

HENKEL INVESTOR PRESENTATION

INVESTOR RELATIONS | NOVEMBER 2026

Henkel

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.

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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 2025 (time reference of market share data may deviate). Updated in November 2026.

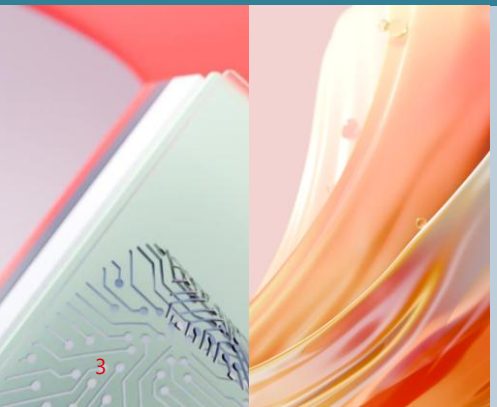
REASONS TO INVEST

150 YEARS OF TRUSTED HERITAGE

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 shareholder returns



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

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

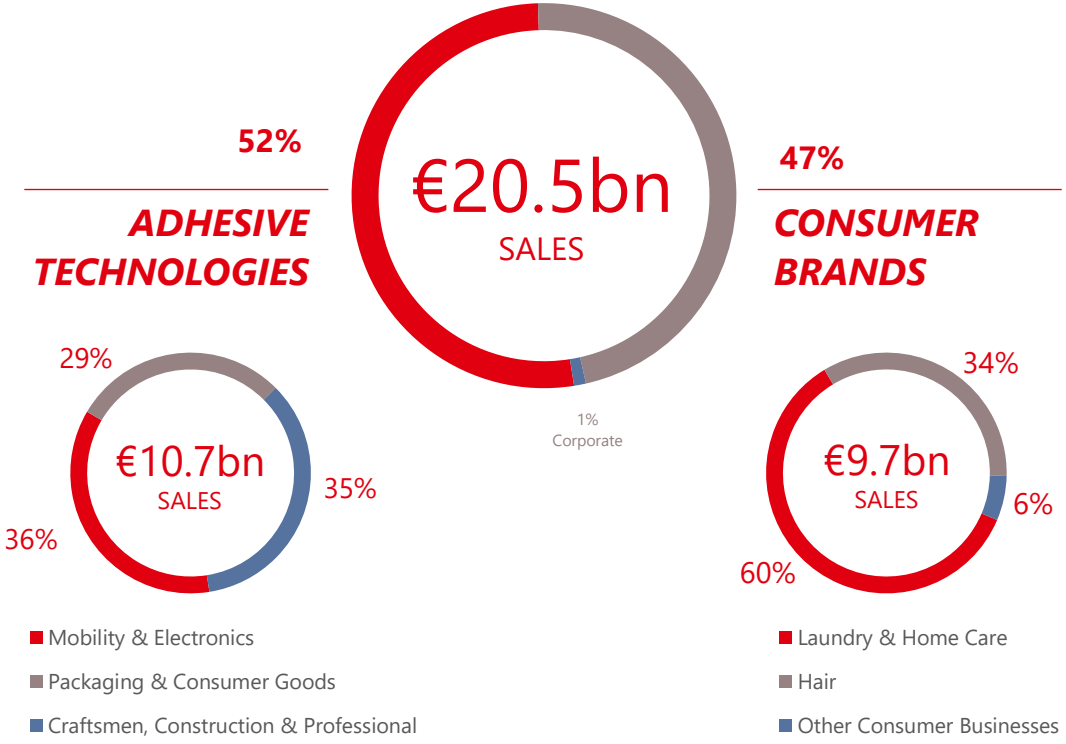
Body Care

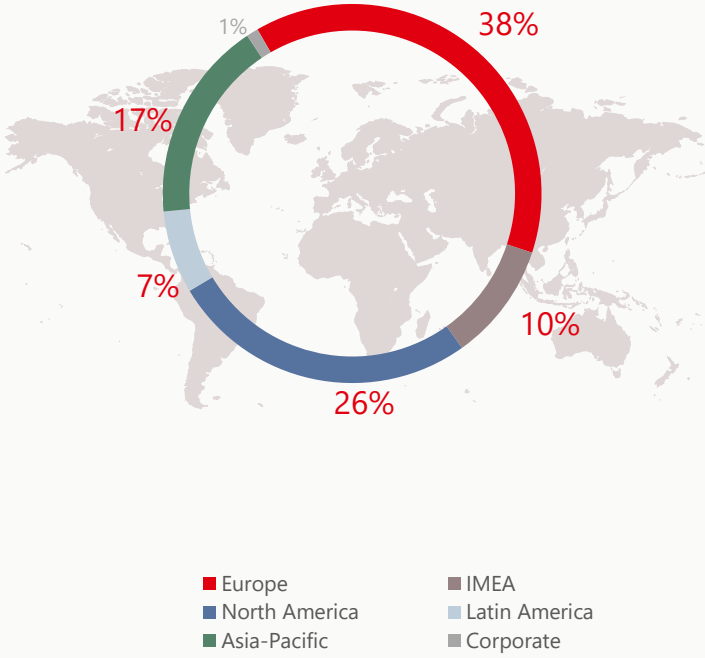
Presence in selected markets

...benefiting from **SHARED PLATFORMS AND INFRASTRUCTURE** *as strong backbone*

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

FY 2025





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



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

- **Expanding innovation leadership** with customer-centric solutions setting industry standards, **leveraging megatrends**
- Investing in **high-growth markets**
- **Increasing number of solutions** per unit across markets
- Enhancing growth with **attractive M&A opportunities** also expanding into attractive adjacent businesses



EXPANDING OUR GLOBALLY LEADING POSITIONS[1] IN ***CONSUMER BRANDS***

- Driving **better and bigger –** building on a **successfully transformed business**
- Translating global trends into **consumer-centric innovations**, driving **technology leadership** and **valorizing the portfolio**
- Powering growth, speed & impact through **digital & AI capabilities**
- Enhancing growth with **attractive M&A opportunities**

[1] referring to current positions in active markets

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

KPIs 2025

OSG	0.9%
ADJ. EBIT	€3,026m
ADJ. EBIT MARGIN	14.8%
ADJ. EPS	€5.33
ADJ. EPS GROWTH[1]	+4.7%

Strong organic sales growth across businesses



HENKEL GROUP

▲ **4.8%**

CAGR[2]



ADHESIVE TECHNOLOGIES

▲ **6.6%**

CAGR[2]



CONSUMER BRANDS

▲ **3.2%**

CAGR[2]

[1] at constant exchange rates

[2] FY 2020 – 2025

INVESTING INTO OUR BUSINESSES

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

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 €650m-€700m over past 10 years**

ACQUISITIONS INTEGRAL PART OF STRATEGY

- **Adhesive Technologies**: focus on **attractive adjacent businesses** and **innovative technologies**
- **Consumer Brands**: focus on **strengthening core categories** and **closing white spots**

STRONG CURRENT DEBT RATINGS

S&P: A **Moody's:** A2

SELECTED RECENT HIGHLIGHTS

CAPEX INVESTMENTS



Inspiration Center in Brazil (Adhesive Technologies)



House of Hair Openings (Consumer Brands)

ACQUISITIONS

ATP Adhesive Systems and Stahl Group (Adhesive Technologies)

Not Your Mother's and OLAPLEX (Consumer Brands)

SUCCESSFULLY EXECUTING ON OUR *M&A GROWTH STRATEGY…*

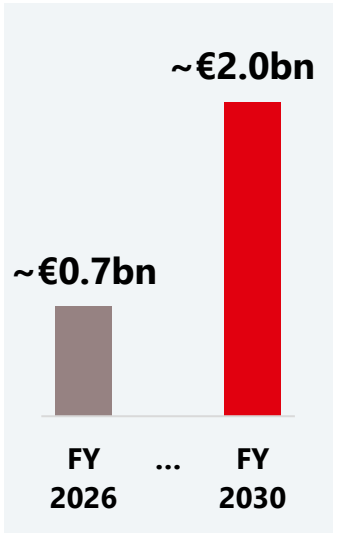
ALL 5 ACQUISITIONS ANNOUNCED IN 2026 CLOSED

ADDING €2BN OF SALES BY 2030

Timing of Closing 2026

Feb 4	Wetherby Laroc Performance Building Products & Systems	Entering into attractive market for **facade solutions in UK**
April 1	ATP ADHESIVE SYSTEMS	Expanding portfolio **beyond liquid technologies into attractive tapes business**
April 24	NOT YOUR MOTHER'S	Strengthening footprint & scale in **North America** with attractive **Hair Care brands**
July 7	OLAPLEX	
Oct 1	Stahl	Expanding portfolio into **specialty coatings for flexible materials**

...WITH ***STRONG TOP- AND BOTTOM-LINE CONTRIBUTIONS***



Sales contribution

MID TO HIGH SINGLE-DIGIT OSG

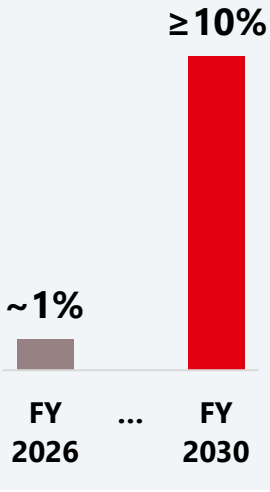
from **FY 2027** onwards

OSG contribution

HIGH SINGLE-DIGIT % SALES

by **FY 2030**

Synergies[1]



Adj. EPS contribution[2]

~1.5X ADJ. EBITDA

by **FY 2026**

well within single A credit rating corridor

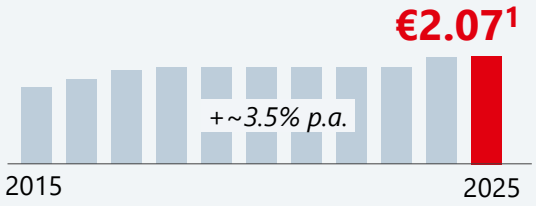
Expected leverage

[1] defensive & offensive synergies
[2] per preferred share; net impact after accounting for financing, integration costs & IFRS purchase price allocation effects

OFFERING ***ATTRACTIVE SHAREHOLDER RETURNS***

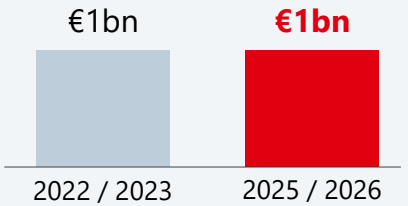
>10%

DIVIDEND INCREASE OVER THE PAST TWO YEARS



€2bn

SHARE BUYBACK 2022–2026



- **Dividend policy** with targeted payout ratio of 30-40%[2]
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Raised dividend for 2025 by 1.5%** from €2.04 to €2.07[1]

- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **Second share buyback** of €1bn successfully finalized by the end of March 2026

DISTRIBUTED MORE THAN €10BN TO SHAREHOLDERS OVER THE PAST 10 YEARS

[1] dividend per preferred share
[2] of net income after non-controlling interests, and adjusted for exceptional items

STRINGENTLY WORKING TOWARDS OUR *MID-TERM FINANCIAL AMBITION*

MID-TERM FINANCIAL AMBITION

	HENKEL GROUP
ORGANIC SALES GROWTH	3 to 4%
ADJUSTED EBIT MARGIN	~16%
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

- Strong businesses with leading positions benefitting from **global megatrends**
- **Optimized portfolio** in both businesses
- Leveraging on **investments in R&D and supply chain**
- Driving innovations and thereby building on **global footprint and strong R&D network**
- **Strong financial position** offering ample room to **invest into the business** (incl. additional growth via **M&A**)
- Enhancing **shareholder returns** through share buybacks and attractive dividends

ADHESIVE TECHNOLOGIES

3 GRAMS of Henkel's Loctite adhesives are enough to **PULL A 200-TON TRAIN**



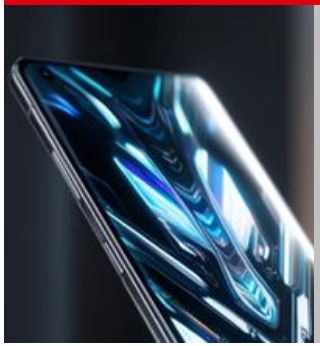
ONE IN THREE branded **ATHLETIC SHOES** is assembled using Henkel adhesives



ADHESIVE TECHNOLOGIES

GLOBAL #1 PLAYER IN ADHESIVES MARKET

140 OF 150 CARS produced every minute worldwide contain a **HENKEL SOLUTION**



>50 ADHESIVE SOLUTIONS are in each **SMARTPHONE**



EVERY SECOND Henkel **SELLS 4 PRITT** glue sticks



ADHESIVE TECHNOLOGIES SETTING ***INDUSTRY STANDARDS***

SHAPING THE INDUSTRY AS A ***MARKET LEADER*** IN…



ADHESIVES



SEALANTS



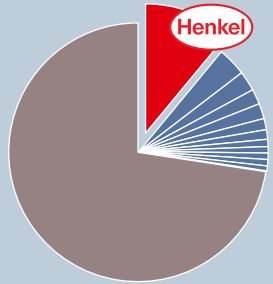
COATINGS

… WITH HIGH-IMPACT ***CUSTOMER-CENTRIC SOLUTIONS***

Creating customer value in attractive global markets

- **~14%** global market share
- Highly **specialized and fragmented markets** across all industries and regions
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

~€80bn
2025 market size



LEADING POSITIONS IN A ***BROAD RANGE OF MARKET SEGMENTS*** ACROSS THREE BUSINESS AREAS



MOBILITY & ELECTRONICS

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



PACKAGING & CONSUMER GOODS

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



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

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

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
Pattex
Pritt
Ceresit

Peer group with business overlap

Sika
H.B. Fuller
Connecting what matters.™
RPM
3M

Henkel

WELL-BALANCED GLOBAL PORTFOLIO



35%

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

- Consumer & Construction[1]
- General Manufacturing & Maintenance

36%

MOBILITY & ELECTRONICS

- Automotive OEMs
- Automotive Components
- Electronics
- Industrials

29%

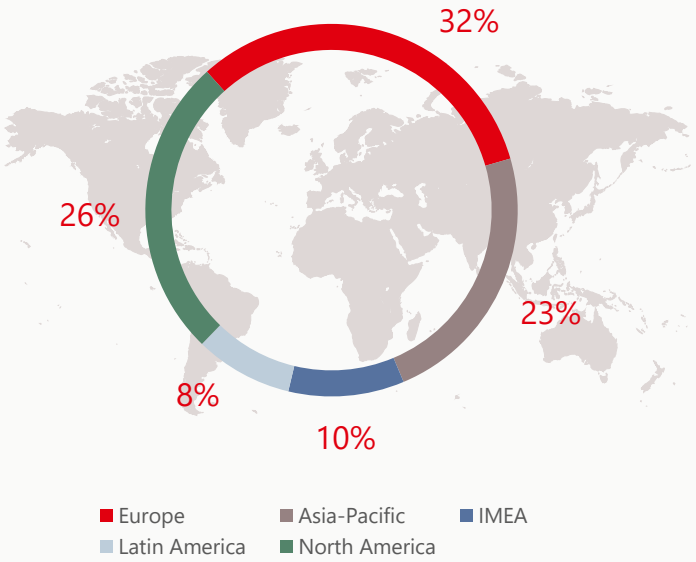
PACKAGING & CONSUMER GOODS

- Packaging
- Consumer Goods

[1] Effective as of April 1st 2026, we combined our strategic business unit Construction and our strategic business unit Consumers & Craftsmen into two regionally focused units: Consumer & Construction Eurasia & Africa, and Consumer & Construction Americas.

KPIs 2025

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
1.5%	€1,779m	16.7%



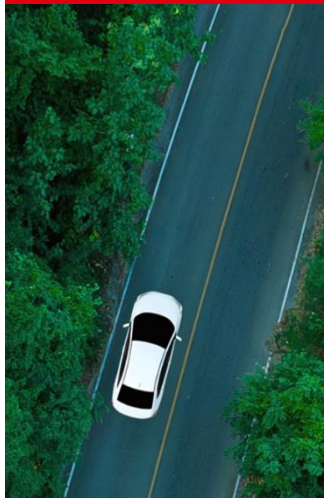
DRIVING GROWTH OPPORTUNITIES ALONG ***GLOBAL MEGATRENDS***

URBANIZATION



Driving speed, efficiency & sustainability in construction

MOBILITY



Solving challenges with new applications paving the way for future mobility

CONNECTIVITY



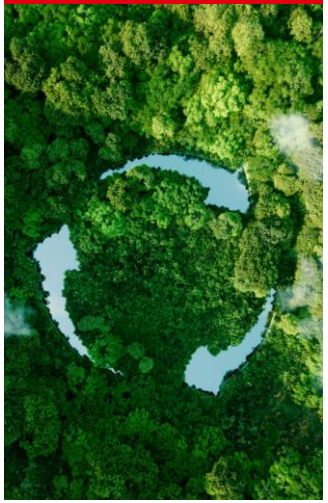
Facilitating new functionalities & designs at the forefront of the industry

DIGITALIZATION



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

SUSTAINABILITY



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

INVESTING IN ***HIGH-GROWTH MARKETS***
SELECTIVE EXAMPLES



MAINTENANCE, REPAIR & OVERHAUL (MRO)

OUTPERFORMING markets in highly attractive segment with **HIGH SINGLE-DIGIT** growth[1]

Driving growth by **EXPANDING** our **MRO PLATFORM** through recent acquisitions



ELECTRONIC SOLUTIONS

DOUBLE-DIGIT growth[1,2] from **RISE OF AI**

Focusing on **LOCALIZATION** in **HIGH GROWTH MARKETS**



AEROSPACE

OUTPERFORMING markets with **HIGH SINGLE-DIGIT** growth[1]

EXPANDING CAPACITIES driven by **HIGHER DEMAND**

[1] expected OSG CAGR 25-29

[2] for AI-related applications, e.g., Advanced Packaging and Data Centers

BUILDING ON ***TECHNOLOGY LEADERSHIP*** AND STRONG ***GLOBAL MANUFACTURING FOOTPRINT***



Ensuring **customer proximity at global scale**

Leveraging our **technology-agnostic approach** across >800 industries

Building on **strong and scalable technologies**

~25% Newly launched products[1]	**>3,000** R&D experts[2]	**130** manufacturing sites
14 Technology platforms	**~€360m** R&D spend[3]	**>6,500** customer facing experts

[1] sales share of products launched in last 5 years [2] including application engineering experts [3] in FY 2025

DRIVING ***INNOVATION EXCELLENCE*** TO FUEL GROWTH


URBANIZATION


MOBILITY


CONNECTIVITY


DIGITALIZATION


SUSTAINABILITY

New business solutions
Win & grow new 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

Cutting-edge expertise in formulation & applied engineering

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

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

Go to market accelerated through **automation & digitalization**

LEVERAGING ***UNIQUE VALUE CHAIN POSITION*** TO DRIVE ***CUSTOMER-CENTRIC SOLUTIONS***

DESIGN / R&D
Early involvement in product design phase

TESTING
Collaborative product & solution testing

PRODUCTION
Joint production processes improvement

Industry example: *Applications for automotive batteries*



*Enhancing **solution designs** alongside customers e.g., digital twins and simulation*



***Innovating** with on-site testing e.g., battery de-bonding and temperature test*



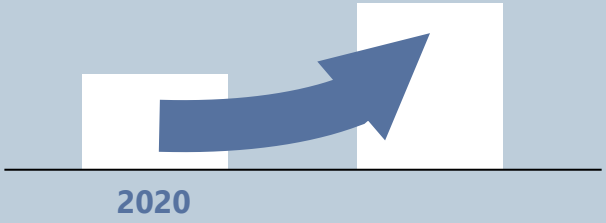
*Adapting solutions to **specific production needs** e.g., improving battery sealing process*

INCREASING NUMBER OF SOLUTIONS *PER UNIT ACROSS MARKETS*



Average number of Henkel solutions per smartphone

+~50%

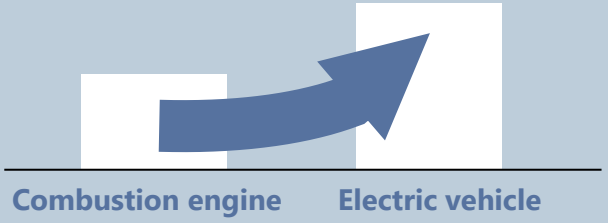


Applications enabling **MINIATURIZATION**, **WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased number of solutions in Consumer Devices



Sales potential of Henkel solutions

>2x



EV SALES POTENTIAL for Henkel solutions **>2X** compared to a combustion engine car

LEADING THE ***SUSTAINABILITY TRANSFORMATION***

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO

Emission reduction, energy & material efficiency

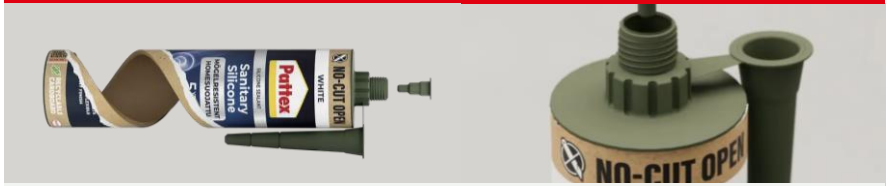
Circular materials, enabling debonding compatibility with recycling

Chemical safety, safety in application and end use phase

21% share[1]

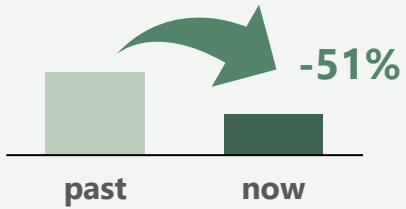
…of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION



Selective example

Plastic weight reduction[2]



CO_2 reduction[2]



More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO_2 emissions**

[1] NES % of products classified as Pioneers and Contributors according to the Sustainability Portfolio Assessment 2024

[2] annualized estimates based on planned full-year production

ENHANCING GROWTH WITH ***ATTRACTIVE M&A OPPORTUNITIES***

Enabling future
SUSTAINABLE PROFITABLE GROWTH VIA M&A

CORE

Strengthen portfolio by expanding into high-growth markets

Integrate scalable assets into our established core portfolio

+

ADJACENCIES

Expand into new high-potential growth markets

Add attractive adjacencies with familiar technologies & business models

EXPANDING OUR TECHNOLOGY PORTFOLIO
THROUGH RECENT ACQUISITIONS…

TECHNOLOGY CORE

- Hotmelts
- Waterbased Adhesives
- Polyurethanes
- Thermosets
- Acrylates
- Surface Treatment & Cleaners
- Rubber, Plastisols & Parts
- Silicones, Silane Modified Polymers
- Specialties
- Inorganic Construction Adhesives
- Lubricants & Dispersions
- Thermal Management

NEW TECHNOLOGIES
through acquisitions

- **Engineered Infrastructure Systems** (2023 / 2024) — CRITICA Infrastructure; SEALFORLIFE Industries
- **Tapes** (2026) — ATP Adhesive Systems
- **Specialty Coatings** (2026) — Stahl

Expanding **BROADEST PORTFOLIO** in the industry with **ATTRACTIVE ADJACENCIES**

Entering **NEW MARKETS** while unlocking **NEW TECHNOLOGY-LED OPPORTUNITIES** in the core

Strengthening **TECHNOLOGY-AGNOSTIC APPROACH** for more customer-centric solutions

… ADDING ***~1.5BN OF PROFITABLE SALES*** IN RECENT YEARS

ADJACENCIES			CORE
FLEXIBLE COATING TECHNOLOGY	**WATER-BASED SPECIALTY TAPES**	**MAINTENANCE, REPAIR & OVERHAUL**	**HIGH-PERFORMANCE FAÇADE SYSTEMS**
			
Adds **complementary flexible coatings capabilities** and strengthens R&D	Expands into **high-performance water-based specialty tapes** and broadens the liquid-technologies platform	Enhances **MRO offering across key segments** and increases presence in attractive infrastructure markets	Combines **technical expertise, innovation, and service support** to meet evolving construction-industry needs
~725m€ business[1]	**~270m€** business[1]	**~350m€** business[2]	**~25m€** business[3]

[1] in 2025 [2] in 2023 [3] majority stake; in 2025

DRIVING FURTHER ***PROFITABLE GROWTH*** IN ***ADHESIVE TECHNOLOGIES***

MID-TERM FINANCIAL AMBITION

3-5 %

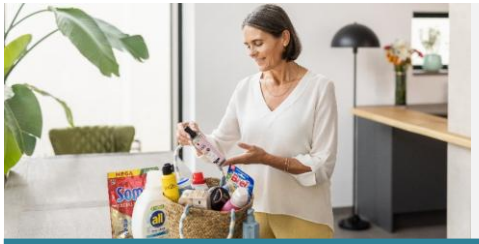
ORGANIC SALES GROWTH

HIGH-TEENS %

ADJ. EBIT MARGIN

- Driving growth opportunities along **global megatrends**
- Investing in **high-growth markets**
- Building on **technology leadership** and **strong global manufacturing footprint**
- Leveraging **unique value chain position** to drive **customer-centric solutions**
- **Increasing number of solutions** per unit across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

CONSUMER BRANDS



We have established entirely new categories, such as toilet care, **TRANSFORMING CONSUMER CHOICES**



We focus on selected **BRANDS** in key categories driving value through **RELEVANT INNOVATIONS**

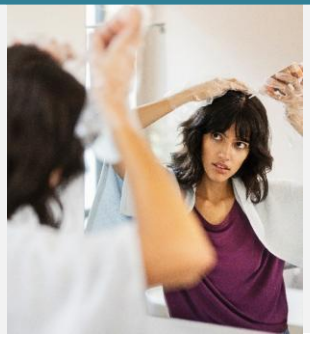
CONSUMER BRANDS

#2 PLAYER IN OUR ACTIVE MARKETS

STRONG GROWTH DYNAMICS OF TOP 10 BRANDS

Persil · all · Perwoll · Schwarzkopf · Bref · Pril · got2b · Purex · Dial · SYOSS

EVERY SECOND the hair of **16 CONSUMERS** is colored with **HENKEL HAIR COLORANTS**



EVERY SECOND more than **150 DISHWASHERS** are running with a **HENKEL UNIT DOSE**



EVERY MINUTE ~3,000 DETERGENT PRODUCTS from Henkel are sold

based on trade panel data from NielsenIQ/Circana (Laundry & Home Care and Hair Consumer) & Kline

Henkel

ATTRACTIVE CATEGORY PORTFOLIO
FOCUSING ON TWO GLOBAL CATEGORIES



LAUNDRY & HOME CARE

#2 IN ACTIVE MARKETS

#2 IN LAUNDRY CARE

#1 IN HOME CARE



HAIR
CONSUMER & PROFESSIONAL

#2 IN ACTIVE MARKETS

CO-#2 IN PROFESSIONAL & CONSUMER



OTHER CONSUMER BUSINESSES

PRESENCE IN SELECTED BODY CARE MARKETS

based on trade panel data from NielsenIQ / Circana 2025 (Laundry & Home Care and Hair Consumer); Kline data for Hair Professional 2024

UNITED UNDER **ONE STRONG ~10BN€ PLATFORM**



60%

LAUNDRY & HOME CARE

- Laundry Care
- Home Care

34%

HAIR

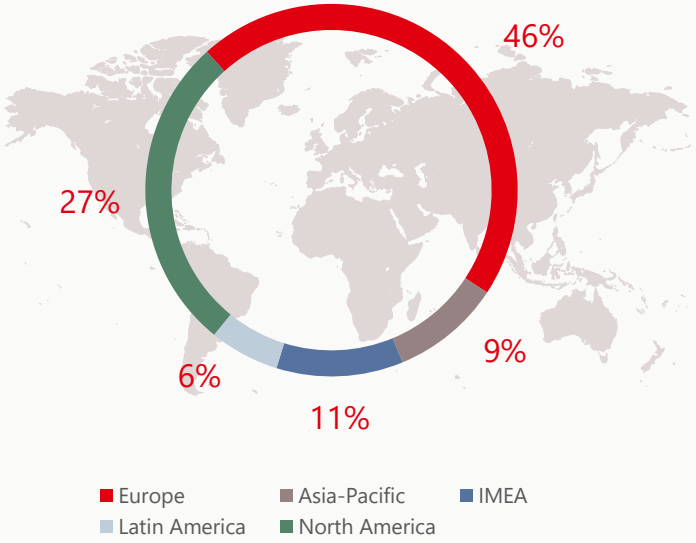
- Consumer
- Professional

6%

OTHER CONSUMER BUSINESSES

KPIs 2025

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
0.3%	€1,400m	14.5%



DRIVING ***BETTER AND BIGGER*** – AS THE KEY FOR PROFITABLE GROWTH



Leveraging the power of **digitalization and AI**

- Focused business **portfolio**
- With **consumer preferred products**
- At **optimal costs**
- Powered by **customer excellence**

BUILDING ON A ***SUCCESSFULLY TRANSFORMED BUSINESS*** …

Integration of Consumer Brands successfully concluded ahead of plan …

ORGANIZATIONAL SET-UP	PORTFOLIO	SUPPLY CHAIN
Optimization of organizational set-up and teams	**Fundamental portfolio transformation** with sharpened brand focus	Focus on **supply chain network**, **commercial integration** and **operational excellence**
Merger of two business units	**Divested or discontinued sales** of slightly above **€1bn**	**"1-1-1 approach"**[2] live in all targeted countries
Implementation of **highly efficient structures**	**Exit** from **selected categories**[1] and **~-40% reduction** of **#SKUs**	**~25% complexity reduction**

… reaching above-target savings of €540m with significant re-investments in the business[3]

[1] Air Freshener, Oral, Skin and selective Body Care markets

[2] one order, one shipment, one invoice

[3] versus base FY 2021

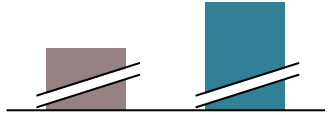
… FUELING SUSTAINABLE PROFITABLE GROWTH ON ***SOLID AND HEALTHY GROUNDS***

Significantly **IMPROVED QUALITY OF BUSINESS**
across multiple dimensions since merger announcement

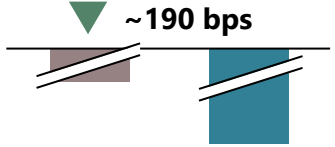
Sales [in MEUR]
Δ 2025 vs. 2022
▲ ~3.0%
OSG CAGR



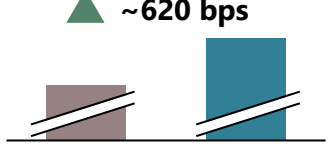
Adj. Gross Margin [in %]
Δ 2025 vs. 2022
▲ ~1,200 bps



CNWC [in %]
Δ 2025 vs. 2022
▼ ~190 bps



Adj. EBIT Margin [in %]
Δ 2025 vs. 2022
▲ ~620 bps



Successfully built a strong
MULTI-CATEGORY PLATFORM
with enhanced efficiency and competitiveness

Materially improved rankings in
FMCG RELEVANCE in Europe and
RETAILER PERCEPTION in the US

▲ #4
(before: #5/ #10)
Europe Retailer Ranking[1]

▲ #3
(before: #14)
US Perception Rating[2]

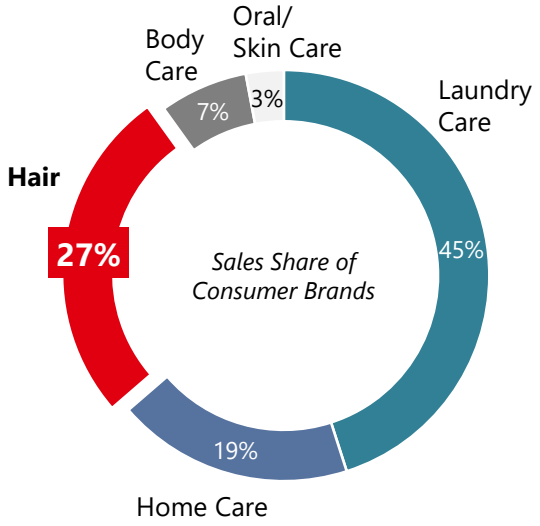
sales related to portfolio measures and divestment of Russian business activities

[1] Euromonitor Consulting 2022 (Laundry & Home Care / Beauty Care) vs. 2024 (HCB), FMCG market value excl. processed food/beverage/pet/paper

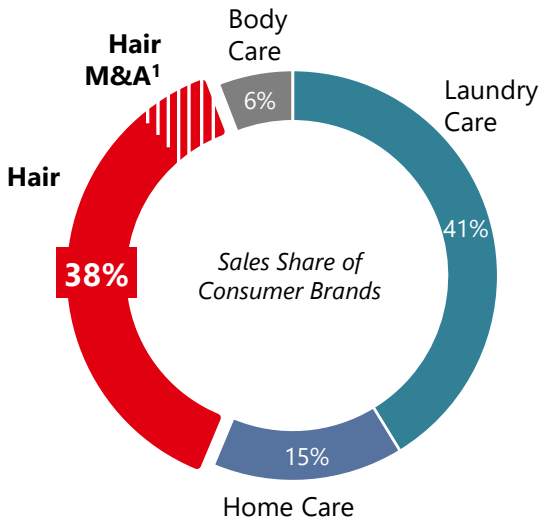
[2] Advantage Report 2023 vs. 2025 (HCB), US Home & Beauty Care

TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

HCB PORTFOLIO 2021



HCB PORTFOLIO 2025 (pro-forma[1])



ATTRACTIVE CATEGORIES & sharpened **BRAND FOCUS**

CLEAR M&A STRATEGY with expansion in **HAIR** (~€1bn since 2021[1])

MORE BALANCED PORTFOLIO with Hair[1] to reach nearly the size of Laundry Care with ~40% sales share each

Focus on **PREMIUM LAUNDRY CARE** (e.g., Persil & Perwoll)

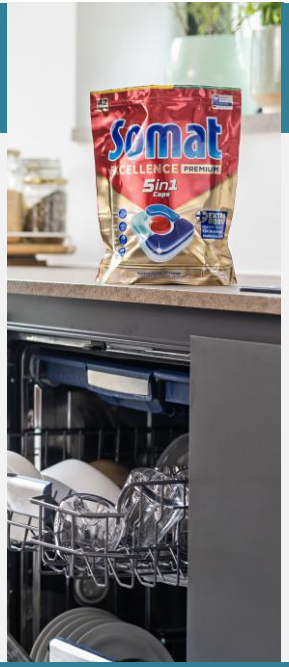
[1] incl. recent M&A

BUILDING ***ADVANTAGE THROUGH LEADERSHIP*** IN OUR CORE CATEGORIES & WITH ICONIC BRANDS



#2 IN LAUNDRY CARE

Sharpening the core by driving relevant, technology-driven **innovation** & **valorization**



#1 IN HOME CARE

Leveraging **strategic investments** & **advanced technologies** setting new industry standards



#2 IN HAIR

Capitalizing on **expertise in Professional & Consumer** while expanding **global footprint** by closing **white spots**

LEVERAGING OUR LEADERSHIP IN ~270 COUNTRY/CATEGORY POSITIONS

based on trade panel data from Nielsen / Circana 2025 (Laundry & Home Care and Hair Consumer); Kline data for Hair Professional 2024

DRIVING OUTPERFORMANCE WITH ***TOP 10 BRANDS*** ACROSS CATEGORIES

IDENTIFYING **RELEVANT CONSUMER NEEDS**

ROLLING OUT **IMPACTFUL INNOVATIONS**

ONGOING **GROWTH INVESTMENTS**

SUPPORTING WITH **INCREASED MARKETING SPEND**

SALES SHARE ~60%

Persil, all, got2b, Dial, Pril, SYOSS, Schwarzkopf, Bref, Perwoll, Purex

STRONG ORGANIC SALES GROWTH AND GOOD VOLUMES OF TOP 10 BRANDS IN FY 2025

>300 BPS OUTPERFORMANCE IN FY 2025
TOP 10 BRANDS VS. HCB TOTAL

FOCUSED BUSINESS PORTFOLIO
allowing us to drive value in our brands

FOCUS ON TOP 10 BRANDS driving **ABOVE AVERAGE GROWTH**

Sales **SHARE OF TOP 10 BRAND** to **INCREASE FURTHER** in the coming years

VALORIZING THE PORTFOLIO WITH IMPACTFUL INNOVATIONS

Driving **breakthrough innovations** catering to **unmet consumer needs**

Creating **new value pools**

Enhancing **trade-up into premium** price tiers

Enhancing **iconic brands power** & driving **value in the core**

KEY LEVERS FOR VALORIZATION

Advancing **coloration** by adding **care** features





Strengthening **competitive edge in blonde** segment

Repositioning Perwoll brand with **innovative formulations**



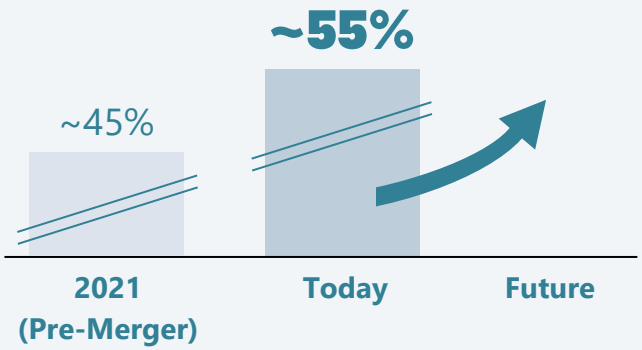


Catering to unmet consumer needs such as **larger laundry loads**

ACTIVELY SHAPING OUR PORTFOLIO WITH ***INCREASED FOCUS ON ATTRACTIVE PREMIUM LAUNDRY CARE*** MARKET

DRIVING PROFITABLE GROWTH THROUGH TECH-DRIVEN INNOVATIONS DELIVERING SUPERIOR CONSUMER BENEFITS

INCREASING PREMIUM SHARE IN LAUNDRY CARE



TOP BRANDS like **PERSIL & PERWOLL** with **~5% OSG** combined in H1

Strong **MARKET SHARE GAINS** of **+50 BPS** in attractive **FABRIC CARE** category in H1[1]



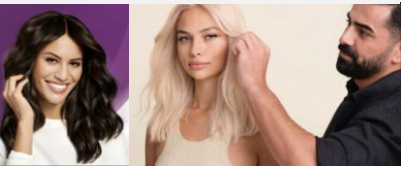


[1] based on trade panel data from NielsenIQ and Circana

BUILDING ON A STRONG FOUNDATION AS GLOBAL #2 TO BECOME ***THE AUTHORITY IN HAIR***

WELL-BALANCED PORTFOLIO BOTH ACROSS CONSUMER (55%) & PROFESSIONAL (45%) AND CATEGORIES[1]

WINNING ***COLORATION***



LEADING ***STYLING***



ACCELERATING ***CARE***



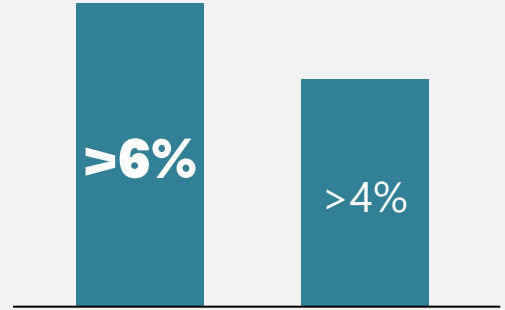
Driving organic growth with **STRONG BRANDS** like Schwarzkopf Masterbrand, Syoss and Got2B

Delivering **CUSTOMER-CENTRIC INNOVATIONS**

Accelerating growth by **LEVERAGING M&A**

OUTPERFORMING FAST-GROWING HAIR MARKET BY SHAPING CONSUMER TRENDS

CAGR FY 2022-2025



Selective trends, e.g., in Hair Care

- **SKINIFICATION**
- **HAIR PROTECTION**
- **HAIR REPAIR**

[1] pro-forma Hair sales shares FY 2025 (incl. recent M&A)

[2] Hair Consumer & Professional; based on trade panel data from NielsenIQ, Circana and Kline

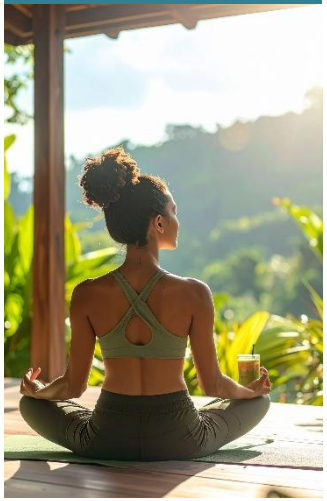
TRANSLATING ***GLOBAL TRENDS*** INTO ***CONSUMER-CENTRIC INNOVATIONS***

SUSTAINABILITY



Empowering consumers to make more sustainable choices in their daily routines

HEALTH & WELLBEING



Promoting products that support a healthier and balanced lifestyle

CONVENIENCE



Simplifying daily tasks with personalized, easy-to-use, effective solutions

DIGITALIZATION



Enhancing the consumer experience through innovative digital tools

PREMIUMIZATION



Elevating consumer experiences with superior products through our brands

pictures generated with AI

NEW REGIONALIZED SET-UP IMPLEMENTED INCREASING ***CONSUMER PROXIMITY*** AND ***AGILITY***

FUNDAMENTAL CHANGE IN SET-UP OF MARKETING & R&D TEAMS

EMPOWERING REGIONS

enhancing **proximity to consumers**, **fast execution** and **speed to market**

While maintaining **GLOBAL ORGANIZATION**

focusing on **long-term breakthrough innovations and leveraging scale** where it matters



~ 10% in **regions**



~ 70% in **regions**



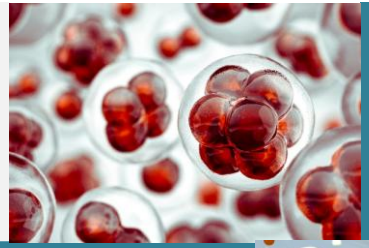
~ 90% in **global** teams



~ 30% in **global** teams

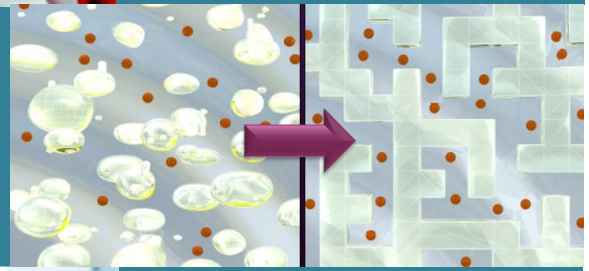


Best-in-class Bioscience
exclusive enzymes, microbiology and early pioneers for peptides



30 years
Experience in Enzyme Engineering

LEVERAGING TECHNOLOGY LEADERSHIP



With our **in-house Fragrance Center**, we craft distinctive scents that enhance consumer experience



AI based performance modeling
720 Mio laundry stain tests digitalized/automated



Enhancing the coloration experience with **Low Odor Technology**: Specially developed to reduce ammonia evaporation while enabling maximal grey coverage

DRIVING ***TECHNOLOGY LEADERSHIP*** THROUGH A STRONG GLOBAL R&D NETWORK



~1,000
Researchers

~€270m[1]
R&D spend

~50%
Innovation rate[2]

>300
Open Inno. projects

Expanding footprint of Houses of Hair…



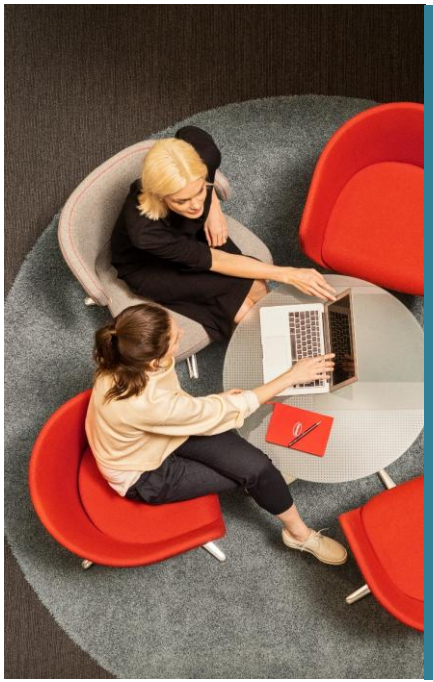




…underlining our ambition to become the Authority in Hair

[1] in FY 2025 [2] sales share of innovations launched within the last 3 years

AT OPTIMAL COSTS
OPTIMIZING THE OVERALL SET-UP

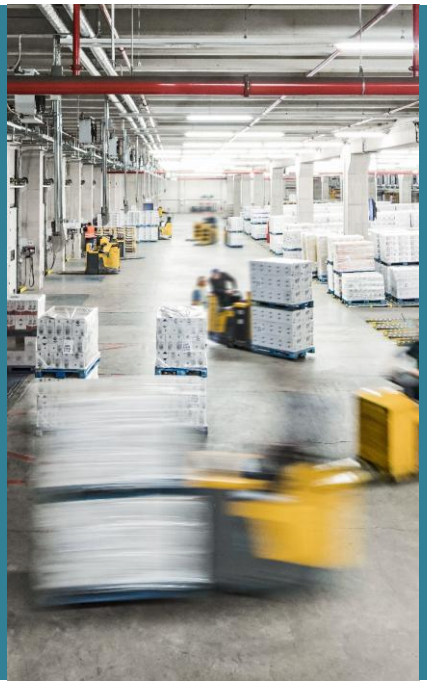


ORGANIZATIONAL SET-UP

Lean, unified operating model following the Consumer Brands integration.

Sharpened roles and simplified processes, enabling faster regional decision-making and stronger proximity to consumers.

Foster entrepreneurial spirit and accelerate cultural transformation.



SUPPLY CHAIN

Optimized production footprint improving efficiency.

Fully embedded 1-1-1 commercial integration model (one order, one shipment, one invoice).

Reduced complexity and SKU rationalization, improving service levels and lowering structural costs.

DRIVING ***CUSTOMER EXCELLENCE*** WITH A DIVERSIFIED GO-TO-MARKET SETUP

As one consumer platform, we are a strong partner...

SUPERMARKET & DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON DISTRIBUTOR

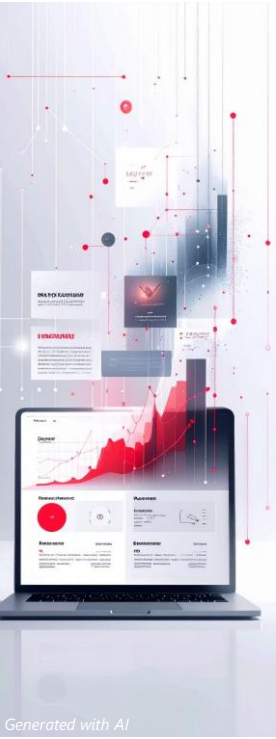


E-COMMERCE



... with one face to our customers and increased logistical and operational efficiency

POWERING GROWTH, SPEED & IMPACT THROUGH ***DIGITAL & AI CAPABILITIES***



ACCELERATING PRODUCT DEVELOPMENT

AI platforms to **extract consumer needs and trends** at scale, helping teams **develop sharper early-stage concepts**

Schwarzkopf PROFESSIONAL



AI VIRTUAL ASSISTANT FOR HAIRDRESSERS

Creation of **a digital avatar** trained on color-knowledge and capable of human-like interaction to support salons & hairdressers



OUR FIRST AI-GENERATED TV COMMERCIAL

Combining human creativity with AI to generate **market-tailored, cost-efficient assets at scale**

Henkel

ENHANCING GROWTH WITH *ATTRACTIVE M&A OPPORTUNITIES*

ADDING ~€1BN OF PROFITABLE SALES OVER RECENT YEARS

SHISEIDO PROFESSIONAL
(ASIA PACIFIC)



Strengthening Hair Professional footprint in attractive premium markets

EARTHWISE
(AUSTRALIA & NEW ZEALAND)



Expanding sustainable-led Laundry & Home Care offerings

VIDAL SASSOON
(CHINA)



Reinforcing Hair presence in high-growth Asian markets

NOT YOUR MOTHERS
(UNITED STATES)



Strengthening Hair Consumer footprint in largest global Hair market

OLAPLEX
(GLOBAL)



Expanding global presence in premium Hair care

WE CONTINUE TO EXPAND OUR CORE CATEGORIES AND CLOSE WHITE SPOTS WITH STRATEGIC ACQUISITIONS

DRIVING FURTHER ***PROFITABLE GROWTH*** IN ***CONSUMER BRANDS***

MID-TERM FINANCIAL AMBITION

3-4 %

ORGANIC SALES GROWTH

MID-TEENS %

ADJ. EBIT MARGIN

- Driving **better and bigger** – building on a **successfully transformed business**
- Translating global trends into **consumer-centric innovations**
- Building **advantage through leadership** in our core categories
- Driving **outperformance with top 10 brands** across categories
- **Valorizing the portfolio** with impactful innovations
- Driving **technology leadership** backed by strong global R&D network
- Powering growth, speed & impact through **digital & AI capabilities**
- Enhancing growth with **attractive M&A opportunities**

RECENT FINANCIAL PERFORMANCE

Q3 2026 PERFORMANCE AT A ***GLANCE***

HENKEL GROUP

NOMINAL SALES
€5.7bn

ORGANIC SALES GROWTH
6.5%

PRICE	VOLUME
5.4%	1.1%

ADHESIVE TECHNOLOGIES

NOMINAL SALES
€3.0bn

ORGANIC SALES GROWTH
7.9%

PRICE	VOLUME
7.2%	0.7%

CONSUMER BRANDS

NOMINAL SALES
€2.6bn

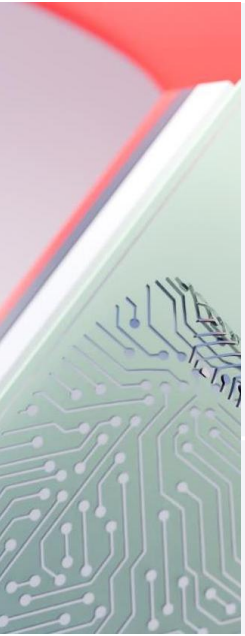
ORGANIC SALES GROWTH
4.8%

PRICE	VOLUME
3.2%	1.6%

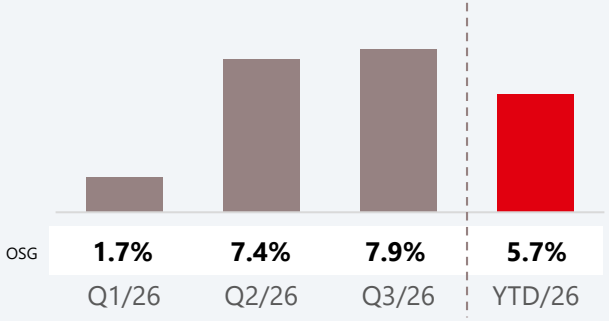




STRONG *TOPLINE GROWTH TRAJECTORY*



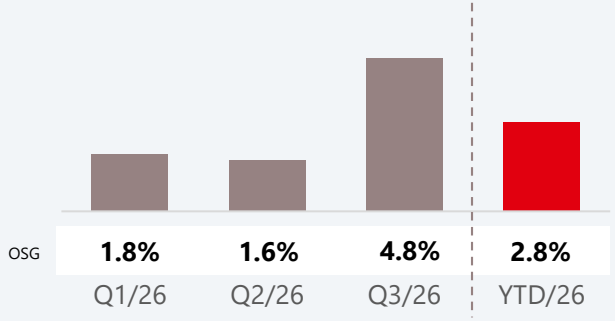
ADHESIVE TECHNOLOGIES



OSG	Q1/26	Q2/26	Q3/26	YTD/26
	1.7%	7.4%	7.9%	5.7%

Double-digit organic sales growth in Electronics and Industrial businesses
in Q3 2026

CONSUMER BRANDS



OSG	Q1/26	Q2/26	Q3/26	YTD/26
	1.8%	1.6%	4.8%	2.8%

Top 10 brands representing ~60% of sales with >7% organic sales growth
in Q3 2026

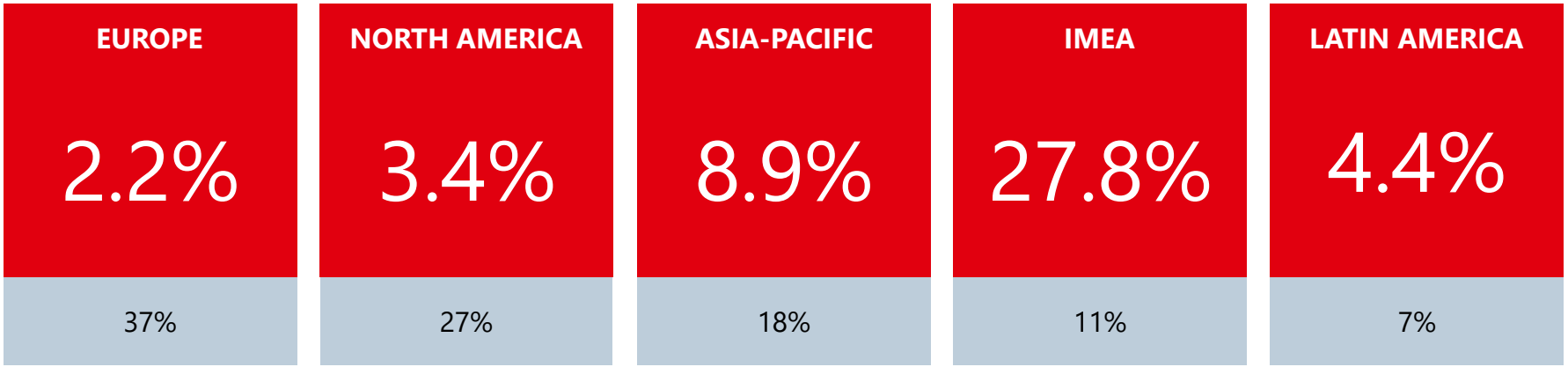


ORGANIC SALES DEVELOPMENT ***BY REGION***

Q3 2026

Group organic sales growth

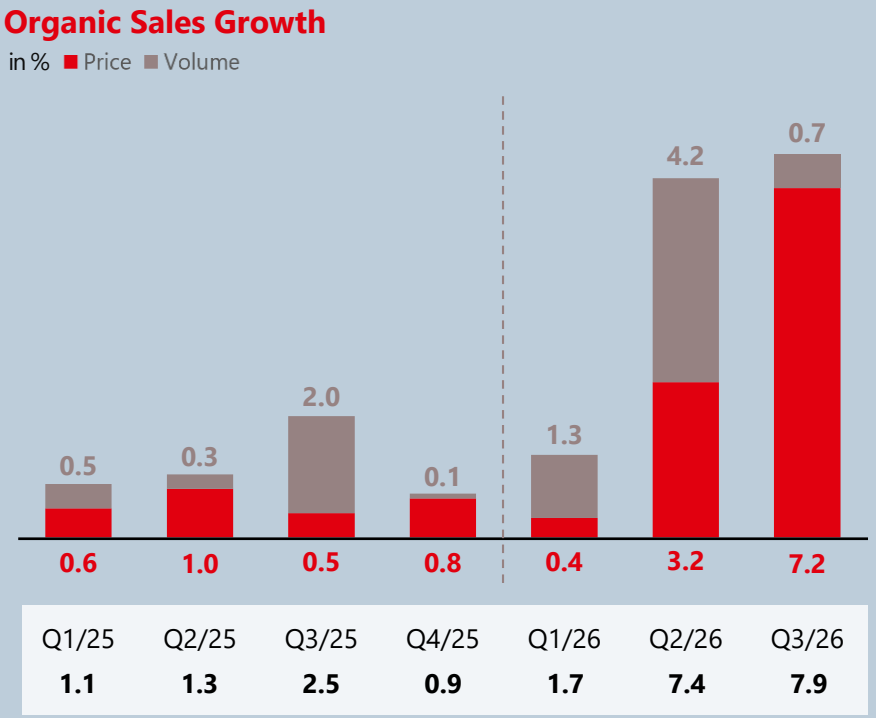
Group sales share



ADHESIVE TECHNOLOGIES

Q3 2026

- **Significant organic sales growth** with all three business areas contributing
- **Electronics and Industrials** businesses clearly standing out with double-digit growth each
- **Strong pricing** reflecting pass-through of raw material cost headwinds, while **volumes** remain in **positive territory**



MOBILITY & ELECTRONICS

Q3 2026

ORGANIC SALES GROWTH

12.1%

SALES

€1.2bn

Double-digit growth in both **Electronics** and **Industrials**

Automotive remained in **clearly positive territory** with further sequential improvement



PACKAGING & CONSUMER GOODS

Q3 2026

ORGANIC SALES GROWTH

9.8%

SALES

€0.8bn

Significant growth in both **Packaging** and **Consumer Goods,** driven by strong pricing



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

Q3 2026

ORGANIC SALES GROWTH

2.1%

SALES

€1.0bn

Manufacturing & Maintenance with **strong growth**

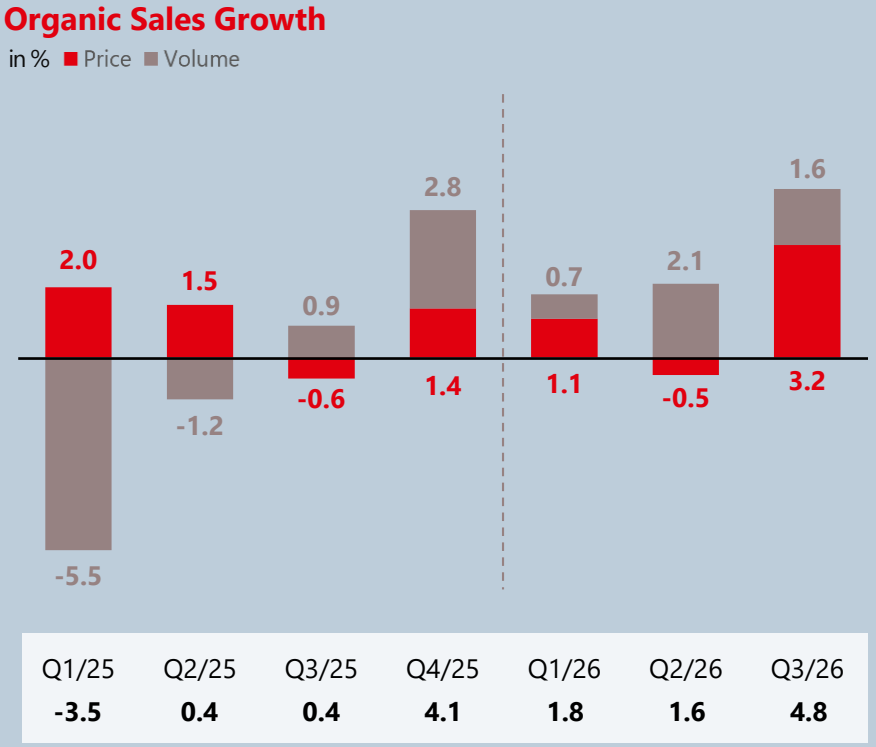
Consumer & Construction with **positive growth**



CONSUMER BRANDS

Q3 2026

- **Very strong organic sales growth** driven both by clearly positive price and volume development
- **Strong contributions to growth** from both Laundry & Home Care and Hair



LAUNDRY & HOME CARE

Q3 2026

ORGANIC SALES GROWTH	SALES
6.0%	**€1.5bn**

Very strong growth in Laundry Care
driven by both Fabric Cleaning and Fabric Care

Double-digit growth in Home Care
driven by Hand Dishwashing



HAIR

Q3 2026

ORGANIC SALES GROWTH	SALES
4.0%	**€1.0bn**

Strong growth in Hair driven by strong contributions from both Consumer and Professional

Within Consumer, **Care** category as **strongest contributor**



Launched in Q3 2026

OTHER CONSUMER BUSINESSES

Q3 2026

ORGANIC SALES GROWTH	SALES
-1.2%	**€0.2bn**

Below prior year due to Body Care
in Europe while good growth in North America









UPDATED OUTLOOK FY 2026

As of Oct 29

	ORGANIC SALES GROWTH	ADJUSTED EBIT MARGIN	ADJUSTED EPS[1]
GROUP	**3.0 to 4.0%** previously: 1.5 to 3.5%	**~15%** previously: 14.5 to 16.0%	**Mid single-digit % increase** previously: Low to high single-digit % increase
ADHESIVE TECHNOLOGIES	4.5 to 5.5% previously: 2.0 to 4.0%	~16.5% previously: 16.5 to 18.0%	
CONSUMER BRANDS	1.5 to 2.5% previously: 0.5 to 2.5%	~15% previously: 14.0 to 15.5%	

[1] per preferred share, at constant exchange rates

UPDATED OUTLOOK FY 2026
ADDITIONAL INPUT FOR SELECTED KPIS

CURRENCY IMPACT ON SALES	Low single-digit % negative[1]
M&A IMPACT ON SALES	Low single-digit % positive
PRICES FOR DIRECT MATERIALS[2]	~10%[1] *previously: High single-digit % increase[1]*
RESTRUCTURING CHARGES	€ 200 – 250m *previously: € 150 – 200m*
CAPEX	€ 650 – 750m

[1] versus the prior year average

[2] gross direct material price development, i.e. before countermeasures



FIND OUT MORE ON HENKEL.COM/IR