



Henkel UK tax strategy

Approved by the Directors on 3 January 2025.

Introduction to the Henkel Group

Henkel operates globally with a well-balanced and diversified portfolio. The company holds leading positions with its three business units in both industrial and consumer businesses thanks to strong brands, innovations, and technologies. Henkel Adhesive Technologies is the global leader in the adhesives market – across all industry segments worldwide. In its Laundry & Home Care and Beauty Care businesses, Henkel holds leading positions in many markets and categories around the world. Founded in 1876, Henkel looks back on more than 145 years of success and employs a diverse team of more than 52,000 people worldwide, striving to enrich and improve life every day through our products, services, and solutions. Henkel's preferred shares are listed in the German stock index DAX.

How we manage tax risks

The policy of Henkel UK is to comply with all relevant laws, rules, regulations, reporting and disclosure requirements and to pay the amounts of tax legally due.

Tax risk management is proactively managed through a clear internal governance framework, together with system controls and processes. The UK Finance Director is responsible to the UK Board and the Henkel Group European Head of Finance for the management of our UK tax affairs and is also our Senior Accounting Officer. The UK Finance Director is supported in this function by the UK Head of Tax and a team of tax specialists.

Henkel UK works continuously with the Henkel group to review and enhance tax systems, processes and controls in support of our tax returns and compliance obligations. Indirect tax systems, processes and controls are reviewed by the Henkel group Head of Indirect Taxes and the UK Head of Tax. Direct tax systems, processes and controls are reviewed by the UK Head of Tax. Tax risks identified during our reviews are reported to the UK Head of Finance.

Henkel UK obtains professional advice from suitably qualified external advisors when the tax treatment of specific items is uncertain and our annual Corporation tax returns are reviewed for accuracy and completeness by both the UK Head of Tax and external advisors before submission to HMRC.

Our attitude to tax planning

Henkel UK makes tax decisions which support and are consistent with the Henkel Group's overall strategy to generate profitable growth and to drive excellent sustainable financial performance. In making such decisions we will always consider our company's reputation, brand, and corporate and social responsibilities.

Henkel UK takes account of tax costs and risks before key business decisions are implemented and we use incentives and reliefs to minimise our tax cost. We will consider alternative approaches to business activities which may result in different tax outcomes. However, Henkel UK will not use incentives and reliefs in a way which is knowingly contrary to the intentions of parliament.

Our tax risks

Henkel UK aims to comply with all relevant tax laws and to interpret tax laws in a reasonable way and in a way that is consistent with their intention. Henkel UK does not engage in aggressive tax planning schemes.

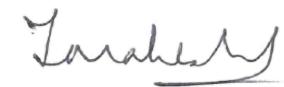
Henkel UK's procedures and controls are designed to eliminate the risk of significant errors in tax returns. We attempt to resolve issues in real time and before returns are filed if possible.

Working with HMRC

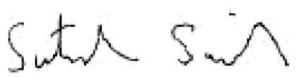
Henkel UK is committed to maintaining a transparent, open, and honest relationship with HMRC. We engage in open and early dialogue to discuss tax risks and significant transactions and we disclose any significant uncertainty in relation to tax matters. We respond to requests for information in a timely manner and keep HMRC informed about how issues are progressing. We make fair, accurate and timely disclosures in our tax returns and other correspondence.

Henkel UK works proactively with HMRC to resolve any disagreements over tax that may arise by agreement where possible.

On behalf of the Henkel UK Board:



Tarakeshwar Raghavan
Finance Director



Sutinder Bhandal
Legal Director