



HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

DISCLAIMER

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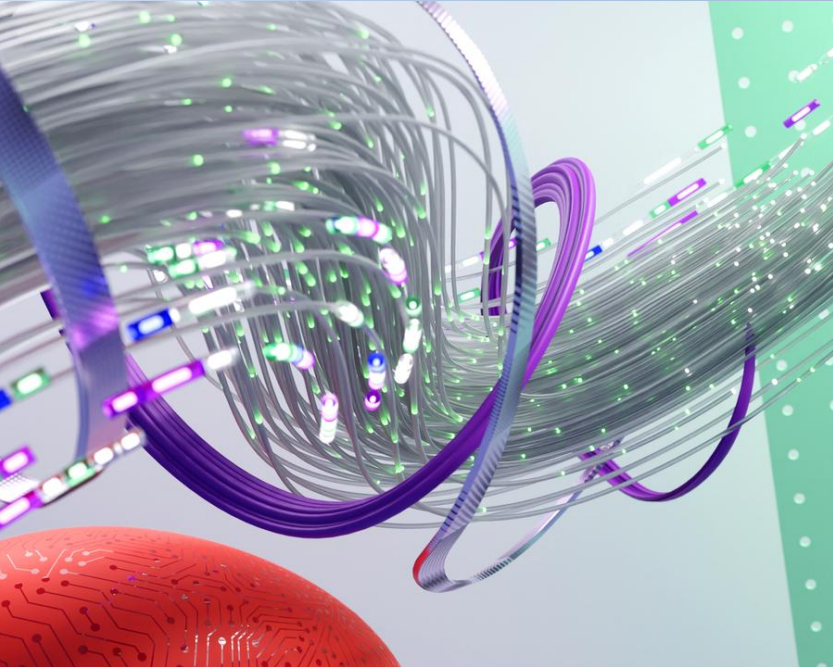
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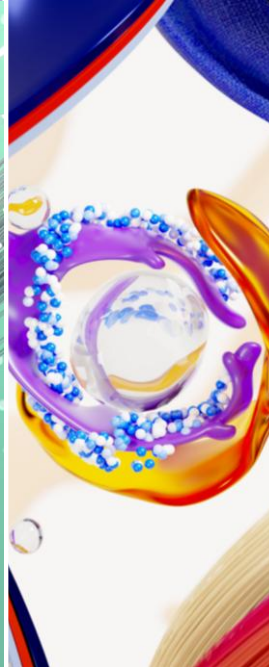
Note:

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 2024 (time reference of market share data may deviate). Updated in November 2025.



AT A GLANCE: REASONS TO INVEST



HENKEL GROUP



ADHESIVE
TECHNOLOGIES



CONSUMER
BRANDS



ESG

REASONS TO INVEST

STRONG BUSINESSES WITH LEADING POSITIONS IN ATTRACTIVE MARKETS

Adhesive Technologies global #1 player in adhesives market

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

STRONG FINANCIAL FOUNDATION

Attractive cash generation and 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



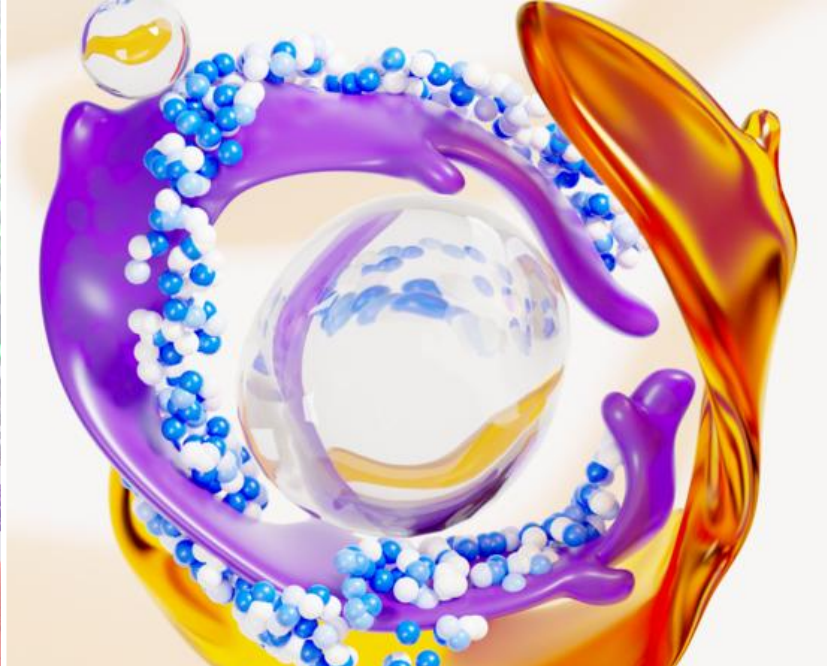
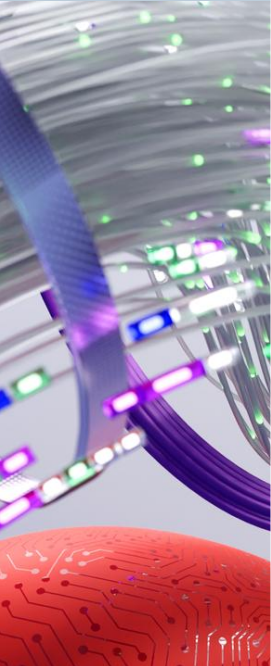


CARSTEN KNOBEL

CEO



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



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

FACTS & FIGURES 2024



STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

ADHESIVE TECHNOLOGIES



**Mobility &
Electronics**

#1
worldwide



**Packaging &
Consumer Goods**

#1
worldwide



**Craftmen,
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

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

HENKEL GROUP

ADHESIVE TECHNOLOGIES

LOCTITE

€3.3bn sales

TECHNOMELT

€1.6bn sales



>75%

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

CONSUMER BRANDS

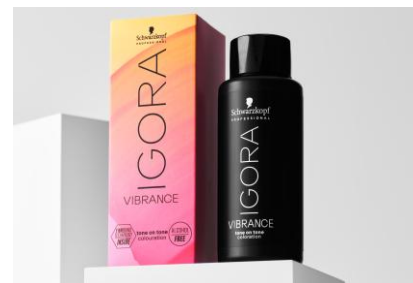
Persil

€1.4bn sales



Schwarzkopf

€1.4bn sales

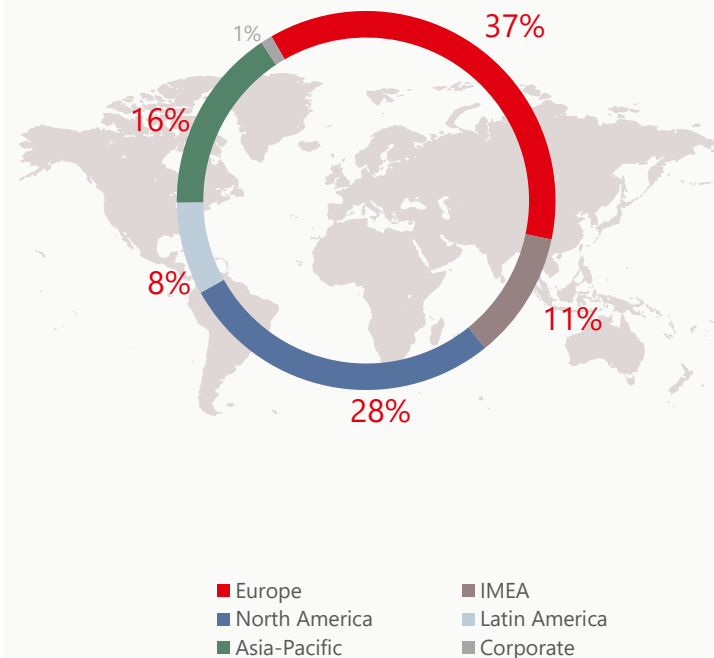
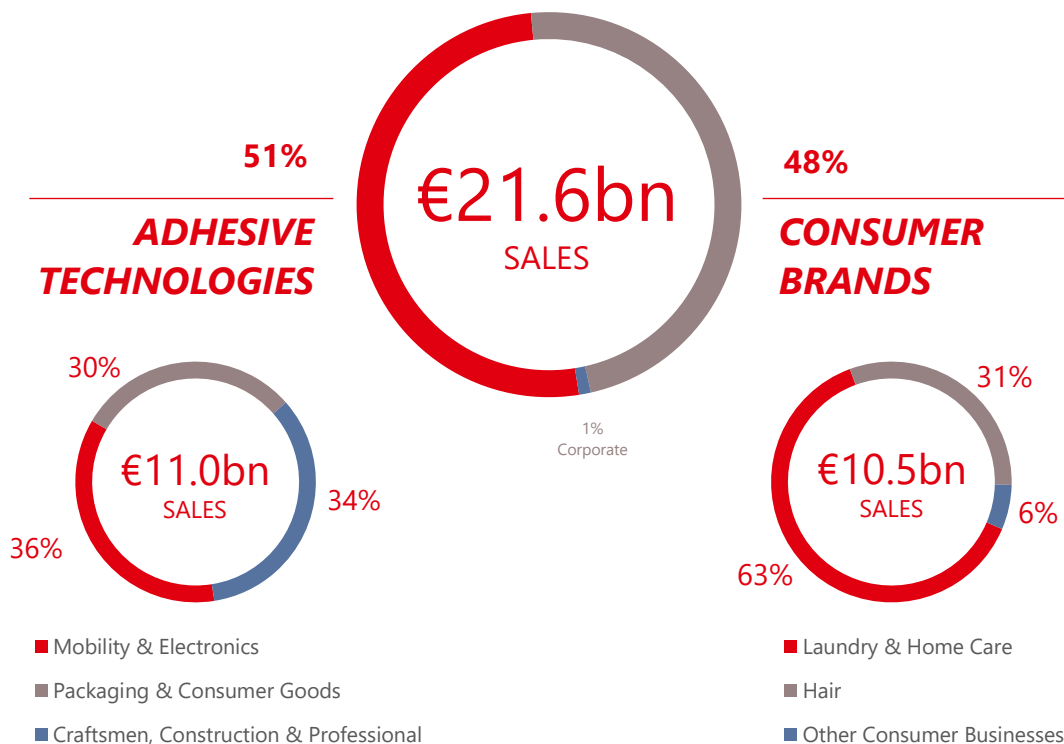


>50%

Top 10 brand sales share

...AND *GLOBAL FOOTPRINT*...

FY 2024



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

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



GLOBAL BUSINESS SOLUTIONS

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



DIGITAL UNIT HENKEL DX

Further improving efficiency in IT and creating new business opportunities



GLOBAL SUSTAINABILITY

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

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

OUR PURPOSE

PIONEERS AT HEART FOR THE
GOOD OF GENERATIONS

OUR VISION

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

STRATEGIC FRAMEWORK FOR PURPOSEFUL GROWTH

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
**OPERATING
MODELS**

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

PORTFOLIO

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**



MORE THAN

€2bn

BRANDS/BUSINESSES
DIVESTED OR DISCONTINUED¹
2022 – 2024

**STRENGTHENED BOTH BUSINESSES WITH
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

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

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

SHISEIDO
PROFESSIONAL



SEALFORLIFE
Industries

CRITICA[™]
Infrastructure

COMPETITIVE EDGE - INNOVATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**

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



**UNIQUE
INNOVATIONS
UNDER STRONG
CONSUMER
BRANDS**

ADDRESSING RELEVANT
CATEGORY TRENDS



**SUPERIOR
ADHESIVE
TECHNOLOGIES
SOLUTIONS**

SHAPING INDUSTRY
MEGATRENDS



COMPETITIVE EDGE - SUSTAINABILITY

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

working towards ambitious goals along our 2030+ Sustainability Ambition Framework

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**



DISTINCT IMPLEMENTATION

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

LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

2030+ SUSTAINABILITY AMBITION FRAMEWORK

ADDRESSING RELEVANT CHALLENGES AND
OPPORTUNITIES – GOAL OF ACHIEVING
NET-ZERO BY 2045



COMPETITIVE EDGE - DIGITALIZATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

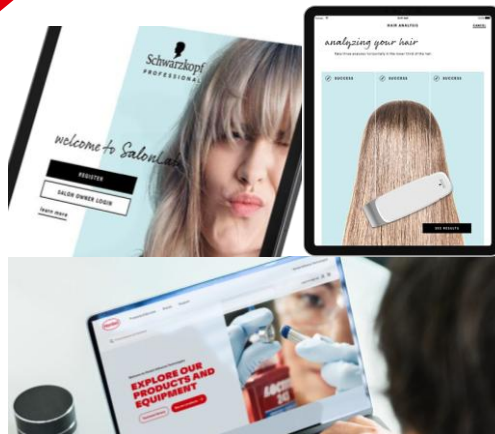
DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH



DIGITAL SALES SHARE OF

~20%

IN 2024 VS. 12% IN 2019

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



STRONG PARTNERSHIPS
WITH LEADING DIGITAL COMPANIES



FUTURE-READY OPERATING MODELS

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

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

HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH



MERGER OF CONSUMER BUSINESSES

BIGGEST TRANSFORMATION OVER PAST
DECADE – TARGETING SAVINGS OF

~€525m¹

ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

ENSURING CUSTOMER
PROXIMITY ALONG

3 BUSINESS AREAS



FOSTERING SHARED FUNCTIONS AND PLATFORMS

BROADENED SCOPE OF
SHARED SERVICE CENTER
ORGANIZATION

COLLABORATIVE CULTURE & EMPOWERED PEOPLE

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

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

HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH

> 96%

TOP EXECUTIVES
ENGAGED IN
LEADERSHIP PROGRAMS



OUR PURPOSE UNITES
ALL EMPLOYEES GLOBALLY

PIONEERS
AT HEART
FOR THE
GOOD OF
GENERATIONS



DRIVING
CULTURAL
TRANSFORMATION

WITH NUMEROUS
GLOBAL INITIATIVES



FULLY PAID
GENDER-NEUTRAL
PARENTAL LEAVE

FOR OUR EMPLOYEES
WORLDWIDE INTRODUCED

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



Carsten Knobel
CEO



Mark Dorn
EVP Adhesive
Technologies



Wolfgang König
EVP Consumer
Brands



Sylvie Nicol
CHRO



Marco Swoboda
CFO

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



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

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



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

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

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

KPIs 2024

OSG
2.6%

ADJ. EBIT
€3,089m

ADJ. EBIT MARGIN
14.3%

ADJ. EPS
€5.36

ADJ. EPS GROWTH¹
+25.1%

Strong topline development across businesses



HENKEL GROUP

▲ 4.5%

CAGR²



ADHESIVE TECHNOLOGIES

▲ 5.4%

CAGR²



CONSUMER BRANDS

▲ 3.7%

CAGR²

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

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

ACQUISITIONS INTEGRAL PART OF STRATEGY

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

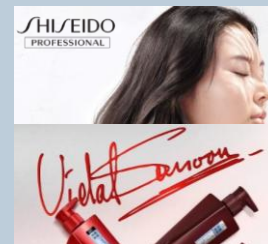
STRENGTHENING BUSINESSES ORGANICALLY

- Overall “asset-light” business model for both businesses
- Investing in **growth, sustainability, digitalization** and further **rationalization/optimization**
- Average annual **CAPEX spend of ~€650m** over past 10 years, e.g. into state-of-the-art innovation centers in Düsseldorf and Shanghai

SELECTED RECENT HIGHLIGHTS



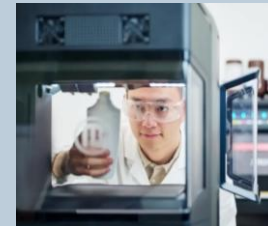
Critica Infrastructure and Seal for Life Industries (Adhesive Technologies)



Shiseido Professional and Vidal Sassoon in APAC (Consumer Brands)



New Battery Testing Center in Düsseldorf (Adhesive Technologies)



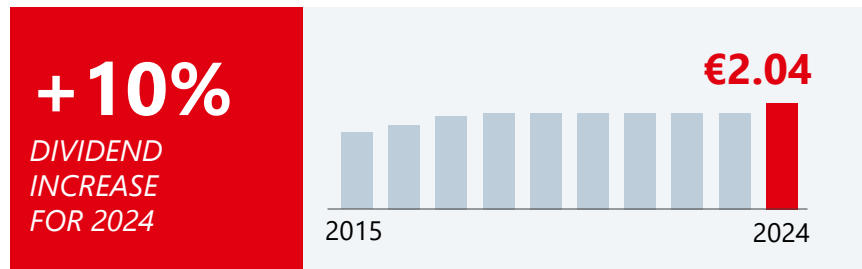
New R&D center in Asia (Consumer Brands)

CURRENT DEBT RATINGS

S&P: A

Moody's: A2

...OFFERING **ATTRACTIVE SHAREHOLDER RETURNS**



- **Dividend policy** with targeted payout ratio of 30-40%¹
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Average dividend increase of ~4% p.a.** over last 10 years

- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **New share buyback** of up to €1bn starting in the course of April 2025 and to be concluded by March 2026 at the latest; targeted 80%/20% split between preferred and ordinary shares

Distributed **almost €10bn to shareholders over a period of 10 years**²

STRINGENTLY WORKING TOWARDS OUR *MID-TERM FINANCIAL AMBITION*

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

Building Blocks

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

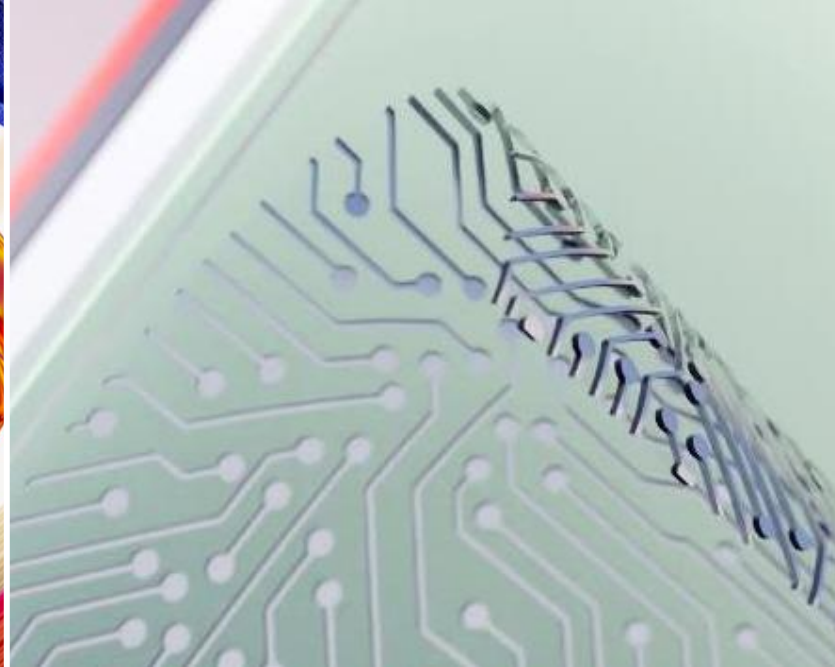
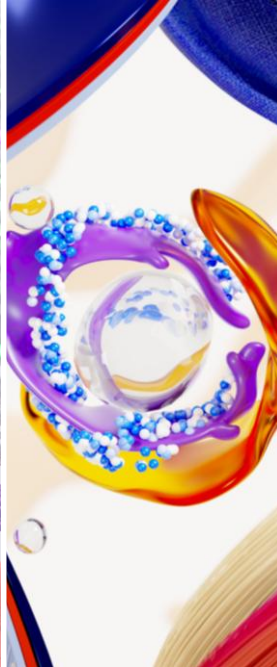
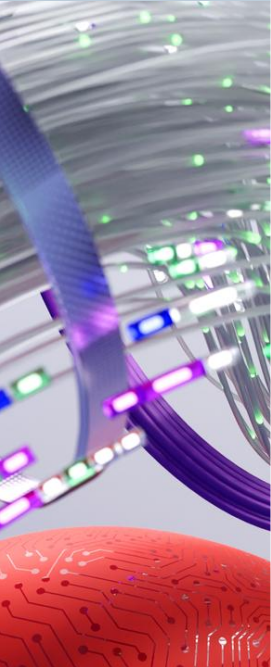
**CREATING VALUE FOR OUR STAKEHOLDERS WITH
TRUSTED BRANDS AND SUPERIOR TECHNOLOGIES**



HENKEL GROUP

CREATING LONG-TERM VALUE

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



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER
BRANDS

ESG



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



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

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

ADHESIVE TECHNOLOGIES

GLOBAL #1 PLAYER IN ADHESIVES MARKET

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



Henkel adhesives in medical syringes support **70% of all VACCINATIONS WORLDWIDE**



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

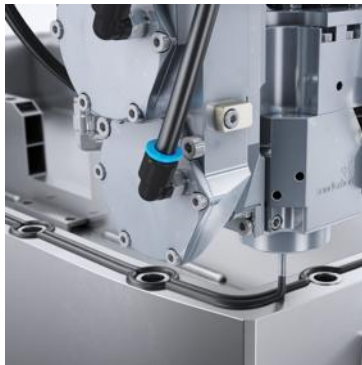


SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS

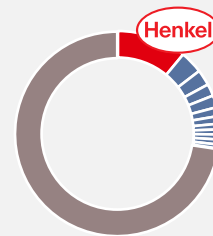


COATINGS

Creating customer value in
attractive global market

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

Market size:
~€80bn



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



MOBILITY & ELECTRONICS

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

#1 WORLDWIDE



PACKAGING & CONSUMER GOODS

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

#1 WORLDWIDE



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

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

#3 WORLDWIDE

PROVIDING VALUE TO OUR STAKEHOLDERS AT THE FOREFRONT OF THE INDUSTRY

Broad customer base &
long-trusted partnerships

**~100.000
customers**

Key brands

LOCTITE **TECHNOMELT**

TEROSON **BONDERITE**



AQUENCE

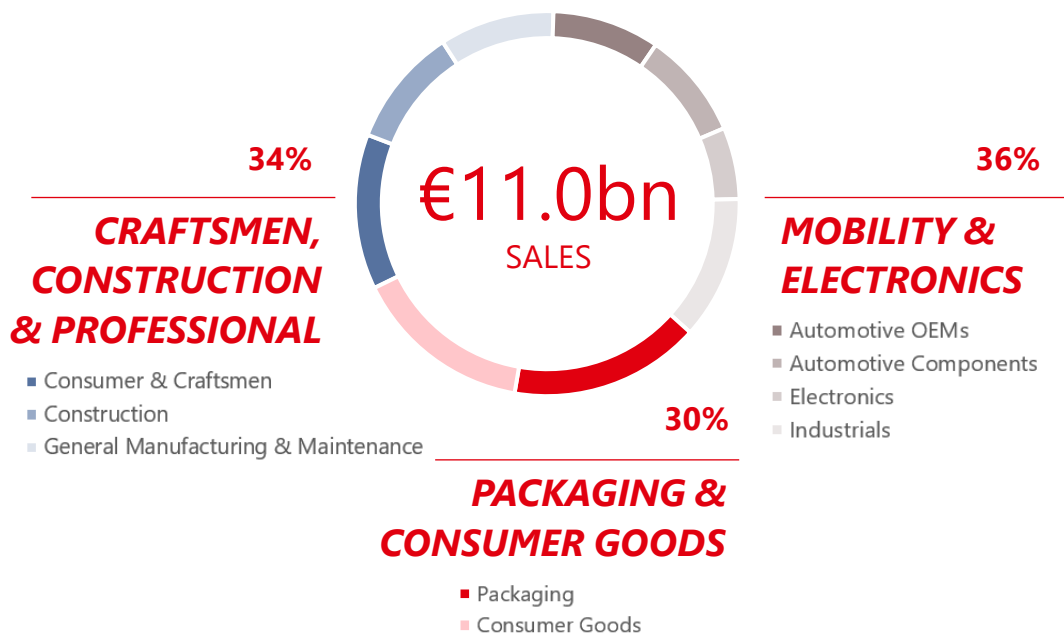
Ceresit



Peer group
with business overlap



WELL-BALANCED GLOBAL PORTFOLIO

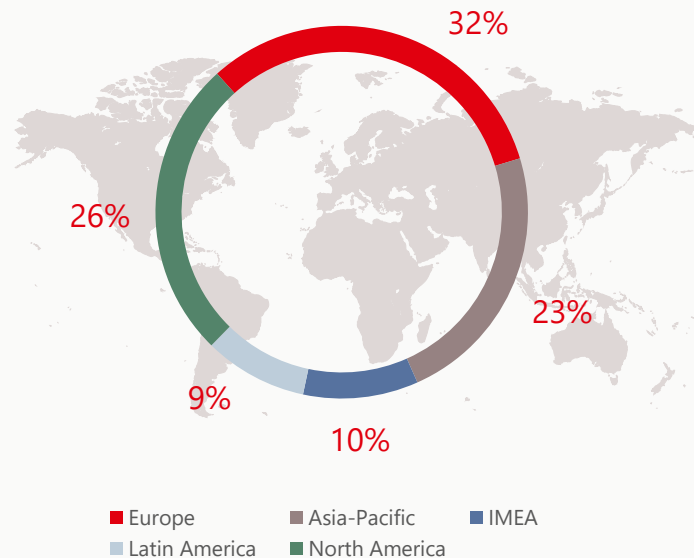


KPIs 2024

OSG
2.4%

ADJ. EBIT
€1,817m

ADJ. EBIT
MARGIN
16.6%



CREATING CUSTOMER VALUE AS **LEADING SOLUTION PROVIDER**

High-impact customer-centric solutions enabled by expertise and market proximity



TECHNOLOGY LEADERSHIP

- **Unrivaled portfolio** of 13 leading technology platforms
- Strong **commitment** and **thought leadership** on sustainability
- **Co-creating new designs** and high share of **customized applications**



ACTIVE PORTFOLIO MANAGEMENT

- **Unique value propositions**
- Well diversified product portfolio with **reduced cyclicity profile**
- Continuously shaping portfolio to leverage **attractive organic** and **inorganic opportunities**

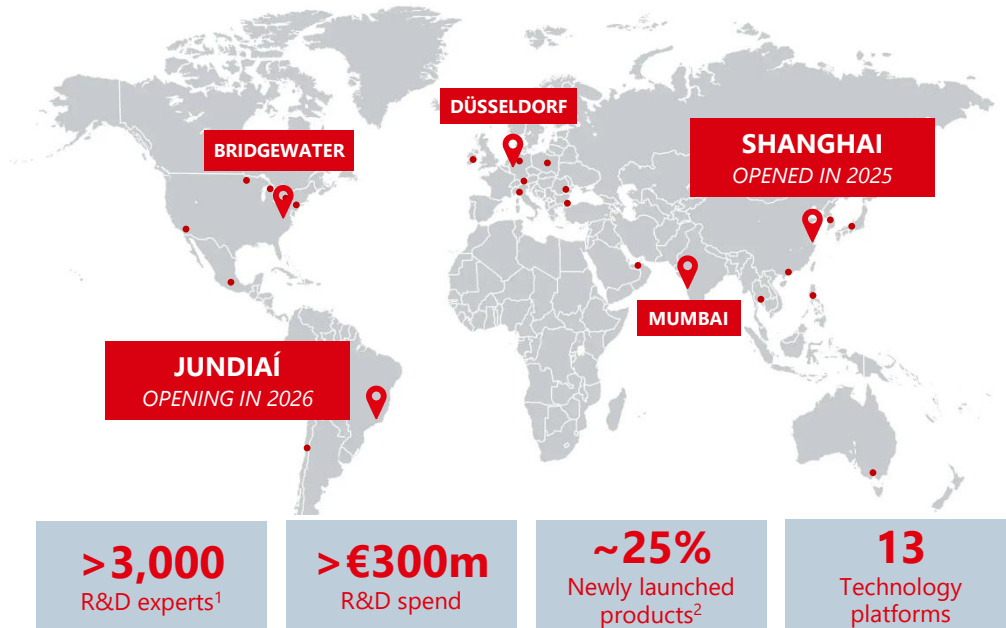


HIGHEST QUALITY AT GLOBAL SCALE

- **>6,500 customer facing experts** with know-how in **>800 industries**
- **Global footprint & resilient supply chain**
- **Global R&D network**

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

Global R&D network incl. innovation hubs



DRIVING INNOVATION THROUGH CUSTOMER COLLABORATION

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

DRIVING *INNOVATION EXCELLENCE* TO FUEL 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 **GROWTH-DRIVING MEGATRENDS** ACROSS INDUSTRIES



SUSTAINABILITY

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

Development of debonding technologies



MOBILITY

Solving challenges with new applications paving the way for future mobility

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



CONNECTIVITY

Facilitating new functionalities and designs at the forefront of the industry

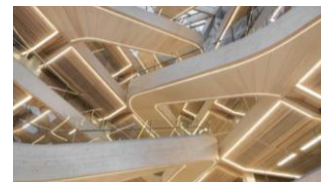
Enhanced bonding & protection solutions (thinner, shock-resistant, waterproof) for smart devices



DIGITALIZATION

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

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



URBANIZATION

Driving speed, efficiency and sustainability in construction

Engineered wood solutions and CO₂ emission reduced cement-based products

SUSTAINABILITY AS A **GROWTH DRIVER** IN ADHESIVE TECHNOLOGIES

We enable customers to drive their sustainability agendas:



Emission reduction,
energy & material
efficiency



Circular materials,
enabling debonding
compatibility with
recycling



Chemical safety,
safety in application
and end use phase

Fostering sustainable solutions across industries driving future growth:

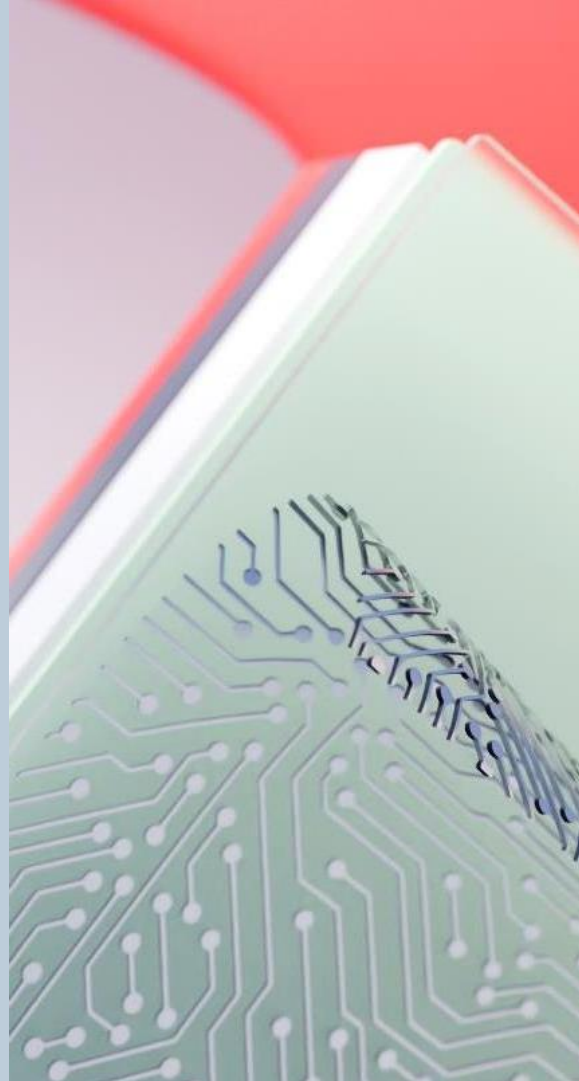
~20%

Sales share¹ of our portfolio's products with
**significant positive contribution in the areas of
climate, circularity, safety and nature**
– e.g. by enabling emissions reduction in
production processes and use phase



ADHESIVE TECHNOLOGIES

OUR BUSINESSES AND SOLUTIONS



CREATING **COMPETITIVE ADVANTAGE** WITH CUSTOMER-CENTRIC SOLUTIONS

MOBILITY & ELECTRONICS



AUTOMOTIVE OEMS

- Sealants and Adhesives for Body, Paint and Trim Shop
- Structural and Acoustic Engineering Solutions
- Metal Pre-treatment



AUTOMOTIVE COMPONENTS

- Automotive Electronics
- E-Mobility
- Surface Treatment, Cleaners & Lubricants
- Exterior, Powertrain, Interiors & Chassis



ELECTRONICS

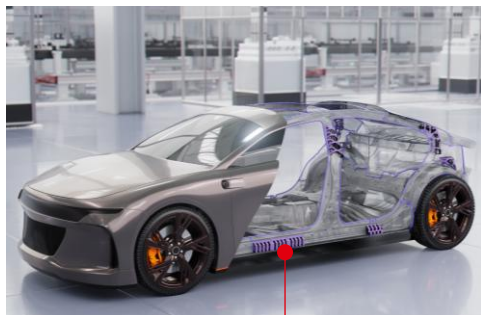
- Consumer Devices
- Semiconductor Packaging
- Printed Electronics



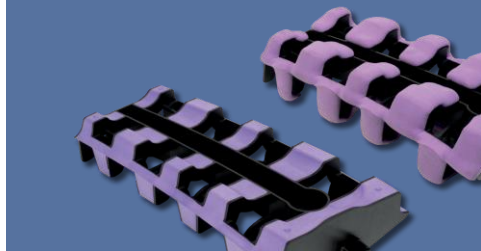
INDUSTRIALS

- Aerospace
- Datacom & Telecom
- Power
- Life Science
- Appliance & Heavy Duty
- Metal Treatment

AUTOMOTIVE OEMS: LEADING PARTNER ENABLING FUTURE MOBILITY WITH SAFE AND INNOVATIVE SOLUTIONS



STRUCTURAL FOAM SOLUTIONS
for lighter, safer & more sustainable vehicles



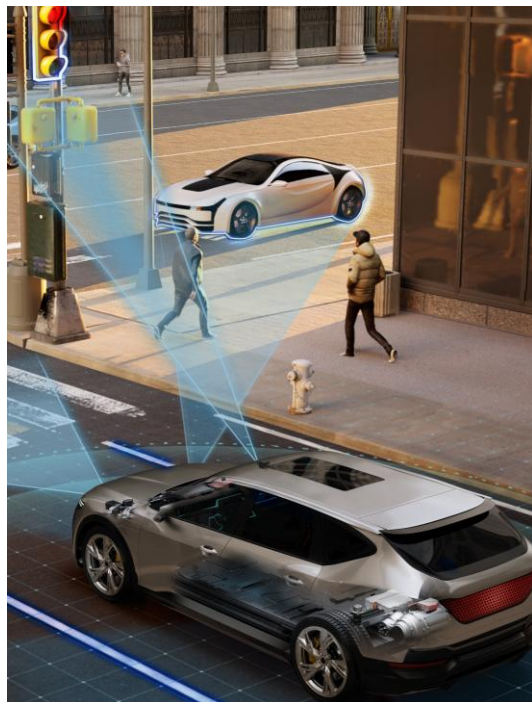
TRUSTED PARTNER TO VEHICLE MANUFACTURERS¹ with **UP TO 50% SHORTER** development cycles providing speed to market and broad product & application expertise

ADVANCING NEW BODY DESIGNS for enhanced safety, lightweight & battery crash protection leading to **DOUBLE-DIGIT GROWTH** in engineering solutions

FOCUSING ON SUSTAINABILITY & CIRCULARITY by reducing resource use in manufacturing **UP TO 40%** and offering parts with recycled plastic content



AUTOMOTIVE COMPONENTS: INNOVATION-DRIVEN GROWTH IN ELECTRIFIED, CONNECTED & AUTONOMOUS SYSTEMS



EV SALES POTENTIAL

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

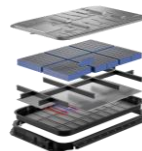
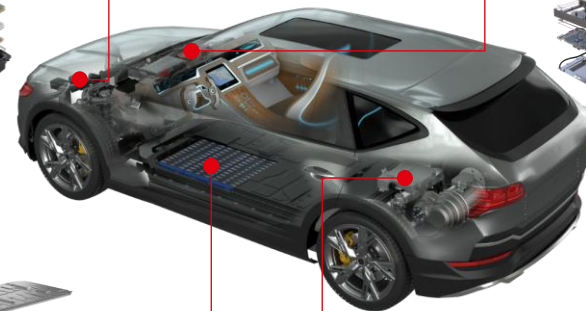
Global **TOP 50 EV-
PLATFORMS** contain at least
one Henkel solution

STRONG INNOVATION PIPELINE

With total annual sales potential
of >€100M¹ fueled by consumer
demand for connected,
autonomous, electrified vehicles

**ADVANCED DRIVER ASSISTANCE
SYSTEMS (ADAS)**
(RADARS, SENSORS, CAMERAS)

**VEHICLE CONTROL &
COMPUTING**
(ECUS, DCUS, CENTRAL
COMPUTE PLATFORMS)



**BATTERY SYSTEM &
POWER ELECTRONICS**



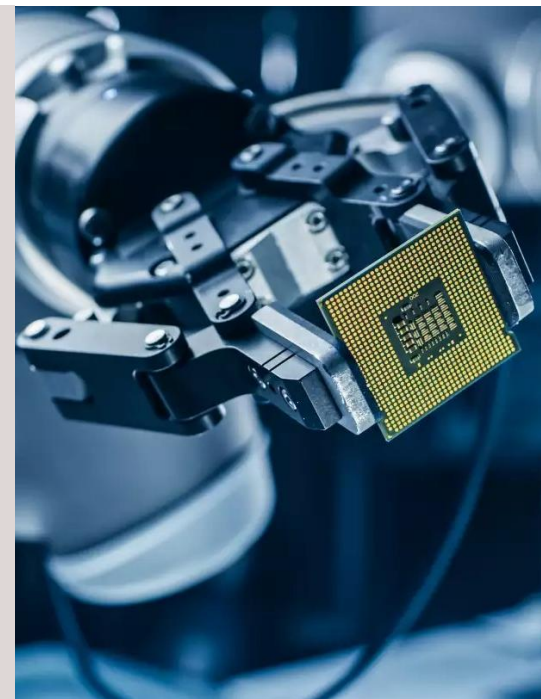
ELECTRONICS: CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



5.2BN SMARTPHONE CAMERAS in 2030, (>**20%** vs 2024) driven by sensors with **NEW BONDING & SEALING OPPORTUNITIES**

AI-DRIVEN PC MARKET resurgence to reach 180M devices by 2028 (> 100% CAGR), unlocking advanced **THERMAL & SEMICONDUCTOR PACKAGING** opportunities for Henkel

Right-to-repair trend increases need for durable **BONDS & DEBONDING** solutions resulting in **30%** expected **GROWTH** until 2027



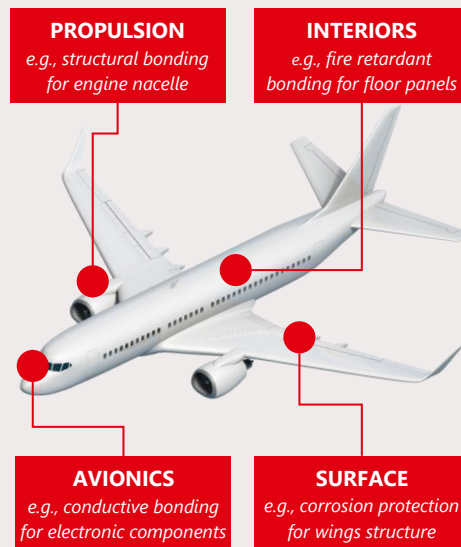
INDUSTRIALS: CUSTOMER-CENTRIC SOLUTIONS FOR BROAD RANGE OF MARKETS



**OUTPERFORMING
AEROSPACE MARKET** with
HIGH SINGLE-DIGIT growth¹

MID TO HIGH SINGLE-DIGIT
growth¹ with **MEDICAL
APPLICATIONS**, e.g. continuous
glucose monitoring devices

HIGH SINGLE-DIGIT growth¹ in
DATACOM & TELECOM business

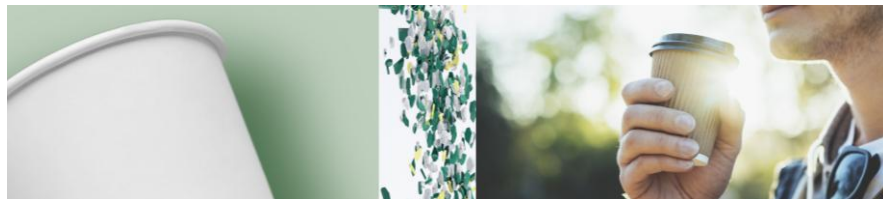


ADDING **VALUE WITH HIGH-IMPACT SOLUTIONS** BUILDING ON STRONG RELATIONSHIPS



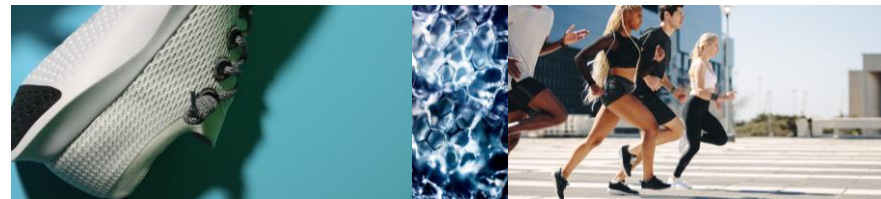
PACKAGING &
CONSUMER GOODS

PACKAGING & CONSUMER GOODS



PACKAGING

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



CONSUMER GOODS

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

PACKAGING: INNOVATIVE SOLUTIONS PAVING THE WAY TOWARDS A CIRCULAR ECONOMY



PACKAGING &
CONSUMER GOODS



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

MAJORITY OF INNOVATION PIPELINE for packaging consisting of sustainable solutions

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



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



PACKAGING &
CONSUMER GOODS



~**65%** the world's largest publicly traded companies have a form of **NET-ZERO TARGETS BY OR BEFORE 2050**

>40 HENKEL ADHESIVES SOLUTIONS already launched with **>20% lower raw material emissions** compared to conventional adhesives¹

3X HIGHER GROWTH² in products fostering sustainability compared to conventional adhesives



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



**CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL**

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL



CONSUMERS & CRAFTSMEN

- Sealants and Polyurethane Foams
- Construction Adhesives
- Instant repair: Superglues
- Wood Glues
- Stationery Glues
- Pipe Adhesives



CONSTRUCTION

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



GENERAL MANUFACTURING & MAINTENANCE

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

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



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL



CONSUMERS' HOME FOCUS IS HERE TO STAY –

home improvement as global trend

URBANISATION expected to drive global housing construction & renovation market growth to ~4% p.a. (2024-28)

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



CONSTRUCTION: DRIVING INNOVATION FOR MODERN SUSTAINABLE CONSTRUCTION



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL



**ATTRACTIVE CONSTRUCTION
MARKET OUTLOOK** fueled by
decarbonization, energy-efficiency, and
prefabrication

MARKET OUTPERFORMANCE
driven by **INNOVATIVE SOLUTIONS**
pioneering efficiency and building
performance

At forefront of **SUSTAINABILITY**,
achieving **~30% REDUCTION IN
ABSOLUTE CO₂ EMISSIONS** from
cement-based products



GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL



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

Highly attractive MRO¹ segment with **HIGH SINGLE-DIGIT OSG CAGR** in past 6 years

EXPANDED MRO PLATFORM by attractive adjacent businesses with the acquisitions of Critica Infrastructure and Seal for Life





ADHESIVE TECHNOLOGIES

DRIVING PROFITABLE GROWTH BY...

MID-TERM FINANCIAL AMBITION

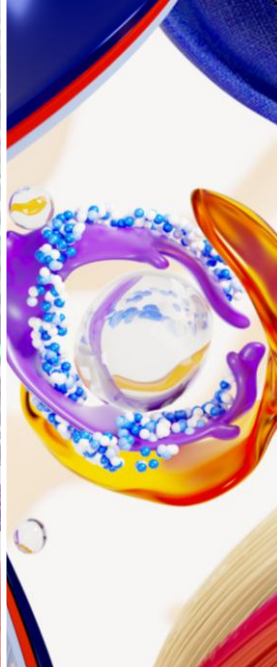
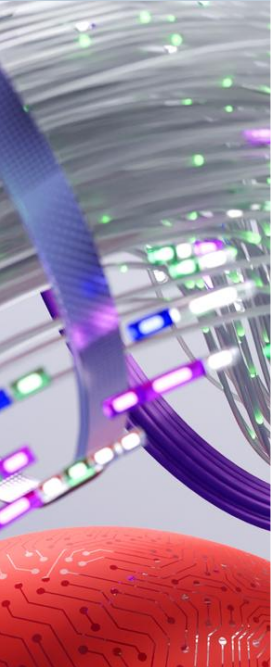
3-5 %

ORGANIC SALES
GROWTH

HIGH-TEENS %

ADJ. EBIT
MARGIN

- Investing in **high-growth** segments
- Having the **broadest portfolio** in the industry
- Leveraging our unparalleled **technology know-how**
- Driving **customer collaboration**
- Innovating along **megatrends**
- Leading the **sustainability transformation**



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

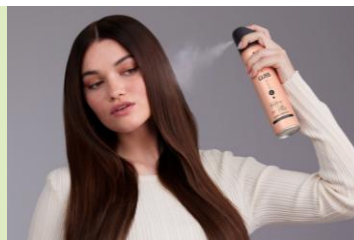
ADHESIVE
TECHNOLOGIES

**CONSUMER
BRANDS**

ESG



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



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

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

#2 IN ACTIVE MARKETS



HAIR

Professional & Consumer

- Hair Care
- Hair Coloration
- Hair Styling

#2 IN ACTIVE MARKETS



OTHER CONSUMER BUSINESSES

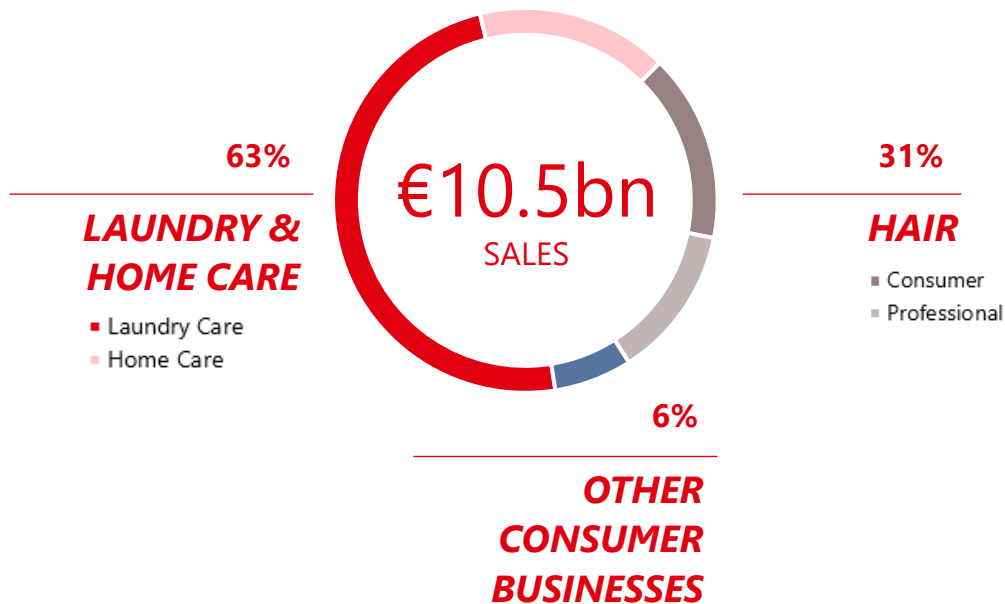
Body Care

- Bath & Shower
- Deodorants
- Soaps

PRESENCE IN
SELECTED MARKETS

FOCUS ON KEY BRANDS WITH SHARPENED BRAND ROLES

UNITED UNDER ONE STRONG >10BN€ PLATFORM

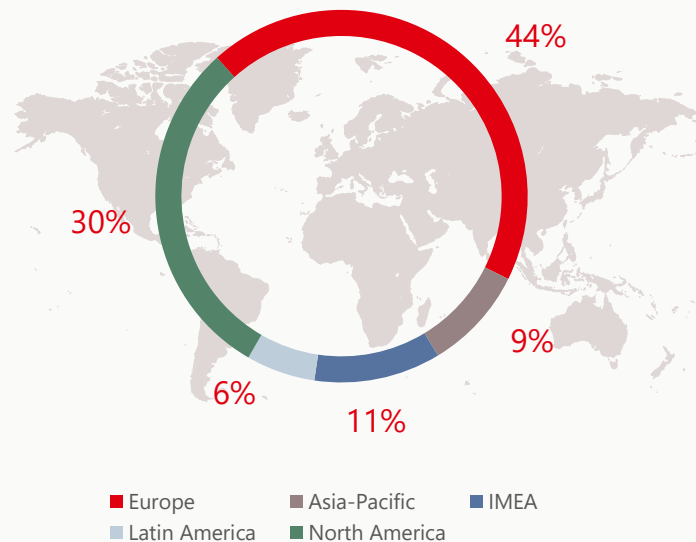


KPIs 2024

OSG
3.0%

ADJ. EBIT
€1,419m

ADJ. EBIT
MARGIN
13.6%



STRONG GLOBAL PLAYER WITH ICONIC #1 BRANDS IN LAUNDRY CARE, HOME CARE & HAIR



TOP
RANKINGS
IN
ACTIVE
MARKETS

~270
#1 or #2
COUNTRY /
CATEGORY
POSITIONS



VALORIZATION LEADING TO VERY STRONG GROWTH OF TOP 10 BRANDS



DOUBLE-DIGIT OSG CONTRIBUTION FROM



Selective innovation examples



SUSTAINABILITY

Empowering consumers to make sustainable choices in their daily lives



HEALTH & WELLBEING

Promoting products for a healthier, balanced lifestyle

CREATING CONSUMER CENTRIC INNOVATIONS BASED ON GLOBAL TRENDS



PREMIUMIZATION

Elevating consumer experiences with superior products through our brands



DIGITALIZATION

Enhancing the consumer experience through innovative digital tools



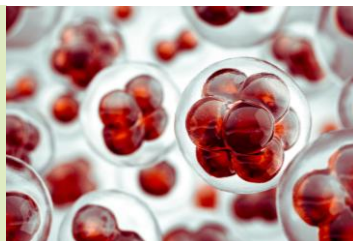
CONVENIENCE

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



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



Pioneering
**Hair Bonding
Technology** with first-
proven covalent bonding
chemistry. Supported by **6
Eternalock leading patents**

UNDERPINNED BY GLOBAL R&D NETWORK

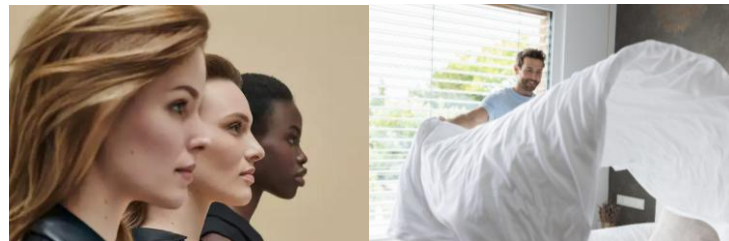
~1,000
Researchers

~€280m
R&D
spend

~50%
Innovation
rate¹

>300
Open Inno.
Projects

Global R&D network with 14 innovation centers



LEVERAGING OUR TECHNOLOGY EXPERTISE
ACROSS OUR GLOBAL CATEGORIES

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

OPERATIONS

¹ per ton of product vs. 2010

100%

CO₂ reduction¹ in 2030

HCB 2024: Leading in the industry with **80% reduction**

got2b[™]
for whoever
you want2b



SUSTAINABILITY AS PART OF OUR DNA

Key achievements and ambitions

PACKAGING

100%

Recyclable Packaging Design by 2025

HCB 2024: **>91%**



CONSUMER EMPOWERMENT

Persil ensures deep clean already starting from 20°C – enabling our consumers to wash at cold temperatures.

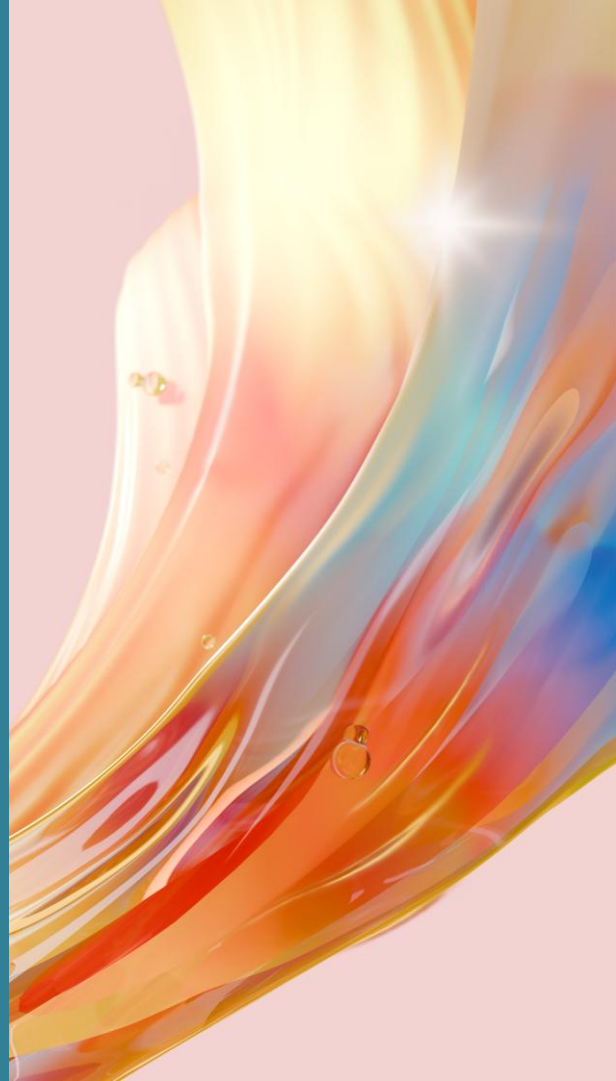
Saving up to **70%** of energy²

² compared to 60°C

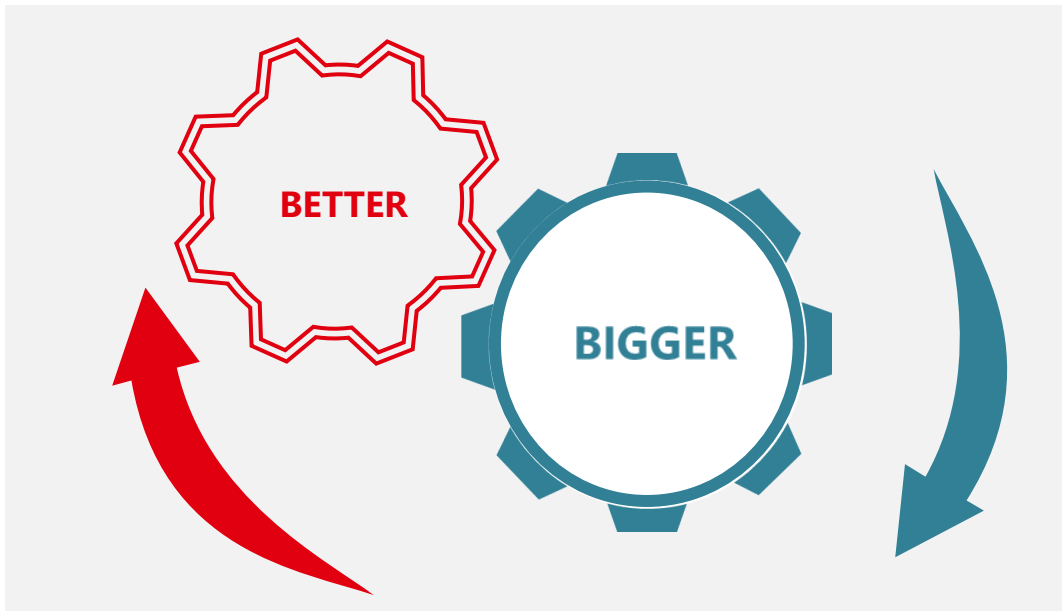


CONSUMER BRANDS

BETTER AND BIGGER
AS THE KEY FOR SUCCESS



DRIVING **BETTER AND BIGGER** AS THE KEY FOR SUCCESS IN HCB



Focused business
portfolio



With **consumer**
preferred products



At **optimal costs**



Powered by
customer excellence

FOCUSED BUSINESS PORTFOLIO

ACTIVELY SHAPING THE PORTFOLIO



Focused business
portfolio

DIVESTMENTS & DISCONTINUATIONS

- ORAL CARE
- AIR FRESHENERS
- SKIN CARE
- SOAP¹
- SELECTED BRAND EXITS
- RETAILER BRANDS NORTH AMERICA

DIADERMINE
LABORATOIRES

TheraMed



Vademecum

**PORTFOLIO MEASURES OF SLIGHTLY ABOVE
1BN€ SUCCESSFULLY COMPLETED**

STRATEGIC ACQUISITIONS

SHISEIDO
PROFESSIONAL

ASIA-PACIFIC

earthwise
nurturing for your world
AUSTRALIA AND NEW
ZEALAND

VIDAL SASSOON

CHINA

**WE STRENGTHEN HCB CORE CATEGORIES
AND CLOSE WHITE SPOTS**
WHILE DRIVING SUSTAINABILITY AND
TECHNOLOGY DIFFERENTIATION

¹ In most countries

EXIT

IN



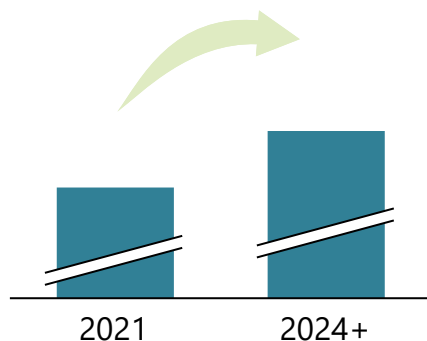
FOCUSED BUSINESS PORTFOLIO

ALLOWS US TO DRIVE VALUE IN OUR BRANDS

Strengthening brands powered by innovation and marketing support

Increased media investments
driving brand equity

Media investments in €m (indicative)



Examples



TAFT

Re-igniting Styling
category with strong
relaunch



PERWOLL

Gaining appeal as
main premium brand
in Fabric Care and
geographical expansion



SYOSS

Leveraging
differentiation for growth

WITH CONSUMER PREFERRED PRODUCTS DRIVING CONSUMER RELEVANT TRENDS

 With **consumer preferred products**



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

SELECTED
EXAMPLES

More concentrated formulas, recycled and recyclable plastic packaging and cold-water wash solutions

Easing consumer concerns with advanced formulas for sensitive skin and safe, hygienic cleaning products and reducing the impact of fast fashion

Laundry capsules, all-in-one cleaners, and customized hair routines

AI-driven product testing, virtual hair coloration try-on, and smart home-enabled cleaning solutions

Creating value in our categories by enhancing our formulas and driving market growth

WITH CONSUMER PREFERRED PRODUCTS

LAUNDRY CARE: DRIVING SELECTIVE STRATEGIC GROWTH



With consumer preferred products

LAUNDRY CARE

In Laundry Care, we want to strategically lead the future of Laundry by focusing on **selective, strategic growth** in key categories and Power Brands, leveraging **technology leadership** to drive differentiation and value

We are **#2** in active markets with **~60 leading country/category positions**¹

We built a legacy of **iconic brands** like Persil, complemented by distinct equities such as All and Perwoll, proving our strength to sustainably lead with consumer-centric innovations

We are **expanding our global footprint** with strategic rollouts

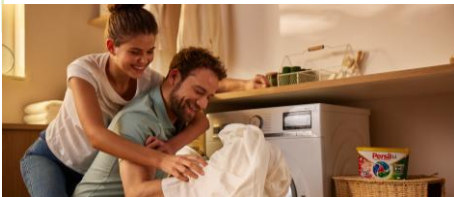


WITH CONSUMER PREFERRED PRODUCTS

LAUNDRY CARE: ICONIC BRANDS WITH DISTINCTIVE EQUITIES

 With consumer preferred products

Persil



DEEP CLEANING

#2 in Fabric Cleaning in Europe¹

all



HYPOALLERGENIC SKIN

#1 in Sensitive Skin segment¹

Perwoll



GENTLE CARE AND RENEWAL

#1 in Fabric Care¹

Spee

Ver nel

MAS


Gold Power

COLOUR CATCHER

Snuggly

WITH CONSUMER PREFERRED PRODUCTS

FABRIC CARE: GROWING THE CATEGORY FOR A BETTER FUTURE

 With consumer preferred products



Perwoll's **best-in-class unique formula** extends garment life with triple renew benefits:

- **Fiber renew:** Superior pilling removal that make clothes look like new
- **Color renew:** New enzyme removes grey haze, making colors shine again
- **Freshness:** Advanced malodor removal

with a **balanced footprint:** 50% recycled plastic and a fully recyclable bottle

Present in **~40 countries** with recent **expansion** in South Korea and new launch in UK and Ireland



Committed to **sustainable fashion**, addressing the 60% of new clothes discarded within a year¹, leading

- **#RethinkFashion** movement
- **#NoNewClothes** Challenge

WE DRIVE THE CATEGORY GROWTH
leading global brand in the fastest-growing category²
with double-digit organic sales growth



We drive
sustainability

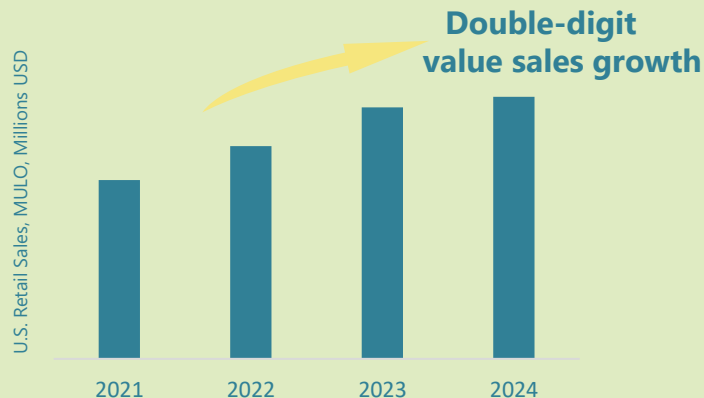
WITH CONSUMER PREFERRED PRODUCTS

FABRIC CLEANING: ALL #1 SENSITIVE SKIN DETERGENT BRAND

 With **consumer preferred products**



all® free clear continues substantial growth



Source: Circana POS data through Dec 8, 2024

- **#1 Doctor recommended brand** for Sensitive Skin²
- Marketing program reaches **~95% of dermatologists** in the U.S.
- **Significant increase in media** vs 2021

#1 IN SENSITIVE SKIN SEGMENT¹

Market share increase of +140 bps YTD vs. 2021 within Fabric Cleaning segment



We support
health & wellbeing

¹ in active markets.

² by dermatologists, allergists and pediatricians.

WITH CONSUMER PREFERRED PRODUCTS

HOME CARE: LEADING WITH STRONG BRANDS

 With **consumer preferred products**

HOME CARE



We drive **market leadership** combining **strategic investments** with **advanced technologies** to set industry standards and lead the market

#1 in active markets
leading in more than **70% of our country / category positions¹**

Building **strong brands** – we transform Home Care with innovations from brands like **Somat** and **Bref** – **establishing new standards** in dishwashing and toilet care



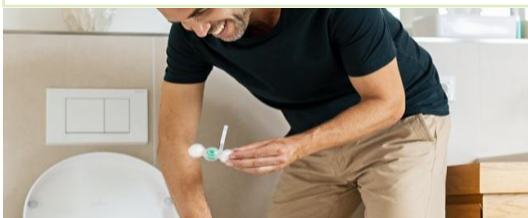


With consumer
preferred products

WITH CONSUMER PREFERRED PRODUCTS

HOME CARE: ICONIC BRANDS THAT MEET EVERY HOME NEED

Bref



SUPERIOR TOILET CLEANING

Market leader across active markets

Somat




THE EXPERT IN DISHWASHING

#1/#2 position in 70% of active
countries



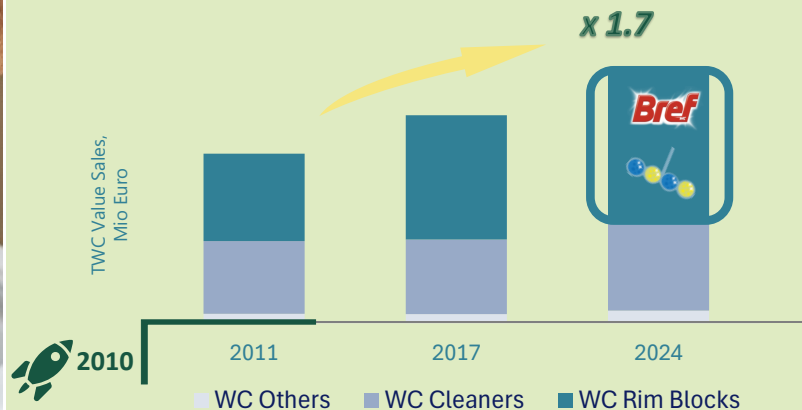
WITH CONSUMER PREFERRED PRODUCTS

TOILET CARE: PIONEERING AND EXPANDING THE CATEGORY

 With consumer preferred products



Game-changing launch in 2010, revolutionizing the category



Source: Panel data (Nielsen/IRI/ Circana), TWC Value Sales, Mio Euro, Europe

- Increasing **market penetration**
- **Boosting** consumer annual spend by x2.7¹
- Bringing meaningful **innovation** to the market


¹ Source: GfK Panel Data, Germany, MAT 2024

BREF FURTHER EXPANDING #1 POSITION in active markets
with a double-digit organic sales growth in 2024, driving category penetration gains

We drive
premiumization

WITH CONSUMER PREFERRED PRODUCTS

AUTOMATIC DISHWASHING: ACCELERATING GROWTH

 With **consumer preferred products**



Redefining dishwashing performance with state-of-the-art technology:

- Exclusive technology for **extra-performance** on burnt-in stains
- **Upgrading consumers** to premium caps for perfect results in an efficient way



We **relieve consumers** from any **dishwashing burdens** while reducing environmental impact:

- Effective at low temperatures to save energy, water, CO₂ and money
- Better formulas for perfect results, minimizing personal effort and resource usage

DRIVING CATEGORY GROWTH

with very strong organic sales growth over the past 5 years



We drive **convenience**

WITH CONSUMER PREFERRED PRODUCTS

HAIR: LEVERAGING EXPERTISE IN CONSUMER & PROFESSIONAL

HAIR




In Hair, we win in the market by leveraging our **expertise across Professional and Consumer**. Our strategy focuses on brand distinctiveness, premiumization and high-performance technologies.

We compete in all key hair categories - Coloration, Styling, and Care- and hold **leading positions in ~60% of our country/category markets.**¹

We leverage our megabrand Schwarzkopf with the ambition to become **the authority in Hair**, being by the side of consumers and professionals.



WITH CONSUMER PREFERRED PRODUCTS LEVERAGING SCHWARZKOPF MASTERBRAND

 With consumer preferred products

The power of Schwarzkopf Masterbrand

125 years of experience, **90 trainings centers**, **5 global hubs**, network of **500,000+ hairdressers**, **2.1 million consumers** per day



Accelerating our professional as well as our consumer business:

- Cutting-edge technologies
- Hair knowledge transfer
- Be wherever our consumers are: across price tiers, geographies, channels and categories

THE AUTHORITY IN HAIR

Schwarzkopf as #1 umbrella brand with >€1bn sales



We drive
premiumization

WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: WINNING COLORATION



With consumer preferred products


Palette



**THE EXPERT IN COLOR WITH
+45 YEARS EXPERIENCE**

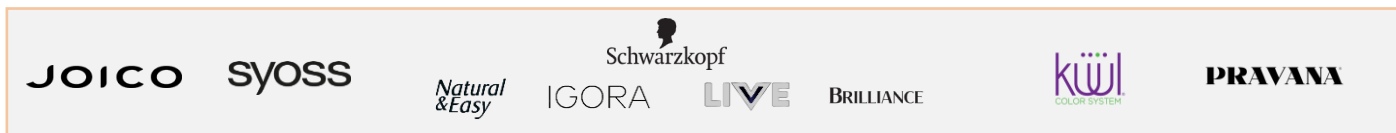
#1 Color brand¹

Schwarzkopf **BLO
ND
ME**



THE AUTHORITY IN BLONDE

**#1 Color and Care System
dedicated to blonde perfection**



WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: WINNING COLORATION

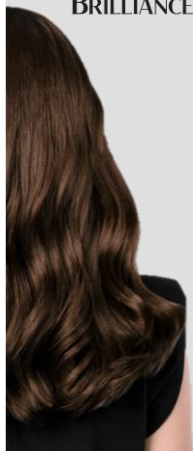
With consumer preferred products

BEFORE



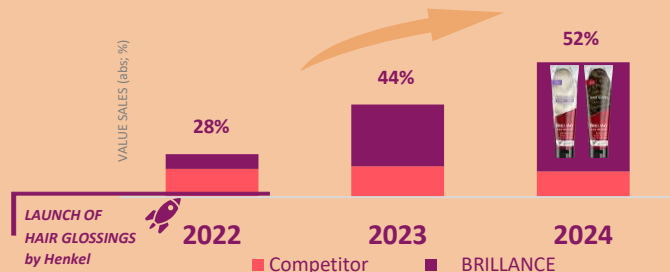
AFTER

Schwarzkopf
BRILLIANCE



Driving the **leadership** in the category and answering to **changing habits** that disrupt the market

i.e Schwarzkopf Brilliance **Glossing**
Untapping a **new coloration category**,
boosting consumer recruitment -40% of buyers are new-
and **increasing buying frequency** -5.8x vs 4.1x regular coloration-



Palette

No. 1 brand
in Coloration

More than **45 years** expertise
and global **presence in 70+**
countries

All time high
Market Share in 2024

Driving **digitalization**
with the virtual hair color try-on
to help users find their perfect
shade

WE LEAD COLORATION WITH TOP BRANDS

Brilliance Strongest growing brand in Germany in value sales
PALETTE #1 color brand, selling 4 units every second

We drive
digitalization

WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: LEADING STYLING



With consumer preferred products

Schwarzkopf
taft



**THE PIONEER BRAND FOR
LONG LASTING HOLD**

#1 Styling brand in Europe¹

got2b



**THE BRAND FOR WHOEVER
YOU WANT 2B**

**#1 Styling brand for Gen Z and
Gen Alpha¹
#3 Styling brand in Europe¹**

KENRA
PROFESSIONAL



**THE PROFESSIONAL BRAND
EMPOWERING TODAY'S
STYLISTS**

**#1 Professional Styling Brand in
North America²**

syoss

★ **sexyhair**

Schwarzkopf

OSiS+

SILHOUETTE
PURE FORMULA invisible hold

Xtreme

JOICO

STMT
GROOMING GOODS

WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: LEADING STYLING

With consumer preferred products

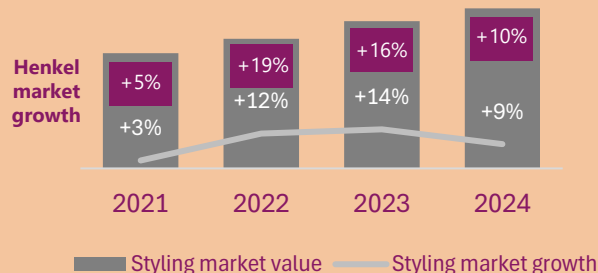
BEFORE



AFTER



We are a **global #1 player**, leading in **key markets** and **driving the market value sales growth** of the category

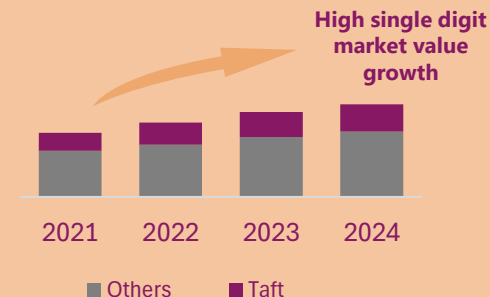


Source: Panel Data (Nielsen / Circana) FY 2024 EU Market Value Sales Data Styling



Market leader and at the forefront of the styling success story

Driving market value sales growth and premiumization:



Source: Panel data (Nielsen/Circana), Hair Styling Value Sales 2024, Mio Euro, DE

#1 GLOBALLY IN ACTIVE MARKETS

Taft #1 styling brand in Europe with double-digit organic sales growth



We drive **premiumization**

WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: ACCELERATING CARE



With consumer preferred products

Schwarzkopf
GLISS



FOR ADVANCED HAIR REPAIR

#1 in Treatments and Hair repair¹

syoss



FOR DEEP CARING INTENSITY

Strong **#2** with continued market value sales growth in 2024²

JOICO



THE JOI OF HEALTHY HAIR

Used by more than **~800,000** Hair Stylist in North America

schauma

VS
SASSOON

ec
EXTRA CARE
HAIR REPAIR

Schwarzkopf

bc
BONACURE


SHISEIDO
PROFESSIONAL

PERT

KENRA
PROFESSIONAL

WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: ACCELERATING CARE

 With consumer preferred products



We develop **premium innovations in Schwarzkopf** powered by **cutting edge technologies** that improve hair health inside and out.

HAPTIQ
SYSTEM

- **Inner Action:** Repairs hair from within with micro-bonds
- **Outer Action:** Protects hair with a damage-resistant layer

We leverage this technology across Schwarzkopf consumer categories

Schwarzkopf
GLISS

Night elixir: Revolutionary overnight hair repair

Proven success with 82% new users and expanding to 6 new countries

Sustainability in the core with 97% recycled plastic bottle with fully recyclable packaging



CUTTING-EDGE TECHNOLOGIES FOR SUSTAINABLE GROWTH
Syoss and Gliss with consistent market value sales growth since 2021¹

 We drive **premiumization**

WITH CONSUMER PREFERRED PRODUCTS

OTHER CONSUMER BUSINESSES: REGIONAL FOCUS



With consumer preferred products



Active in attractive market segments: Bath & Shower, Deodorants and Soaps

Selected regional presence in **Europe** and **North America** with top brands **Fa** and **Dial**

Fa





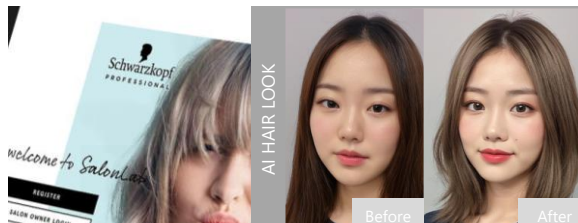
AT OPTIMAL COSTS

OPTIMIZING THE OVERALL SET-UP



NEW ORGANIZATION

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



DIGITALIZATION

- **Leveraging digitalization** to create attractive touchpoints and **increase efficiency**
- **Integration of AI** to optimize customer centricity and marketing activation
- **R&D backbone supported by AI** to drive purposeful innovations



SUPPLY CHAIN

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



AT OPTIMAL COSTS

CONSUMER BRANDS INTEGRATION IN FULL SWING

Optimizing organizational set-up and portfolio

- **Organizational set-up concluded** in 2024
- **Portfolio measures of slightly more than €1bn** completed
- **€275m net savings** realized by end of 2024

Driving supply chain optimization

- **“1-1-1 approach” live** in all targeted countries
- **Complexity reduction of ~23%** reached by end of 2024 (target ~25% by end of 2025)
- **€150m net savings** realized by end of 2024 (€250m target to be reached by end of 2025)

Targeted savings of €525m expected to be already reached by end of FY 2025¹

POWERED BY CUSTOMER EXCELLENCE WITH A DIVERSIFIED GO-TO-MARKET SETUP

SUPERMARKET &
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON
DISTRIBUTOR



E-COMMERCE



As ONE HCB consumer platform,
we are a strong partner

- **One face** to our customers
- **One Team:** Faster, simpler, leaner
- Increased **logistical** and **operational** efficiency (1-1-1)
- Among **TOP 5 FMCG players**¹ in Europe

CONSUMER BRANDS

POISED FOR PROFITABLE GROWTH

MID-TERM FINANCIAL AMBITION

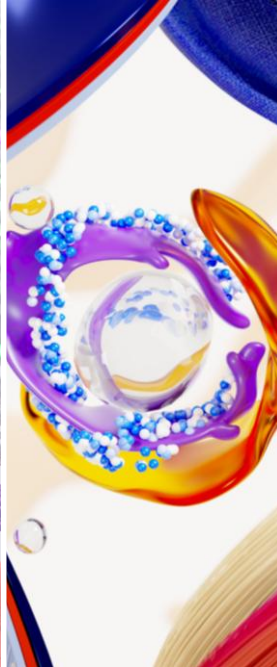
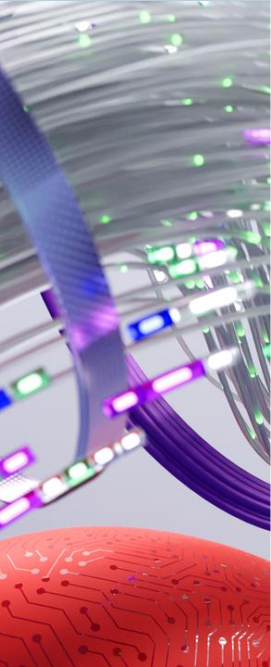
3-4 %

ORGANIC SALES
GROWTH

MID-TEENS %

ADJ. EBIT
MARGIN

- **#2 player** across our active markets globally, with **leading positions in attractive consumer categories**
- Driving **portfolio valorization** with **iconic brands & impactful innovations**
- Building on strong **R&D expertise as technology leader and digital and sustainability capabilities**
- Shaping relevant market trends by **leveraging deep consumer insights**
- Executing **business transformation** to fuel growth and enhance profitability



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG



Early mover with long-term strategy
and solid corporate governance



SUSTAINABILITY

DRIVING PROGRESS ALONG THE VALUE CHAIN

2030+ Sustainability
Ambition Framework
firmly embedded –

driving transformational change
in our business, value chains and
markets

Sustainability at the core of our
corporate strategy and
company purpose



> 30 years of
continuous
Sustainability
Reporting



2030+ SUSTAINABILITY AMBITION FRAMEWORK



OUR SCIENCE-BASED NET-ZERO TARGETS



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET
ZERO
STANDARD

APPROVED NET-ZERO TARGETS

NEAR-TERM TARGETS by 2030

- Reduction of absolute **scope 1 and 2** GHG emissions **by 42%** from a 2021 base year.*
- Reduction of absolute **scope 3** GHG emissions **by 30%** from a 2021 base year.

NET-ZERO TARGET by 2045

- Reduction of absolute **scope 1, 2 & 3** GHG emissions **by 90%** from a 2021 base year.*

TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO FUTURE



REGENERATIVE
PLANET



CIRCULARITY

**89% of packaging is
designed for recycling**
(target: 100% by 2025)



CLIMATE

Increased the energy
purchased from **renewable
sources** to **47%**



NATURE

**97% of palm-based
ingredients** come from
certified **sustainable supply**
(ambition: 100%)



TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE



THRIVING
COMMUNITIES



EQUITY

42% share of women
across management levels
(ambition: 50% by 2025)



WELLBEING

+47% safer per million
hours worked
(target: +60% by 2025)



EDUCATION

>39,700 farmers reached and
trained through improved
livelihoods and forest protection
projects



TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



DRIVE PERFORMANCE WITH INTEGRITY



TRUSTED
PARTNER



TRANSPARENCY

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



PERFORMANCE

>99% of annual sales
covered by product
lifecycle appraisals



COLLABORATION

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



SUSTAINABILITY

KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

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

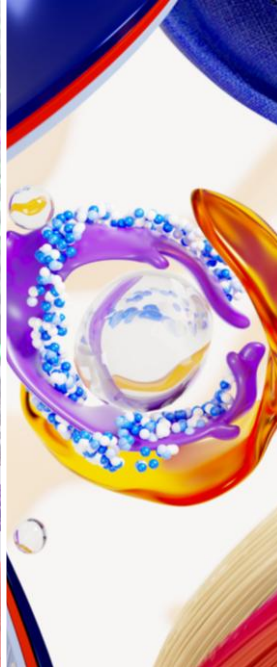
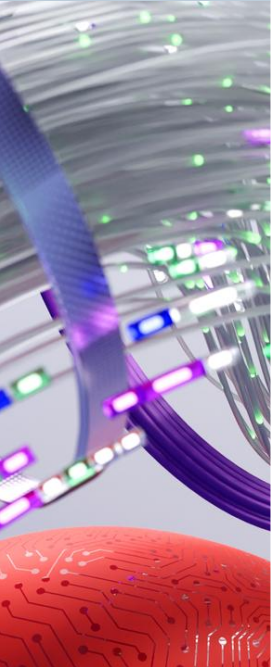
FURTHER INFORMATION:



[SUSTAINABILITY REPORT 2024](#)

CORPORATE GOVERNANCE:

[CORPORATE GOVERNANCE
AT HENKEL](#)



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

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