



HENKEL ADHESIVE TECHNOLOGIES

MARCO SWOBODA, MARK DORN – WEBINAR, 6 OCTOBER 2025



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.

This document has been issued for information purposes only and is not intended to constitute an investment advice or an offer to sell, or a solicitation of an offer to buy, any securities.

*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).*

AGENDA

- 01 **Introduction:**
Overview Henkel Group and Adhesive Technologies
- 02 Deep-Dive:
Adhesive Technologies – Our Businesses and Solutions
- 03 Wrap up:
Mid-Term Financial Ambition



HENKEL 2024 AT A GLANCE

SALES

€21.6_{BN}



~47,000
EMPLOYEES

ADJ. EBIT

€3.1_{BN}



-64%
CO₂ EMISSIONS IN
PRODUCTION¹

148 YEARS

SUCCESS WITH BRANDS
AND TECHNOLOGIES



STRATEGIC AGENDA FOR
**PURPOSEFUL
GROWTH**



ADHESIVE TECHNOLOGIES



CONSUMER BRANDS

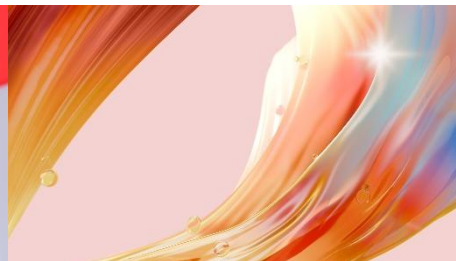
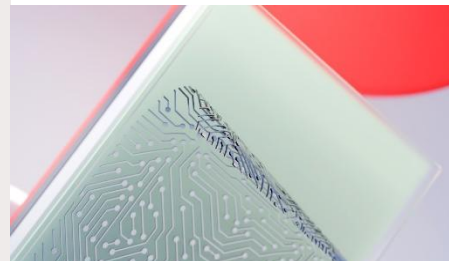
LOCTITE

TECHNOMELT

BONDERITE

Persil

Schwarzkopf



STRONG BUSINESSES WITH ***LEADING POSITIONS***

HENKEL GROUP

ADHESIVE TECHNOLOGIES



**Mobility &
Electronics**

#1
worldwide



**Packaging &
Consumer Goods**

#1
worldwide



**Craftsmen,
Construction &
Professional**

#3
worldwide



**Laundry &
Home Care**

#2
in active markets

CONSUMER BRANDS



Hair
Professional & Consumer

#2
in active markets

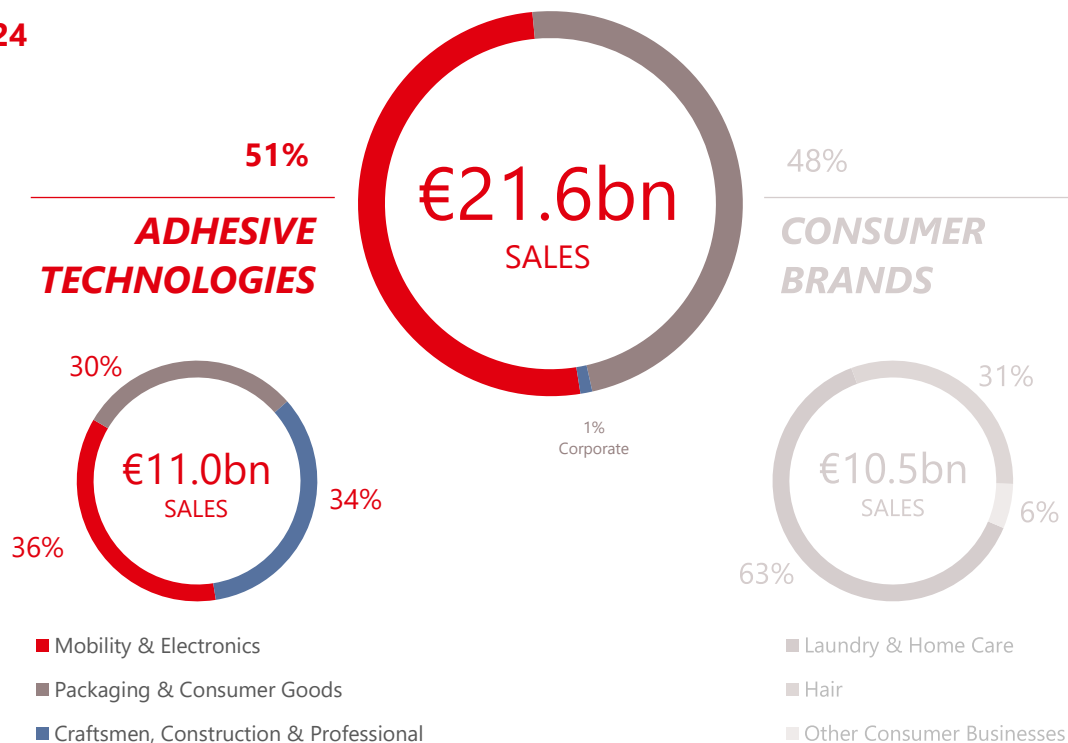


**Other
Consumer**

Body Care
Presence in
selected markets

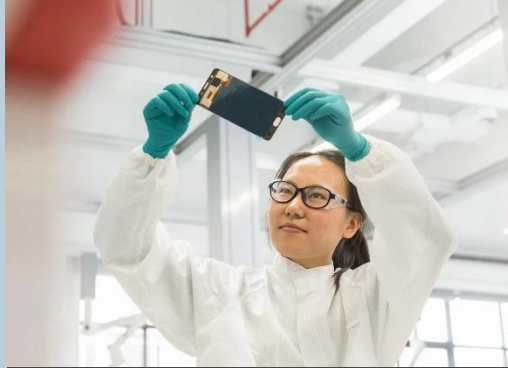
ADHESIVE TECHNOLOGIES ACCOUNTS FOR *HALF OF HENKEL GROUP SALES*

FY 2024



STRONG PORTFOLIO WITH TRUSTED BRANDS

Delivering impactful
solutions for industry
and everyday
consumer needs



DRIVING GROWTH THROUGH INNOVATION

Collaborating with partners worldwide to
innovate and inspire in our state-of-the-art
R&D facilities



LEADING THE MARKETS OF ***TODAY*** ***SHAPING*** THE MARKETS OF ***TOMORROW***

Adhesive Technologies global #1 player
in adhesives market

PIONEERING SUSTAINABILITY ACROSS INDUSTRIES

Driving change in climate, circularity and safety



DEVELOPING CUSTOMER- CENTRIC SOLUTIONS

Serving a wide range of
industrial applications as
well as consumers and
craftsmen

Henkel

CONTINUOUSLY **INVESTING** INTO ADHESIVE TECHNOLOGIES

STRENGTHENING BUSINESSES ORGANICALLY

- Overall “**asset-light**” business model
- Investing in **growth, sustainability, digitalization** and further **optimization**
- Investing in **state-of-the-art innovation centers** around the globe



ACQUISITIONS AS INTEGRAL PART OF STRATEGY

- **Clear criteria:** strategic fit, financial attractiveness and availability
- Enhance portfolio by adding **attractive adjacent businesses** and **innovative technologies** as well as **investing into our core business**



AGENDA

- 01 Introduction:
Overview Henkel Group and Adhesive Technologies
- 02 **Deep-Dive:**
Adhesive Technologies – Our Businesses and Solutions
- 03 Wrap up:
Mid-Term Financial Ambition





**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

KEY BRANDS

LOCTITE **TECHNOMELT.**

AQUENCE.

TEROSON. **BONDERITE.**



Ceresit



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



Long-trusted partnerships
and broad customer base
of **~100.000**
CUSTOMERS



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



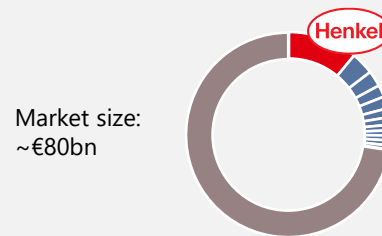
SEALANTS



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



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

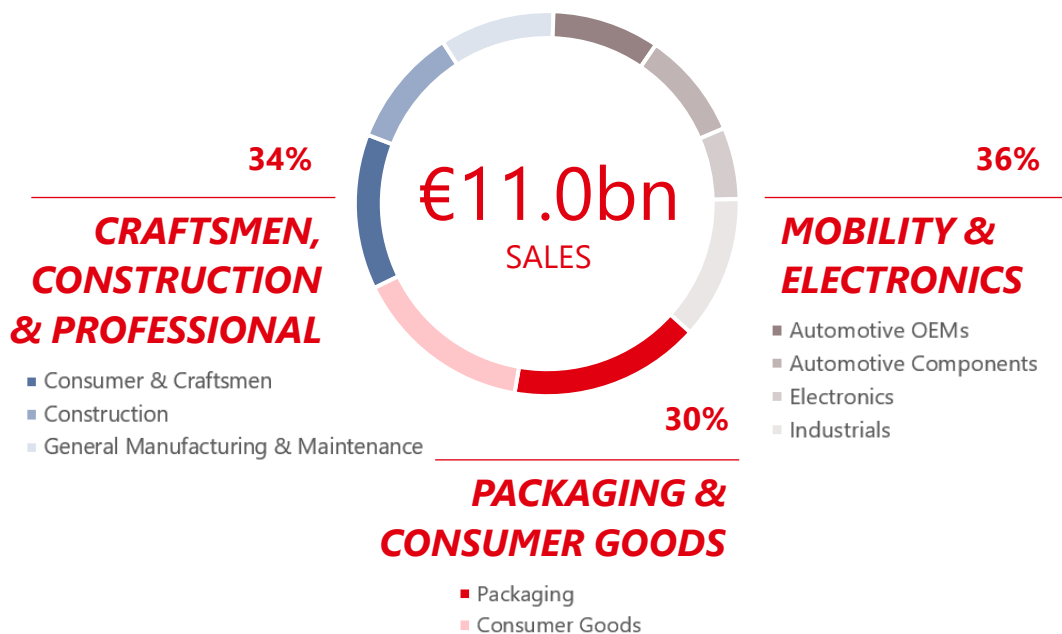


CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

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

#3 WORLDWIDE

WELL-BALANCED GLOBAL PORTFOLIO

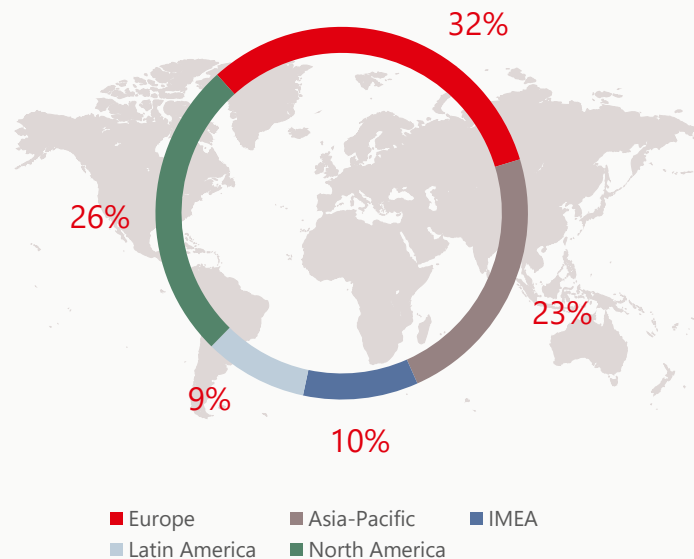


KPIs 2024

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 12 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**

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**

UPDATE ON OUR GLOBAL *INNOVATION* NETWORK



>3,000
R&D experts¹

>€300m
R&D spend

~25%
Newly launched
products²

12
Technology
platforms



**INSPIRATION CENTER
SHANGHAI, CHINA**



**INSPIRATION CENTER
JUNDIAÍ, BRAZIL**

- **Co-innovating with customers and partners** from >800 industrial segments in **state-of-the-art facilities**
- Regional hubs for **capability-building, training & customer interaction**
- Unique global end-to-end **digital R&D platform**

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

PROVEN **TRACK RECORD OF ACQUIRING BUSINESSES** IN- AND OUTSIDE OUR CORE BASED ON CLEAR STRATEGY

Strategic Scope

CORE

Strengthen portfolio by expanding into high-growth markets and integrating scalable assets into our established global core

ADJACENCIES

Expand into new high-potential markets and attractive adjacent categories with familiar technologies & business models

Acquisition Priorities

STRATEGIC FIT

Strengthening value proposition and competitive advantage with scalable know-how business and proprietary technology

FINANCIAL FIT

Attractive growth and margin profile

INTEGRATION FEASIBILITY

Manageable integration plan with cultural fit and organizational compatibility

Selected acquisition examples

1980s



1990s



2000s



2010s



2020s



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

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**

AGENDA

- 01 Introduction:
Overview Henkel Group and Adhesive Technologies
- 02 Deep-Dive:
Adhesive Technologies – Our Businesses and Solutions
- 03 **Wrap up:**
Mid-Term Financial Ambition



CREATING LONG-TERM SHAREHOLDER VALUE

REASONS TO INVEST

STRONG BUSINESSES WITH
LEADING POSITIONS IN
ATTRACTIVE MARKETS

SUPERIOR
TECHNOLOGIES

ICONIC **BRANDS**

STRONG
FINANCIAL FOUNDATION

COMPELLING
FINANCIAL AMBITION



ATTRACTIVE MID-TERM 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		

THANK YOU.



QUESTIONS & ANSWERS





FIND OUT MORE ON [HENKEL.COM/IR](https://www.henkel.com/ir)