are enough to pull a 200-ton train

SETTING *INDUSTRY STANDARDS*

Shaping the industry as market leader
in adhesives, sealants and functional coatings



ADHESIVES



SEALANTS

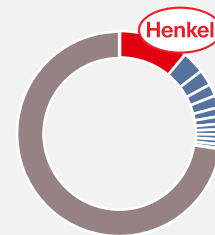


FUNCTIONAL
COATINGS

Creating customer value in
attractive global market

- ~14% global market share
- **Diversified** into ~60 highly specialized and fragmented market segments
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

Market size:
~€75-80bn



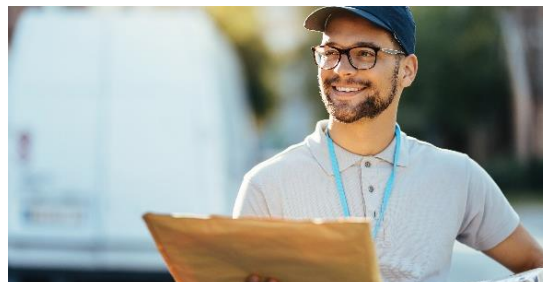
SERVING **BROAD RANGE OF INDUSTRIES** ALONG THREE BUSINESS AREAS



MOBILITY & ELECTRONICS

Automotive OEMs & components,
e-mobility, metal coil, electronics,
semiconductor packaging,
aerospace, industrial assembly

#1 WORLDWIDE



PACKAGING & CONSUMER GOODS

Food & beverage, hygiene,
metal and flexible packaging,
sports & fashion

#1 WORLDWIDE



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

DIY, craftsmen, construction,
engineered wood, professional
users in manufacturing &
maintenance

#3 WORLDWIDE

PROVIDING VALUE TO OUR STAKEHOLDERS AT THE FOREFRONT OF THE INDUSTRY

Broad customer base &
long-trusted partnerships

>100.000
customers

Key
brands

LOCTITE **TECHNOMELT.**

TEROSON. **BONDERITE.**



AQUENCE.

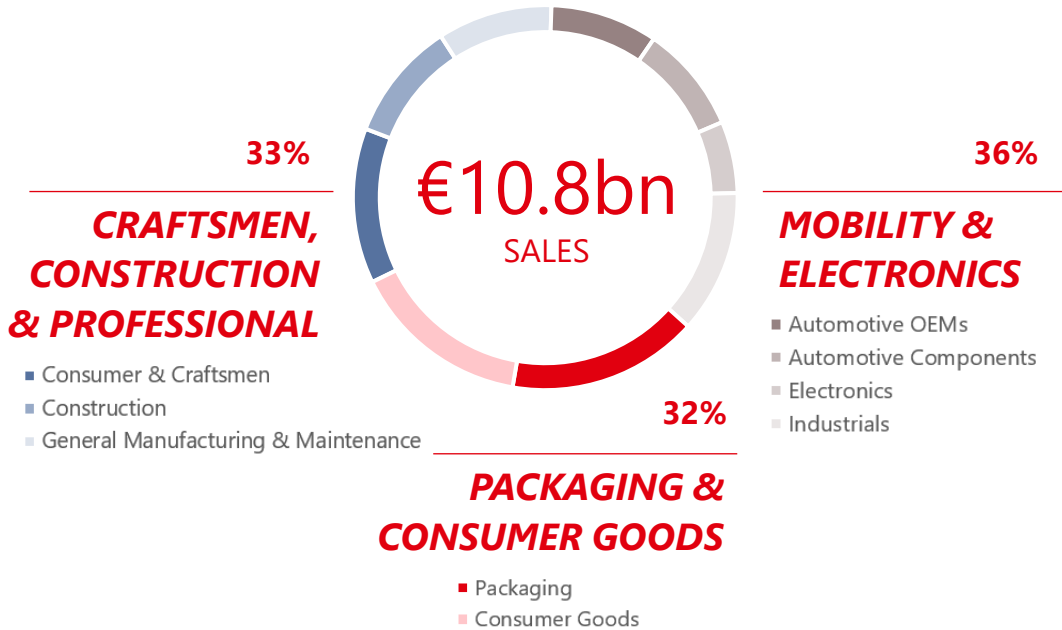
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Peer group
with business overlap

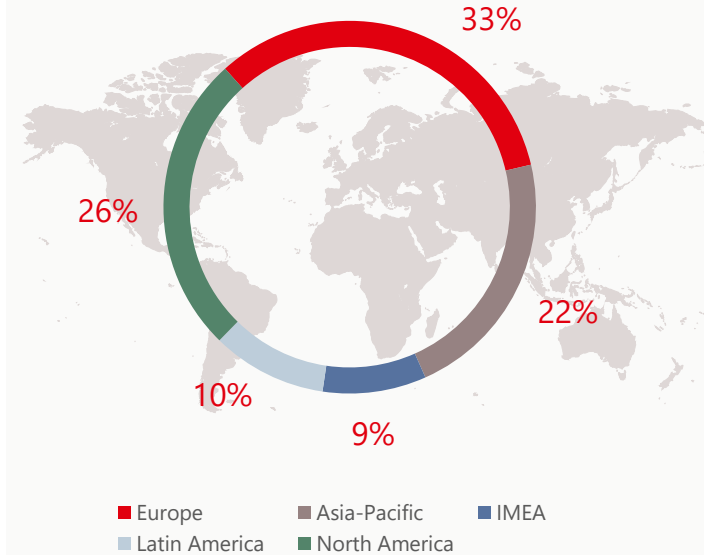


WELL-BALANCED GLOBAL PORTFOLIO



KPIs 2023

OSG 3.2%	ADJ. EBIT €1,584m	ADJ. EBIT MARGIN 14.7%
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CREATING CUSTOMER VALUE AS **LEADING SOLUTION PROVIDER**

High-impact customized solutions enabled by outstanding expertise, market proximity and in-depth understanding of customer requirements



COMBINING BROADEST TECHNOLOGY PORTFOLIO WITH IN-DEPTH EXPERTISE

- **Unrivaled portfolio** of 12 leading technology platforms
- Strong **commitment and thought leadership on sustainability**
- Customer value driven by **co-creating new designs** and high share of **customized applications**



ACTIVELY MANAGING OUR ATTRACTIVE PRODUCT PORTFOLIO

- **Unique value propositions** through high-impact solutions
- Well diversified product portfolio with **reduced cyclicality profile**
- Continuously shaping portfolio to leverage **attractive organic and inorganic opportunities**



DELIVERING HIGHEST QUALITY AT GLOBAL SCALE

- **>6.500 customer facing experts** with solution-oriented know-how in **>800 industries**
- **Global footprint & resilient supply chain**, producing "in the region for the region"
- **Global R&D network** close to customers

TECHNOLOGY AND INNOVATION LEADERSHIP BACKED BY GLOBAL R&D NETWORK ENSURING CUSTOMER PROXIMITY

>2,900

Innovation
FTEs

>€300m

R&D
spend

~25%

Newly launched
products*

12

Technology
platforms

Global R&D network



DRIVING INNOVATION THROUGH CUSTOMER COLLABORATION

Spearheading the future of adhesive technologies and **driving customer-centric innovation** at our industry-leading **innovation centers**, enabled by unique global end-to-end digital R&D platform

DRIVING *INNOVATION EXCELLENCE* TO FUEL FURTHER GROWTH



Cutting-edge expertise
in chemistry, formulation
& applied engineering



Best know-how through
**collaboration & partner
ecosystems**



Investing in **first-class
R&D infrastructure
worldwide**



Better products at reduced
time-to-market through
automation & digitalization

New business solutions

Win & grow new adjacent business,
e.g. automated & data-enabled solutions

New technology platforms

Build & accelerate new tech
platforms, e.g. printed electronics

Core technology portfolio

Shape and develop existing
technology portfolio,
e.g. enabling sustainability



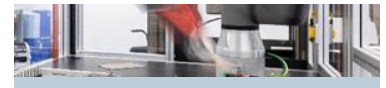
SUSTAINABILITY



MOBILITY



CONNECTIVITY



DIGITALIZATION



URBANIZATION

LEVERAGING **GROWTH-DRIVING MEGATRENDS** ACROSS INDUSTRIES



SUSTAINABILITY

Enhancing sustainability across industries by enabling our customers to reach their targets

Accelerate development of debonding technologies



MOBILITY

Solving challenges with new applications paving the way for future mobility

Reliable thermal management & functional coating solutions enabling safety & large-scale production



CONNECTIVITY

Facilitating new functionalities and designs at the forefront of the industry

Enhanced bonding & protection solutions (thinner, shock-resistant, waterproof) for smart devices



DIGITALIZATION

Improved time-to-market and customer interaction by leveraging data

Automation & digitalization of global labs to increase speed & impact of innovations



URBANIZATION

Driving speed, efficiency and sustainability in construction

Sustainable Engineered Wood solutions driving industry transformation

SUSTAINABILITY AS SUBSTANTIAL GROWTH DRIVER IN ADHESIVE TECHNOLOGIES



We enable customers to drive their sustainability agendas:



Emission reduction,
energy efficiency,
dematerialization



Circular resource use,
compatibility with
recycling, debonding



Chemical safety,
safety in application
and end use phase

Fostering sustainable solutions across industries
driving future growth:

~20%

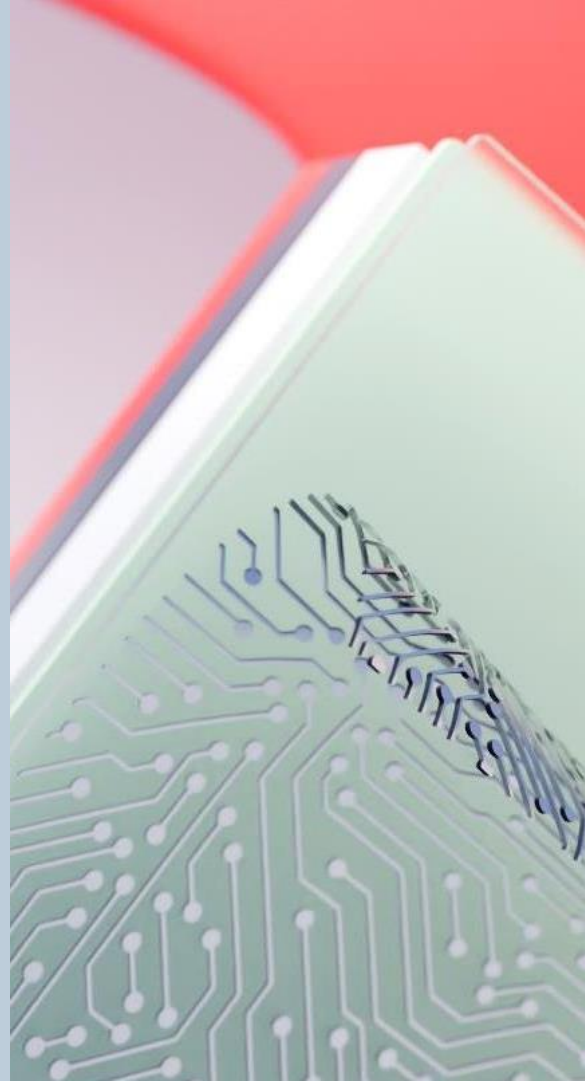
Sales share* of our portfolio's products with
significant sustainability contribution
– e.g. by enabling emissions reduction in
production processes and use phase

*Referring to pioneers and contributors' share of assessed products as per [practitioner's report 2023](#)



ADHESIVE TECHNOLOGIES

OUR BUSINESSES AND SOLUTIONS



CREATING **COMPETITIVE ADVANTAGE** WITH CUSTOMIZED SOLUTIONS



MOBILITY & ELECTRONICS



AUTOMOTIVE OEMS

- Sealants and adhesives for body, paint and trim shop
- Structural and acoustic engineering solutions
- Metal pre-treatment



AUTOMOTIVE COMPONENTS

- Surface treatment, cleaners & lubricants
- Exterior, powertrain, interiors & chassis
- Automotive electronics and E-Mobility



ELECTRONICS

- Consumer devices
- Semiconductor packaging
- Printed electronics



INDUSTRIALS

- Aviation, space & rail
- Data & telecom, power, automation
- Medical & liquid filtration
- Metal coil & general industry



AUTOMOTIVE OEMS: LEADING PARTNER ENABLING ELECTRIC, AUTONOMOUS, AND SUSTAINABLE MOBILITY



140 OF 150 CARS produced worldwide contain at least one Henkel solution

ACCESS TO ALL MAJOR OEMs GLOBALLY with full range of solutions for process and engineering applications for vehicle body

FOCUS ON NEW BODY DESIGNS & SUSTAINABILITY

~30% CAGR of EV '21-'28 requiring structural solutions for lightweight & battery crash protection

LIGHTER, SAFER AND MORE SUSTAINABLE VEHICLES

e.g., structural foam solutions



AUTOMOTIVE COMPONENTS: GROWTH FUELED BY INNOVATIVE E-MOBILITY APPLICATIONS

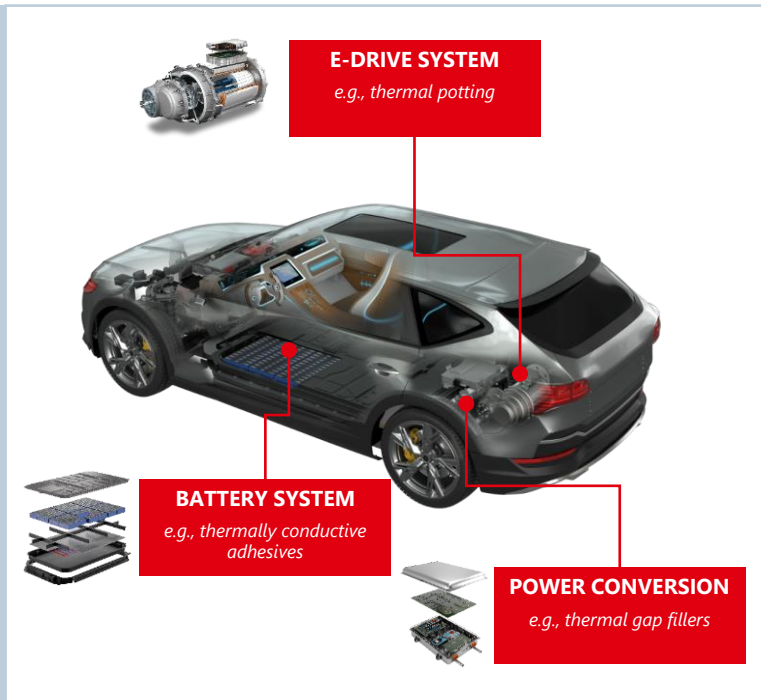


EV SALES POTENTIAL

for Henkel solutions
>2X compared to the
combustion engine car

Global
TOP 50 EV-PLATFORMS
contain at least one
Henkel solution

**STRONG INNOVATION
PIPELINE** – launches over
next 24 months with total
annual sales potential of **>€100m**



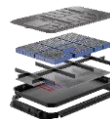
E-DRIVE SYSTEM

e.g., thermal potting



BATTERY SYSTEM

*e.g., thermally conductive
adhesives*

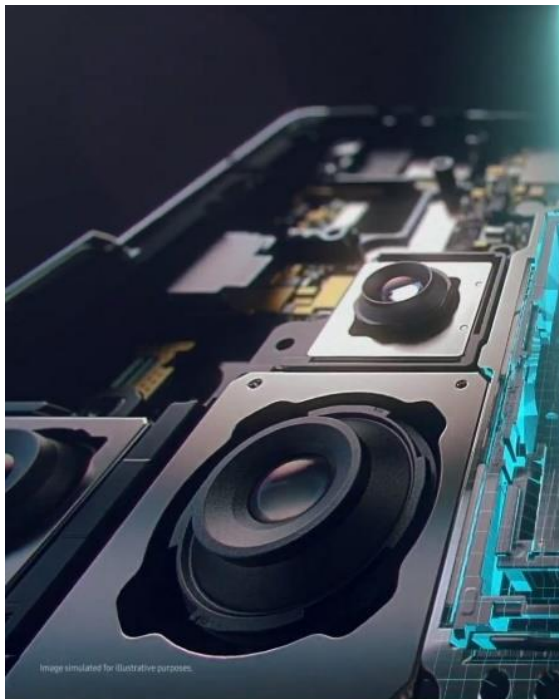


POWER CONVERSION

e.g., thermal gap fillers



ELECTRONICS: CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



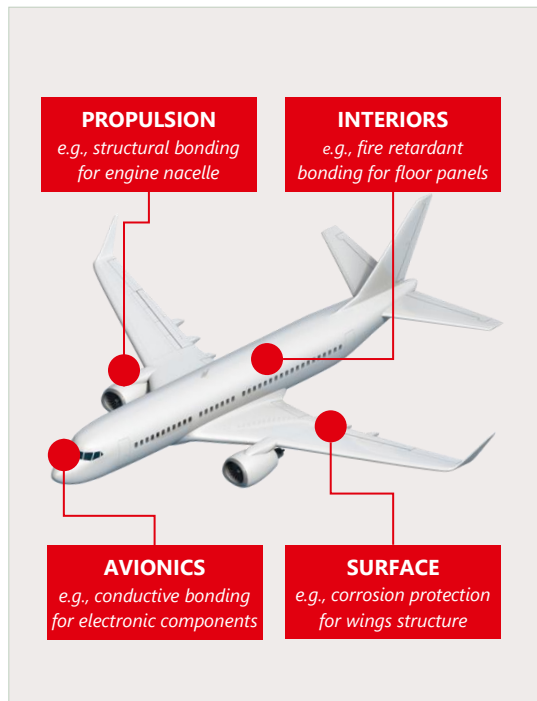
4.5BN SMARTPHONE CAMERAS in 2026, representing expected growth of **~20%** vs 2023, driven by development of sensors with **NEW BONDING AND SEALING OPPORTUNITIES**

Already more than **40** Henkel applications in XR* devices offering up to **3.5X SALES POTENTIAL** per device vs high-end smartphones

Focus on **DEVICE REPARABILITY** increases need for durable bonds and debonding solutions – structural bonding market expected to expand by 30% until 2027



INDUSTRIALS: TAILOR-MADE SOLUTIONS FOR BROAD RANGE OF MARKETS



OUTPERFORMING AEROSPACE MARKET with **HIGH SINGLE-DIGIT** growth*

MID TO HIGH SINGLE-DIGIT growth* with **MEDICAL APPLICATIONS**, e.g. continuous glucose monitoring devices

HIGH SINGLE-DIGIT growth* in **DATA & TELECOM** business



ADDING **VALUE WITH HIGH-IMPACT SOLUTIONS** BUILDING ON STRONG RELATIONSHIPS



PACKAGING &
CONSUMER GOODS

PACKAGING & CONSUMER GOODS



PACKAGING

- Paper packaging
- Flexible packaging
- Metal packaging
- Specialty tapes & labels



CONSUMER GOODS

- Sports & fashion
- Feminine hygiene, baby & adult care
- Tissue & towel
- End of line sealing & labeling

PACKAGING: INNOVATIVE SOLUTIONS PAVING THE WAY TOWARDS A CIRCULAR ECONOMY



80% of consumers globally demand **SUSTAINABLE** packaging

MAJORITY OF INNOVATION PIPELINE for packaging consisting of sustainable solutions

HIGH DOUBLE-DIGIT customer project win rate in past 3 years until today for newly built metal can beverage lines, enabling circular economy



CONSUMER GOODS: LOWERING OUR CUSTOMERS' EMISSIONS TO ENABLE THEIR BRANDS' CLIMATE GOALS



PACKAGING &
CONSUMER GOODS



>**33%** of the world's largest publicly traded companies have **NET ZERO TARGETS BY OR BEFORE 2050**

>**40 HENKEL ADHESIVES SOLUTIONS** already launched with >20% lower raw material emissions compared to conventional adhesives*;
4 are **NET-ZERO SOLUTIONS**

>**€220M SALES IN 2023** of products with lower-than-standard emissions*



INNOVATING **TRANSFORMATIVE PRODUCTS & SOLUTIONS** FOR OUR CUSTOMERS

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL



CONSUMERS & CRAFTSMEN

- Sealants
- Construction adhesives
- Instant repair: Instant glues, superglues
- Wood glues
- Stationery glues: Glue sticks



CONSTRUCTION

- Building Construction
- Furniture
- Engineered Wood
- Building Components
- Infrastructure
- Prefabrication



GENERAL MANUFACTURING & MAINTENANCE

- General manufacturing
- Maintenance, repair & overhaul
- Vehicle repair & maintenance

CONSUMERS & CRAFTSMEN: EMPOWER DIYERS AND CRAFTSMEN TO MAKE HOMES A BETTER PLACE



CONSUMERS' HOME FOCUS IS HERE TO STAY –

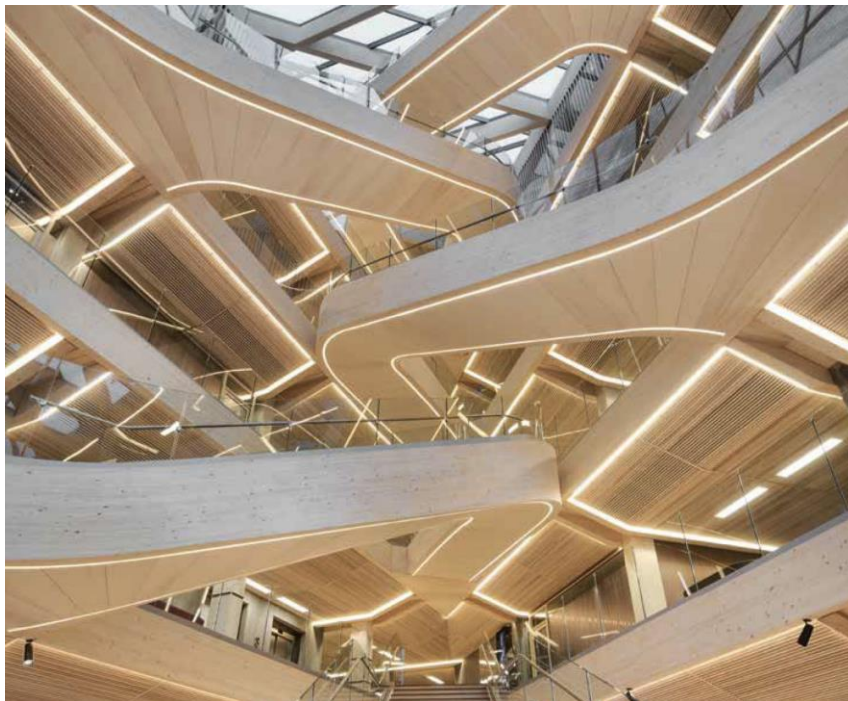
home improvement as global trend

URBANISATION expected to drive global housing construction & renovation market growth to ~4% p.a. (2023-27)

PREMIUM BRANDS with leading positions globally building on superior value propositions – e.g. **#1** in Western Europe with brands like Pattex



CONSTRUCTION: TRANSFORMING THE EVERYDAY LIVING ENVIRONMENT



2X HIGHER GROWTH RATES
in timber construction compared to
conventional concrete & steel

>90% of new cross laminated
timber production facilities planned
or ramped up from 2019 – 2026
with Henkel

Henkel at the forefront of
**SUSTAINABLE PRODUCT
INNOVATION** in the engineered
wood industry



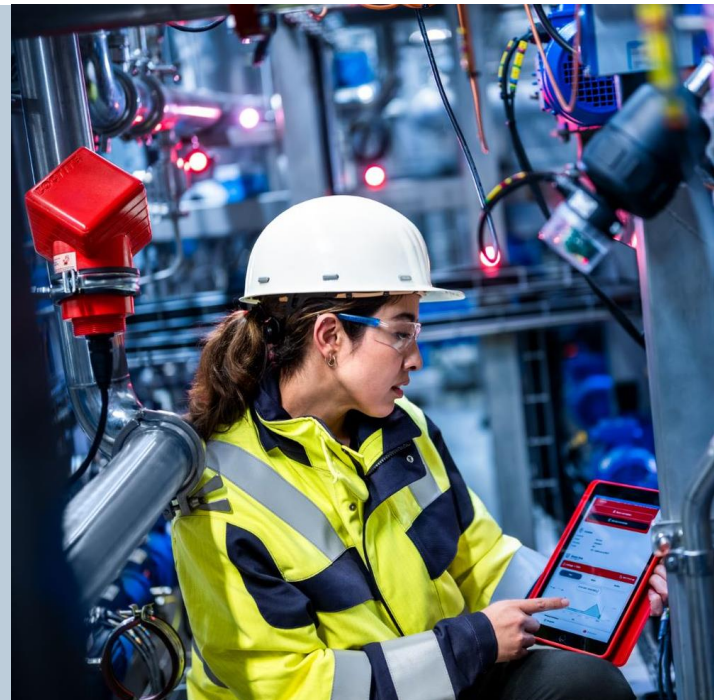
GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES



Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

Highly attractive MRO¹ segment with **HIGH SINGLE-DIGIT OSG CAGR** in past 5 years

Recent acquisitions of Critica Infrastructure and Seal for Life allowing to create new **PLATFORM** and expand MRO¹ portfolio by attractive adjacent businesses



ADHESIVE TECHNOLOGIES

WELL POSITIONED FOR SUSTAINABLE VALUE CREATION

MID- TO LONG-TERM FINANCIAL AMBITION

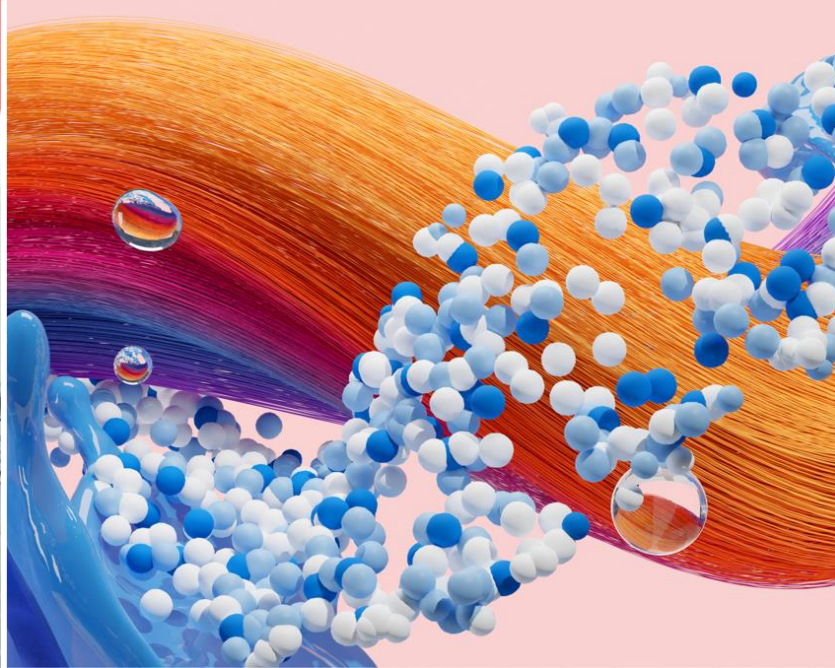
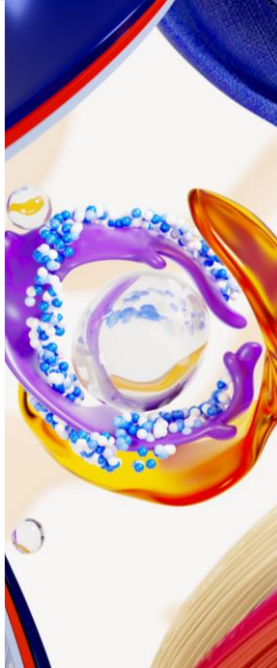
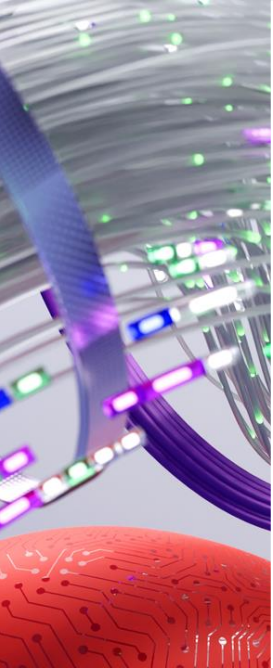
3-5 %

ORGANIC SALES
GROWTH

HIGH-TEENS %

ADJ. EBIT
MARGIN

- **Global market leader** in adhesives, sealants, functional coatings with **broadest portfolio and unparalleled technology know-how** in the industry driven by customer insights
- **High-impact** and future-oriented solutions developed and customized in close **collaboration with our customers**
- Active in highly innovative segments while **shaping the megatrends in markets**, combined with **true commitment to sustainability** along the entire value chain
- **Robust portfolio with leading positions** across industries, regions and technologies – poised for further organic growth flanked by M&A opportunities



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER BRANDS

ESG



Every year 25 billion laundry wash loads are cleaned with Henkel detergents



Every second a Hair Care product from Henkel is sold in drugstores

CONSUMER BRANDS

#2 PLAYER IN OUR ACTIVE MARKETS



Every second worldwide, the hair of 20 consumers is colored with Henkel hair colorants



Every second more than 160 dishwashers are running with a Henkel unit dose



Every minute ~2,600 detergent products from Henkel are sold



ATTRACTIVE CATEGORY PORTFOLIO FOCUSING ON TWO GLOBAL CATEGORIES



LAUNDRY & HOME CARE

- Fabric Care
- Fabric Cleaning
- Fabric Finishers
- Laundry Additives
- Hand Dish Washing
- Auto Dish Washing
- Hard Surface Cleaners
- Insecticides
- Toilet Care

#2 IN ACTIVE MARKETS



HAIR

Professional & Consumer

- Hair Care
- Hair Coloration
- Hair Styling

#2 IN ACTIVE MARKETS



OTHER CONSUMER BUSINESSES

Body Care

- Bath & Shower
- Deodorants
- Soaps

PRESENCE IN SELECTED MARKETS

LEADING CATEGORY POSITIONS AND PRESENCE IN > 100 COUNTRIES



**TOP RANKINGS IN ACTIVE MARKETS:
~270 #1 or #2 COUNTRY / CATEGORY POSITIONS**

Regional Examples:

Laundry & Home Care

#1 in Europe and #2 in North America and MEA

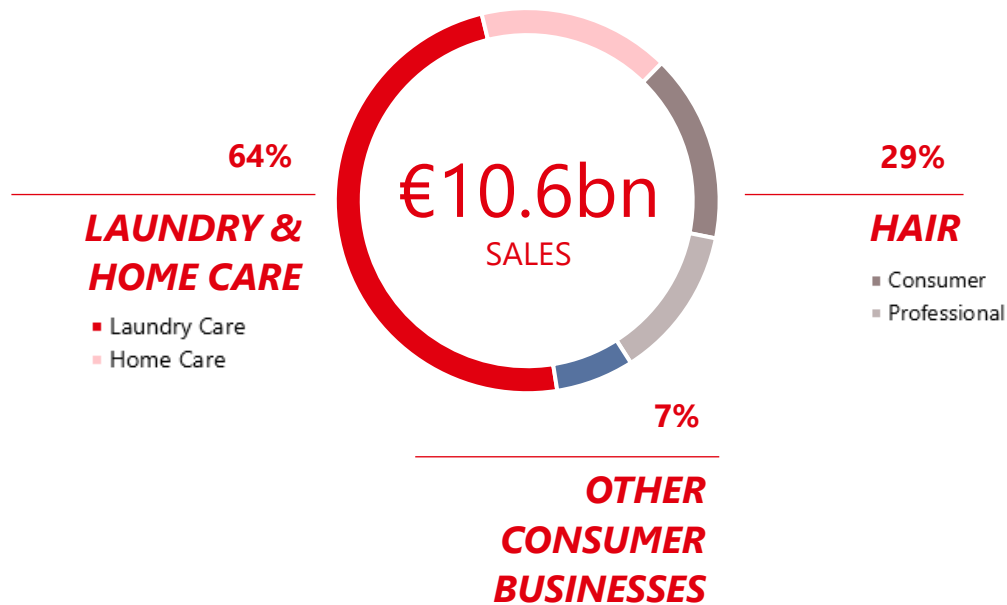
Hair Professional

#2 in North America and #3 in Europe,
Latin America and Asia-Pacific

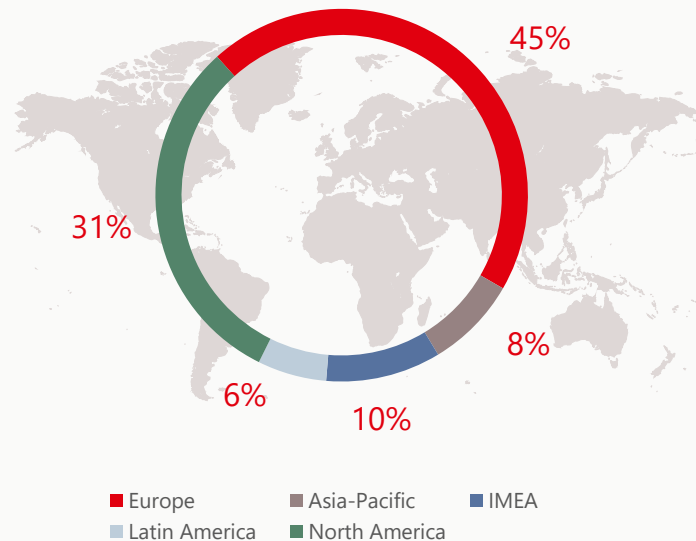
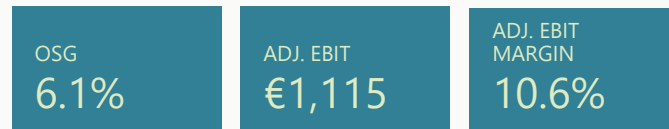
Hair Consumer

#2 in Europe

ATTRACTIVE BUSINESS WITH TWO GLOBAL SEGMENTS



KPIs 2023



TECHNOLOGY LEADERSHIP UNDERPINNED BY **GLOBAL R&D NETWORK**

~1,000
Researchers

~€250m
R&D
spend

~50%
Innovation
rate*

>300
Open Inno.
Projects

Global R&D network with 16 innovation centers



LEVERAGING OUR TECHNOLOGY EXPERTISE
ACROSS OUR GLOBAL CATEGORIES

Strong R&D synergies due to technological similarities of global Hair and Laundry categories – **superior technologies and impactful innovation** addressing relevant consumer needs and fueling **above-average growth of top 10 brands**

DIVERSIFIED GO-TO-MARKET SETUP

ALLOWING EFFICIENT ACCESS TO CONSUMERS

SUPERMARKET &
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON
DISTRIBUTOR



E-COMMERCE



Merged businesses leading to
increased relevance

Now among TOP 10 FMCG players*
in Europe

#21

PREVIOUS
FMCG RANK
Henkel Beauty Care

#13

PREVIOUS
FMCG RANK
Henkel Laundry
& Home Care

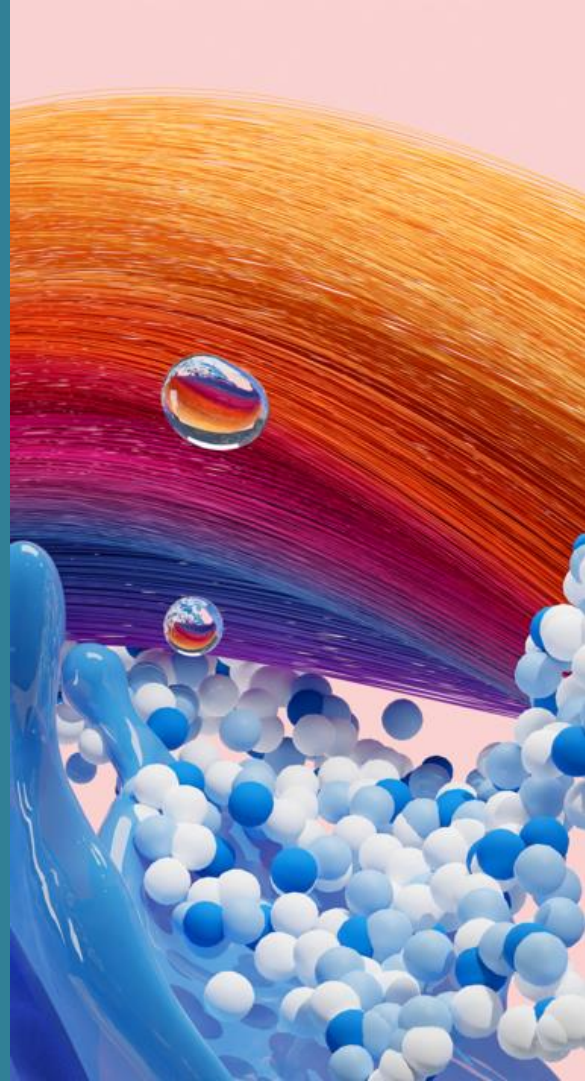


#10

NEW
FMCG RANK
in
HCB's top 10
largest EU
markets

CONSUMER BRANDS

OUR CATEGORY & BRAND PORTFOLIO



LAUNDRY & HOME CARE WITH INNOVATIVE AND LEADING BRANDS

LAUNDRY & HOME CARE



LAUNDRY CARE

- Leading player within the attractive **~€90bn global Laundry Care market**
- **#2** in active markets with **~60 leading country/category positions*** and **top brands** like e.g. Persil
- **Addressing broad consumer trends** from deep cleaning to sensitive to fiber care across various price tiers

Persil

Perwoll

all

Spee

Ver
nel

Gold
Power

Snuggle

MAS

COLOUR
CATCHER

PREMIUM HERITAGE BRAND **PERSIL** WITH SUCCESSFUL GROWTH TRAJECTORY FUELED BY UNIQUE INNOVATIONS



LAUNDRY &
HOME CARE



#2
Fabric Cleaning brand
in Europe

DOUBLE-DIGIT
organic sales growth CAGR of Persil
over the last decade

Relaunch in ~30 countries of unique
enzyme technology, Discs and Expert
range with strong media support
driving valorization and growth



PREMIUM BRAND **PERWOLL** DELIVERING CONTINUOUS GROWTH



#1
position in
Fabric Care in active markets

DOUBLE-DIGIT
sales growth CAGR
over the past decade

Present in **~30** countries with
expansion potential globally
supported by innovation,
premiumization and
strong media support



US BRAND **ALL**® **FREE CLEAR** WITH OUTSTANDING POSITIONING IN SENSITIVE SKIN SEGMENT



#1 RECOMMENDED BRAND
for Sensitive Skin by dermatologists,
pediatricians and allergists

**INCREASING MARKET
SHARE BY 50 BPS**
with strong media support
(YTD Sep 2023)

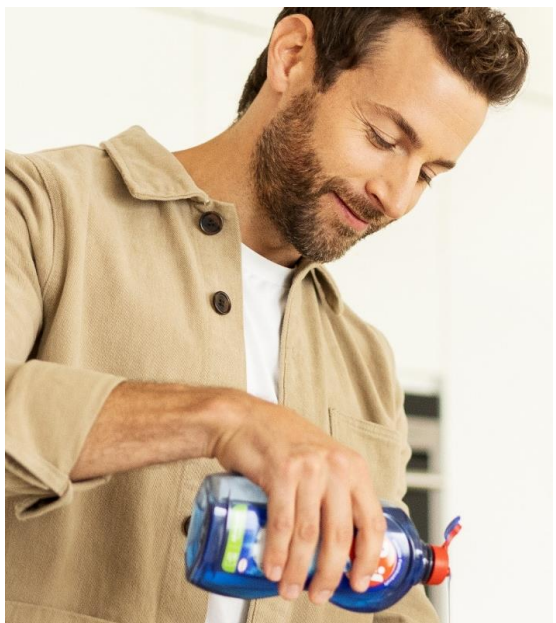
Expanded leadership in the
SENSITIVE SKIN segment with
hypoallergenic formula



#1 BRAND
RECOMMENDED
BY DERMATOLOGISTS
ALLERGISTS & PEDIATRICIANS
FOR SENSITIVE SKIN

LAUNDRY & HOME CARE WITH INNOVATIVE AND LEADING BRANDS

LAUNDRY & HOME CARE



HOME CARE

- Leading player in the **global Home Care market** with a market size of **~€60bn**
- **#1** in active markets with **~60 leading country/category positions*** and **top brands** like Somat and Bref
- Covering a **comprehensive range** of Home Care products from toilet care to dish washing to insecticides

Somat

Bref



BREF CREATING RIMBLOCK SEGMENT WITH SUPERIOR INNOVATIONS



Henkel Toilet Care built the rimblock segment, now present in ~40 countries

BREF 2x SALES
over the last decade

MARKET LEADER
across active markets



INNOVATION LEADER **SOMAT** DRIVING CATEGORY GROWTH



VERY STRONG ORGANIC SALES GROWTH

over the past 5 years driving
category growth and
premiumization

#1/#2 POSITION
in **>70%** of active countries

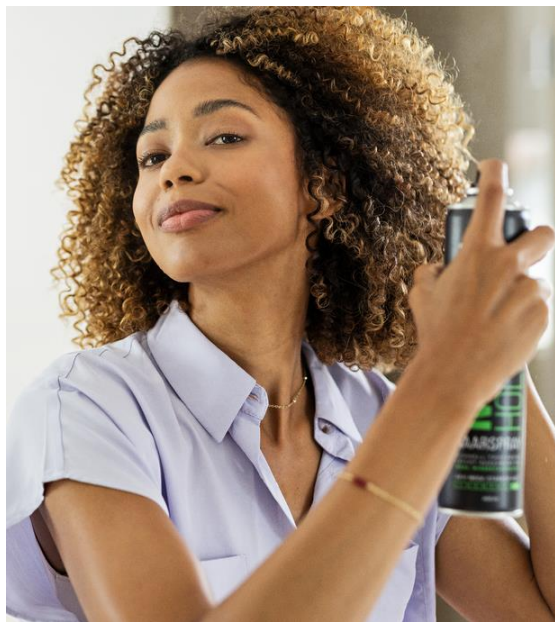
Powerful cleaning performance
even at **LOW TEMPERATURES**



LEADING PLAYER IN HAIR PROFESSIONAL & CONSUMER ACROSS OUR ACTIVE MARKETS



HAIR



- Attractive **global market** with a combined **size of ~€90bn** for Hair Consumer and Hair Professional
- With top rankings in core markets e.g. **#1 in Consumer Styling in Europe, #2 in Professional in North America**
- **~150 leading country/category positions***
- **Leveraging Hair expertise across Professional and Consumer** business with top brands under the umbrella of Schwarzkopf



NEW BONDING TECHNOLOGY LAUNCHED WITH SCHWARZKOPF PROFESSIONAL BRAND **BLONDME**



THE AUTHORITY IN BLONDE

Hero product lightener with
minimized hair breakage –
breakthrough Dual Bond System

TRIPLED sales
over the past 6 years

#1 Color & Care System
dedicated to blonde perfection



 Schwarzkopf

NORTH AMERICAN PROFESSIONAL BRAND **JOICO** WITH DYNAMIC GROWTH MOMENTUM



THE JOI OF HEALTHY HAIR

JOICO was founded by a hairstylist, is 'PETA Approved' and has been dedicated to healthy hair for almost 50 years

~800,000 HAIR STYLISTS in
NORTH AMERICA use JOICO



NORTH AMERICAN PROFESSIONAL BRAND **KENRA** DRIVING GROWTH WITH STRONG INNOVATIONS

TRUSTED,
INSPIRING,
PROFESSIONAL
HAIR FAMILY



**#1 PROFESSIONAL STYLING
BRAND IN NORTH AMERICA***

TRENDING INNOVATION

Leader in volume stylers with iconic
Volume Hairspray 25 and Platinum
Blow Dry Spray

**#1 PROFESSIONAL EDUCATOR
ON YOUTUBE** with >250,000
subscribers and >30 million views



GLISS LEADING WITH NEW BONDING TECHNOLOGY



SIGNIFICANT ORGANIC SALES GROWTH

across active markets over the past two years driving Consumer Hair Care

#1 in TREATMENTS...
#1 in HAIR REPAIR...
97% BRAND AWARENESS...
...in Germany

LEADING WITH NEW BONDING TECHNOLOGY:
HaptIQ System powered masks & treatments for excellent results



STYLING BRAND **GOT2B** WITH DYNAMIC GROWTH MOMENTUM



DOUBLE-DIGIT

sales growth CAGR of got2b over the past decade

#3 styling brand in Europe –
#1 position in gels, creams, waxes with market share gains of >200 bps YTD August 2023

Co-created relaunch rolled out in
>30 COUNTRIES in 2023 supported by dedicated digital campaign



SERVING **ATTRACTIVE CATEGORIES** IN SELECTED MARKETS

OTHER CONSUMER BUSINESSES



- Attractive market segments (**Bath & Shower, Deodorants and Soaps**) with a **total market size** of ~€70bn
- Selected regional presence in **Europe** and **North America**
- With top brands **Fa** and **Dial**

Fa



DIAL LEADING IN THE SOAP CATEGORY IN THE US



TOP POSITIONS

as well-recognized market leader

#2 Soap Brand in the USA

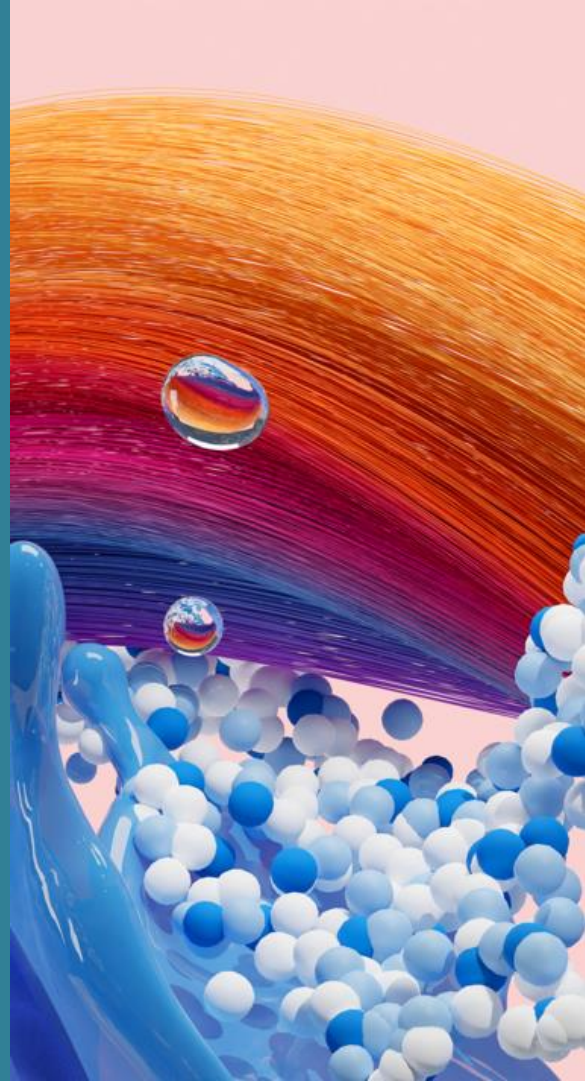
#1 Antibacterial soap brand

#1 Doctor Recommended Antibacterial hand soap

Body Wash 2023 Relaunch Voted
PRODUCT OF THE YEAR
body cleansing category



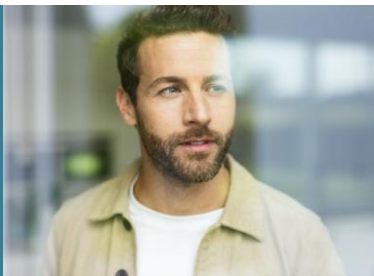
CONSUMER BRANDS
SHAPING OUR BUSINESS ALONG
CLEAR TRANSFORMATION STRATEGY



SHAPING CONSUMER BRANDS TO FUEL GROWTH AND PROFITABILITY

Biggest company transformation in recent years in full swing – with clear strategic rationale

MERGER OF TWO FORMERLY
SEPARATE CONSUMER
BUSINESS UNITS –
CREATING A **STRONG**
MULTI-CATEGORY PLATFORM



FOCUS ON
TWO GLOBAL CATEGORIES
LAUNDRY & HOME CARE
AND HAIR

LEVERAGING
STRONG BRANDS AND
TECHNOLOGY
LEADERSHIP



Strong platform:

Focus on brands and businesses with attractive growth and margin profile

Leveraging scale:

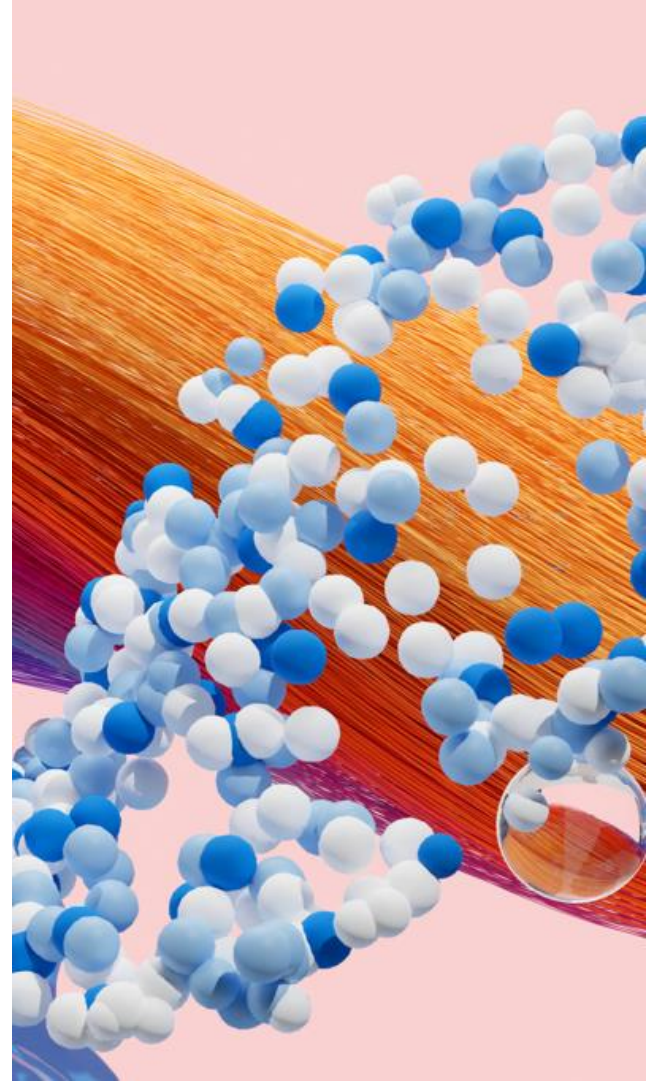
Significant synergies and efficiency gains

Integrated approach:

Leaner structures and faster decision-making processes

BUSINESS TRANSFORMATION IN FULL SWING

Flywheel driving business transformation to fuel profitable growth



DRIVING **BETTER** STRINGENT EXECUTION ALONG CLEAR ROADMAP

Organization
Portfolio
Supply Chain



Significant savings driven by multiple levers:
Portfolio – SG&A – Supply Chain

PHASE 1

Focus on optimization of organizational set up and portfolio

PHASE 2

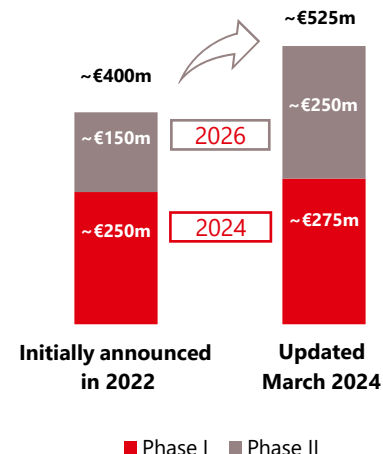
Focus on supply chain network, commercial integration and operational excellence



Accelerated integration of our consumer businesses

- **Implementation in both phases ahead of plan**
- Increased potential leading to **step up in total expected net savings by ~€125m to ~€525m**
- **Driving investments to accelerate growth** – e.g. marketing investments remain on elevated levels to strengthen brand equity

TOTAL NET SAVINGS EXPECTED BY 2026



DRIVING **BETTER** OPTIMIZING OVERALL SET-UP

Organization
Portfolio
Supply Chain



ORGANIZATION

- **New organizational set-up** globally (incl. reduction by ~2,000 positions)
- **Lean and efficient structures** to drive overall agility
- **Foster entrepreneurial spirit** and accelerate cultural transformation



PORTFOLIO

- **Focus on two global categories** – total ~€1bn of sales put under review in 2022
- **Stringently redirect resources** towards high growth and high margin products and brands
- **Enhancing gross profit profile** – allowing for increased re-investment levels in **brand equity**
- **Value-creating acquisitions**



SUPPLY CHAIN

- **Improve efficiency** of own production set up and optimize contract manufacturers network
- **Drive commercial integration** with optimized logistics capabilities along 1-1-1 approach (one order, one shipment, one invoice)
- **Leverage procurement** opportunities

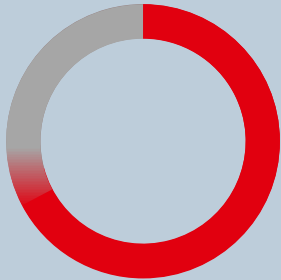
CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization
Portfolio
Supply Chain



PHASE I

~€275m net savings
targeted by end of 2024



■ realized ■ remaining

Phase I: Focus on optimization of organizational set up and portfolio

- Optimization of **organizational set-up** well advanced:
agreements for >2,000 positions concluded by end of 2023
- **Portfolio measures** clearly on track:
 - ~€650m of total €1bn divested/discontinued
 - Double-digit percentage reduction of #SKUs
 - Positive volume development in Hair in FY 23
- **Net savings:**
 - > **€200m** of initially targeted €250m **already achieved** by end of 2023
 - **Increase of expected net savings from ~€250m to €275m**
in full swing by end of 2024

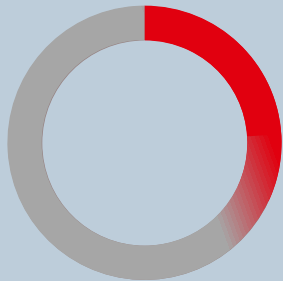
CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization
Portfolio
Supply Chain



PHASE II

~€250m net savings
targeted by 2026



■ realized ■ remaining

Phase II: Focus on supply chain network, commercial integration and operational excellence

- **>800 projects launched** to drive operational efficiency in manufacturing and logistics
- **Average complexity reduction by 15% initiated (Target: ~25%),** including number of plants, production lines, warehouses, contract manufacturers
- **Commercial integration** progressing as planned with **seven countries live**
- **Net savings:**
 - **~€80m** of initially €150m already achieved by end of 2023
 - **Increased expectations from at least €150m to ~€250m** in full swing by 2026

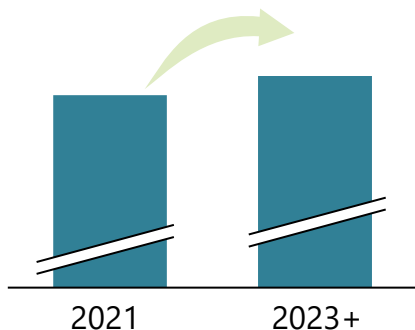
DRIVING **BIGGER** LEVERAGING AND INVESTING IN TECHNOLOGIES

Technologies
Brands
Capabilities
Shareholder
Return



Continuous substantial investments into R&D and technologies has created a wealth of knowledge and patents

R&D investments in €m
(indicative)



Superior technology-driven innovations addressing relevant consumer needs – Examples



INNOVATIVE HAIR BONDING TECHNOLOGY

Restoring and repairing hair structure for healthier and stronger hair

- Colorations may cause damage to the hair
- Bonding technology used in Professional and Consumer colorations protects the hair during the coloration process

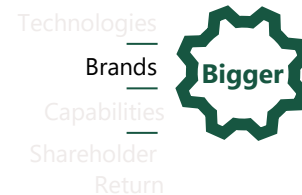


UNIQUE DEEP CLEAN TECHNOLOGY

Removing deposits that create bad odors on laundry and in the washing machine

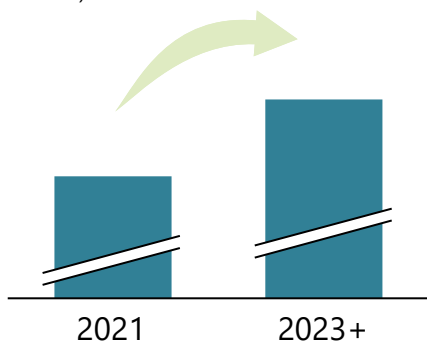
- Washing machines can develop bad odors over time
- Innovative enzyme technology enables lasting hygienic freshness

DRIVING **BIGGER** VALORIZING TRUSTED BRANDS



Increased media investments driving brand equity

Media investments in €m
(indicative)



Strengthening brands fueled by innovation and marketing support – Examples

	<p>TAFT</p> <p>Re-ignited Styling category with strong relaunch</p>	<p>LIFT YOUR BLONDE AT HOME</p>
<p>PERWOLL</p> <p>Gaining appeal as main premium brand in Fabric Care</p>	<p>VOLUME IN A FLASH</p> <p>TO FACE EVERY CHALLENGE WITH STYLE</p>	<p>SYOSS</p> <p>Leveraging differentiation for growth</p>

DRIVING **BIGGER** SUSTAINABILITY AS PART OF OUR DNA

Technologies
Brands
Capabilities
Shareholder
Return



PACKAGING

TRANSFORMATION TO 100%
RECYCLABLE OR REUSABLE, REDUCE
FOSSIL PLASTICS BY 50% AND ZERO
PLASTIC WASTE



INGREDIENTS

TRANSFORMATION TO 100%
RENEWABLE AND BIODEGRADABLE
INGREDIENTS BY 2030



OPERATIONS

TRANSFORMATION TO 100% CLIMATE
POSITIVE OPERATIONS
IN 2030

DRIVING **BIGGER** DIGITAL BUSINESS ENABLEMENT



Leveraging digitalization to create attractive touchpoints and increase efficiency



DIGITAL SALES & MARKETING

Digital sales with double-digit organic growth in 2023

Integration of AI to optimize customer centricity and marketing activation



R&D AND SUPPLY CHAIN

Digitalization of Supply Chain streams

R&D backbone supported by AI to drive purposeful innovations

CONSUMER BRANDS

POISED FOR PROFITABLE GROWTH

MID- TO LONG-TERM FINANCIAL AMBITION

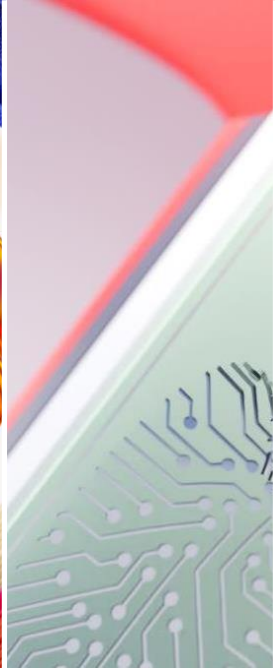
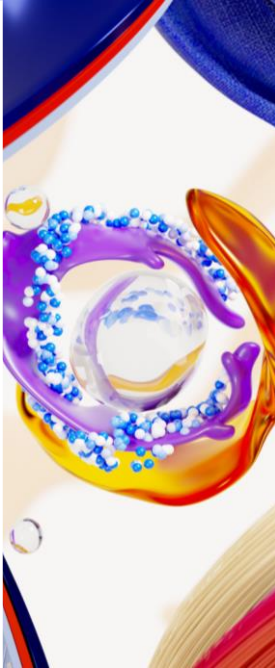
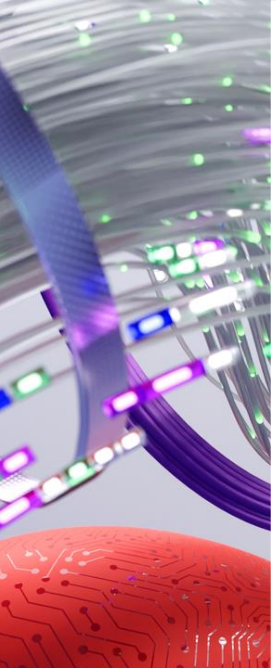
3-4 %

ORGANIC SALES
GROWTH

MID-TEENS %

ADJ. EBIT
MARGIN

- **#2 player** across our active markets around the world, with **leading positions in attractive consumer categories**
- Portfolio of **iconic brands with strong brand equities** supported by increased and more focused marketing spend
- Driving impactful **innovations** to boost growth, building on strong **R&D expertise as technology leader** and **digital and sustainability capabilities**
- Leveraging **deep consumer insights** and **well-established relationships with customers and partners to shape relevant market trends**
- Execution of **clear roadmap for business transformation** to **fuel growth dynamics** – both organically and via M&A – **and enhance profitability**



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG



Early mover with long-term strategy and solid corporate governance



SUSTAINABILITY

DRIVING PROGRESS ALONG THE VALUE CHAIN

2030+ Sustainability Ambition Framework firmly embedded –

driving transformational change in our business, value chains and markets

Sustainability at the core of our corporate strategy and company purpose



> 30 years of continuous Sustainability Reporting

REGENERATIVE PLANET

We strive to address a circular economy, a climate-neutral future and the regeneration of nature.

- CLIMATE
- CIRCULARITY
- NATURE

THRIVING COMMUNITIES

We actively contribute to people being able to lead a better life through our business and brands.

- EQUITY
- EDUCATION
- WELLBEING

OUR 2030+ SUSTAINABILITY AMBITION:
TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS

PRODUCTS | PEOPLE | PARTNERSHIPS

TRUSTED PARTNER

We are committed to product quality and safety while ensuring business success with integrity.

- PERFORMANCE
- TRANSPARENCY
- COLLABORATION



2030+ SUSTAINABILITY AMBITION FRAMEWORK

OUR PURPOSE

Pioneers at heart for the good of generations.

TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS



REGENERATIVE PLANET

We strive to achieve a circular economy, a climate-neutral future and the regeneration of nature.



CLIMATE

Become a climate-neutral business by decarbonizing our operations and raw materials.



CIRCULARITY

Advance circularity through our products, packaging and technologies.



NATURE

Protect and restore biodiversity with a focus on forests, land and water, and ensure responsible resource stewardship.



THRIVING COMMUNITIES

We actively contribute to people being able to lead a better life through our business and brands.



EQUITY

Strengthen diversity, equity and inclusion, respect human rights and enhance the livelihoods of people.



EDUCATION

Support lifelong learning and education, and motivate people to take action for sustainability.



WELLBEING

Foster health and wellbeing, and help drive social progress.



TRUSTED PARTNER

We are committed to product quality and safety while ensuring business success with integrity.



PERFORMANCE

Reliably deliver best-in-class product performance and chemical safety as the foundation of our business success.



TRANSPARENCY

Integrate sustainability into our business governance with transparent reporting, disclosure and engagement.



COLLABORATION

Scale sustainability impact with our partners, leading to responsible business practices in our supply chains.

PRODUCTS

PEOPLE

PARTNERSHIPS

Highlight ambitions



Aim for climate-positive operations by 2030

and set a net-zero pathway for our scope 3 emissions



Increase share of recycled plastic in packaging to >30%

and achieve 100% design for recycling or reusability by 2025



Aim for gender parity across all management levels by 2025

– and shape the future of work for our business and employees

TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO CARBON FUTURE



REGENERATIVE
PLANET



CIRCULARITY

87% of packaging is designed for recycling
(target: 100% by 2025)



NATURE

96% of palm-based ingredients comes from certified **sustainable supply**
(ambition: 100%)

CLIMATE

89% of our electricity sourced from renewable sources
(target: 100% by 2030)



TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE



THRIVING
COMMUNITIES



EQUITY

39.5% share of women
across management levels
(ambition: 50% by 2025)



WELLBEING

>90% employees
reached with global
health campaigns



EDUCATION

>39,300 smallholders reached
through improved livelihoods
and forest protection projects



TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



DRIVE PERFORMANCE WITH INTEGRITY



TRUSTED
PARTNER



TRANSPARENCY

Continuous participation in **key disclosures** such as **MSCI, ISS** and **Sustainalytics**



PERFORMANCE

>99% of annual sales covered by product **lifecycle appraisals**



COLLABORATION

Founding member of industry initiative **Together for Sustainability (TfS)** – driving sustainability in the chemical sector's supply chains



SUSTAINABILITY

KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **Strong track record** and profound competencies in sustainability management
- Sustainability **integral part of company strategy and purpose**
- Comprehensive **2030+ Sustainability Ambition Framework** addressing relevant challenges and opportunities
- **Distinct implementation across business units to drive competitive advantage** – leveraging role as “enabler” in Adhesive Technologies and shaping relevant trends in Consumer Brands
- **Deep commitment and excellent performance** in sustainability confirmed in **numerous independent sustainability ratings**
- **Clear contribution to value creation and competitiveness**

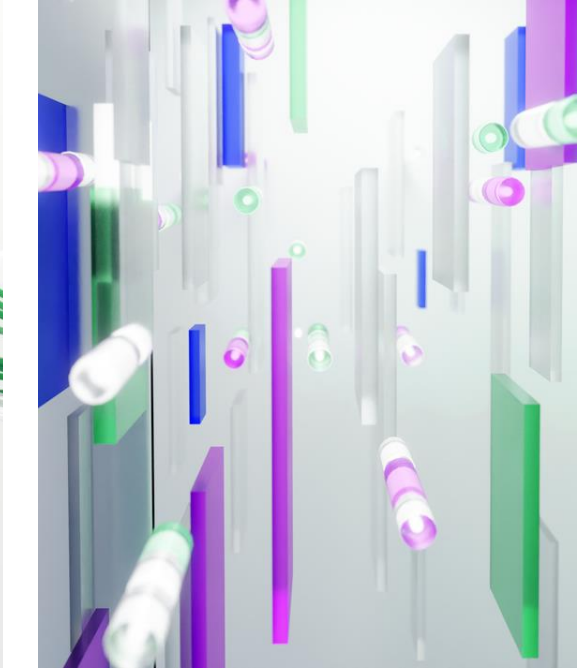
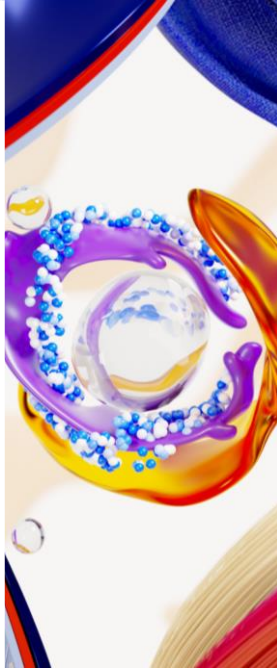
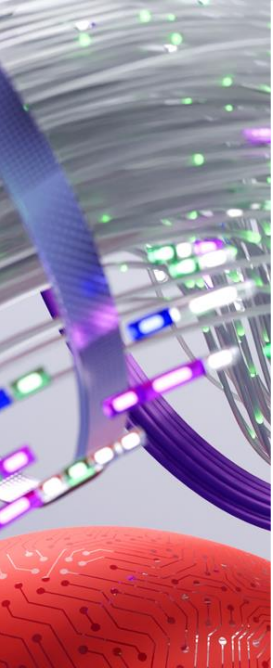
FURTHER INFORMATION:



[SUSTAINABILITY REPORT 2023](#)

CORPORATE GOVERNANCE:

[CORPORATE GOVERNANCE
AT HENKEL](#)



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

**INVESTOR
RELATIONS
CONTACT**

INVESTOR RELATIONS *TEAM*



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