



150
YEARS

HENKEL INVESTOR PRESENTATION

INVESTOR RELATIONS | JUNE 19, 2026



DISCLAIMER

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.

This document has been issued for information purposes only and is not intended to constitute an investment advice or an offer to sell, or a solicitation of an offer to buy, any securities.

*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 June 2026.*

REASONS TO INVEST

150 YEARS OF TRUSTED HERITAGE

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



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

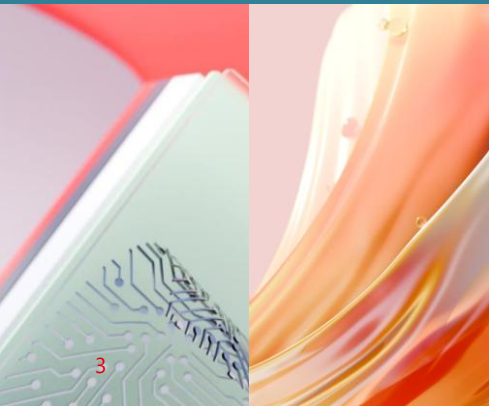


COMPELLING FINANCIAL AMBITION

Poised for further profitable growth building on clear strategic priorities

STRONG FINANCIAL FOUNDATION

Attractive cash generation and shareholder returns



STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

ADHESIVE TECHNOLOGIES



Mobility &
Electronics

#1

worldwide



Packaging &
Consumer Goods

#1

worldwide



Craftmen,
Construction &
Professional

#3

worldwide

CONSUMER BRANDS



Laundry &
Home Care

#2

in active markets



Hair

Professional & Consumer

#2

in active markets



Other
Consumer

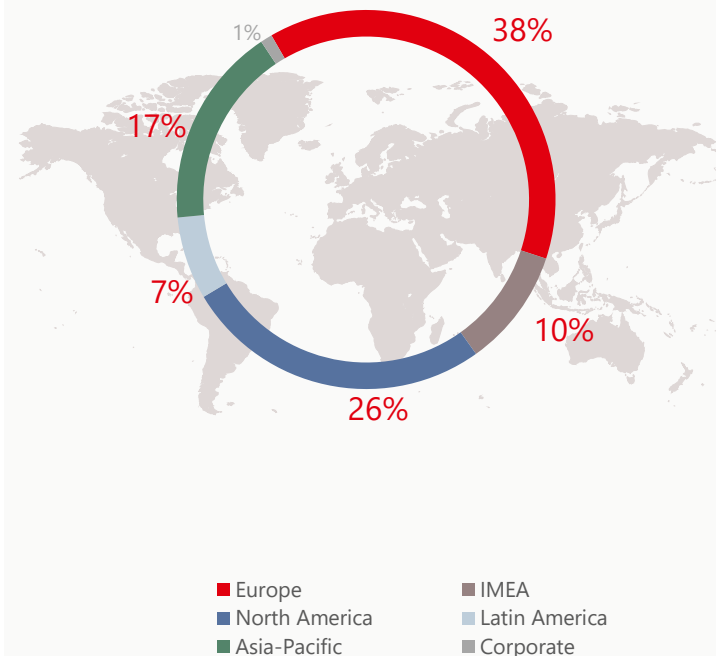
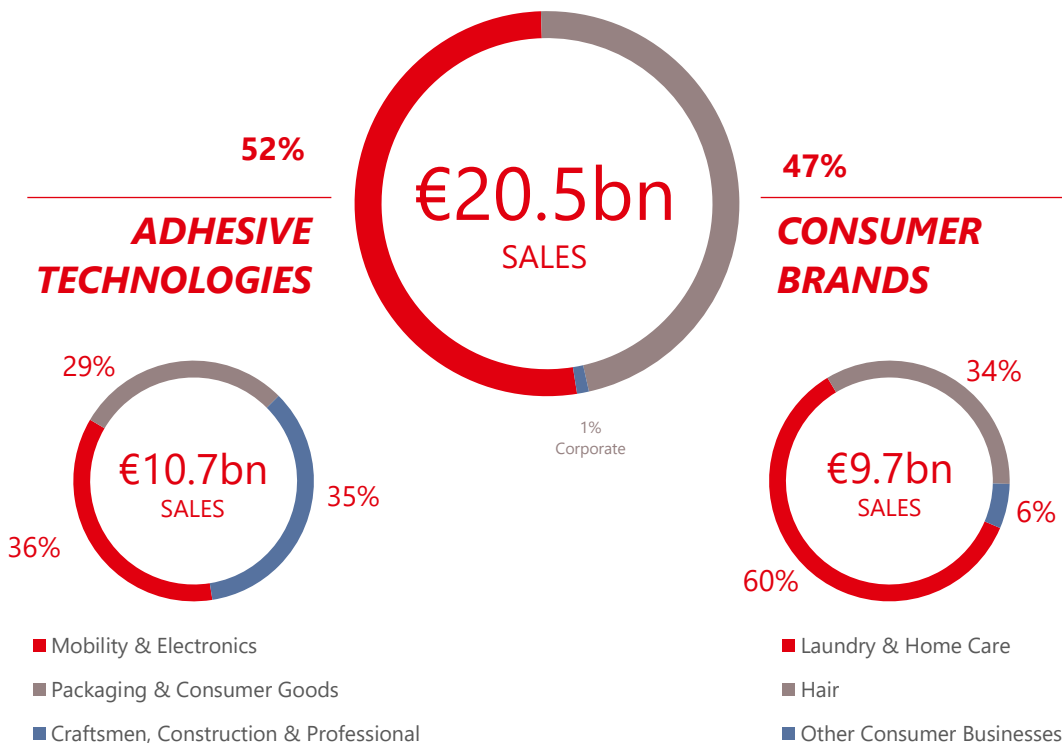
Body Care

Presence in
selected markets

...benefiting from **SHARED PLATFORMS AND INFRASTRUCTURE** as strong backbone

...AND *GLOBAL FOOTPRINT*

FY 2025



TAKING OUR BUSINESSES TO THE **NEXT LEVEL...**



EXPANDING OUR GLOBALLY LEADING POSITION IN **ADHESIVE TECHNOLOGIES**

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



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

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

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

KPIs 2025

OSG
0.9%

ADJ. EBIT
€3,026m

ADJ. EBIT MARGIN
14.8%

ADJ. EPS
€5.33

ADJ. EPS GROWTH¹
+4.7%

Strong topline development across businesses



**HENKEL
GROUP**

▲ **4.8%**

CAGR²



**ADHESIVE
TECHNOLOGIES**

▲ **6.6%**

CAGR²



**CONSUMER
BRANDS**

▲ **3.2%**

CAGR²

INVESTING INTO OUR BUSINESSES...

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

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

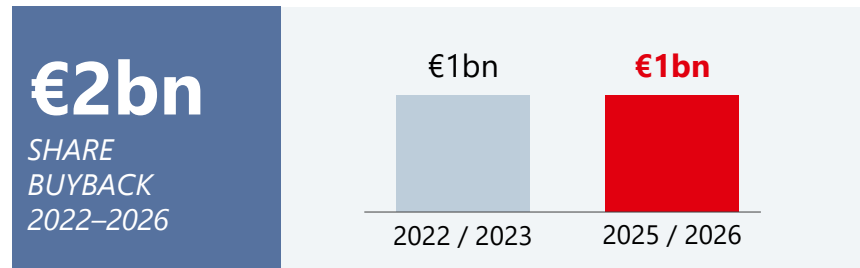
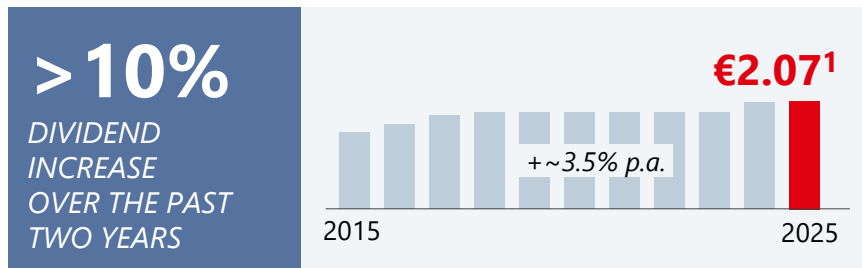


ATP Adhesive Systems
and Stahl Group¹
(Adhesive Technologies)



Not Your Mother's
and OLAPLEX¹
(Consumer Brands)

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



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

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

ADHESIVE TECHNOLOGIES

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

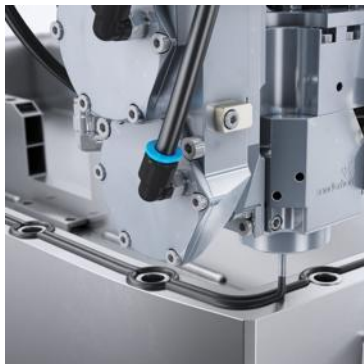


ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS



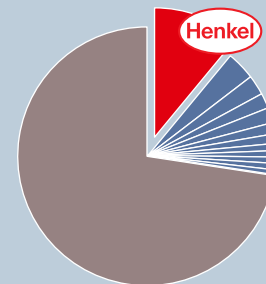
COATINGS

... 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.



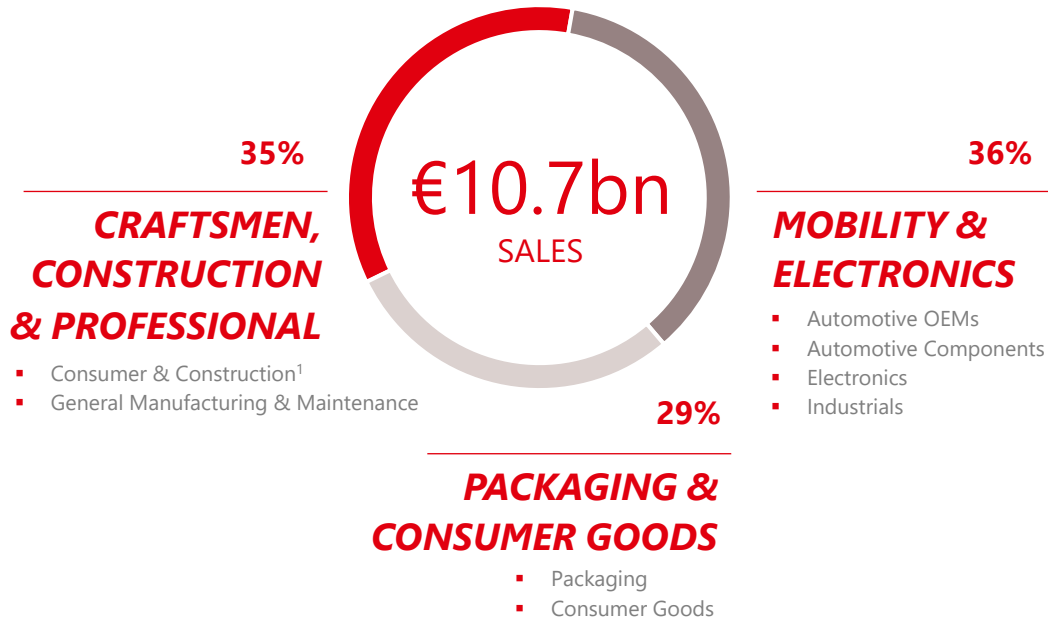
Ceresit



Peer group
with business overlap



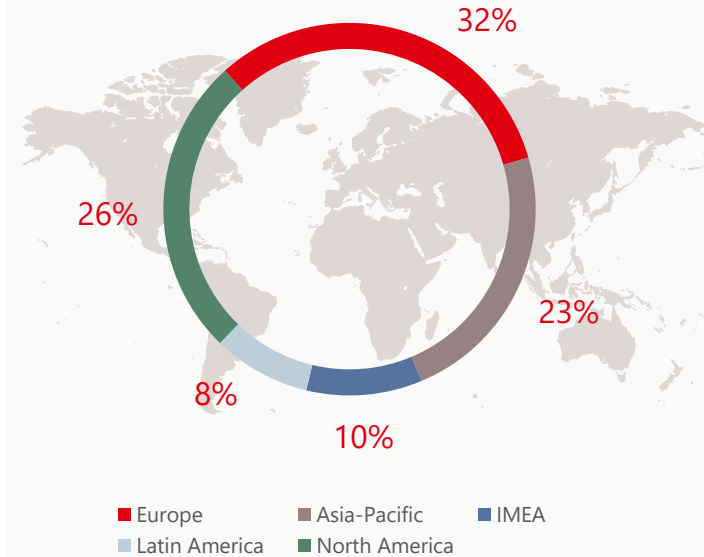
WELL-BALANCED GLOBAL PORTFOLIO



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 products ¹	>3,000 R&D experts ²	130 manufacturing sites
13 Technology platforms	~€360m R&D spend ³	>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

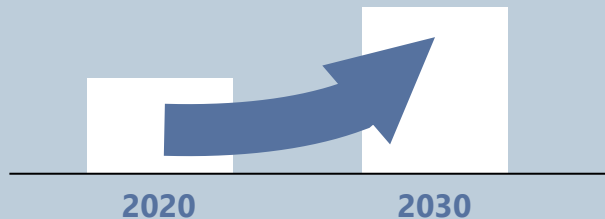
INCREASING CONTENT SHARE ACROSS MARKETS

SELECTIVE EXAMPLES



Average number of
Henkel solutions
per smartphone

+ ~50%

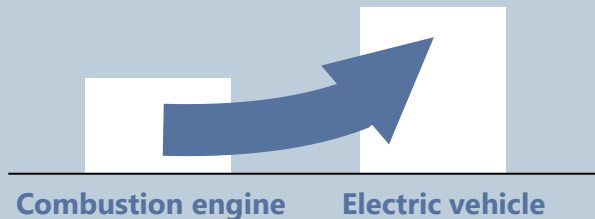


Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased content share in Consumer Devices



Sales potential of
Henkel solutions

> 2x



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

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

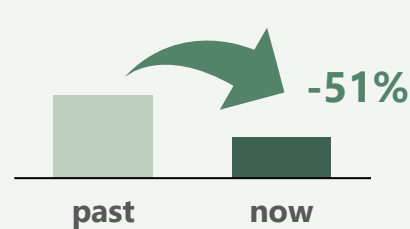
...of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION

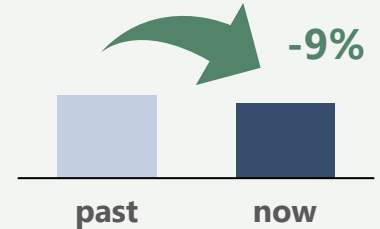


Selective example

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



NEW TECHNOLOGIES

through acquisitions¹



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

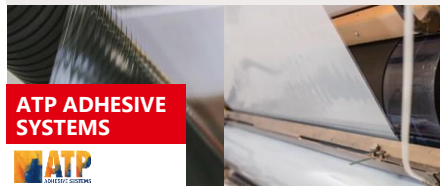
FLEXIBLE COATING TECHNOLOGY



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

~**725m€** business²

WATER-BASED SPECIALTY TAPES



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

~**270m€** business²

MAINTENANCE, REPAIR & OVERHAUL



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

~**350m€** business³

HIGH-PERFORMANCE FAÇADE SYSTEMS



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

~**25m€** business⁴

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 content share** across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

CONSUMER BRANDS



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

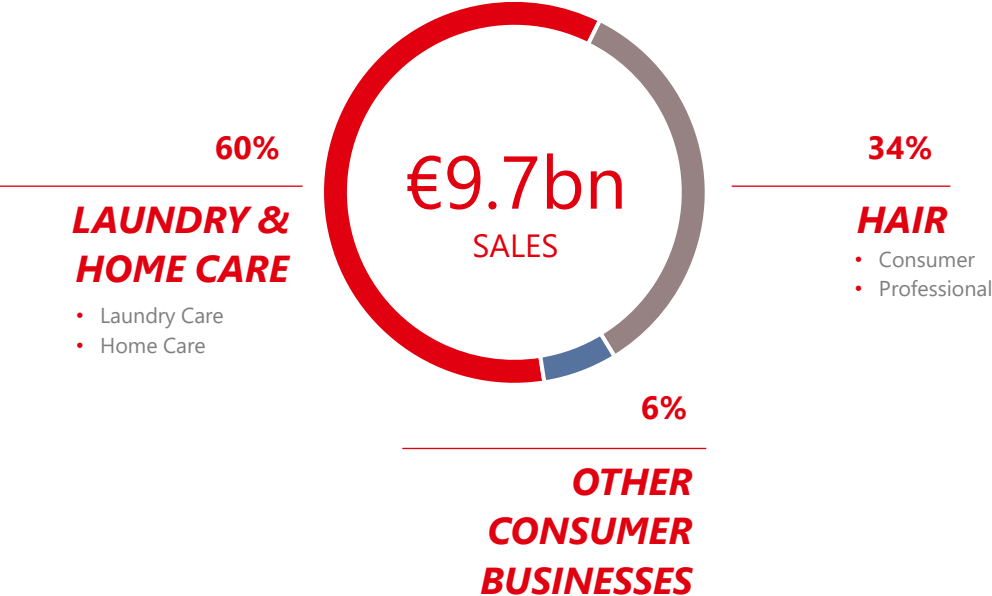
CO-#2 IN PROFESSIONAL &
CONSUMER



OTHER CONSUMER BUSINESSES

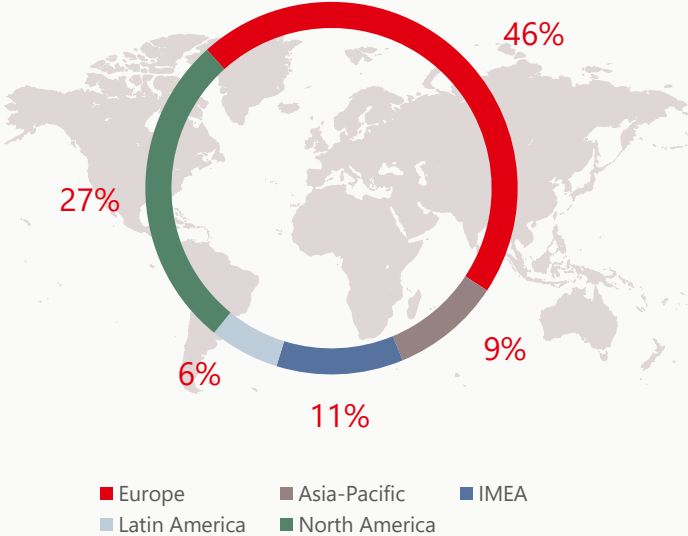
**PRESENCE IN
SELECTED BODY
CARE MARKETS**

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

Optimization of organizational set-up and teams

Merger of two business units

Implementation of **highly efficient structures**

PORTFOLIO

Fundamental portfolio transformation with sharpened brand focus

Divested or discontinued sales of slightly above **€1bn**

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

SUPPLY CHAIN

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

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

~25% complexity reduction

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

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

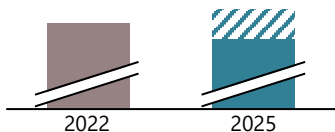
Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

Sales [in MEUR]

Δ 2025 vs. 2022

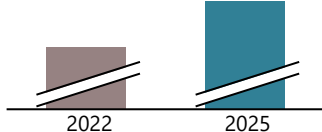
▲ **~3.0%**
OSG CAGR



Adj. Gross Margin [in %]

Δ 2025 vs. 2022

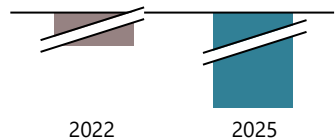
▲ **~1,200 bps**



CNWC [in %]

Δ 2025 vs. 2022

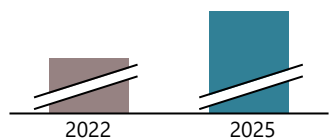
▼ **~190 bps**



Adj. EBIT Margin [in %]

Δ 2025 vs. 2022

▲ **~620 bps**



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

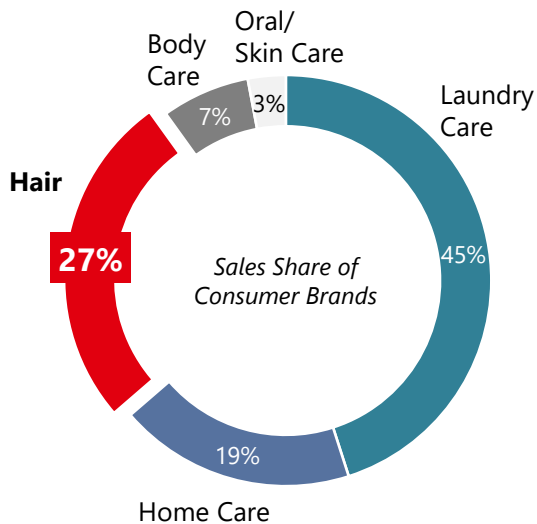
 Sales related to portfolio measures and divestment of Russian business activities

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

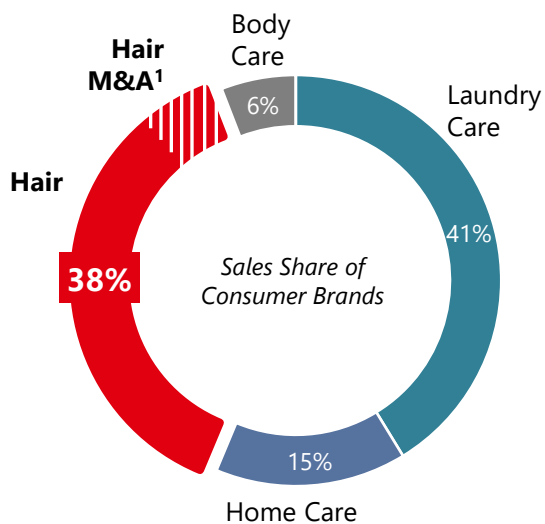
TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

HCB PORTFOLIO 2021



HCB PORTFOLIO 2025

(pro-forma¹; incl. recent M&A)



ATTRACTIVE CATEGORIES & sharpened **BRAND FOCUS**

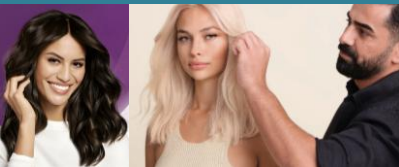
CLEAR M&A STRATEGY with expansion in **HAIR** (~€1bn since 2021¹)

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

WINNING **COLORATION**



LEADING **STYLING**



ACCELERATING **CARE**



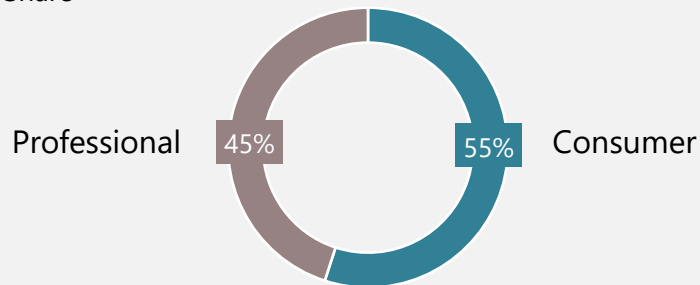
Driving organic growth with **STRONG BRANDS** like Schwarzkopf Masterbrand, Syoss and Got2B

Delivering **CUSTOMER-CENTRIC INNOVATIONS**

Accelerating growth by **LEVERAGING M&A**

Well positioned with **CONSUMER AND PROFESSIONAL UNDER ONE ROOF**

Sales Share¹



Building on **STRONG GROWTH TRACK RECORD** in Hair with **>6% CAGR** and **>300BPS OUTPERFORMANCE** on average versus total Consumer Brands in last three years

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



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

FOCUSED BUSINESS PORTFOLIO
allowing us to drive value in our brands

FOCUS ON TOP 10 BRANDS driving ABOVE AVERAGE GROWTH

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





VALORIZING THE PORTFOLIO WITH IMPACTFUL INNOVATIONS

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

Creating **new value pools**

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

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

KEY LEVERS FOR VALORIZATION

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



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

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



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



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

SUSTAINABILITY



Empowering consumers to make more sustainable choices in their daily routines

HEALTH & WELLBEING



Promoting products that support a healthier and balanced lifestyle

CONVENIENCE



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

DIGITALIZATION



Enhancing the consumer experience through innovative digital tools

PREMIUMIZATION



Elevating consumer experiences with superior products through our brands

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

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

EMPOWERING REGIONS

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



~ **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**

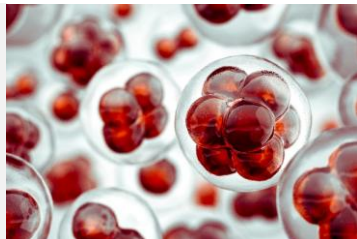


~ **30%**
in **global teams**



Best-in-class Bioscience

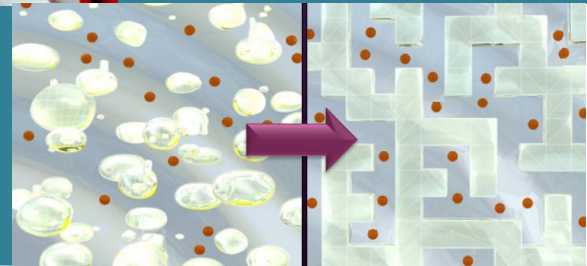
exclusive enzymes, microbiology
and early pioneers for peptides



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

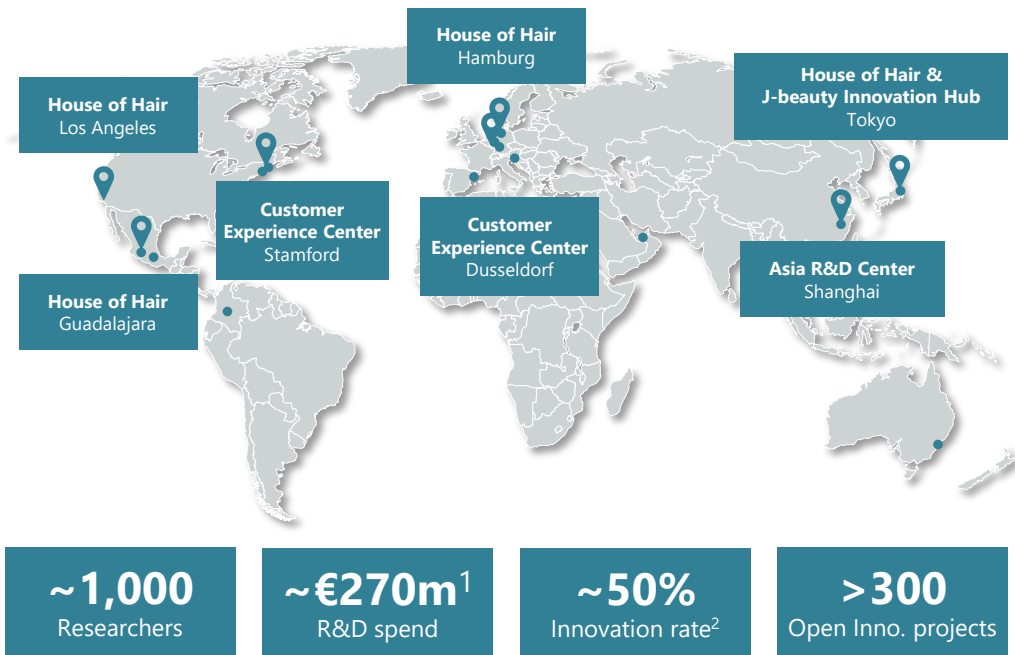
720 Mio laundry stain
tests
digitalized/automated



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

AT OPTIMAL COSTS

OPTIMIZING THE OVERALL SET-UP



ORGANIZATIONAL SET-UP

Lean, unified operating model following the Consumer Brands integration.

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

Foster entrepreneurial spirit and accelerate cultural transformation.



SUPPLY CHAIN

Optimized production footprint improving efficiency.

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

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



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

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

SUPERMARKET &
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON
DISTRIBUTOR



E-COMMERCE



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

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



Generated with AI

ACCELERATING PRODUCT DEVELOPMENT

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



AI VIRTUAL ASSISTANT FOR HAIRDRESSERS

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



TV-campaign generated with AI

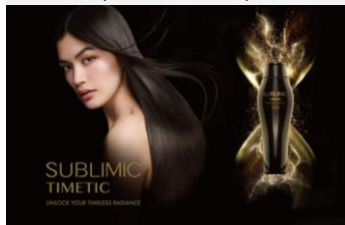
OUR FIRST AI-GENERATED TV COMMERCIAL

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

ENHANCING GROWTH WITH **ATTRACTIVE M&A OPPORTUNITIES**

ADDING ~€1BN OF PROFITABLE SALES OVER RECENT YEARS

**SHISEIDO
PROFESSIONAL**
(ASIA PACIFIC)



Strengthening
Hair Professional footprint in
attractive premium markets

EARTHWISE
(AUSTRALIA &
NEW ZEALAND)



Expanding sustainable-led
Laundry & Home Care
offerings

VIDAL SASSOON
(CHINA)



Reinforcing Hair presence in
high-growth Asian markets

NOT YOUR MOTHERS
(UNITED STATES)



Strengthening Hair
Consumer footprint in
largest global Hair market

OLAPLEX¹
(GLOBAL)

OLAPLEX



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**

RECENT FINANCIAL PERFORMANCE

Q1 2026 PERFORMANCE AT A **GLANCE**

HENKEL GROUP

NOMINAL SALES

€5.0bn

ORGANIC SALES GROWTH

1.7%

PRICE	VOLUME
0.7%	1.0%

ADHESIVE TECHNOLOGIES

NOMINAL SALES

€2.6bn

ORGANIC SALES GROWTH

1.7%

PRICE	VOLUME
0.4%	1.3%

CONSUMER BRANDS

NOMINAL SALES

€2.3bn

ORGANIC SALES GROWTH

1.8%

PRICE	VOLUME
1.1%	0.7%

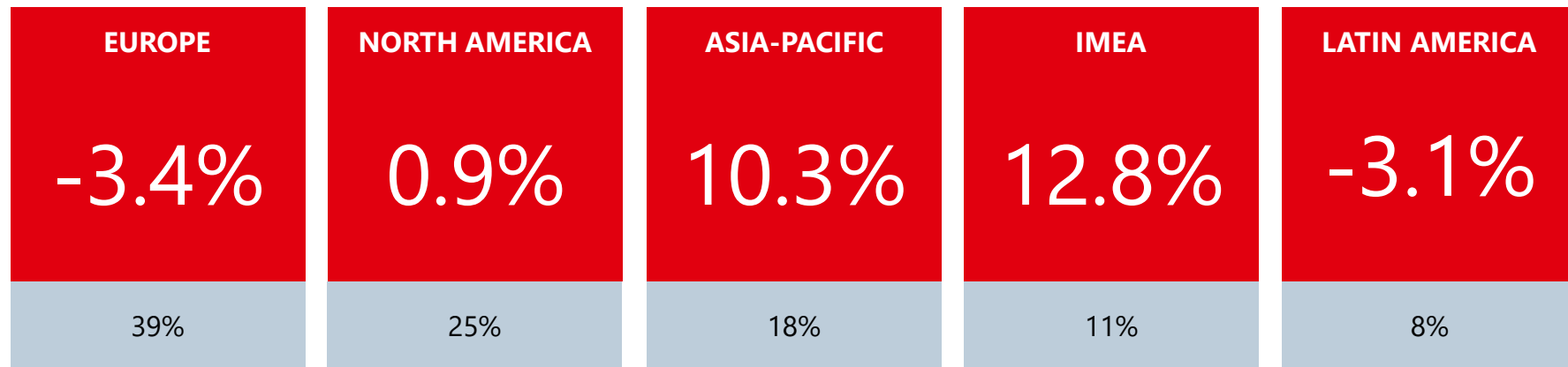


ORGANIC SALES DEVELOPMENT *BY REGION*

Q1 2026

Group organic sales growth

Group sales share



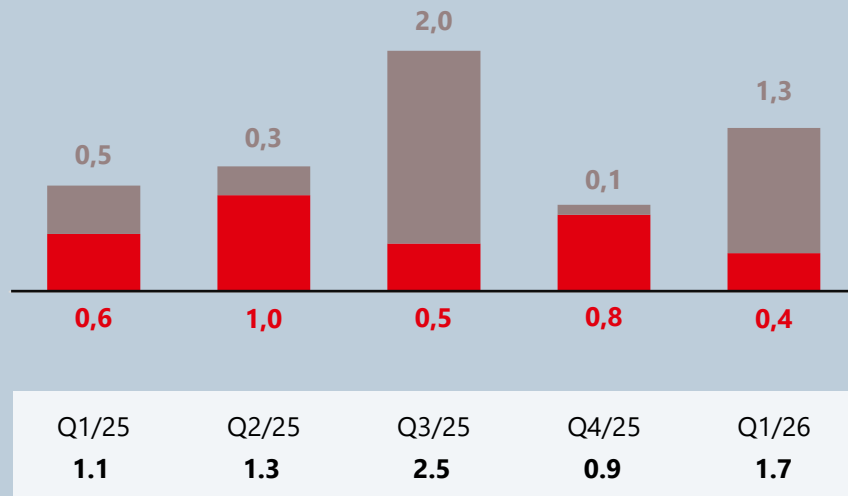
ADHESIVE TECHNOLOGIES

Q1 2026

- **Good organic sales growth** driven by **positive price and volume development**
- **Volume development** also supported by forward buying
- **Electronics and Industrials** continue to be **main growth drivers**

Organic Sales Growth Development

in % ■ Price ■ Volume



MOBILITY & ELECTRONICS

Q1 2026

ORGANIC SALES
GROWTH

6.7%

SALES

€1.0bn

Double-digit growth in **Electronics** and
very strong growth in **Industrials**

Automotive still impacted by
muted demand in key markets



PACKAGING & CONSUMER GOODS

Q1 2026

ORGANIC SALES
GROWTH

0.5%

SALES

€0.8bn

Good growth in Consumer Goods

Packaging negative reflecting
persistent muted demand



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

Q1 2026

ORGANIC SALES
GROWTH

-2.3%

SALES

€0.9bn

Manufacturing & Maintenance with
positive development

Consumer & Construction below prior year
due to the challenging market environment



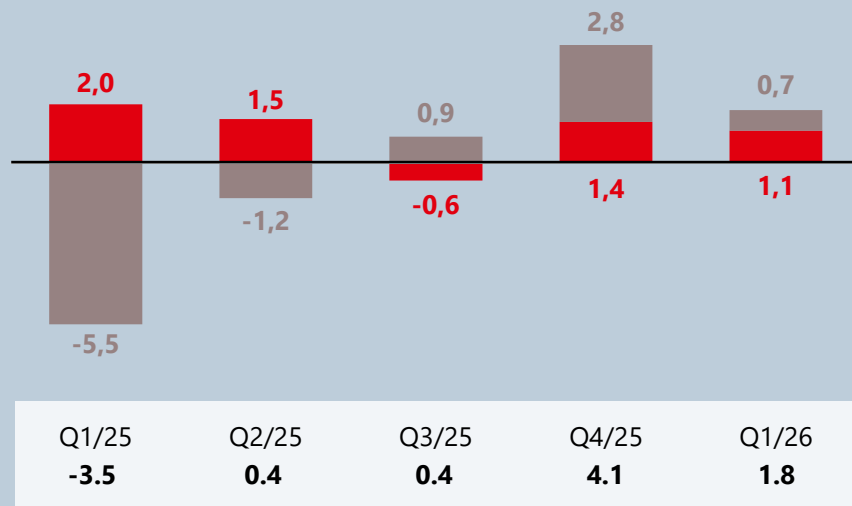
CONSUMER BRANDS

Q1 2026

- **Good organic sales growth** with both **price** and **volume development** in **positive territory**
- **Hair** continues to be the **main growth driver** with **>5% OSG**
- **Very strong growth contribution** from **Top 10 brands** with **~5% OSG**

Organic Sales Growth Development

in % ■ Price ■ Volume



LAUNDRY & HOME CARE

Q1 2026

ORGANIC SALES
GROWTH

0.1%

SALES

€1.4bn

Positive growth in Home Care driven by double-digit growth in Hand Dishwashing

Laundry Care slightly negative due to Fabric Cleaning; Fabric Care with significant growth



HAIR

Q1 2026

ORGANIC SALES
GROWTH

5.1%

SALES

€0.8bn

Very strong growth in Consumer
with strongest contribution from Coloration

Very strong growth in Professional also
supported by strong growth in North America

*New premium scalp care line
launched in Q1*

Schwarzkopf
GLISS



FOR EVERY YOU.

OTHER CONSUMER BUSINESSES

Q1 2026

ORGANIC SALES GROWTH

0.5%

SALES

€0.1bn

Positive growth in Body Care driven by North America



OUTLOOK 2026

	ORGANIC SALES GROWTH	ADJUSTED EBIT MARGIN	ADJUSTED EPS¹
GROUP	1.0 to 3.0%	14.5 to 16.0%	Low to high single-digit % increase
ADHESIVE TECHNOLOGIES	1.0 to 3.0%	16.5 to 18.0%	
CONSUMER BRANDS	0.5 to 2.5%	14.0 to 15.5%	



FIND OUT MORE ON [HENKEL.COM/IR](https://www.henkel.com/ir)