



150  
YEARS

# HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

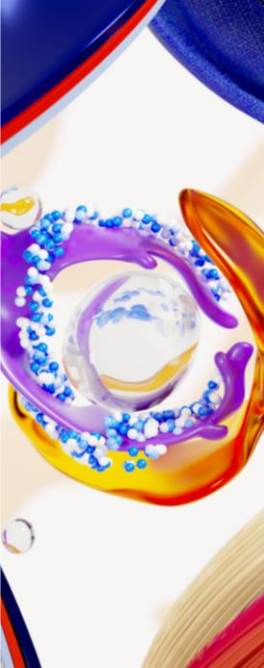
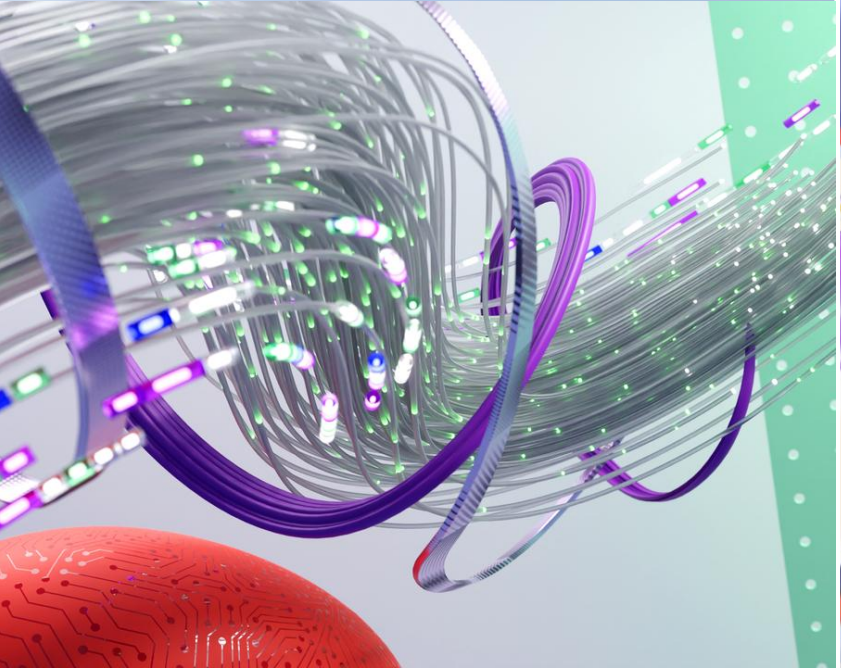
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*Note:  
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All figures – unless indicated otherwise – relate to FY 2025 (time reference of market share data may deviate). Updated in March 2026.*



# 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



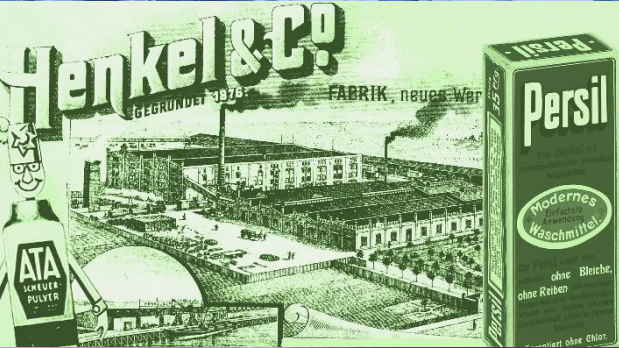


# CARSTEN KNOBEL

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.”*

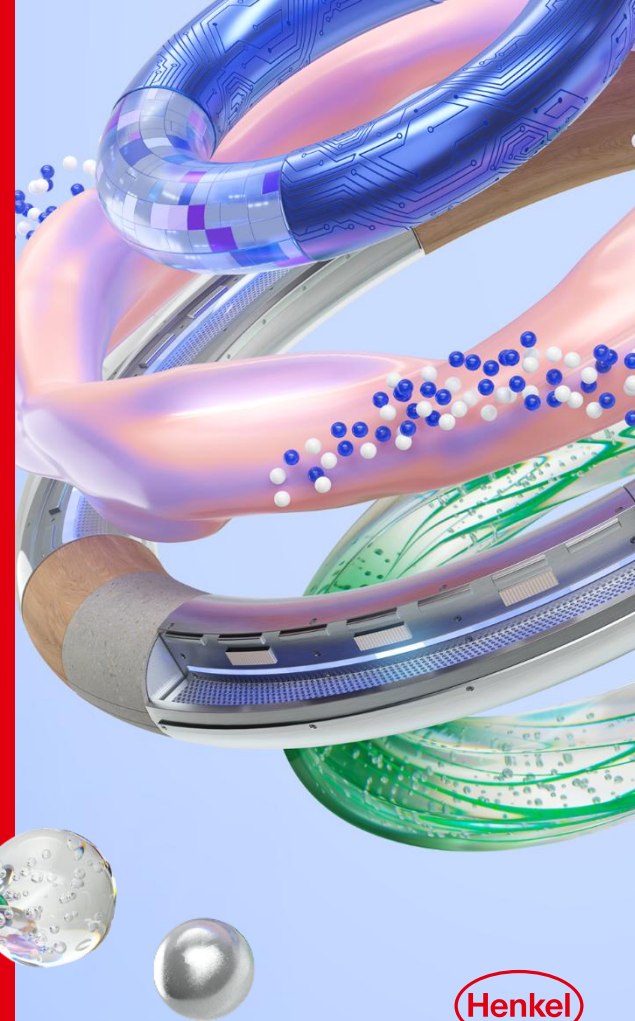


# 150 YEARS

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

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

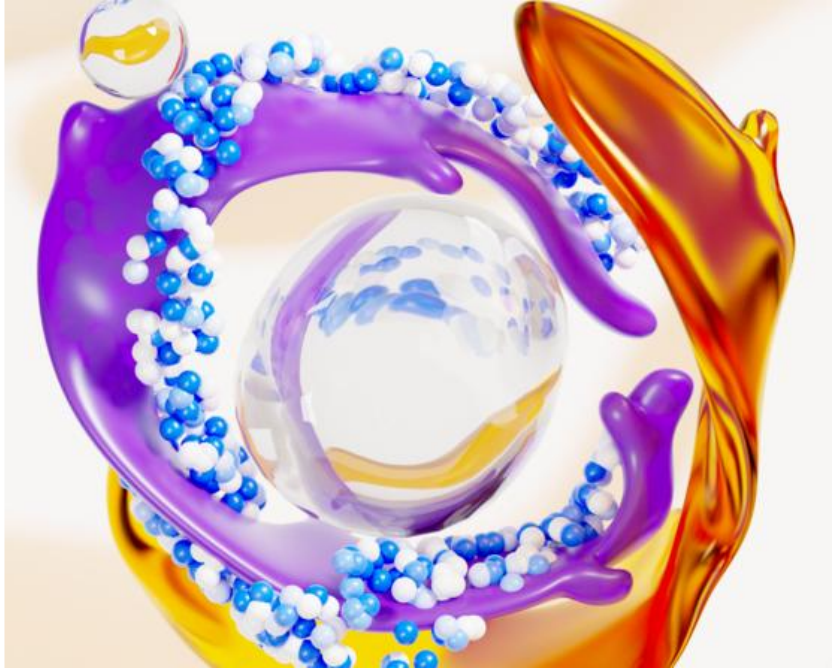
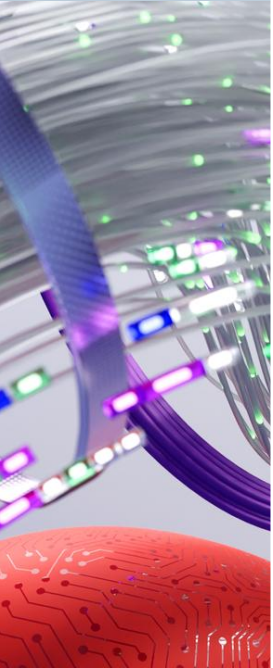
We are **pioneers at heart** for the **good of generations.**



# **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**

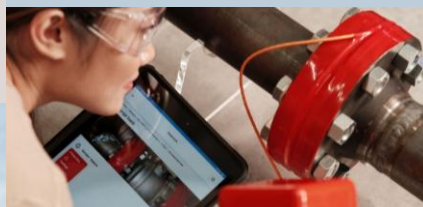


SALES

**€20.5**<sub>BN</sub>

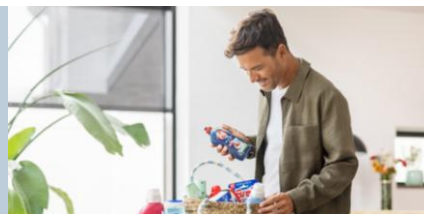
ADJUSTED EBIT

**€3.0**<sub>BN</sub>



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 SHARE<sup>1</sup>



**-29%**

ABSOLUTE SCOPE 1, 2 AND  
3 GHG EMISSIONS<sup>2</sup>

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

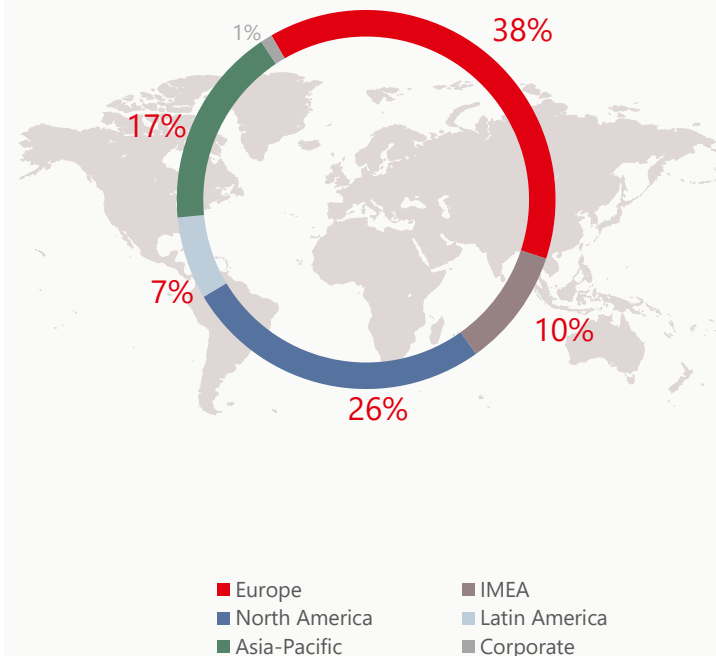
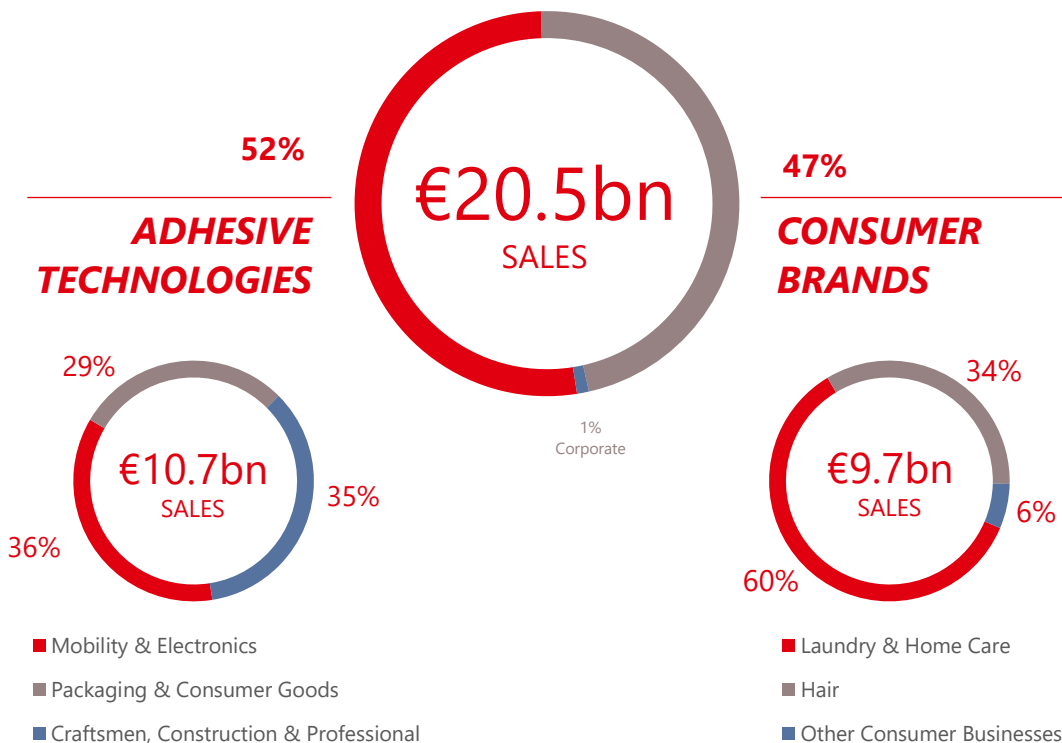


**~60%**

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  
DISCONTINUED<sup>1</sup>  
2022 – 2025

**STRENGTHENED BOTH BUSINESSES WITH  
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

**Shiseido Professional, Vidal Sassoon,  
Not Your Mother's & OLAPLEX<sup>2</sup>**  
expanding Consumer Brands' hair portfolio

**Critica Infrastructure, Seal for Life,  
ATP Adhesive Systems & Stahl Group<sup>2</sup>**  
enhancing Adhesive Technologies portfolio  
by adding adjacent businesses

SHISEIDO  
PROFESSIONAL



NOT YOUR  
MOTHER'S. OLAPLEX

SEALFORLIFE  
Industries

CRITICA  
Infrastructure

ATP  
ADHESIVE SYSTEMS

Stahl

<sup>1</sup> Including divestment of business activities in Russia & divestment of Retailer Brands in U.S.

<sup>2</sup> 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



# COMPETITIVE EDGE – DIGITALIZATION

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

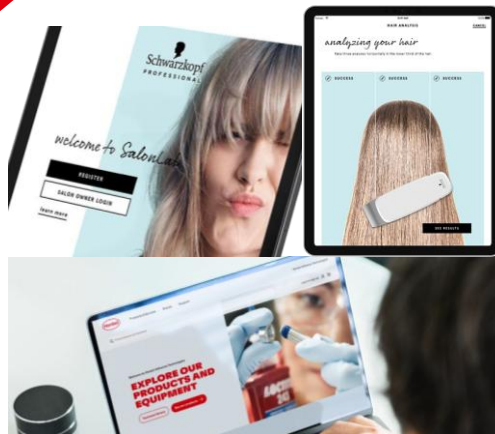
INNOVATION | SUSTAINABILITY | DIGITALIZATION

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**



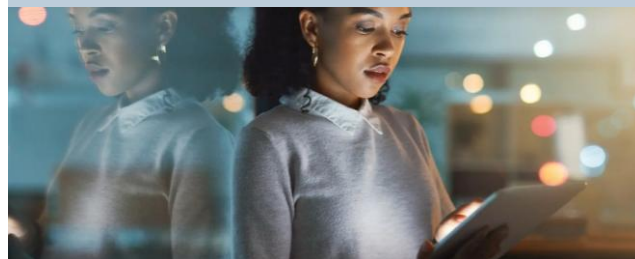
DIGITAL SALES SHARE OF

**~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

**€540m<sup>1</sup>**



**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*

FUTURE-READY  
OPERATING  
MODELS

INNOVATION | SUSTAINABILITY | DIGITALIZATION

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 POSITIONS<sup>1</sup> 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 GROWTH<sup>1</sup>  
+4.7%

## Strong topline development across businesses



**HENKEL  
GROUP**

▲ **4.8%**

CAGR<sup>2</sup>



**ADHESIVE  
TECHNOLOGIES**

▲ **6.6%**

CAGR<sup>2</sup>



**CONSUMER  
BRANDS**

▲ **3.2%**

CAGR<sup>2</sup>

# ...**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 Group<sup>1</sup>  
(Adhesive Technologies)



**NOT YOUR  
MOTHER'S.**



**OLAPLEX**

Not Your Mother's  
and OLAPLEX<sup>1</sup>  
(Consumer Brands)



Inspiration Center in Brazil  
(Adhesive Technologies)



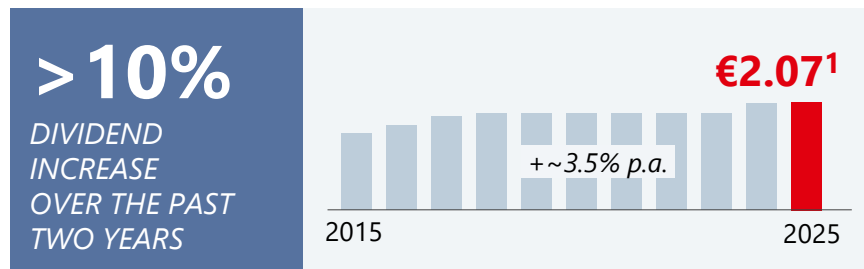
House of Hair Openings  
(Consumer Brands)

## **CURRENT DEBT RATINGS**

**S&P: A**

**Moody's: A2**

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



- **Dividend policy** with targeted payout ratio of 30-40%<sup>2</sup>
- 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 YEARS<sup>3</sup>**

# 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

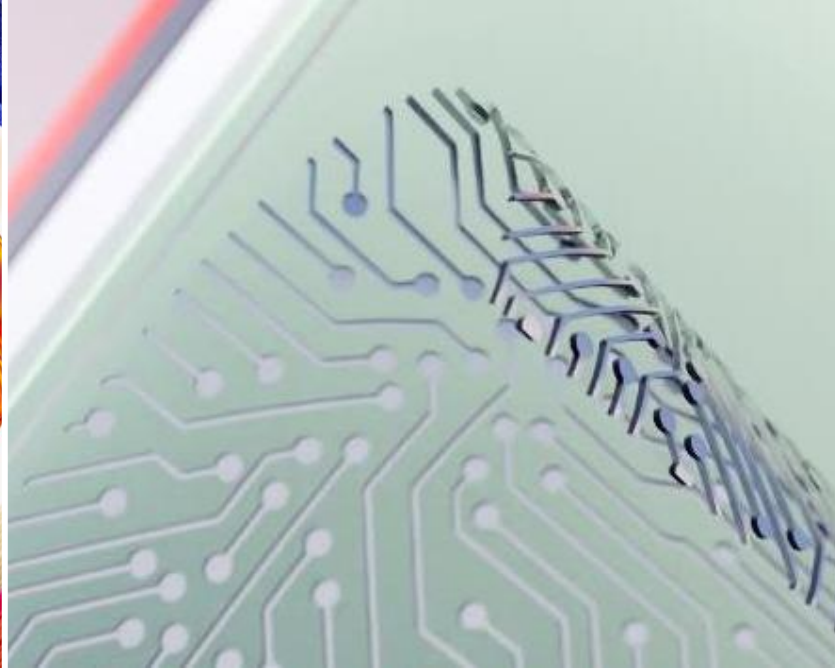
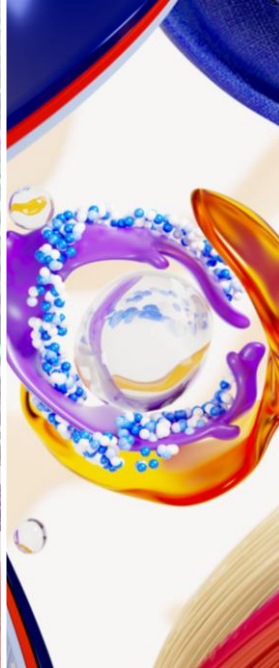
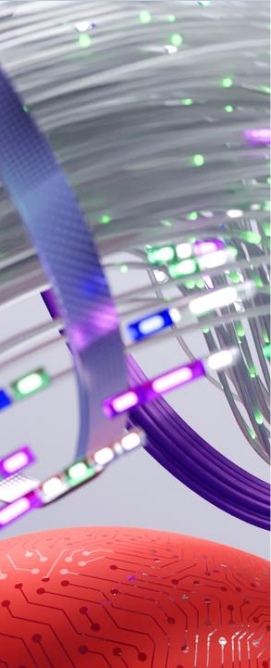
mid- to high-single-digit %  
at constant exchange rates,  
including M&A

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**

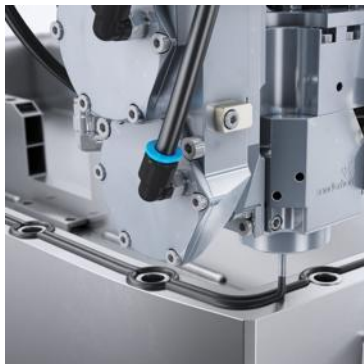


# ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS



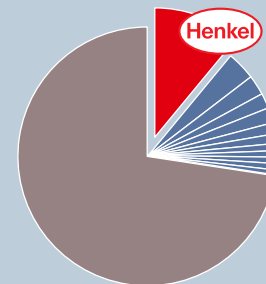
COATINGS

... 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.**



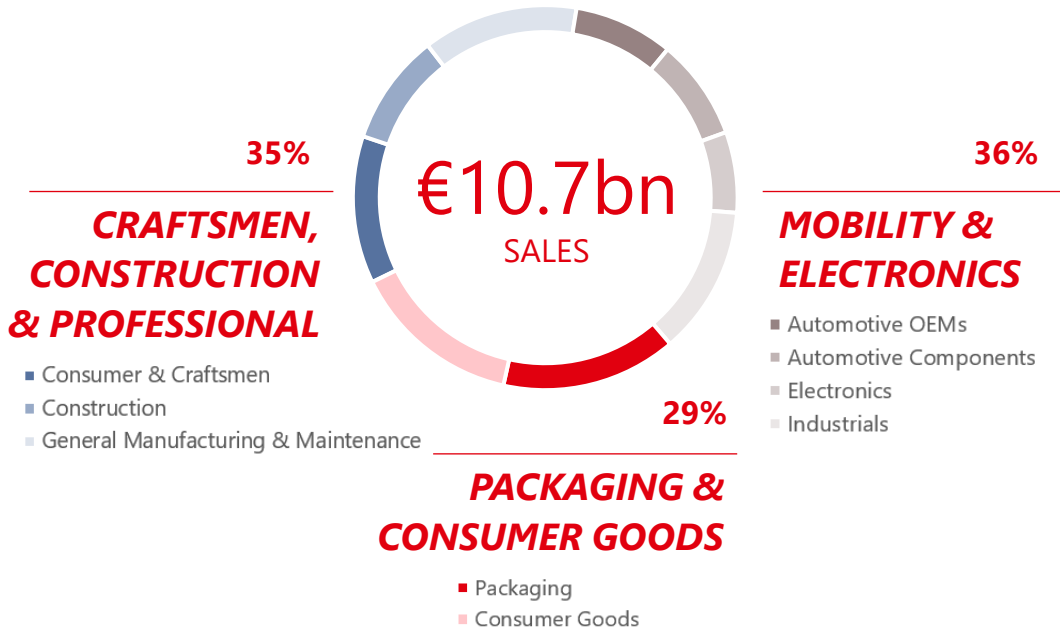
**Ceresit**



Peer group  
with business overlap

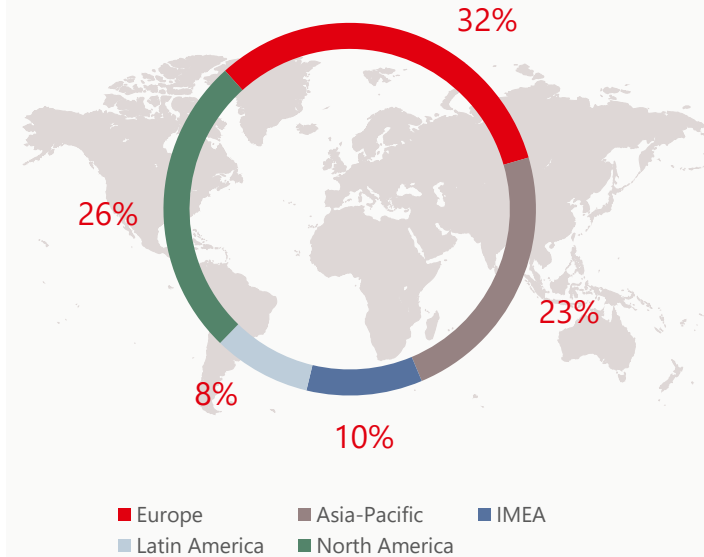


# WELL-BALANCED GLOBAL PORTFOLIO



## KPIs 2025

OSG 1.5%	ADJ. EBIT €1,779m	ADJ. EBIT MARGIN 16.7%
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# 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**  
growth<sup>1</sup>

Driving growth by  
**EXPANDING** our  
**MRO PLATFORM**  
through recent acquisitions



### ELECTRONIC SOLUTIONS

**DOUBLE-DIGIT**  
growth<sup>1,2</sup> from  
**RISE OF AI**

Focusing on  
**LOCALIZATION** in  
**HIGH GROWTH**  
**MARKETS**



### AEROSPACE

**OUTPERFORMING**  
markets with  
**HIGH SINGLE-DIGIT**  
growth<sup>1</sup>

**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 products<sup>1</sup>

**>3,000**  
R&D experts<sup>2</sup>

**130**  
manufacturing sites

**13**  
Technology platforms

**~€350m**  
R&D spend<sup>3</sup>

**>6,500**  
customer facing experts

<sup>1</sup> Sales share of products launched in last 5 years. <sup>2</sup> Including application engineering experts. <sup>3</sup> 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

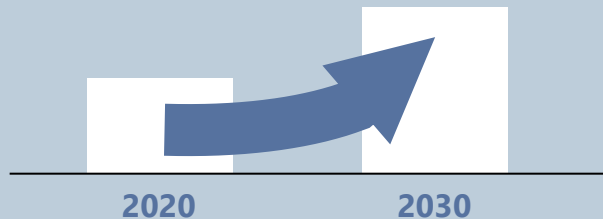
# INCREASING CONTENT SHARE ACROSS MARKETS

## SELECTIVE EXAMPLES



Average number of  
Henkel solutions  
per smartphone

+ ~50%

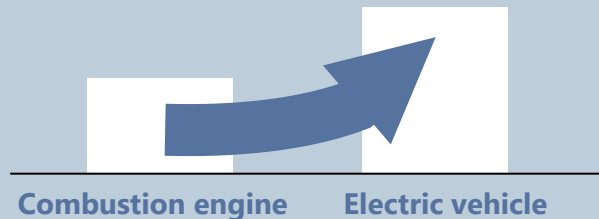


Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased content share in Consumer Devices



Sales potential of Henkel  
solutions

> 2x



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

# 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



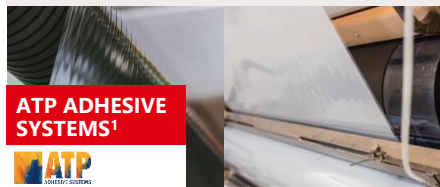
STAHL GROUP<sup>1</sup>



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

~**730m€** business<sup>3</sup>

### WATER-BASED SPECIALTY TAPES



ATP ADHESIVE SYSTEMS<sup>1</sup>



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

~**270m€** business<sup>3</sup>

### MAINTENANCE, REPAIR & OVERHAUL



CRITICA INFRASTRUCTURE



SEAL FOR LIFE



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

~**350m€** business<sup>4</sup>

### HIGH-PERFORMANCE FAÇADE SYSTEMS



WETHERBY LAROC GROUP<sup>2</sup>



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

~**25m€** business<sup>3</sup>

# 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% share<sup>1</sup>

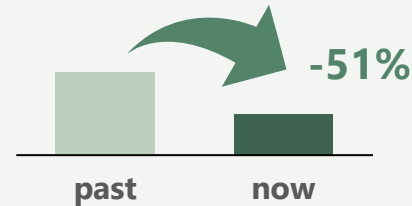
...of our portfolio's products with significant **positive contribution in sustainability**

## SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION

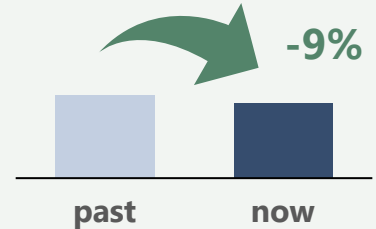


Selective example

Plastic weight reduction<sup>2</sup>



CO<sub>2</sub> reduction<sup>2</sup>



More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO<sub>2</sub> 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

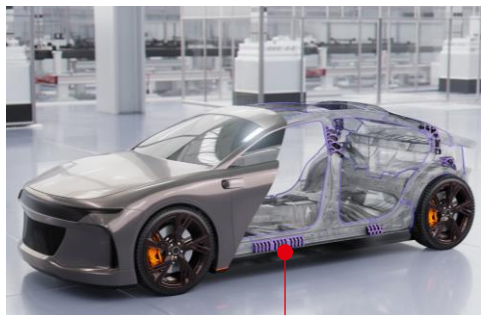
- Consumer Devices
- Semiconductor Packaging
- Printed Electronics



### 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*



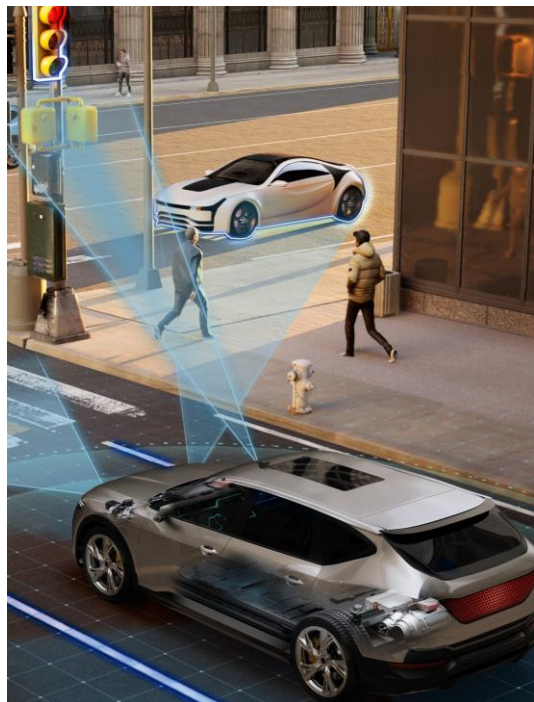
**TRUSTED PARTNER TO VEHICLE MANUFACTURERS<sup>1</sup>** with **UP TO 50% SHORTER** development cycles providing speed to market and broad product & application expertise

**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

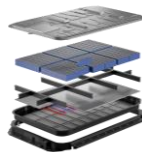
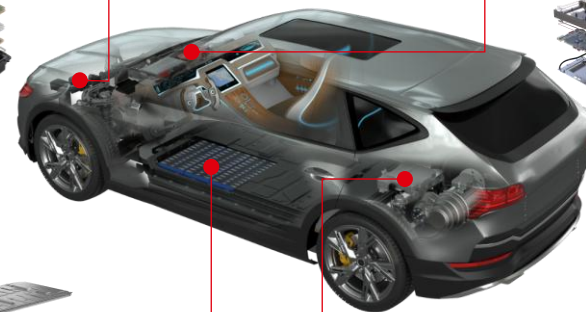
Global **TOP 50 EV-PLATFORMS** contain at least one Henkel solution

## STRONG INNOVATION PIPELINE

With total annual sales potential of **>€100M<sup>1</sup>** 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**



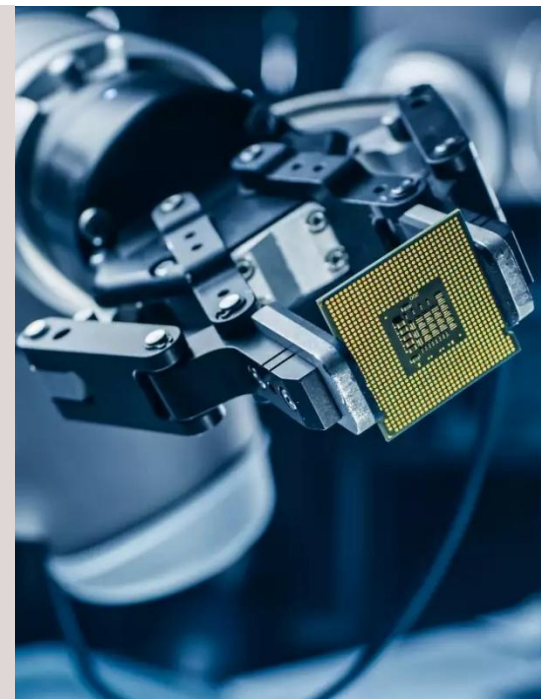
# **ELECTRONICS:** CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



**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



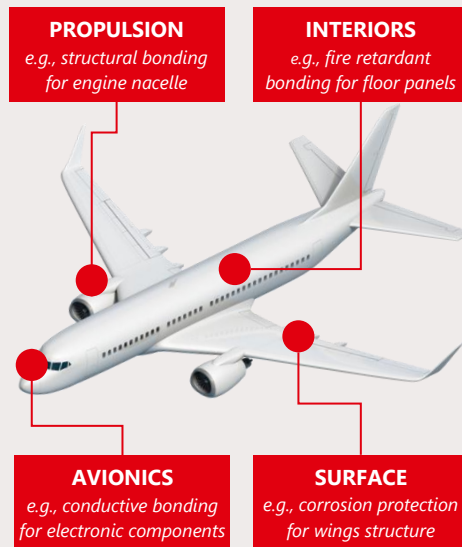
# INDUSTRIALS: CUSTOMER-CENTRIC SOLUTIONS FOR BROAD RANGE OF MARKETS



**OUTPERFORMING AEROSPACE MARKET** with **HIGH SINGLE-DIGIT** growth<sup>1</sup>

**MID TO HIGH SINGLE-DIGIT** growth<sup>1</sup> with **MEDICAL APPLICATIONS**, e.g. continuous glucose monitoring devices

**HIGH SINGLE-DIGIT** growth<sup>1</sup> 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



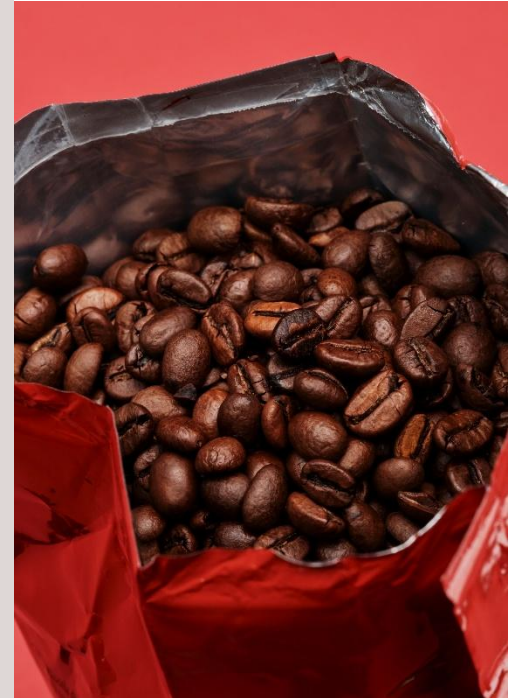
PACKAGING &  
CONSUMER GOODS



**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 adhesives<sup>1</sup>

**3X HIGHER GROWTH<sup>2</sup>** in products fostering sustainability compared to conventional adhesives



<sup>1</sup> Lower than conventional market standard Downstream and Upstream Scope 3 emissions.

<sup>2</sup> 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 CO<sub>2</sub> EMISSIONS** from cement-based products



# GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES

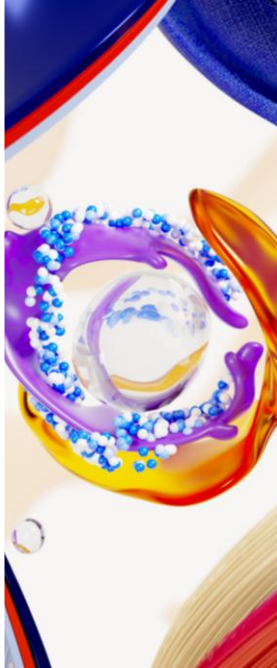
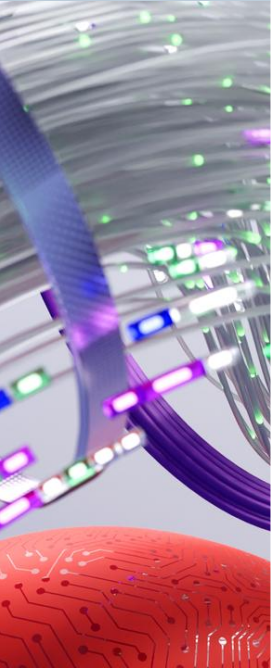


Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

Highly attractive MRO<sup>1</sup> 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**

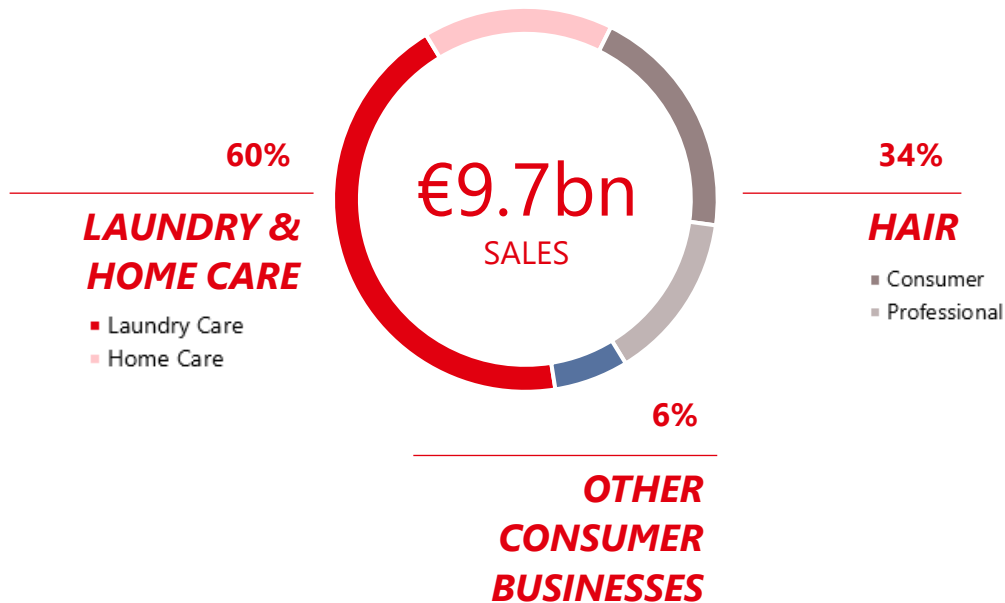
CO-#2 IN PROFESSIONAL &  
CONSUMER



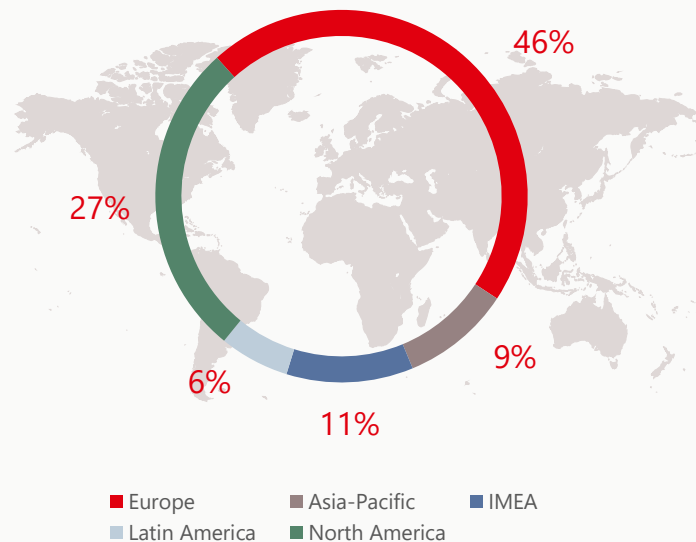
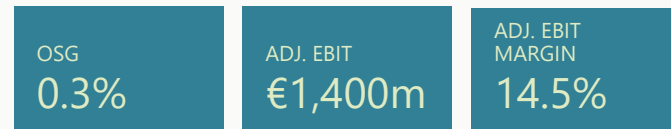
## OTHER CONSUMER BUSINESSES

**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**<sup>1</sup> and **~-40% reduction** of #SKUs

## SUPPLY CHAIN

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

**"1-1-1 approach"**<sup>2</sup> live in all targeted countries

**~25% complexity reduction**

**... reaching above-target savings of €540m with significant re-investments in the business<sup>3</sup>**

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

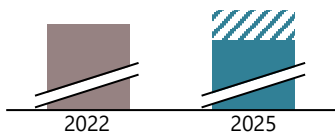
## Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

### Sales [in MEUR]

Δ 2025 vs. 2022

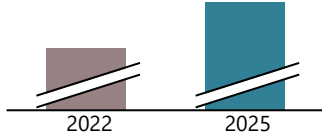
▲ **~3.0%**  
OSG CAGR



### Adj. Gross Margin [in %]

Δ 2025 vs. 2022

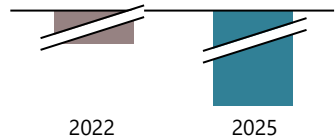
▲ **~1,200 bps**



### CNWC [in %]

Δ 2025 vs. 2022

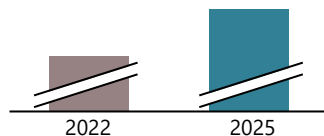
▼ **~190 bps**




### Adj. EBIT Margin [in %]

Δ 2025 vs. 2022

▲ **~620 bps**



 Sales related to portfolio measures and divestment of Russian business activities

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

<sup>2</sup> 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 Ranking<sup>1</sup>

▲ **#3**

(before: #14)  
US Perception Rating<sup>2</sup>

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



**#2** IN  
LAUNDRY CARE

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



**#1** IN  
HOME CARE

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



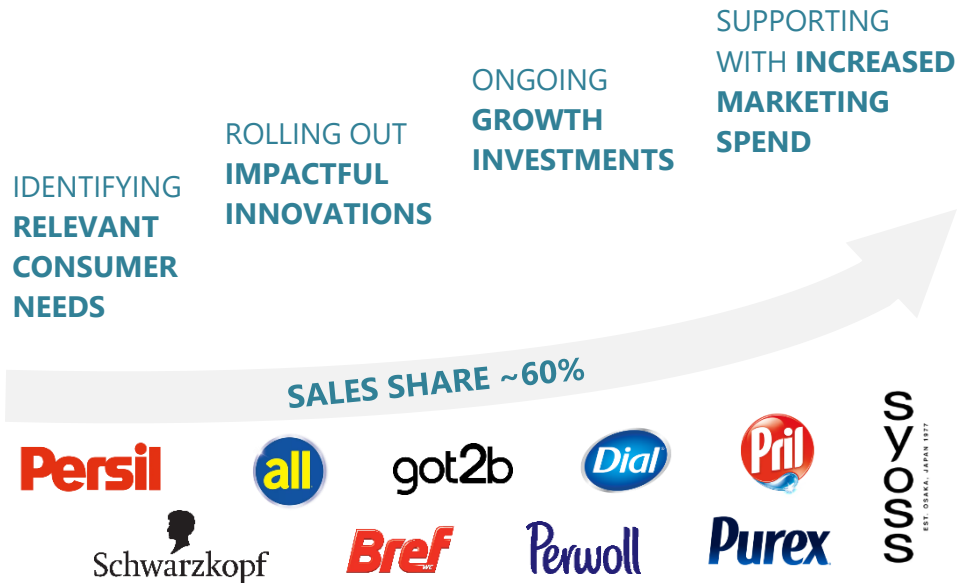
**#2** IN  
HAIR

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

**LEVERAGING OUR LEADERSHIP IN ~270 COUNTRY/CATEGORY POSITIONS**



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



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

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

**FOCUSED BUSINESS PORTFOLIO**  
allowing us to drive value in our brands

**FOCUS ON TOP 10 BRANDS** driving  
**ABOVE AVERAGE GROWTH**

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





# VALORIZING THE PORTFOLIO WITH IMPACTFUL INNOVATIONS

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

Creating **new value pools**

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

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

## KEY LEVERS FOR VALORIZATION

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



Strengthening **competitive edge** in **blonde** segment

Repositioning **Perwoll** brand with **innovative formulations**



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



# 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**

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

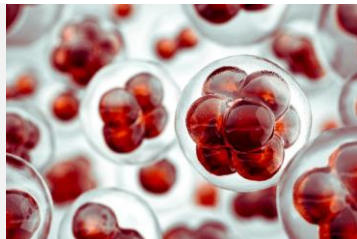
  
~ **90%**  
in **global teams**

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



### Best-in-class Bioscience

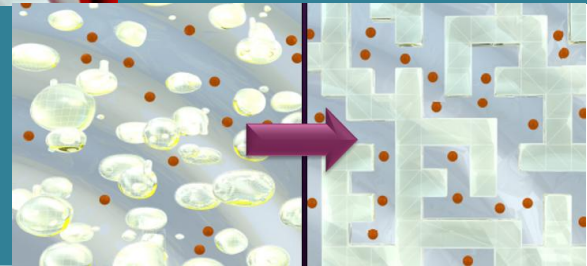
exclusive enzymes, microbiology  
and early pioneers for peptides



### 30 years

Experience in Enzyme  
Engineering

# LEVERAGING TECHNOLOGY LEADERSHIP



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



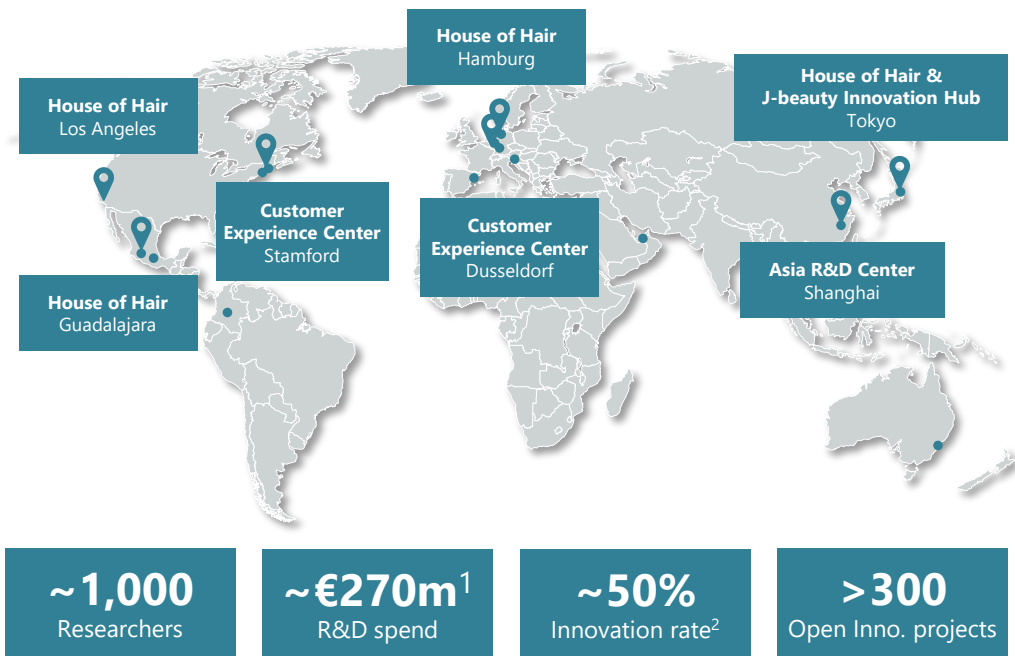
### AI based performance modeling

720 Mio laundry stain  
tests  
digitalized/automated



Enhancing the coloration  
experience with **Low Odor  
Technology**: Specially  
developed to reduce ammonia  
evaporation while enabling  
maximal grey coverage

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



## Expanding footprint of Houses of Hair...



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



**OPERATIONS**  
**100%** CO<sub>2</sub> reduction<sup>1</sup> 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 energy<sup>2</sup>



<sup>1</sup> per ton of product vs. 2010    <sup>2</sup> 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



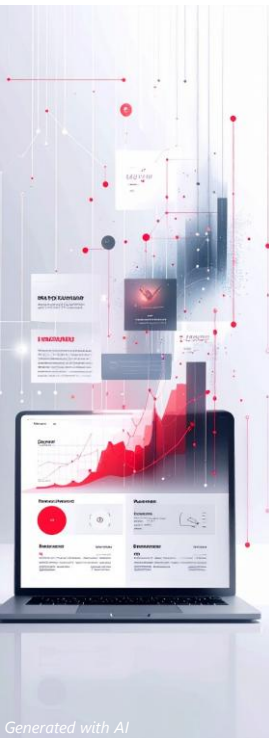
E-COMMERCE



... 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

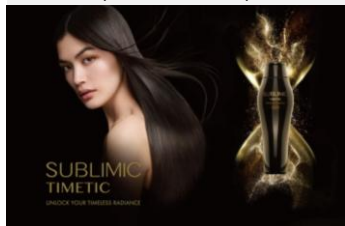
Combining human creativity with AI to generate **market-tailored, cost-efficient assets at scale**



# 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 MOTHERS<sup>1</sup>**  
(UNITED STATES)



Strengthening Hair  
Consumer footprint in  
largest global Hair market

**OLAPLEX<sup>1</sup>**  
(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 Europe<sup>1</sup>

**all**



**HYPOALLERGENIC SKIN**  
#1 in Sensitive Skin segment<sup>1</sup>

**Perwoll**



**GENTLE CARE AND RENEWAL**  
#1 in Fabric Care<sup>1</sup>

**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 category<sup>1</sup> 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 year<sup>2</sup>, leading

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

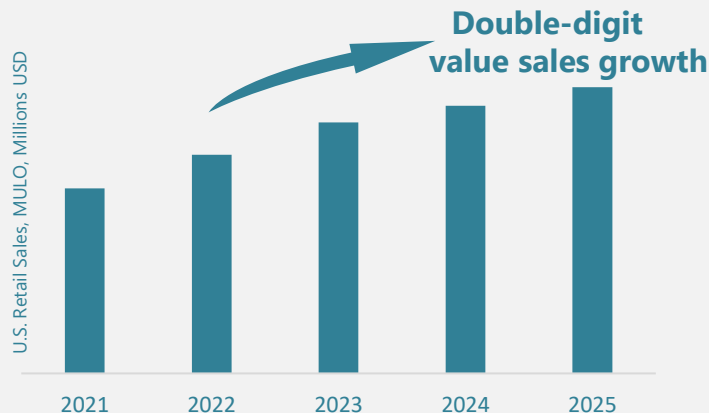
**WE DRIVE THE CATEGORY GROWTH**

# 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 Skin<sup>2</sup>
- 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 SEGMENT<sup>1</sup>**

# HOME CARE

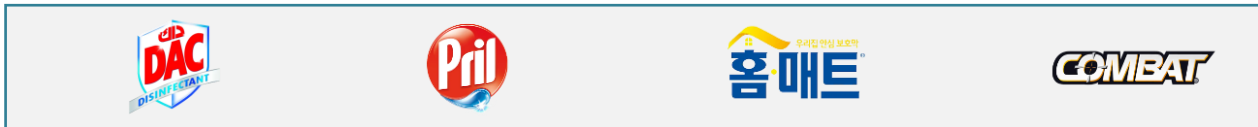
## ICONIC BRANDS THAT MEET EVERY HOME NEED



**SUPERIOR TOILET CLEANING**  
Market leader across active markets<sup>1</sup>



**THE EXPERT IN DISHWASHING**  
#1/#2 position in ~60% of active countries<sup>1</sup>

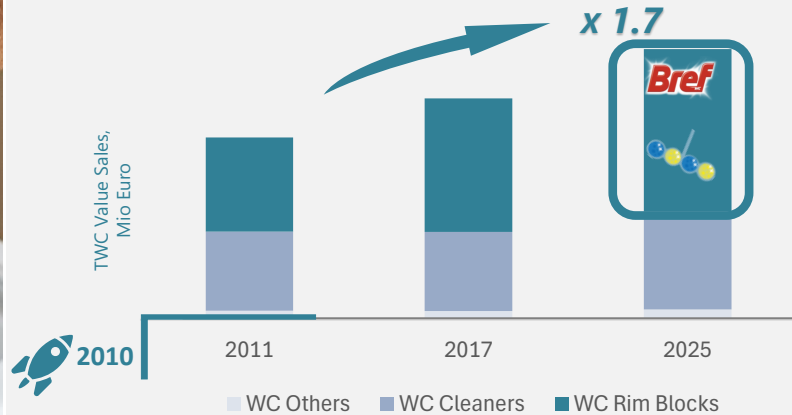


# TOILET CARE

## PIONEERING AND EXPANDING THE CATEGORY



Game-changing launch in 2010, revolutionizing the category



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

- Increasing **market penetration**
- **Very strong organic sales growth** in the last 5 years
- **Boosting** consumer annual **spend** by x2.5<sup>1</sup>
- Bringing meaningful **innovation** to the market

<sup>1</sup> 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



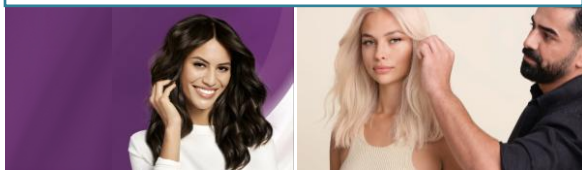
We **relieve consumers** from any **dishwashing burdens** while reducing environmental impact:

- Effective at low temperatures to save energy, water, CO<sub>2</sub> and money
- Better formulas for perfect results, minimizing personal effort and resource usage

SOMAT DRIVING CATEGORY GROWTH

# HAIR POWERHOUSE

## WINNING COLORATION



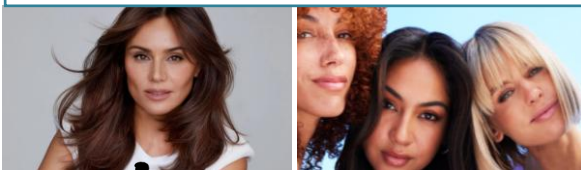
**Palette**

The expert in color with +45 years experience  
#1 Color brand<sup>1</sup>

Schwarzkopf  
**BLO  
ND  
ME**

The authority in blonde  
#1 Color dedicated to blonde perfection

## LEADING STYLING



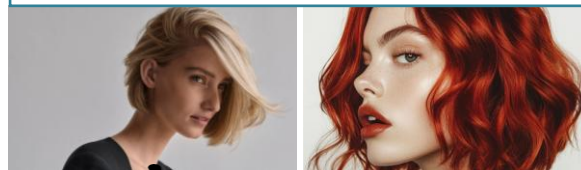
Schwarzkopf  
**taft**

The brand for long lasting hold  
#1 Styling brand in Europe<sup>2</sup>

**KENRA**  
PROFESSIONAL

The brand empowering stylists  
#1 Professional brand in North America<sup>3</sup>

## ACCELERATING CARE



Schwarzkopf  
**GLISS**

For advanced hair repair  
#1 in Treatments, Conditioners and Hair repair<sup>4</sup>

**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

**BC**  
BONACURE  
HAIR REPAIR

Natural  
& Easy

★ **sexyhair**

**schauma**

**SHISEIDO**  
PROFESSIONAL

**STMT**  
GROOMING GOODS

<sup>1</sup> Source: Panel data (NielsenIQ/ Circana), FY 2025; Unit Sales in active markets  
<sup>2</sup> Source: Panel data (NielsenIQ/ Circana), FY 2025

<sup>3</sup> Source: Kline Salon Haircare Full Year 2024

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

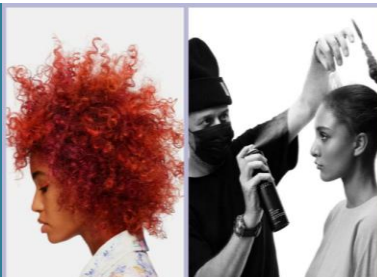
# HAIR POWERHOUSE

## 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:

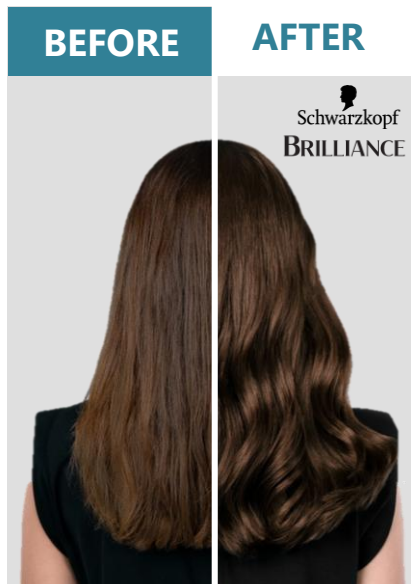
- Cutting-edge technologies
- Hair knowledge transfer
- Be wherever our consumers are: across geographies, channels and categories



THE AUTHORITY IN HAIR

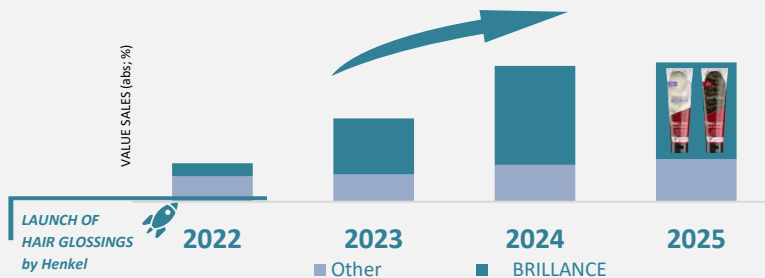
# HAIR POWERHOUSE

## 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

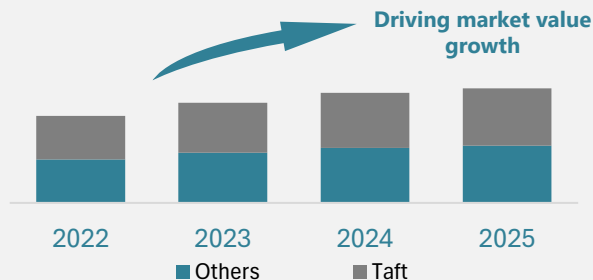
# HAIR POWERHOUSE

## 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



Developing **premium innovations** powered by cutting-edge technologies, improving hair health that start with a **healthy scalp**.

- **Panthenol:** helps hydrate, soothe, repair, and strengthen the skin barrier by boosting moisture retention and supporting skin regeneration
- **Biotin:** supports stronger, healthier hair by boosting keratin production, promoting scalp health, and improving hair vitality and growth

Schwarzkopf  
**GLISS**

## Schwarzkopf Gliss – Scalp Balance

Promoting healthier hair scalp & enhancing the overall health of your hair in 3 weeks



- Complete scalp care system targeting **moisture and oil balance**
- Active ingredient technology with **Panthenol, Biotin,** and **Oil- or Moisture-Control Complex**
- Dermatologically tested formulas that are **vegan** and **silicone-free**

INNOVATIVE SCALP CARE AS THE FOUNDATION FOR HEALTHIER, STRONGER HAIR

# OTHER CONSUMER BUSINESSES

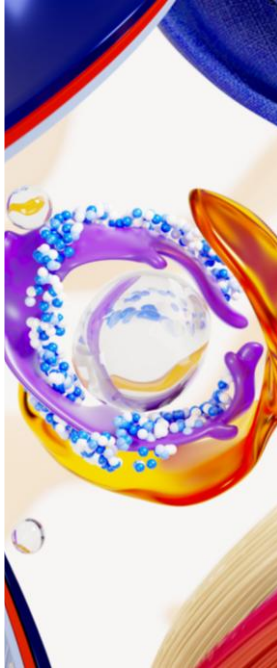
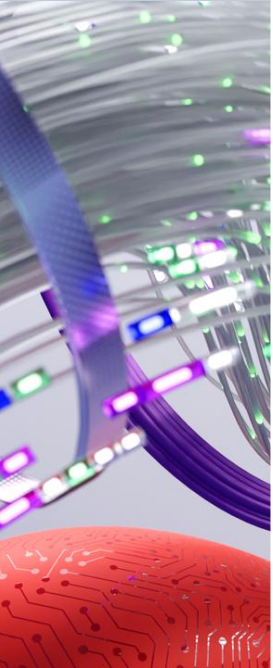
## REGIONAL FOCUS



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



# 2030+ SUSTAINABILITY AMBITION FRAMEWORK



## 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

## 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 packaging<sup>2</sup>  
(target: 30% by 2025)



## NET-ZERO

**-29% absolute scope 1, 2 and 3  
GHG emissions<sup>1</sup> 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



## PERFORMANCE

**100% of annual sales**  
covered by product  
**lifecycle appraisals**

## TRANSPARENCY

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



## COLLABORATION

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





# SUSTAINABILITY

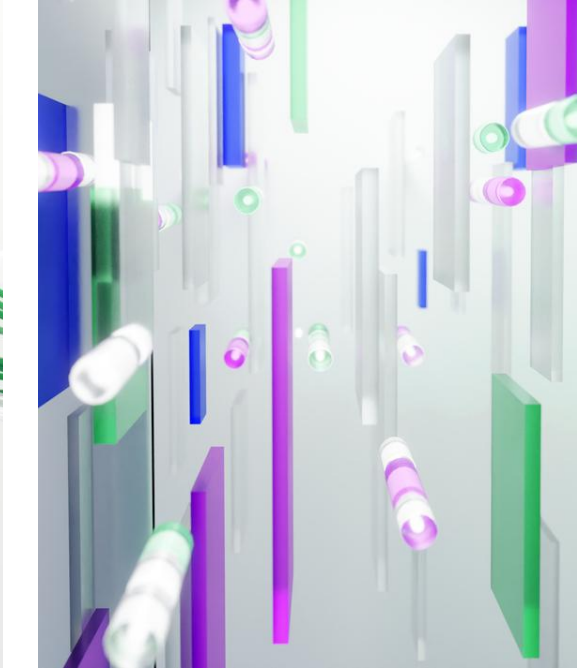
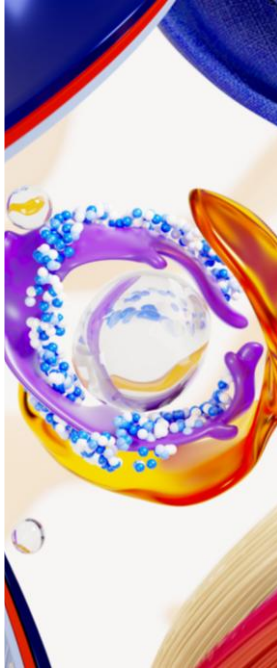
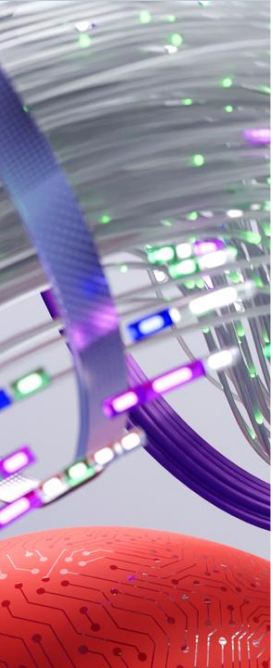
## KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **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:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

ESG

**INVESTOR  
RELATIONS  
CONTACT**

# INVESTOR RELATIONS *TEAM*



**Leslie Iltgen**  
Head of  
Investor Relations



**Dr. Dennis Starke**  
Senior Manager  
Investor Relations



**Dr. Sascha Kieback**  
Senior Manager  
Investor Relations



**Larissa Spilke**  
Senior Manager  
Investor Relations

Henkel AG & Co. KGaA  
Henkelstraße 67  
40589 Düsseldorf  
Germany

**Phone:**  
+49 211 797 3937

**Email:**  
[info.ir@henkel.com](mailto:info.ir@henkel.com)



**Jana Siam**  
Junior Manager  
Investor Relations



**Andrea Haschke**  
Specialist  
Investor Relations



**Ines Göldner**  
Team Assistant  
Investor Relations



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