HENKEL FY 2025

INVESTOR PRESENTATION

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.

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: Each figure commercially rounded. Addition may result in deviations from the totals indicated.

AGENDA

01 Key Developments & Highlights FY 2025

02 Financial Performance FY 2025 & Outlook

03 Looking Ahead: Henkel Poised for Further Growth

04 Key Take-Aways & Closing

AT A *GLANCE*

FY 2025

- **Robust topline performance** despite muted environment with **positive price** and **volume development** in Q4 in both businesses
- **Further increased gross and EBIT margins**
- **Integration** of Consumer Brands **successfully concluded** ahead of plan – reaching **€540m of targeted net savings**
- Offering **attractive shareholder returns** with **increased dividend** and **share buyback well on track**
- **Attractive acquisitions** in both business units
- **Guidance 2026** with further **top- and bottom-line growth**
- **Mid-term financial ambition** re-iterated

HENKEL GROUP

ORGANIC SALES GROWTH	ADJ. EBIT MARGIN	ADJ. EPS GROWTH (AT CONSTANT FX)
0.9%	**14.8%**	**4.7%**

ADHESIVE TECHNOLOGIES

ORGANIC SALES GROWTH	ADJ. EBIT MARGIN
1.5%	16.7%

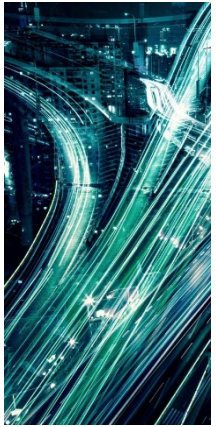
CONSUMER BRANDS

ORGANIC SALES GROWTH	ADJ. EBIT MARGIN
0.3%	14.5%

SELECTIVE ***HIGHLIGHTS***

HENKEL GROUP

Strong financial position allowing for **further investments including M&A**

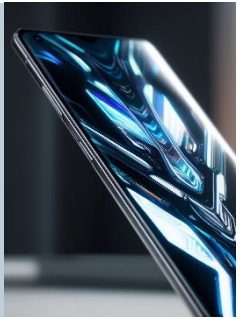


Driving **future-ready systems, processes & structures**

Continuously **fostering AI-driven solutions** across our businesses

ADHESIVE TECHNOLOGIES

Double-digit growth in **Electronics** & **very strong** performance in **Industrials** in FY 2025



ATP ADHESIVE SYSTEMS

Stahl

Wetherby Laroc

Agreements reached to **acquire ATP Adhesive Systems** and **Stahl Group** as well as majority stake in **Wetherby Laroc**

CONSUMER BRANDS

Strong growth in **Hair** and **TOP 10 brands** in FY 2025 and overall **positive volumes in H2**

Signed agreement to **acquire Not Your Mother's**

NOT YOUR MOTHER'S

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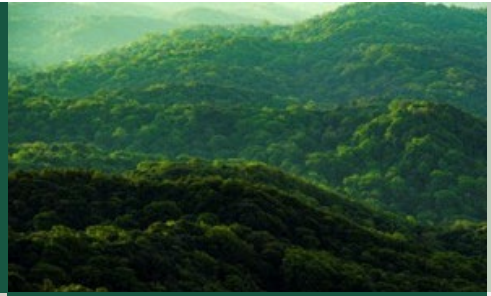
CONTINUOUSLY DELIVERING ON OUR ***SUSTAINABILITY*** TARGETS IN 2025 AND BEYOND

Selective Highlights

28%
share of **RECYCLED PLASTIC**
for all consumer goods packaging
(target: 30% by 2025)



Continued
EXCELLENT RESULTS *in*
ESG RATINGS *and* **RANKINGS**
in 2025

-29%
absolute scope **1, 2 and 3 GHG EMISSIONS** (2025 vs. 2021)
(target: -90% by 2045)

98%
OF PALM-BASED INGREDIENTS
come from certified sustainable supply
(target: 100% by 2030)

GOLD | Top 5% ecovadis Sustainability Rating NOV 2025

Corporate ESG Performance Prime RATED BY ISS ESG

2025 SUSTAINALYTICS INDUSTRY ESG TOP RATED

CDP Discloser 2025

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OUTLOOK 2026

ORGANIC SALES GROWTH

1.0 to 3.0%

ADJUSTED EBIT MARGIN

14.5 to 16.0%

ADJUSTED EPS[1]

low to high single-digit % increase

[1] Per preferred share, at constant exchange rates

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ORGANIC SALES DEVELOPMENT

FY 2025

0.9%	-1.7%	-4.2%	-5.1%
OSG	A&D	FX	**NOMINAL**
PRICE 0.9% / VOLUME 0.0%			SALES €20.5bn

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ORGANIC SALES DEVELOPMENT ***BY REGION***

FY 2025

Group organic sales growth

Group sales share

EUROPE	NORTH AMERICA	ASIA-PACIFIC	IMEA	LATIN AMERICA
-1.6%	-1.0%	3.4%	12.1%	-0.5%
38%	26%	17%	10%	7%

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ADHESIVE TECHNOLOGIES

FY 2025

ORGANIC SALES GROWTH

1.5%

SALES

€10.7BN

ADJ. EBIT MARGIN

16.7%

ADJ. EBIT

€1.8BN

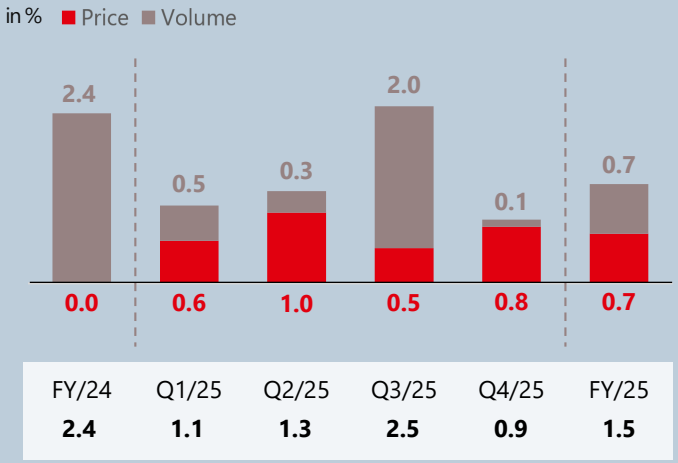
PRICE	VOLUME
0.7%	0.7%

ADHESIVE TECHNOLOGIES

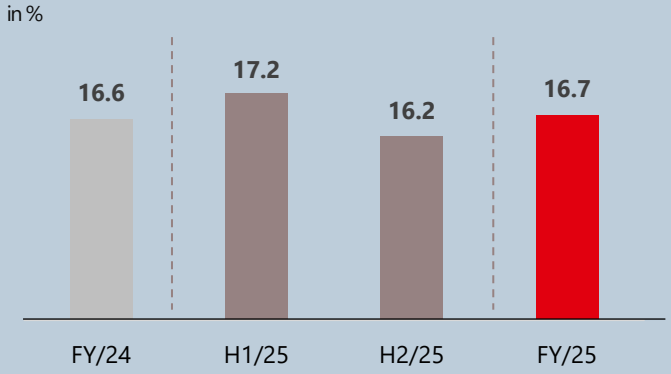
FY 2025 – Business Unit Performance

- **Good organic sales growth** driven by balanced price and volume development in demanding environment
- **Robust pricing** – underpinning strength of our market position and portfolio
- **Stronger volume development in H2**, supported by partial reversal of negative working day impact
- **Strong EBIT margin** supported by innovations, supply chain efficiencies and positive mix

Organic Sales Growth Development



Adj. EBIT Margin Development



MOBILITY & ELECTRONICS

FY 2025

ORGANIC SALES GROWTH

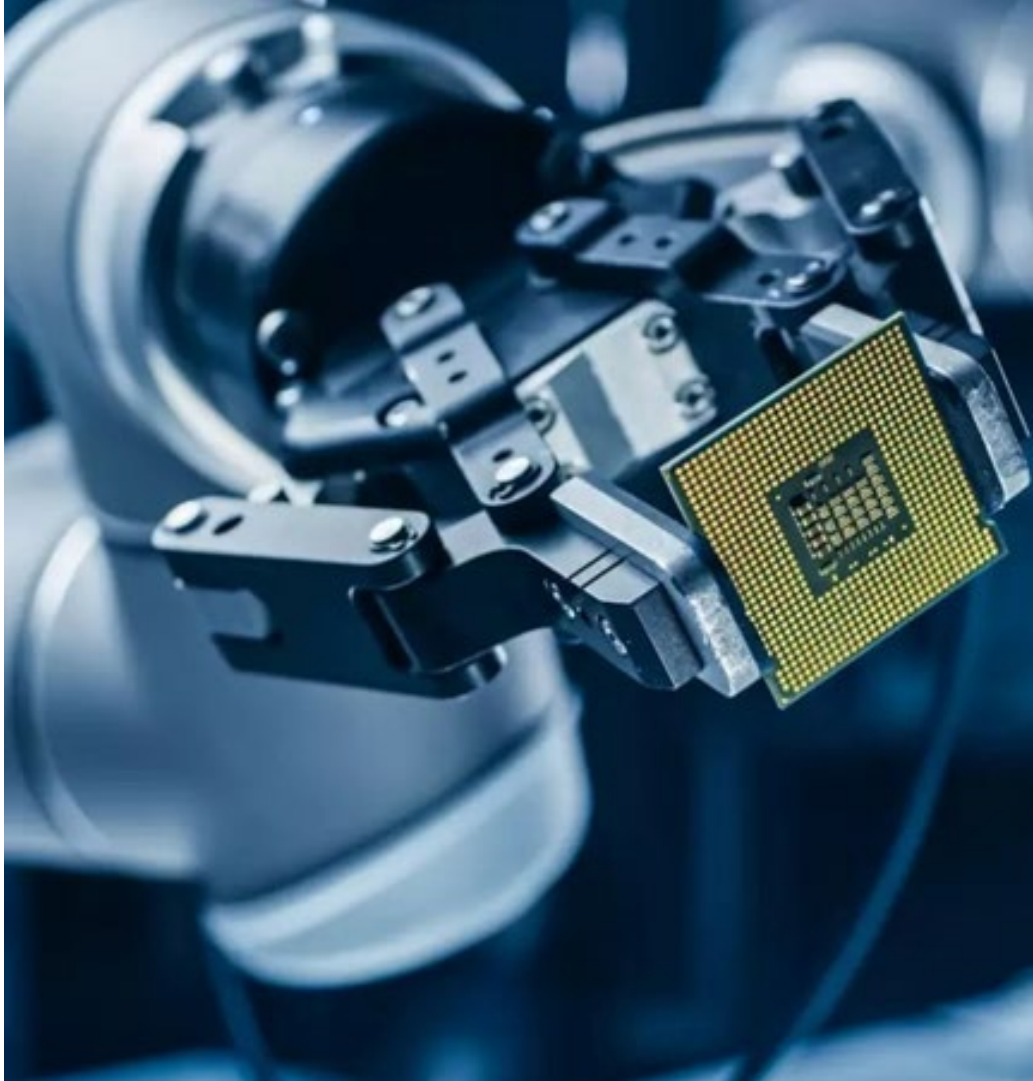
3.3%

SALES

€3.9bn

Double-digit growth in **Electronics** and **very strong growth** in **Industrials**

Automotive impacted by **muted demand** in key markets



PACKAGING & CONSUMER GOODS

FY 2025

ORGANIC SALES GROWTH

-0.6%

SALES

€3.1bn

Positive development in **Consumer Goods**

Packaging negative due to lower demand

CRAFTSMEN, CONSTRUCTION & PROF.

FY 2025

ORGANIC SALES GROWTH	SALES
1.3%	**€3.7bn**

Good growth in **Construction** as well as **Manufacturing & Maintenance**

Consumers & Craftsmen with **positive development**

Loctite as official partner of Simona De Silvestro at Winter Olympic 2026

CONSUMER BRANDS

FY 2025

ORGANIC SALES GROWTH

0.3%

SALES

€9.7BN

ADJ. EBIT MARGIN

14.5%

ADJ. EBIT

€1.4BN

PRICE	VOLUME
1.1%	-0.8%

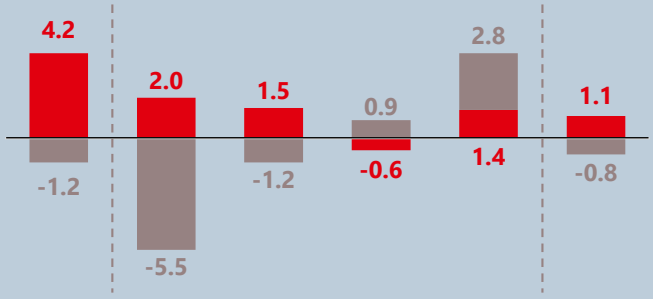
CONSUMER BRANDS

FY 2025 – Business Unit Performance

- **Positive organic sales growth** in FY driven by positive pricing with positive volume development in H2
- **Significant organic sales growth acceleration** with **strong volume development** in Q4
- **Strong Gross- and EBIT-margin increase** driven by further realization of incremental savings, ongoing portfolio valorization and positive mix
- **Sustained strong investments** into our brands to fuel topline growth

Organic Sales Growth Development

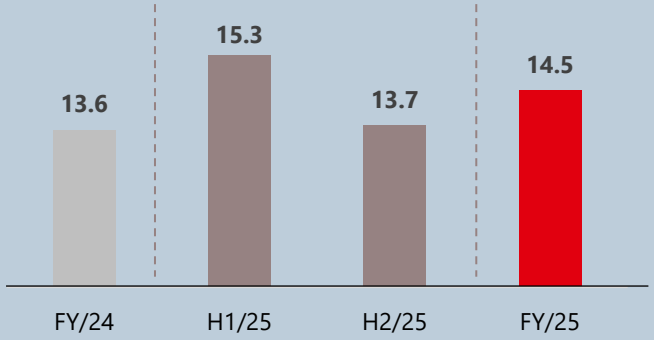
in % ■ Price ■ Volume



FY/24	Q1/25	Q2/25	Q3/25	Q4/25	FY/25
3.0	**-3.5**	**0.4**	**0.4**	**4.1**	**0.3**

Adj. EBIT Margin Development

in %



LAUNDRY & HOME CARE

FY 2025

ORGANIC SALES GROWTH	SALES
-0.9%	**€5.8bn**

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

Laundry Care negative due to Fabric Cleaning – top brands Persil & Perwoll with strong growth

HAIR

FY 2025

ORGANIC SALES GROWTH	SALES
3.2%	**€3.3bn**

Strong growth in Consumer mainly driven by very strong growth in Coloration & Styling

Professional with good growth with strongest contribution from North America and Europe

OTHER CONSUMER BUSINESSES

FY 2025

ORGANIC SALES GROWTH	SALES
-3.3%	**€0.6bn**

Below prior year due to Body Care

BRIDGE FROM ADJUSTED ***GROSS PROFIT TO ADJUSTED EBIT***

FY 2025

Impact on adjusted EBIT margin in pp vs. PY, in % of sales

BRIDGE FROM ***REPORTED TO ADJUSTED EBIT***

FY 2025
in €m

2,816	-39	137	112	3,026
REPORTED EBIT	ONE-TIME INCOME	ONE-TIME EXPENSES	RESTRUCTURING	ADJUSTED EBIT

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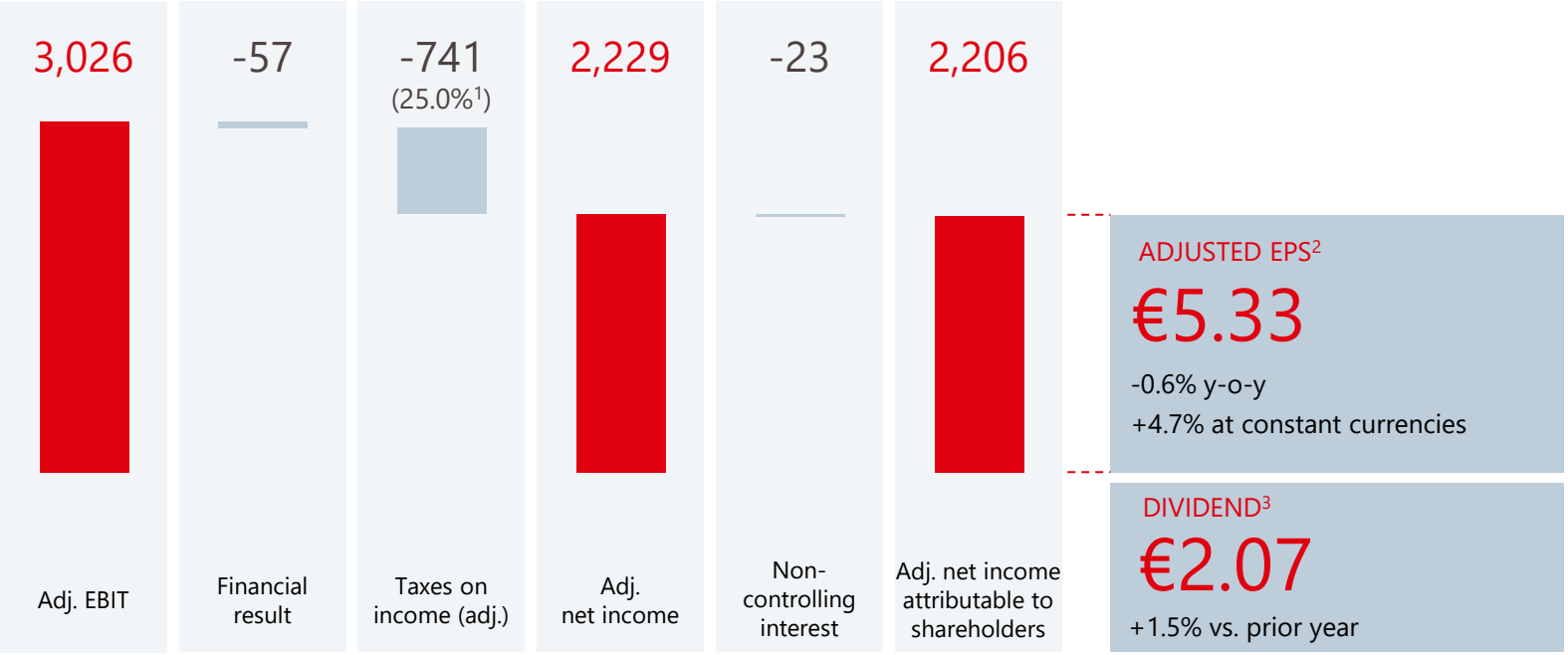
BRIDGE FROM ***ADJUSTED EBIT TO ADJUSTED EPS***

FY 2025
in €m



[1] Adjusted tax rate [2] Per preferred share [3] Proposal per preferred share to shareholders at AGM on April 27, 2026

DEVELOPMENT OF ***CASH KPIs***

FY 2025

NET WORKING CAPITAL	FREE CASH FLOW	NET FINANCIAL POSITION
3.8%	€1.9bn	€0.1bn
Change y-o-y +80bps	Change y-o-y -€0.5bn	Change y-o-y +€0.2bn

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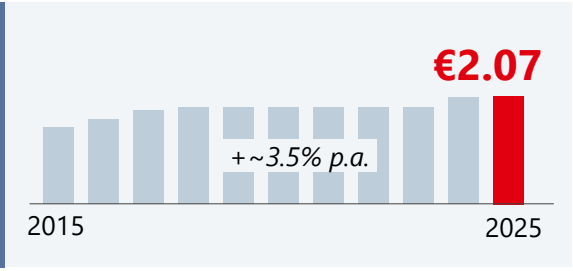
OFFERING ***ATTRACTIVE SHAREHOLDER RETURNS*** WHILE INVESTING INTO OUR BUSINESSES

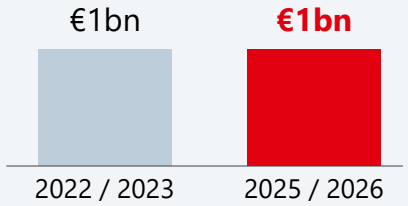
>10%

DIVIDEND INCREASE OVER THE PAST TWO YEARS



€2bn

SHARE BUYBACK 2022–2026



- **Dividend policy** with targeted payout ratio of 30-40%[1]
- 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[2]

- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **Second share buyback** of up to €1bn well on track with >€850m executed by the end of 2025

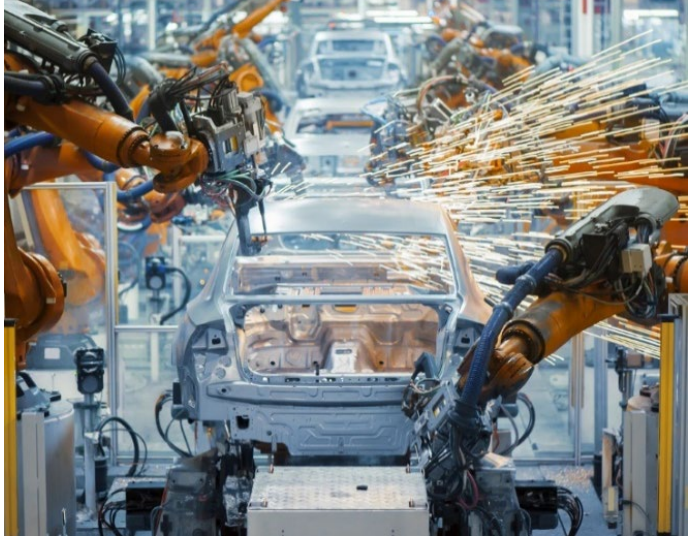
DISTRIBUTED MORE THAN €10BN TO SHAREHOLDERS OVER THE PAST 10 YEARS[3]

[1] of net income after non-controlling interests, and adjusted for exceptional items.
[2] Proposal (per preferred share) to shareholders for AGM on April 27, 2026.
[3] incl. dividend for fiscal 2025 and announced share buyback as of March 11, 2025.

OUTLOOK 2026
ECONOMIC ENVIRONMENT

Overall volatile economic and geopolitical environment continuing in 2026

- **Geopolitical tensions** and **tariffs** leading to **high volatility** in **trade flows, raw material prices** and **foreign exchange markets**
- Global **GDP** expected to show **moderate** growth
- **Industrial production** to expand **moderately** while **consumer sentiment** remains **subdued**
- **Inflation** expected to remain **elevated**



OUTLOOK 2026

	ORGANIC SALES GROWTH	*ADJUSTED EBIT MARGIN*	*ADJUSTED EPS*[1]
GROUP	**1.0** to **3.0%**	**14.5** to **16.0%**	**Low to high single-digit % increase**
ADHESIVE TECHNOLOGIES	1.0 to 3.0%	16.5 to 18.0%	
CONSUMER BRANDS	0.5 to 2.5%	14.0 to 15.5%	

[1] Per preferred share, at constant exchange rates

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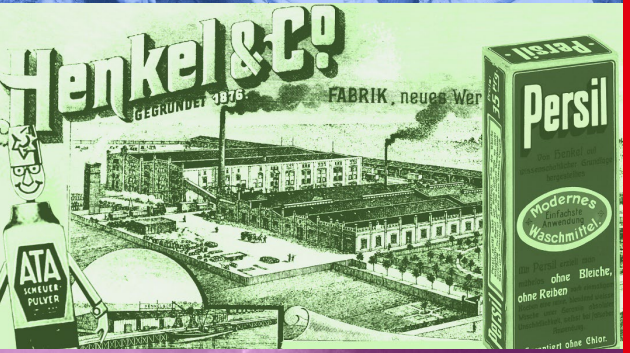
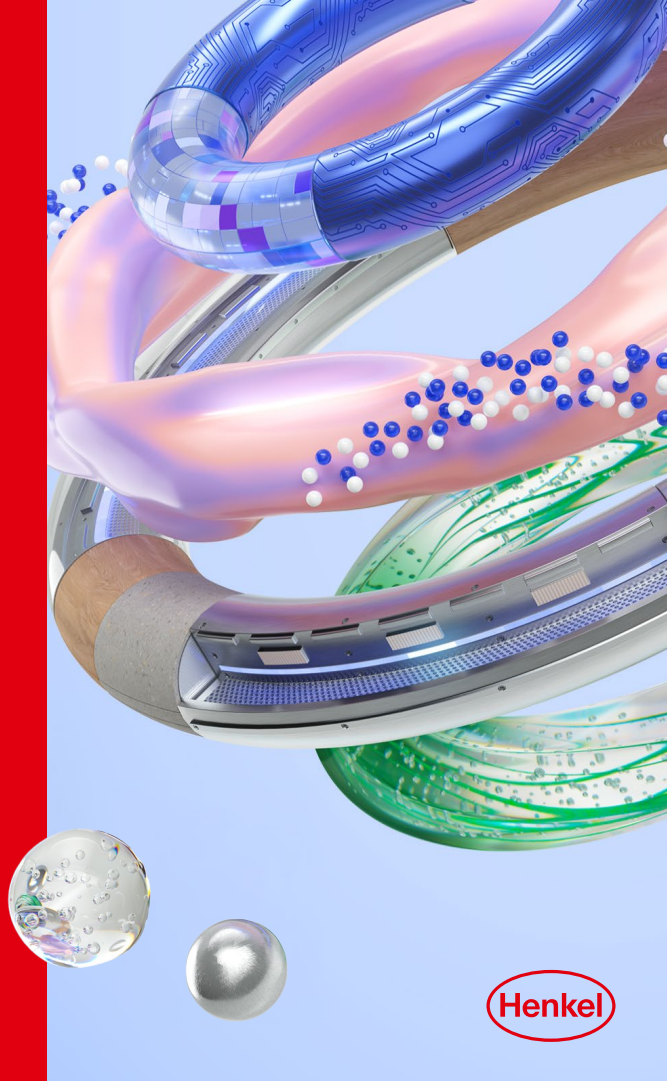


150 YEARS

150 years of pioneering spirit means **shaping progress with purpose.**

Building on our strong legacy and pioneering spirit, we are **ready for the future**.

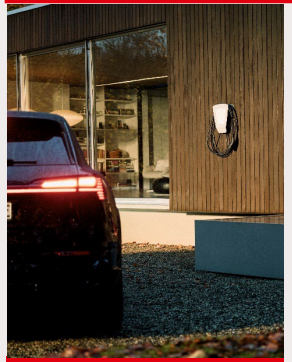
We are **pioneers at heart** for the **good of generations.**



STRONG BUSINESSES WITH LEADING POSITIONS

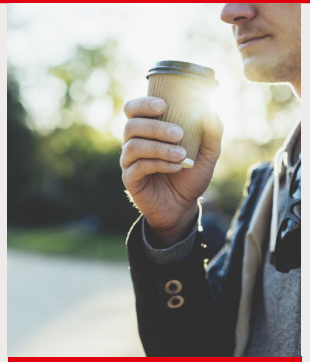
HENKEL GROUP

ADHESIVE TECHNOLOGIES



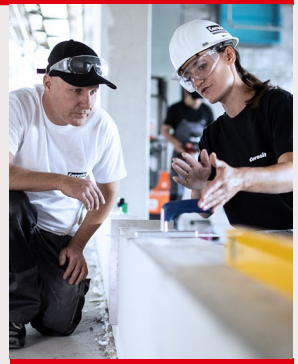
Mobility & Electronics

#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*

DRIVING FURTHER ***PROFITABLE GROWTH*** STRINGENTLY WORKING TOWARDS OUR ***MID-TERM 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

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ADHESIVE TECHNOLOGIES WITH ***LEADING POSITIONS*** IN A ***BROAD RANGE OF MARKET SEGMENTS***

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

ADHESIVE TECHNOLOGIES DRIVING ***PROFITABLE GROWTH*** ORGANICALLY AND INORGANICALLY

- 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 content share** across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

Key drivers for profitable growth contributing to financial mid-term ambition

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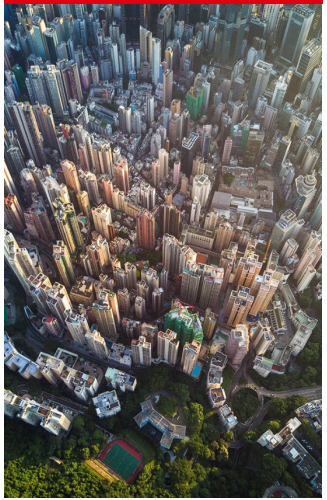
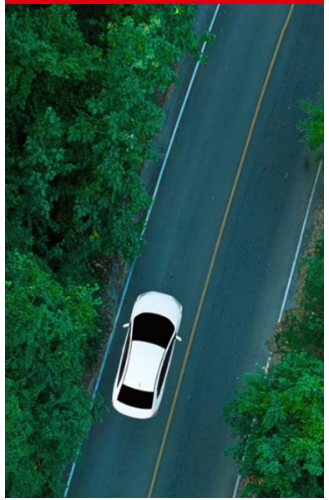
DRIVING GROWTH OPPORTUNITIES ALONG ***GLOBAL MEGATRENDS***

URBANIZATION



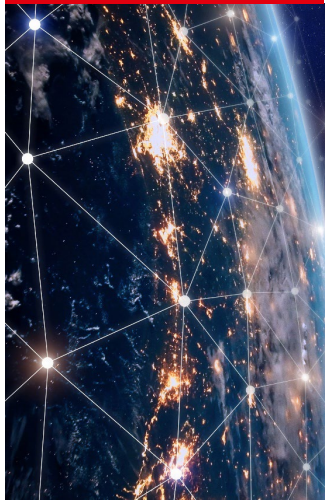
Driving speed, efficiency & sustainability in construction

MOBILITY



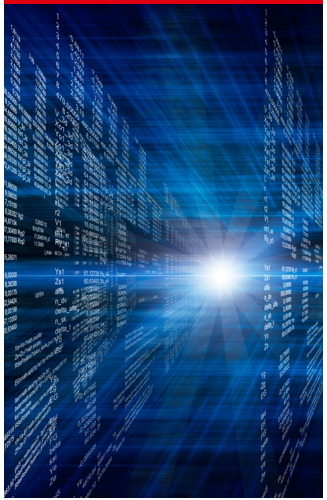
Solving challenges with new applications paving the way for future mobility

CONNECTIVITY



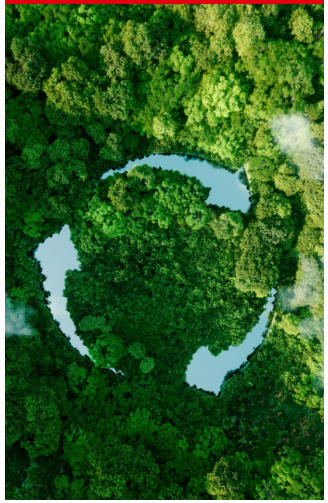
Facilitating new functionalities & designs at the forefront of the industry

DIGITALIZATION



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

SUSTAINABILITY



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

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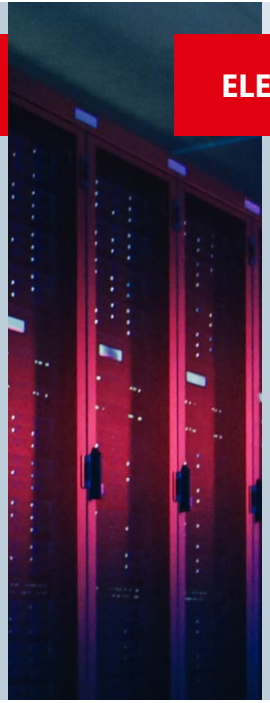
INVESTING IN *HIGH-GROWTH MARKETS* SELECTIVE EXAMPLES

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
13 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.

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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*

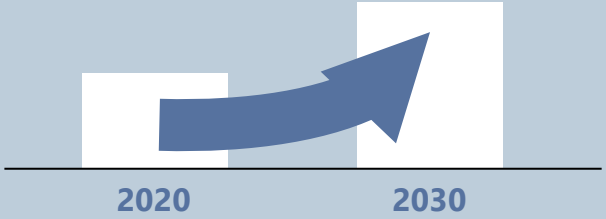
***Innovating** with on-site testing e.g., battery de-bonding and temperature test*

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

INCREASING CONTENT SHARE ACROSS MARKETS
SELECTIVE EXAMPLES

Average number of Henkel solutions per smartphone

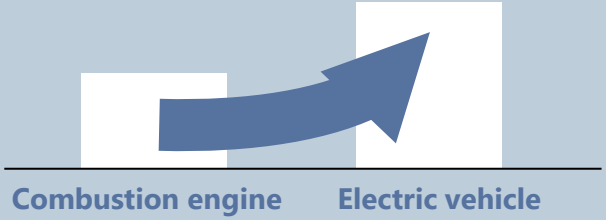
+~50%



Applications enabling **MINIATURIZATION**, **WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased content share in Consumer Devices

Sales potential of Henkel solutions

>2x



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

Henkel

LEADING THE ***SUSTAINABILITY TRANSFORMATION***

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO

Emission reduction, energy & material efficiency

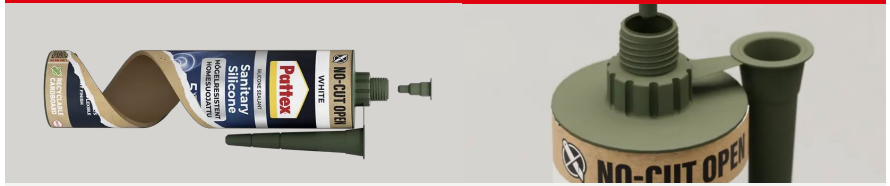
Circular materials, enabling debonding compatibility with recycling

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

Henkel

… 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
~730m€ business[2]	**~270m€** business[2]	**~350m€** business[3]	**~25m€** business[4]

[1] Acquisitions not yet closed. [2] in 2025. [3] in 2023. [4] 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 content share** across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

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CONSUMER BRANDS WITH *LEADING POSITIONS* IN *ATTRACTIVE CATEGORIES*

LAUNDRY & HOME CARE

#2 IN ACTIVE MARKETS

#2 IN LAUNDRY CARE

#1 IN HOME CARE

HAIR
CONSUMER & PROFESSIONAL

#2 IN ACTIVE MARKETS

#2 IN CONSUMER

CO-#2 IN PROFESSIONAL

OTHER CONSUMER BUSINESSES

PRESENCE IN SELECTED BODY CARE MARKETS

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

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CONSUMER BRANDS DRIVING PROFITABLE GROWTH ORGANICALLY AND INORGANICALLY

- 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**

Key drivers for profitable growth contributing to financial mid-term ambition

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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 ***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 categories**[1] 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 business[3]

[1] Air Freshener, Oral, Skin and selective Body Care markets
[2] One order, one shipment, one invoice
[3] Versus base FY 2021

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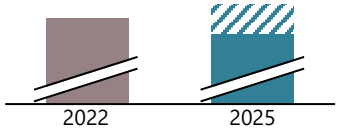
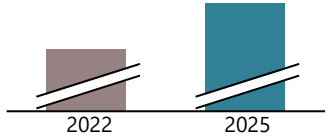
… FUELING SUSTAINABLE PROFITABLE GROWTH ON ***SOLID AND HEALTHY GROUNDS***

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

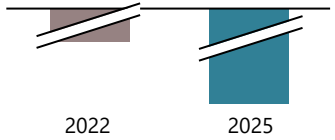
Sales [in MEUR]
Δ 2025 vs. 2022
▲ **~3.0%** OSG CAGR



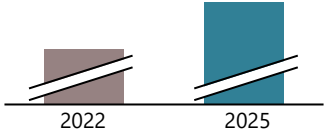
Adj. Gross Margin [in %]
Δ 2025 vs. 2022
▲ **~1,200 bps**



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

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**

~ 90%
in **global** teams

~ 70%
in **regions**

~ 30%
in **global** teams

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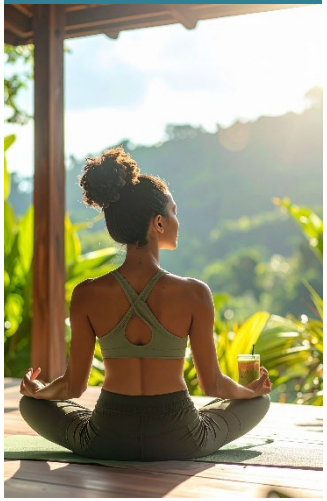
TRANSLATING ***GLOBAL TRENDS*** INTO ***CONSUMER-CENTRIC INNOVATIONS***

SUSTAINABILITY

Empowering consumers to make more sustainable choices in their daily routines

HEALTH & WELLBEING



Promoting products that support a healthier and balanced lifestyle

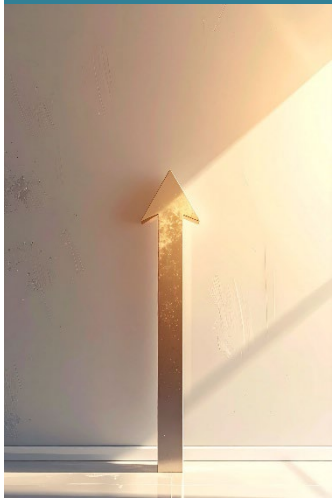
CONVENIENCE

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

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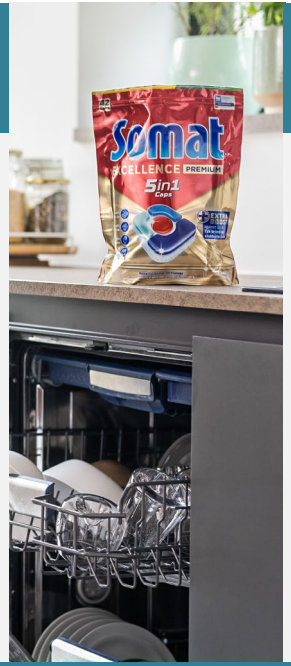
BUILDING ***ADVANTAGE THROUGH LEADERSHIP*** IN OUR CORE CATEGORIES & WITH ICONIC BRANDS

#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

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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

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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** and **bonding** features

Strengthening **competitive edge in blonde** segment

Repositioning Perwoll brand with **innovative formulations**

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

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

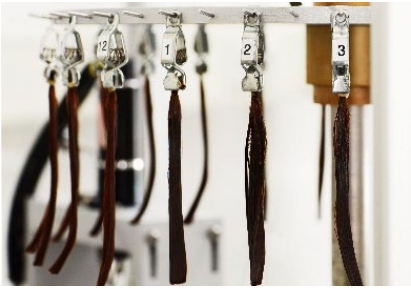
~1,000
Researchers

~€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

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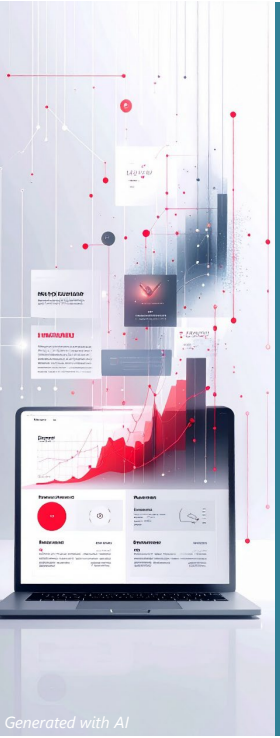
POWERING GROWTH, SPEED & IMPACT THROUGH ***DIGITAL & AI CAPABILITIES***



Generated with AI

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

TV-campaign generated with AI

OUR FIRST AI-GENERATED TV COMMERCIAL

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

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ENHANCING GROWTH WITH
ATTRACTIVE M&A OPPORTUNITIES

ADDING >€0.5BN 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

WE CONTINUE TO STRENGTHEN 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**

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AGENDA

01 Key Developments & Highlights FY 2025

02 Financial Performance FY 2025 & Outlook

03 Looking Ahead: Henkel Poised for Further Growth

04 Key Take-Aways & Closing

KEY *TAKE-AWAYS*

- **Robust topline performance** despite muted environment with **positive price** and **volume development** in Q4 in both businesses
- **Further increased gross and EBIT margins**
- **Integration** of Consumer Brands **successfully concluded** – ahead of plan reaching **€540m of targeted net savings**
- Offering **attractive shareholder returns** with **increased dividend** and **share buyback well on track**
- **Attractive acquisitions** in both business units
- **Guidance 2026** with further **top- and bottom-line growth**
- **Mid-term financial ambition re-iterated** – Poised for further profitable growth building on our strong foundation

QUESTIONS & ANSWERS

UPCOMING *EVENTS*

2026

MAR 11 | **FY 2025** RELEASE

Annual Report & Sustainability Report

APR 27 | **AGM**

Annual General Meeting

MAY 7 | **Q1 2026** RELEASE

Quarterly Statement

AUG 6 | **HY 2026** RELEASE

Half-Year Report

THANK YOU.

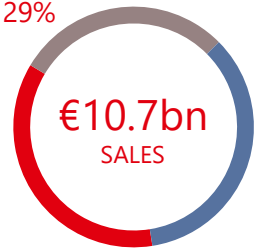
BALANCED AND DIVERSIFIED PORTFOLIO

FY 2025

1%
Corporate

52%

ADHESIVE TECHNOLOGIES

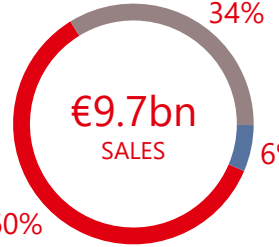


29%
35%
36%

- Mobility & Electronics
- Packaging & Consumer Goods
- Craftsmen, Construction & Professional

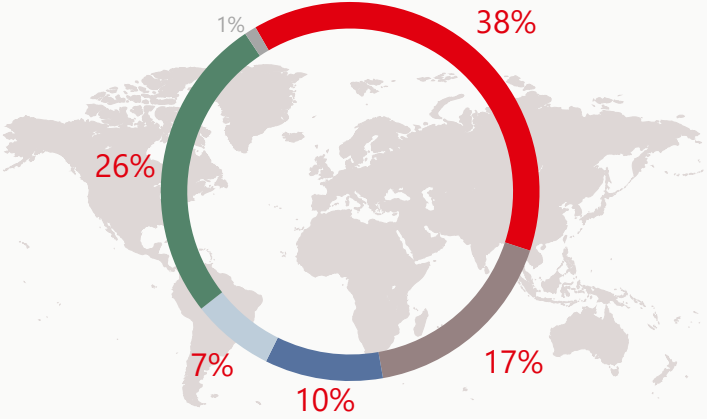
47%

CONSUMER BRANDS



34%
6%
60%

- Laundry & Home Care
- Hair
- Other Consumer Businesses



- Europe
- IMEA
- North America
- Asia/Pacific
- Latin America
- Corporate

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SALES BY BUSINESS UNIT AND BUSINESS AREA FY 2025

	Q1 2025		Q2 2025		H1 2025		Q3 2025		Q4 2025		FY 2025	
€m	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG
HENKEL GROUP	**5,242**	**-1.0%**	**5,160**	**0.9%**	**10,402**	**-0.1%**	**5,147**	**1.4%**	**4,945**	**2.3%**	**20,495**	**0.9%**
ADHESIVE TECHNOLOGIES	**2,715**	**1.1%**	**2,701**	**1.3%**	**5,416**	**1.2%**	**2,708**	**2.5%**	**2,543**	**0.9%**	**10,667**	**1.5%**
Mobility & Electronics	966	3.1%	977	2.5%	1,943	2.8%	991	5.9%	919	1.7%	3,853	3.3%
Packaging & Consumer Goods	804	-0.4%	784	0.4%	1,588	0.0%	767	-1.1%	742	-1.2%	3,097	-0.6%
Craftsmen, Construction & Professional	945	0.4%	940	0.8%	1,885	0.6%	950	2.2%	882	2.0%	3,716	1.3%
CONSUMER BRANDS	**2,484**	**-3.5%**	**2,422**	**0.4%**	**4,907**	**-1.6%**	**2,402**	**0.4%**	**2,368**	**4.1%**	**9,677**	**0.3%**
Laundry & Home Care	1,550	-4.1%	1,433	-0.9%	2,983	-2.6%	1,409	-1.5%	1,399	3.3%	5,791	-0.9%
Hair	792	-1.6%	829	3.2%	1,621	0.9%	833	4.4%	827	6.6%	3,281	3.2%
Other Consumer Businesses	142	-6.8%	160	-1.7%	303	-4.2%	159	-3.2%	143	-1.5%	604	-3.3%

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SALES, ADJ. EBIT AND ADJ. EBIT MARGIN BY BUSINESS UNIT FY 2025

	Sales				Adj. EBIT		Adj. EBIT margin	
€m	FY 2024	**FY 2025**	YoY	OSG	FY 2024	**FY 2025**	FY 2024	**FY 2025**
HENKEL GROUP	21,586	**20,495**	-5.1%	**0.9**	3,089	**3,026**	14.3%	**14.8%**
ADHESIVE TECHNOLOGIES	10,970	**10,667**	-2.8%	**1.5**	1,817	**1,779**	16.6%	**16.7%**
Mobility & Electronics	3,895	3,853	-1.1%	3.3				
Packaging & Consumer Goods	3,337	3,097	-7.2%	-0.6				
Craftsmen, Construction & Professional	3,738	3,716	-0.6%	1.3				
CONSUMER BRANDS	10,467	**9,677**	-7.5%	**0.3**	1,419	**1,400**	13.6%	**14.5%**
Laundry & Home Care	6,548	5,791	-11.6%	-0.9				
Hair	3,256	3,281	0.8%	3.2				
Other Consumer Businesses	663	604	-8.8%	-3.3				

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OUTLOOK 2026
ADDITIONAL INPUT FOR SELECTED KPIS

CURRENCY IMPACT ON SALES	Low single-digit % negative[1]
M&A IMPACT ON SALES	Neutral to slightly negative[2]
PRICES FOR DIRECT MATERIALS	Low single-digit % increase[1]
RESTRUCTURING CHARGES	€ 150 – 200m
CAPEX	€ 650 – 750m

[1] Versus the prior year average

[2] The intended acquisitions of ATP Adhesive Systems and Stahl Group have not yet been taken into account, as certain transaction conditions are still outstanding

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FIND OUT MORE ON HENKEL.COM/IR