

HENKEL Q3 2026

CARSTEN KNOBEL, MARCO SWOBODA – 10 NOVEMBER 2026

Henkel

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Note: Each figure commercially rounded. Addition may result in deviations from the totals indicated.

AGENDA

01 Key Developments

02 Business Performance Q3 2026 & Outlook

03 Key Take-Aways & Closing

Q3 2026 AT A GLANCE

STRONG TOP-LINE PERFORMANCE

- **Both business units with very strong growth trajectory**, with clear sequential acceleration in Q3
- **Positive price and volume dynamics** in both business units – with volume development in positive territory for five consecutive quarters
- **All 5 acquisitions** announced in 2026 **successfully closed**
  - Entering into two new adjacencies in Adhesive Technologies
  - Strengthening core category Hair in Consumer Brands
- **Outlook for 2026 updated** with higher sales expectations and narrowed earnings ranges

HENKEL GROUP

NOMINAL SALES	ORGANIC SALES GROWTH
€5.7bn	6.5%

ADHESIVE TECHNOLOGIES

NOMINAL SALES	ORGANIC SALES GROWTH
€3.0bn	7.9%

CONSUMER BRANDS

NOMINAL SALES	ORGANIC SALES GROWTH
€2.6bn	4.8%

FUTURE? READY!
DRIVING OUR BUSINESS BASED ON A STRONG HERITAGE

150 YEAR ANNIVERSARY OF HENKEL



PURPOSEFUL GROWTH AGENDA IN FULL SWING



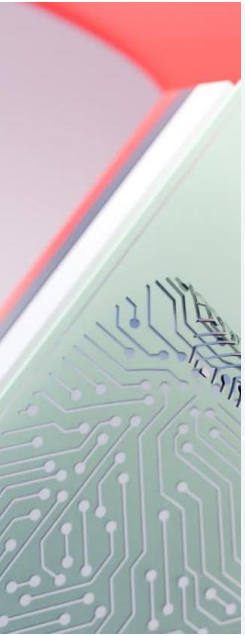
OUR
PURPOSE

PIONEERS AT HEART FOR
THE GOOD OF GENERATIONS

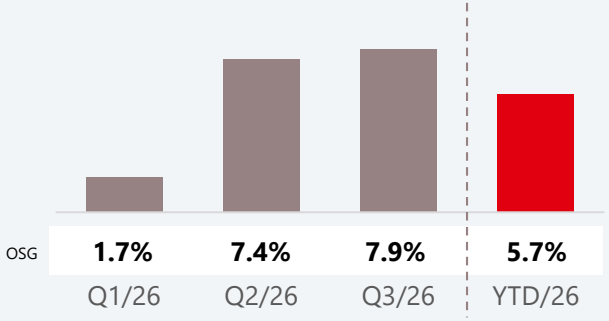
ATP ADHESIVE SYSTEMS
Stahl
Wetherby Laroc
Performance Building Products & Systems
NOT YOUR MOTHER'S
OLAPLEX

ADDING
~€ 2BN SALES
WITH RECENT
ACQUISITIONS BY 2030

STRONG *TOPLINE GROWTH TRAJECTORY*

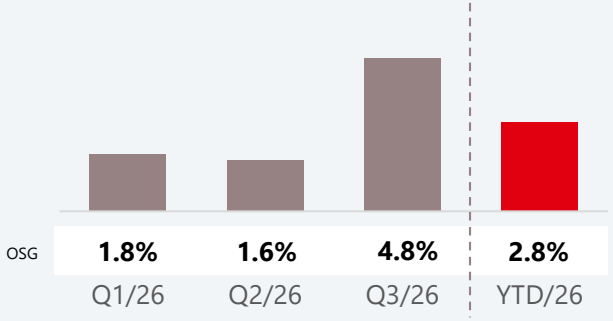


ADHESIVE TECHNOLOGIES



Double-digit organic sales growth in Electronics and Industrial businesses
in Q3 2026

CONSUMER BRANDS



Top 10 brands representing ~60% of sales with >7% organic sales growth
in Q3 2026



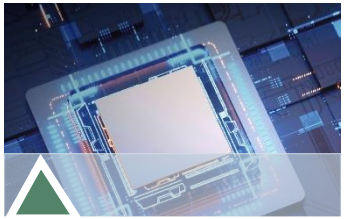
ADHESIVE TECHNOLOGIES:
CURRENT MARKET DYNAMICS

Automotive



- **Automotive remains challenging,** but full-year market outlook has recently stabilized
- Electrification and evolving vehicle architectures **remain growth drivers**

Electronics & Industrials



- **Strong electronics demand** driven by AI, semiconductor packaging & consumer electronics
- **Industrial demand remains** supported by investments in data center, aerospace and power infrastructure

Packaging & Consumer Goods



- **Competitive packaging** markets increasingly shaped by sustainability & circularity requirements
- **Demand resilient** despite continued pricing pressure

Consumer & Construction



- **Construction demand** remains challenged: weak new-build activity only partly offset by reno-vation & infra demand
- **Consumer sentiment** and regional market conditions muted, with diverging trends

General Manufacturing & Maintenance

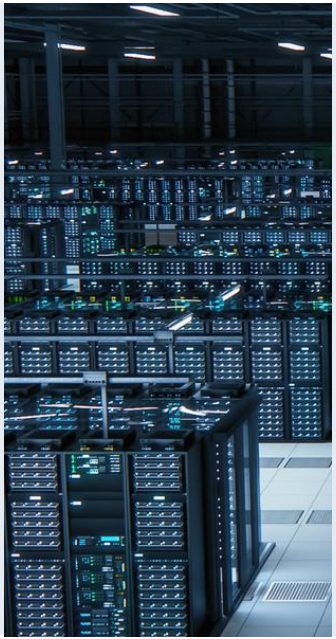


- **Demand** driven by infrastructure invest-ments & sustained focus on industrial maintenance
- **Growth opportunities** in medical, industrial automation & AI-driven high-tech segments

Arrows indicating relative strength of market growth

ZOOMING IN: ELECTRONICS & INDUSTRIALS

AI RISE BOOSTING GROWTH IN DATA CENTER & SEMICONDUCTOR PACKAGING

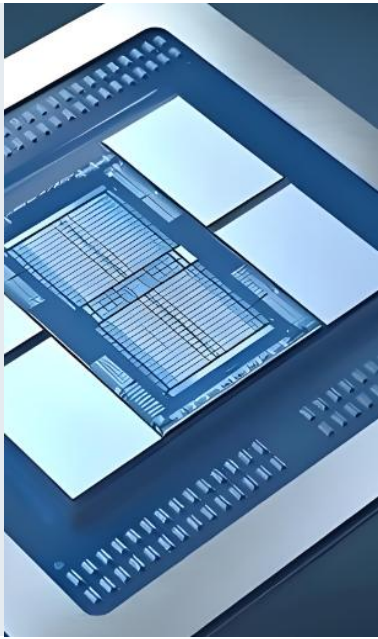


Henkel with **strong double-digit organic sales growth** in data center and semiconductor packaging

Global data center capacity is expected to expand by 25% in 2026 vs. prior year

AI-driven data center capacity expansion is increasing demand for advanced thermal management solutions

Demand for **faster, denser and more power-efficient AI chips** is accelerating growth in semiconductor packaging



M&A: ENTERING INTO *HIGHLY ATTRACTIVE ADJACENCY* WITH *STAHL GROUP*

EXPANDING PORTFOLIO INTO SPECIALTY COATINGS FOR FLEXIBLE MATERIALS







~725 MEUR
sales

~3-4% CAGR
specialty coatings market for flexible materials[1]

- ENHANCED CUSTOMER & VALUE-CHAIN ACCESS
- EXPANDED TECHNOLOGY & INNOVATION LEVERAGE
- ACCELERATED SUSTAINABILITY LEADERSHIP
- PROCUREMENT & SCALE BENEFITS

[1] expected market growth CAGR 2025-35

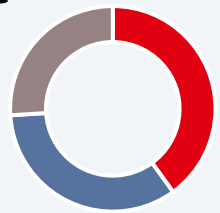
STAHL BROADENS ***EXPOSURE TO ATTRACTIVE END MARKETS*** AND OFFERS ***CROSS-SELLING & INNOVATION SYNERGIES***

PACKAGING COATINGS

Packaging

PERFORMANCE COATINGS

Sports
Mobility
Home furnishing
Luxury & Fashion



LEATHER FINISHING

Mobility | Home furnishing | Luxury & Fashion

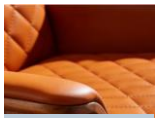
Indicative sales share and exemplary relevant end markets


Sports


Luxury & Fashion


Packaging


Mobility


Home furnishing

Selective technology highlights

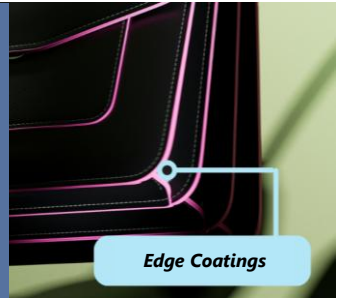
PERFORMANCE COATINGS

A broad **water-based** portfolio supporting **high-performance, durable consumer experiences** across diverse end markets



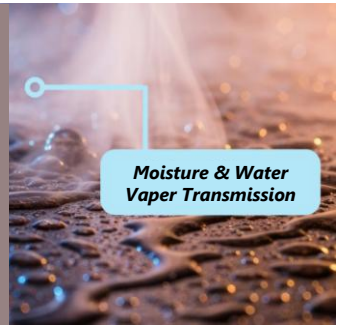
LEATHER FINISHING

Water-based portfolio combining **aesthetics, functionality and durable performance** for luxury leather applications



PACKAGING COATINGS

Water-based and energy-cured portfolio supporting **packaging protection & functionality** through advanced barrier technologies



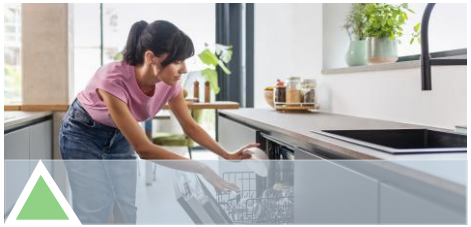
CONSUMER BRANDS:
CURRENT MARKET DYNAMICS

Laundry Care



- Market characterized by **muted consumer sentiment** and elevated private label shares, particularly in Europe
- **Stronger dynamics** in **Fabric Care and Fabric Finishers,** driven by premiumization, fabric longevity and cold wash

Home Care



- **Overall strong growth,** particularly driven by Hand Dishwashing while Toilet Care remains muted
- **Superior cleaning, sustainability** and smart dosing innovations as key trends across categories

Hair Consumer + Professional

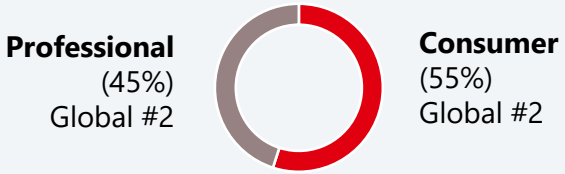


- **Strongest growth across segments**, particularly in **Color and Styling**
- **Key trends for innovation and premiumization:**
  - Scalp health (“skinification of hair”)
  - Hair longevity, e.g. hair repair
  - Inclusive routines, e.g. textured & curly hair care

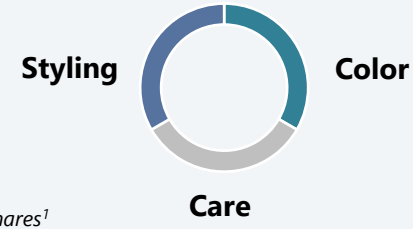
Arrows indicating relative strength of market growth

HAIR: LEVERAGING ***UNIQUE FOOTPRINT IN PROFESSIONAL AND CONSUMER***

Capturing growth with well-balanced portfolio both across Professional & Consumer and categories



Sales shares[1]



Indicative sales shares[1]

Expanding our Hair platform through innovation and expertise



Building a differentiated Hair ecosystem across Professional and Consumer



Scaling professional knowledge and education from salon expertise to everyday routines



Creating new value pools by enlarging categories with innovation and premiumization

[1] pro-forma Hair sales shares FY 2025 (incl. recent M&A)

FOCUS ON PREMIUM LAUNDRY CARE: BRINGING OUR *PERWOLL RENEW TECHNOLOGY* INTO A NEW CATEGORY

Perwoll: Proven growth engine

5 consecutive quarters of at least **HIGH SINGLE-DIGIT OSG**

>100 BPS market share gains over last twelve months[1]

#1 BRAND in Fabric Care market

Presence in **40 COUNTRIES**

New category, new growth: Perwoll RENEW Fabric Finisher



EXTENDING PERWOLL INTO FABRIC FINISHER

Unique RENEW technology with 7 benefits

LAUNCHED IN Q3 2026

in Germany, Turkey, & Poland – further regional roll-out in 2027

DRIVING FURTHER INCREASE OF PREMIUM SHARE IN LAUNDRY CARE – CURRENTLY ALREADY AT ~55%

[1] NielsenIQ, Circana, moving annual total August 2026 vs. PY

UPDATED OUTLOOK FY 2026

As of Oct 29

ORGANIC SALES GROWTH

3.0 to 4.0%

Previously: 1.5 to 3.5%

ADJUSTED EBIT MARGIN

~15%

Previously: 14.5 to 16.0%

ADJUSTED EPS[1]

Mid single-digit % increase

Previously: low to high single-digit % increase



[1] per preferred share, at constant exchange rates

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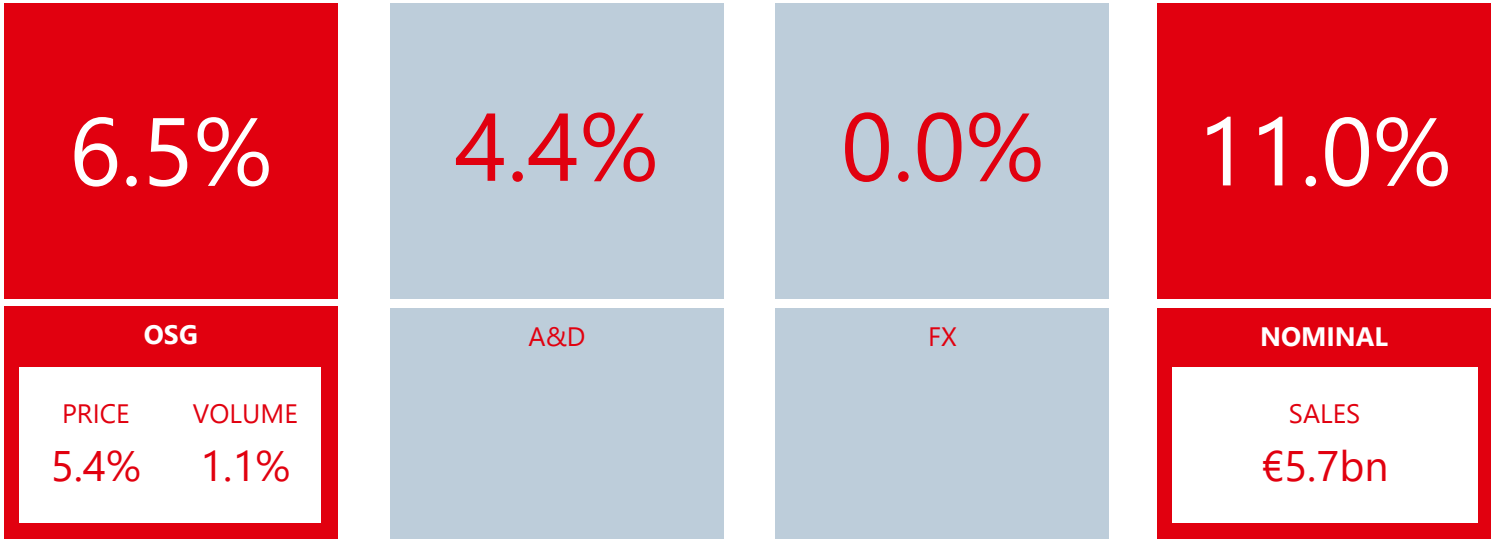
ORGANIC SALES DEVELOPMENT

Q3 2026

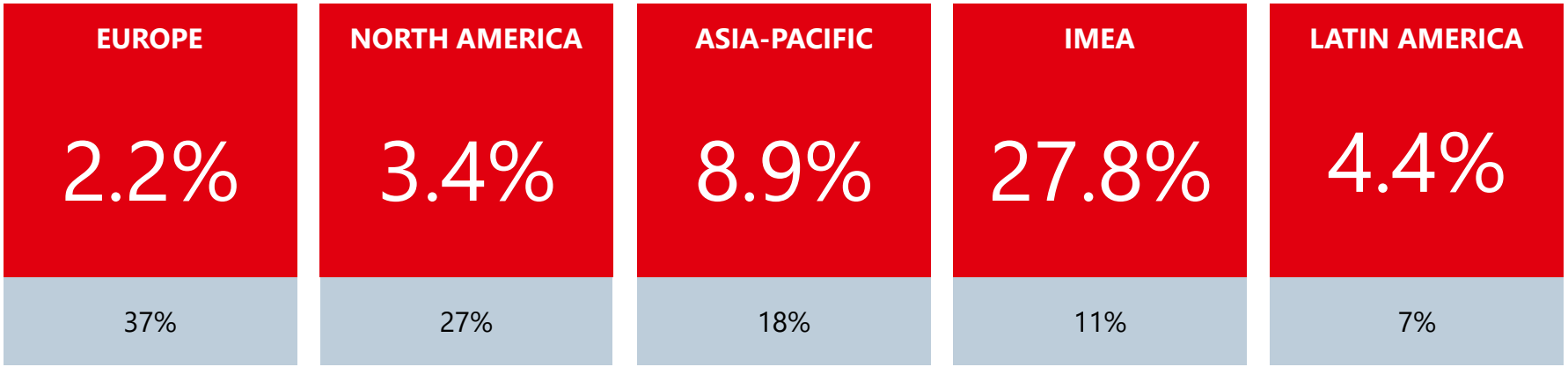


ORGANIC SALES DEVELOPMENT ***BY REGION***

Q3 2026

Group organic sales growth

Group sales share





ADHESIVE TECHNOLOGIES

Q3 2026

NOMINAL SALES

€3.0bn

ORGANIC SALES GROWTH

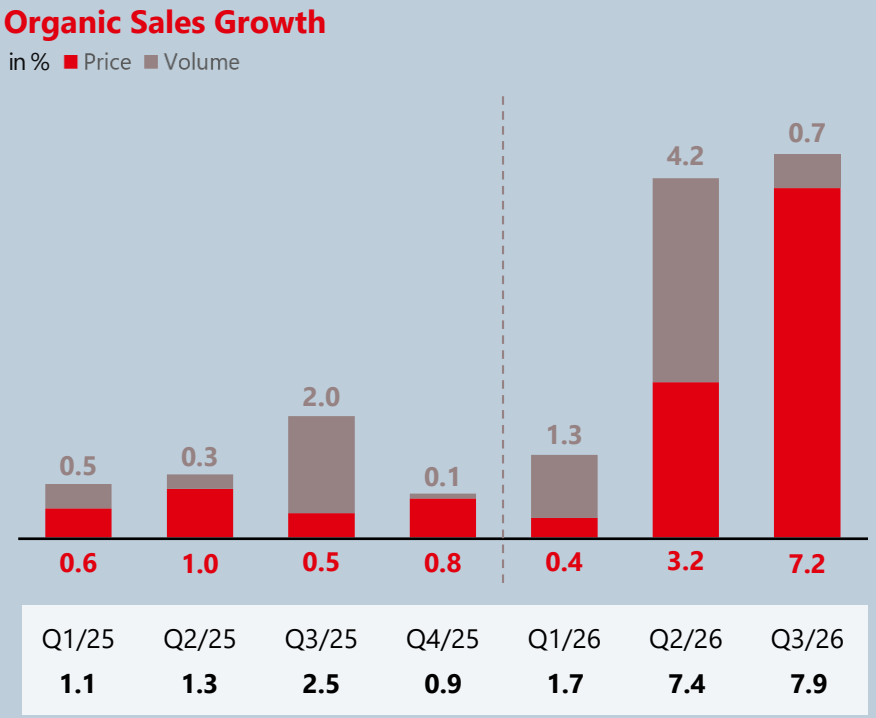
7.9%

PRICE	VOLUME
7.2%	0.7%

ADHESIVE TECHNOLOGIES

Q3 2026

- **Significant organic sales growth** with all three business areas contributing
- **Electronics and Industrials** businesses clearly standing out with double-digit growth each
- **Strong pricing** reflecting pass-through of raw material cost headwinds, while **volumes** remain in **positive territory**



MOBILITY & ELECTRONICS

Q3 2026

ORGANIC SALES GROWTH

12.1%

SALES

€1.2bn

Double-digit growth in both **Electronics** and **Industrials**

Automotive remained in **clearly positive territory** with further sequential improvement



PACKAGING & CONSUMER GOODS

Q3 2026

ORGANIC SALES GROWTH

9.8%

SALES

€0.8bn

Significant growth in both **Packaging** and **Consumer Goods,** driven by strong pricing



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

Q3 2026

ORGANIC SALES GROWTH

2.1%

SALES

€1.0bn

Manufacturing & Maintenance with **strong growth**

Consumer & Construction with **positive growth**





CONSUMER BRANDS

Q3 2026

NOMINAL SALES

€2.6bn

ORGANIC SALES GROWTH

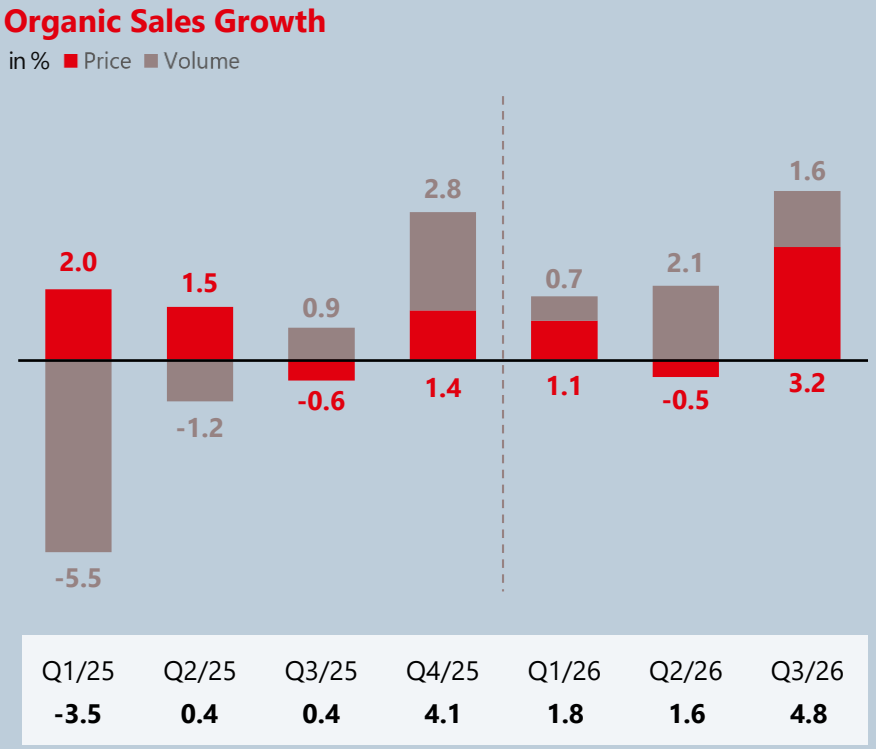
4.8%

PRICE	VOLUME
3.2%	1.6%

CONSUMER BRANDS

Q3 2026

- **Very strong organic sales growth** driven both by clearly positive price and volume development
- **Strong contributions to growth** from both Laundry & Home Care and Hair



LAUNDRY & HOME CARE

Q3 2026

ORGANIC SALES GROWTH	SALES
6.0%	**€1.5bn**

Very strong growth in Laundry Care
driven by both Fabric Cleaning and Fabric Care

Double-digit growth in Home Care
driven by Hand Dishwashing



HAIR

Q3 2026

ORGANIC SALES GROWTH

4.0%

SALES

€1.0bn

Strong growth in Hair driven by strong contributions from both Consumer and Professional

Within Consumer, **Care** category as **strongest contributor**



Launched in Q3 2026

OTHER CONSUMER BUSINESSES

Q3 2026

ORGANIC SALES GROWTH	SALES
-1.2%	**€0.2bn**

Below prior year due to Body Care in Europe while good growth in North America



UPDATED OUTLOOK FY 2026

As of Oct 29

	ORGANIC SALES GROWTH	***ADJUSTED EBIT MARGIN***	***ADJUSTED EPS[1]***
GROUP	**3.0** to **4.0%** *previously: 1.5 to 3.5%*	**~15%** *previously: 14.5 to 16.0%*	**Mid single-digit % increase** *previously: Low to high single-digit % increase*
ADHESIVE TECHNOLOGIES	4.5 to 5.5% *previously: 2.0 to 4.0%*	~16.5% *previously: 16.5 to 18.0%*	
CONSUMER BRANDS	1.5 to 2.5% *previously: 0.5 to 2.5%*	~15% *previously: 14.0 to 15.5%*	

[1] per preferred share, at constant exchange rates

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KEY *TAKE-AWAYS*

STRONG TOP-LINE PERFORMANCE
IN Q3 2026

- **Both business units with very strong growth trajectory**, with clear sequential acceleration in Q3
- **Positive price and volume dynamics** in both business units – with volume development in positive territory for five consecutive quarters
- **All 5 acquisitions** announced in 2026 **successfully closed**
  - Entering into two new adjacencies in Adhesive Technologies
  - Strengthening core category Hair in Consumer Brands
- **Outlook for 2026 updated** with higher sales expectations and narrowed earnings ranges





QUESTIONS & **ANSWERS**

UPCOMING ***EVENTS***

2026

NOV 10 | **Q3 2026** RELEASE

Quarterly Statement

2027

MAR 8 | **FY 2026** RELEASE

Annual Report

APR 14 | **AGM**

Annual General Meeting

MAY 5 | **Q1 2027** RELEASE

Quarterly Statement





THANK YOU.

SALES BY BUSINESS UNIT AND BUSINESS AREA Q1 2026 – Q3 2026

	Q1 2026			Q2 2026			H1 2026			Q3 2026			1-9 2026		
€m	Sales	YoY	OSG	Sales	YoY	OSG	Sales	YoY	OSG	Sales	YoY	OSG	Sales	YoY	OSG
HENKEL GROUP	**4,952**	**-5.5%**	**1.7%**	**5,396**	**4.6%**	**4.7%**	**10,348**	**-0.5%**	**3.2%**	**5,713**	**11.0%**	**6.5%**	**16,061**	**3.3%**	**4.3%**
ADHESIVE TECHNOLOGIES	**2,627**	**-3.2%**	**1.7%**	**2,908**	**7.6%**	**7.4%**	**5,534**	**2.2%**	**4.5%**	**3,027**	**11.8%**	**7.9%**	**8,561**	**5.4%**	**5.7%**
Mobility & Electronics	977	1.1%	6.7%	1,106	13.2%	8.8%	2,083	7.2%	7.8%	1,198	20.9%	12.1%	3,281	11.8%	9.2%
Packaging & Consumer Goods	758	-5.7%	0.5%	831	6.0%	9.1%	1,589	0.1%	4.7%	844	9.9%	9.8%	2,433	3.3%	6.4%
Craftsmen, Construction & Professional	892	-5.7%	-2.3%	971	3.3%	4.4%	1,862	-1.2%	1.0%	985	3.8%	2.1%	2,848	0.5%	1.4%
CONSUMER BRANDS	**2,285**	**-8.0%**	**1.8%**	**2,448**	**1.1%**	**1.6%**	**4,733**	**-3.5%**	**1.7%**	**2,643**	**10.1%**	**4.8%**	**7,376**	**0.9%**	**2.8%**
Laundry & Home Care	1,352	-12.8%	0.1%	1,417	-1.2%	1.3%	2,768	-7.2%	0.7%	1,465	4.0%	6.0%	4,234	-3.6%	2.5%
Hair	797	0.7%	5.1%	885	6.8%	3.3%	1,683	3.8%	4.2%	1,019	22.3%	4.0%	2,702	10.1%	4.1%
Other Consumer Businesses	136	-4.8%	0.5%	146	-8.7%	-4.7%	282	-6.9%	-2.2%	159	0.0%	-1.2%	441	-4.5%	-1.8%

UPDATED OUTLOOK 2026
ADDITIONAL INPUT FOR SELECTED KPIS

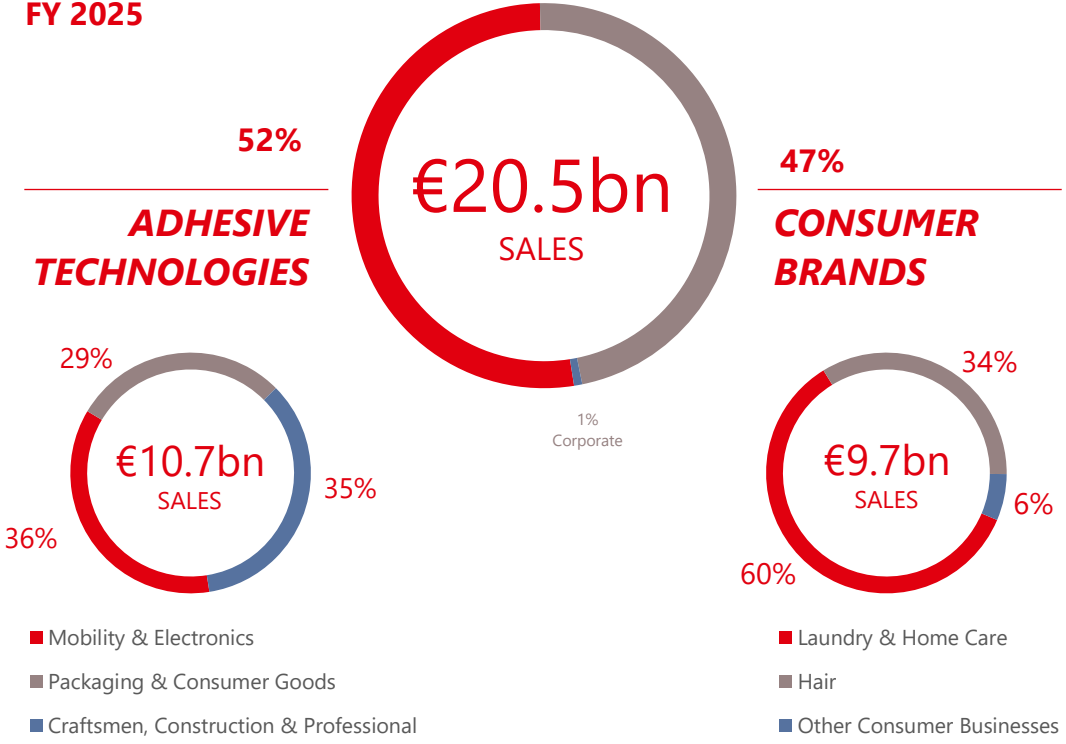
CURRENCY IMPACT ON SALES	Low single-digit % negative[1]
M&A IMPACT ON SALES	Low single-digit % positive
PRICES FOR DIRECT MATERIALS[2]	~10%[1] *previously: High single-digit % increase[1]*
RESTRUCTURING CHARGES	€ 200 – 250m *previously: € 150 – 200m*
CAPEX	€ 650 – 750m

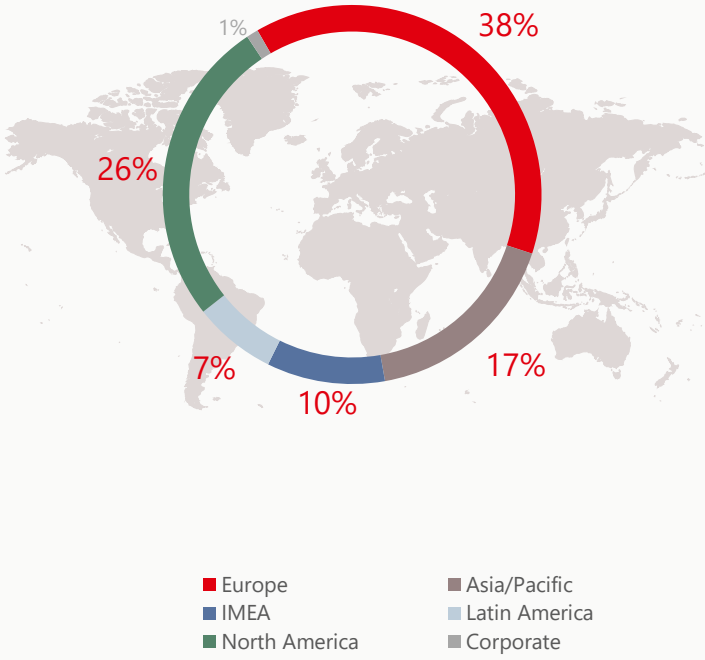
[1] versus the prior year average

[2] gross direct material price development, i.e. before countermeasures

BALANCED AND DIVERSIFIED PORTFOLIO

FY 2025







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