This presentation contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel’s control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Henkel’s net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

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AGENDA

01 Henkel Group Overview

02 Strategic Framework & Financial Ambition

03 Sales Q1 2020 & Outlook
### A Global Leader in Brands and Technologies

**Henkel: Three Areas of Competence**

<table>
<thead>
<tr>
<th><strong>Industrial Business</strong></th>
<th><strong>Consumer Business</strong></th>
<th><strong>Laundry &amp; Home Care</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adhesive Technologies</td>
<td>Beauty Care</td>
<td></td>
</tr>
<tr>
<td>Globally leading positions</td>
<td>#1 Styling / #2 Hair Coloration / #3 Hair Professional</td>
<td>#1 Europe / #2 North America</td>
</tr>
</tbody>
</table>

Consumer business market positions in active markets

*Henkel Roadshow Presentation May 2020*
WELL DIVERSIFIED AND BALANCED PORTFOLIO
THREE BUSINESS UNITS OPERATING ACROSS ALL REGIONS

Sales by business unit

- Adhesive Technologies: 47%
- Beauty Care: 19%
- Laundry & Home Care: 33%

Sales by region

- Latin America: 6%
- Western Europe: 30%
- North America: 26%
- Emerging Markets: 40%
- Africa/ Middle East: 7%
- Asia/ Pacific: 15%
- Eastern Europe: 15%

1 Corporate sales not included (account for 1% of sales)

Henkel Roadshow Presentation May 2020
STRONG FOUNDATION

- Strong, long-standing customer relationships
- High-quality brands, innovations & technologies
- Global leader in Adhesive Technologies
- Beauty Care global #3 in Professional, selective strongholds in Hair Retail
- Global #3 in Laundry & Home Care with many leading positions
STRONG FOUNDATION

- Dedicated, passionate & loyal team
- **Sustainability** deeply rooted and widely recognized
- Strong track record in execution & efficiency
- Strong balance sheet & cash generation capabilities
- High number of M&A deals executed and integrated
Overall mixed performance in 2019

- Sales reaching € 20.1, nominally up by 1.1%, organic sales growth flat
- Adj. EBIT at €3.2 bn, 7.9% below the prior year level
- Decline of Adj. EBIT Margin by 160bps to 16.0%, also due to increased growth investments
- Adjusted EPS\(^1\) 9.7% below previous year, at constant currencies -10.1%

\(^1\) Per preferred share
HENKEL GROUP FINANCIALS

Strong and consistent cash generation

- Continued focus on long-term cash expansion driven by operating performance, efficient capital management and disciplined CapEx
- Very robust balance sheet with net financial position of € -2,045 m as of December 31, 2019
- Cash generation capabilities and low debt levels provide options for investments
HENKEL GROUP REVIEW: ADHESIVE TECHNOLOGIES

- Globally leading positions in attractive markets
- Balanced and robust portfolio, based on consistent portfolio management
- Most comprehensive technology portfolio
- Broadest regional coverage as well as customer and application mix
- Long-lasting, intimate customer relations

- Performance potential from sustainability not yet fully seized
- Potential to enrich portfolio with further future-oriented technologies and adjacent businesses

STRONG FOUNDATION

AREAS FOR CHANGE
HENKEL GROUP REVIEW: BEAUTY CARE

- Attractive market with high gross margins
- Key competence Hair, stronghold Professional
- Iconic brands and innovation track record
- Leading Retail country-category positions
- Strong customer relationships & consumer insights, excellent technological expertise

- Underrepresented in high-growth markets / categories
- Part of portfolio currently not growing
- Tail of sub-scale brands
- Need to strengthen core brands with innovations and consistent marketing investments
HENKEL GROUP REVIEW: LAUNDRY & HOME CARE

- Attractive market – comprehensive coverage
- Global #3 with many leading positions
- Trusted brands with strong innovation
- Strengths in Detergents and Toilet Care
- Strong customer ties & consumer insights, excellent technological expertise

AREAS FOR CHANGE

- Need to turn around North America
- Tail of sub-scale brands
- Inconsistent marketing investments
HENKEL GROUP REVIEW: SUSTAINABILITY

- Sustainability part of DNA and holistic strategy in place
- Considerable progress made in achieving ambitious set of targets
- Leading in responsible sourcing and supply
- Ambassador program with >50,000 employees trained in sustainability
- Strong external recognition

AREAS FOR CHANGE

- Strong position not tangible enough for our stakeholders, especially customers and consumers
- Potential to drive our performance with sustainable products and solutions not fully utilized
HENKEL GROUP REVIEW: DIGITAL

- Digitalization anchored as strategic priority
- Highly standardized ERP backbone
- State-of-the-art Shared Service organization
- Strong progress in Industry 4.0
- Global Digital Upskilling initiative

- Business opportunities from Digital and data not sufficiently capitalized
- Inadequate inhouse Digital expertise to respond to new market realities
- IT and CDO organizations decoupled
HENKEL GROUP REVIEW: CULTURE & PEOPLE

- Loyal and passionate people
- Attractive employer with strong brands & technologies and diverse career opportunities
- Established, long-term focus on talent development
- New Leadership Commitments shaping our foundation for a strong company culture

- Need to accelerate our cultural journey focusing on collaboration and empowerment
- Tackle rising scarcity of talent

STRONG FOUNDATION

AREAS FOR CHANGE
AGENDA

01 Henkel Group Overview

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03 Sales Q1 2020 & Outlook
WIN THE 20s THROUGH PURPOSEFUL GROWTH
WIN THE 20s THROUGH PURPOSEFUL GROWTH

Create superior **Customer & Consumer Value** to outgrow the markets

Reinforce our leadership in **Sustainability** to shape Henkel’s future, contribute to society and benefit the planet

Enable our **People** to grow with a sense of belonging
KEY FOCUS TOPICS

Rigorously shape a **WINNING PORTFOLIO**

Accelerate with impactful **INNOVATIONS** supported by increased investments

Boost **SUSTAINABILITY** into a true differentiator

Transform **DIGITAL** into a customer & consumer value creator

Reshape **OPERATING MODELS** to be lean, fast & simple

Accelerate **CULTURAL JOURNEY** with Leadership Commitments at the core
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation
Sustainability
Digital

Collaborative Culture & Empowered People
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
RIGOROUSLY SHAPE A WINNING PORTFOLIO

- Active portfolio management
- Optimize consumer portfolio
- M&A integral part of our strategy
### ACTIVE PORTFOLIO MANAGEMENT

- Specific focus on brands and categories in consumer businesses
- Key criteria: Market Attractiveness, Ability to Win, OSG and Gross Margin
- Portfolio measures: Turnaround / Continue & Divestment / Exit
OPTIMIZE CONSUMER PORTFOLIO

Brands and categories identified for portfolio measures with

> € 1 bn

total sales volume

Around

50%

of identified sales marked for divestment or discontinuation by 2021

Illustrative representation

Market Attractiveness

Ability to Win
M&A INTEGRAL PART OF OUR STRATEGY

- Key criteria: Availability of Target, Strategic Fit & Financial Attractiveness
- Expand technology leadership in Adhesive Technologies
- Focus on leading country/category positions, new business models and white spots in Consumer businesses

12.5 bn € invested in M&A since 2008

100 percent of investment was cash and/or debt-financed

20 bn € in free cash flow generated in 2008-19
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Innovation

Sustainability

Digital

Future-ready Operating Model

Collaborative Culture & Empowered People
ACCELERATE WITH IMPACTFUL INNOVATIONS SUPPORTED BY INCREASED INVESTMENTS

- Innovation approach
- Impactful innovations
- Increased investments
ENHANCE INNOVATION APPROACH

- Leverage digital tools and data for faster and better insights
- Intensify co-creation, open innovation and idea crowdsourcing
- Apply agile approaches and incubators for trend detection, testing & learning
- Enable creative leads by decision-making in the regions for the region
- Build Innovation Centers with state-of-the-art working space
IMPACTFUL INNOVATIONS
ADHESIVE TECHNOLOGIES

▪ Automotive industry in transformation

▪ Double-digit growth expected for electric and hybrid vehicles

▪ Electrification and autonomous driving significantly increase the number of electric components

▪ Well positioned to enable customers to shape the car of the future
Worldwide 5G roll-out

Internet of Things and mobile communication drive double-digit growth rates of 5G devices

20 million new 5G base stations to be installed globally by 2025 to enable high-speed data transmission

Well positioned as material solution provider for the connected future
IMPACTFUL INNOVATIONS
BEAUTY CARE

- Win new customers and consumers with salon-exclusive, fully modular hair care brand Fibre Clinix
- Harness customization trend with SalonLab Analyzer – leading-edge hair & IoT science
- Sustain strong growth momentum in Professional
Attract new consumers via sustainable proposition of Nature Box solid bars: vegan, 0% plastic, travel-friendly, free-from

Seize opportunities in natural segment growing double-digit

Premiumize hair care portfolio by building on strong position of Nature Box
LAUNDRY & HOME CARE

- Leveraging breakthrough Persil 4in1 DISCS with innovations across countries
- New PROCLEAN OXI DISCS & Liquid in North America, with the best performance in the OXI segment
- Launch 4in1 DISCS with patented technology for Malodor Control offering unique, highly relevant benefit
IMPACTFUL INNOVATIONS
LAUNDRY & HOME CARE

- Breakthrough in Hand Dishwashing with revolutionary innovations making dishwashing fast & easy
- Global launch of new Pril 5+ with unique Self-Grease-Lift-Technology
- Quick expansion of innovative Power & Pearls for extraordinary dishwashing experience
INCREASED INVESTMENTS

- Consistently support innovations and brands with targeted investments in core categories and regions
- € 350 m increase of growth investments in advertising, digital and IT in 2020 versus 2018
- Sharpen communication of brand purpose
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
BOOST SUSTAINABILITY INTO A TRUE DIFFERENTIATOR

- Become climate-positive
- Promote circular economy
- Anchor Sustainability in all we do
BECOME CLIMATE-POSITIVE
ACCELERATE TOWARDS 2025

65% reduction in the CO₂ emissions of our production

100m t CO₂ saved together with our consumers, customers and suppliers

BECOME CLIMATE-POSITIVE BY 2040
CIRCULAR ECONOMY
ACCELERATE TOWARDS 2025

100% recyclable / reusable plastic packaging\(^1\)

50% reduction of fossil-based virgin plastics\(^2\)

\(^1\) Excl. adhesive products where residue may affect recyclability or pollute recycling streams
\(^2\) Consumer products

Henkel Roadshow Presentation May 2020
POSITIVE SOCIAL IMPACT
ACCELERATE TOWARDS 2025

100% responsible sourcing

>50,000 engaged employees

IMPROVE 20 MILLION LIVES GLOBALLY
ANCHOR SUSTAINABILITY IN ALL WE DO

**Consumer businesses:**
- Central pillar of innovation strategy
- Strengthen sustainability positioning and brand purpose
- New plastics strategy: less – recycled – zero

**Adhesive Technologies:**
- Stronger positioning of sustainability
- Leveraging market potential
- Setting industry standards
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Innovation

Sustainability

Digital

Future-ready Operating Model

Collaborative Culture & Empowered People
TRANSFORM DIGITAL INTO A CUSTOMER & CONSUMER VALUE CREATOR

- Boost 1:1 engagement and digital sales in consumer
- Drive E2E customer-centric digitalization in industrial
- Enable digital business focus and efficiency
BOOST 1:1 ENGAGEMENT AND DIGITAL SALES IN CONSUMER

- Scale-up IoT projects and D2C – eSalon, SalonLab, Choicify, Somat Smart, Truman’s
- Build 1:1 consumer relationships leveraging eCRM – Schwarzkopf CRM, Ask Team Clean
- Expand inhouse capabilities to enhance speed and relevance – Content Factories
- Drive digital sales growth through dedicated and unique e-Innos – Persil concentrated tabs
DRIVE E2E CUSTOMER-CENTRIC DIGITALIZATION IN INDUSTRIAL

- Digitalization of customer experience across all touchpoints
- End-to-end data integration to strengthen competitive advantage
  - Creation of innovative solutions through Analytics and Artificial Intelligence
  - Efficiency increase in Operations & Supply Chain
- Further build-up of expertise through recruitment of data scientists & engineers
ENABLE DIGITAL BUSINESS
FUTURE SET-UP

- Combining Digital and IT under CDIO, reporting to CEO
- Business Technology continuously optimizing processes & IT systems to ensure efficiency
- Henkel Digital as dedicated unit for market-oriented incubation & innovation
  - Hubs in Berlin, Silicon Valley & Asia
  - Internal software, data & analytics expertise
  - New business building
  - Driving strategic partnerships
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Collaborative Culture & Empowered People

Innovation

Sustainability

Digital
RESHAPE OPERATING MODELS TO BE LEAN, FAST & SIMPLE

- Step-up customer & consumer proximity
- Increase efficiency
ADHESIVE TECHNOLOGIES

- Strategic Business Units (SBUs) focused on customers and markets
- End-to-end responsibility of SBUs enables fast customer responsiveness
- Drive synergies and competitive advantage through scale and know-how across portfolio

4 Divisions with 11 SBUs

Market
- Automotive & Metals
- Packaging & Consumer Goods
- Electronics & Industrials
- Craftsmen, Construction & Professional

Megatrends
- Mobility
- Sustainability
- Connectivity
- Urbanization
Empower the front line being closest to consumers and customers

Design, develop and decide in the region for the region

Establish global growth office to identify and prioritize buckets of growth

Leaner structures with less layers and complexity
LAUNDRY & HOME CARE

- Enhanced regional focus for more synergies & empowerment with three regions
- New Digital & Game Changer Unit focusing on future growth fields
- New process and agile methods for more agility and customer & consumer proximity
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Innovation

Sustainability

Digital

Future-ready Operating Model

Collaborative Culture & Empowered People
ACCELERATE CULTURAL JOURNEY
WITH LEADERSHIP COMMITMENTS
AT THE CORE

▪ Drive culture of collaboration and empowerment
▪ Upskill employees on future capabilities
▪ Enable people to grow with strong sense of belonging
We act as entrepreneurs

We develop people with passion

We collaborate as strong teams

We own our results
DRIVE CULTURE OF COLLABORATION AND EMPOWERMENT

Leadership Commitments introduced as first step of our cultural journey
- Powerful global roll-out
- Integration in key HR processes

Cultural transformation requires engagement of all employees
- Commitment to transformation at the top
- Leverage change potential of younger generation
UPSKILL EMPLOYEES ON FUTURE CAPABILITIES

- Cloud-based learning platform
- 1st global Digital Upskilling Initiatives
- Upskilling offer for senior management
- Digital workforce transformation by recruiting digital talents
Winning Portfolio

Rigorously shape a winning portfolio

Competitive Edge

Innovation

Accelerate with impactful innovations supported by increased investments

Sustainability

Boost sustainability into a true differentiator

Digital

Transform digital into a customer & consumer value creator

Future-ready Operating Model

Reshape operating models to be lean, fast & simple

Collaborative Culture & Empowered People

Accelerate cultural journey with Leadership Commitments at the core
FIRST SET OF ACTIONS

Shape portfolio: >€ 1 bn sales identified, ~50% marked for divest / exit by 2021

Step up investments by € 350 m vs 2018 to succeed with impactful innovations

Reduce CO₂ by 65% and move to 100% recyclable / reusable plastics by 2025

Implement new “Digital Business” set-up in 2020

Complete execution of operating models in all businesses

Finalize roll-out of Leadership Commitments
MID- TO LONG-TERM FINANCIAL AMBITION
COMMITTED TO PURPOSEFUL GROWTH

▪ Achieve organic sales growth of 2-4%
▪ Deliver mid- to high single-digit % adjusted EPS growth at constant currencies
▪ Continued focus on Free Cash Flow expansion

▪ Pursue compelling growth opportunities with superior execution
▪ Maintain cost discipline and focus on margin
AGENDA

01 Henkel Group Overview
02 Strategic Framework & Financial Ambition
03 Sales Q1 2020 & Outlook
KEY DEVELOPMENTS Q1 2020
ROBUST TOPLINE PERFORMANCE DESPITE COVID-19 PANDEMIC

- Nominal Sales
  - € 4.9 bn
  - -0.8%

- Organic Sales Growth
  - -0.9%

- Strategic Framework
  - WIN THE 20s THROUGH PURPOSEFUL GROWTH

- Adhesive Technologies impacted by headwinds from lower industrial demand
- Beauty Care Retail stable, Hair Professional affected by hair salon closures in major countries
- Very strong development in Laundry & Home Care
- Strong balance sheet with low debt levels and continued flexible access to refinancing
- Full commitment to new growth agenda, implementation of announced initiatives started
BUSINESS ENVIRONMENT

- COVID-19 pandemic substantially affecting global economies and societies
- Notable drop in industrial production, automotive build-rates significantly down
- Consumer behavior changing in many categories amid COVID-19 outbreak
- China coming back but uncertainty regarding further development in other countries
- Turbulences on raw material markets
- Emerging market currencies under pressure
IMPLICATIONS FROM COVID-19 PANDEMIC

- Timely action taken to protect employees, customers and business partners, while ensuring business continuity
- High agility in operations & supply chain, swiftly reacting to local developments and needs
- Comprehensive global solidarity program, strong commitment of global teams
- Most sites operational throughout Q1, yet constraints in logistics, supply chain and demand
- Group net sales impact of around €-100 m in Q1
Q1 2020 SALES DEVELOPMENT
NOMINAL SALES AT € 4.9 BN, ORGANICALLY SLIGHTLY BELOW PY

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

Q1 2020 ORGANIC SALES GROWTH BY REGION

- North America: -1.4%
- Western Europe: -4.6%
- Africa / Middle East: +6.8%
- Latin America: -2.0%
- Eastern Europe: +10.8%
- Asia-Pacific: -5.7%
- Mature Markets: -2.8%
- Emerging Markets: +2.2%
BUSINESS DEVELOPMENTS
Q1 2020

- Significant pressure from lower industrial demand
- Supporting customers in mobility transformation, winning business with solutions for EV powertrains
- Dial with strong market share expansion in US, progress on Hair Care turnaround in Europe
- Substantial impact from hair salon closures
- Core brands Persil, Somat, Bref & Pril each with double-digit growth due to strong innovations and more media
- High demand for hygiene products
ADHESIVE TECHNOLOGIES
ORGANIC SALES GROWTH: -4.1%

- Significant headwinds especially in Automotive & Metals business area due to shut-down of many customers’ production sites globally
- Packaging & Consumer Goods business area with stable development
- Negative development in Electronics & Industrials: decline in industrial demand, Electronics above prior year
- Craftsmen, Construction & Professional business area below prior year, however construction with strong growth
ADHESIVE TECHNOLOGIES
BUSINESSES GLOBALLY IMPACTED BY COVID-19 PANDEMIC WITH STRONGEST EFFECTS IN CHINA

Organic Sales Growth

-4.1%

Price
+0.0%

Volume
-4.1%

Organic Sales Growth by Region

below PY
North America
Latin America
Western Europe
Africa / Middle East
Asia Pacific (EM)

positive
Asia Pacific (MM)

significant growth
Eastern Europe
BEAUTY CARE
ORGANIC SALES GROWTH: -3.9%

- Professional with significant decline due to salon closure in major countries
- Retail business stable despite most regions progressively affected by COVID-19
- Good organic growth in Asia Pacific Retail as China market entered recovery phase
- Strong performance in Body / personal hygiene, especially in North America with Dial
- Good development in Retail Coloration with signs of market acceleration end of March
BEAUTY CARE

HAIR PROFESSIONAL WITH DECLINES ACROSS ALL REGIONS, RETAIL VERY STRONG IN NORTH AMERICA, APAC\(^1\) & EASTERN EUROPE

Organic Sales Growth

-3.9%

Price
-1.0%

Volume
-2.9%

Organic Sales Growth by Region

- **below PY**
  - North America
  - Latin America
  - Western Europe
  - Africa / Middle East
  - Asia Pacific (EM)

- **slightly negative**
  - Asia Pacific (MM)

- **strong growth**
  - Eastern Europe

\(^1\) Emerging Markets
LAUNDRY & HOME CARE
ORGANIC SALES GROWTH: +5.5%

- Double-digit growth in Home Care with core brands Pril, Bref & Somat growing double-digit
- Strong growth in Laundry Care driven by very strong performance of Heavy-Duty Detergents
- #1 brand Persil growing double-digit supported by exceptional performance in single-unit dose
- North America with positive growth thanks to strong performance of core brand ‘all and Persil
- eCommerce growth accelerating across all regions
LAUNDRY & HOME CARE

BROAD-BASED DOUBLE-DIGIT GROWTH IN EMERGING MARKETS, ONLY WESTERN EUROPE SLIGHTLY BELOW PRIOR YEAR DUE TO ITALY

Organic Sales Growth

+5.5%

<table>
<thead>
<tr>
<th>Price</th>
<th>Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>-2.3%</td>
<td>+7.8%</td>
</tr>
</tbody>
</table>

Organic Sales Growth by Region

- slightly negative
  - Western Europe
- positive
  - North America
- very strong growth
  - Latin America
- double-digit growth
  - Eastern Europe
  - Africa / Middle East
  - Asia-Pacific (EM)
  - Asia-Pacific (MM)
GUIDANCE 2020
FORECAST WITHDRAWN AS PER STATEMENT ON 7 APRIL

- Forecast for fiscal 2020 published in Annual Report 2019 no longer upheld
- Reliable and realistic evaluation of future business performance not possible due to dynamic development of COVID-19 pandemic
- Henkel is responding to the crisis with specific measures, but cannot predict with sufficient reliability over what period and to what extent it will face further impacts
- New forecast to be published once sufficiently reliable evaluation of future business performance in 2020 is possible
STRONG FINANCIAL FOUNDATION  
KEY TO MASTER CHALLENGES AND EMERGE STRONGER FROM CRISIS

- **Strong balance sheet and financial flexibility**
  - Low net debt level of € -2.0 bn\(^1\), strong A rating and availability of refinancing
  - Continued access to capital markets: successful placement of CHF 330 m bond

- **Dividend proposal unchanged at € 1.85 per preferred share to AGM on June 17**

- **Targeted cost management**
  - Realizing short-term savings without compromising on future growth
  - Strong focus on net working capital management while supporting customers

---

\(^1\) as per 31 December 2019
BUSINESS PRIORITIES

- Protection of employees, customers and business partners first priority
- Ensuring business continuity by mastering supply chain, logistics and operations
- Continue close collaboration with customers and trade partners in these challenging times
- Leverage and further expand digital business
- Adequately manage cost and keep strong cash focus
- Implement first set of actions within purposeful growth framework
THANK YOU
### ADHESIVE TECHNOLOGIES
FOUR NEW DIVISIONS ALIGNED ALONG MEGATRENDS

<table>
<thead>
<tr>
<th>Old structure</th>
<th>New structure</th>
<th>Megatrend</th>
<th>Solutions for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport &amp; Metals (23%)</td>
<td>Automotive &amp; Metals (24%)</td>
<td>e.g. e-Mobility</td>
<td>Automotive OEMs &amp; Components, Metals</td>
</tr>
<tr>
<td>Packaging &amp; Consumer Goods (32%)</td>
<td>Packaging &amp; Consumer Goods (32%)</td>
<td>e.g. Sustainability</td>
<td>Packaging, Consumer Goods &amp; Lifestyle products</td>
</tr>
<tr>
<td>Electronics (10%)</td>
<td>Electronics &amp; Industrials (15%)</td>
<td>e.g. Connectivity</td>
<td>Semiconductor Packaging &amp; Electronics Assembly, Aerospace, Industrial Assembly</td>
</tr>
<tr>
<td>General Industry (15%)</td>
<td>Craftsmen, Construction &amp; Professional (29%)</td>
<td>e.g. Urbanization</td>
<td>DIY, Craftsmen, Construction, Manufacturing &amp; Maintenance for Professional Users</td>
</tr>
<tr>
<td>Consumer, Craftsmen &amp; Construction (20%)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: Share of total sales based on fiscal 2019
ADHESIVE TECHNOLOGIES
TOP BRANDS, SALES 2019

~€ 3.1 bn

~€ 1.6 bn

~€ 0.9 bn

Top 10 brands: >80% of total Adhesive Technologies sales
Top 10 brands: ~85% of total Beauty Care sales
LAUNDRY & HOME CARE
TOP BRANDS, SALES 2019

~€ 1.4 bn
~€ 0.4 bn
~€ 0.3 bn

Top 10 brand clusters: ~65% of total Laundry & Home Care sales
MANAGEMENT STRUCTURE
HENKEL AG & CO. KGAA

Henkel
Management AG
▪ AG as sole personally liable partner
▪ Management of the businesses of Henkel AG & Co. KGaA

Shareholders’ Committee (KGaA)
▪ Approval of significant corporate actions, strategy
▪ Appointment of Management Board (indirect via Supervisory Board AG)

Supervisory Board (KGaA)
▪ Supervision of management
▪ Appointing the statutory auditor

Annual General Meeting (KGaA)
▪ Approval of the financial statements
▪ Decision about the dividend
### MANAGEMENT STRUCTURE

#### Annual General Meeting
(Ordinary Shares/ Preferred Shares)
- elects members
- elects 8 shareholder representatives

#### Shareholders’ Committee
- up to 10 members
- HR & Finance subcommittees

#### Supervisory Board
- 16 members
- Nominations & Audit subcommittees

#### Henkel AG & Co. KGaA
- appoints, supervises, participates in management of the business
- advises and supervises

#### All shares held by Henkel AG & Co. KGaA

#### Henkel Management AG
(as sole personally liable partner)
- appoints and supervises

#### Supervisory Board
- 3 members from SH Committee

#### Management Board
Carsten Knobel
CEO
Born 1969, with Henkel since 1995, Member of Board since 2012

Marco Swoboda
CFO, Purchasing & Shared Services
Born 1971, with Henkel since 1997, Member of Board since 2020

Sylvie Nicol
HR & Infrastructure Services
Born 1973, with Henkel since 1996, Member of Board since 2019

Jan-Dirk Auris
Adhesive Technologies
Born 1968, with Henkel since 1984, Member of Board since 2011

Jens-Martin Schwärzler
Beauty Care
Born 1963, with Henkel since 1992, Member of Board since 2017

Bruno Piacenra
Laundry & Home Care
Born 1965, with Henkel since 1990, Member of Board since 2011
MANAGEMENT BOARD REMUNERATION
COMPONENTS AND CALCULATION

Long-term incentive (LTI)
Proportion of target remuneration:
around 23%
Cap: max. 150% of the target amount

Variable annual cash remuneration (STI)
Proportion of target remuneration:
around 56%
Cap: max. 150% of the target amount

Basic remuneration

Basic salary

Long-term variable cash remuneration

Share deferral (35% STI)

Short-term variable cash remuneration (65% STI)

LTI calculation based on ROCE
Payout in cash

STI calculation based on OSG and adj. EPS
Payout 65% in cash, 35% purchase of preferred shares

1 The functional factor differs according to area of responsibility, 2 Earnings per preferred share

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UPCOMING EVENTS

June 17, 2020  Annual General Meeting
August 6, 2020  Q2 & H1 2020 Release
November 10, 2020  Q3 2020 Release
March 4, 2021  Q4 & FY 2020 Release
Henkel AG & Co. KGaA
Investor Relations
Henkelstrasse 67
40589 Düsseldorf
Germany

www.henkel.com/ir
Phone: +49-211-797-3937
Fax: +49-211-798-2863
E-mail: investor.relations@henkel.com

From left to right: Lars Korinth, Andrea Haschke, Ines Göldner, Dorothee Brinkmann, Mona Niermann, Steffen Nix