



HENKEL INVESTOR PRESENTATION

INVESTOR RELATIONS | OCTOBER 7, 2026

Henkel

DISCLAIMER

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

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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 October 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



SUPERIOR TECHNOLOGIES

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

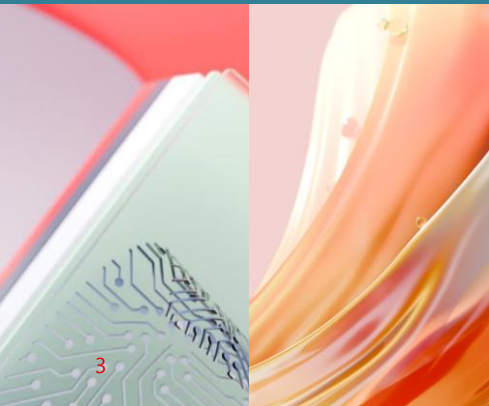
ICONIC BRANDS

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



STRONG FINANCIAL FOUNDATION

Attractive cash generation and shareholder returns



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



Laundry &
Home Care

#2

in active markets

CONSUMER BRANDS



Hair

Professional & Consumer

#2

in active markets



**Other
Consumer**

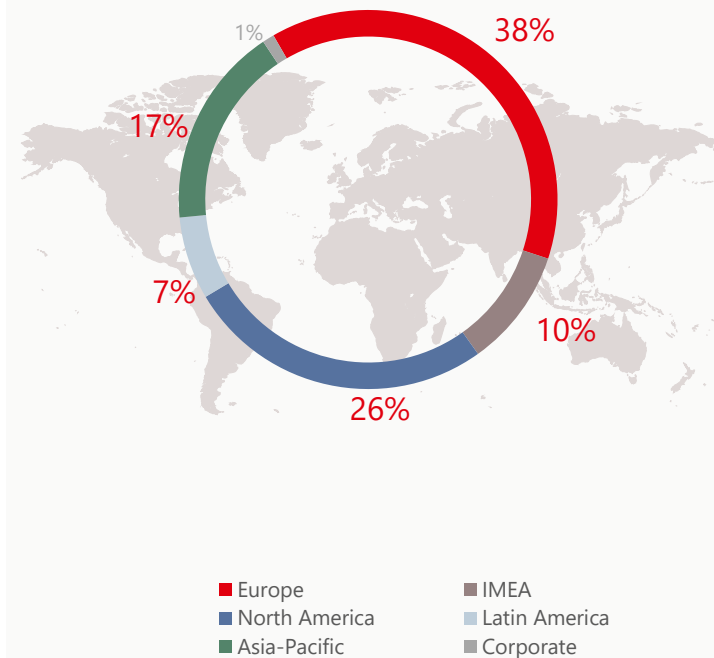
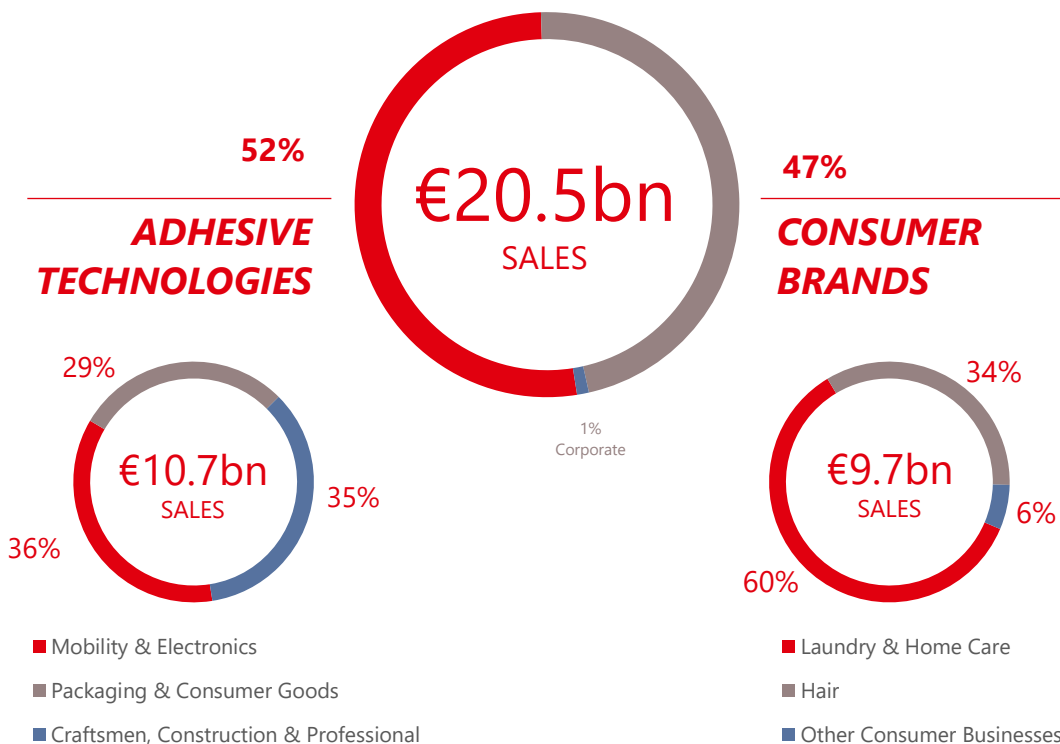
Body Care

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 POSITIONS¹ 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**

...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 GROWTH¹
+4.7%

Strong organic sales growth across businesses



HENKEL GROUP

▲ **4.8%**

CAGR²



ADHESIVE TECHNOLOGIES

▲ **6.6%**

CAGR²



CONSUMER BRANDS

▲ **3.2%**

CAGR²

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



Entering into attractive market for
facade solutions in UK

April 1



Expanding portfolio **beyond liquid
technologies into attractive tapes business**

April 24



Strengthening footprint & scale in
North America with attractive **Hair Care brands**

July 7

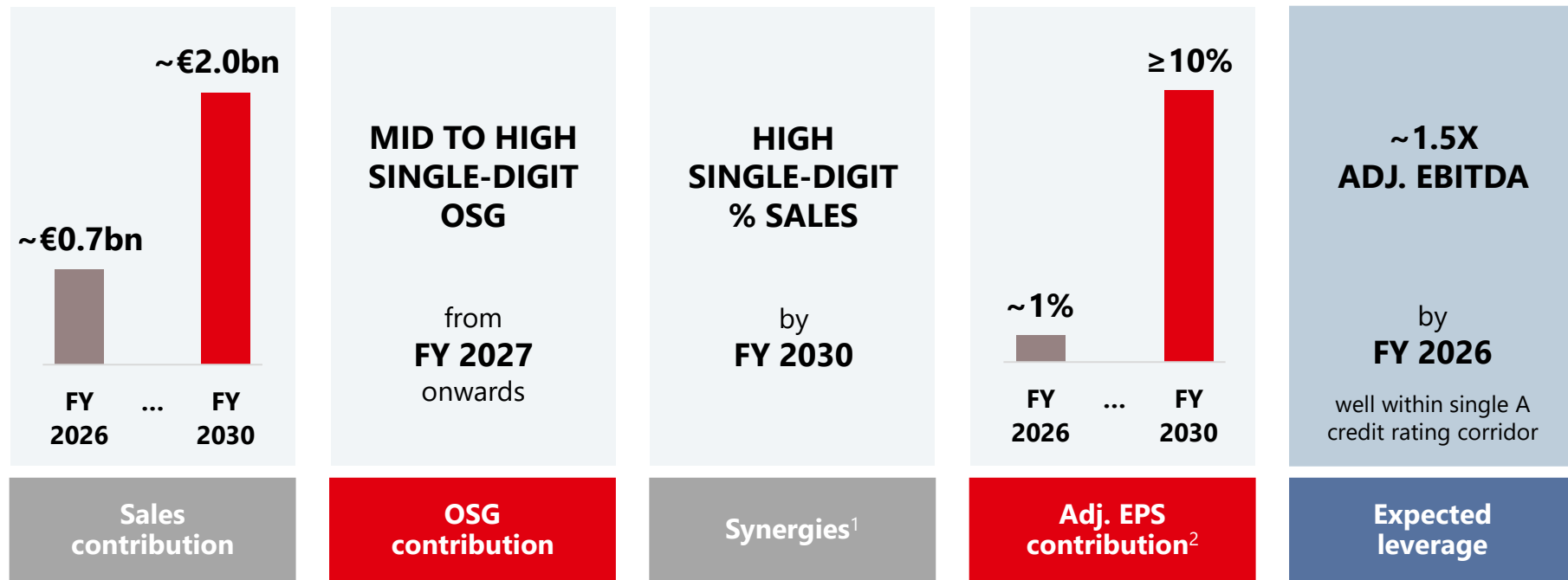


Expanding portfolio into **specialty coatings
for flexible materials**

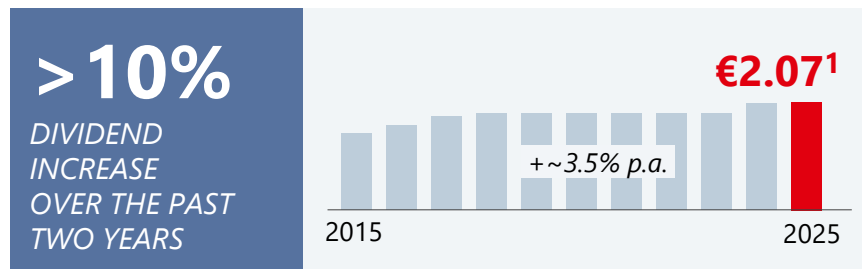
Oct 1



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



OFFERING *ATTRACTIVE SHAREHOLDER RETURNS*



- **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 €2.07¹
- **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



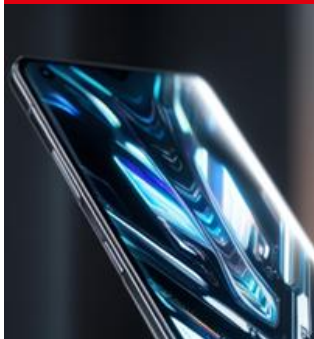
ONE IN
THREE branded
ATHLETIC SHOES
is assembled using
Henkel adhesives



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

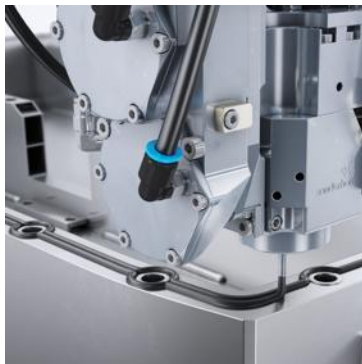


ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS



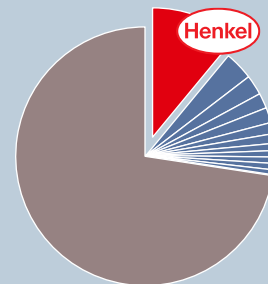
COATINGS

... 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

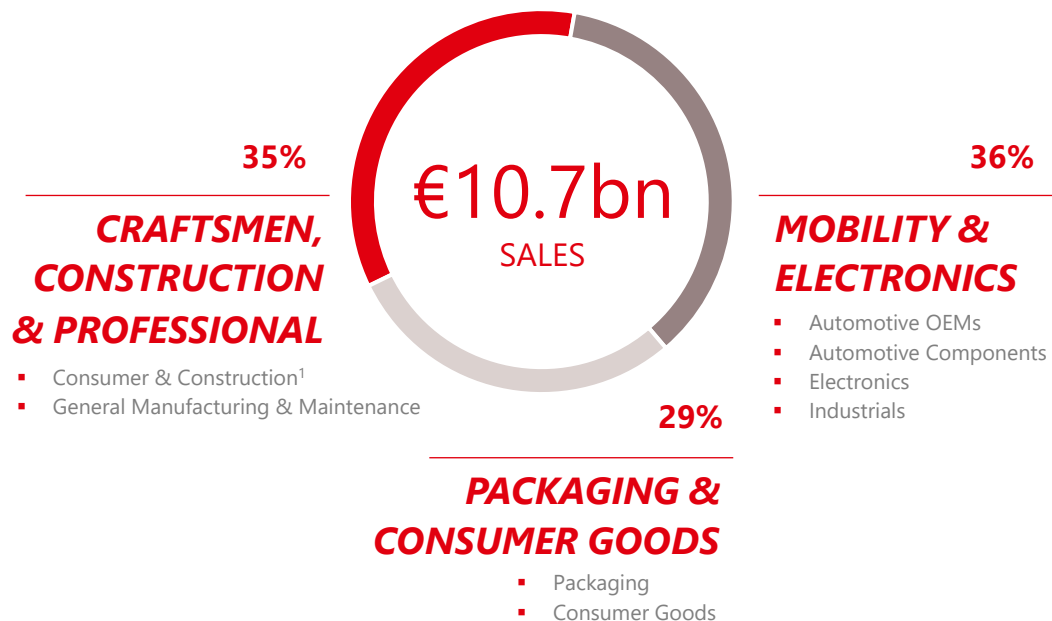
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Peer group
with business overlap



WELL-BALANCED GLOBAL PORTFOLIO



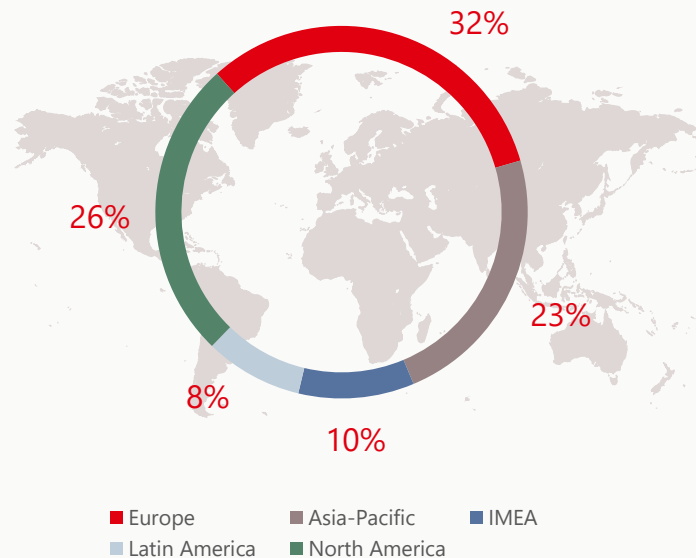
¹ Effective as of April 1st 2026, we combined our strategic business unit Construction and our strategic business unit Consumers & Craftsmen into two regionally focused units: Consumer & Construction Eurasia & Africa, and Consumer & Construction Americas.

KPIs 2025

OSG
1.5%

ADJ. EBIT
€1,779m

ADJ. EBIT
MARGIN
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
growth¹

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
growth¹

EXPANDING
CAPACITIES driven by
HIGHER DEMAND

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 products¹

>3,000
R&D experts²

130
manufacturing sites

14
Technology platforms

~€360m
R&D spend³

>6,500
customer facing experts

DRIVING *INNOVATION EXCELLENCE* TO FUEL GROWTH



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



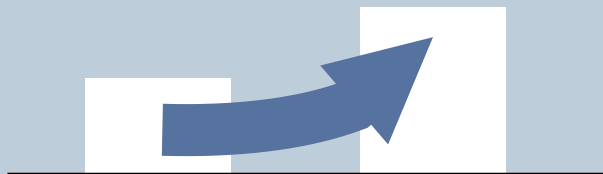
Adapting solutions to **specific production needs** e.g., improving battery sealing process

INCREASING NUMBER OF SOLUTIONS PER UNIT ACROSS MARKETS



Average number of
Henkel solutions
per smartphone

+ ~50%



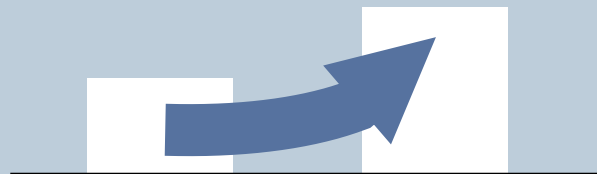
2020

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



Sales potential of
Henkel solutions

> 2x



Combustion engine

Electric vehicle

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% share¹

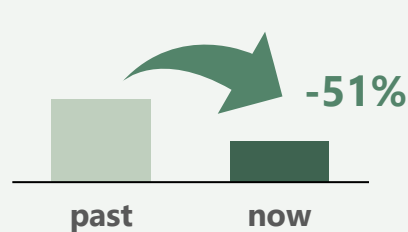
...of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION



Selective example

Plastic weight reduction²



CO₂ reduction²



More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO₂ emissions**

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



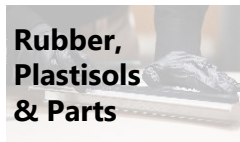
Thermosets



Acrylates



Surface
Treatment &
Cleaners



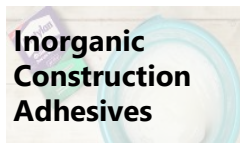
Rubber,
Plastics
& Parts



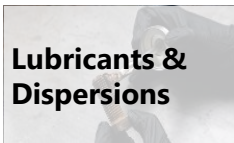
Silicones, Silane
Modified
Polymers



Specialties



Inorganic
Construction
Adhesives



Lubricants &
Dispersions



Thermal
Management

NEW TECHNOLOGIES

through acquisitions



Engineered
Infrastructure
Systems

(2023 / 2024)



CRITICA
Infrastructure



SEAL FOR LIFE
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

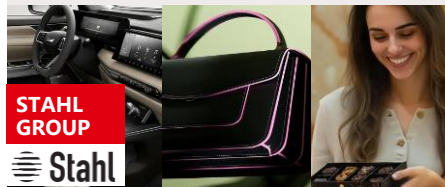
Strengthening **TECHNOLOGY-
AGNOSTIC APPROACH**
for more customer-centric solutions

... ADDING ~1.5BN OF PROFITABLE SALES IN RECENT YEARS

ADJACENCIES

CORE

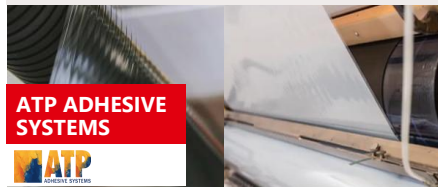
FLEXIBLE COATING TECHNOLOGY



Adds **complementary flexible coatings capabilities** and strengthens R&D

~725m€ business¹

WATER-BASED SPECIALTY TAPES



Expands into **high-performance water-based specialty tapes** and broadens the liquid-technologies platform

~270m€ business¹

MAINTENANCE, REPAIR & OVERHAUL



Enhances **MRO offering across key segments** and increases presence in attractive infrastructure markets

~350m€ business²

HIGH-PERFORMANCE FAÇADE SYSTEMS



Combines **technical expertise, innovation, and service support** to meet evolving construction-industry needs

~25m€ business³

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

Savon

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

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

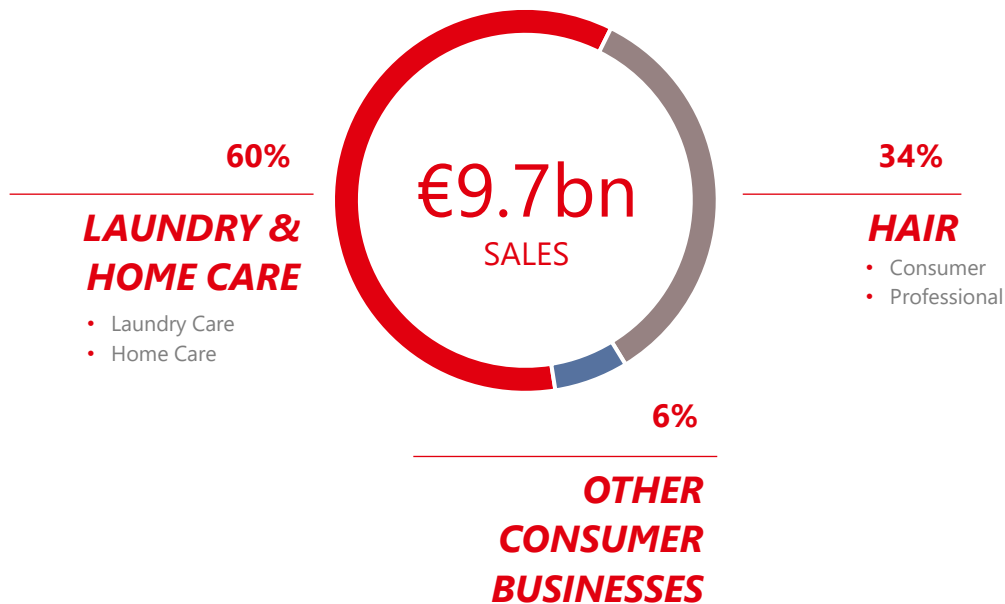
CO-#2 IN PROFESSIONAL &
CONSUMER



OTHER CONSUMER BUSINESSES

**PRESENCE IN
SELECTED BODY
CARE MARKETS**

UNITED UNDER ONE STRONG ~10BN€ PLATFORM

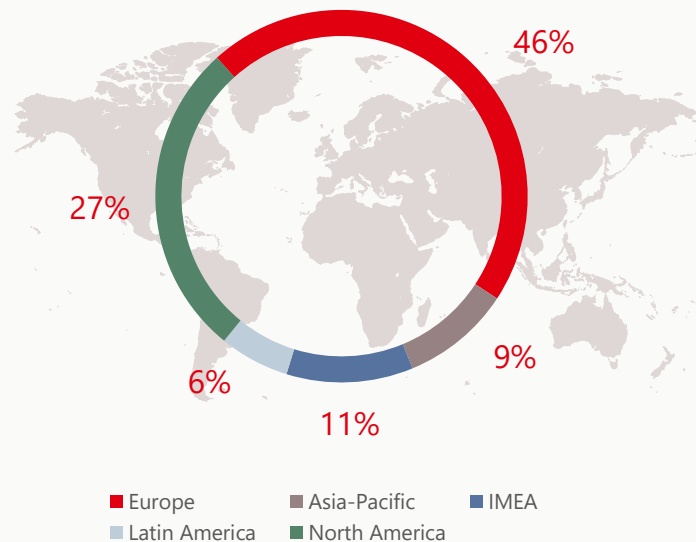


KPIs 2025

OSG
0.3%

ADJ. EBIT
€1,400m

ADJ. EBIT
MARGIN
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 Merger of two business units Implementation of highly efficient structures	Fundamental portfolio transformation with sharpened brand focus Divested or discontinued sales of slightly above €1bn Exit from selected categories¹ and ~-40% reduction of #SKUs	Focus on supply chain network, commercial integration and operational excellence “1-1-1 approach”² live in all targeted countries ~25% complexity reduction

... reaching above-target savings of €540m with significant re-investments in the business³

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

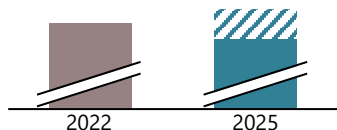
Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

Sales [in MEUR]

Δ 2025 vs. 2022

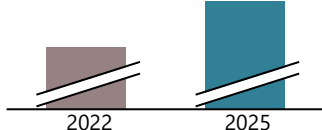
▲ ~3.0%
OSG CAGR



Adj. Gross Margin [in %]

Δ 2025 vs. 2022

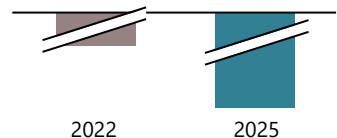
▲ ~1,200 bps



CNWC [in %]

Δ 2025 vs. 2022

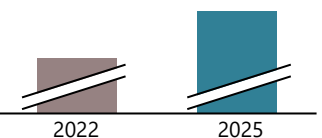
▼ ~190 bps



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 Ranking¹

▲ **#3**

(before: #14)
US Perception Rating²

 sales related to portfolio measures and divestment of Russian business activities

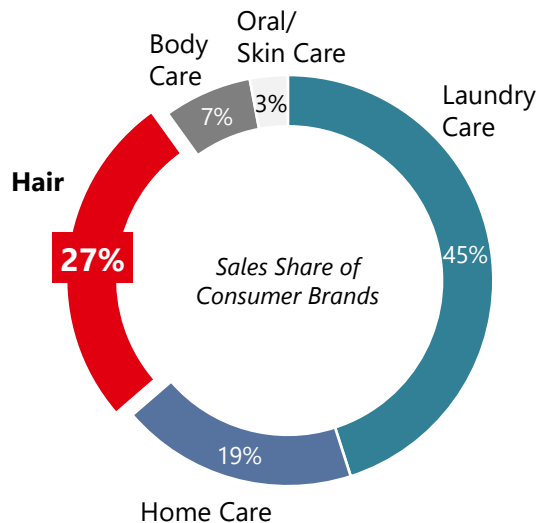
¹ Euromonitor Consulting 2022 (Laundry & Home Care / Beauty Care) vs. 2024 (HCB), FMCG market value excl. processed food/beverage/pet/paper

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

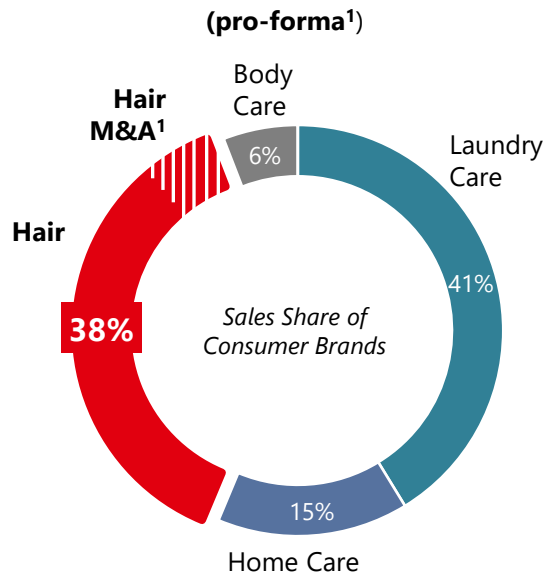


TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

HCB PORTFOLIO 2021



HCB PORTFOLIO 2025



ATTRACTIVE CATEGORIES & sharpened BRAND FOCUS

CLEAR M&A STRATEGY with expansion in **HAIR** (~€1bn since 2021¹)

MORE BALANCED PORTFOLIO with Hair¹ to reach nearly the size of Laundry Care with ~40% sales share each

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

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



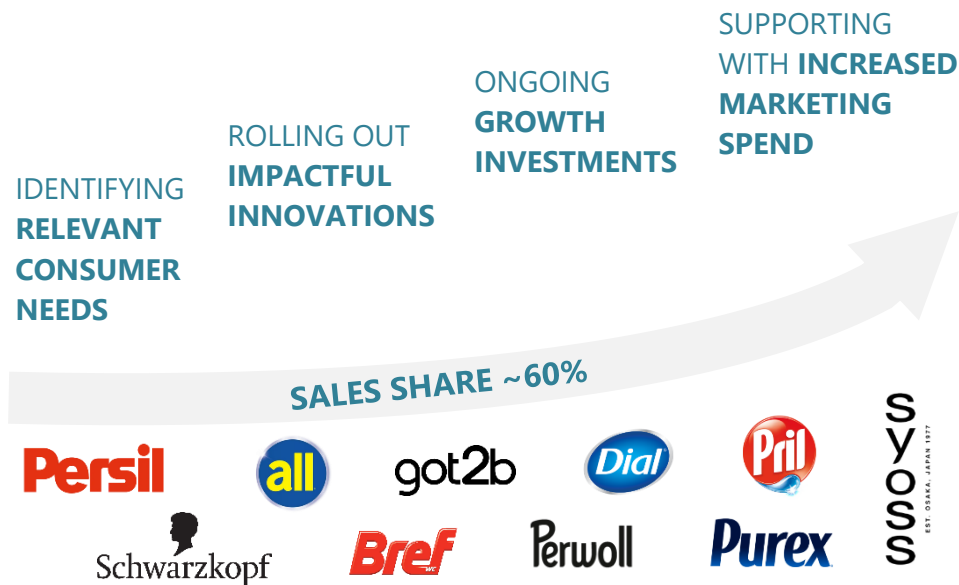
#2 IN
HAIR

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

LEVERAGING OUR LEADERSHIP IN ~270 COUNTRY/CATEGORY POSITIONS



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



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**



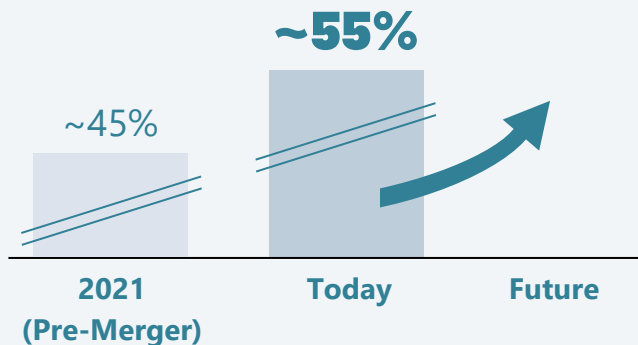
Catering to unmet
consumer needs such as
larger laundry loads



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 H1¹

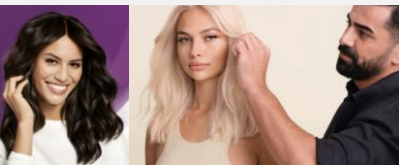




BUILDING ON A STRONG FOUNDATION TO BECOME **THE AUTHORITY IN HAIR**

WELL POSITIONED WITH CONSUMER (55%) AND
PROFESSIONAL (45%) UNDER ONE ROOF¹

WINNING **COLORATION**



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

LEADING **STYLING**



Delivering **CUSTOMER-
CENTRIC INNOVATIONS**

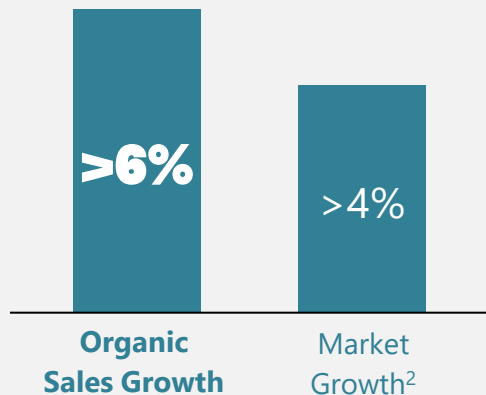
ACCELERATING **CARE**



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



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

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**



~ **10%**
in **regions**



~ **70%**
in **regions**

While maintaining **GLOBAL ORGANIZATION**

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



~ **90%**
in **global teams**



~ **30%**
in **global teams**



Best-in-class Bioscience

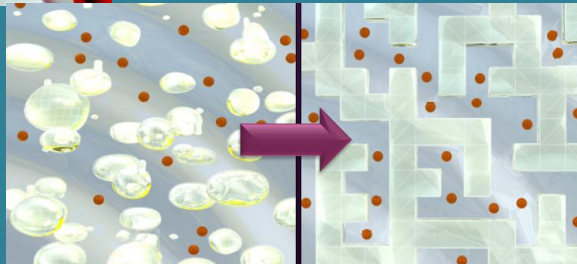
exclusive enzymes, microbiology
and early pioneers for peptides



30 years

Experience in Enzyme
Engineering

LEVERAGING TECHNOLOGY LEADERSHIP



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



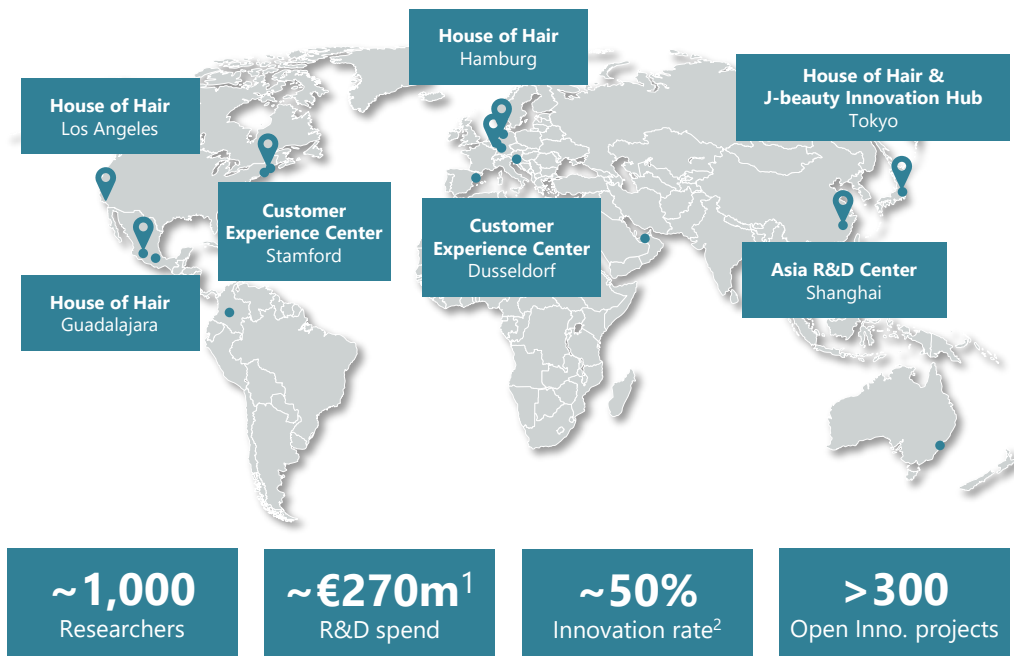
AI based performance modeling

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



Expanding footprint of Houses of Hair...



...underlining our ambition to become
the Authority in Hair



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



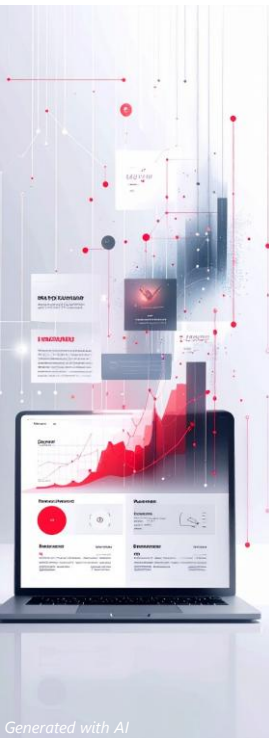
E-COMMERCE



... 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**



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**

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 MOTHER'S
(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

H1 2026 PERFORMANCE AT A **GLANCE**

HENKEL GROUP

NOMINAL SALES

€10.3bn

ORGANIC SALES GROWTH

3.2%

PRICE 1.1%

VOLUME 2.1%

ADJ. EBIT MARGIN

15.7%

ADJ. EPS GROWTH¹

7.1%

ADHESIVE TECHNOLOGIES

NOMINAL SALES

€5.5bn

ORGANIC SALES GROWTH

4.5%

PRICE 1.8%

VOLUME 2.8%

ADJ. EBIT MARGIN

17.7%

CONSUMER BRANDS

NOMINAL SALES

€4.7bn

ORGANIC SALES GROWTH

1.7%

PRICE 0.3%

VOLUME 1.4%

ADJ. EBIT MARGIN

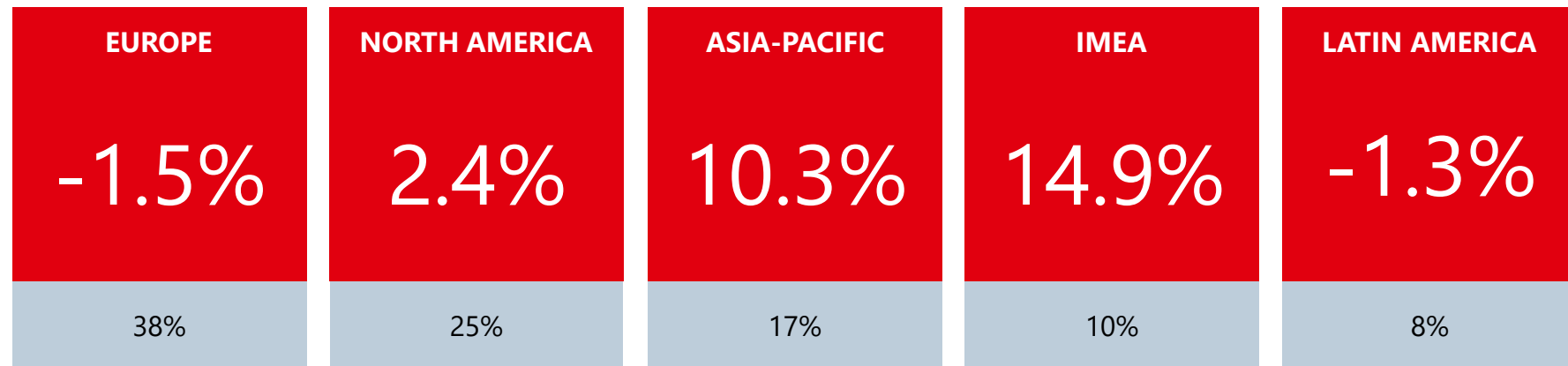
15.3%

ORGANIC SALES DEVELOPMENT ***BY REGION***

H1 2026

Group organic sales growth

Group sales share



ADHESIVE TECHNOLOGIES

H1 2026

- **4.5% organic sales growth** driven by a sequential acceleration of both price & volume
- **Swift execution of pricing initiatives** to offset raw material price headwinds – underpinning strength of market position and portfolio
- **Volume development** also supported by positive working day impact in Q2 and forward buying
- **Strong adj. EBIT margin development** supported by operating leverage and positive mix

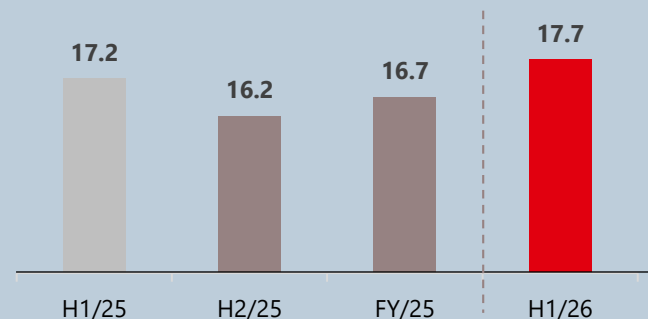
Organic Sales Growth Development

in % ■ Price ■ Volume



Q1/25	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
1.1	1.3	2.5	0.9	1.7	7.4

Adj. EBIT Margin Development



MOBILITY & ELECTRONICS

H1 2026

ORGANIC SALES
GROWTH

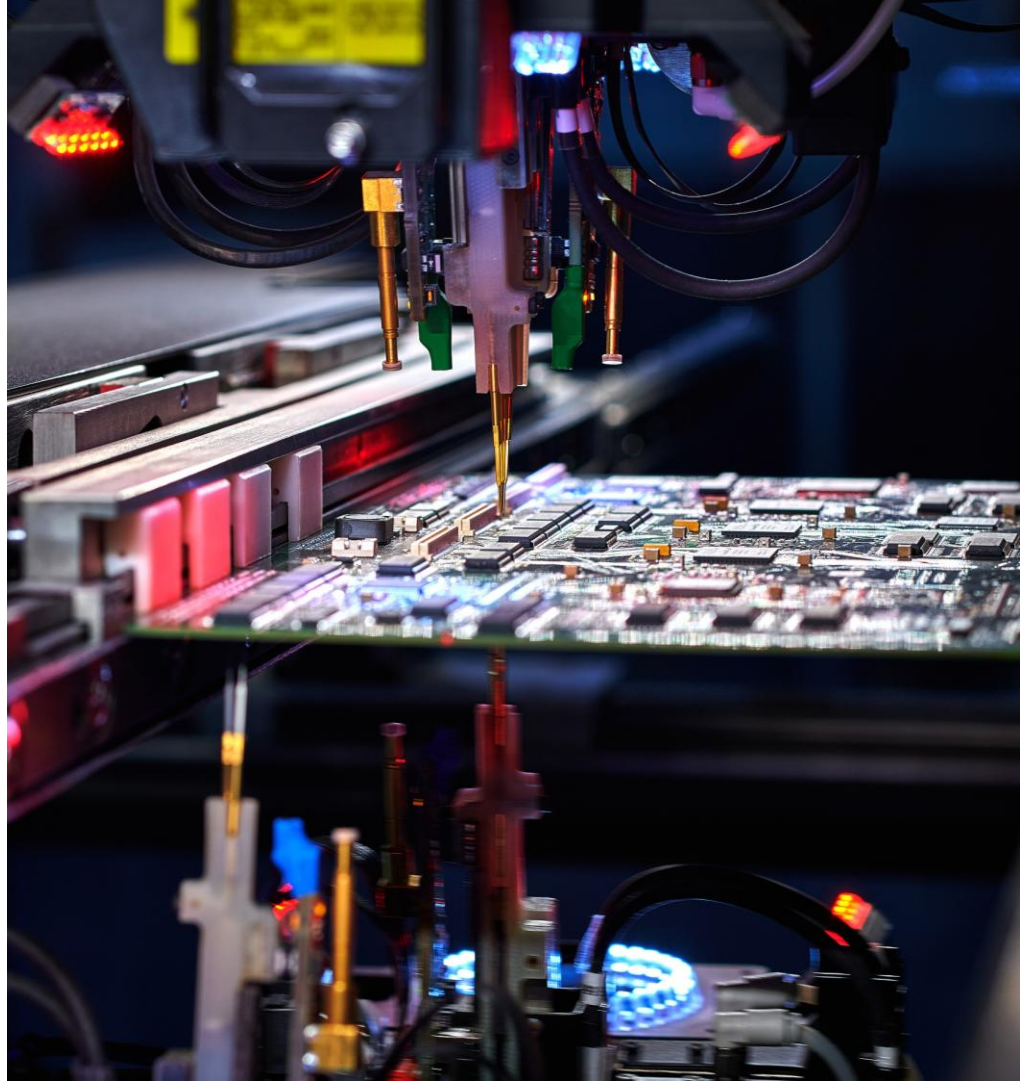
7.8%

SALES

€2.1bn

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

Automotive below prior year in the first half,
however, with a **sequential improvement** &
back to **positive territory** in Q2



PACKAGING & CONSUMER GOODS

H1 2026

ORGANIC SALES
GROWTH

4.7%

SALES

€1.6bn

Very strong growth in **Consumer Goods**

Strong growth in **Packaging**, supported by continued forward buying



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

H1 2026

ORGANIC SALES
GROWTH

1.0%

SALES

€1.9bn

Strong growth in **Manufacturing & Maintenance**

Consumer & Construction slightly
below prior year



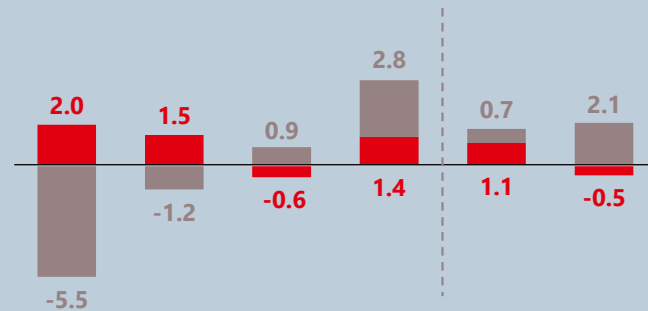
CONSUMER BRANDS

H1 2026

- **1.7% organic sales growth** with both **positive price & volume** development
- **Hair** continues **very strong growth trajectory** and **Laundry Care** returned to positive growth
- **Adj. EBIT margin sustained on strong PY level** despite competitive environment & while continuing to invest into brands

Organic Sales Growth Development

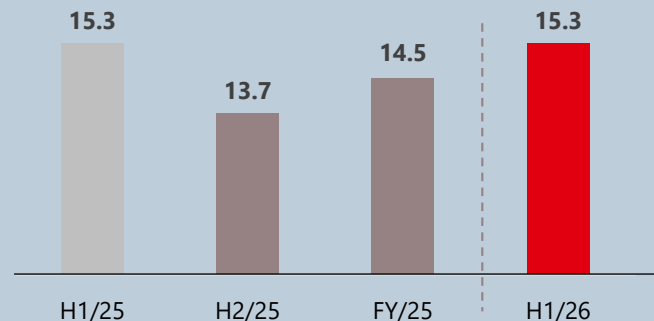
in % ■ Price ■ Volume



Q1/25	Q2/25	Q3/25	Q4/25	Q1/26	Q2/26
-3.5	0.4	0.4	4.1	1.8	1.6

Adj. EBIT Margin Development

in %



LAUNDRY & HOME CARE

H1 2026

ORGANIC SALES
GROWTH

0.7%

SALES

€2.8bn

Good growth in **Home Care** driven by double-digit growth in Hand Dishwashing

Laundry Care returned to **positive growth** due to clear acceleration in Q2 – particularly driven by high-single digit growth in Fabric Care



HAIR

H1 2026

ORGANIC SALES
GROWTH

4.2%

SALES

€1.7bn

Hair with **very strong growth** driven by balanced contribution from both **Consumer & Professional**

Styling category as strongest contributor



OTHER CONSUMER BUSINESSES

H1 2026

ORGANIC SALES
GROWTH

-2.1%

SALES

€0.3bn

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



UPDATED OUTLOOK FY 2026

	ORGANIC SALES GROWTH	ADJUSTED EBIT MARGIN	ADJUSTED EPS ¹
GROUP	1.5 to 3.5% <i>previously: 1.0 to 3.0%</i>	14.5 to 16.0%	Low to high single-digit % increase
ADHESIVE TECHNOLOGIES	2.0 to 4.0% <i>previously: 1.0 to 3.0%</i>	16.5 to 18.0%	
CONSUMER BRANDS	0.5 to 2.5%	14.0 to 15.5%	

OUTLOOK 2026

ADDITIONAL INPUT FOR SELECTED KPIS

<i>CURRENCY IMPACT ON SALES</i>	Low single-digit % negative ¹
<i>M&A IMPACT ON SALES</i>	Low single-digit % positive
<i>PRICES FOR DIRECT MATERIALS²</i>	High single-digit % increase ¹
<i>RESTRUCTURING CHARGES</i>	€ 150 – 200m
<i>CAPEX</i>	€ 650 – 750m



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