



# HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

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*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). Published in March 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





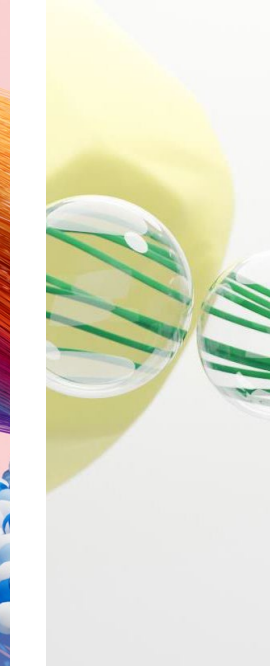
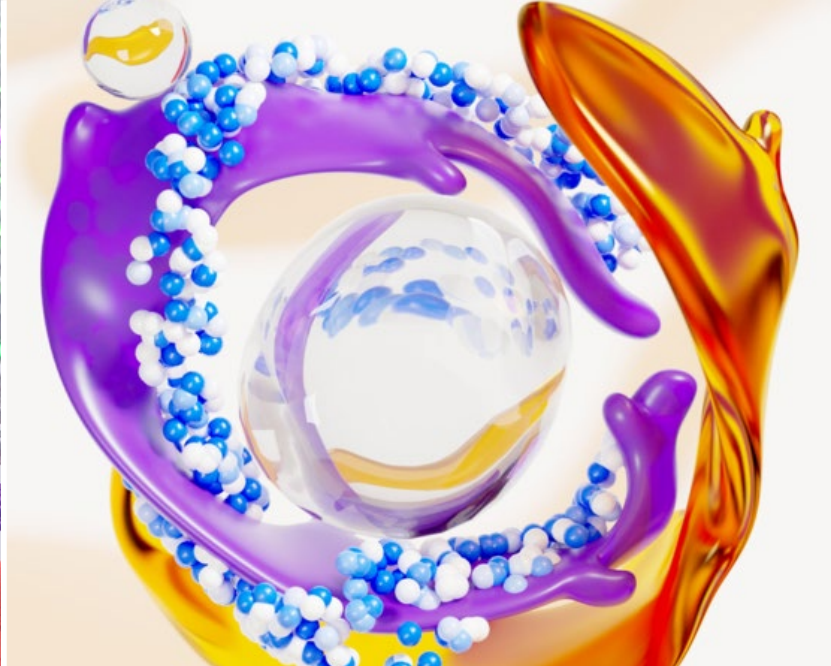
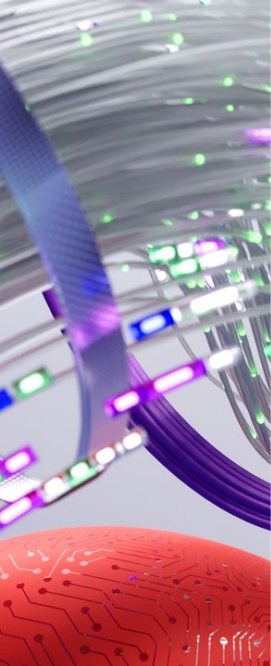


# CARSTEN KNOBEL

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





# STRONG BUSINESSES WITH LEADING POSITIONS,...

## HENKEL GROUP

### ADHESIVE TECHNOLOGIES



**Mobility & Electronics**

**#1**  
worldwide



**Packaging & Consumer Goods**

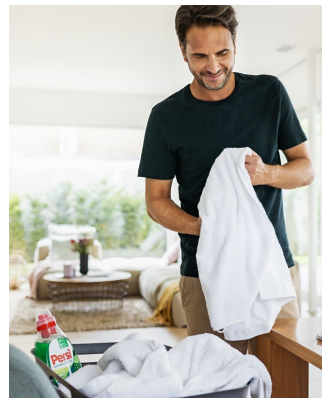
**#1**  
worldwide



**Craftsmen, Construction & Professional**

**#2**  
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

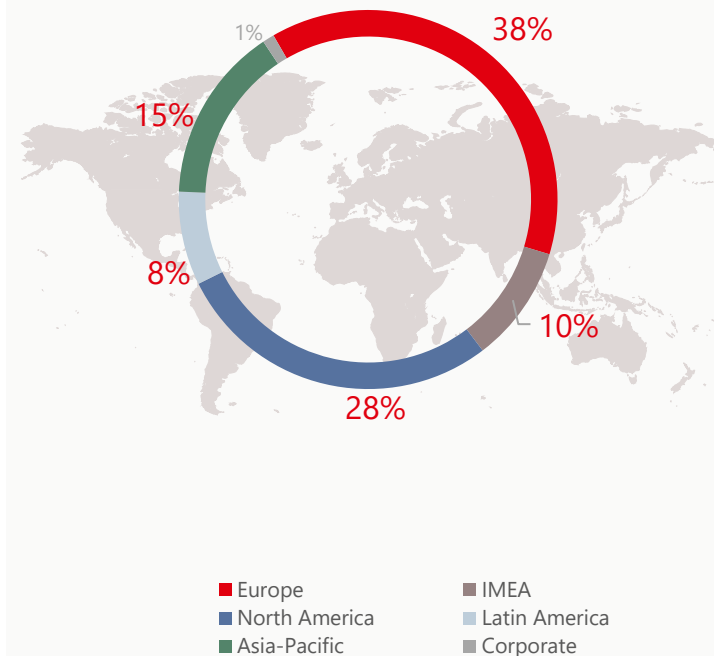
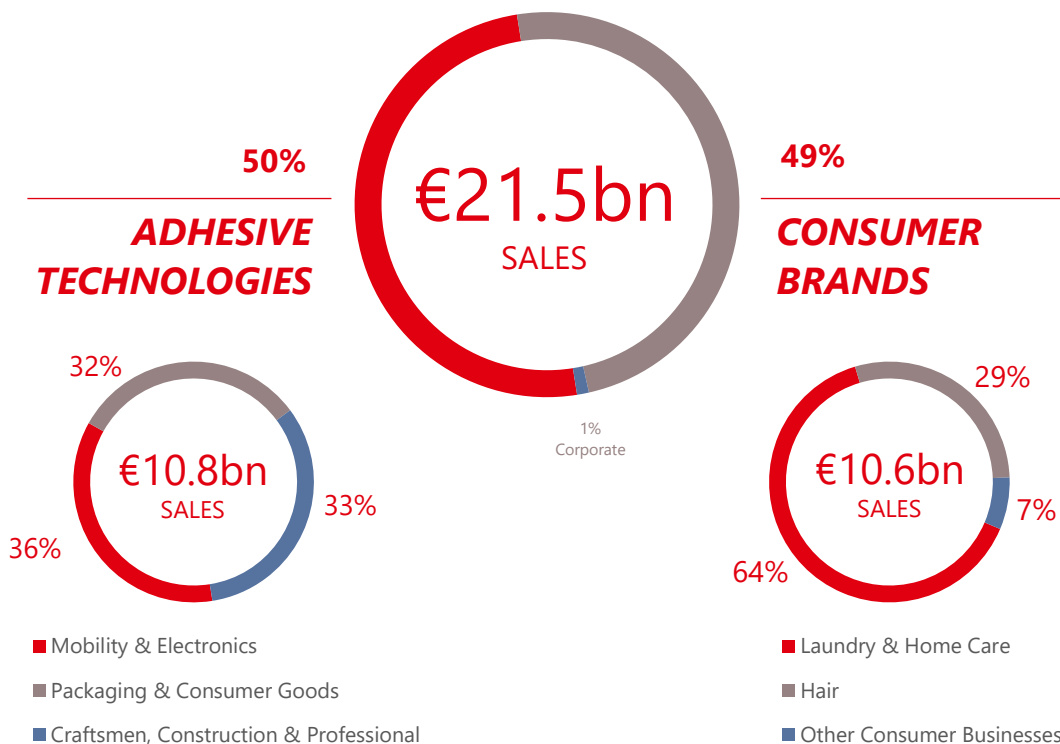


**~50%**

Top 10 brand  
sales share

# ...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**



# 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  
2020 – 2023

**STRENGTHENED BOTH BUSINESSES WITH  
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

**Shiseido Professional and Vidal Sassoon<sup>2</sup> in APAC**  
to strengthen global categories of consumer portfolio

**Critica Infrastructure and Seal for Life<sup>2</sup>**  
to enhance Adhesive Technologies portfolio  
by adding adjacent businesses

SHISEIDO  
PROFESSIONAL



SEALFORLIFE  
Industries

CRITICA<sup>™</sup>  
Infrastructure

# 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**

ADDRESSING RELEVANT  
CATEGORY TRENDS



**SUPERIOR  
ADHESIVE  
TECHNOLOGIES  
SOLUTIONS**  
SHAPING INDUSTRIAL  
MEGATRENDS



# COMPETITIVE EDGE - SUSTAINABILITY

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

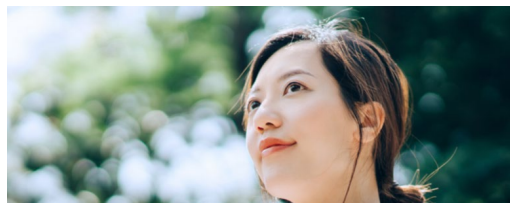
FUTURE-READY  
**OPERATING  
MODELS**

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

**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

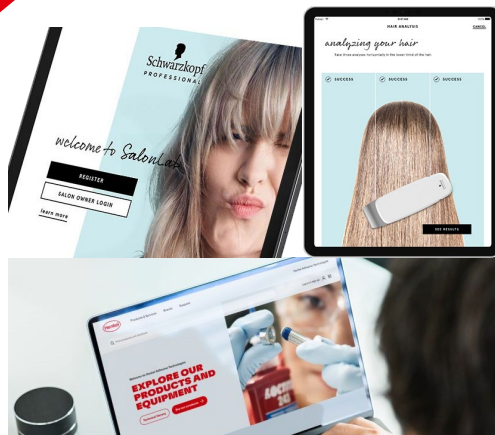
DIGITALIZATION

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

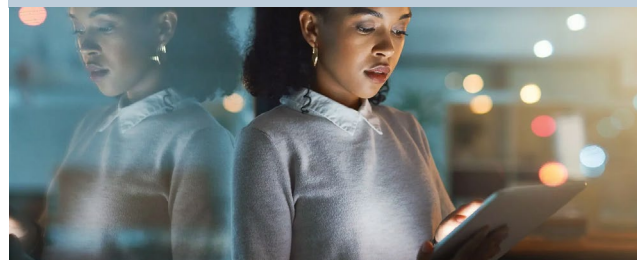


DIGITAL SALES SHARE OF

**~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





# FUTURE-READY OPERATING MODELS

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY  
**OPERATING  
MODELS**

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

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 NET 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



NEW PURPOSE UNITING  
ALL EMPLOYEES GLOBALLY

PIONEERS  
AT HEART  
FOR THE  
GOOD OF  
GENERATIONS



„ACCELERATE  
CULTURAL  
TRANSFORMATION“  
INITIATIVE LAUNCHED



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<sup>1</sup>

+20.0%

## Strong topline development across businesses



### **HENKEL GROUP**

▲ **5.0%**

CAGR<sup>2</sup>



### **ADHESIVE TECHNOLOGIES**

▲ **6.1%**

CAGR<sup>2</sup>



### **CONSUMER BRANDS**

▲ **3.9%**

CAGR<sup>2</sup>

# ...**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)



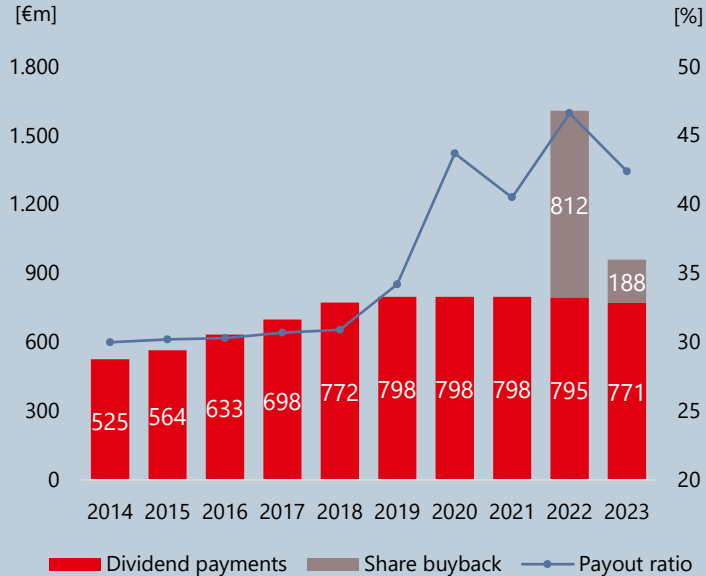
New R&D center in Asia (Consumer Brands)

## **CURRENT DEBT RATINGS**

**S&P: A**

**Moody's: A2**

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



# ...AND LETTING OUR SHAREHOLDERS PARTICIPATE

## STRONG DIVIDEND TRACK RECORD

- **Dividend policy** with targeted payout ratio of 30-40%\*
- Long streak of **growing or stable dividend payments 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

# STRINGENTLY WORKING TOWARDS OUR *MID- TO LONG-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

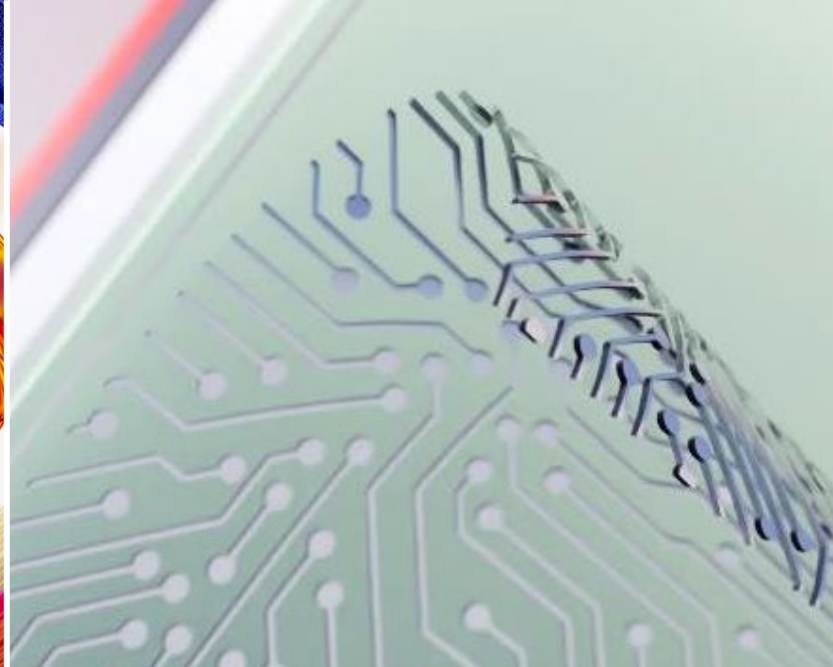
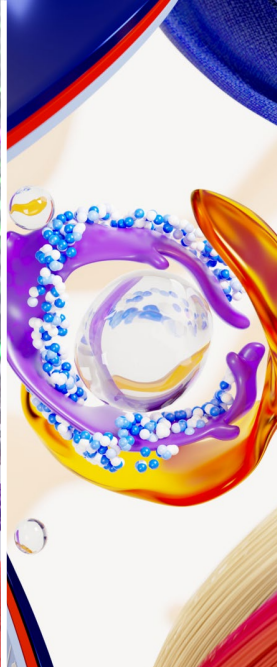
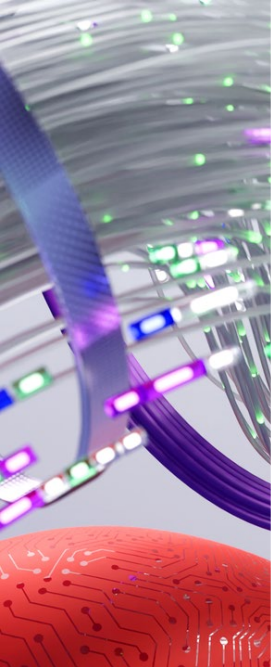
- **Fueling topline growth** by leveraging relevant industrial customer and consumer (mega)trends
- Strengthening businesses by **focused investments** in **innovations, sustainability and digitalization**
- **Realizing significant net savings** from Consumer Brands merger and **efficiency gains** across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



# 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



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

# ADHESIVE TECHNOLOGIES

CONSUMER  
BRANDS

ESG



Every third person's  
branded athletic shoe  
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



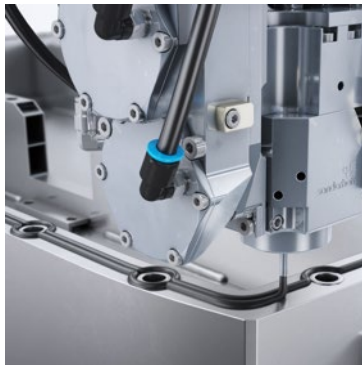
3 grams  
of Henkel's adhesives are enough  
to pull a 200-ton train

# SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



SEALANTS

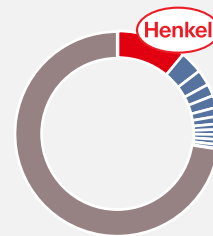


FUNCTIONAL  
COATINGS

Creating customer value in  
attractive global market

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

Market size:  
~€75-80bn



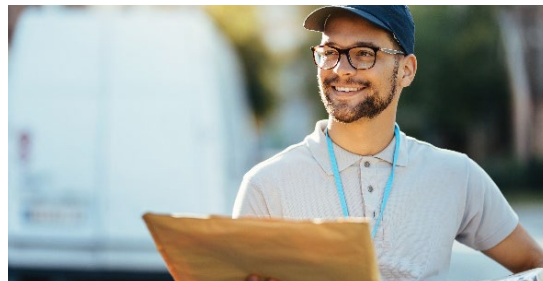
# SERVING **BROAD RANGE OF INDUSTRIES** ALONG THREE BUSINESS AREAS



## **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

**#2 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**

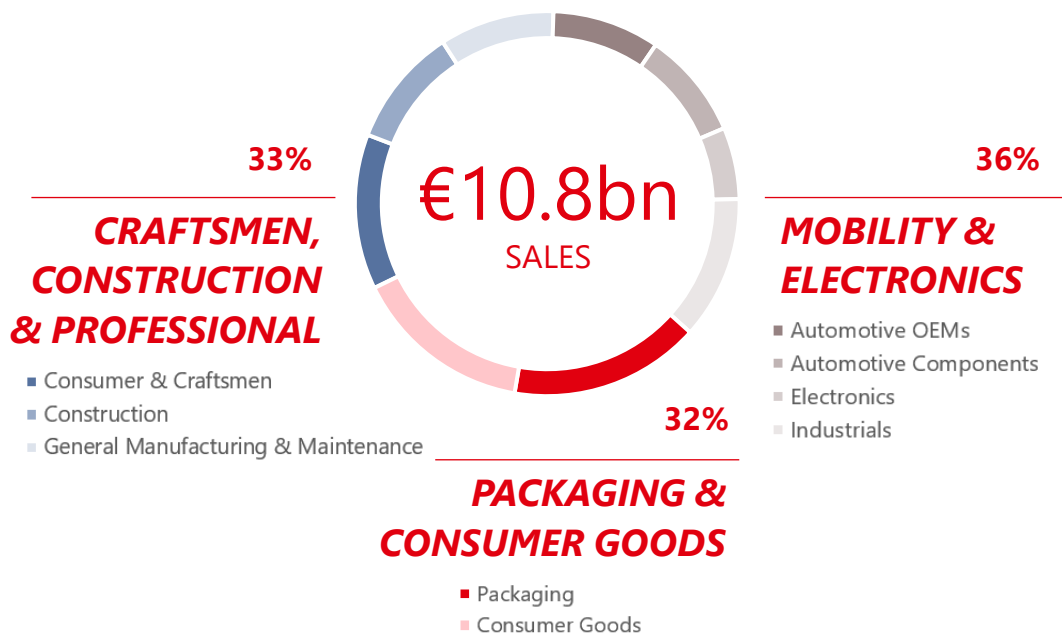
**Ceresit**



Peer group  
with business overlap



# WELL-BALANCED GLOBAL PORTFOLIO

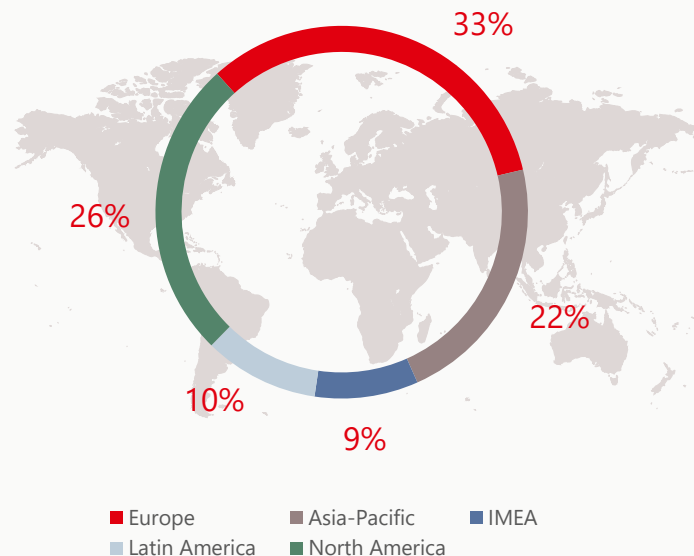


## KPIs 2023

OSG  
3.2%

ADJ. EBIT  
€1,584m

ADJ. EBIT  
MARGIN  
14.7%



# 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**
- **Co-creating new designs with customers** – representing high entry barriers



## ACTIVELY MANAGING OUR ATTRACTIVE PRODUCT PORTFOLIO

- **Unique value propositions** through high-impact solutions
- Well diversified product portfolio with **reduced cyclicality 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

Innovation  
FTEs

>€300m

R&D  
spend

~25%

Innovation  
rate\*

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

# 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

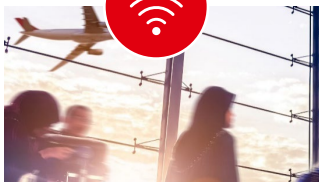
Accelerate development of debonding technologies



## MOBILITY

Solving challenges with new applications paving the way for future mobility

Reliable thermal management enabling efficient large-scale assembly of batteries for e-vehicles



## CONNECTIVITY

Facilitating new functionalities and designs at the forefront of the industry

Enhanced bonding & protection solutions (thinner, shock-resistant, waterproof) for smart devices



## DIGITALIZATION

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

Digital end-to-end lab data platform for formulations and tests



## URBANIZATION

Driving speed, efficiency and sustainability in construction

Functional and economically friendly housing insulation

# **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%**

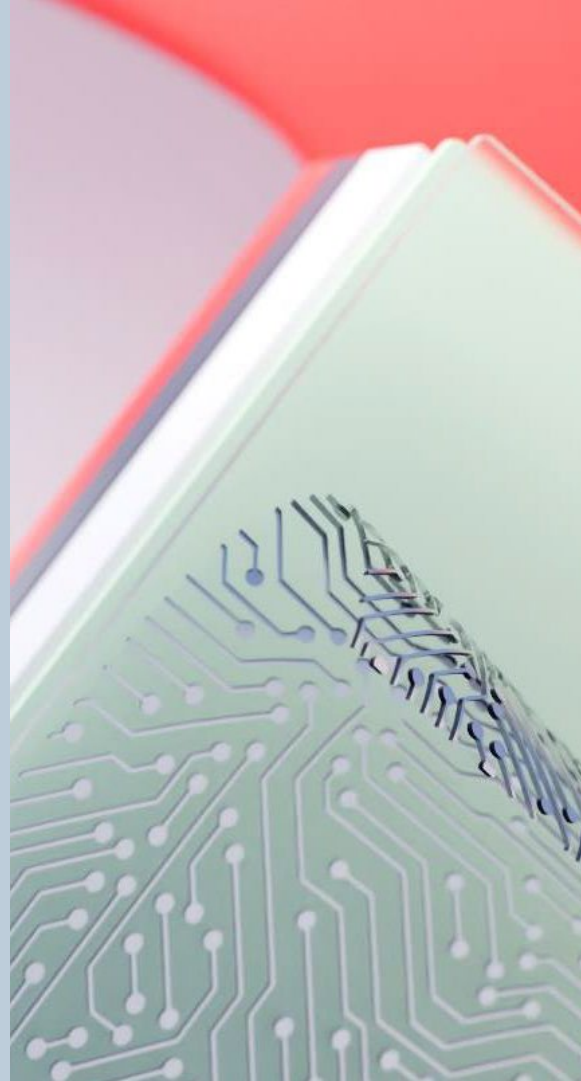
Sales share\* of our portfolio's products with  
**significant sustainability contribution**  
– e.g. by enabling emissions reduction in  
production processes and use phase

\*Referring to pioneers and contributors' share of assessed products as per practitioner's report 2023



# **ADHESIVE TECHNOLOGIES**

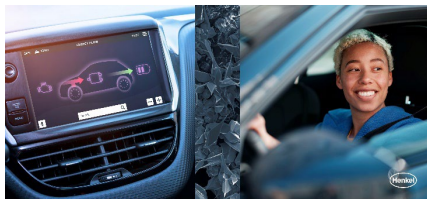
## OUR BUSINESSES AND SOLUTIONS





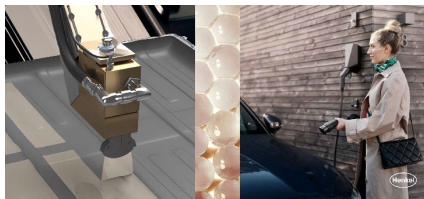
# CREATING **COMPETITIVE ADVANTAGE** WITH CUSTOMIZED SOLUTIONS

## MOBILITY & ELECTRONICS



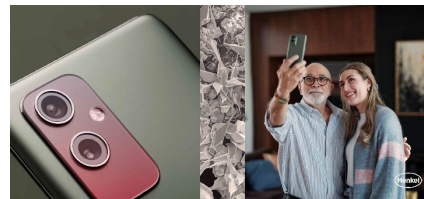
### AUTOMOTIVE OEMS

- 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



MOBILITY &  
ELECTRONICS

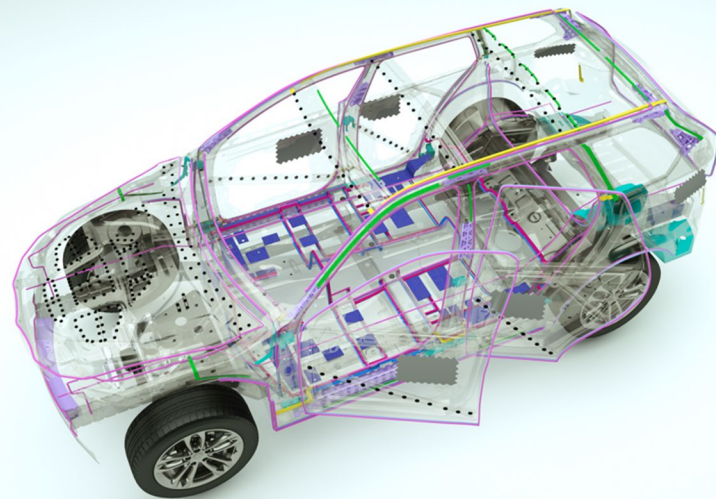


**140 OF 150 CARS** produced every minute worldwide contain at least one Henkel solution

**ACCESS TO ALL MAJOR OEMs GLOBALLY** with complete portfolio of process materials & structural engineering solutions for vehicle body

**FOCUS ON NEW BODY DESIGNS & SUSTAINABILITY**

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



## **AUTOMOTIVE OEM APPLICATIONS**

*e.g., nickel free metal pre-treatment, sealants, structural & acoustic solutions and more*

# AUTOMOTIVE COMPONENTS: GROWTH FUELED BY INNOVATIVE E-MOBILITY APPLICATIONS

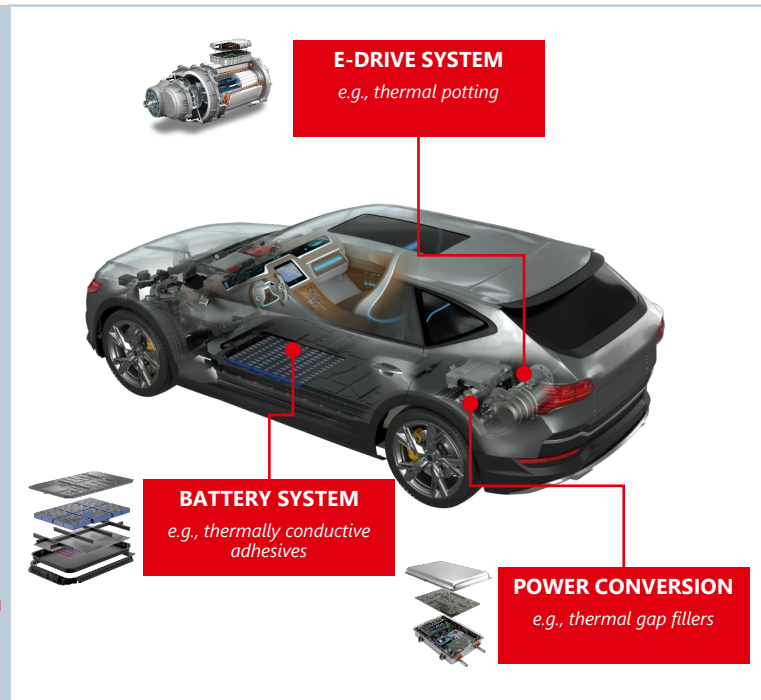


## EV SALES POTENTIAL

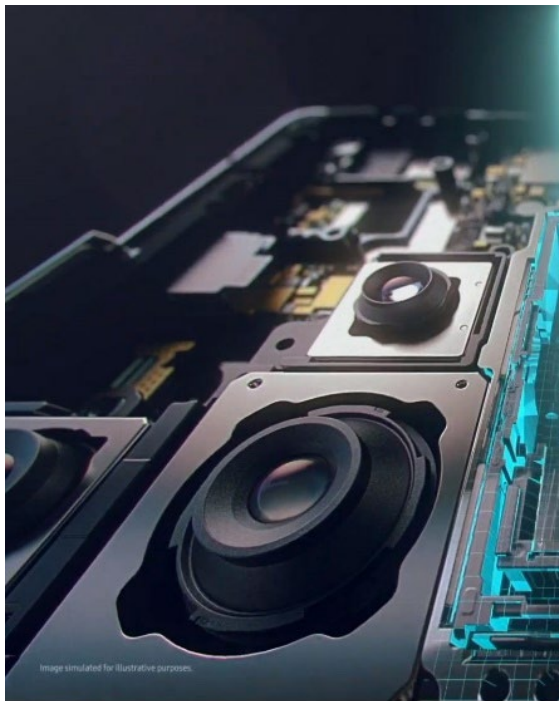
for Henkel solutions  
**>2X** compared to the  
combustion engine car

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



# **ELECTRONICS:** CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



**4.5BN SMARTPHONE CAMERAS** in 2026, number expected to grow by **~20%** vs. 2023

Evolution of new sensors driving overproportionate growth & **NEW BONDING AND SEALING OPPORTUNITIES**

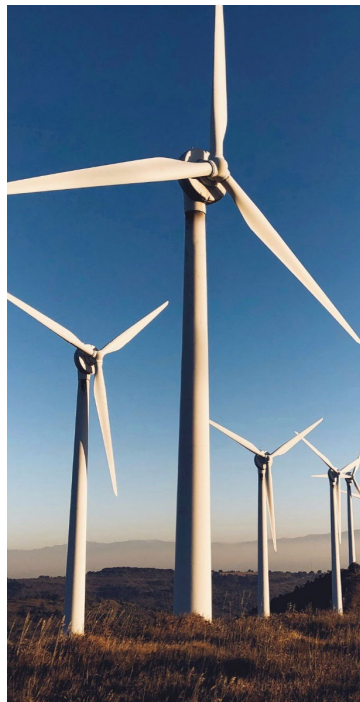
Already more than **40** Henkel applications in XR\* devices offering up to **3.5X SALES POTENTIAL** per device vs high-end smartphones

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





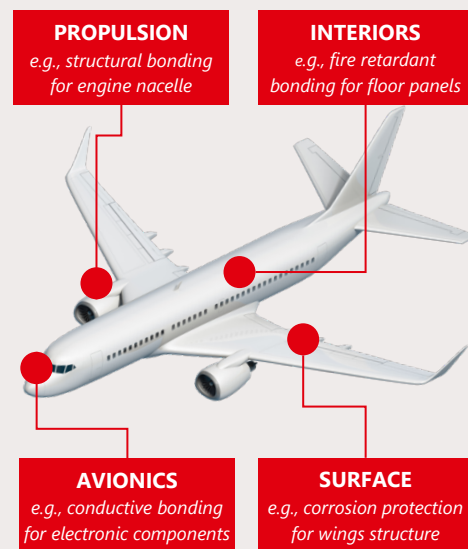
# INDUSTRIALS: TAILOR-MADE SOLUTIONS FOR BROAD RANGE OF MARKETS



**DOUBLE-DIGIT** organic sales growth in **WIND** business expected for next 5 years

**HIGH SINGLE-DIGIT** growth with **MEDICAL APPLICATIONS**, e.g. continuous glucose monitoring devices

**OUTPERFORMING AEROSPACE MARKET** with expected very strong growth above market level for next 3 years





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



PACKAGING &  
CONSUMER GOODS

## PACKAGING & CONSUMER GOODS



### PACKAGING

- Lamination
- Paper & board
- Envelopes & graphic arts
- Tapes & medical
- Metal packaging



### CONSUMER GOODS

- Sports & fashion
- Feminine hygiene, baby & adult care
- Tissue & towel
- Labeling

# **PACKAGING:** INNOVATIVE SOLUTIONS PAVING THE WAY TOWARDS A CIRCULAR ECONOMY



PACKAGING &  
CONSUMER GOODS



**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



PACKAGING &  
CONSUMER GOODS



>**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 emissions compared to conventional adhesives\*; **4 are NET-ZERO SOLUTIONS**

>**€220M SALES IN 2023** of products with lower-than-standard emissions\*



# INNOVATING **TRANSFORMATIVE PRODUCTS & SOLUTIONS** FOR OUR CUSTOMERS



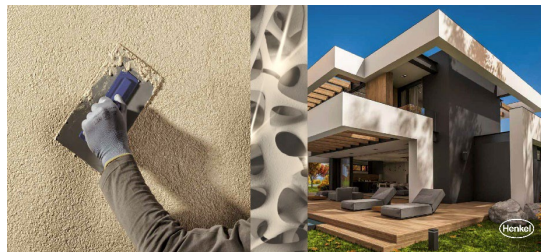
**CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL**

## **CRAFTSMEN, CONSTRUCTION & PROFESSIONAL**



### **CONSUMERS & CRAFTSMEN**

- Sealants
- Construction adhesives
- Instant repair
- Wood glues
- Stationery glues



### **CONSTRUCTION**

- Tiling & interior
- Protection & repair
- Façade solutions
- Engineered wood
- Furniture and building components



### **GENERAL MANUFACTURING & MAINTENANCE**

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



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



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



Significant increase in consumers' **HOME IMPROVEMENT ENGAGEMENT** in recent years

## URBANISATION

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

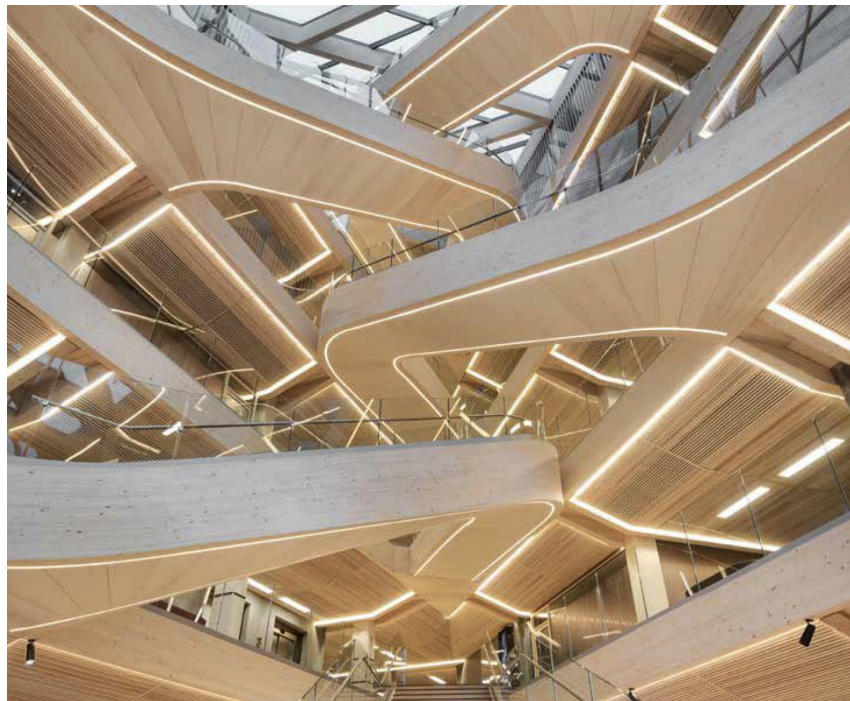
**PREMIUM BRANDS** with leading positions globally building on superior value propositions – e.g. **#1** in Western Europe with brands like Pattex



# CONSTRUCTION: TRANSFORMING THE EVERYDAY LIVING ENVIRONMENT



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



## 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



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL

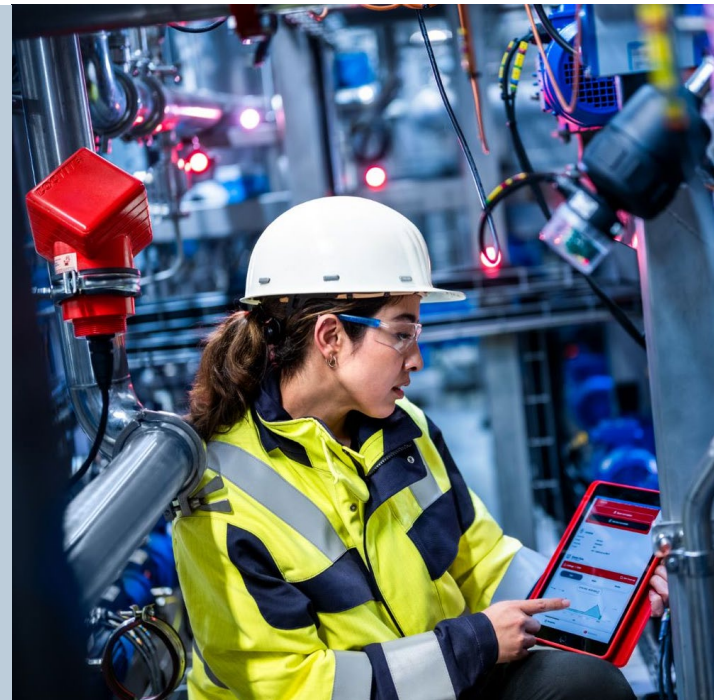


Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

Highly attractive MRO<sup>1</sup> segment with **STRONG** organic sales growth in 2023 exceeding market development

Scaling new innovative IOT<sup>2</sup> predictive maintenance solution **LOCTITE PULSE** enabling data-driven & subscription-based business models

Recent acquisitions of Critica Infrastructure and Seal for Life<sup>3</sup> allowing to create new **PLATFORM** and expand MRO<sup>1</sup> portfolio by attractive adjacent businesses



# ADHESIVE TECHNOLOGIES

## WELL POSITIONED FOR SUSTAINABLE VALUE CREATION

### MID- TO LONG-TERM FINANCIAL AMBITION

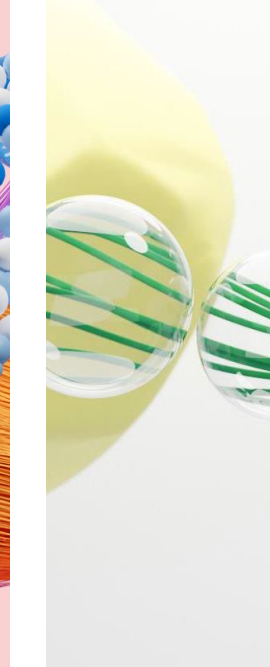
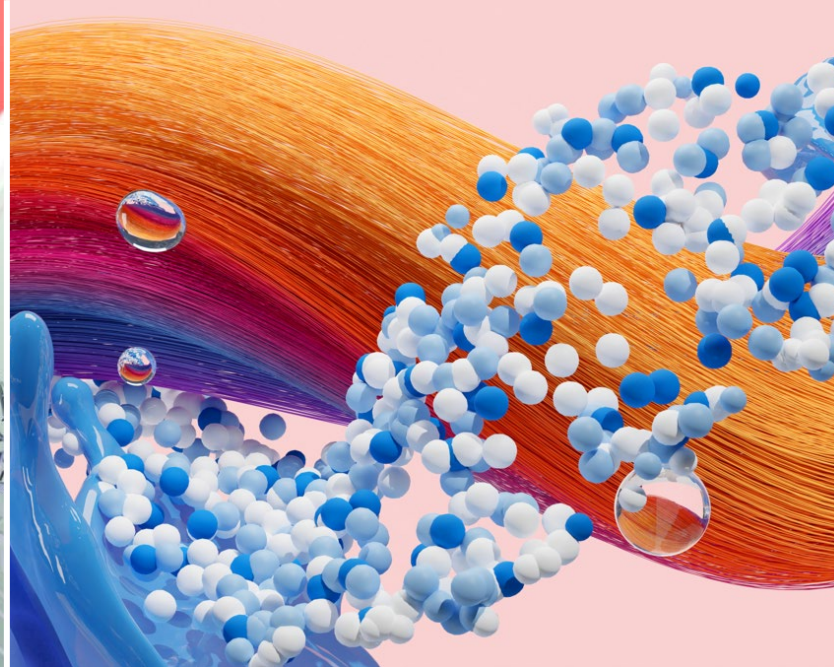
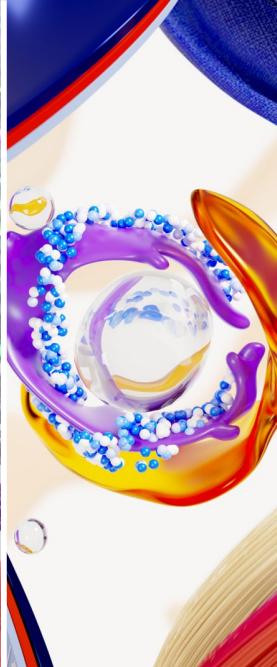
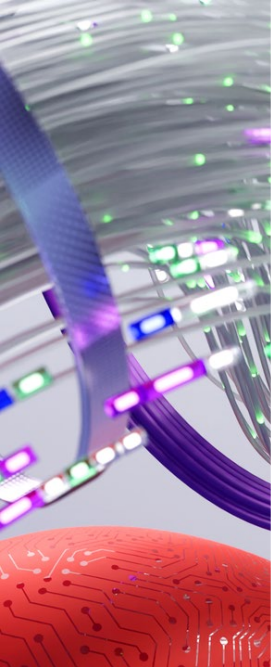
3-5 %

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



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

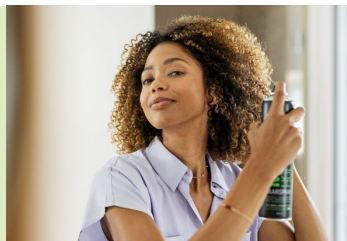
# CONSUMER BRANDS

ESG





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**

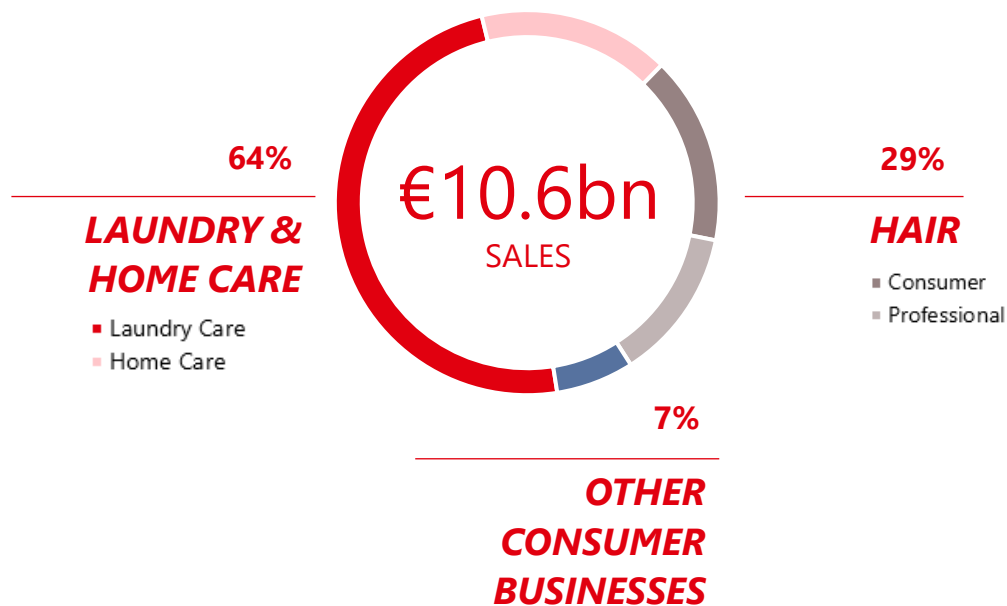
#2 in North America and #3 in Europe,  
Latin America and Asia-Pacific

## **Hair Consumer**

#2 in Europe



# ATTRACTIVE BUSINESS WITH TWO GLOBAL SEGMENTS

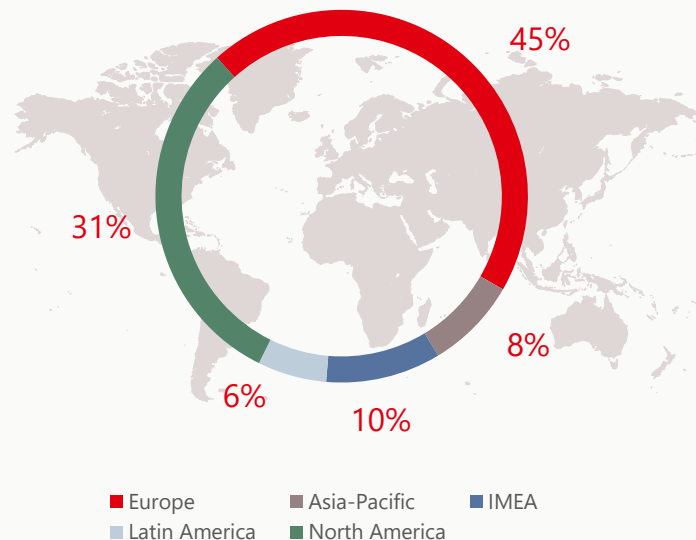


## KPIs 2023

OSG  
6.1%

ADJ. EBIT  
€1,115

ADJ. EBIT  
MARGIN  
10.6%



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

**~1,000**  
Researchers

**~€250m**  
R&D  
spend

**~50%**  
Innovation  
rate\*

**>300**  
Open Inno.  
Projects

**Global R&D network with 16 innovation centers**



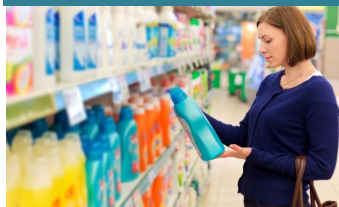
**LEVERAGING OUR TECHNOLOGY EXPERTISE  
ACROSS OUR GLOBAL CATEGORIES**

**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**

# ***DIVERSIFIED GO-TO-MARKET SETUP***

## **ALLOWING EFFICIENT ACCESS TO CONSUMERS**

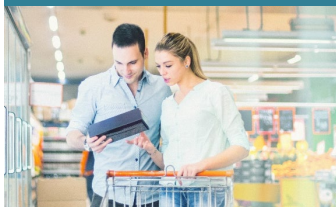
SUPERMARKET &  
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON  
DISTRIBUTOR



E-COMMERCE



**Merged businesses leading to increased relevance**

Now among TOP 10 FMCG players\* in Europe

**#21**

PREVIOUS  
FMCG RANK  
Henkel Beauty Care

**#13**

PREVIOUS  
FMCG RANK  
Henkel Laundry  
& Home Care

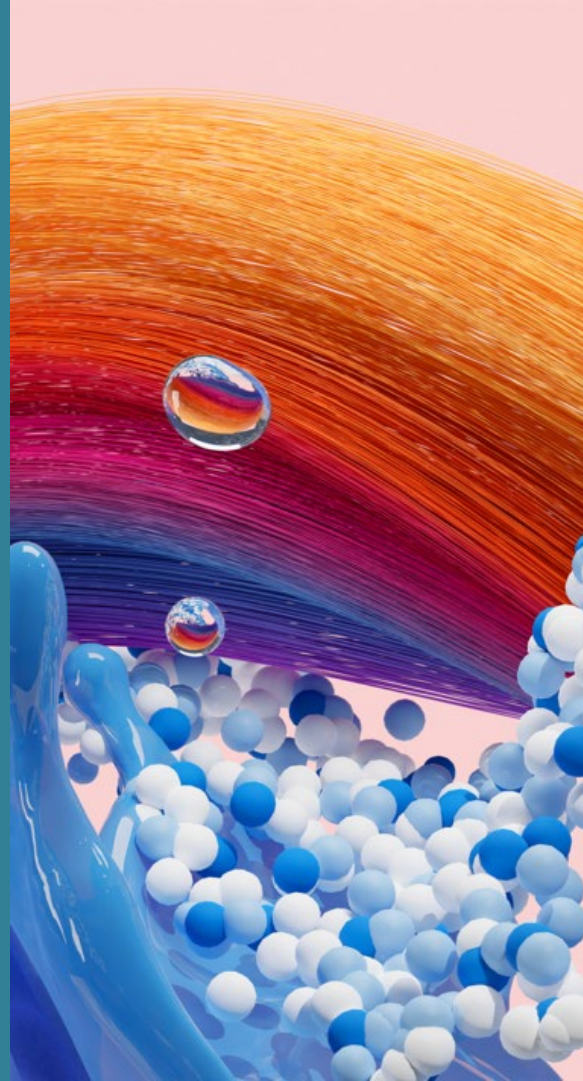


**#10**

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

# 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\*** 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



Spee

Ver  
nel

Cold  
Power



MAS





# 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



# PREMIUM BRAND **PERWOLL** DELIVERING CONTINUOUS GROWTH



**#1**  
position in  
Fabric Care in active markets

**DOUBLE-DIGIT**  
sales growth CAGR  
over the past decade

Present in **~30** countries with  
expansion potential globally  
supported by innovation,  
premiumization and  
strong media support



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



**#1 RECOMMENDED BRAND**  
for Sensitive Skin by dermatologists,  
pediatricians and allergists

**INCREASING MARKET  
SHARE BY 50 BPS**  
with strong media support  
(YTD Sep 2023)

Expanded leadership in the  
**SENSITIVE SKIN** segment with  
hypoallergenic formula

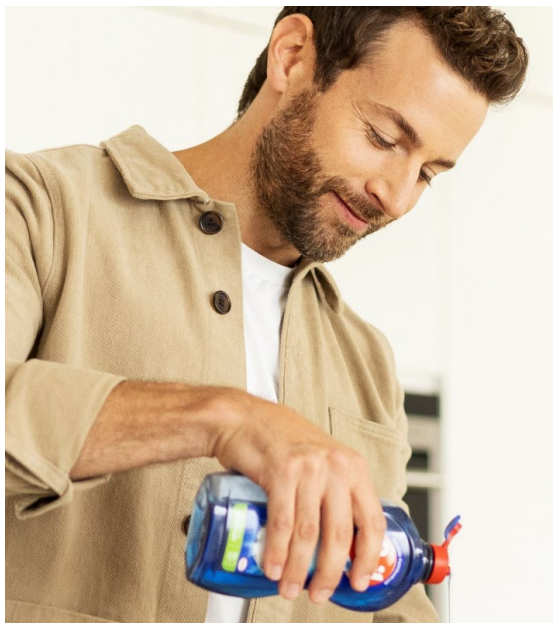




# LAUNDRY & HOME CARE WITH INNOVATIVE AND LEADING BRANDS



## 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\*** 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



우리집 안심 보호막  
홈매트



COMBAT

# 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





# 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

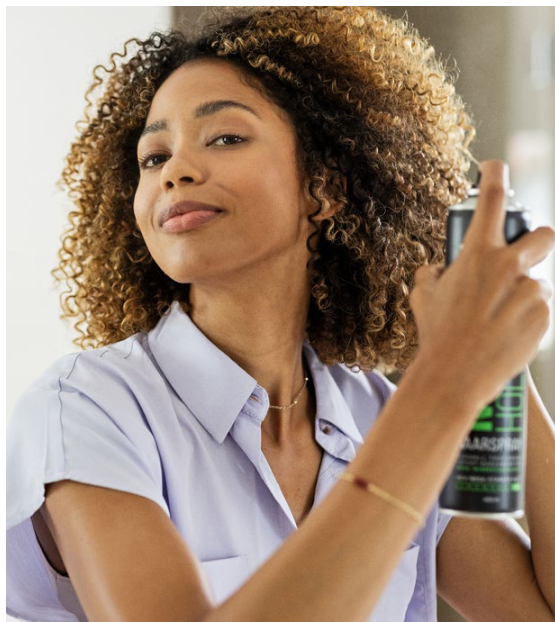
Powerful cleaning performance  
even at **LOW TEMPERATURES**



# 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\***
- **Leveraging Hair expertise across Professional and Consumer business** with top brands under the umbrella of Schwarzkopf



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



## 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

# BLONDME



 Schwarzkopf

# 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



TRUSTED,  
INSPIRING,  
PROFESSIONAL  
HAIR FAMILY



**#1 PROFESSIONAL STYLING  
BRAND IN NORTH AMERICA\***

## **TRENDING INNOVATION**

Leader in volume stylers with iconic  
Volume Hairspray 25 and Platinum  
Blow Dry Spray

**#1 PROFESSIONAL EDUCATOR  
ON YOUTUBE** with >250,000  
subscribers and >30 million views





# GLISS LEADING WITH NEW BONDING TECHNOLOGY



## 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



# 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

OTHER  
CONSUMER  
BUSINESSES



## 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



# **CONSUMER BRANDS**

SHAPING OUR BUSINESS ALONG  
CLEAR TRANSFORMATION STRATEGY

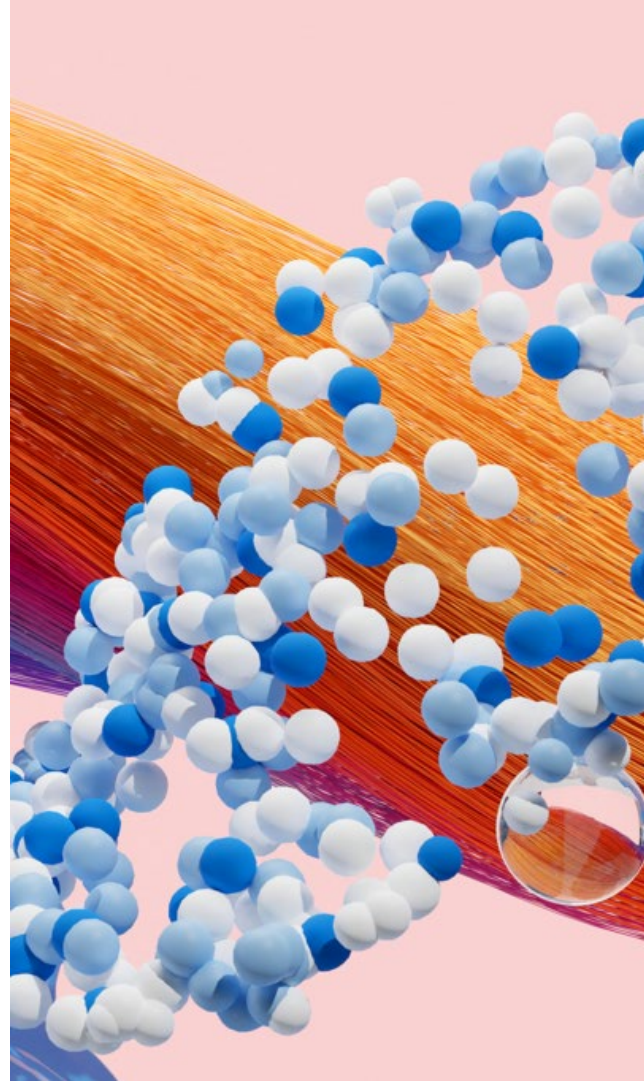






# ***BUSINESS TRANSFORMATION IN FULL SWING***

**Flywheel driving business transformation to fuel profitable growth**



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

Organization  
Portfolio  
Supply Chain



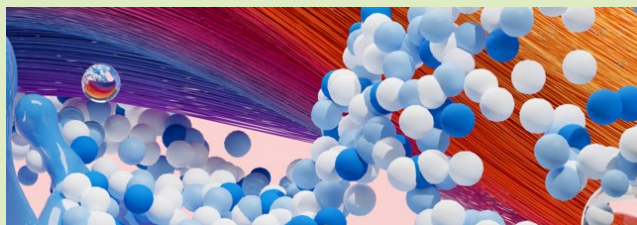
Significant savings driven by multiple levers:  
**Portfolio – SG&A – Supply Chain**

## PHASE 1

Focus on optimization of organizational set up and portfolio

## PHASE 2

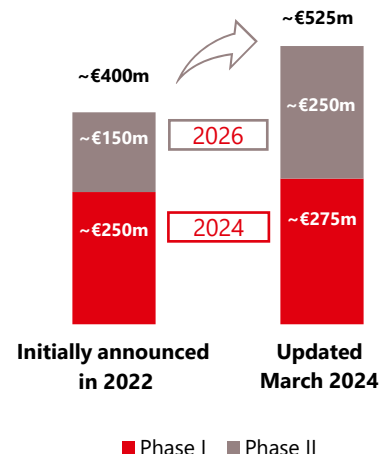
Focus on supply chain network, commercial integration and operational excellence



## Accelerated integration of our consumer businesses

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

TOTAL NET SAVINGS EXPECTED BY 2026



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

Organization  
Portfolio  
Supply Chain



## ORGANIZATION

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

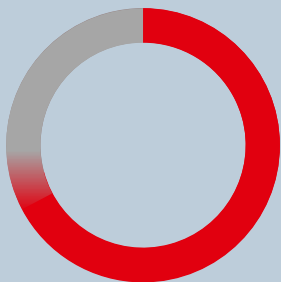
# CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization  
Portfolio  
Supply Chain



## PHASE I

~€275m net savings  
targeted by end of 2024



■ realized ■ remaining

### 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
- **Net savings:**
  - > **€200m** of initially targeted €250m **already achieved** by end of 2023
  - **Increase of expected net savings from ~€250m to €275m**  
in full swing by end of 2024



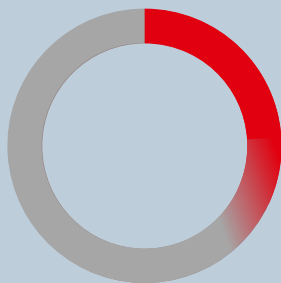
# CONSUMER BRANDS INTEGRATION WELL ON TRACK

Organization  
Portfolio  
Supply Chain



## PHASE II

~€250m net savings  
targeted by 2026



■ realized ■ remaining

### 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**
- **Net savings:**
  - ~**€80m** of initially €150m already achieved by end of 2023
  - **Increased expectations from at least €150m to ~€250m** in full swing by 2026

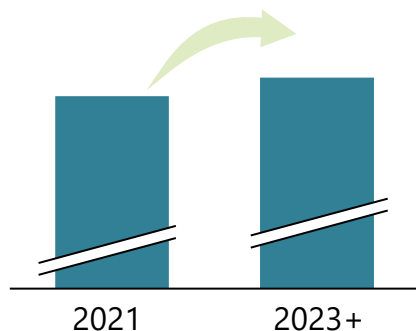
# DRIVING **BIGGER** LEVERAGING AND INVESTING IN TECHNOLOGIES

Technologies  
Brands  
Capabilities  
Shareholder  
Return



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 addressing  
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

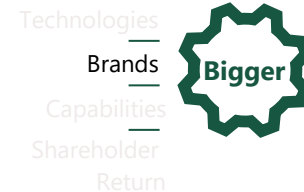


## UNIQUE DEEP CLEAN TECHNOLOGY

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

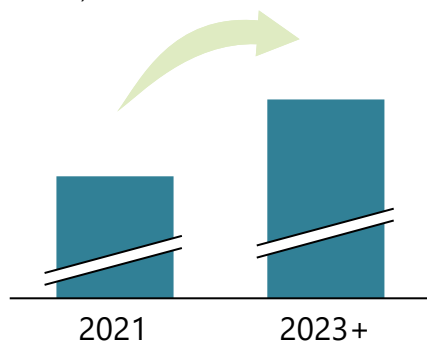
- Washing machines can develop bad odors over time
- Innovative enzyme technology enables lasting hygienic freshness

# 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

	<b>TAFT</b> Re-ignited Styling category with strong relaunch	
<b>PERWOLL</b> Gaining appeal as main premium brand in Fabric Care		<b>SYOSS</b> Leveraging differentiation for growth

# DRIVING **BIGGER** SUSTAINABILITY AS PART OF OUR DNA

Technologies  
Brands  
Capabilities  
Shareholder  
Return



## PACKAGING

TRANSFORMATION TO 100%  
RECYCLABLE OR REUSABLE, REDUCE  
FOSSIL PLASTICS BY 50% AND ZERO  
PLASTIC WASTE



## INGREDIENTS

TRANSFORMATION TO 100%  
RENEWABLE AND BIODEGRABLE  
INGREDIENTS BY 2030



## OPERATIONS

TRANSFORMATION TO 100% CLIMATE  
POSITIVE OPERATIONS  
IN 2030

# DRIVING **BIGGER** DIGITAL BUSINESS ENABLEMENT



**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





# CONSUMER BRANDS

## POISED FOR PROFITABLE GROWTH

### *MID- TO LONG-TERM FINANCIAL AMBITION*

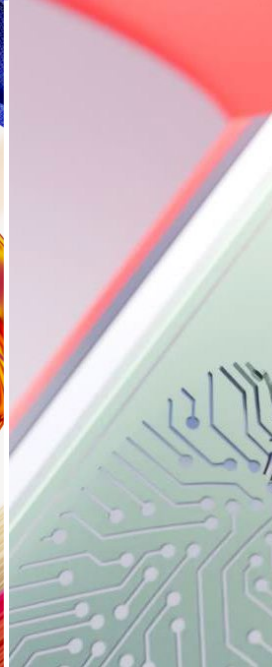
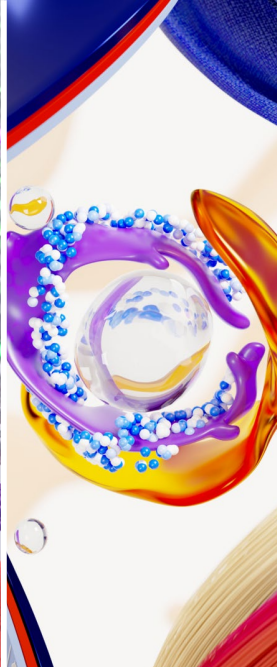
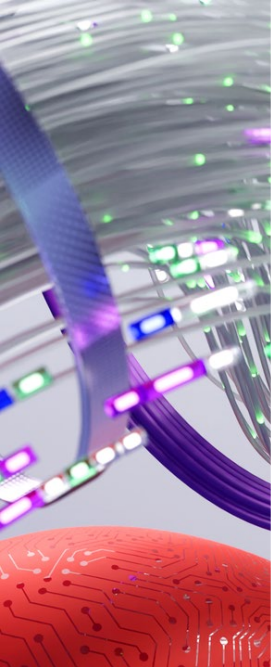
**3-4 %**

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



REGENERATIVE  
PLANET



CLIMATE  
CIRCULARITY  
NATURE



THRIVING  
COMMUNITIES



EQUITY  
EDUCATION  
WELLBEING

OUR 2030+ SUSTAINABILITY

AMBITION:  
**TRANSFORMATIONAL IMPACT  
FOR THE GOOD OF GENERATIONS**

PRODUCTS | PEOPLE |  
PARTNERSHIPS



TRUSTED  
PARTNER

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



PERFORMANCE  
TRANSPARENCY  
COLLABORATION



# 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



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



STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO CARBON FUTURE



REGENERATIVE  
**PLANET**



## 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



CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE



THRIVING  
COMMUNITIES



## 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



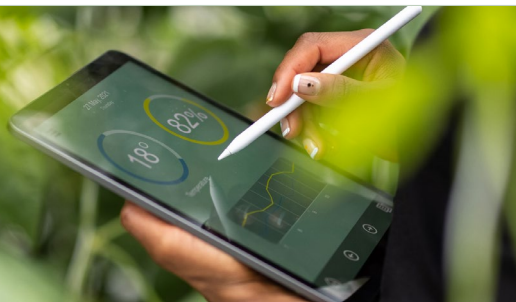
# TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



**DRIVE PERFORMANCE WITH INTEGRITY**



**TRUSTED  
PARTNER**



## 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**

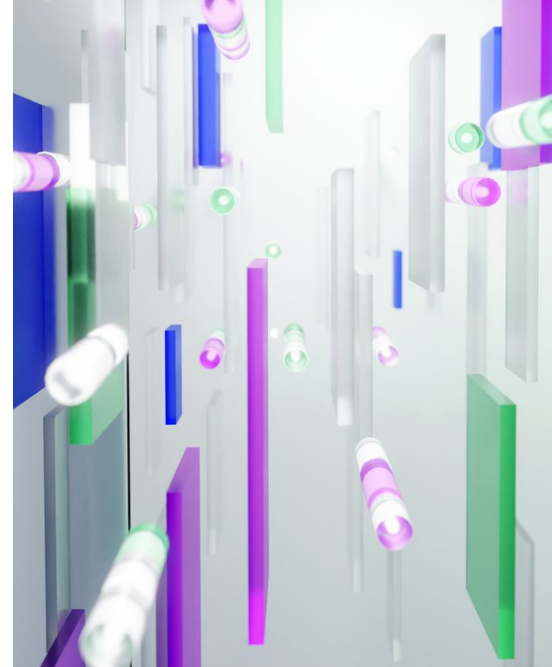
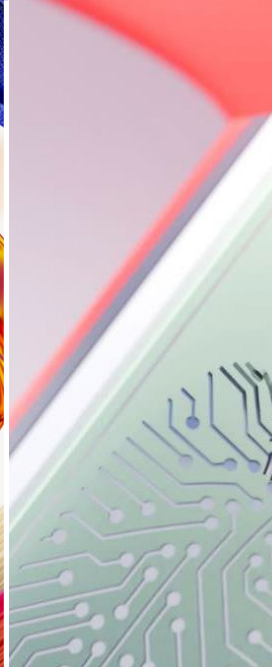
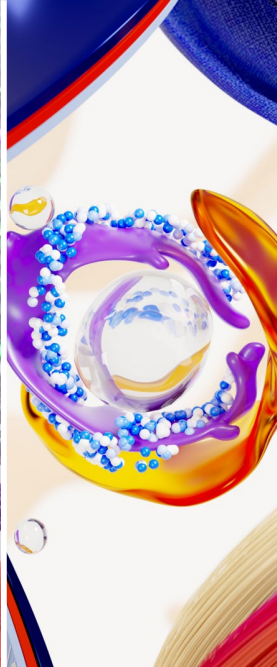
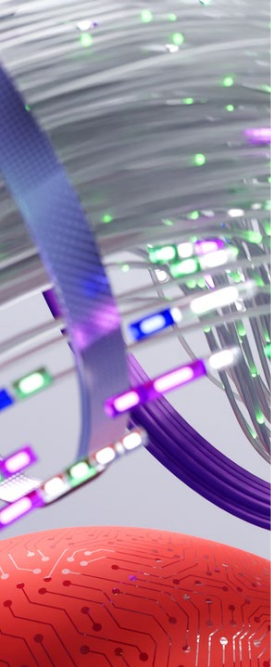
### ***FURTHER INFORMATION:***



[SUSTAINABILITY REPORT 2023](#)

### **CORPORATE GOVERNANCE:**

[CORPORATE GOVERNANCE  
AT HENKEL](#)



AT A GLANCE:  
REASONS TO  
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ADHESIVE  
TECHNOLOGIES

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BRANDS

ESG

**INVESTOR  
RELATIONS  
CONTACT**





# INVESTOR RELATIONS **TEAM**



**Leslie Iltgen**  
Head of  
Investor Relations



**Dr. Dennis Starke**  
Senior Manager  
Investor Relations



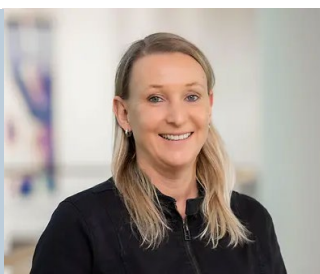
**Jennifer Ott**  
Senior Manager  
Investor Relations



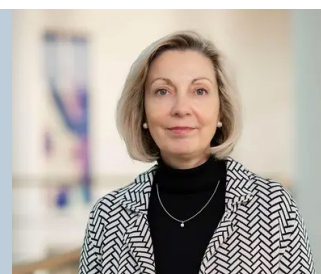
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