HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

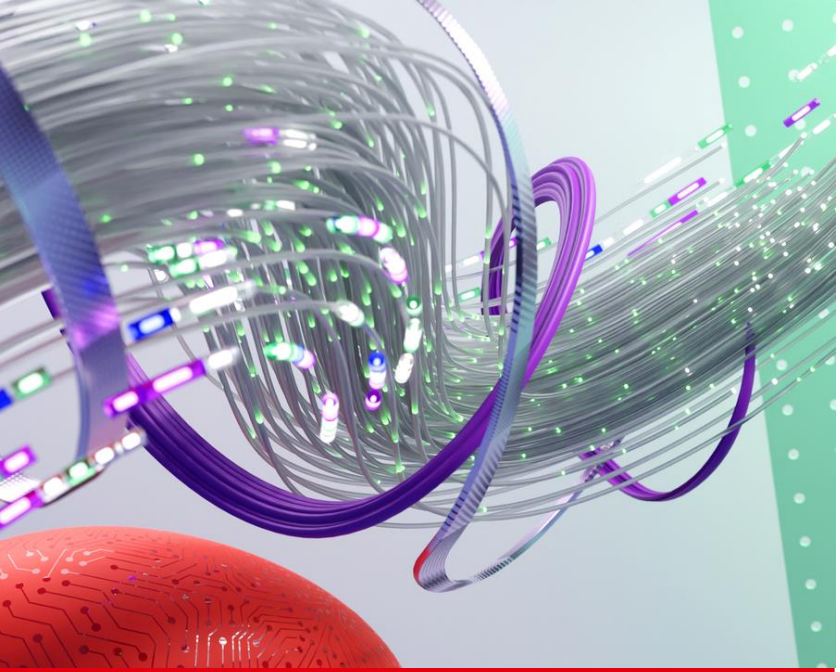
DISCLAIMER

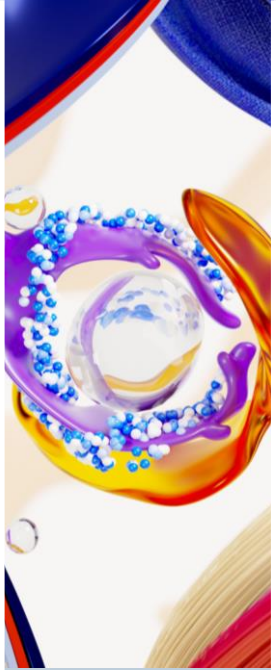
This presentation contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as "expect", "intend", "plan", "anticipate", "believe", "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 2023 (time reference of market share data may deviate). Updated in August 2024.





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 dividend payouts

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

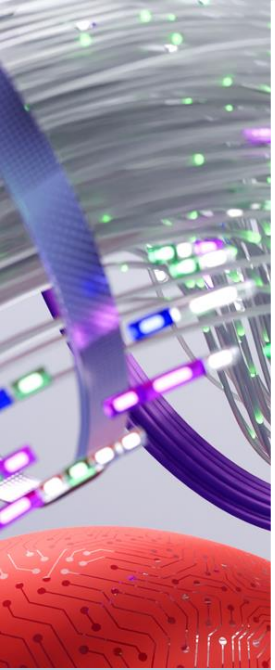
COMPELLING **FINANCIAL AMBITION**

Poised for further profitable growth building on clear strategic priorities

CARSTEN KNOBEL

CEO

*"As global market leader for adhesives, sealants and functional coatings and a leading player in attractive consumer markets, we want to create **long-term value** for Henkel's shareholders."*



AT A GLANCE: REASONS TO INVEST

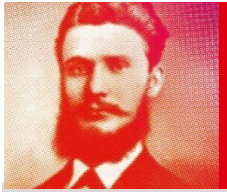
HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER BRANDS

ESG

FACTS & FIGURES 2023

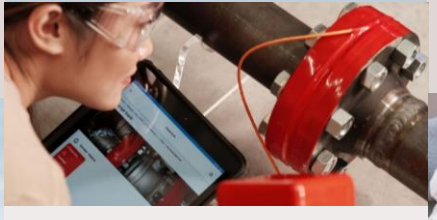


FOUNDED IN
1876

LISTED SINCE 1985,
FOUNDING MEMBER OF
DAX

SALES
€21.5BN

ADJUSTED EBIT
€2.6BN



4 BILLIONAIRE BRANDS
ACCOUNTING FOR
~40% OF SALES

>160
PRODUCTION SITES IN
>50 COUNTRIES

~48,000
EMPLOYEES FROM
>120 NATIONALITIES

2.5%
DIVIDEND YIELD PER
PREFERRED SHARE[1]

-61%
CO_2 EMISSIONS FROM
OUR OPERATIONS[2]

STRONG
SINGLE A
RATING (S&P, MOODY'S)

[1] Based on dividend for fiscal year 2023 and on share price as of Dec. 31, 2023.
[2] Per ton of product, compared to the base year 2010.

STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

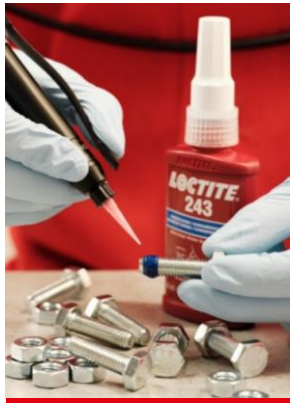
ADHESIVE TECHNOLOGIES

Mobility & Electronics

#1
worldwide

Packaging & Consumer Goods

#1
worldwide



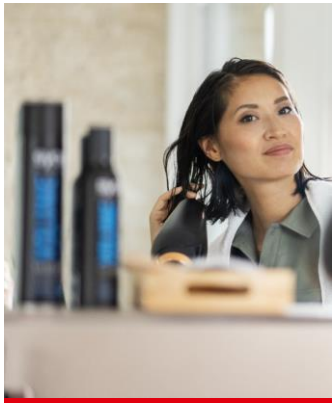
Craftsmen, Construction & Professional

#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

...A COMPELLING ***PORTFOLIO*** WITH ICONIC BILLIONAIRE BRANDS...

HENKEL GROUP

ADHESIVE TECHNOLOGIES

LOCTITE

€3.4bn sales

TECHNOMELT

€1.7bn sales

>75%

Sales share of our 5 brand clusters for industrial customers & 4 key brands for consumers

CONSUMER BRANDS

Persil

€1.4bn sales

Schwarzkopf

€1.3bn sales

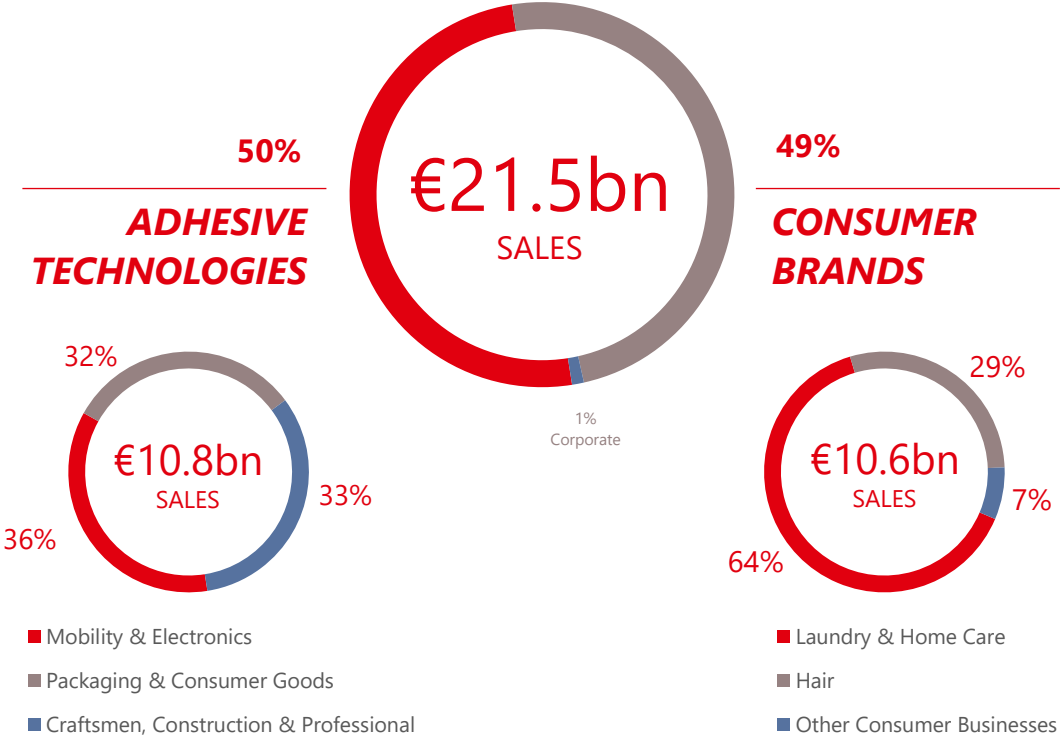
~50%

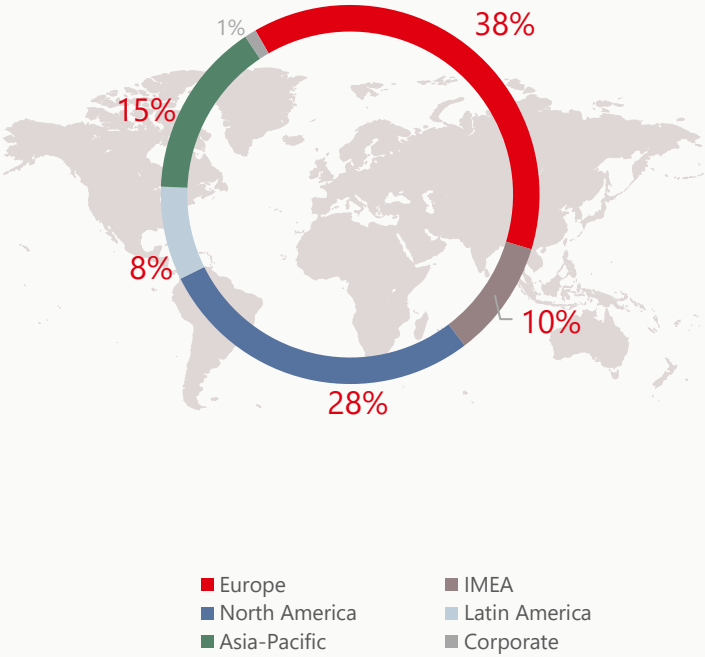
Top 10 brand sales share

Henkel

...AND ***GLOBAL FOOTPRINT***...

FY 2023



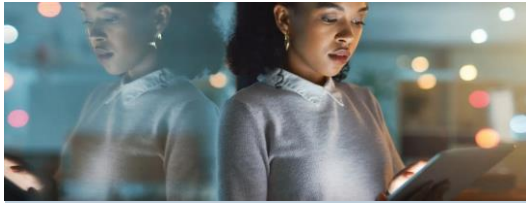


...BENEFITING FROM ***SHARED PLATFORMS AND INFRASTRUCTURE*** AS STRONG BACKBONE...

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***

Henkel

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

~€2bn

BRANDS/BUSINESSES DIVESTED OR DISCONTINUED[1] 2020 – 2023

STRENGTHENED BOTH BUSINESSES WITH ACQUISITIONS

SELECTED RECENT TRANSACTIONS:

Shiseido Professional and Vidal Sassoon in APAC
to strengthen global categories of consumer portfolio

Critica Infrastructure and Seal for Life
to enhance Adhesive Technologies portfolio by adding adjacent businesses

SHISEIDO PROFESSIONAL

VS SASSOON

SEALFORLIFE Industries

CRITICA™ Infrastructure

[1] Including divestment of business activities in Russia.

Henkel

COMPETITIVE EDGE - INNOVATION

WINNING ***PORTFOLIO***

COMPETITIVE ***EDGE***

INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY ***OPERATING MODELS***

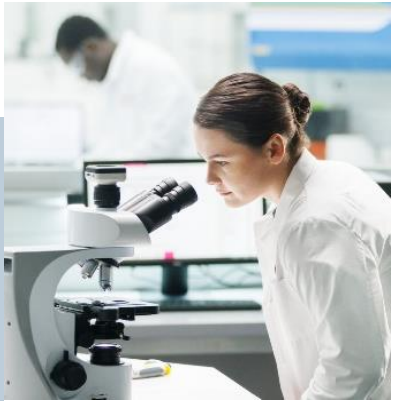
COLLABORATIVE ***CULTURE*** & EMPOWERED ***PEOPLE***

Impactful ***INNOVATIONS*** to fuel growth by leveraging our R&D expertise and consistently investing in core categories and regions

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

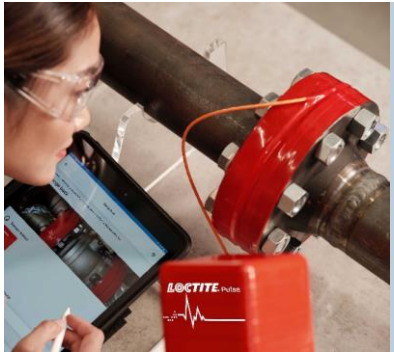
EXPANDED INNOVATION CAPABILITIES IN BOTH BUSINESSES THROUGH

NEW R&D AND INNOVATION CENTERS



UNIQUE INNOVATIONS UNDER STRONG CONSUMER BRANDS

ADRESSING RELEVANT CATEGORY TRENDS



SUPERIOR ADHESIVE TECHNOLOGIES SOLUTIONS

SHAPING INDUSTRIAL 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 – GOAL OF ACHIEVING CLIMATE-POSITIVE OPERATIONS BY 2030

LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

COMPETITIVE EDGE - DIGITALIZATION

WINNING ***PORTFOLIO***

COMPETITIVE ***EDGE***

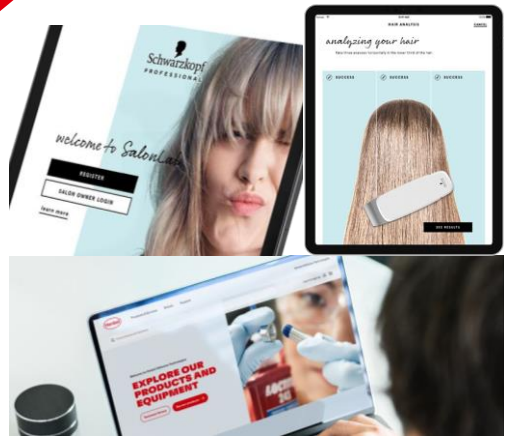
INNOVATION | SUSTAINABILITY | DIGITALIZATION

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

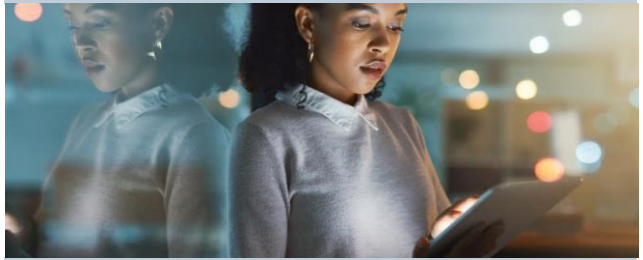
~20%

IN 2023 VS. 12% IN 2019

COMBINED DIGITAL UNIT

HENKEL DX

ACCELERATING DIGITAL INNOVATIONS VIA UNIQUE GLOBAL PLATFORM



STRONG PARTNERSHIPS

WITH LEADING DIGITAL COMPANIES

SAP | Microsoft | Adobe

Henkel

FUTURE-READY OPERATING MODELS

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

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

MERGER OF CONSUMER BUSINESSES

BIGGEST TRANSFORMATION OVER PAST DECADE – TARGETING SAVINGS OF

~€525m

NEW ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

INCREASING CUSTOMER PROXIMITY ALONG

3 BUSINESS AREAS

FOSTERING SHARED FUNCTIONS AND PLATFORMS

BROADENED SCOPE OF SHARED SERVICE CENTER ORGANIZATION AND ESTABLISHED DIGITAL UNIT DX

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

>98%

TOP EXECUTIVES ENGAGED IN LEADERSHIP PROGRAMS

„ACCELERATE CULTURAL TRANSFORMATION“

INITIATIVE LAUNCHED

NEW PURPOSE UNITING ALL EMPLOYEES GLOBALLY

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

CFO

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

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

- Strengthened focus on both **organic and inorganic growth with M&A** also expanding into attractive adjacent businesses
- **Expand innovation leadership** with customized solutions setting industry standards, **leveraging megatrends**
- New **organizational set-up increasing** proximity to customers and markets

SUCCESSFULLY TRANSFORMING MERGED ***CONSUMER BRANDS*** *BUSINESS*

- **Biggest company transformation** in recent years – with **clear roadmap to fuel profitable growth**
- Creating **strong multi-category platform** leveraging scale with global categories Laundry & Home Care and Hair
- Consistent focus on **enhancing portfolio**, **strengthening brand equity, driving technological leadership** and **optimizing organizational** and **supply chain set-up**

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

KPIs 2023

OSG
4.2%

ADJ. EBIT
€2,556

ADJ. EBIT MARGIN
11.9%

ADJ. EPS
€4.35

ADJ. EPS GROWTH[1]
+20.0%

Strong topline development across businesses

HENKEL GROUP

▲ **5.0%**

CAGR[2]

ADHESIVE TECHNOLOGIES

▲ **6.1%**

CAGR[2]

CONSUMER BRANDS

▲ **3.9%**

CAGR[2]

[1] at constant exchange rates. [2] FY2023 vs. FY2019.

...*INVESTING* INTO OUR BUSINESSES...

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

ACQUISITIONS INTEGRAL PART OF STRATEGY

- **Clear criteria**: strategic fit, financial attractiveness, availability
- **Adhesive Technologies**: focus on **attractive adjacent businesses** and **innovative technologies**
- **Consumer Brands**: focus on filling **white spots** on country/category position and addition of **new categories**

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 >€600m** over past 10 years, e.g. into state-of-the-art innovation centers in Düsseldorf and Shanghai

SELECTED RECENT HIGHLIGHTS

Critica Infrastructure and Seal for Life Industries (Adhesive Technologies)

Shiseido Professional and Vidal Sassoon in APAC (Consumer Brands)

New Battery Engineering Center in Düsseldorf (Adhesive Technologies)

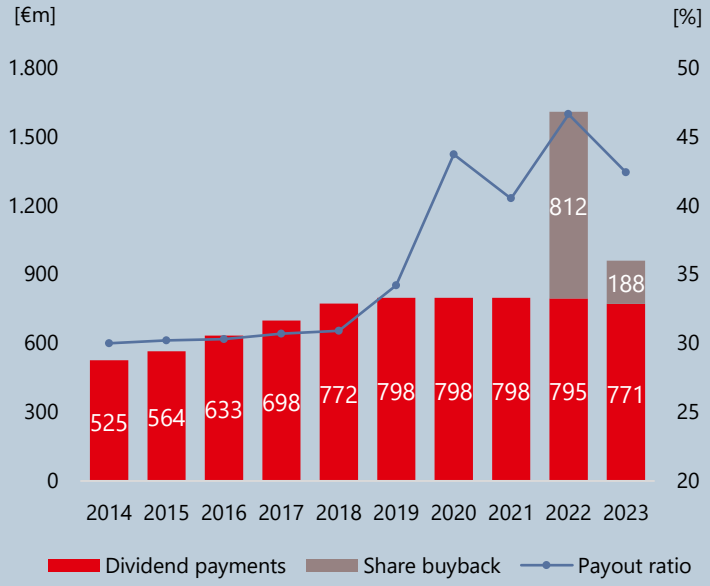
New R&D center in Asia (Consumer Brands)

CURRENT DEBT RATINGS

S&P: A **Moody's**: A2

...AND *LETTING OUR SHAREHOLDERS PARTICIPATE*

MORE THAN *€8BN* DISTRIBUTED TO SHAREHOLDERS OVER LAST 10 YEARS



STRONG DIVIDEND TRACK RECORD

- **Dividend policy** with targeted payout ratio of 30-40%[1]
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Average dividend increase of ~4% p.a.** over last 10 years

SHARE BUYBACK AS PART OF CAPITAL ALLOCATION

- **First ever share buyback in Henkel's history launched in 2022 and completed in 2023**
- **€1bn bought back** by end of Q1/2023

[1] of net income after non-controlling interests, and adjusted for exceptional items.

STRINGENTLY WORKING TOWARDS OUR *MID-TERM FINANCIAL AMBITION*

	HENKEL GROUP	ADHESIVE TECHN.	CONSUMER BRANDS
ORGANIC SALES GROWTH	3 to 4%	3 to 5%	3 to 4%
ADJUSTED EBIT MARGIN	~16%	high-teens %	mid-teens %
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		

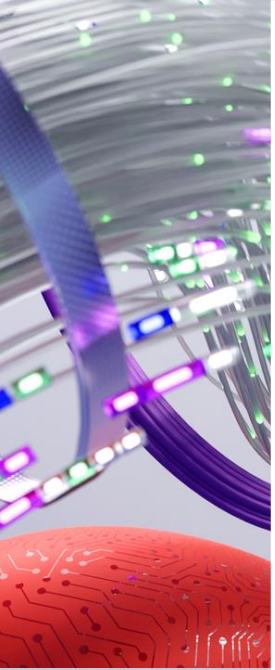
Building Blocks

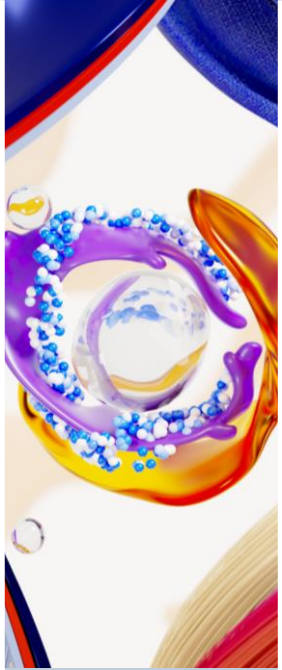
- **Fueling topline growth** by leveraging relevant industrial customer and consumer (mega)trends
- Strengthening businesses by **focused investments** in **innovations, sustainability and digitalization**
- **Realizing significant savings** from Consumer Brands merger and **efficiency gains** across businesses
- **Valorization of Consumer portfolio** and further **focus on customized solutions in Adhesives**
- **Shaping portfolio** with **value-creating M&A**

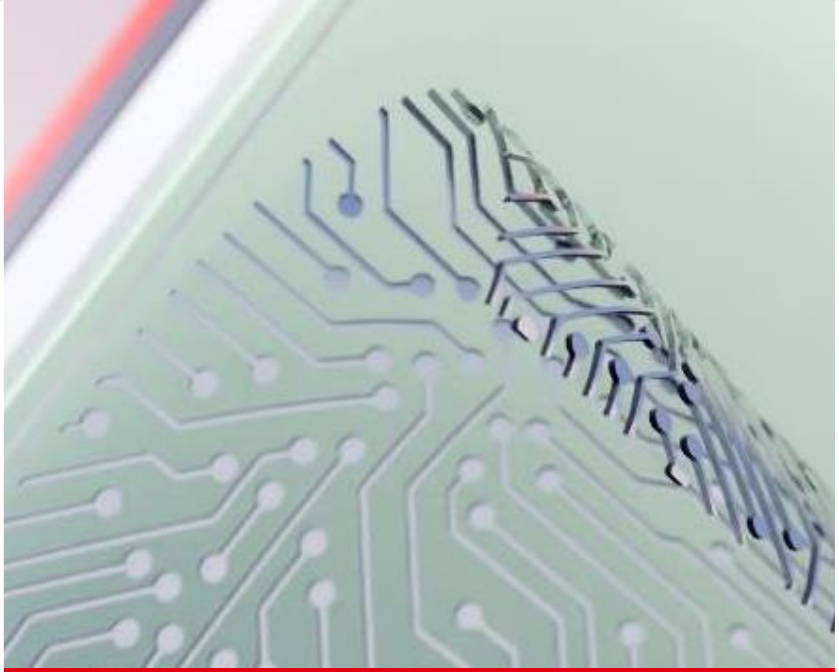
CREATING VALUE FOR OUR STAKEHOLDERS WITH TRUSTED BRANDS AND SUPERIOR TECHNOLOGIES

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







ADHESIVE TECHNOLOGIES

One in three branded athletic shoes is assembled using Henkel adhesives

Every second Henkel sells 4 Pritt glue sticks

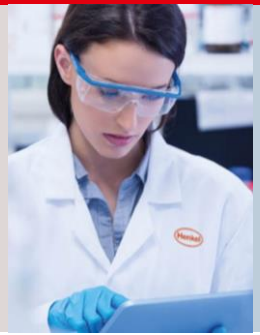
>300 adhesive applications can be found in a modern car –

140 of 150 cars produced every minute worldwide contain a Henkel solution

ADHESIVE TECHNOLOGIES

GLOBAL #1 PLAYER IN ADHESIVES MARKET

>50 adhesive solutions are in each smartphone



Henkel adhesives in medical syringes support 70% of all vaccinations worldwide

3 grams of Henkel's adhesives are enough to pull a 200-ton train

SETTING ***INDUSTRY STANDARDS***

Shaping the industry as market leader in adhesives, sealants and functional coatings

ADHESIVES

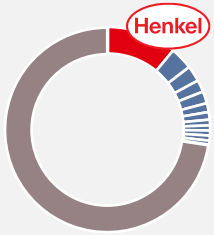
SEALANTS

FUNCTIONAL COATINGS

Creating customer value in attractive global market

- **~14%** global market share
- **Diversified** into ~60 highly specialized and fragmented market segments
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

Market size:
~€75-80bn



Market size and share based on 2023 data

SERVING ***BROAD RANGE OF INDUSTRIES*** ALONG THREE BUSINESS AREAS

MOBILITY & ELECTRONICS

Automotive OEMs & components, e-mobility, metal coil, electronics, semiconductor packaging, aerospace, industrial assembly

#1 WORLDWIDE

PACKAGING & CONSUMER GOODS

Food & beverage, hygiene, metal and flexible packaging, sports & fashion

#1 WORLDWIDE

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

DIY, craftsmen, construction, engineered wood, professional users in manufacturing & maintenance

#3 WORLDWIDE

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
Pattex
Ceresit
Pritt

Peer group with business overlap

Sika
H.B. Fuller
Connecting what matters.™
RPM
3M

Henkel

WELL-BALANCED GLOBAL PORTFOLIO

33%

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

- Consumer & Craftsmen
- Construction
- General Manufacturing & Maintenance

36%

MOBILITY & ELECTRONICS

- Automotive OEMs
- Automotive Components
- Electronics
- Industrials

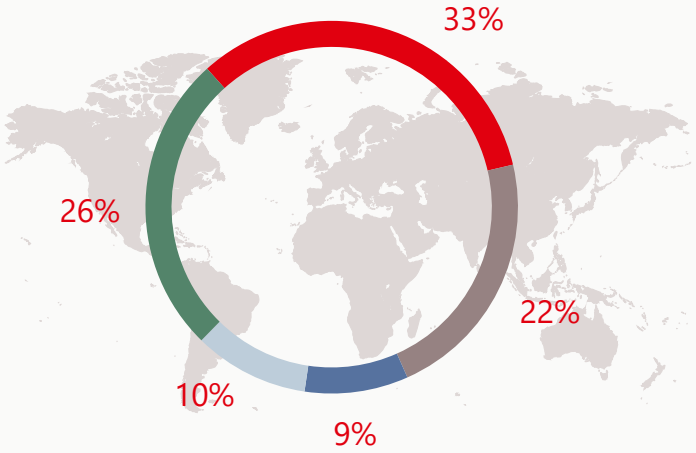
32%

PACKAGING & CONSUMER GOODS

- Packaging
- Consumer Goods

KPIs 2023

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
3.2%	€1,584m	14.7%



- Europe
- Asia-Pacific
- IMEA
- Latin America
- North America

CREATING CUSTOMER VALUE AS ***LEADING SOLUTION PROVIDER***

High-impact customized solutions enabled by outstanding expertise, market proximity and in-depth understanding of customer requirements

COMBINING BROADEST TECHNOLOGY PORTFOLIO WITH IN-DEPTH EXPERTISE

- **Unrivaled portfolio** of 12 leading technology platforms
- Strong **commitment and thought leadership on sustainability**
- Customer value driven by **co-creating new designs** and high share of **customized applications**

ACTIVELY MANAGING OUR ATTRACTIVE PRODUCT PORTFOLIO

- **Unique value propositions** through high-impact solutions
- Well diversified product portfolio with **reduced cyclicity profile**
- Continuously shaping portfolio to leverage **attractive organic and inorganic opportunities**

DELIVERING HIGHEST QUALITY AT GLOBAL SCALE

- **>6.500 customer facing experts** with solution-oriented know-how in >800 industries
- **Global footprint & resilient supply chain**, producing "in the region for the region"
- **Global R&D network** close to customers

TECHNOLOGY AND INNOVATION LEADERSHIP BACKED BY GLOBAL R&D NETWORK ENSURING CUSTOMER PROXIMITY

>2,900
R&D experts

>€300m
R&D spend

~25%
Newly launched products[1]

12
Technology platforms

Global R&D network

DRIVING INNOVATION THROUGH CUSTOMER COLLABORATION

Spearheading the future of adhesive technologies and **driving customer-centric innovation** at our industry-leading **innovation centers**, enabled by unique global end-to-end digital R&D platform

[1] Sales share of products launched in last 5 years.

DRIVING ***INNOVATION EXCELLENCE*** TO FUEL FURTHER GROWTH

Cutting-edge expertise in chemistry, formulation & applied engineering

Best know-how through **collaboration & partner ecosystems**

Investing in **first-class R&D infrastructure worldwide**

Better products at reduced time-to-market through **automation & digitalization**

New business solutions
Win & grow new adjacent 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

SUSTAINABILITY

MOBILITY

CONNECTIVITY

DIGITALIZATION

URBANIZATION

LEVERAGING ***GROWTH-DRIVING MEGATRENDS*** ACROSS INDUSTRIES

SUSTAINABILITY

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

MOBILITY

Solving challenges with new applications paving the way for future mobility

CONNECTIVITY

Facilitating new functionalities and designs at the forefront of the industry

DIGITALIZATION

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

URBANIZATION

Driving speed, efficiency and sustainability in construction

SELECTED EXAMPLES

SUSTAINABILITY	MOBILITY	CONNECTIVITY	DIGITALIZATION	URBANIZATION
Accelerate development of debonding technologies	Reliable thermal management & functional coating solutions enabling safety & large-scale production	Enhanced bonding & protection solutions (thinner, shock-resistant, waterproof) for smart devices	Automation & digitalization of global labs to increase speed & impact of innovations	Sustainable Engineered Wood solutions driving industry transformation

SUSTAINABILITY AS ***SUBSTANTIAL GROWTH DRIVER*** IN ADHESIVE TECHNOLOGIES

We enable customers to drive their sustainability agendas:

Emission reduction, energy efficiency, dematerialization

Circular resource use, compatibility with recycling, debonding

Chemical safety, safety in application and end use phase

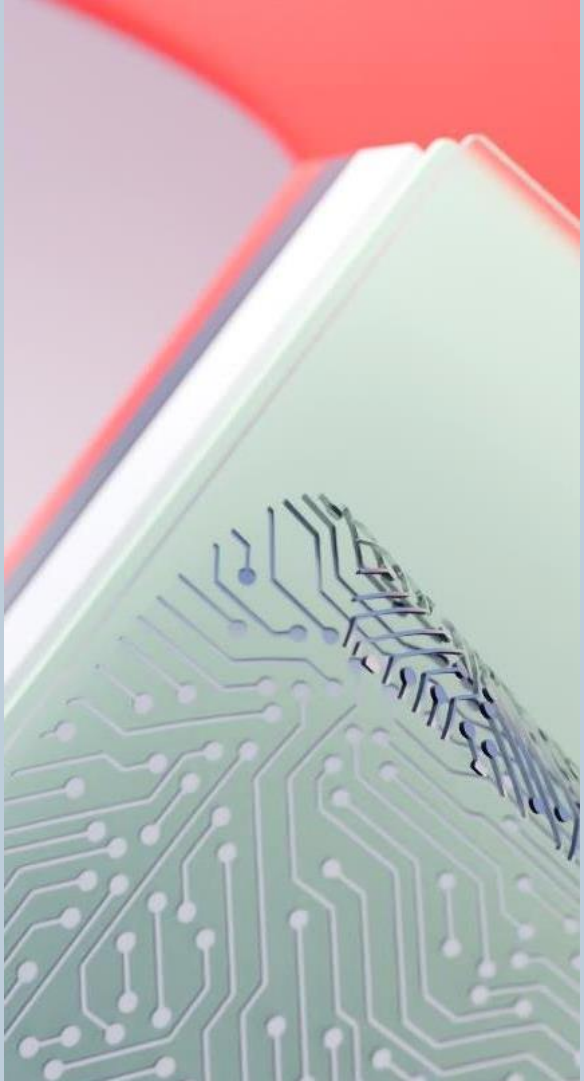
Fostering sustainable solutions across industries driving future growth:

~20% Sales share[1] of our portfolio's products with **significant positive contribution in the areas of climate, circularity, safety and nature** – e.g. by enabling emissions reduction in production processes and use phase

[1]Referring to pioneers and contributors' share of assessed products as per practitioner's report 2023.

ADHESIVE TECHNOLOGIES

OUR BUSINESSES AND SOLUTIONS



CREATING ***COMPETITIVE ADVANTAGE*** WITH CUSTOMIZED SOLUTIONS

MOBILITY & ELECTRONICS

AUTOMOTIVE OEMS

- Sealants and adhesives for body, paint and trim shop
- Structural and acoustic engineering solutions
- Metal pre-treatment

AUTOMOTIVE COMPONENTS

- Surface treatment, cleaners & lubricants
- Exterior, powertrain, interiors & chassis
- Automotive electronics and E-Mobility

ELECTRONICS

- Consumer devices
- Semiconductor packaging
- Printed electronics

INDUSTRIALS

- Aviation, space & rail
- Data & telecom, power, automation
- Medical & liquid filtration
- Metal coil & general industry

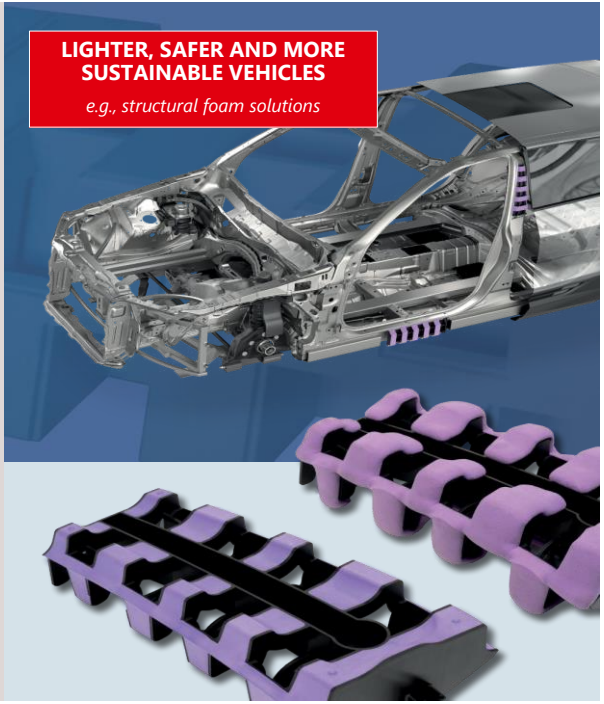
***AUTOMOTIVE OEMS*: LEADING PARTNER ENABLING ELECTRIC, AUTONOMOUS, AND SUSTAINABLE MOBILITY**

140 OF 150 CARS produced worldwide contain at least one Henkel solution

ACCESS TO ALL MAJOR OEMs GLOBALLY with full range of solutions for process and engineering applications for vehicle body

FOCUS ON NEW BODY DESIGNS & SUSTAINABILITY

~30% CAGR of EV ‘21-’28 requiring structural solutions for lightweight & battery crash protection



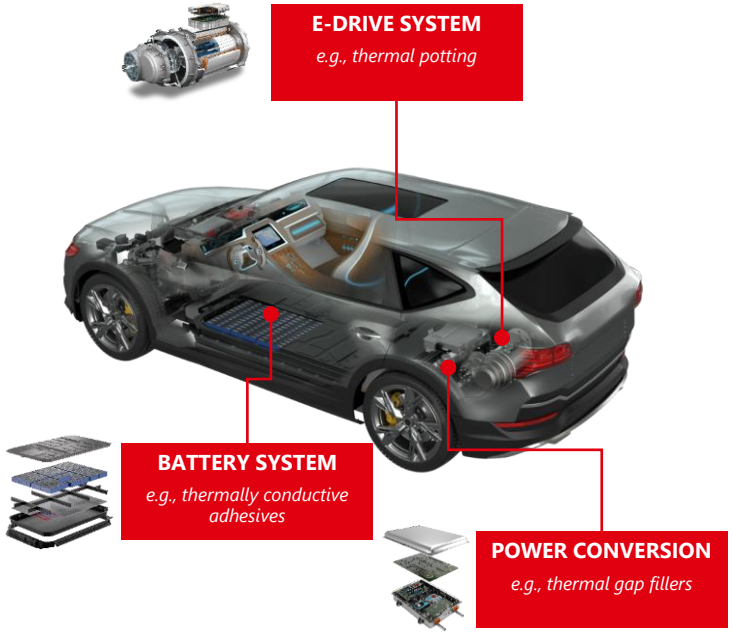
AUTOMOTIVE COMPONENTS: GROWTH FUELED BY INNOVATIVE E-MOBILITY APPLICATIONS

MOBILITY & ELECTRONICS

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

Global
TOP 50 EV-PLATFORMS
contain at least one Henkel solution

STRONG INNOVATION PIPELINE – launches over next 24 months with total annual sales potential of >€100m



Henkel

ELECTRONICS: CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS

4.5BN SMARTPHONE CAMERAS in 2026, representing expected growth of **~20%** vs 2023, driven by development of sensors with **NEW BONDING AND SEALING OPPORTUNITIES**

Already more than **40** Henkel applications in XR[1] devices offering up to **3.5X SALES POTENTIAL** per device vs high-end smartphones

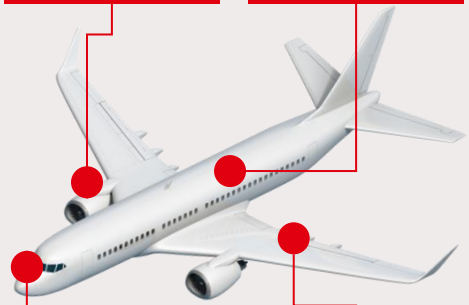
Focus on **DEVICE REPARABILITY** increases need for durable bonds and debonding solutions – structural bonding market expected to expand by 30% until 2027

[1] XR: augmented, virtual, extended reality.

INDUSTRIALS: TAILOR-MADE SOLUTIONS FOR BROAD RANGE OF MARKETS

PROPULSION
e.g., structural bonding for engine nacelle

INTERIORS
e.g., fire retardant bonding for floor panels



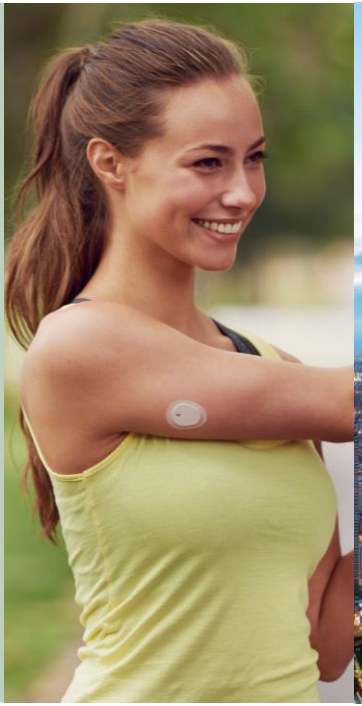
AVIONICS
e.g., conductive bonding for electronic components

SURFACE
e.g., corrosion protection for wings structure

OUTPERFORMING AEROSPACE MARKET with **HIGH SINGLE-DIGIT** growth[1]

MID TO HIGH SINGLE-DIGIT growth[1] with **MEDICAL APPLICATIONS**, e.g. continuous glucose monitoring devices

HIGH SINGLE-DIGIT growth[1] in **DATA & TELECOM** business



[1] expected OSG CAGR 23-27.

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

PACKAGING & CONSUMER GOODS

PACKAGING

- Paper packaging
- Flexible packaging
- Metal packaging
- Specialty tapes & labels

CONSUMER GOODS

- Sports & fashion
- Feminine hygiene, baby & adult care
- Tissue & towel
- End of line sealing & labeling

PACKAGING: INNOVATIVE SOLUTIONS PAVING THE WAY TOWARDS A CIRCULAR ECONOMY

80% of consumers globally demand **SUSTAINABLE** packaging

MAJORITY OF INNOVATION PIPELINE for packaging consisting of sustainable solutions

HIGH DOUBLE-DIGIT customer project win rate in past 3 years until today for newly built metal can beverage lines, enabling circular economy

CONSUMER GOODS: LOWERING OUR CUSTOMERS' EMISSIONS TO ENABLE THEIR BRANDS' CLIMATE GOALS

>33% of the world's largest publicly traded companies have **NET ZERO TARGETS BY OR BEFORE 2050**

>40 HENKEL ADHESIVES SOLUTIONS already launched with >20% lower raw material emissions compared to conventional adhesives[1];
4 are **NET-ZERO SOLUTIONS**

4X HIGHER GROWTH[2] in products fostering sustainability compared to conventional adhesives

[1] Lower than conventional market standard Downstream and Upstream Scope 3 emissions.
[2] CAGR 20-23; 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

CONSUMERS & CRAFTSMEN

- Sealants
- Construction adhesives
- Instant repair: Instant glues, superglues
- Wood glues
- Stationery glues: Glue sticks

CONSTRUCTION

- Building Construction
- Furniture
- Engineered Wood
- Building Components
- Infrastructure
- Prefabrication

GENERAL MANUFACTURING & MAINTENANCE

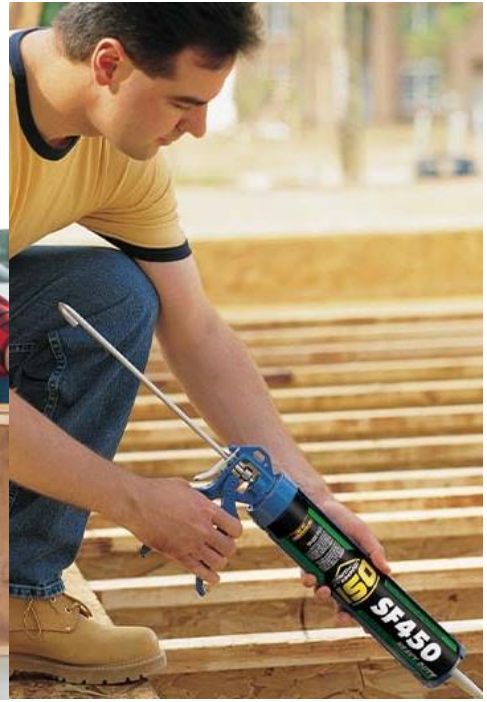
- General manufacturing
- Maintenance, repair & overhaul
- Vehicle repair & maintenance

CONSUMERS & CRAFTSMEN: EMPOWER DIYERS AND CRAFTSMEN TO MAKE HOMES A BETTER PLACE

CONSUMERS' HOME FOCUS IS HERE TO STAY –
home improvement as global trend

URBANISATION expected to drive global housing construction & renovation market growth to ~4% p.a. (2023-27)

PREMIUM BRANDS with leading positions globally building on superior value propositions –
e.g. **#1** in Western Europe with brands like Pattex



CONSTRUCTION: TRANSFORMING THE EVERYDAY LIVING ENVIRONMENT

2X HIGHER GROWTH RATES in timber construction compared to conventional concrete & steel

>90% of new cross laminated timber production facilities planned or ramped up from 2019 – 2026 with Henkel

Henkel at the forefront of **SUSTAINABLE PRODUCT INNOVATION** in the engineered wood industry

GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES

Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

Highly attractive MRO[1] segment with **HIGH SINGLE-DIGIT OSG CAGR** in past 5 years

Recent acquisitions of Critica Infrastructure and Seal for Life allowing to create new **PLATFORM** and expand MRO portfolio by attractive adjacent businesses

[1] Maintenance, Repair and Overhaul.

ADHESIVE TECHNOLOGIES

WELL POSITIONED FOR SUSTAINABLE VALUE CREATION

MID-TERM FINANCIAL AMBITION

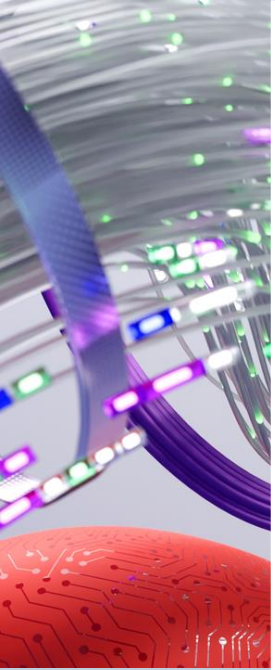
3-5 %

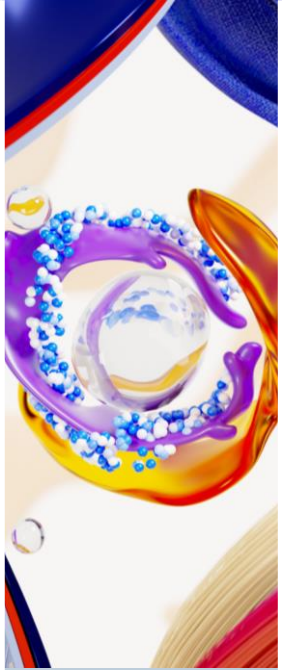
ORGANIC SALES GROWTH

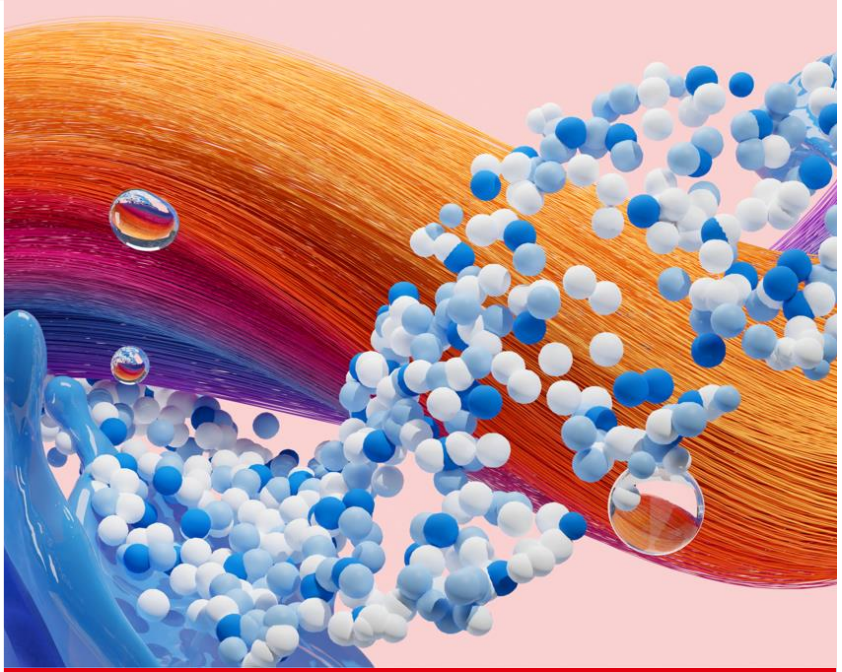
HIGH-TEENS %

ADJ. EBIT MARGIN

- **Global market leader** in adhesives, sealants, functional coatings with **broadest portfolio and unparalleled technology know-how** in the industry driven by customer insights
- **High-impact** and future-oriented solutions developed and customized in close **collaboration with our customers**
- Active in highly innovative segments while **shaping the megatrends in markets**, combined with **true commitment to sustainability** along the entire value chain
- **Robust portfolio with leading positions** across industries, regions and technologies – poised for further organic growth flanked by M&A opportunities







CONSUMER BRANDS

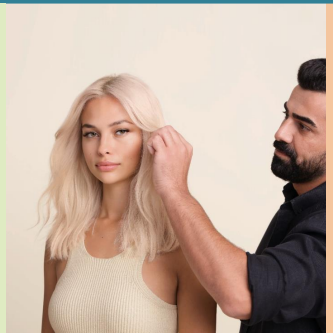
Every year 25 billion laundry wash loads are cleaned with Henkel detergents

Every second a Hair Care product from Henkel is sold in drugstores

CONSUMER BRANDS

#2 PLAYER IN OUR ACTIVE MARKETS

Every second worldwide, the hair of 20 consumers is colored with Henkel hair colorants



Every second more than 160 dishwashers are running with a Henkel unit dose

Every minute ~2,600 detergent products from Henkel are sold

ATTRACTIVE CATEGORY PORTFOLIO FOCUSING ON TWO GLOBAL CATEGORIES

LAUNDRY & HOME CARE

- Fabric Care
- Fabric Cleaning
- Fabric Finishers
- Laundry Additives
- Hand Dish Washing
- Auto Dish Washing
- Hard Surface Cleaners
- Insecticides
- Toilet Care

#2 IN ACTIVE MARKETS

HAIR

Professional & Consumer

- Hair Care
- Hair Coloration
- Hair Styling

#2 IN ACTIVE MARKETS

OTHER CONSUMER BUSINESSES

Body Care

- Bath & Shower
- Deodorants
- Soaps

PRESENCE IN SELECTED MARKETS

LEADING CATEGORY POSITIONS
AND PRESENCE IN >100 COUNTRIES

TOP RANKINGS IN ACTIVE MARKETS:
~270 #1 or #2 COUNTRY / CATEGORY POSITIONS

Regional Examples:

Laundry & Home Care

#1 in Europe and #2 in North America and MEA

Hair Professional

#2 in North America and #3 in Europe,
Latin America and Asia-Pacific

Hair Consumer

#2 in Europe

Based on trade panel data from Nielsen / Circana (Laundry & Home Care and Hair Consumer);
Kline data for Hair Professional

ATTRACTIVE BUSINESS WITH **TWO GLOBAL SEGMENTS**

64%

LAUNDRY & HOME CARE

- Laundry Care
- Home Care

29%

HAIR

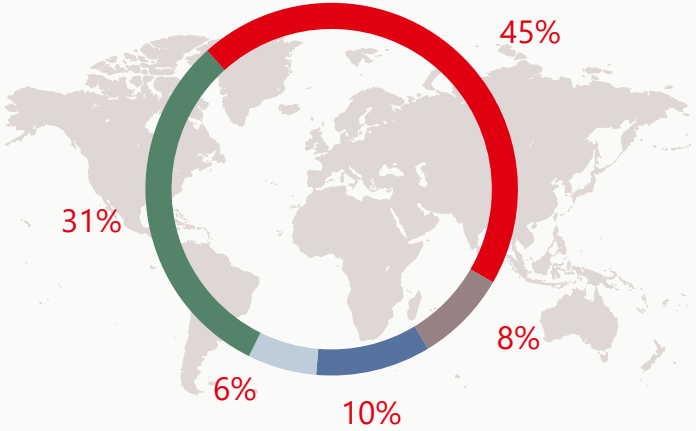
- Consumer
- Professional

7%

OTHER CONSUMER BUSINESSES

KPIs 2023

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
6.1%	€1,115	10.6%



- Europe
- Asia-Pacific
- IMEA
- Latin America
- North America

TECHNOLOGY LEADERSHIP UNDERPINNED BY ***GLOBAL R&D NETWORK***

~1,000
R&D experts

~€250m
R&D spend

~50%
Innovation rate[1]

>300
Open Inno. Projects

Global R&D network with 15 innovation centers

LEVERAGING OUR TECHNOLOGY EXPERTISE ACROSS OUR GLOBAL CATEGORIES

Strong R&D synergies due to technological similarities of global Hair and Laundry categories – **superior technologies and impactful innovation** addressing relevant consumer needs and fueling **above-average growth of top 10 brands**

[1] Sales share of innovations launched within the last 3 years.

DIVERSIFIED GO-TO-MARKET SETUP
ALLOWING EFFICIENT ACCESS TO CONSUMERS

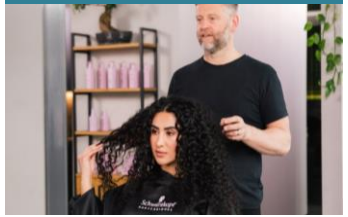
SUPERMARKET & DISCOUNTER

DRUGSTORE

HYPERMARKET

SELECTIVE RETAIL

SALON & SALON DISTRIBUTOR



E-COMMERCE

Merged businesses leading to increased relevance

Now among TOP 10 FMCG players[1] in Europe

#21

PREVIOUS FMCG RANK Henkel Beauty Care

#13

PREVIOUS FMCG RANK Henkel Laundry & Home Care

#10

NEW FMCG RANK in HCB's top 10 largest EU markets

[1] Source: 2022 Euromonitor.

CONSUMER BRANDS

OUR CATEGORY & BRAND PORTFOLIO

LAUNDRY & HOME CARE WITH INNOVATIVE AND LEADING BRANDS

LAUNDRY & HOME CARE

LAUNDRY CARE

- Leading player within the attractive **~€90bn global Laundry Care market**
- **#2** in active markets with ~**60 leading country/category positions**[1] and **top brands** like e.g. Persil
- **Addressing** broad **consumer trends** from deep cleaning to sensitive to fiber care across various price tiers

Persil
Perwoll
all
Spee
Cold Power
Vernel
MAS
Snuggle
Colour Catcher

[1] #1 and #2 market positions, based on trade panel data from Nielsen / Circana.

Henkel

PREMIUM HERITAGE BRAND ***PERSIL*** WITH SUCCESSFUL GROWTH TRAJECTORY FUELED BY UNIQUE INNOVATIONS

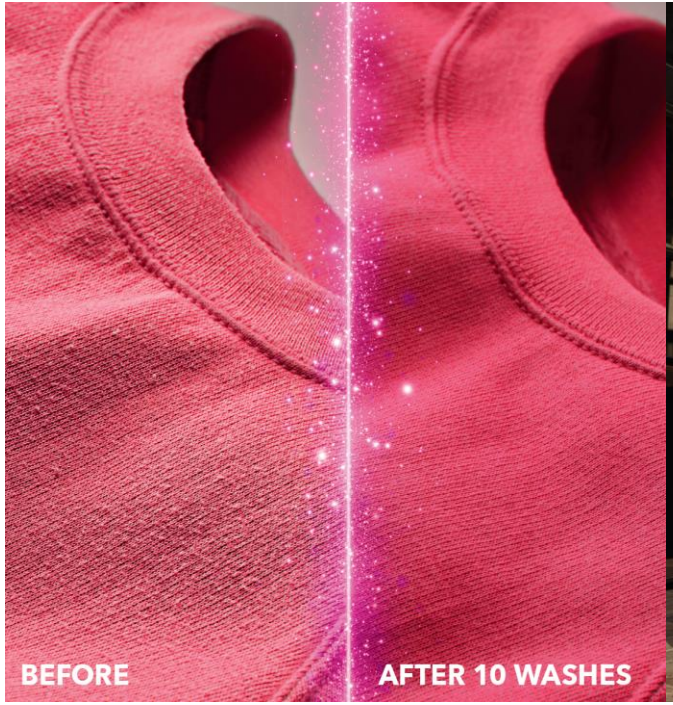
#2
Fabric Cleaning brand
in Europe

DOUBLE-DIGIT
organic sales growth CAGR of Persil over the last decade

Relaunch in ~**30** countries of unique enzyme technology, Discs and Expert range with strong media support driving valorization and growth

Henkel

PREMIUM BRAND ***PERWOLL*** DELIVERING CONTINUOUS GROWTH



#1 in Fabric Care[1]

Underpinning **TECHNOLOGY LEADERSHIP** with new **RENEW FORMULA –** backed by strong marketing campaign

DOUBLE-DIGIT sales growth CAGR over past decade

Present in **~30 COUNTRIES**

[1] in active markets.

US BRAND *ALL® FREE CLEAR* WITH OUTSTANDING POSITIONING IN SENSITIVE SKIN SEGMENT

#1 in Sensitive Skin segment[1]

ALL® RELAUNCH in 2023 – reinforcing the brand's top recommendation by dermatologists, pediatricians and allergists

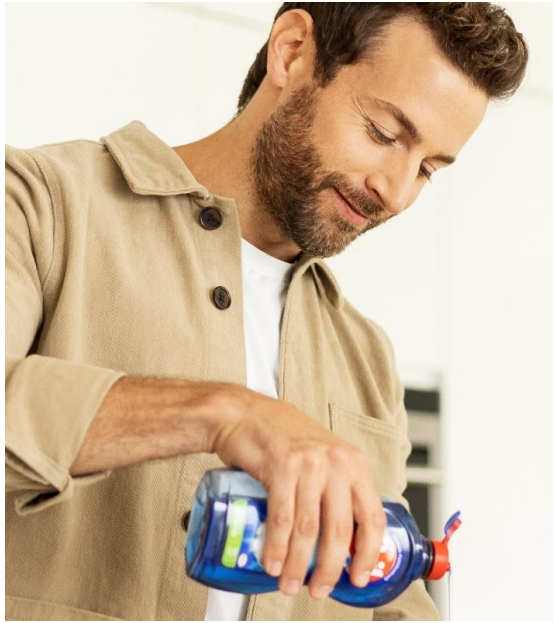
DOUBLE-DIGIT organic sales growth in 2023

Market share increase of **+30 BPS YTD** vs. 2022 within Fabric Cleaning segment

[1] in active markets.

LAUNDRY & HOME CARE WITH INNOVATIVE AND LEADING BRANDS

LAUNDRY & HOME CARE



HOME CARE

- Leading player in the **global Home Care market** with a market size of **~€60bn**
- **#1** in active markets with **~60 leading country/category positions**[1] and **top brands** like Somat and Bref
- Covering a **comprehensive range** of Home Care products from toilet care to dish washing to insecticides

Somat
Bref
Pril
DAC DISINFECTANT
우리집 안심 보호막 홈매트
biff
COMBAT

[1] #1 and #2 market positions, based on trade panel data from Nielsen / Circana.

Henkel

BREF CREATING RIMBLOCK SEGMENT WITH SUPERIOR INNOVATIONS

Henkel Toilet Care
built the rimblock segment,
now present in
~**40** countries

BREF 2x SALES
over the last decade

MARKET LEADER
across active markets

Henkel

INNOVATION LEADER ***SOMAT*** DRIVING CATEGORY GROWTH

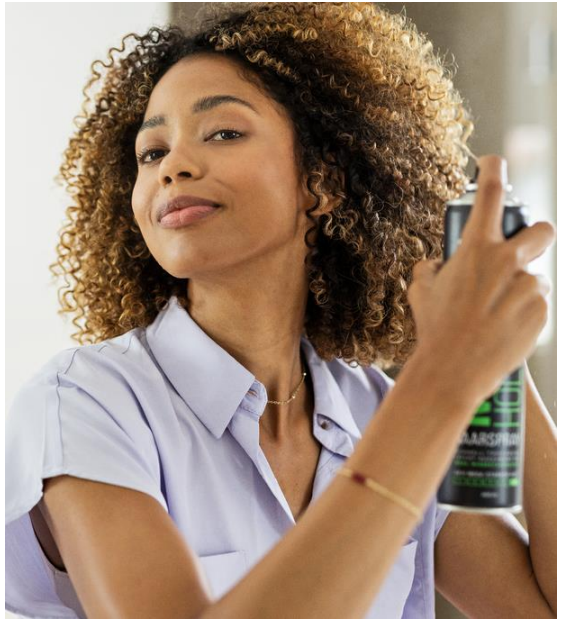
VERY STRONG ORGANIC SALES GROWTH
over the past 5 years driving category growth and premiumization

#1/#2 POSITION
in **>70%** of active countries

Powerful cleaning performance even at **LOW TEMPERATURES**

LEADING PLAYER IN HAIR PROFESSIONAL & CONSUMER ACROSS OUR ACTIVE MARKETS

HAIR



- Attractive **global market** with a combined **size of ~€90bn** for Hair Consumer and Hair Professional
- With top rankings in core markets e.g. **#1** in **Consumer Styling** in **Europe**, **#2** in **Professional** in **North America**
- **~150 leading country/category positions**[1]
- **Leveraging Hair expertise across Professional and Consumer** business with top brands under the umbrella of Schwarzkopf

got2b, schauma, Palette, syoss, Schwarzkopf, taft, IGORA, OSiS+, LIVE, BLOND ME, GLISS, bc BONACURE, KENRA PROFESSIONAL, STMNT STATEMENT GROOMING GOODS, AUTHENTIC BEAUTY CONCEPT, sexyhair, INDOLA EXCLUSIVELY PROFESSIONAL, JOICO

[1] #1 and #2 market positions, based on trade panel data from Nielsen / Circana & Kline.

NEW BONDING TECHNOLOGY LAUNCHED WITH SCHWARZKOPF PROFESSIONAL BRAND ***BLONDME***

HAIR

THE AUTHORITY IN BLONDE
Hero product lightener with minimized hair breakage – breakthrough Dual Bond System

TRIPLED sales over the past 6 years

#1 Color & Care System dedicated to blonde perfection

Henkel

NORTH AMERICAN PROFESSIONAL BRAND *JOICO* WITH DYNAMIC GROWTH MOMENTUM

THE JOI OF HEALTHY HAIR
JOICO was founded by a hairstylist, is 'PETA Approved' and has been dedicated to healthy hair for almost 50 years

~800,000 HAIR STYLISTS in **NORTH AMERICA** use JOICO

NORTH AMERICAN PROFESSIONAL BRAND *KENRA* DRIVING GROWTH WITH STRONG INNOVATIONS

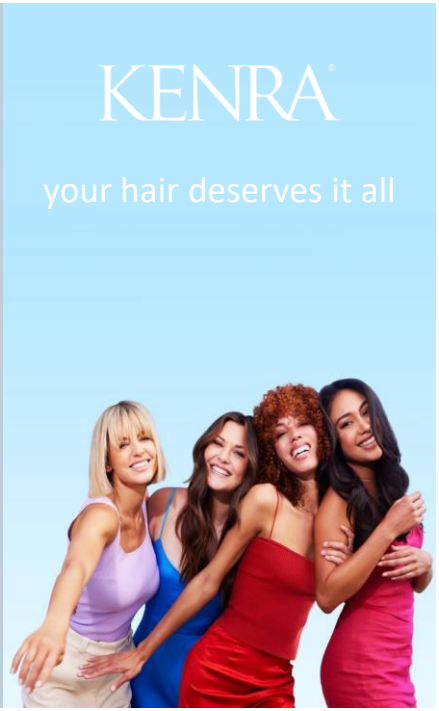
#1 PROFESSIONAL STYLING BRAND
in North America[1]

Launch of extended **KENRA CARE LINE –**
with complete range of Shampoos & Conditioners
with protective peptides & amino acids

Triple Repair with **PATENTED DUALBOND™ COMPLEX**
to reduce breakage by almost 90%

#1 YOUTUBE EDUCATOR
Inspiring over 300,000 stylists with
>30 million views

DOUBLE-DIGIT organic sales growth in 2023



[1] Kline Salon Haircare Full Year 2023

GLISS LEADING WITH NEW BONDING TECHNOLOGY

HAIR

SIGNIFICANT ORGANIC SALES GROWTH
across active markets over the past two years driving Consumer Hair Care

#1 in **TREATMENTS…**
#1 in **HAIR REPAIR…**
97% BRAND AWARENESS…
…in Germany

LEADING WITH NEW BONDING TECHNOLOGY:
HaptIQ System powered masks & treatments for excellent results

Henkel

STYLING BRAND ***GOT2B*** WITH DYNAMIC GROWTH MOMENTUM

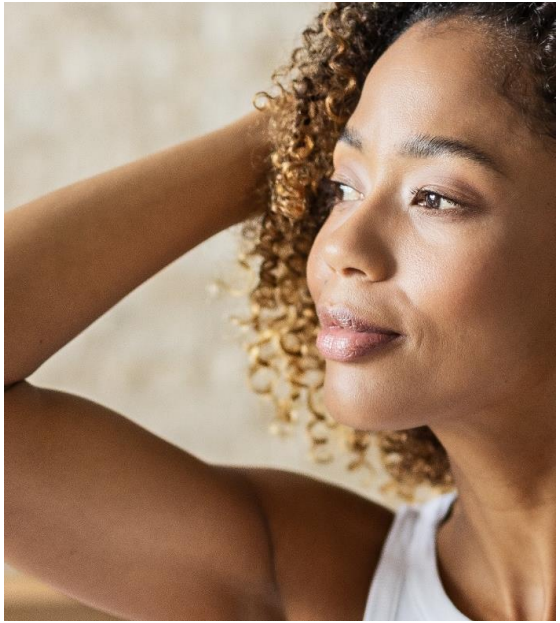
DOUBLE-DIGIT
sales growth CAGR of got2b over the past decade

#3 styling brand in Europe –
#1 position in gels, creams, waxes with market share gains of >200 bps YTD August 2023

Co-created relaunch rolled out in
>30 COUNTRIES in 2023
supported by dedicated digital campaign

SERVING ***ATTRACTIVE CATEGORIES*** IN SELECTED MARKETS

OTHER CONSUMER BUSINESSES



- Attractive market segments (**Bath & Shower**, **Deodorants and Soaps**) with a **total market size** of **~€70bn**
- Selected regional presence in **Europe** and **North America**
- With top brands **Fa** and **Dial**

DIAL LEADING IN THE SOAP CATEGORY IN THE US

TOP POSITIONS
as well-recognized market leader

#2 Soap Brand in the USA

#1 Antibacterial soap brand

#1 Doctor Recommended Antibacterial hand soap

Body Wash 2023 Relaunch Voted
PRODUCT OF THE YEAR
body cleansing category

Henkel

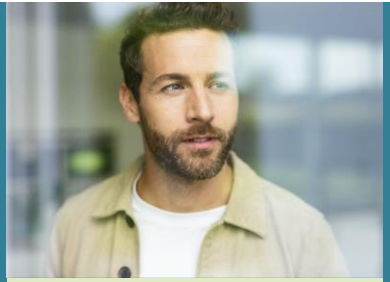
CONSUMER BRANDS

SHAPING OUR BUSINESS ALONG CLEAR TRANSFORMATION STRATEGY

SHAPING CONSUMER BRANDS
TO FUEL GROWTH AND PROFITABILITY

Biggest company transformation in recent years in full swing – with clear strategic rationale

MERGER OF TWO FORMERLY SEPARATE CONSUMER BUSINESS UNITS – CREATING A ***STRONG MULTI-CATEGORY PLATFORM***



FOCUS ON ***TWO GLOBAL CATEGORIES LAUNDRY & HOME CARE AND HAIR***

LEVERAGING ***STRONG BRANDS*** *AND* ***TECHNOLOGY LEADERSHIP***

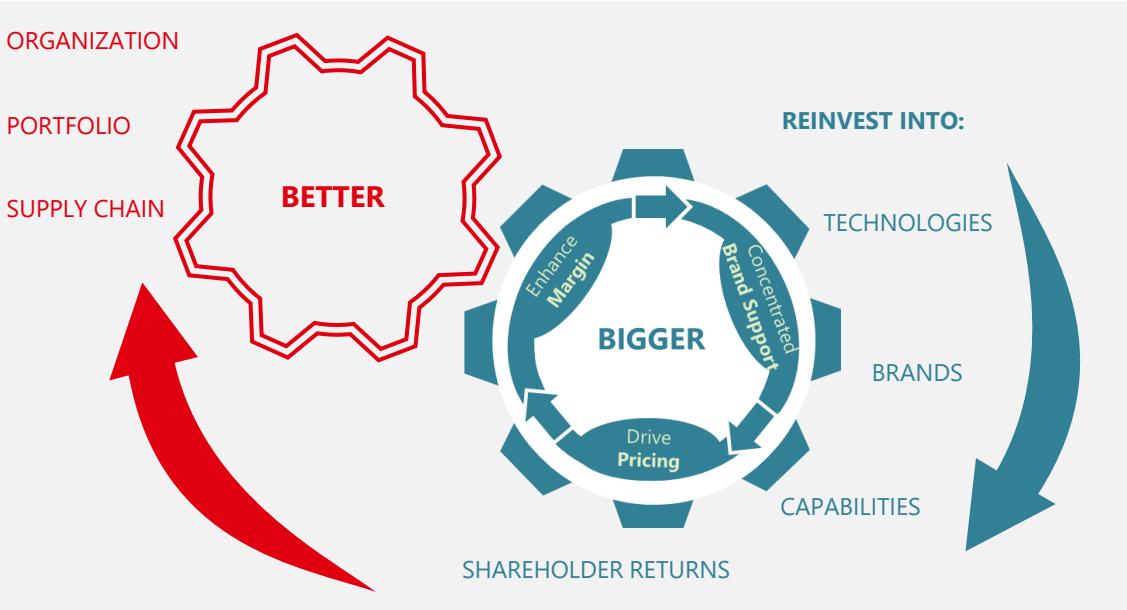
Strong platform:
Focus on brands and businesses with attractive growth and margin profile

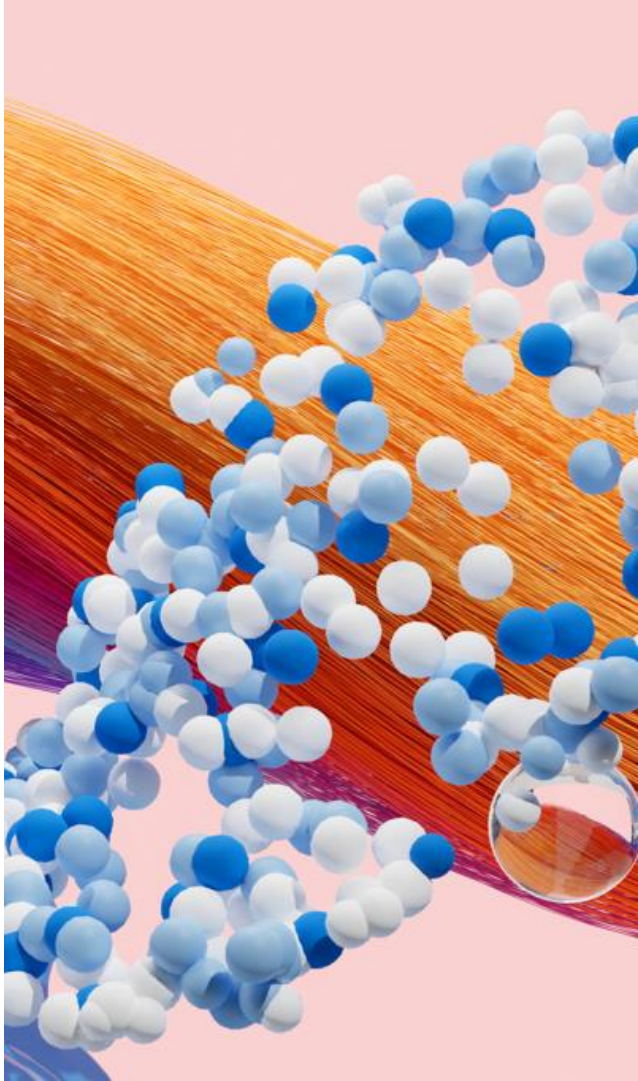
Leveraging scale:
Significant synergies and efficiency gains

Integrated approach:
Leaner structures and faster decision-making processes

BUSINESS TRANSFORMATION IN FULL SWING

Flywheel driving business transformation to fuel profitable growth





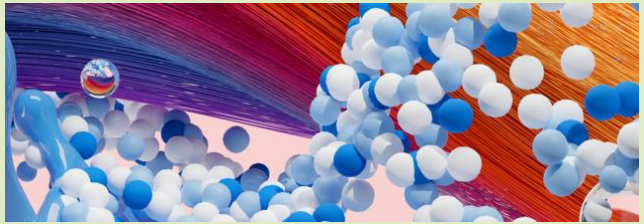
DRIVING ***BETTER***
STRINGENT EXECUTION ALONG CLEAR ROADMAP

Organization
Portfolio
Supply Chain
Better

Significant savings driven by multiple levers:
Portfolio – SG&A – Supply Chain

PHASE 1
Focus on optimization of organizational set up and portfolio

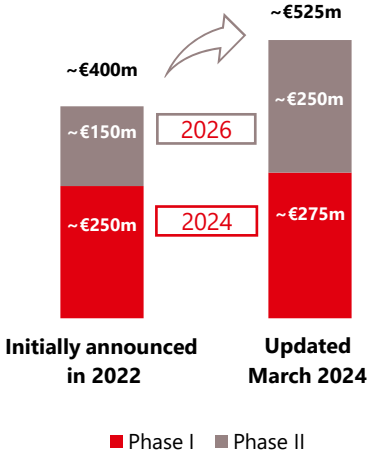
PHASE 2
Focus on supply chain network, commercial integration and operational excellence



Accelerated integration of our consumer businesses

- **Implementation in both phases ahead of plan**
- Increased potential leading to **step up in total expected savings by ~€125m to ~€525m**
- **Driving investments to accelerate growth** – e.g. marketing investments remain on elevated levels to strengthen brand equity

TOTAL SAVINGS EXPECTED BY 2026



DRIVING ***BETTER***
OPTIMIZING OVERALL SET-UP

Organization
Portfolio
Supply Chain
Better

ORGANIZATION

- **New organizational set-up** globally (incl. reduction by ~2,000 positions)
- **Lean and efficient structures** to drive overall agility
- **Foster entrepreneural spirit** and accelerate cultural transformation

PORTFOLIO

- **Focus on two global categories** – total **~€1bn of sales** put under review in 2022
- **Stringently redirect resources** towards high growth and high margin products and brands
- **Enhancing gross profit profile –** allowing for increased re-investment levels in **brand equity**
- **Value-creating acquisitions**

SUPPLY CHAIN

- **Improve efficiency** of own production set up and optimize contract manufacturers network
- **Drive commercial integration** with optimized logistics capabilities along 1-1-1 approach (one order, one shipment, one invoice)
- **Leverage procurement** opportunities

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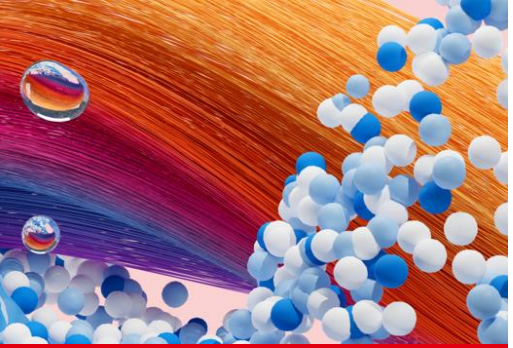
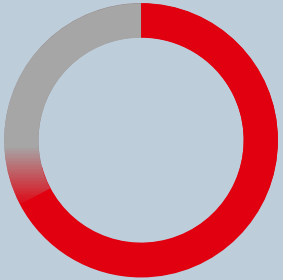


CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization
Portfolio
Supply Chain
Better

PHASE I

~€275m savings targeted by end of 2024



Phase I: Focus on optimization of organizational set up and portfolio

- Optimization of **organizational set-up** well advanced: agreements for >2,000 positions concluded by end of 2023
- **Portfolio measures** clearly on track:
  - ~€650m of total €1bn divested/discontinued
  - Double-digit percentage reduction of #SKUs
  - Positive volume development in Hair in FY 23
- **Savings**:
  - **>€200m** of initially targeted €250m **already achieved** by end of 2023
  - **Increase of expected savings from ~€250m to €275m** in full swing by end of 2024

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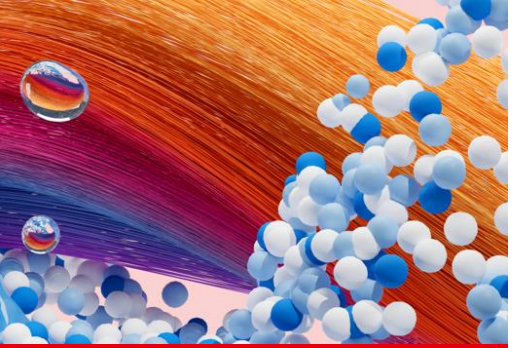
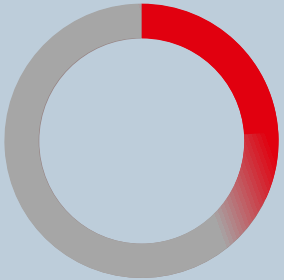


CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization
Portfolio
Supply Chain
Better

PHASE II

~€250m savings targeted by 2026



Phase II: Focus on supply chain network, commercial integration and operational excellence

- **>800 projects launched** to drive operational efficiency in manufacturing and logistics
- **Average complexity reduction by 15% initiated (Target: ~25%),** including number of plants, production lines, warehouses, contract manufacturers
- **Commercial integration** progressing as planned with **seven countries live**
- **Savings**:
  - **~€80m** of initially €150m already achieved by end of 2023
  - **Increased expectations from at least €150m to ~€250m** in full swing by 2026

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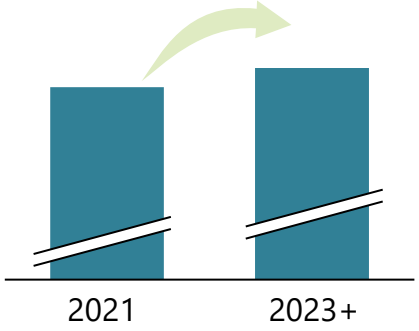
DRIVING ***BIGGER***
LEVERAGING AND INVESTING IN TECHNOLOGIES

Continuous substantial investments into R&D and technologies has created a wealth of knowledge and patents

R&D investments in €m
(indicative)



Superior technology-driven innovations adressing relevant consumer needs – Examples

INNOVATIVE HAIR BONDING TECHNOLOGY

Restoring and repairing hair structure for healthier and stronger hair

- Colorations may cause damage to the hair
- Bonding technology used in Professional and Consumer colorations protects the hair during the coloration process

UNIQUE DEEP CLEAN TECHNOLOGY

Removing deposits that create bad odors on laundry and in the washing machine

- Washing machines can develop bad odors over time
- Innovative enzyme technology enables lasting hygienic freshness

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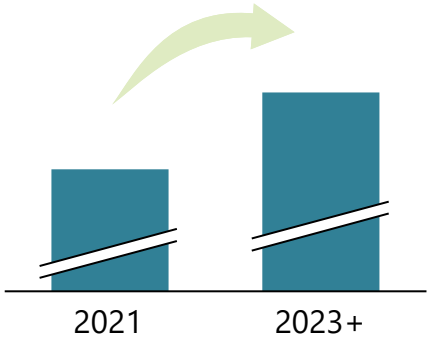
DRIVING ***BIGGER*** VALORIZING TRUSTED BRANDS

Increased media investments driving brand equity

Media investments in €m
(indicative)



Strengthening brands fueled by innovation and marketing support – Examples

TAFT

Re-ignited Styling category with strong relaunch

PERWOLL

Gaining appeal as main premium brand in Fabric Care

SYOSS

Leveraging differentiation for growth

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DRIVING ***BIGGER***
DIGITAL BUSINESS ENABLEMENT

Technologies
Brands
Capabilities
Shareholder Return

Bigger

Leveraging digitalization to create attractive touchpoints and increase efficiency

DIGITAL SALES & MARKETING

Digital sales with double-digit organic growth in 2023

Integration of AI to optimize customer centricity and marketing activation

R&D AND SUPPLY CHAIN

Digitalization of **Supply Chain streams**

R&D backbone supported by AI to drive purposeful innovations

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SUSTAINABILITY AS PART OF OUR DNA

We create value by embedding sustainability in our innovative high-performing brands:

OPERATIONS

Ambition for 2030[1]:

100% Transformation climate positive operations

PACKAGING

Targets for 2025[1]:

100% Recyclable or reusable packaging

>30% Recycled plastic

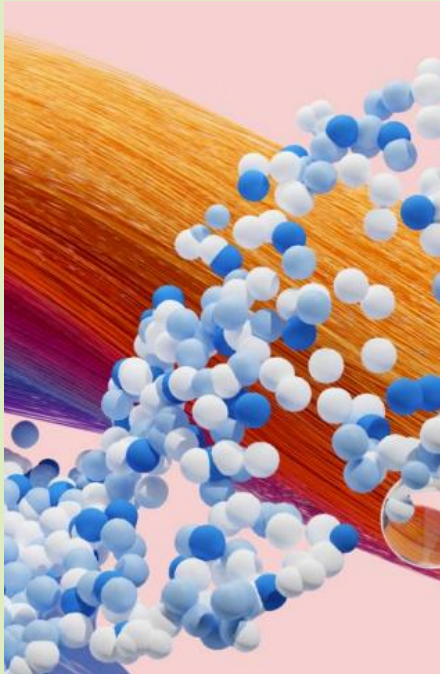
INGREDIENTS

Maximize renewable and biodegradable ingredients by 2030

CONSUMER EMPOWERMENT

Initiatives to encourage responsible-minded behavior while using our products

It starts with us.



In 2023 we achieved, e.g:

>90% of our ingredients are biodegradable[2]

[1] Henkel Group ambition/targets
[2] Referring to organic ingredients in accordance with 301/302 OECD guidelines

CONSUMER BRANDS
POISED FOR PROFITABLE GROWTH

MID-TERM FINANCIAL AMBITION

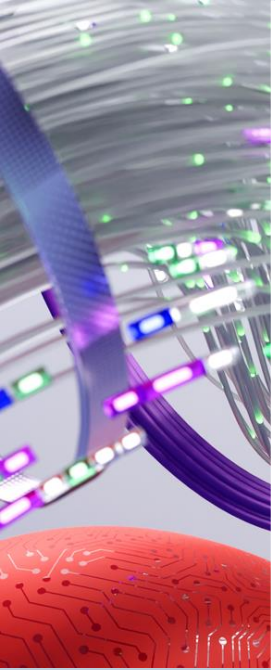
3-4 %

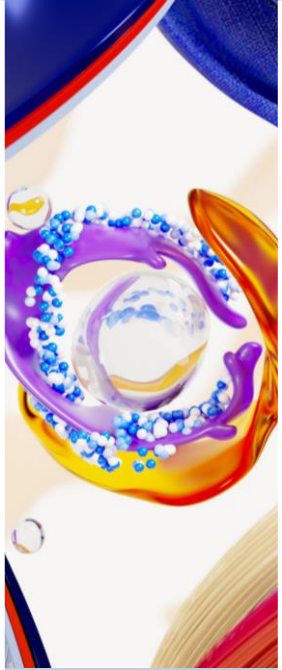
ORGANIC SALES GROWTH

MID-TEENS %

ADJ. EBIT MARGIN

- **#2 player** across our active markets around the world, with **leading positions in attractive consumer categories**
- Portfolio of **iconic brands with strong brand equities** supported by increased and more focused marketing spend
- Driving impactful **innovations** to boost growth, building on strong **R&D expertise as technology leader** and **digital and sustainability capabilities**
- Leveraging **deep consumer insights** and **well-established relationships with customers and partners to shape relevant market trends**
- Execution of **clear roadmap for business transformation** to **fuel growth dynamics** – both organically and via M&A – **and enhance profitability**





AT A GLANCE: REASONS TO INVEST

HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER BRANDS

ESG

Early mover with long-term strategy and solid corporate governance

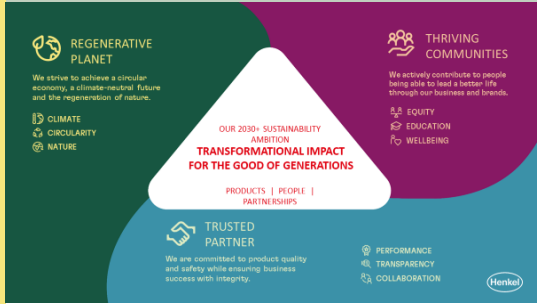
SUSTAINABILITY
DRIVING PROGRESS ALONG THE VALUE CHAIN

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



2030+ SUSTAINABILITY AMBITION FRAMEWORK

OUR PURPOSE
Pioneers at heart for the good of generations.

TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS

REGENERATIVE PLANET

We strive to achieve a circular economy, a climate-neutral future and the regeneration of nature.

CLIMATE
Become a climate-neutral business by decarbonizing our operations and raw materials.

CIRCULARITY
Advance circularity through our products, packaging and technologies.

NATURE
Protect and restore biodiversity with a focus on forests, land and water, and ensure responsible resource stewardship.

THRIVING COMMUNITIES

We actively contribute to people being able to lead a better life through our business and brands.

EQUITY
Strengthen diversity, equity and inclusion, respect human rights and enhance the livelihoods of people.

EDUCATION
Support lifelong learning and education, and motivate people to take action for sustainability.

WELLBEING
Foster health and wellbeing, and help drive social progress.

TRUSTED PARTNER

We are committed to product quality and safety while ensuring business success with integrity.

PERFORMANCE
Reliably deliver best-in-class product performance and chemical safety as the foundation of our business success.

TRANSPARENCY
Integrate sustainability into our business governance with transparent reporting, disclosure and engagement.

COLLABORATION
Scale sustainability impact with our partners, leading to responsible business practices in our supply chains.

PRODUCTS **PEOPLE** **PARTNERSHIPS**

Highlight ambitions

Aim for climate-positive operations by 2030
and set a net-zero pathway for our scope 3 emissions

Increase share of recycled plastic in packaging to >30%
and achieve 100% design for recycling or reusability by 2025

Aim for gender parity across all management levels by 2025
– and shape the future of work for our business and employees

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TOWARDS ***ACHIEVING OUR AMBITIONS*** – RECENT PROOFPOINTS

REGENERATIVE **PLANET**

STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO CARBON FUTURE

CIRCULARITY

87% of packaging is **designed for recycling** (target: 100% by 2025)

CLIMATE

89% of our **electricity sourced from renewable sources** (target: 100% by 2030)

NATURE

96% of palm-based ingredients comes from certified **sustainable supply** (ambition: 100%)

TOWARDS ***ACHIEVING OUR AMBITIONS*** – RECENT PROOFPOINTS

THRIVING COMMUNITIES

CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE

EQUITY

39.5% share of women across management levels (ambition: 50% by 2025)

WELLBEING

>90% employees reached with global **health campaigns**

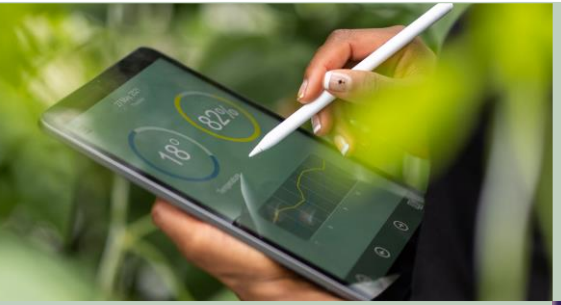
EDUCATION

>39,300 smallholders reached through improved livelihoods and forest protection projects

TOWARDS ***ACHIEVING OUR AMBITIONS*** – RECENT PROOFPOINTS

TRUSTED **PARTNER**

DRIVE PERFORMANCE WITH INTEGRITY



TRANSPARENCY

Continuous participation in **key disclosures** such as **MSCI, ISS** and **Sustainalytics**

PERFORMANCE

>99% 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

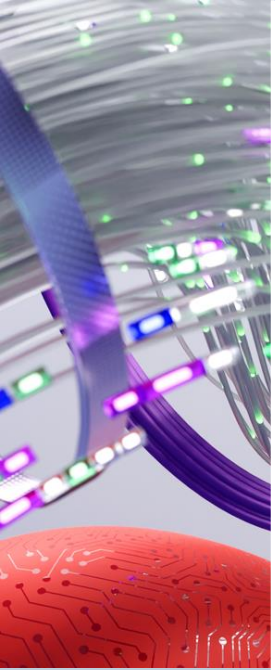
- **Strong track record** and profound competencies in sustainability management
- Sustainability **integral part of company strategy and purpose**
- Comprehensive **2030+ Sustainability Ambition Framework** addressing relevant challenges and opportunities
- **Distinct implementation across business 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**

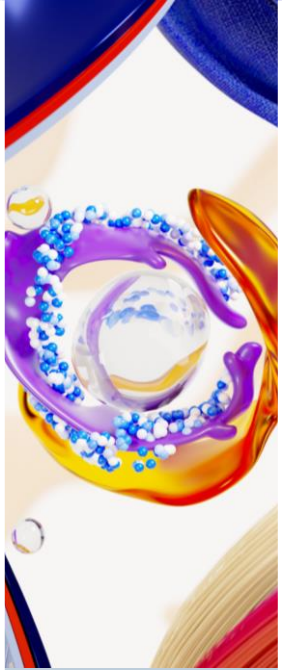
FURTHER INFORMATION:

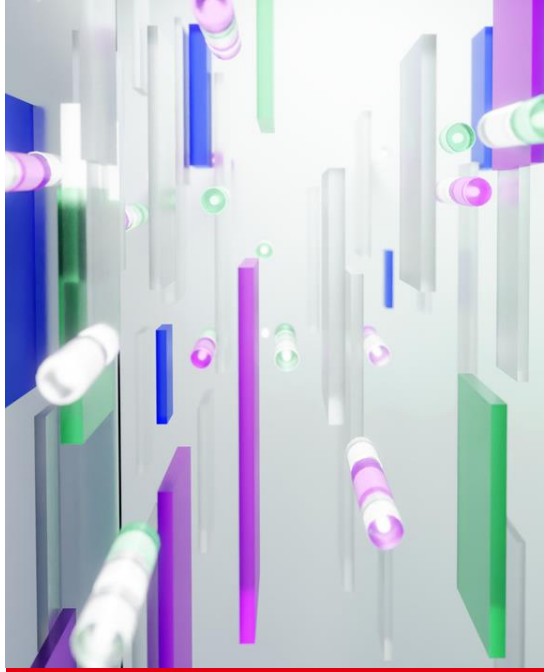
SUSTAINABILITY REPORT 2023

CORPORATE GOVERNANCE:

CORPORATE GOVERNANCE AT HENKEL







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Henkel

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