



HENKEL EQUITY STORY

INVESTOR RELATIONS | OCTOBER 7, 2026

Henkel

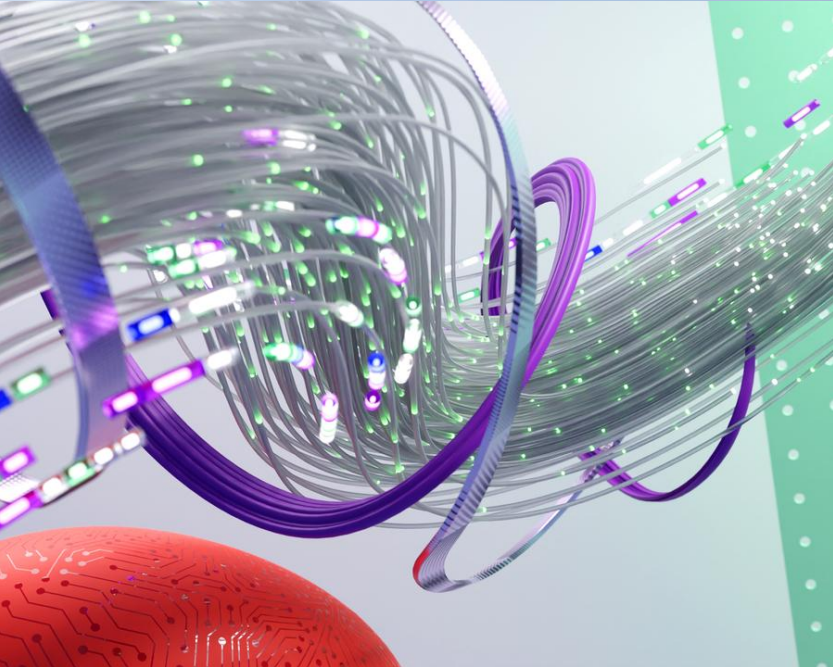
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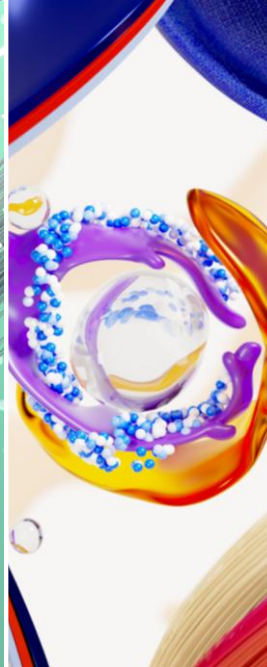
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*Note:
All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.
All figures – unless indicated otherwise – relate to FY 2025 (time reference of market share data may deviate).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



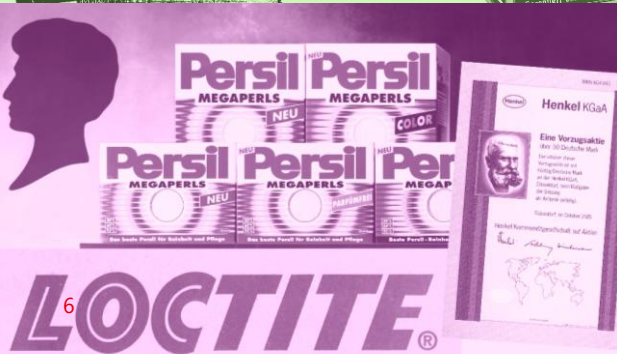
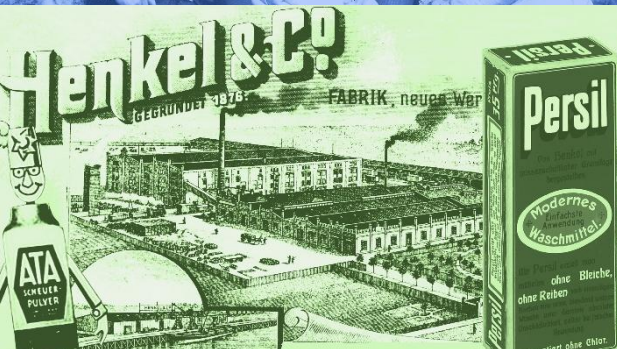
CARSTEN
KNOBEL

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."*



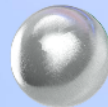
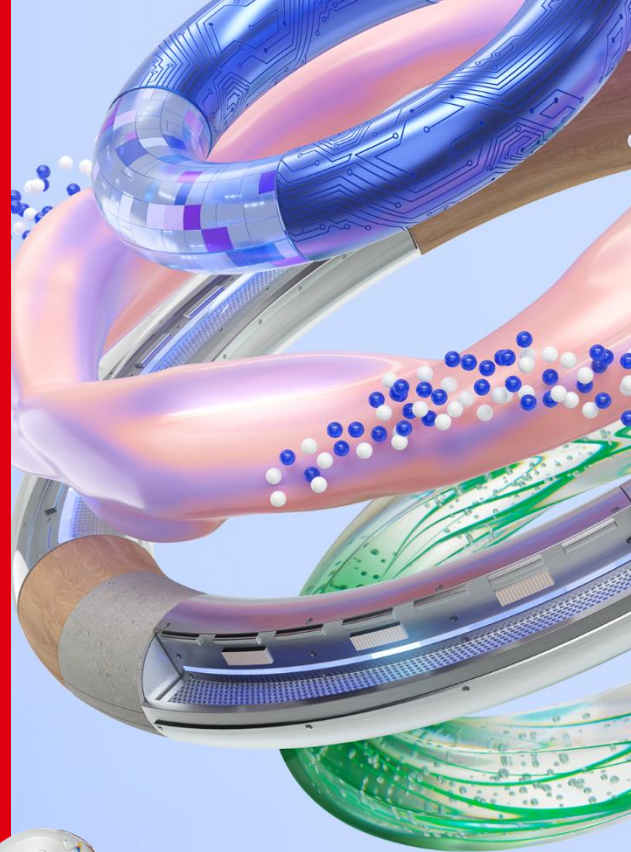


150 YEARS

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.

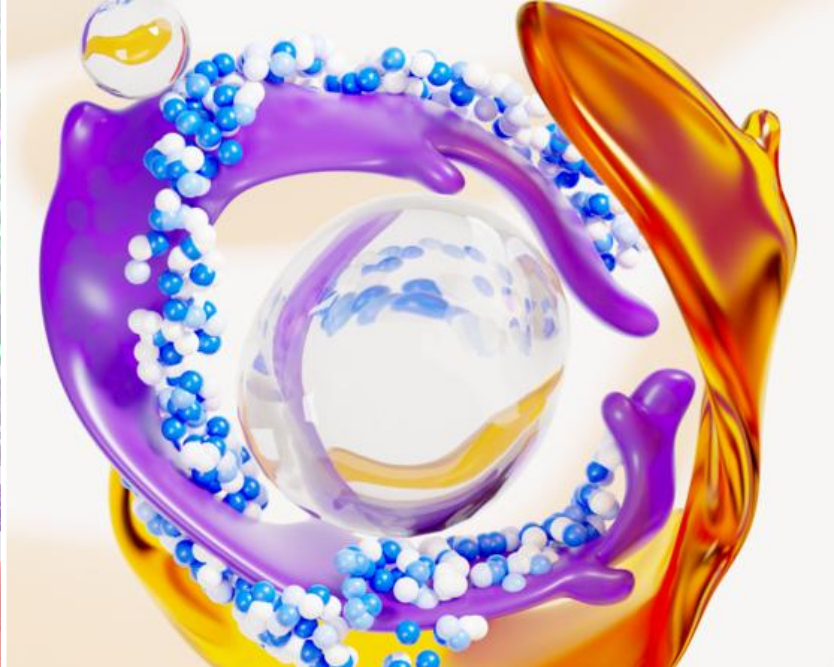
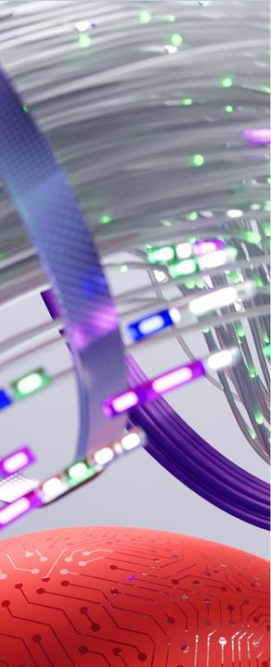


Henkel

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



STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

ADHESIVE TECHNOLOGIES



**Mobility &
Electronics**

#1
worldwide



**Packaging &
Consumer Goods**

#1
worldwide



**Craftsmen,
Construction &
Professional**

#3
worldwide



**Laundry &
Home Care**

#2
in active markets



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


Schwarzkopf

€1.4bn sales

Persil

€1.3bn sales

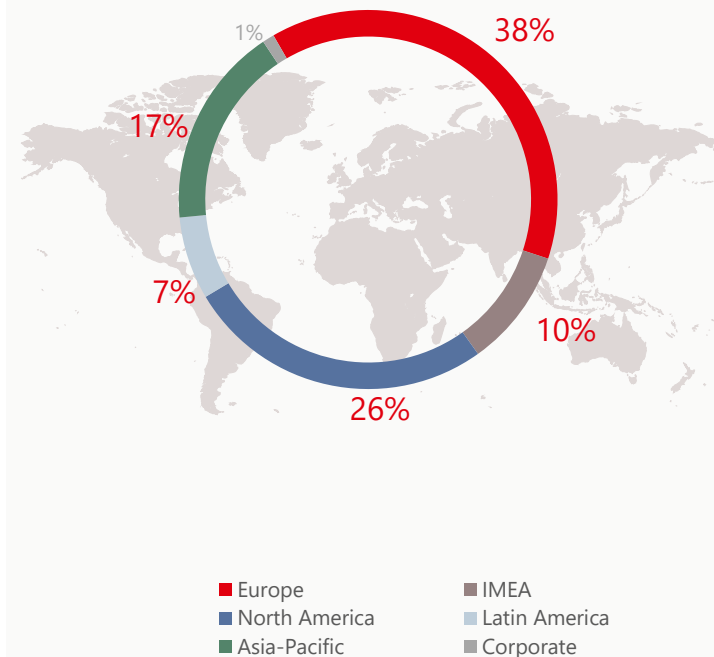
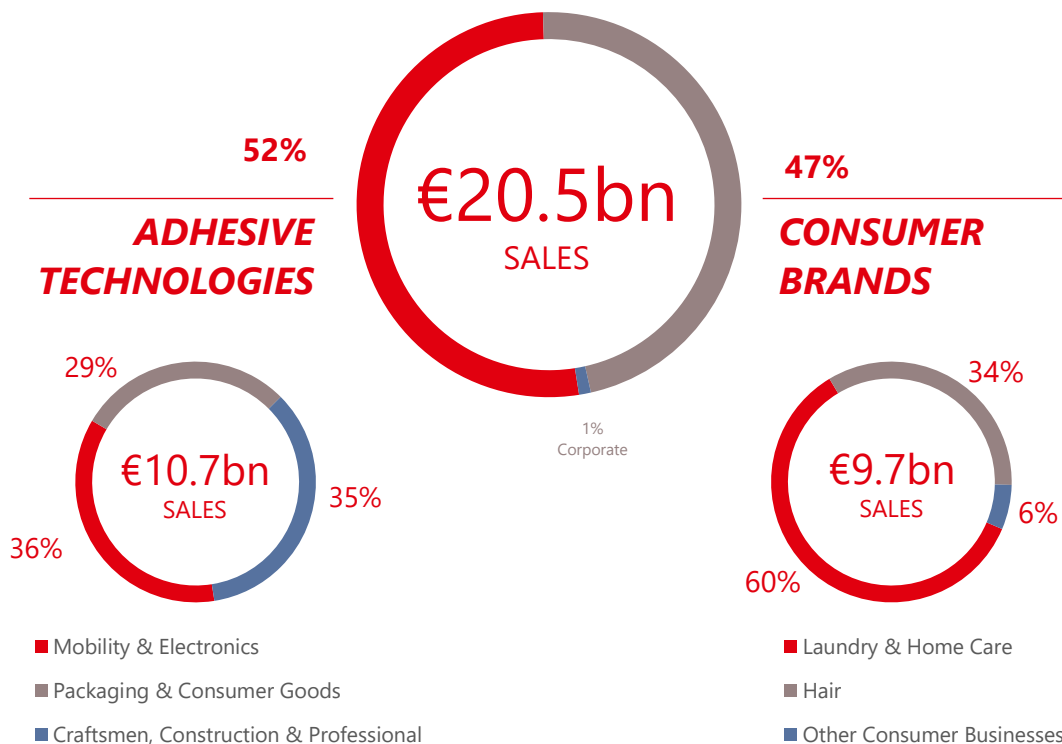


~60%

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

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
**OPERATING
MODELS**

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

PORTFOLIO

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

**HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH**



MORE THAN

€2bn

BRANDS/BUSINESSES
DIVESTED OR
DISCONTINUED¹
2022 – 2025

**STRENGTHENED BOTH BUSINESSES WITH
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

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

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

SHISEIDO
PROFESSIONAL



NOT YOUR
MOTHER'S

OLAPLEX

SEALFORLIFE
Industries

CRITICA
Infrastructure

ATP
ADHESIVE SYSTEMS

Stahl

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



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

2030+ SUSTAINABILITY AMBITION FRAMEWORK

ADDRESSING RELEVANT CHALLENGES AND
OPPORTUNITIES – NEW TARGETS AND
COMMITMENTS BY 2030



LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS



COMPETITIVE EDGE – DIGITALIZATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

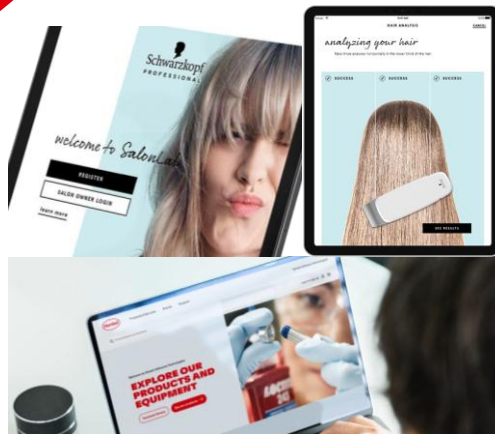
DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

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

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

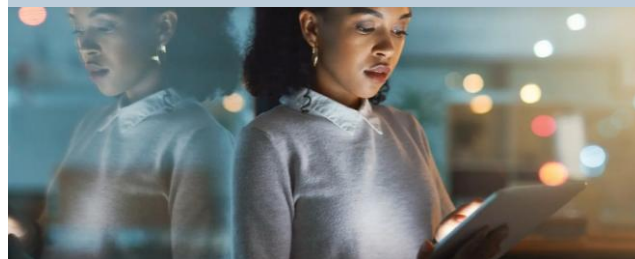
HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH



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

WINNING
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
OPERATING
MODELS

COLLABORATIVE *CULTURE* &
EMPOWERED *PEOPLE*

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

HIGHLIGHT ACHIEVEMENTS
SINCE STRATEGY LAUNCH

MERGER OF CONSUMER
BUSINESSES 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

EVP Finance,
Purchasing, Global
Business Solutions,
Digital/IT

...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 number of solutions** per unit 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 organic sales growth 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

STRENGTHENING BUSINESSES ORGANICALLY

- Overall “asset-light” business model for both businesses
- Investing in **growth, sustainability, digitalization** and further **rationalization/optimization**
- **Average annual CAPEX spend of €650m-€700m over past 10 years**

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**

STRONG CURRENT DEBT RATINGS

S&P: A

Moody's: A2

SELECTED RECENT HIGHLIGHTS

CAPEX INVESTMENTS



Inspiration Center in Brazil
(Adhesive Technologies)



House of Hair Openings
(Consumer Brands)

ACQUISITIONS



ATP Adhesive Systems
and Stahl Group
(Adhesive Technologies)



Not Your Mother's
and OLAPLEX
(Consumer Brands)

SUCCESSFULLY EXECUTING ON OUR *M&A GROWTH STRATEGY...*

**ALL 5
ACQUISITIONS
ANNOUNCED
IN 2026 CLOSED**

**ADDING
€2BN OF SALES
BY 2030**

Timing of
Closing 2026

Feb 4



Entering into attractive market for
facade solutions in UK

April 1



Expanding portfolio **beyond liquid
technologies into attractive tapes business**

April 24



Strengthening footprint & scale in
North America with attractive **Hair Care brands**

July 7

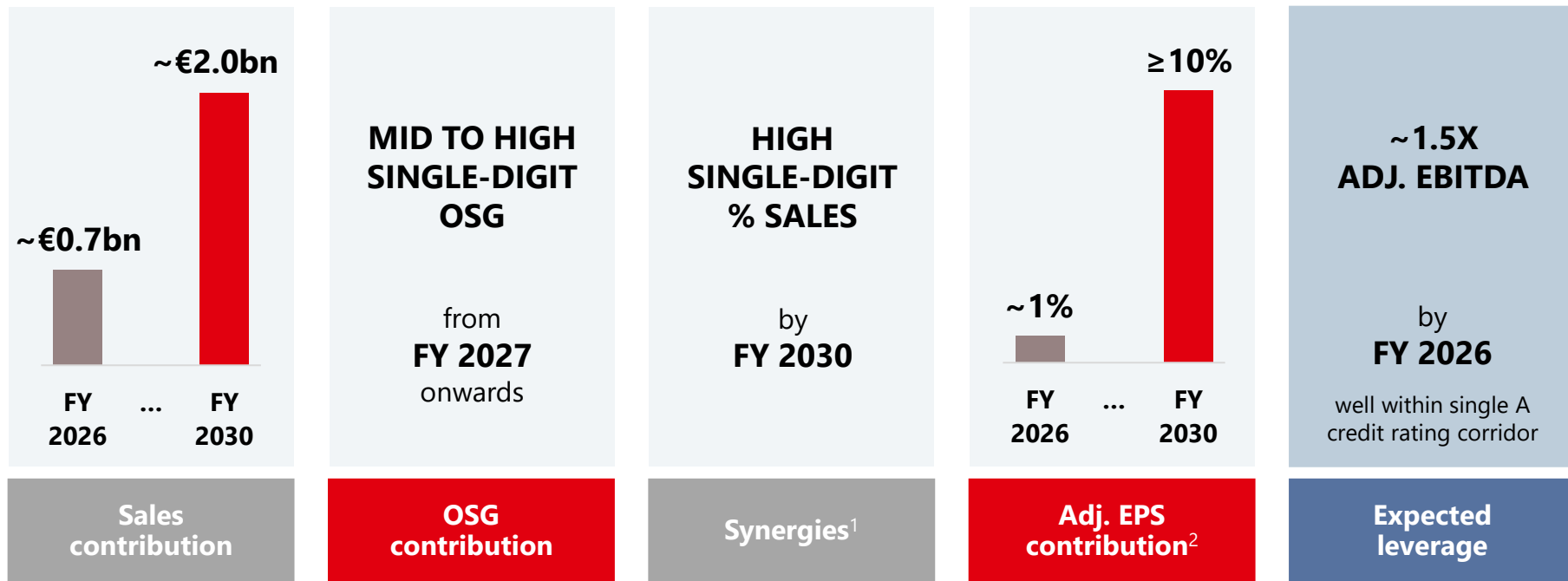


Expanding portfolio into **specialty coatings
for flexible materials**

Oct 1



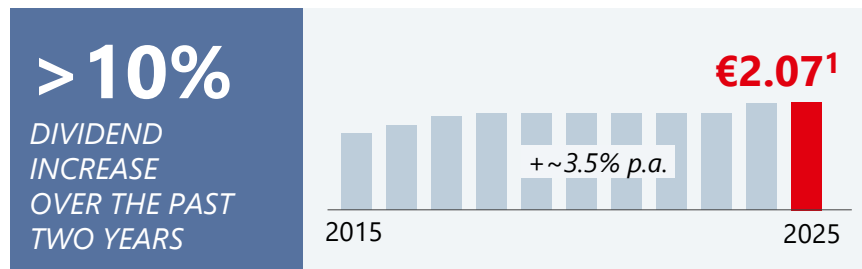
...WITH **STRONG TOP- AND BOTTOM-LINE CONTRIBUTIONS**



¹ defensive & offensive synergies

² per preferred share; net impact after accounting for financing, integration costs & IFRS purchase price allocation effects

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**
- **Raised dividend for 2025 by 1.5%** from €2.04 to €2.07¹
- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **Second share buyback** of €1bn successfully finalized by the end of March 2026

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

¹ dividend per preferred share

² of net income after non-controlling interests, and adjusted for exceptional items

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

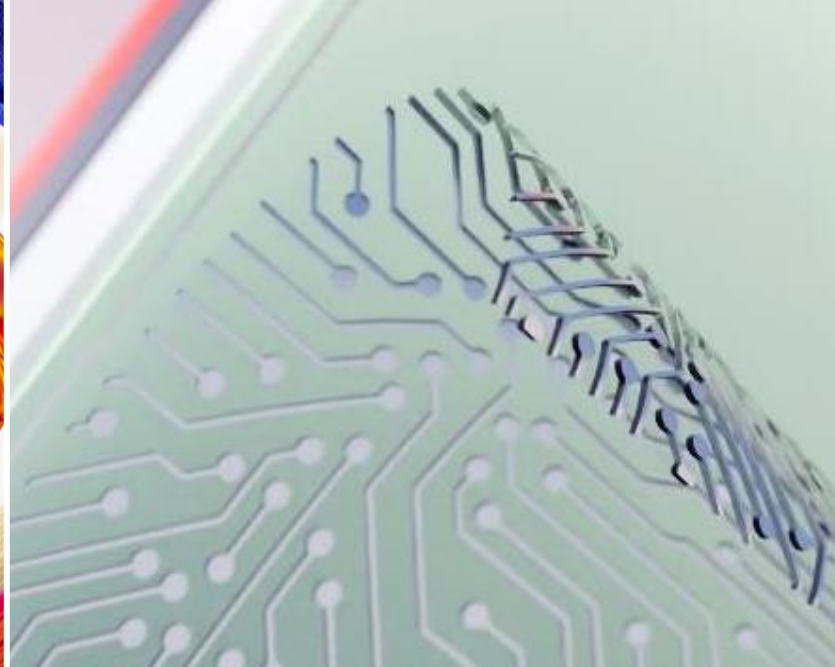
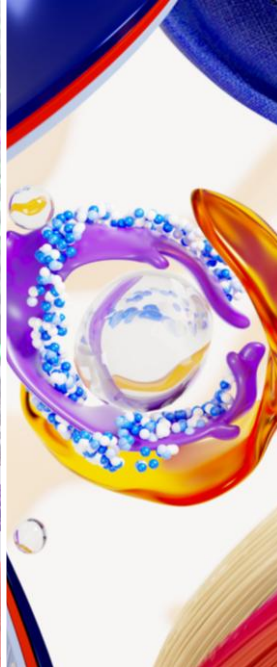
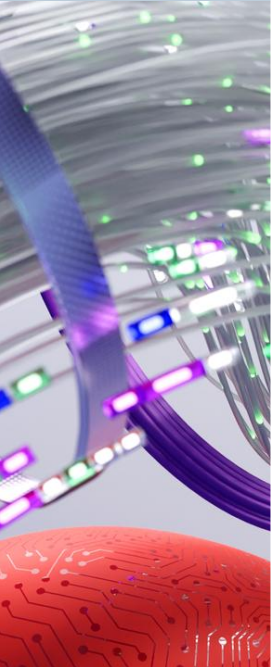
mid- to high-single-digit %
at constant exchange rates,
including M&A

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

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



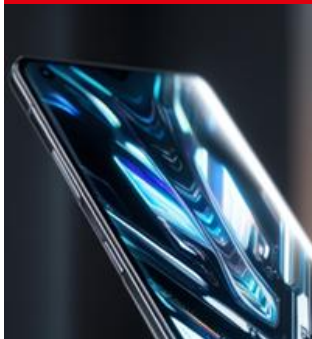
ONE IN
THREE branded
ATHLETIC SHOES
is assembled using
Henkel adhesives



ADHESIVE TECHNOLOGIES

GLOBAL #1 PLAYER IN ADHESIVES MARKET

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



>50 ADHESIVE
SOLUTIONS
are in each
SMARTPHONE



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

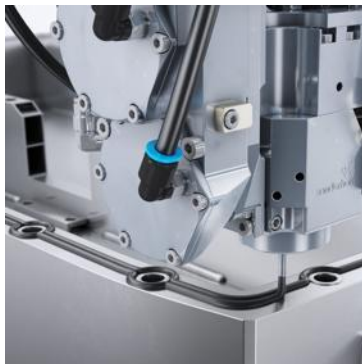


ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS



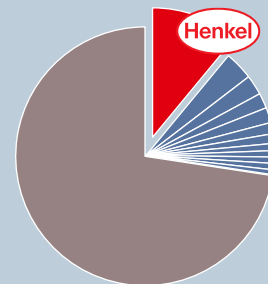
COATINGS

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

Creating customer value in
attractive global markets

- ~14% global market share
- Highly **specialized and fragmented markets** across all industries and regions
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

~€80bn
2025 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

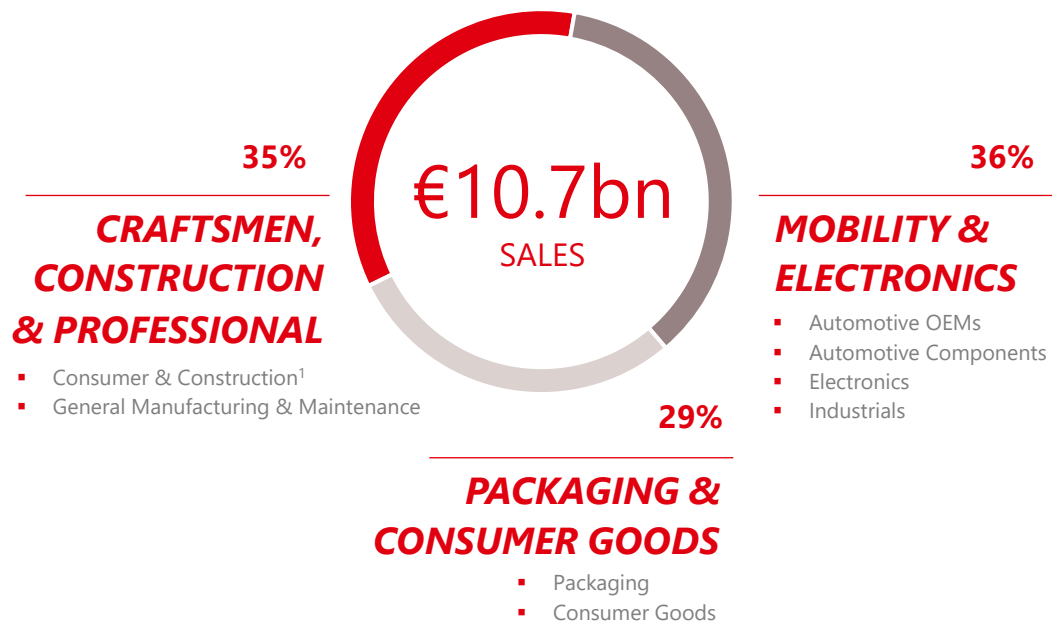
Ceresit



Peer group
with business overlap



WELL-BALANCED GLOBAL PORTFOLIO



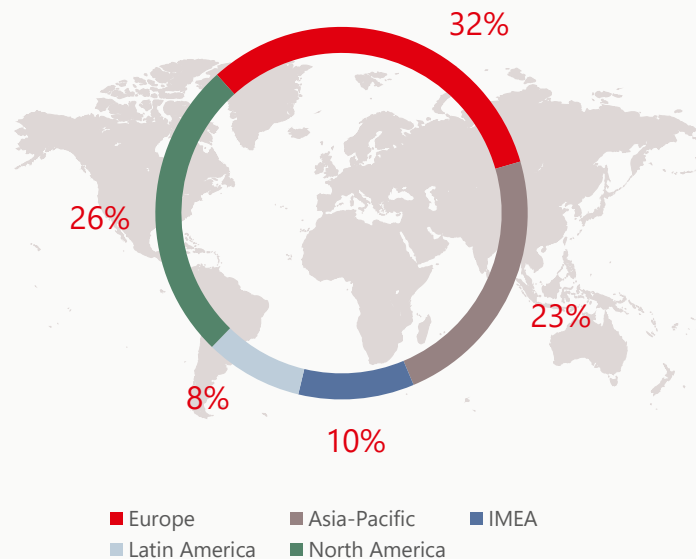
¹ Effective as of April 1st 2026, we combined our strategic business unit Construction and our strategic business unit Consumers & Craftsmen into two regionally focused units: Consumer & Construction Eurasia & Africa, and Consumer & Construction Americas.

KPIs 2025

OSG
1.5%

ADJ. EBIT
€1,779m

ADJ. EBIT
MARGIN
16.7%



DRIVING GROWTH OPPORTUNITIES ALONG **GLOBAL MEGATRENDS**

URBANIZATION



Driving speed, efficiency & sustainability in construction

MOBILITY



Solving challenges with new applications paving the way for future mobility

CONNECTIVITY



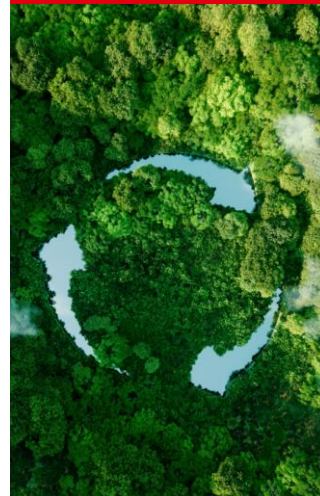
Facilitating new functionalities & designs at the forefront of the industry

DIGITALIZATION



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

SUSTAINABILITY



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

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

14
Technology platforms

~€360m
R&D spend³

>6,500
customer facing experts

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



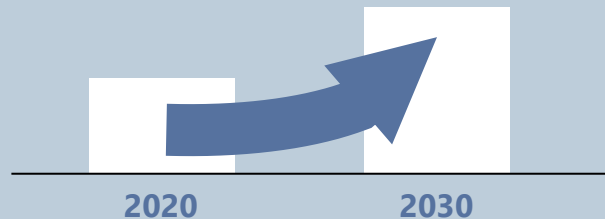
Adapting solutions to **specific production needs** e.g., improving battery sealing process

INCREASING NUMBER OF SOLUTIONS PER UNIT ACROSS MARKETS



Average number of
Henkel solutions
per smartphone

+ ~50%

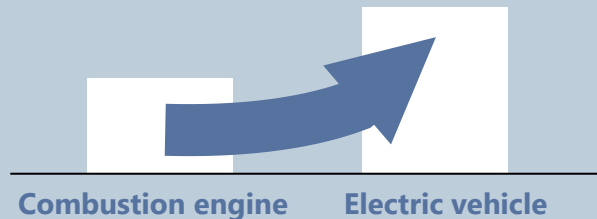


Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased number of solutions in Consumer Devices



Sales potential of
Henkel solutions

> 2x



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

LEADING THE ***SUSTAINABILITY TRANSFORMATION***

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO



Emission reduction, energy & material efficiency



Circular materials, enabling debonding compatibility with recycling



Chemical safety, safety in application and end use phase

21% share¹

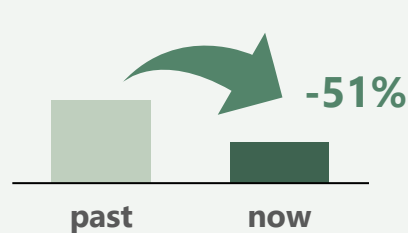
...of our portfolio's products with significant **positive contribution in sustainability**

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**

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

EXPANDING OUR TECHNOLOGY PORTFOLIO THROUGH RECENT ACQUISITIONS...

TECHNOLOGY CORE



Hotmelts



Waterbased
Adhesives



Polyurethanes



Thermosets



Acrylates



Surface
Treatment &
Cleaners



Rubber,
Plastics
& Parts



Silicones, Silane
Modified
Polymers



Specialties



Inorganic
Construction
Adhesives



Lubricants &
Dispersions



Thermal
Management

NEW TECHNOLOGIES

through acquisitions



Engineered
Infrastructure
Systems

(2023 / 2024)



Tapes

(2026)



Specialty Coatings

(2026)



Expanding **BROADEST**
PORTFOLIO in the industry with
ATTRACTIVE ADJACENCIES

Entering **NEW MARKETS** while
unlocking **NEW TECHNOLOGY-
LED OPPORTUNITIES** in the core

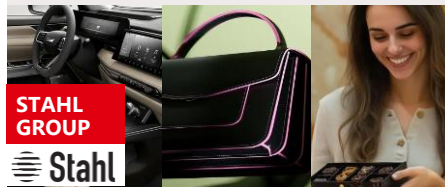
Strengthening **TECHNOLOGY-
AGNOSTIC APPROACH**
for more customer-centric solutions

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

ADJACENCIES

CORE

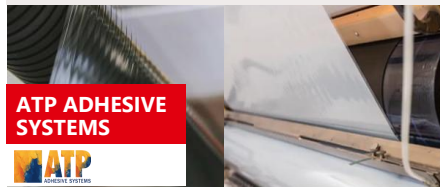
FLEXIBLE COATING TECHNOLOGY



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

~725m€ business¹

WATER-BASED SPECIALTY TAPES



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

~270m€ business¹

MAINTENANCE, REPAIR & OVERHAUL



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

~350m€ business²

HIGH-PERFORMANCE FAÇADE SYSTEMS



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

~25m€ business³

DRIVING FURTHER **PROFITABLE GROWTH** IN **ADHESIVE TECHNOLOGIES**

MID-TERM FINANCIAL AMBITION

3-5 %

ORGANIC
SALES GROWTH

HIGH-TEENS %

ADJ. EBIT
MARGIN

- Driving growth opportunities along **global megatrends**
- Investing in **high-growth markets**
- Building on **technology leadership** and **strong global manufacturing footprint**
- Leveraging **unique value chain position** to drive **customer-centric solutions**
- **Increasing number of solutions** per unit 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 IN MOBILITY & ELECTRONICS

Selective examples

AUTOMOTIVE OEMs

CAR BODY MANUFACTURING



Structurals



Car body assembly



Metal & Surface treatment



AUTOMOTIVE COMPONENTS

AUTOMOTIVE ELECTRONICS



Control units & infotainment



Car sensors & cameras (ADAS¹)

E-MOBILITY



Car battery bonding



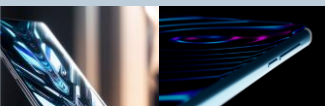
Car battery debonding

ELECTRONICS

CONSUMER DEVICES

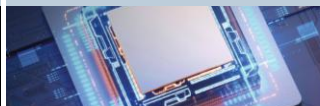


Camera module bonding



Display & frame potting

SEMICONDUCTOR PACKAGING



Wirebond and advanced packaging



INDUSTRIALS

AEROSPACE



Aerospace surface treatment

DATA & TELECOM



Telecommunication & data centers

MEDICAL APPLICATIONS



Medical wearables & tapes

INDUSTRIAL MANUFACTURING

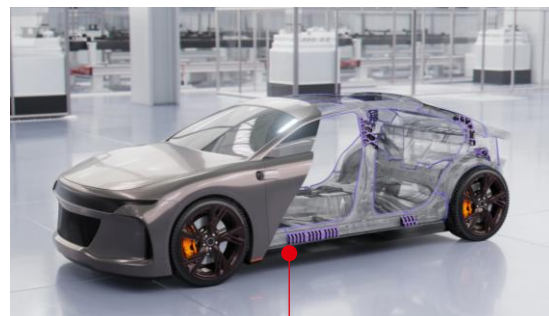


Metal coil pre-treatment



Home appliance coatings

SHAPING THE FUTURE OF MOBILITY AS LEADING PARTNER OF AUTOMOTIVE OEMs



STRUCTURAL FOAM SOLUTIONS
for lighter, safer & more sustainable vehicles

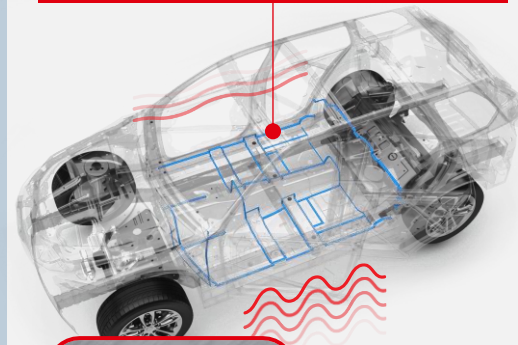


Acting as **STRATEGIC PARTNER FOR VEHICLE MANUFACTURERS¹** with **UP TO 50% SHORTER** development cycles through deep product & application expertise

Advancing **CAR BODY DESIGNS** with enhanced safety, lightweighting & battery crash protection – driving **DOUBLE-DIGIT GROWTH & OUTPERFORMANCE** of the engineering solutions market

Accelerating **GROWTH IN FAST GROWING MARKETS** incl. India and China through innovative solutions driving **AUTOMATION** and **EFFICIENCY**

DUAL-FUNCTIONAL STRUCTURAL ADHESIVE
combining vibration damping & structural rigidity



VIBRATION DAMPING

DRIVING INNOVATION-LED GROWTH IN ELECTRIFIED SMART VEHICLES



MOBILITY &
ELECTRONICS



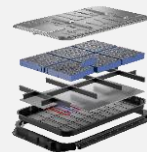
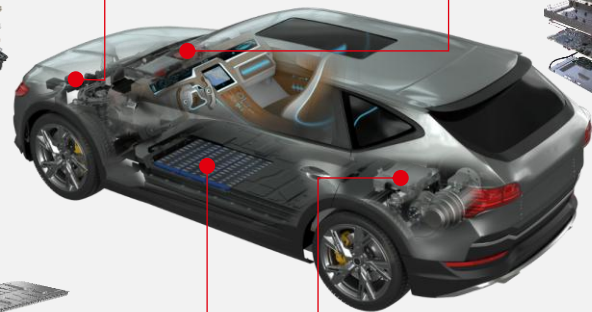
Enabling **EV SALES POTENTIAL** for Henkel solutions **>2X** compared to a combustion engine car

Driving **STRONG INNOVATION PIPELINE** with **>€100M¹ SALES POTENTIAL** annually fueled by demand for electrified, connected, autonomous vehicles

Accelerating **COMPETITIVE ADVANTAGE IN HIGH-GROWTH REGIONS** via close customer partnerships and investment in innovation e.g., Co-creation labs at leading customers

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

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



BATTERY SYSTEM & POWER ELECTRONICS



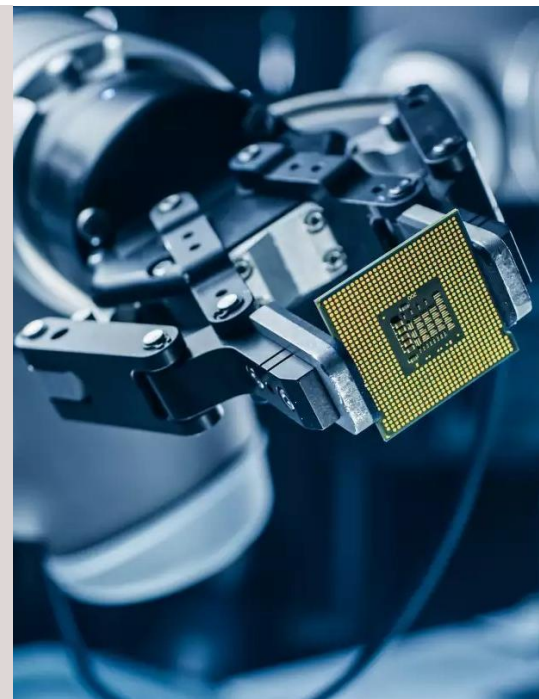
LEVERAGING TECHNOLOGY LEADERSHIP & INNOVATIONS FOR GROWTH IN ELECTRONICS



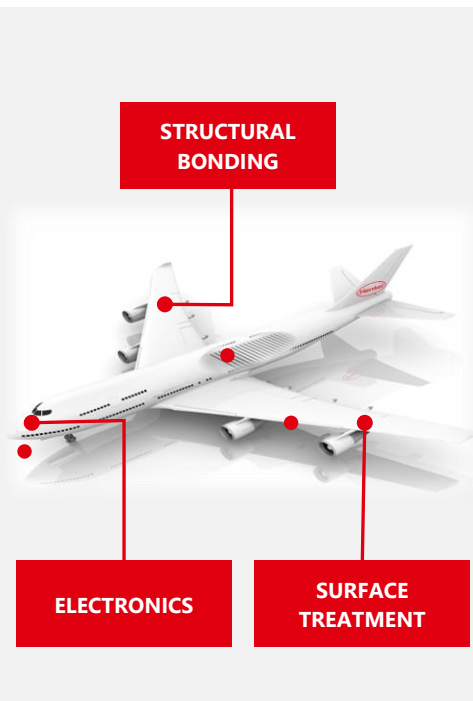
Unlocking new sensor-driven **BONDING & SEALING OPPORTUNITIES** from growth in consumer devices – **5.2BN SMARTPHONE CAMERAS** in 2030 (>20% vs 2024)

Capturing **DOUBLE-DIGIT GROWTH** through 2030 **FROM RISE OF AI** with solutions for advanced requirements in thermal management, protection & bonding

RIGHT-TO-REPAIR TREND increases need for durable **BONDS & DEBONDING** solutions resulting in 30% expected **GROWTH** until 2027



LEVERAGING BROAD PORTFOLIO OF CUSTOMER-CENTRIC SOLUTIONS ACROSS INDUSTRIAL SEGMENTS



Driving **DOUBLE-DIGIT GROWTH¹**
with high-end thermal solution, protection
& bonding portfolio for **DATACENTERS**

Capturing **VOLUME GROWTH IN
AEROSPACE** – outperforming markets
with **HIGH SINGLE-DIGIT GROWTH¹**

Expanding market position in **MEDICAL
APPLICATIONS**, e.g., continuous glucose
monitoring devices with **MID TO HIGH
SINGLE-DIGIT GROWTH¹**



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



**PACKAGING &
CONSUMER
GOODS**

Selective examples

PACKAGING

PACKAGING



Paper packaging



Flexible packaging



Metal packaging



TAPES & LABELING



Food & Beverage labels

CONSUMER GOODS

SPORTS & FASHION



Sports shoes



Athletic wear

PERSONAL HYGIENE



Baby & adult diapers



Tissue & towels

CONSUMER PACKAGING & LABELING



Carton sealing



eCommerce

PAVING THE WAY TOWARDS A CIRCULAR ECONOMY WITH INNOVATIVE PACKAGING SOLUTIONS



PACKAGING &
CONSUMER
GOODS



Addressing customer demand for **SUSTAINABLE PACKAGING SOLUTIONS** with focus on recyclability, decarbonization, and energy & water efficiency

Enabling shift towards **RECYCLABLE PAPER-BASED PACKAGING** with expanded barrier and heat seal coatings

Achieving **MID-TO-HIGH SINGLE DIGIT GROWTH IN COATINGS** enabling new sustainable packaging designs



ENABLING EMISSION REDUCTION AND FUELING GROWTH FOR OUR CONSUMER GOODS CUSTOMERS



PACKAGING &
CONSUMER
GOODS



Strengthening partnerships through
**CUSTOMER-COLLABORATION
ALONG THE VALUE CHAIN**
to drive growth

Setting **NEW INDUSTRY
STANDARDS** for carbon footprint
reduction, **>45 SOLUTIONS** launched
with **>20%** lower raw material emissions¹

Addressing high market potential &
achieving **3X HIGHER GROWTH**²
in products fostering sustainability



¹New products with lower than conventional market standard Downstream and Upstream Scope 3 emissions launched in between 20-25.

²CAGR 20-25 compared to conventional adhesives; 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**

Selective examples

CONSUMER & CONSTRUCTION

DIY



Household repair



Mounting & fixing

CRAFTSMEN



Sealing & foaming applications

STATIONERY



Paper glue

CONSTRUCTION



Engineered wood



Façade & walls



Building components

INTERIOR



Kitchen & furniture

GENERAL MANUFACTURING & MAINTENANCE

GENERAL MANUFACTURING



Industrial components

MAINTENANCE, REPAIR & OVERHAUL (MRO)



Equipment repair



Pipeline coating & repair

VEHICLE REPAIR & MAINTENANCE



Car body repair

EMPOWERING CONSUMERS AND PROFESSIONALS TO MAKE HOMES A BETTER PLACE



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL



Capturing **GROWTH IN GLOBAL HOUSING CONSTRUCTION & RENOVATION** market of ~4% (p.a. 2024-28) driven by urbanization

Leveraging **STRONG PORTFOLIO OF PREMIUM BRANDS** building on superior value propositions – **#1** in Western Europe with e.g., Pattex

Driving growth with **SUSTAINABLE DESIGNS** and strengthened position in **HIGH GROWTH REGIONS**, e.g., South-East Asia



DRIVING INNOVATION FOR MODERN SUSTAINABLE CONSTRUCTION



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL



Capturing **ATTRACTIVE CONSTRUCTION MARKET GROWTH** fueled by sustainability and automation

Outperforming market driven by **INNOVATIVE SOLUTIONS** pioneering efficiency and building performance

Contributing to the **SUSTAINABILITY TRANSFORMATION** achieving **~30% REDUCTION IN ABSOLUTE CO₂ EMISSIONS** from cement-based products



DRIVING SCALABLE VALUE FOR CUSTOMERS IN GENERAL MANUFACTURING & MAINTENANCE



CRAFTSMEN,
CONSTRUCTION &
PROFESSIONAL

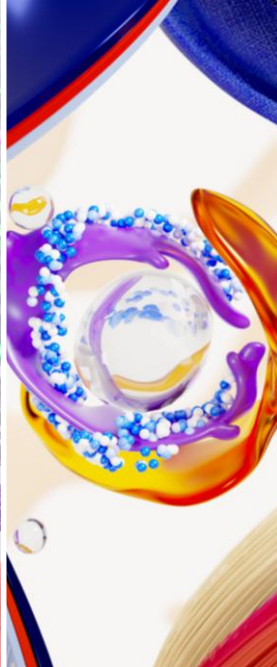
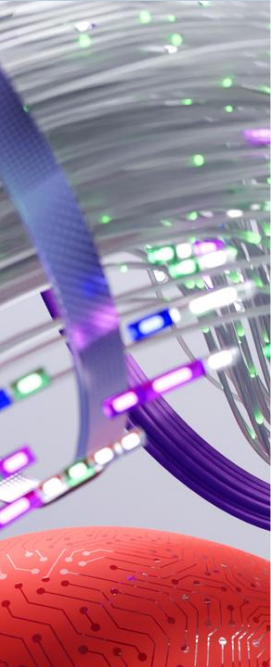


Leveraging **ICONIC BRANDS**, deep **APPLICATION EXPERTISE** & a global **DISTRIBUTION NETWORK**, to help industrial customers extend asset life-time, improve process efficiency & advance sustainability

Scaling our newly built **PLATFORM FOR INFRASTRUCTURE PROTECTION & REPAIR** solutions successfully

Operating successfully in **ATTRACTIVE MARKETS**, e.g., MRO¹, with **HIGH SINGLE-DIGIT GROWTH²**





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

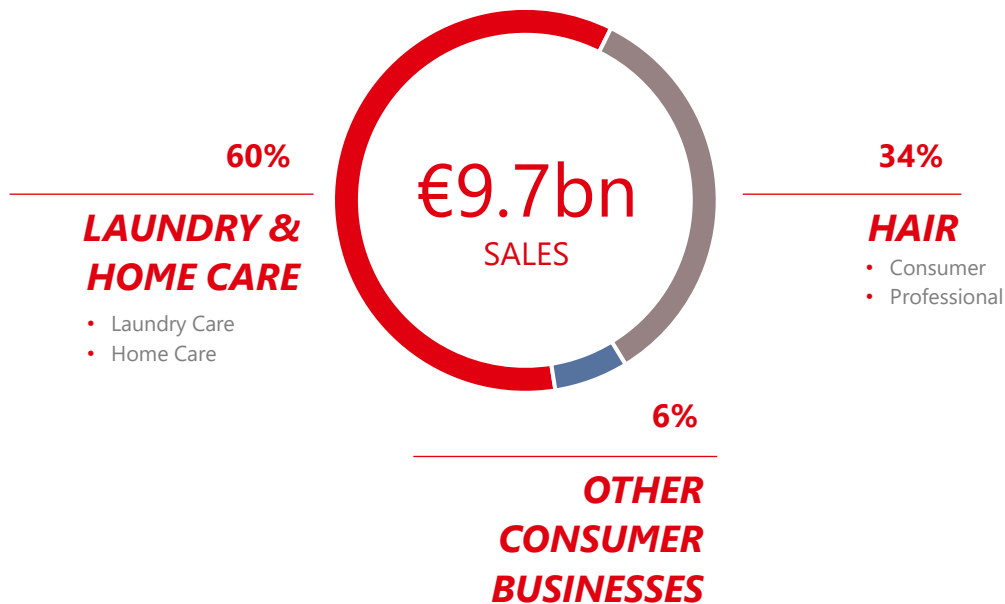
CO-#2 IN PROFESSIONAL &
CONSUMER



OTHER CONSUMER BUSINESSES

**PRESENCE IN
SELECTED BODY
CARE MARKETS**

UNITED UNDER ONE STRONG ~10BN€ PLATFORM

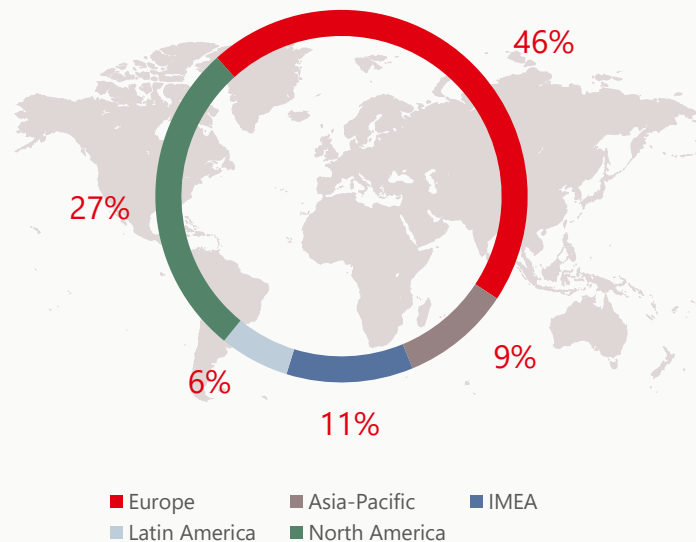


KPIs 2025

OSG
0.3%

ADJ. EBIT
€1,400m

ADJ. EBIT
MARGIN
14.5%



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	PORTFOLIO	SUPPLY CHAIN
Optimization of organizational set-up and teams Merger of two business units Implementation of highly efficient structures	Fundamental portfolio transformation with sharpened brand focus Divested or discontinued sales of slightly above €1bn Exit from selected categories¹ and ~-40% reduction of #SKUs	Focus on supply chain network, commercial integration and operational excellence “1-1-1 approach”² live in all targeted countries ~25% complexity reduction

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

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

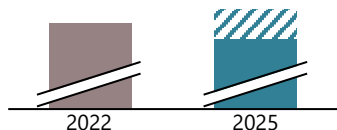
Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

Sales [in MEUR]

Δ 2025 vs. 2022

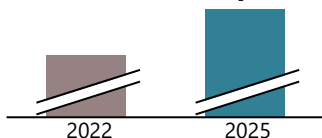
▲ ~3.0%
OSG CAGR



Adj. Gross Margin [in %]

Δ 2025 vs. 2022

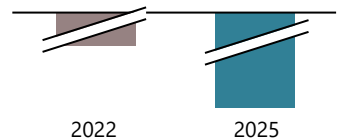
▲ ~1,200 bps



CNWC [in %]

Δ 2025 vs. 2022

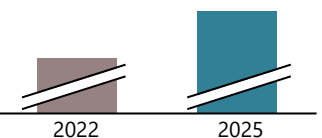
▼ ~190 bps



Adj. EBIT Margin [in %]

Δ 2025 vs. 2022

▲ ~620 bps



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

 sales related to portfolio measures and divestment of Russian business activities

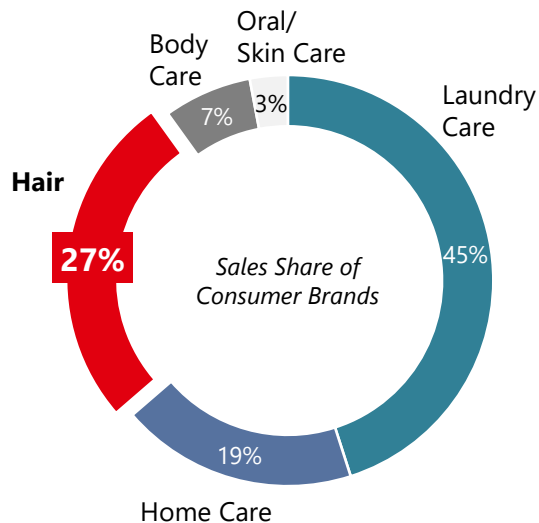
¹ Euromonitor Consulting 2022 (Laundry & Home Care / Beauty Care) vs. 2024 (HCB), FMCG market value excl. processed food/beverage/pet/paper

² Advantage Report 2023 vs. 2025 (HCB), US Home & Beauty Care



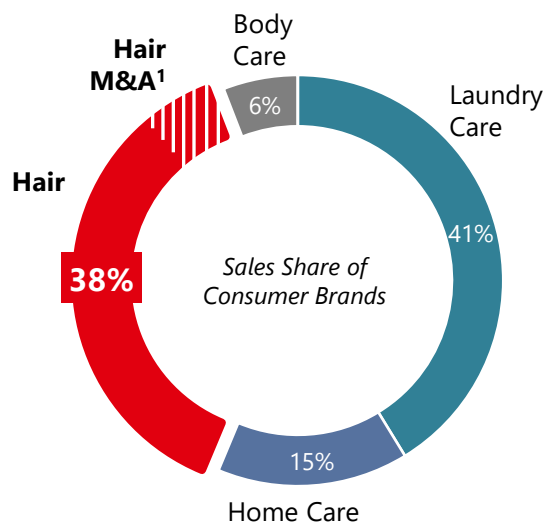
TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

HCB PORTFOLIO 2021



HCB PORTFOLIO 2025

(pro-forma¹)



ATTRACTIVE CATEGORIES &
sharpened **BRAND FOCUS**

CLEAR M&A STRATEGY with
expansion in **HAIR** (~€1bn since 2021¹)

MORE BALANCED PORTFOLIO
with Hair¹ to reach nearly the size of
Laundry Care with ~40% sales share each

Focus on **PREMIUM LAUNDRY
CARE** (e.g., Persil & Perwoll)



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



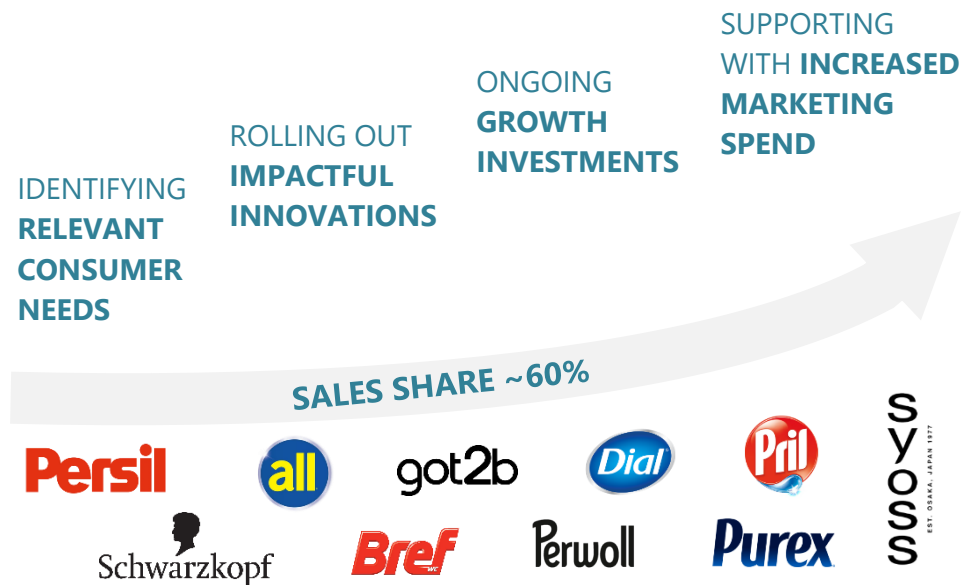
#2 IN
HAIR

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**



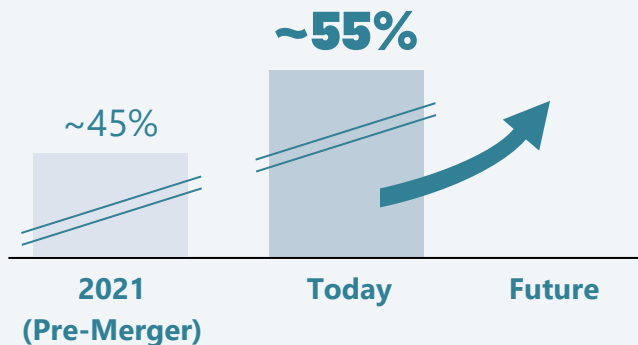
Catering to unmet consumer needs such as **larger laundry loads**



ACTIVELY SHAPING OUR PORTFOLIO WITH **INCREASED FOCUS ON ATTRACTIVE PREMIUM LAUNDRY CARE MARKET**

DRIVING PROFITABLE GROWTH THROUGH TECH-DRIVEN INNOVATIONS
DELIVERING SUPERIOR CONSUMER BENEFITS

INCREASING PREMIUM SHARE IN
LAUNDRY CARE



TOP BRANDS like
PERSIL & PERWOLL with
~5% OSG combined in H1

Strong **MARKET SHARE GAINS** of **+50 BPS** in attractive
FABRIC CARE category in H1¹

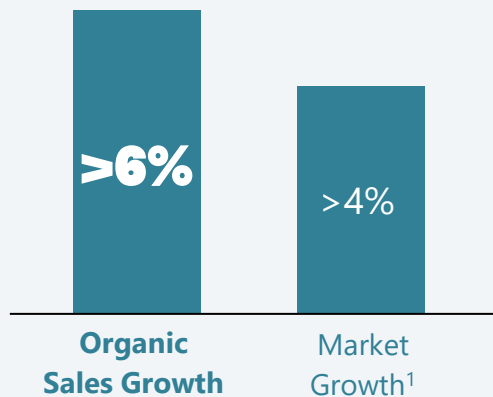




DRIVING **STRONG PERFORMANCE IN HAIR** THROUGH TECH-DRIVEN INNOVATIONS

OUTPERFORMING FAST-GROWING HAIR MARKET BY SHAPING CONSUMER TRENDS

CAGR
FY 2022-2025



Selective trends,
e.g., in Hair Care

SKINIFICATION

HAIR PROTECTION

HAIR REPAIR



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**



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



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

While maintaining **GLOBAL ORGANIZATION**

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



~ **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



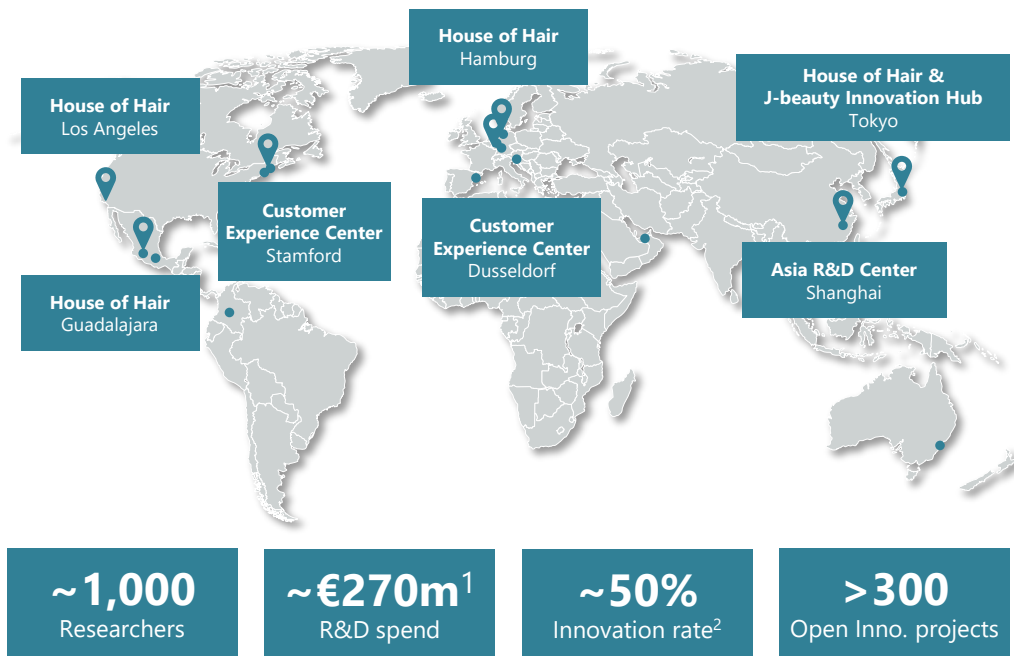
AI based performance modeling

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% 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

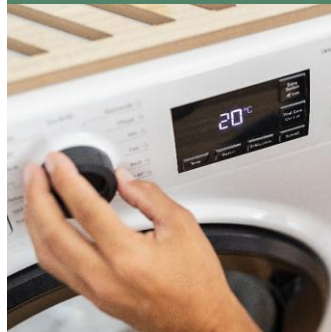
30% Recycled Plastic



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





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**



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



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 MOTHER'S
(UNITED STATES)



Strengthening Hair
Consumer footprint in
largest global Hair market

OLAPLEX
(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



HYPOALLERGENIC SKIN

#1 in Sensitive Skin segment¹

Perwoll



GENTLE CARE AND RENEWAL

#1 in Fabric Care¹

Spee

**Ver
nel**

MAS

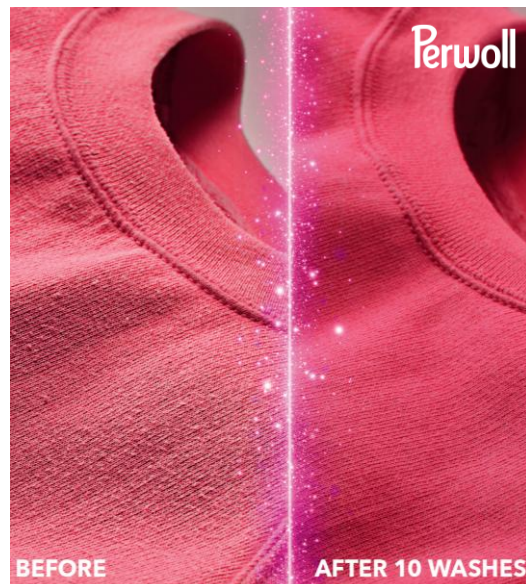
**Gold
Power**

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

¹ HCB active categories

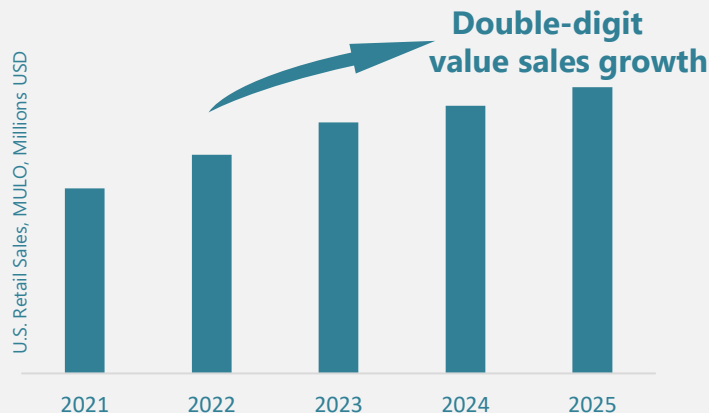
² source: Electrolux, 2017 'Don't overwash'

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

Bref



SUPERIOR TOILET CLEANING

Market leader across active markets¹

Somat



THE EXPERT IN DISHWASHING

#1/#2 position in ~60% of active countries¹

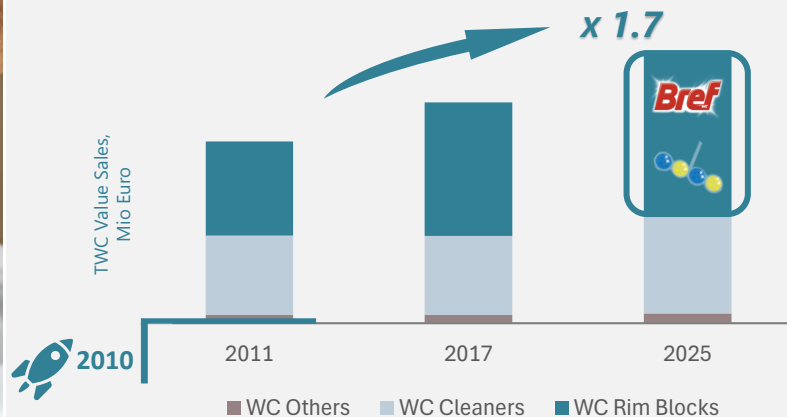


TOILET CARE

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:

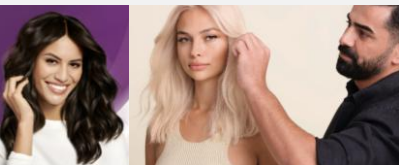
- Effective at low temperatures to save energy, water, CO₂ and money
- Better formulas for perfect results, minimizing personal effort and resource usage

SOMAT DRIVING CATEGORY GROWTH

BUILDING ON A STRONG FOUNDATION TO BECOME **THE AUTHORITY IN HAIR**

WELL POSITIONED WITH CONSUMER (55%) AND
PROFESSIONAL (45%) UNDER ONE ROOF¹

WINNING **COLORATION**



Driving organic growth with
STRONG BRANDS like
Schwarzkopf Masterbrand,
Syoss and Got2B

LEADING **STYLING**



Delivering **CUSTOMER-
CENTRIC INNOVATIONS**

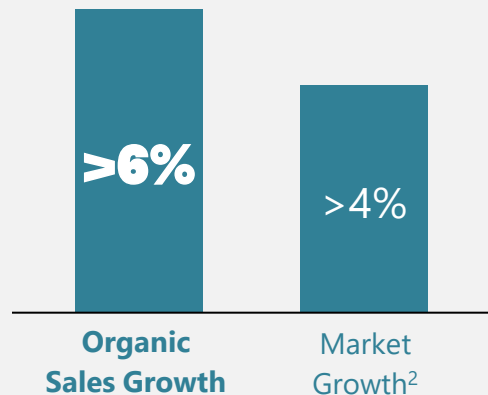
ACCELERATING **CARE**



Accelerating growth by
LEVERAGING M&A

OUTPERFORMING FAST-GROWING HAIR MARKET
BY SHAPING CONSUMER TRENDS

CAGR
FY 2022-2025



Selective trends,
e.g., in Hair Care

SKINIFICATION

HAIR PROTECTION

HAIR REPAIR

HAIR POWERHOUSE

WINNING COLORATION

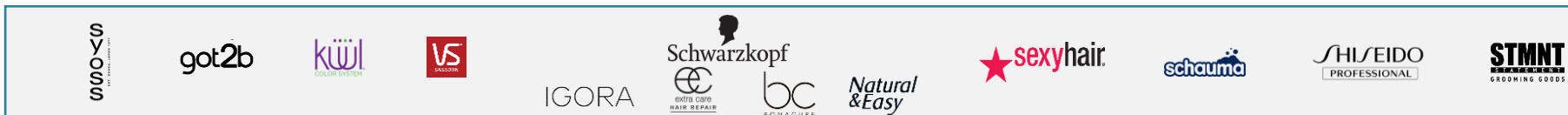
	
Palette The expert in color with +45 years experience #1 Color brand¹	Schwarzkopf BLOND ME The authority in blonde #1 Color dedicated to blonde perfection

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



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 PROFESSIONAL

DRIVING SUSTAINABLE GROWTH GLOBALLY

A WINNING PORTFOLIO OF GLOBAL & REGIONAL EQUITIES



GLOBAL RELEVANCE with
**STRONG REGIONAL
FOOTPRINT**, reinforced by targeted
ACQUISITIONS

CULTURAL RELEVANCE ROOTED IN COMMUNITY



A powerful global community of
HAIR STYLISTS & CELEBRITIES
shaping **TRENDS** and keeping brands
close to evolving **CONSUMER NEEDS**

ACCELERATING PENETRATION INTO PREMIUM CONSUMER CHANNELS



Expanded presence across
E-COMMERCE, leading **BEAUTY
RETAILERS** and emerging channels such
as **SOCIAL COMMERCE**

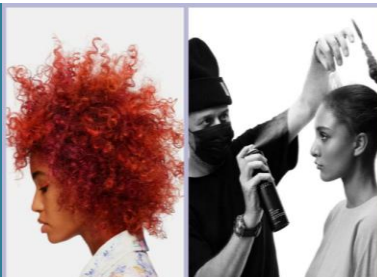
HAIR POWERHOUSE

SCHWARZKOPF MASTERBRAND

The power of Schwarzkopf Masterbrand

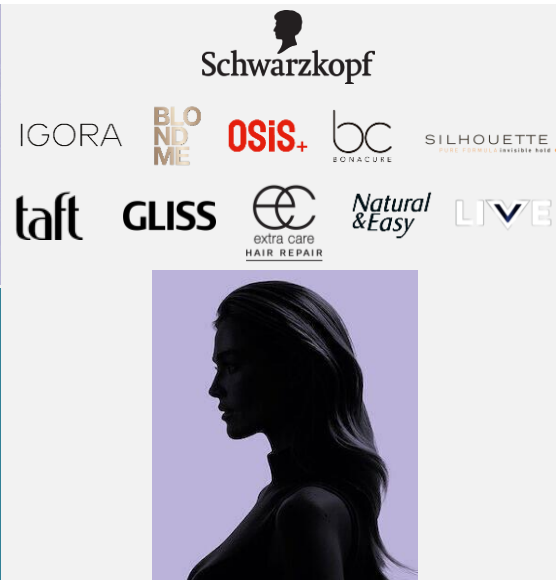
#1 umbrella brand with >€1bn sales

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

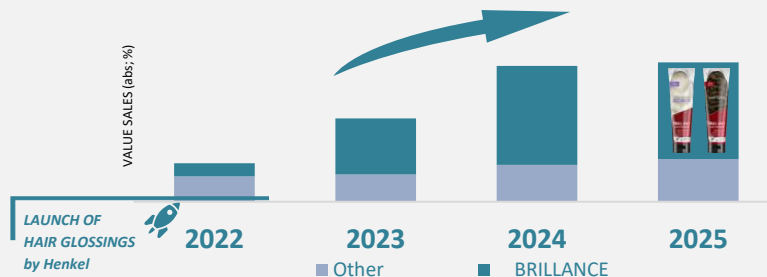
HAIR POWERHOUSE

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

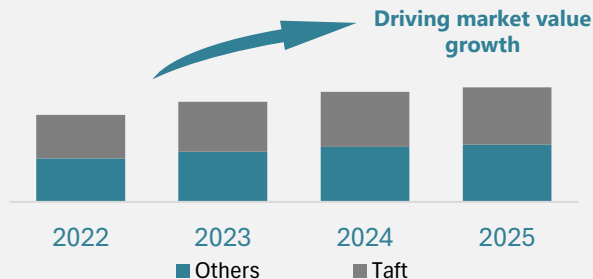
HAIR POWERHOUSE

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

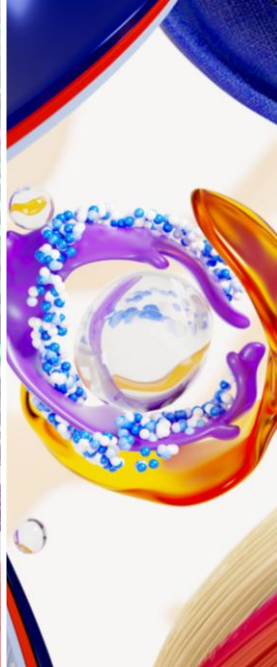
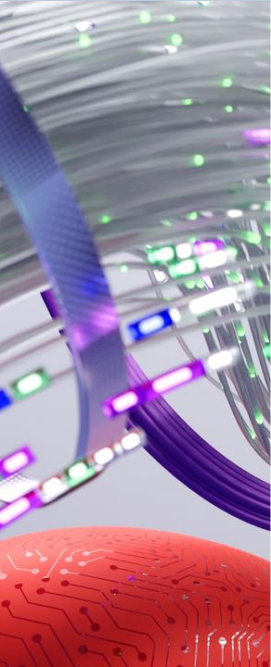
REGIONAL FOCUS



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

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.



CLIMATE



CIRCULARITY



NATURE

OUR 2030+
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EQUITY



EDUCATION



WELLBEING



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.*

SUSTAINABILITY TARGETS & COMMITMENTS 2030



REGENERATIVE PLANET



Climate

- **Net-Zero Emissions**
 - Scope 1 & 2 Emissions
 - Scope 3 Emissions
- **Renewable Electricity**



Circularity

- **Recyclable Packaging**
- **Recycled Plastics**
- **Waste in Operations**
- Reduced material use
- Increased renewables use



Nature

- **Net Water Withdrawal Reduction**
- **Zero Net Deforestation**



THRIVING COMMUNITIES



Equity

- **Gender Balance***
- **Fair Pay:**
 - Pay Equity*
 - Living Wage
- Human Rights



Education

- Employee Volunteering
- Sustainability Upskilling
- Employee Empowerment



Wellbeing

- Proactive SHE Culture
- Improved Livelihoods



TRUSTED PARTNER



Collaboration

- **Supplier Sustainability Standards**
- Supplier Sustainability Maturity
- Consumer & Customer Engagement



Performance

- Sustainable Portfolio Transformation
- Carbon Intensity of Business



Transparency

- Customer & Consumer Information
- Stakeholder Disclosures & Reporting

Bold: Targets Light: Commitments

*in compliance with local laws and regionally tailored approaches

TOWARDS **ACHIEVING OUR AMBITIONS**



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*



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*



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

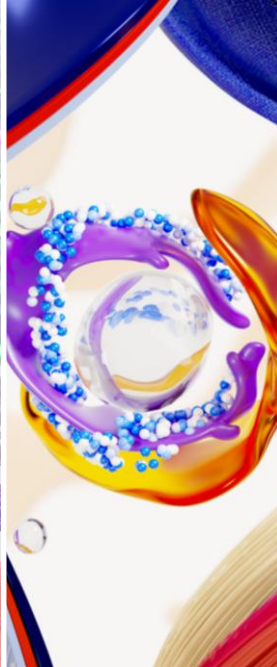
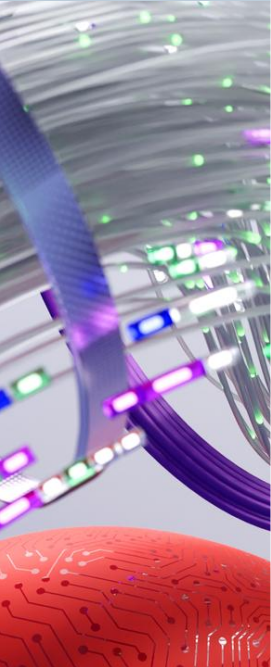
KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **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:

[SUSTAINABLE IMPACT REPORT](#)

[CORPORATE GOVERNANCE
AT HENKEL](#)



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ESG

**INVESTOR
RELATIONS
CONTACT**

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