



150
YEARS

HENKEL EQUITY STORY

INVESTOR RELATIONS



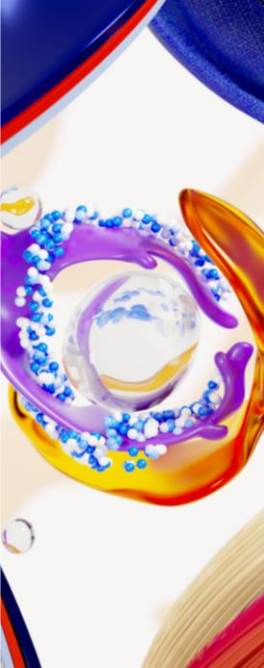
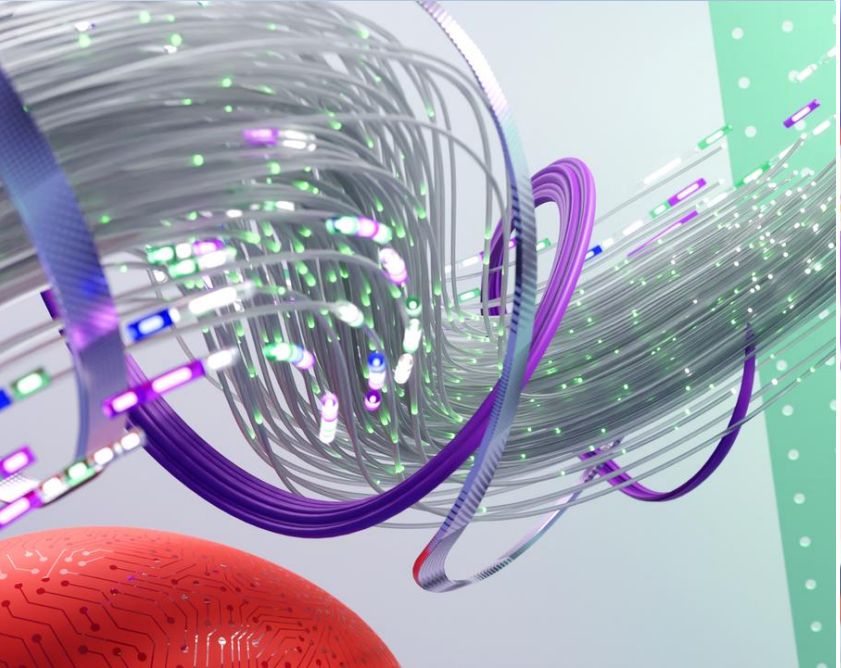
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*Note:
All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.
All figures – unless indicated otherwise – relate to FY 2025 (time reference of market share data may deviate). Updated in March 2026.*



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



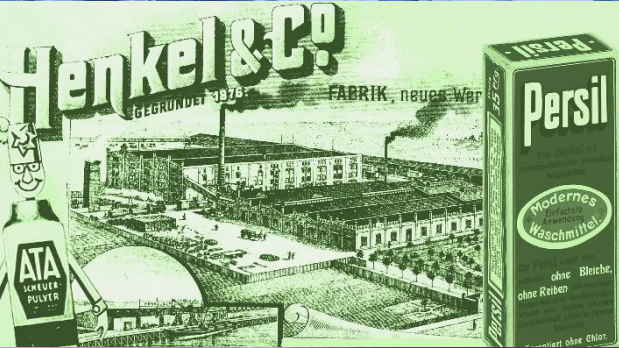


CARSTEN KNOBEL

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."*

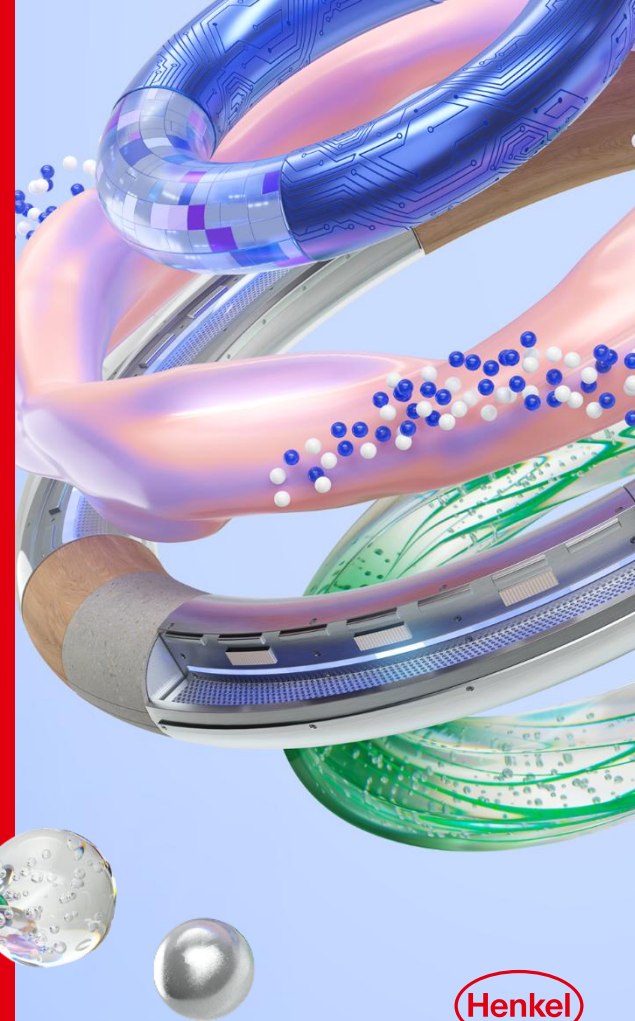


150 YEARS

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

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

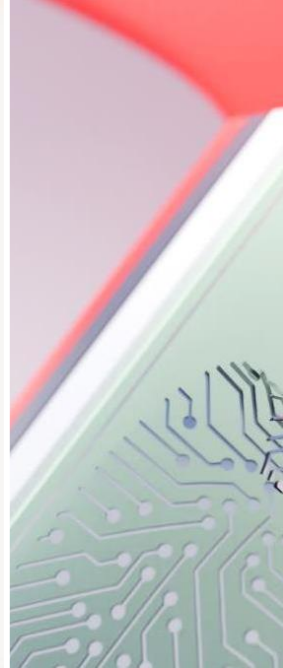
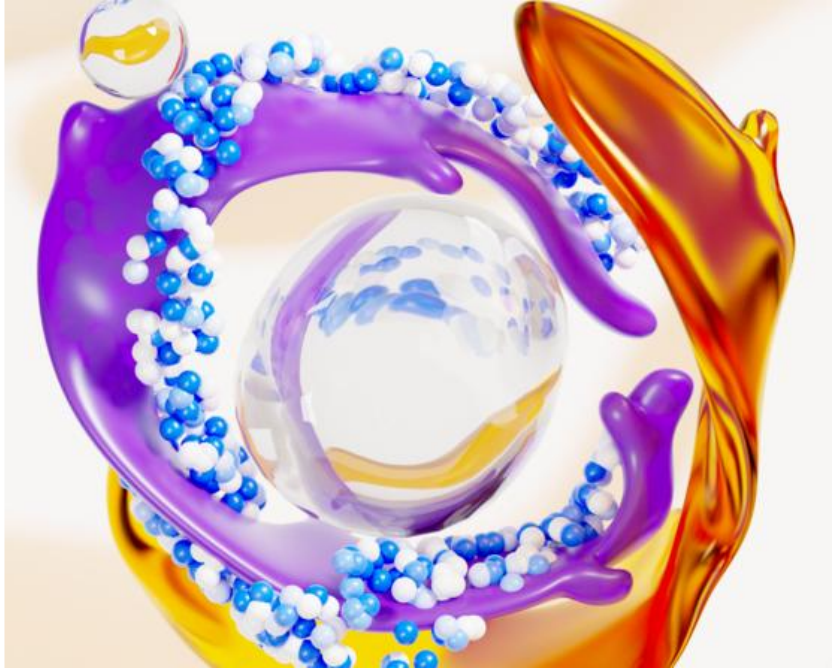
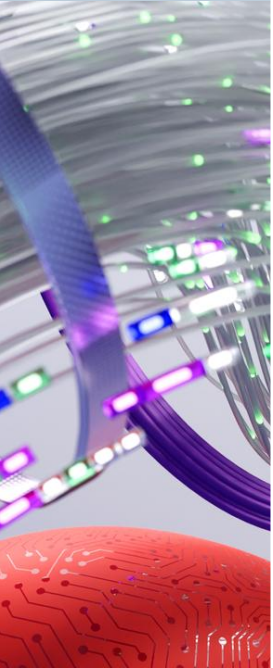
We are **pioneers at heart** for the **good of generations.**



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

FACTS & FIGURES 2025



FOUNDED IN
1876

LISTED SINCE 1985,
FOUNDING MEMBER OF

DAX

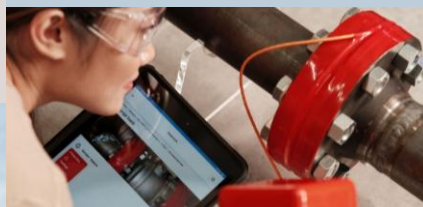


SALES

€20.5_{BN}

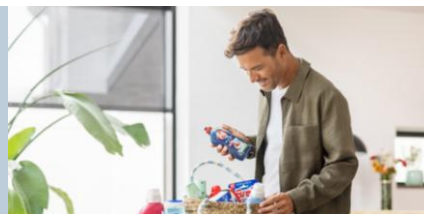
ADJUSTED EBIT

€3.0_{BN}



TOP 4 BRANDS
ACCOUNTING FOR

~40% OF SALES



165

PRODUCTION SITES IN
>50 COUNTRIES



~47,200

EMPLOYEES FROM
125 NATIONALITIES

3.0%

DIVIDEND YIELD PER
PREFERRED SHARE¹



-29%

ABSOLUTE SCOPE 1, 2 AND
3 GHG EMISSIONS²

STRONG

SINGLE A

RATING (S&P, MOODY'S)

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

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

HENKEL GROUP

ADHESIVE TECHNOLOGIES

LOCTITE

€3.3bn sales

TECHNOMELT

€1.6bn sales



~70%

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

CONSUMER BRANDS

Persil

€1.3bn sales



Schwarzkopf

€1.4bn sales

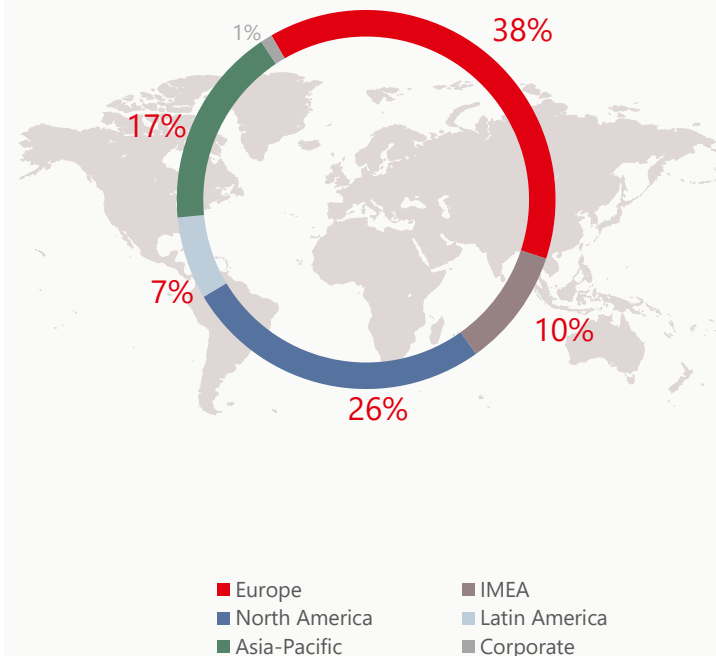
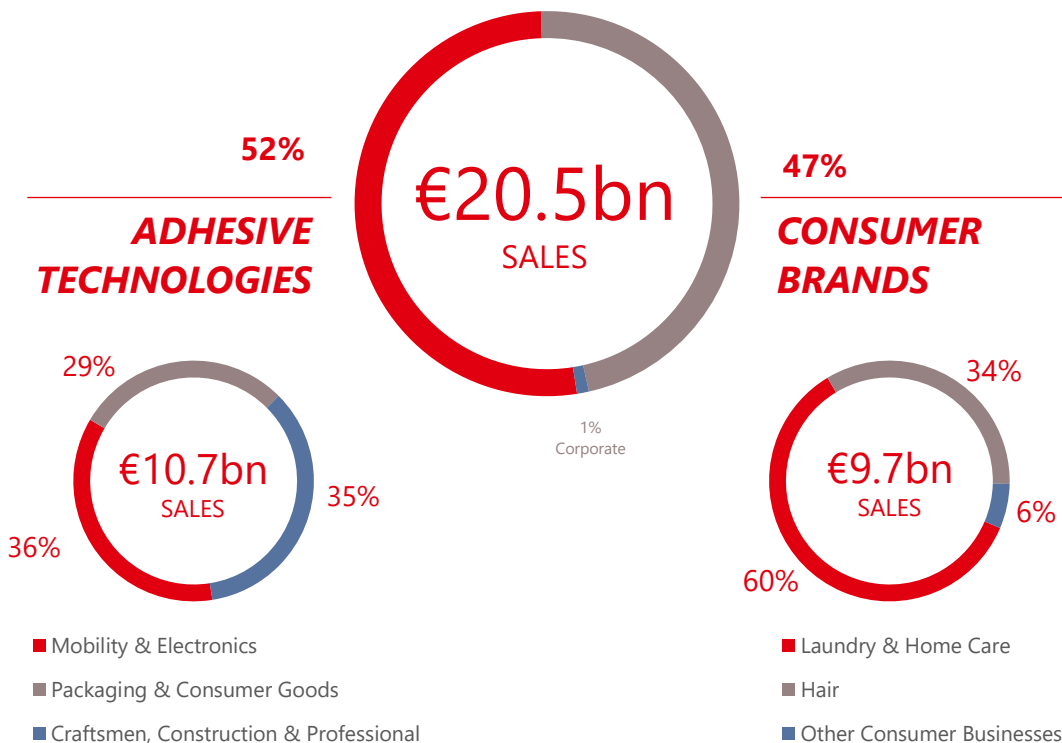


~60%

Top 10 brands sales share

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

FY 2025



...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**



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 – 2025

**STRENGTHENED BOTH BUSINESSES WITH
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

**Shiseido Professional, Vidal Sassoon,
Not Your Mother's & OLAPLEX²**
strengthening Consumer Brands' hair portfolio

**Critica Infrastructure, Seal for Life,
ATP Adhesive Systems & Stahl Group²**
enhancing Adhesive Technologies portfolio
by adding adjacent businesses

SHISEIDO
PROFESSIONAL



NOT YOUR
MOTHER'S. OLAPLEX

SEALFORLIFE
Industries

CRITICA
Infrastructure

ATP
ADHESIVE SYSTEMS

Stahl

¹ Including divestment of business activities in Russia & divestment of Retailer Brands in U.S.

² Not Your Mother's, OLAPLEX, ATP Adhesive Systems and Stahl Group not yet closed, acquisitions subject to regulatory approvals.

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 – TARGET OF ACHIEVING NET-ZERO BY 2045

 **REGENERATIVE PLANET**

We strive to achieve a circular economy, a net-zero future and the regeneration of nature.

 CLIMATE
 CIRCULARITY
 NATURE


 **THRIVING COMMUNITIES**

We actively contribute to people being able to lead a better life through our business and brands

 EQUITY
 EDUCATION
 WELLBEING

OUR 2030+
SUSTAINABILITY AMBITION
**TRANSFORMATIONAL
IMPACT FOR THE GOOD
OF GENERATIONS**

PRODUCTS | PEOPLE | PARTNERSHIPS

 **TRUSTED
PARTNER**

We adhere to high product quality and safety standards while ensuring business success with integrity.

 COLLABORATION
 PERFORMANCE
 TRANSPARENCY



Prime

RATED BY
ISS ESG



COMPETITIVE EDGE – DIGITALIZATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

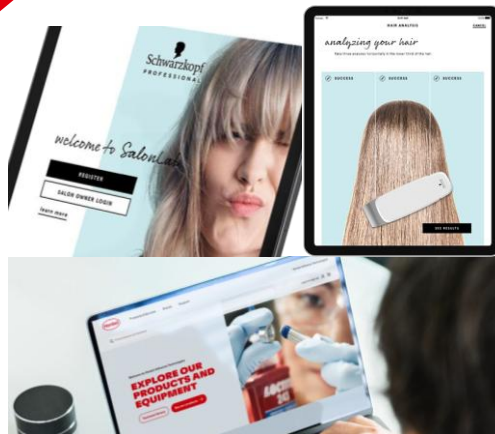
INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

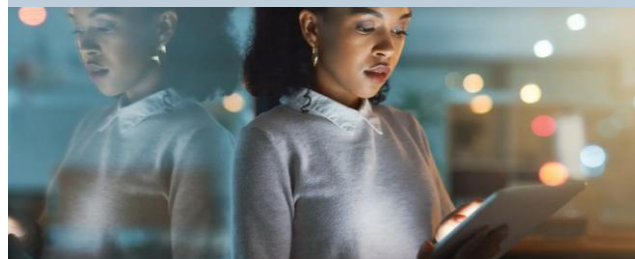
**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**



DIGITAL SALES SHARE OF

~20%

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



STRONG PARTNERSHIPS
WITH LEADING DIGITAL COMPANIES



FUTURE-READY OPERATING MODELS



HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

MERGER OF CONSUMER BUSINESSES SUCCESSFULLY CONCLUDED AHEAD OF PLAN

WITH ABOVE TARGET SAVINGS OF

€540m¹



NEW REGIONALIZED SET-UP OF MARKETING AND R&D TEAMS

TO INCREASE CUSTOMER PROXIMITY & AGILITY IN CONSUMER BRANDS

ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

ENSURING CUSTOMER PROXIMITY ALONG

3 BUSINESS AREAS



DRIVING FUTURE-READY SYSTEMS, PROCESSES & STRUCTURES



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***

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



EXPANDING OUR GLOBALLY LEADING POSITIONS¹ IN ***CONSUMER BRANDS***

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

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

KPIs 2025

OSG
0.9%

ADJ. EBIT
€3,026m

ADJ. EBIT MARGIN
14.8%

ADJ. EPS
€5.33

ADJ. EPS GROWTH¹
+4.7%

Strong topline development across businesses



**HENKEL
GROUP**

▲ **4.8%**

CAGR²



**ADHESIVE
TECHNOLOGIES**

▲ **6.6%**

CAGR²



**CONSUMER
BRANDS**

▲ **3.2%**

CAGR²

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

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

ACQUISITIONS INTEGRAL PART OF STRATEGY

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

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 ~€660m** over past 10 years, e.g. into state-of-the-art innovation centers in Düsseldorf and Shanghai

SELECTED RECENT HIGHLIGHTS



ATP
ADHESIVE SYSTEMS



Stahl

ATP Adhesive Systems
and Stahl Group¹
(Adhesive Technologies)



**NOT YOUR
MOTHER'S.**



OLAPLEX

Not Your Mother's
and OLAPLEX¹
(Consumer Brands)



Inspiration Center in Brazil
(Adhesive Technologies)



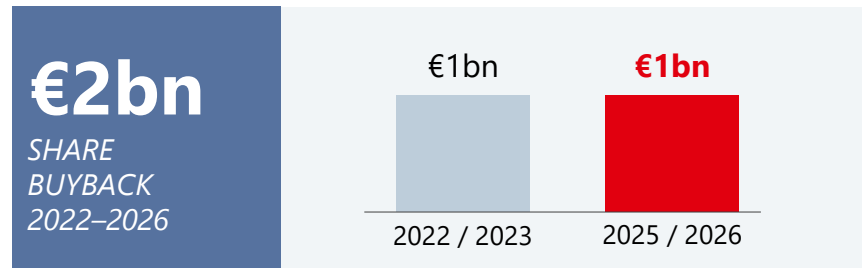
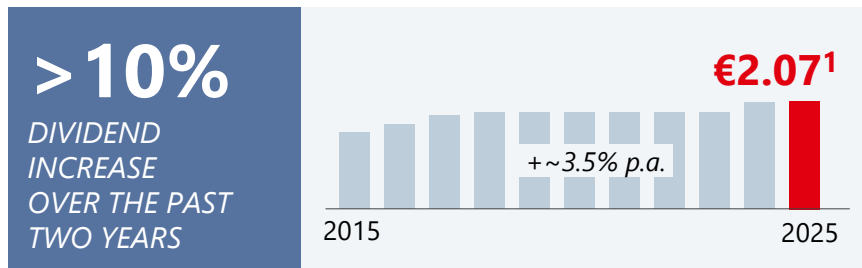
House of Hair Openings
(Consumer Brands)

CURRENT DEBT RATINGS

S&P: A

Moody's: A2

...AND OFFERING **ATTRACTIVE SHAREHOLDER RETURNS**



- **Dividend policy** with targeted payout ratio of 30-40%²
- Long streak of **growing or stable dividend per share since IPO 1985**
- **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 YEARS³

STRINGENTLY WORKING TOWARDS OUR *MID-TERM FINANCIAL AMBITION*

MID-TERM FINANCIAL AMBITION

HENKEL GROUP

ORGANIC SALES
GROWTH

3 to 4%

ADJUSTED
EBIT MARGIN

~16%

ADJUSTED
EPS GROWTH

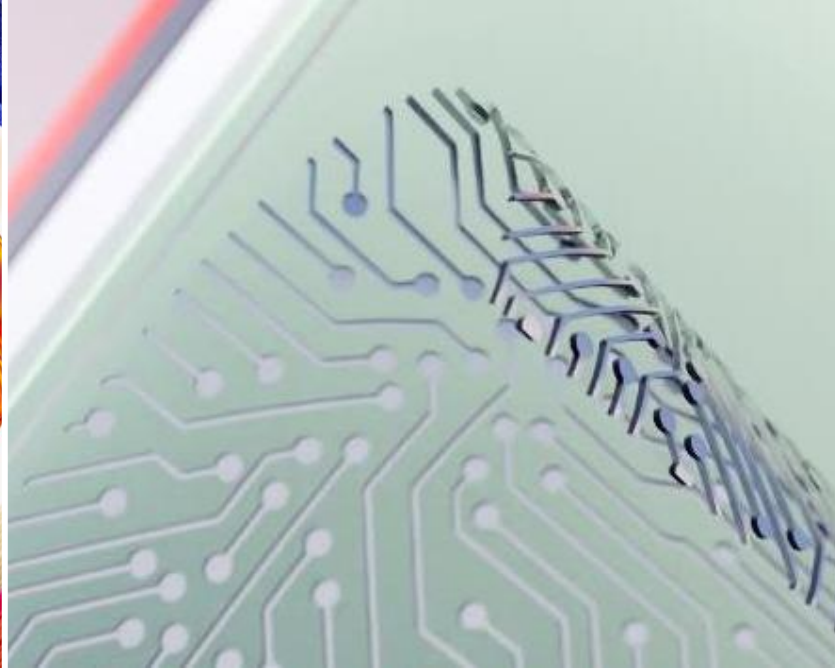
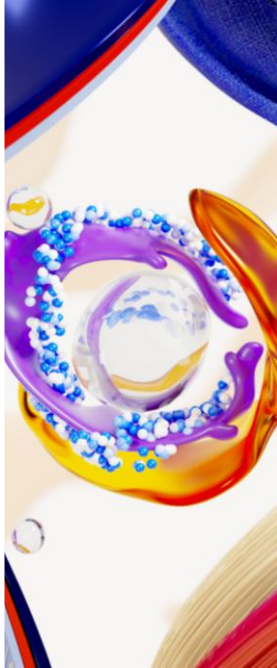
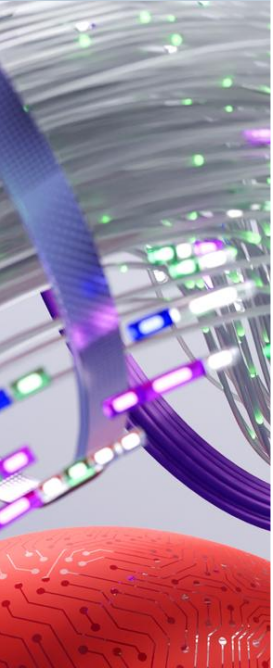
mid- to high-single-digit %
at constant exchange rates,
including M&A

FREE
CASH FLOW

continued focus on
Free Cash Flow expansion

Building Blocks

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



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**



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**

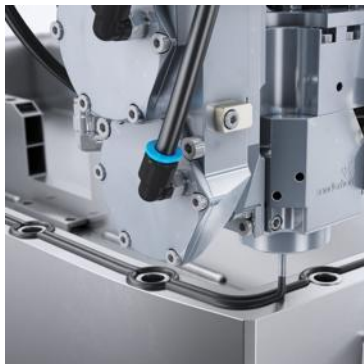


ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS



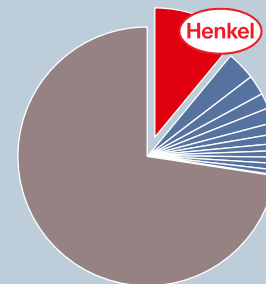
COATINGS

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

Creating customer value in attractive global 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

~€80bn
2024 market size



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



MOBILITY & ELECTRONICS

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



PACKAGING & CONSUMER GOODS

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



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

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

PROVIDING VALUE TO OUR STAKEHOLDERS AT THE FOREFRONT OF THE INDUSTRY

Broad customer base &
long-trusted partnerships

~100.000
customers

Key brands

LOCTITE **TECHNOMELT.**

TEROSON. **BONDERITE.**

AQUENCE.



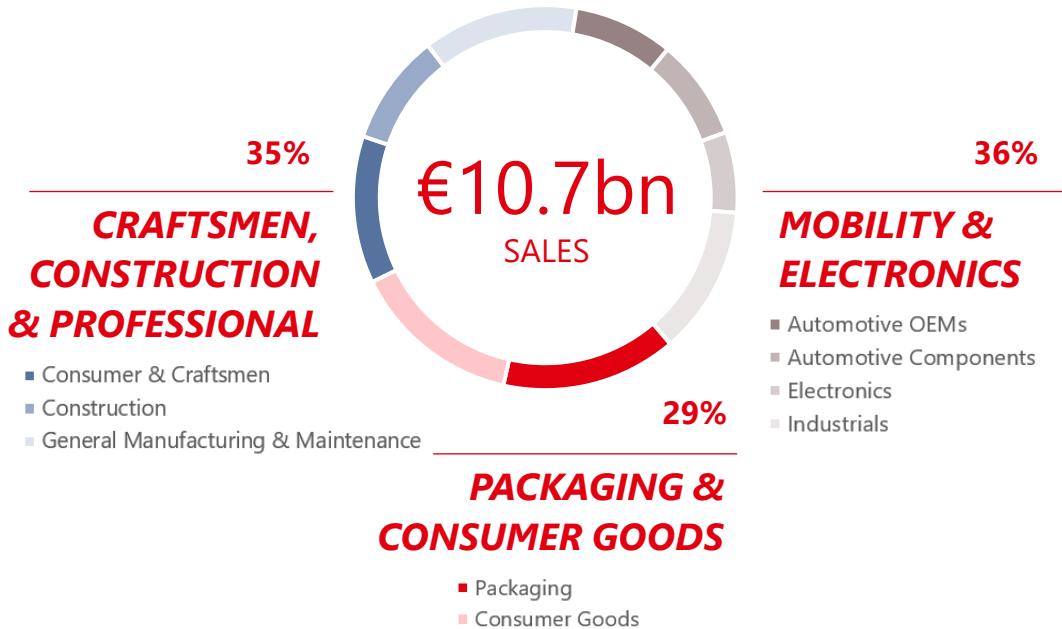
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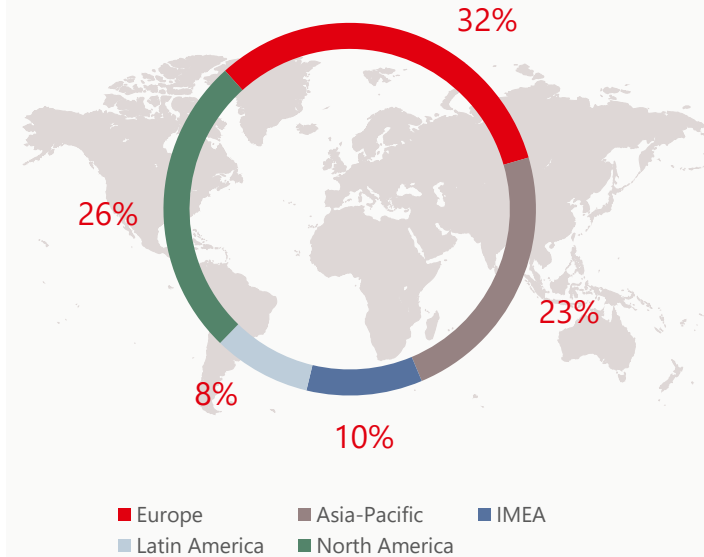
Peer group
with business overlap



WELL-BALANCED GLOBAL PORTFOLIO



KPIs 2025



LEVERAGING **GROWTH-DRIVING MEGATRENDS** ACROSS INDUSTRIES

URBANIZATION



Driving speed,
efficiency & sustainability
in construction

MOBILITY



Solving challenges
with new applications
paving the way
for future mobility

CONNECTIVITY



Facilitating new
functionalities & designs
at the forefront
of the industry

DIGITALIZATION



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

SUSTAINABILITY



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

INVESTING IN **HIGH-GROWTH MARKETS**

SELECTIVE EXAMPLES



MAINTENANCE, REPAIR & OVERHAUL (MRO)

OUTPERFORMING
markets in highly
attractive segment with
HIGH SINGLE-DIGIT
growth¹

Driving growth by
EXPANDING our
MRO PLATFORM
through recent acquisitions



ELECTRONIC SOLUTIONS

DOUBLE-DIGIT
growth^{1,2} from
RISE OF AI

Focusing on
LOCALIZATION in
HIGH GROWTH
MARKETS



AEROSPACE

OUTPERFORMING
markets with
HIGH SINGLE-DIGIT
growth¹

EXPANDING
CAPACITIES driven by
HIGHER DEMAND

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



Ensuring **customer proximity at global scale**

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

Building on **strong and scalable technologies**

~25%
Newly launched products¹

>3,000
R&D experts²

130
manufacturing sites

13
Technology platforms

~€350m
R&D spend³

>6,500
customer facing experts

¹ Sales share of products launched in last 5 years. ² Including application engineering experts. ³ in FY 2025.



DRIVING *INNOVATION EXCELLENCE* TO FUEL GROWTH



New business solutions

Win & grow new business,
e.g. automated & data-enabled solutions

New technology platforms

Build & accelerate new tech
platforms, e.g. printed electronics

Core technology portfolio

Shape and develop existing
technology portfolio,
e.g. enabling sustainability



Cutting-edge expertise
in formulation &
applied engineering



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



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



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

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



DESIGN / R&D

Early involvement in product design phase



TESTING

Collaborative product & solution testing



PRODUCTION

Joint production processes improvement

Industry example: Applications for automotive batteries



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



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



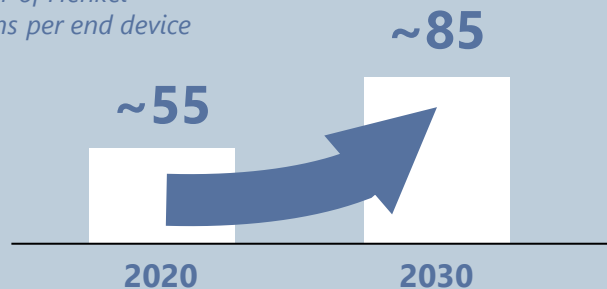
Adapting solutions to **specific production needs** e.g., improving battery sealing process

INCREASING CONTENT SHARE ACROSS MARKETS

SELECTIVE EXAMPLES



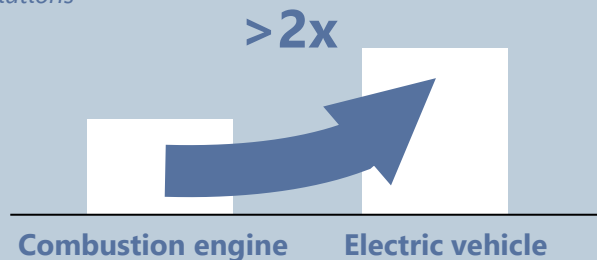
Number of Henkel solutions per end device



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



Sales potential of Henkel solutions



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

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

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

ADJACENCIES

CORE

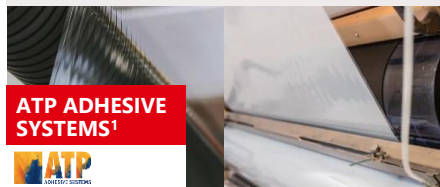
FLEXIBLE COATING TECHNOLOGY



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

~**730m€** business³

WATER-BASED SPECIALTY TAPES



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

~**270m€** business³

MAINTENANCE, REPAIR & OVERHAUL



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

~**350m€** business⁴

HIGH-PERFORMANCE FAÇADE SYSTEMS



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

~**25m€** business³

SUSTAINABILITY AS A GROWTH DRIVER

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO



Emission reduction, energy & material efficiency



Circular materials, enabling debonding compatibility with recycling



Chemical safety, safety in application and end use phase

21% share¹

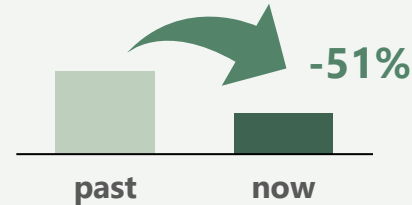
...of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION

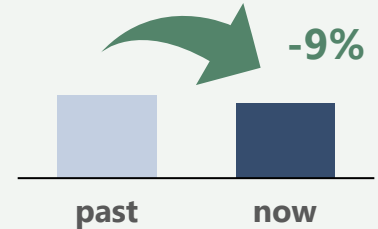


Selective example

Plastic weight reduction²



CO₂ reduction²



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

ADHESIVE TECHNOLOGIES DRIVING FURTHER *PROFITABLE GROWTH*

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**

ADHESIVE TECHNOLOGIES

DEEP-DIVE: 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

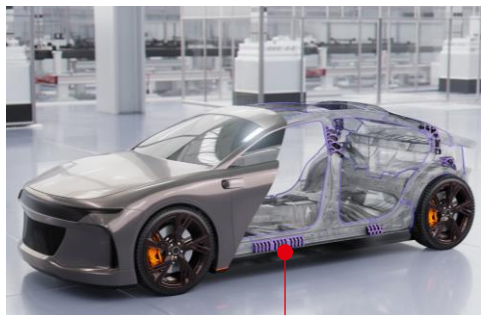
- Consumer Devices
- Semiconductor Packaging
- Printed Electronics



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



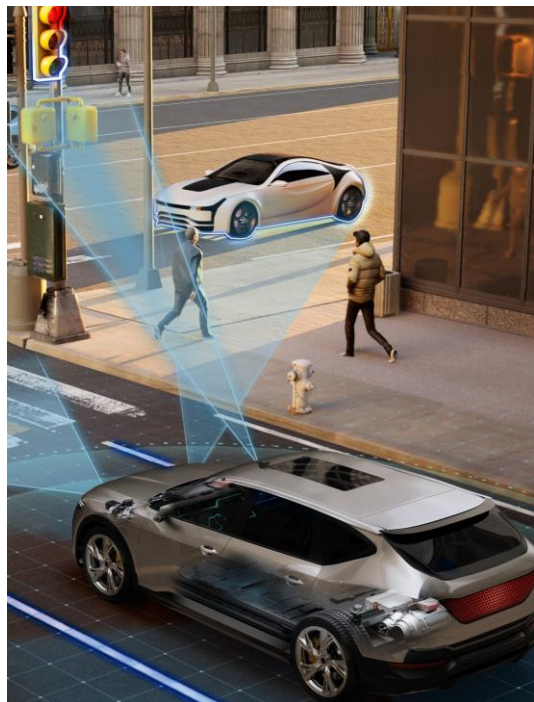
TRUSTED PARTNER TO VEHICLE MANUFACTURERS¹ with **UP TO 50% SHORTER** development cycles providing speed to market and broad product & application expertise

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

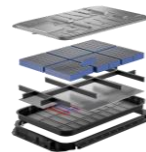
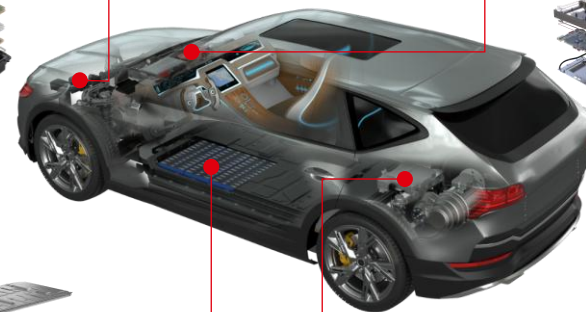
Global **TOP 50 EV-PLATFORMS** contain at least one Henkel solution

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



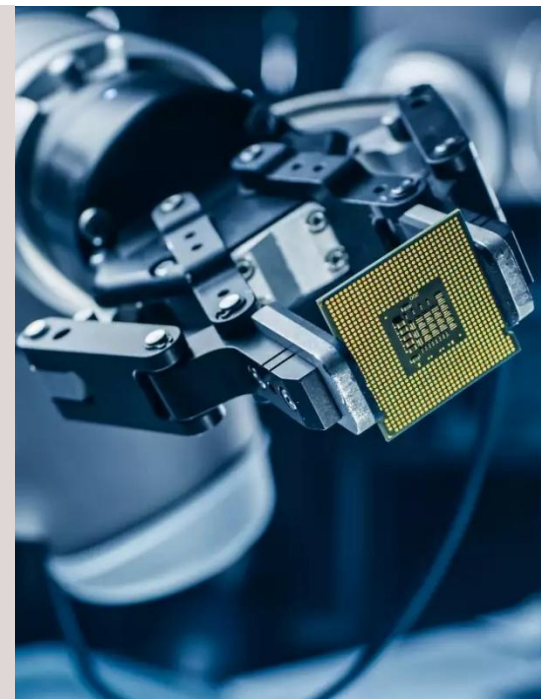
ELECTRONICS: CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



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



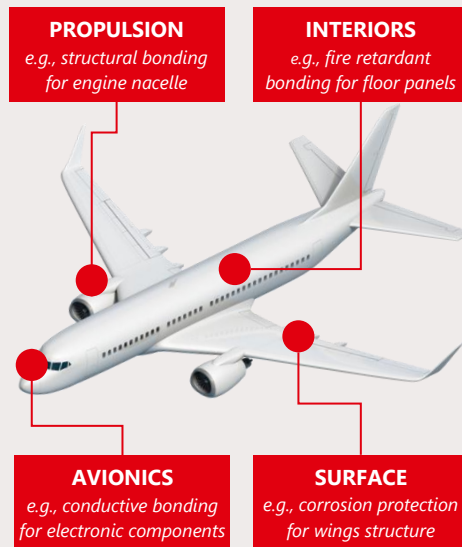
INDUSTRIALS: CUSTOMER-CENTRIC SOLUTIONS FOR BROAD RANGE OF MARKETS



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



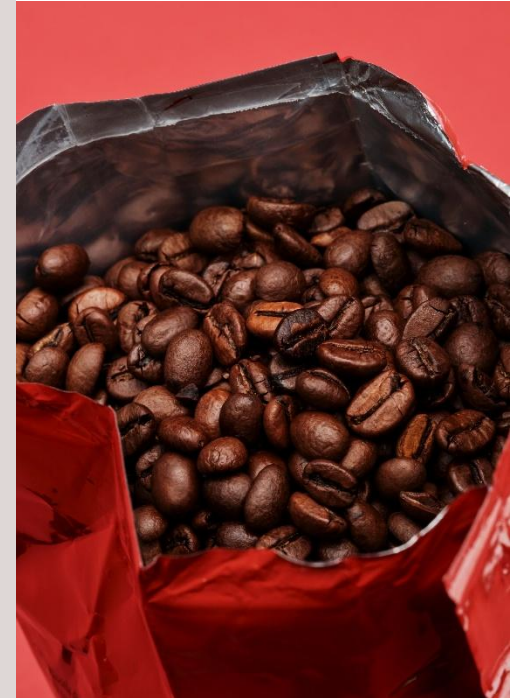
PACKAGING &
CONSUMER GOODS



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



~**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



¹ Lower than conventional market standard Downstream and Upstream Scope 3 emissions.

² CAGR 20-24; sales with a significant positive contribution in the area of climate, circularity, safety and nature.

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



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



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

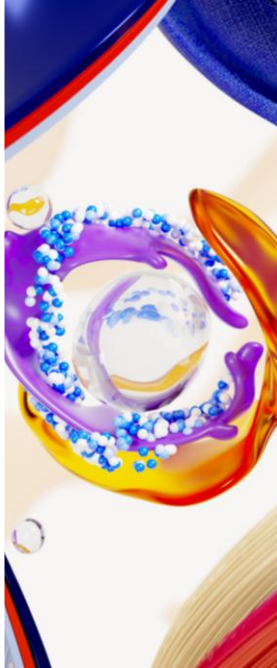
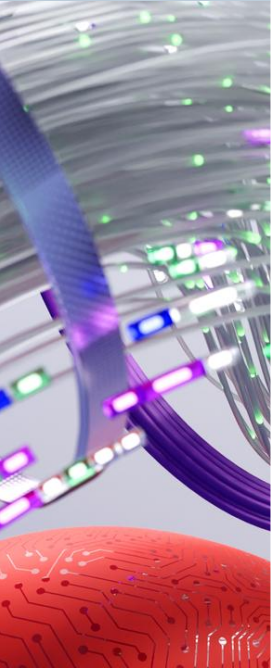


Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

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





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

STRONG GROWTH DYNAMICS OF TOP 10 BRANDS



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



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



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



ATTRACTIVE CATEGORY PORTFOLIO FOCUSING ON TWO GLOBAL CATEGORIES



LAUNDRY & HOME CARE

#2 IN ACTIVE MARKETS

#2 IN LAUNDRY CARE

#1 IN HOME CARE



HAIR CONSUMER & PROFESSIONAL

#2 IN ACTIVE MARKETS

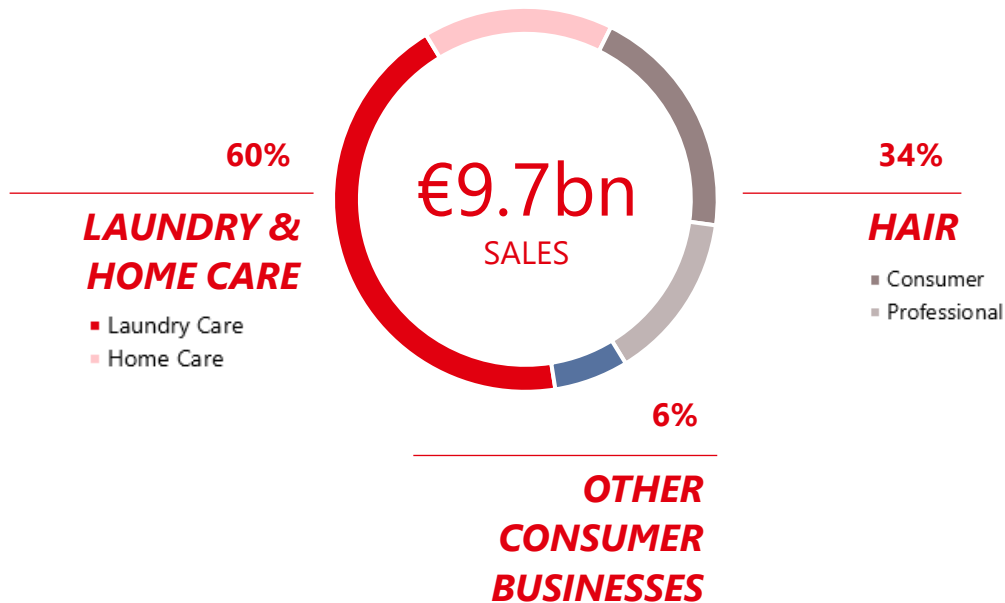
CO-#2 IN PROFESSIONAL &
CONSUMER



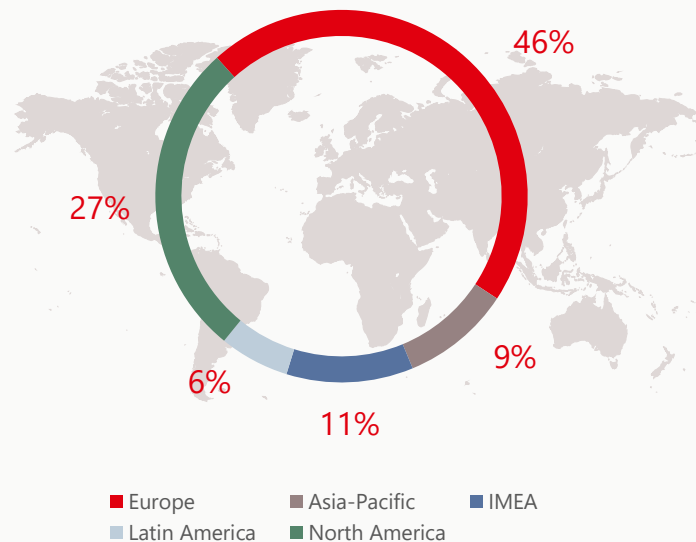
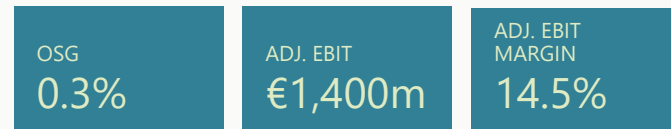
OTHER CONSUMER BUSINESSES

**PRESENCE IN
SELECTED BODY
CARE MARKETS**

UNITED UNDER ONE STRONG ~10BN€ PLATFORM



KPIs 2025



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



Leveraging the power of **digitalization and AI**



Focused business
portfolio



With **consumer
preferred products**



At **optimal costs**



Powered by
customer excellence

BUILDING ON A **SUCCESSFULLY TRANSFORMED BUSINESS** ...

Integration of Consumer Brands successfully concluded ahead of plan ...

ORGANIZATIONAL SET-UP

Optimization of organizational set-up and teams

Merger of two business units

Implementation of **highly efficient structures**

PORTFOLIO

Fundamental portfolio transformation with sharpened brand focus

Successfully **divested or discontinued** slightly above **€1bn**

Exit from **selected categories**¹ and **~-40% reduction** of #SKUs

SUPPLY CHAIN

Focus on **supply chain network, commercial integration** and **operational excellence**

"1-1-1 approach"² live in all targeted countries

~25% complexity reduction

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

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

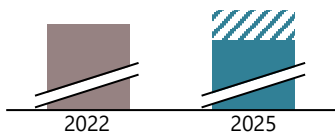
Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

Sales [in MEUR]

Δ 2025 vs. 2022

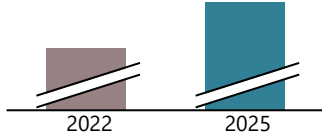
▲ **~3.0%**
OSG CAGR



Adj. Gross Margin [in %]

Δ 2025 vs. 2022

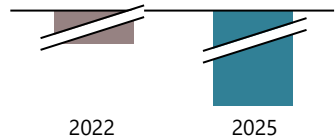
▲ **~1,200 bps**



CNWC [in %]

Δ 2025 vs. 2022

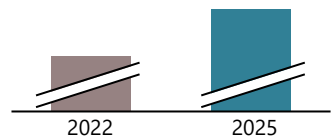
▼ **~190 bps**




Adj. EBIT Margin [in %]

Δ 2025 vs. 2022

▲ **~620 bps**



 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

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

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

▲ **#4**

(before: #5/ #10)
Europe Retailer Ranking¹

▲ **#3**

(before: #14)
US Perception Rating²

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



#2 IN
LAUNDRY CARE

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



#1 IN
HOME CARE

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



#2 IN
HAIR

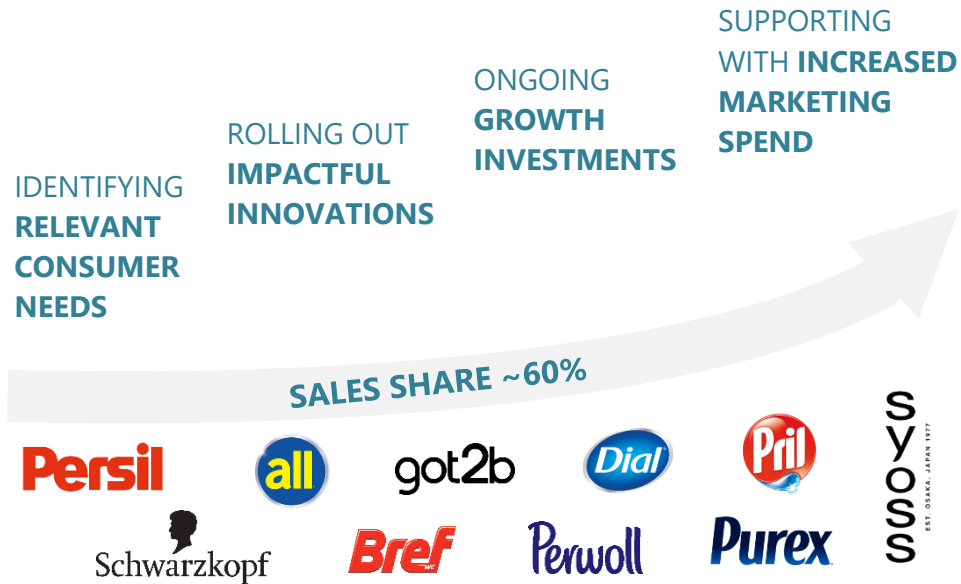
Capitalizing on **expertise in Professional & Consumer** while expanding **global footprint** by closing **white spots**

LEVERAGING OUR LEADERSHIP IN ~270 COUNTRY/CATEGORY POSITIONS





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



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

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

FOCUSED BUSINESS PORTFOLIO
allowing us to drive value in our brands

FOCUS ON TOP 10 BRANDS driving
ABOVE AVERAGE GROWTH

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





VALORIZING THE PORTFOLIO WITH IMPACTFUL INNOVATIONS

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

Creating **new value pools**

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

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

KEY LEVERS FOR VALORIZATION

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



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

SUSTAINABILITY



Empowering consumers to make more sustainable choices in their daily routines

HEALTH & WELLBEING



Promoting products that support a healthier and balanced lifestyle

CONVENIENCE



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

DIGITALIZATION



Enhancing the consumer experience through innovative digital tools

PREMIUMIZATION



Elevating consumer experiences with superior products through our brands

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

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

EMPOWERING REGIONS

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

While maintaining **GLOBAL ORGANIZATION**

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


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


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



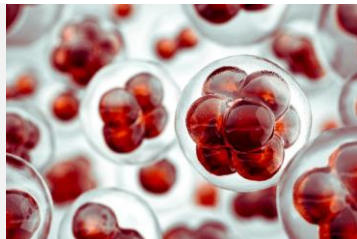

~ **70%**
in **regions**


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



Best-in-class Bioscience

exclusive enzymes, microbiology
and early pioneers for peptides



30 years

Experience in Enzyme
Engineering

LEVERAGING TECHNOLOGY LEADERSHIP

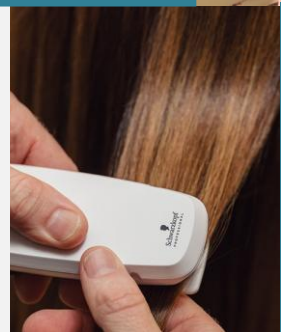


With our **in-house
Fragrance
Center**, we craft
distinctive scents that
enhance consumer
experience



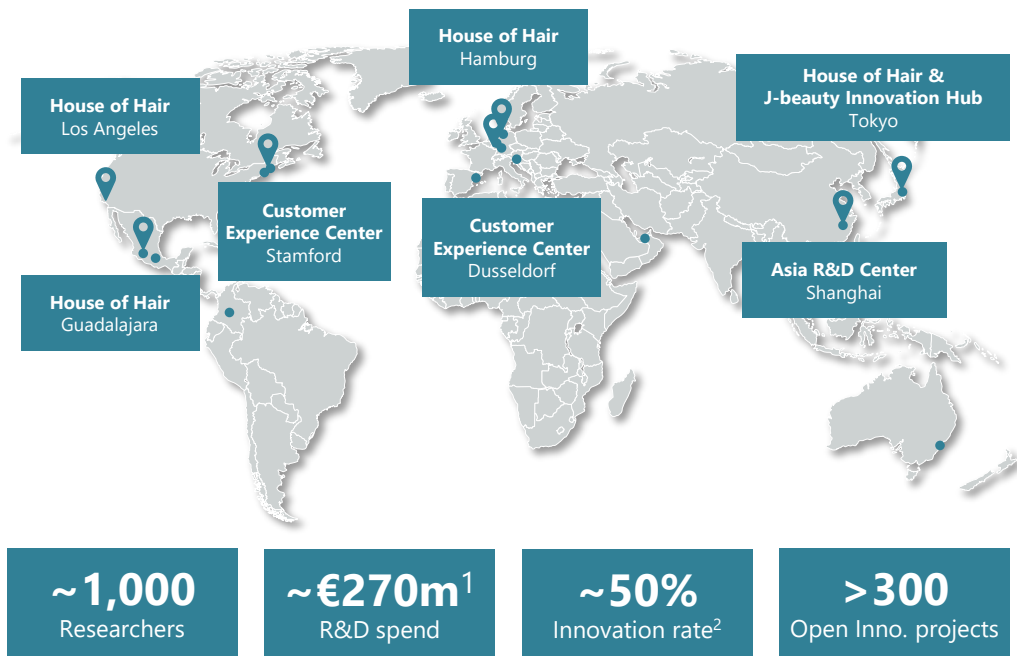
AI based performance modeling

720 Mio laundry stain
tests
digitalized/automated



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

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



Expanding footprint of Houses of Hair...



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



OPERATIONS
100% CO₂ reduction¹ in 2030
HCB 2025: Leading in the industry with **84%** reduction

ACCESSIBLE PRODUCTS

with NaviLens and Braille

SUSTAINABILITY AS PART OF OUR DNA

KEY ACHIEVEMENTS AND AMBITIONS



PACKAGING
>91% Recyclable packaging design
30% Recycled Plastic



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



¹ per ton of product vs. 2010 ² compared to 60°C



AT OPTIMAL COSTS

OPTIMIZING THE OVERALL SET-UP



ORGANIZATIONAL SET-UP

Lean, unified operating model following the Consumer Brands integration.

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

Foster entrepreneurial spirit and accelerate cultural transformation.



SUPPLY CHAIN

Optimized production footprint improving efficiency.

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

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



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

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

SUPERMARKET &
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON
DISTRIBUTOR



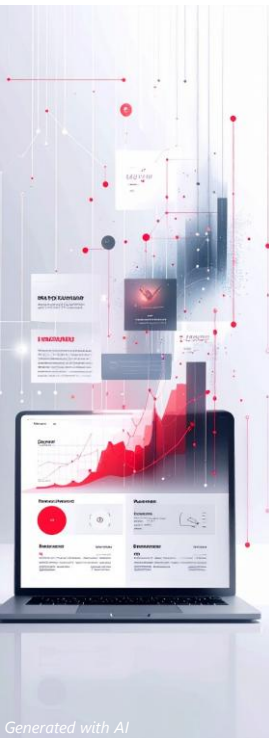
E-COMMERCE



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



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



Generated with AI

ACCELERATING PRODUCT DEVELOPMENT

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



AI VIRTUAL ASSISTANT FOR HAIRDRESSERS

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



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**



ENHANCING GROWTH WITH *ATTRACTIVE M&A OPPORTUNITIES*

ADDING ~€1BN OF PROFITABLE SALES OVER RECENT YEARS

**SHISEIDO
PROFESSIONAL**
(ASIA PACIFIC)



Strengthening
Hair Professional footprint in
attractive premium markets

EARTHWISE
(AUSTRALIA &
NEW ZEALAND)



Expanding sustainable-led
Laundry & Home Care
offerings

VIDAL SASSOON
(CHINA)



Reinforcing Hair presence in
high-growth Asian markets

NOT YOUR MOTHERS¹
(UNITED STATES)



Strengthening Hair
Consumer footprint in
largest global Hair market

OLAPLEX¹
(GLOBAL)



Expanding global presence
in premium Hair care

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

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

MID-TERM FINANCIAL AMBITION

3-4 %

ORGANIC
SALES GROWTH

MID-TEENS %

ADJ. EBIT
MARGIN

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

CONSUMER BRANDS

DEEP-DIVE: OUR CATEGORIES AND BRANDS



LAUNDRY CARE

ICONIC BRANDS WITH DISTINCTIVE EQUITIES

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** **DYLON** **Snuggle**

FABRIC CARE

GROWING THE CATEGORY FOR A BETTER FUTURE



Perwoll, leading global brand in the fastest-growing category¹ with significant organic sales growth.

Best-in-class unique formula with triple renew benefits:

- **Fiber renew:** Superior pilling removal
- **Color renew:** New enzyme removes grey haze
- **Freshness:** Advanced malodor removal

With presence in **~45 countries**



Committed to **sustainable fashion**, addressing the 60% of new clothes discarded within a year², leading

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

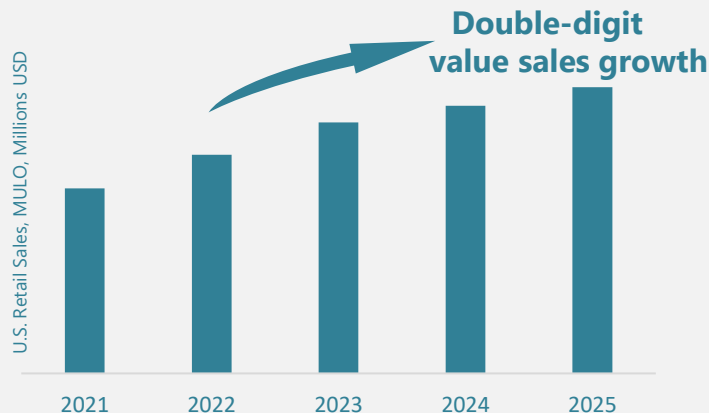
WE DRIVE THE CATEGORY GROWTH

FABRIC CLEANING

ALL #1 SENSITIVE SKIN DETERGENT BRAND



all® free clear continues substantial growth



Source: Circana POS data, FY 2025

- **#1 Doctor recommended brand** for Sensitive Skin²
- Marketing program reaches **~95% of dermatologists** in the U.S.
- **Significant increase in media** vs 2021
- **Market share increase** of +150 bps vs. 2021 within Fabric Cleaning segment

#1 IN SENSITIVE SKIN SEGMENT¹

HOME CARE

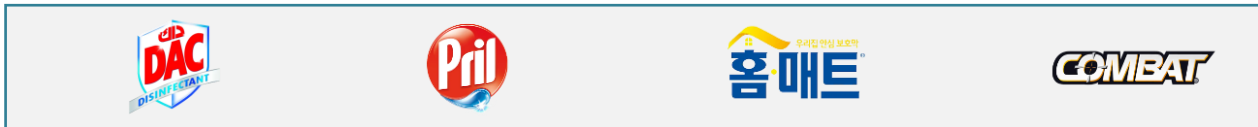
ICONIC BRANDS THAT MEET EVERY HOME NEED



SUPERIOR TOILET CLEANING
Market leader across active markets¹



THE EXPERT IN DISHWASHING
#1/#2 position in ~60% of active countries¹

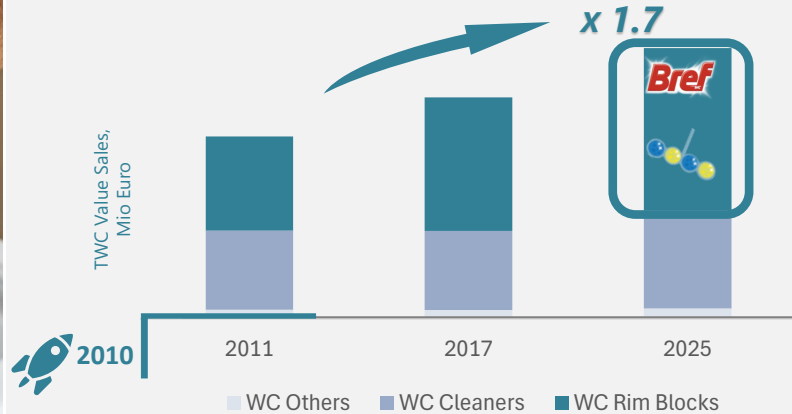


TOILET CARE

PIONEERING AND EXPANDING THE CATEGORY



Game-changing launch in 2010, revolutionizing the category



- Increasing **market penetration**
- **Very strong organic sales growth** in the last 5 years
- **Boosting** consumer annual **spend** by x2.5¹
- Bringing meaningful **innovation** to the market

¹ Source: YouGov Panel Data, WC Frisch/Bref Rim Action, Germany 2025 vs. 2012

BREF FURTHER EXPANDING #1 POSITION in active markets

AUTOMATIC DISHWASHING ACCELERATING GROWTH



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



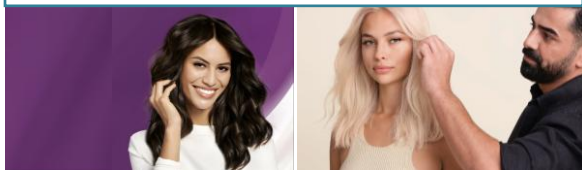
We **relieve consumers** from any **dishwashing burdens** while reducing environmental impact:

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

SOMAT DRIVING CATEGORY GROWTH

HAIR POWERHOUSE

WINNING COLORATION



Palette

The expert in color with +45 years experience

#1 Color brand¹

Schwarzkopf
**BLO
ND
ME**

The authority in blonde

#1 Color dedicated to blonde perfection

LEADING STYLING



Schwarzkopf
taft

The brand for long lasting hold

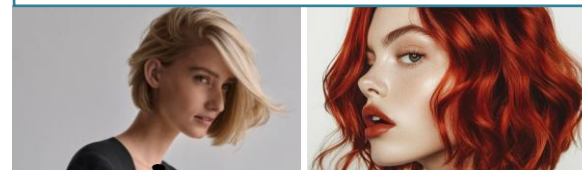
#1 Styling brand in Europe²

KENRA
PROFESSIONAL

The brand empowering stylists

#1 Professional brand in North America³

ACCELERATING CARE



Schwarzkopf
GLISS

For advanced hair repair

#1 in Treatments, Conditioners and Hair repair⁴

JOICO

The joy of healthy hair

Used by more than ~800,000 stylists in North America

syoss

got2b

klw
COLOR SYSTEM

VS
L'ORÉAL

IGORA

Schwarzkopf

CC
COLOR CARE
HAIR REPAIR

bc
BONACURE

Natural
& Easy

★ **sexyhair**

schauma

SHISEIDO
PROFESSIONAL

STMT
GROOMING GOODS

¹ Source: Panel data (NielsenIQ/ Circana), FY 2025; Unit Sales in active markets

² Source: Panel data (NielsenIQ/ Circana), FY 2025

³ Source: Kline Salon Haircare Full Year 2024

⁴ Source: Panel Data (Circana) FY 2025, Germany, Conditioners+Treatments, Usage Segment Dry Hair

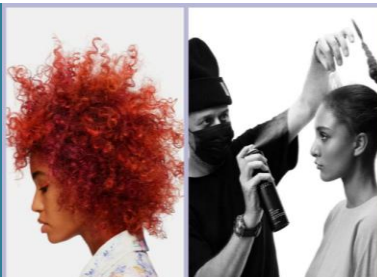
HAIR POWERHOUSE

SCHWARZKOPF MASTERBRAND

The power of Schwarzkopf Masterbrand

#1 umbrella brand with >€1bn sales

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



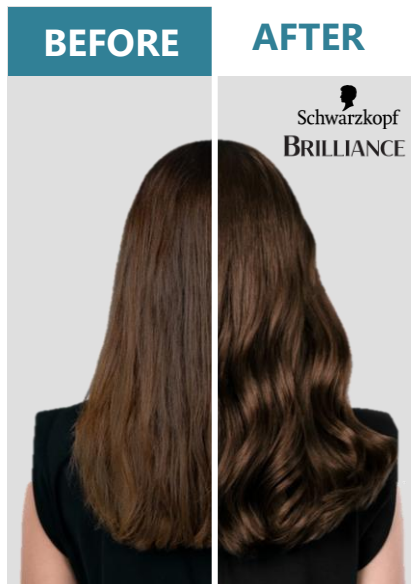
Capitalizing on expertise in Professional & Consumer:

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



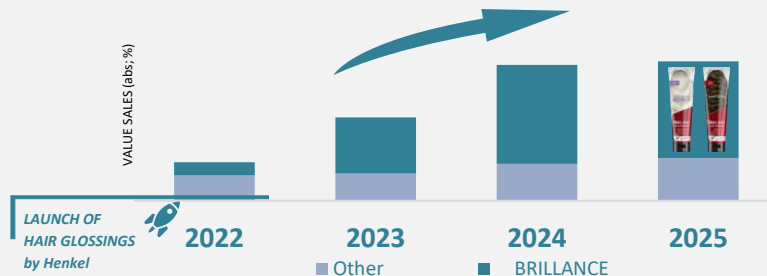
THE AUTHORITY IN HAIR

HAIR POWERHOUSE WINNING COLORATION



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**



Palette

No. 1 brand in Coloration, selling 4 units every second

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

WE LEAD COLORATION WITH TOP BRANDS

PALETTE #1 color brand, selling 4 units every second

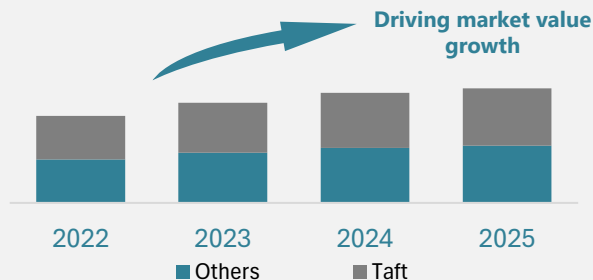
HAIR POWERHOUSE

LEADING STYLING



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

Taft driving market value sales growth and premiumization:



Market leader and at the forefront of the styling success story

#1 styling brand in Europe with **very strong organic sales growth**

#1 GLOBALLY IN ACTIVE MARKETS

HAIR POWERHOUSE ACCELERATING CARE

BEFORE



AFTER



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

Full Hair Wonder

Advanced scalp & fiber care technology addressing hair thinning and breakage

- Based on innovative formulas delivering fuller hair in just 6 weeks
- Dual-action technology, with caffeine and peptides, combining scalp activation and fiber strengthening
- Scalable care platform deployable across a complete hair care routine



CUTTING-EDGE TECHNOLOGIES FOR SUSTAINABLE GROWTH

OTHER CONSUMER BUSINESSES

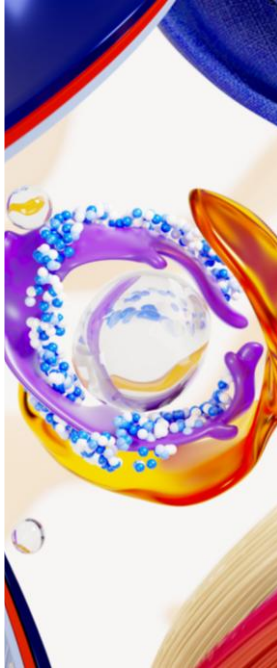
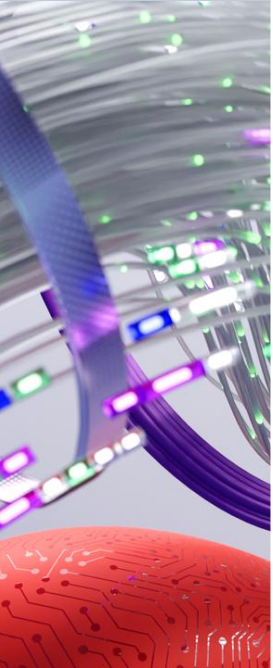
REGIONAL FOCUS



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

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





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

REGENERATIVE PLANET

We strive to achieve a circular economy, a net-zero future and the regeneration of nature.

- CLIMATE
- CIRCULARITY
- NATURE

THRIVING COMMUNITIES

We actively contribute to people being able to lead a better life through our business and brands

- EQUITY
- EDUCATION
- WELLBEING

OUR 2030+ SUSTAINABILITY AMBITION
TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS
PRODUCTS | PEOPLE | PARTNERSHIPS

TRUSTED PARTNER

We adhere to high product quality and safety standards while ensuring business success with integrity.

- COLLABORATION
- PERFORMANCE
- TRANSPARENCY



2030+ SUSTAINABILITY AMBITION FRAMEWORK



REGENERATIVE PLANET




We strive to achieve a circular economy, a net-zero future and the regeneration of nature.

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COLLABORATION



PERFORMANCE



TRANSPARENCY

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

28% share of recycled plastic
for all consumer goods packaging²
(target: 30% by 2025)



NET-ZERO

**-29% absolute scope 1, 2 and 3
GHG emissions¹ reduction**

Driving carbon neutral production
processes at 37 sites globally



NATURE

**98% of palm-based
ingredients** come from
certified sustainable supply
(ambition: 100% by 2030)



TOWARDS **ACHIEVING OUR AMBITIONS** RECENT PROOFPOINTS



CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE



THRIVING
COMMUNITIES



EQUITY

43% share of women
across management levels
(ambition: 50% by 2025)



WELLBEING

+59% safer per million
hours worked
(target: +60% by 2025)



EDUCATION

Sustainability trainings with more
than **28,600 course completions**
over the past five years



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

100% 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

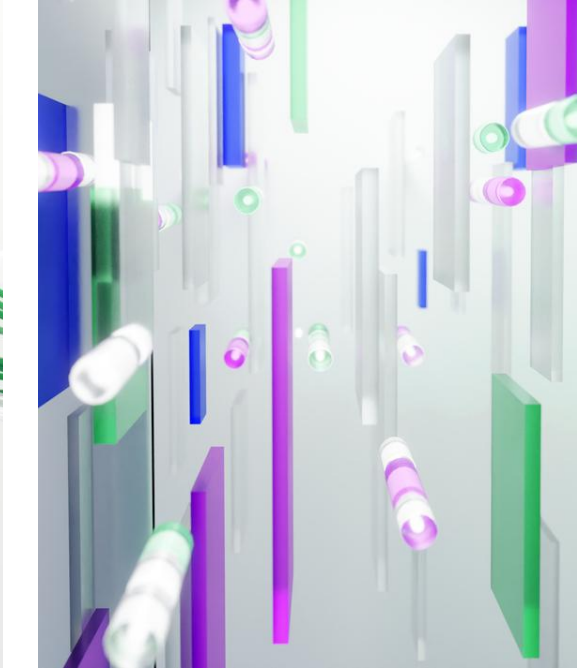
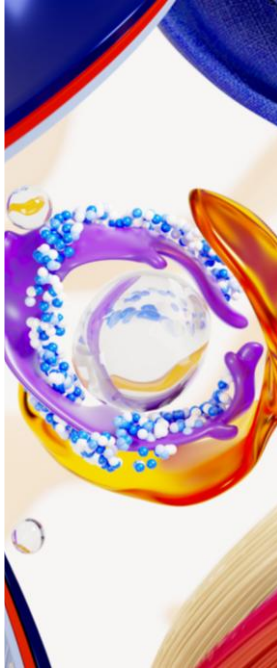
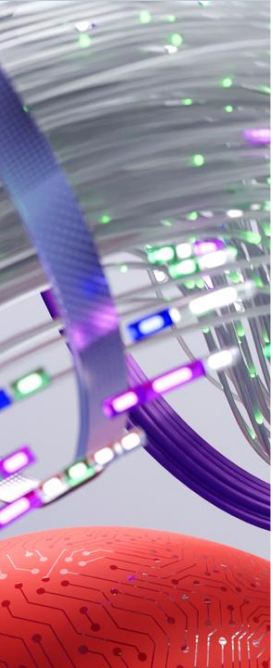
KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **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:

CORPORATE GOVERNANCE:

CORPORATE GOVERNANCE
AT HENKEL



AT A GLANCE:
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HENKEL GROUP

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

ESG

**INVESTOR
RELATIONS
CONTACT**

INVESTOR RELATIONS *TEAM*



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