HENKEL Q3 2025

CARSTEN KNOBEL, MARCO SWOBODA – 6 NOVEMBER 2025

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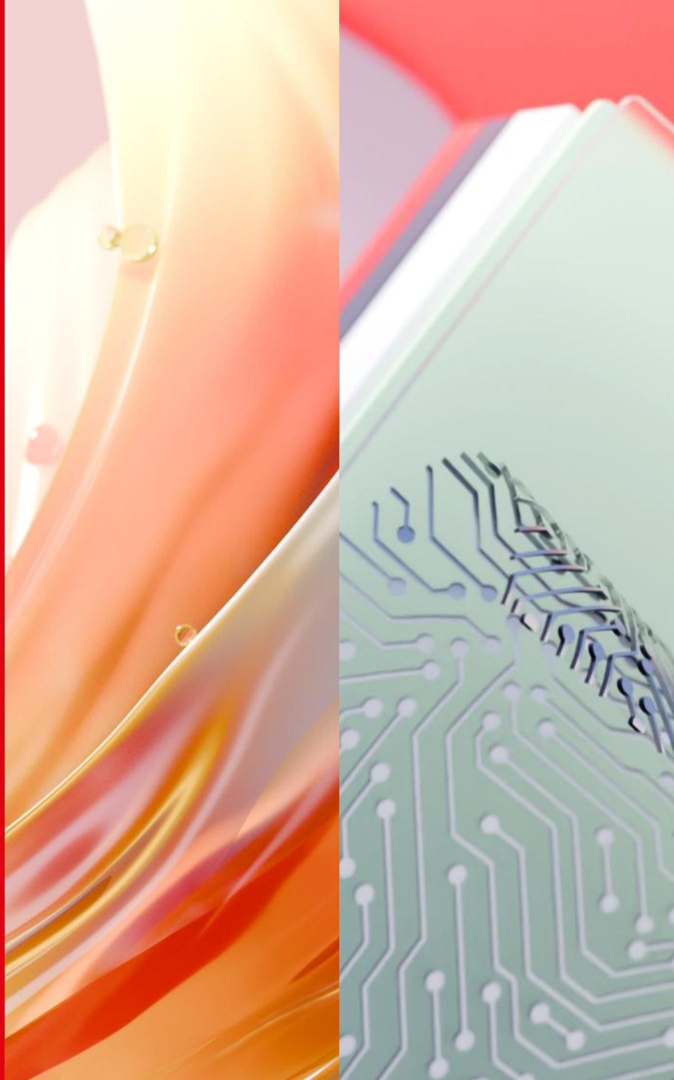
Note: Each figure commercially rounded. Addition may result in deviations from the totals indicated.

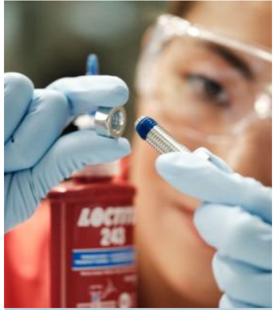
AGENDA



AT A GLANCE

Q3 2025 performance

- **Acceleration of topline development** with positive organic sales growth in both business units in Q3
- **Adhesive Technologies** with **positive price** and **volume development** supported by partial reversal of negative working day impact
- **Consumer Brands** with **positive volume development** – finalization of merger well under way
- Regionally, **good organic sales growth in North America** driven by both business units
- Continued **strong gross margin and bottom-line** development
- **Share buyback well on track** with ~700 MEUR already executed
- **FY Guidance:** ranges unchanged



HENKEL GROUP

NOMINAL SALES
€5.1bn

ORGANIC SALES GROWTH
1.4%

ADHESIVE TECHNOLOGIES

NOMINAL SALES
€2.7bn

ORGANIC SALES GROWTH
2.5%

CONSUMER BRANDS

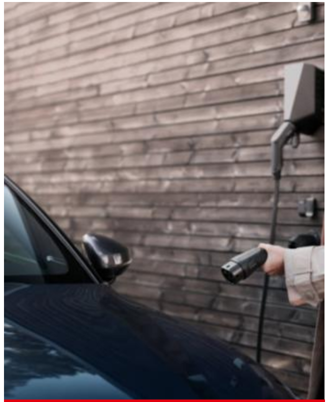
NOMINAL SALES
€2.4bn

ORGANIC SALES GROWTH
0.4%

ADHESIVE TECHNOLOGIES LEVERAGING ***GROWTH OPPORTUNITIES*** ALONG GLOBAL MEGATRENDS

SUSTAINABILITY

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



MOBILITY

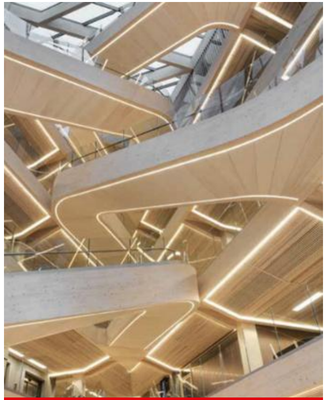
Solving challenges with new applications paving the way for future mobility

CONNECTIVITY

Facilitating new functionalities & designs at the forefront of the industry

DIGITALIZATION

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



URBANIZATION

Driving speed, efficiency & sustainability in construction

DRIVING ***HIGH-IMPACT ELECTRONICS SOLUTIONS*** ACROSS INDUSTRIES

MEGATRENDS


SUSTAINABILITY


MOBILITY


CONNECTIVITY


DIGITALIZATION

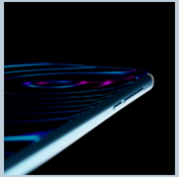

URBANIZATION

SELECTED INDUSTRY TRENDS

... leading to an increasing share of content

RISE OF AI

Empowering the future of AI innovative solutions for AI excellence



NEW WAYS TO CONSTRUCT DEVICES / COMPONENTS

Delivering material expertise making new tech possible

REGULATION RELATED TO SUSTAINABILITY

e.g., Right-to-Repair increasing need for debonding solutions

ELECTRONICS SOLUTIONS *to show* HIGH SINGLE-DIGIT GROWTH *potential in the coming years*


SEMICONDUCTOR PACKAGING


INDUSTRIALS


CONSUMER DEVICES


AUTOMOTIVE ELECTRONICS & E-MOBILITY

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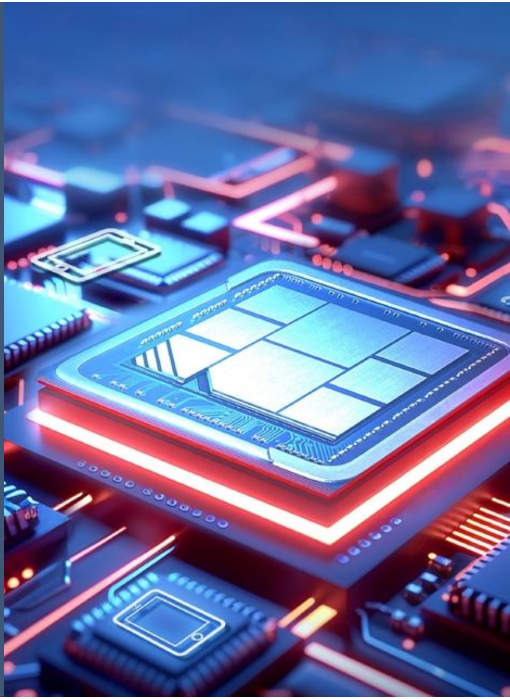
SHAPING ELECTRONICS SOLUTIONS OF TOMORROW
EMPOWERING THE FUTURE OF AI

The rise of **GENERATIVE AI** *accelerates demand for high-performing computing, storage & interconnect technologies*

Our **LEADING SOLUTIONS** *fulfill advanced requirements in thermal management, protection & bonding driving* **DOUBLE-DIGIT GROWTH** *through 2030*

Enabling leading industry players to increase **COMPUTING POWER** *while reducing* **COOLING COST** *and enhancing* **RELIABILITY**

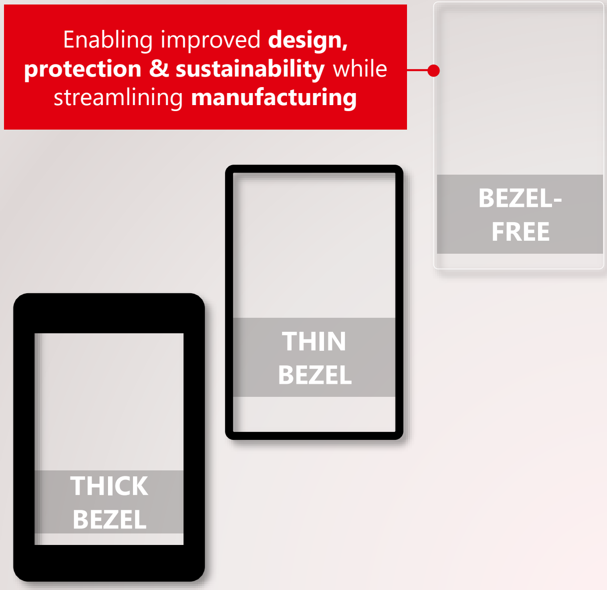


SHAPING ELECTRONICS SOLUTIONS OF TOMORROW
TAKING DISPLAYS TO THE EDGE

Consumer electronics design trends demand technologies for **FRAMELESS EXPERIENCE**

Our **PROPRIETARY FLEXIBLE DISPLAY PROTECTION** *potting solution enables bezel-free designs and* **EXPANDS THE DISPLAY AREA**

Driving market outperformance reaching a **DOUBLE-DIGIT MILLION BUSINESS** *in only two years*



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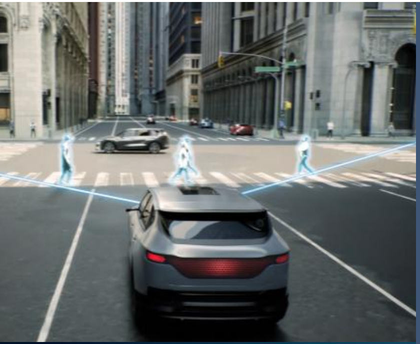
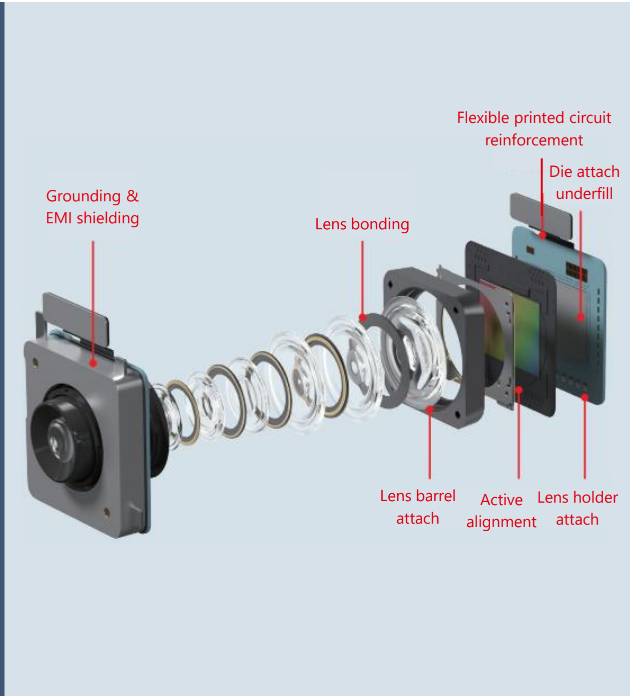
SHAPING ELECTRONICS SOLUTIONS OF TOMORROW
ENABLING EVOLUTION IN CAMERA MODULES



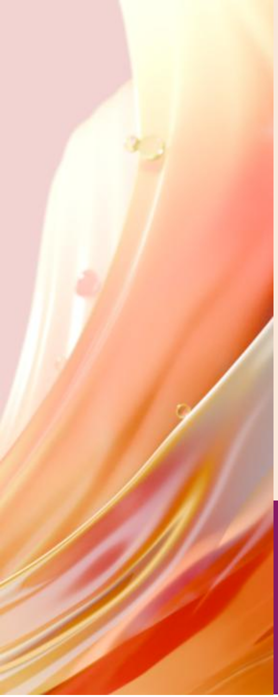
The market for **CAMERA MODULES** *across industries is rapidly growing with rising demand for advanced imaging*

MOST ROBUST TOTAL SOLUTION PORTFOLIO *for camera module & sensor assemblies increasing* **FUNCTIONALITY & RELIABILITY**

Consumer Devices & Automotive camera solutions leading to a combined **DOUBLE-DIGIT GROWTH** *by 2030*



WELL UNDER WAY TO ***CONCLUDE*** THE ***CONSUMER BRANDS MERGER*** BY YEAR-END



NEW ORGANIZATIONAL SET-UP *implemented*

PORTFOLIO OPTIMIZATION *completed*

SUPPLY CHAIN *optimized and enhanced operational excellence*

Well on track to reach **TARGETED NET SAVINGS** *of at least* **€525m BY END OF FY 2025**[1]

Significantly **IMPROVED QUALITY OF BUSINESS** *across multiple dimensions since merger announcement*

Successfully built a strong **MULTI-CATEGORY PLATFORM** *with enhanced efficiency and competitiveness*

Materially improved rankings in **FMCG RELEVANCE** *in Europe and* **RETAILER PERCEPTION** *in the US*

↗ #4	↗ #3
(before: #5/ #10) Europe Retailer Ranking[2]	**(before: #14)** US Perception Rating[3]

[1] Versus base FY 2021

[2] Euromonitor Consulting 2022 (Laundry & Home Care / Beauty Care) vs. 2024 (HCB), FMCG market value excl. processed food/beverage/pet/paper

[3] Advantage Report 2023 vs. 2025 (HCB), US Home & Beauty Care

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STRONG GLOBAL PLAYER WITH ***#1 BRANDS*** IN LAUNDRY CARE & HOME CARE

#2 *in* LAUNDRY
in active markets

Leading the future of laundry by focusing on **SELECTIVE STRATEGIC GROWTH** *opportunities in key categories & iconic brands*

Leveraging **TECHNOLOGY LEADERSHIP** *to drive differentiation & value*

#1 IN FABRIC CLEANING

in 14 countries in the world

Persil Dixan

#1 *in* HOME CARE
in active markets

Driving **MARKET LEADERSHIP** *by combining our investments with advanced technologies*

Establishing **NEW STANDARDS** *in dishwashing & toilet care*

#1 IN TOILET CARE

globally

Bref WC FRISCH

 Note: rankings based on FY 2024

DRIVING ***VALUE-ADDING INNOVATIONS*** AND ***AI-POWERED MARKETING*** WITH PERSIL BRAND

PERSIL *with* **POSITIVE GROWTH** *in Q3*
driven by **STRONG VOLUME CONTRIBUTION**

Introducing Persil **GIANT DISCS** *to meet modern laundry demands with* **HEAVY LOADS**

Innovative **TRIPLE-ACTION DEEP CLEAN** *formula*

First **SUCCESSFUL ROLL-OUTS ACROSS EUROPE** *with strong consumer perception*

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HENKEL LAUNCHING ITS ***FIRST GENERATIVE AI-POWERED*** TV COMMERCIAL IN GERMANY

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SHAPING CATEGORIES LIKE FABRIC CARE WITH PERWOLL AS THE #1 BRAND

PERWOLL *with* **DOUBLE-DIGIT GROWTH** *in Q3*
driven by **BALANCED PRICE & VOLUME DEVELOPMENT**

Repositioning the brand in color & care with
EXPANDED FORMULATION PORTFOLIO
reaching a broader consumer base in **>40 COUNTRIES**

Driving **PREMIUMIZATION** *with enhanced brand value through advanced formulations and modernized design*

Addressing **REGIONAL WHITE SPOTS** *with most recent roll-outs in Egypt, UK and South Korea*

+190 BPS
MARKET SHARE GAINS
YTD 2025[1] in Fabric Care

[1] 1–8 2025

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FUELING GROWTH WITH OUR ***TOP 10 BRANDS*** IN CONSUMER BRANDS

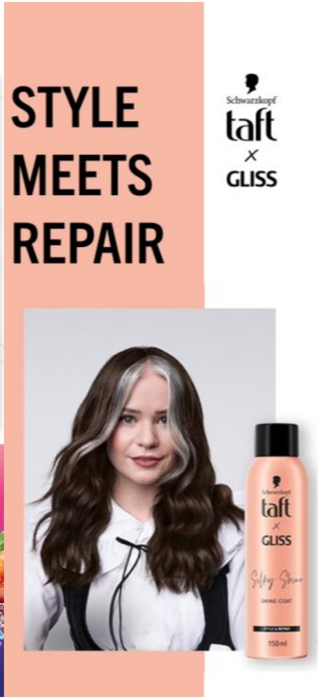
~300 BPS OUTPERFORMANCE
BASED ON YTD AVERAGE OSG[1] OF TOP 10 BRANDS VS. HCB TOTAL

TOP 10 brands continue to deliver **ABOVE-AVERAGE OSG** *with* **POSITIVE PRICE & VOLUME**

Sales share **CONTINUOUSLY INCREASING**

Driving **ONGOING VALORIZATION** *and investing behind our strong brands*

Supported by **TECH-DRIVEN INNOVATIONS** flanked with respective marketing activities



[1] 1–9 2025

OUTLOOK 2025

ORGANIC SALES GROWTH

1.0 to 2.0%

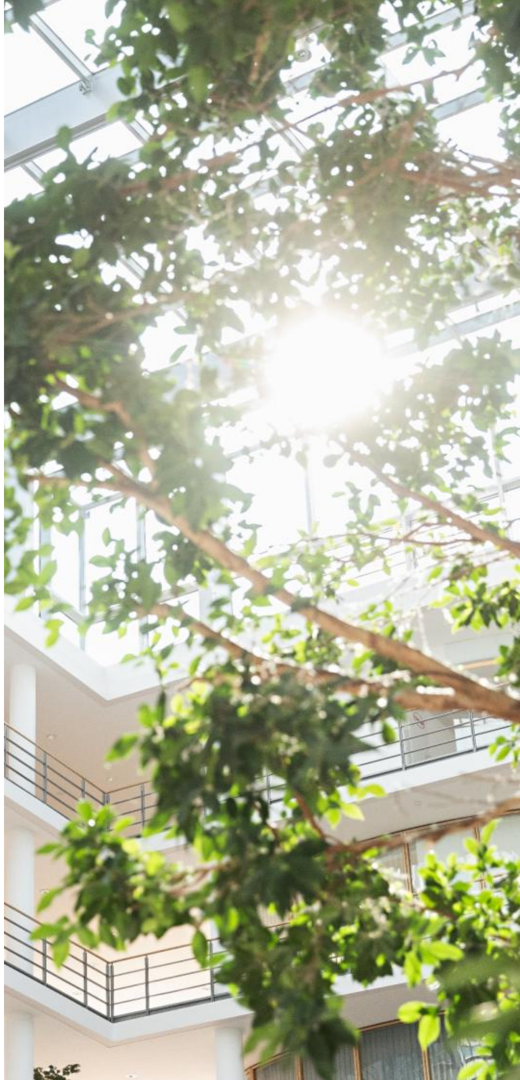
ADJUSTED EBIT MARGIN

14.5 to 15.5%

ADJUSTED EPS[1]

low to high single-digit % increase

- Adj. EBIT margin and adj. EPS growth[1] expected to remain well within guidance ranges
- In case there is no noticeable improvement of the economic environment until year-end, OSG is expected at lower end of range



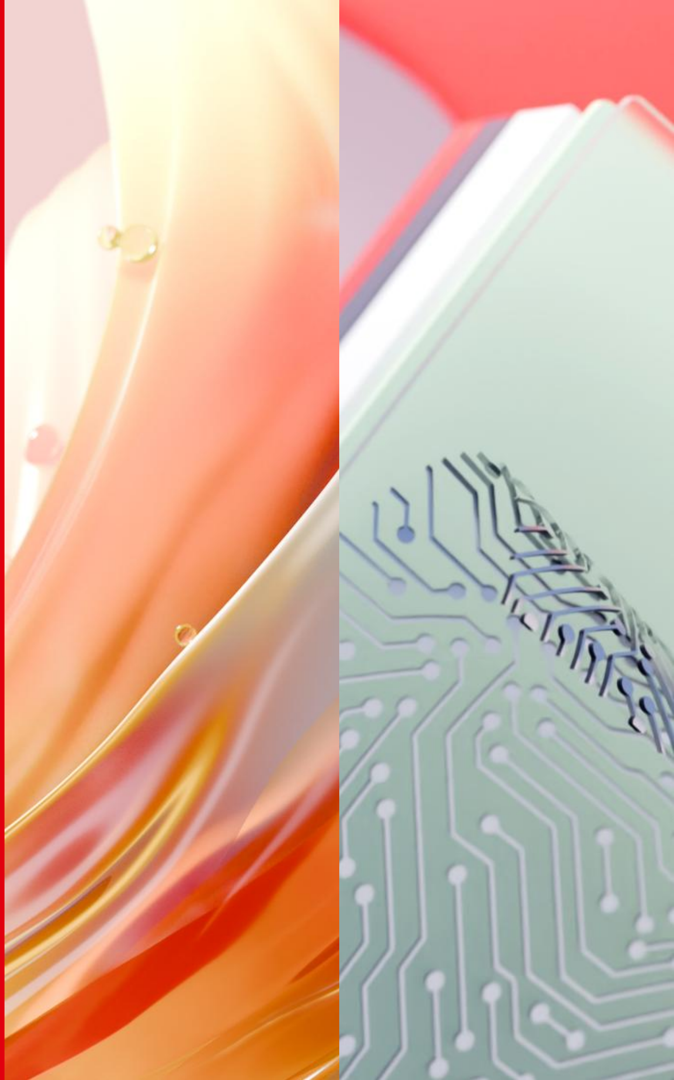
[1] Per preferred share, at constant exchange rates

AGENDA

01 Key Developments

02 Business Performance Q3 2025 & Outlook

03 Key Take-Aways & Closing



ORGANIC SALES DEVELOPMENT

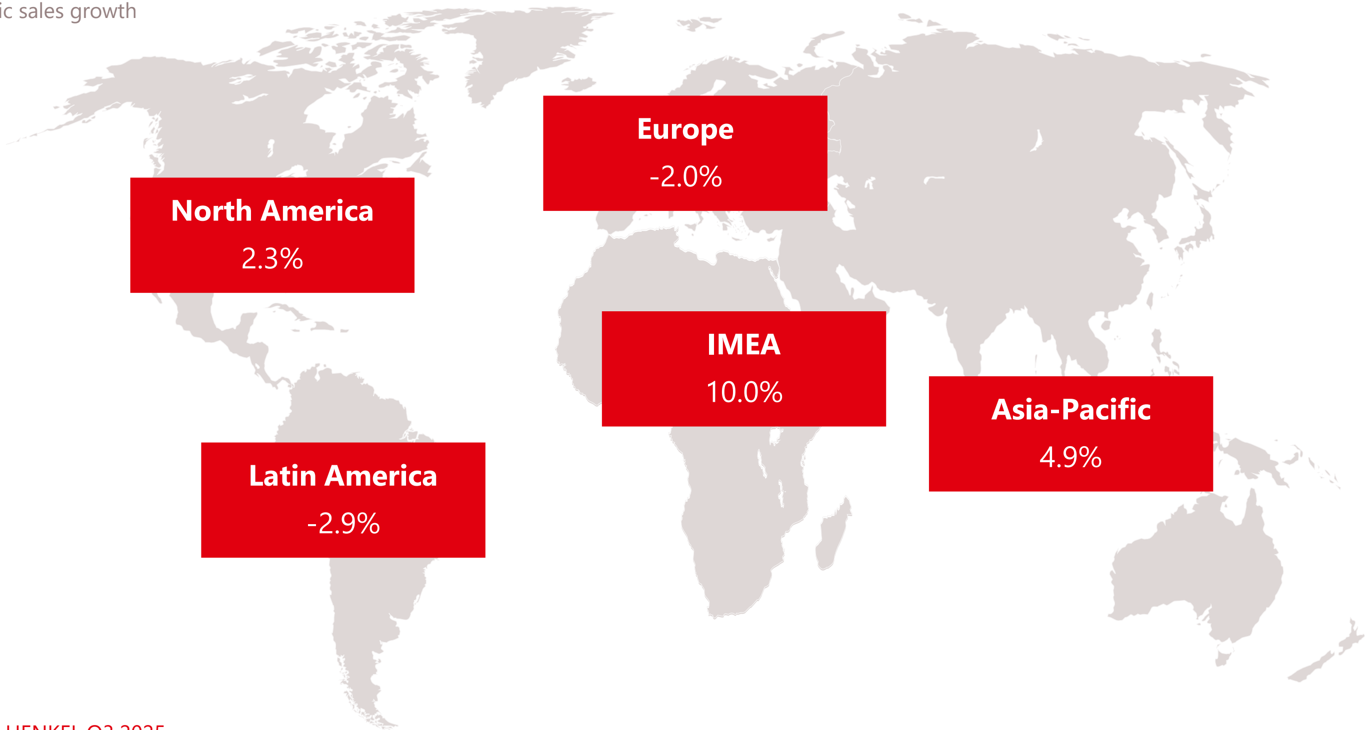
Q3 2025

1.4%	-2.9%	-4.8%	-6.3%
OSG	A&D	FX	**NOMINAL**
PRICE -0.1% / VOLUME 1.5%			SALES €5.1bn

ORGANIC SALES DEVELOPMENT BY REGION

Q3 2025

Organic sales growth



ADHESIVE TECHNOLOGIES

Q3 2025

NOMINAL SALES

€2.7bn

ORGANIC SALES GROWTH

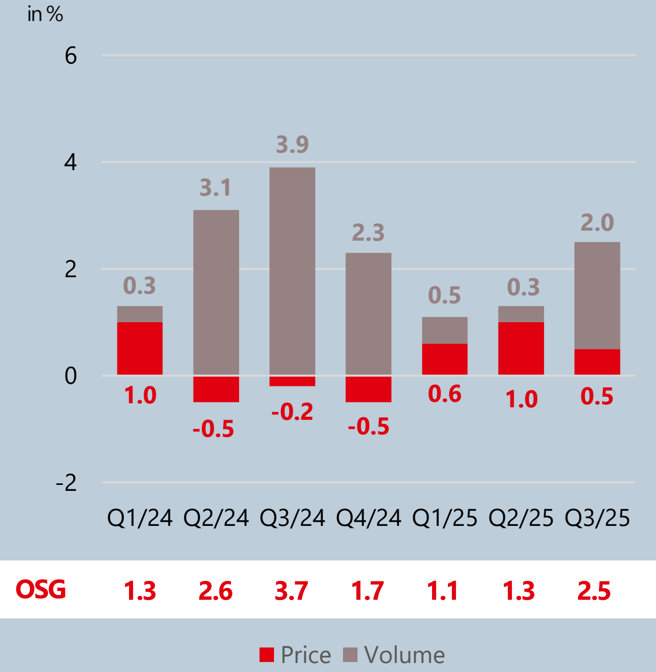
2.5%

PRICE	VOLUME
0.5%	2.0%

ADHESIVE TECHNOLOGIES

Q3 2025 – Price/Volume Development

- **Good organic sales growth** in a still demanding environment
- **Positive pricing** – underpinning strength of our market position and portfolio
- **Good volume development** with clear acceleration in Q3 vs. Q2, supported by positive working day impact



ADHESIVE TECHNOLOGIES

Q3 2025 – Business Area Performance

MOBILITY & ELECTRONICS

SALES **€991m**

OSG **5.9%**

Double-digit growth in Electronics and very strong growth in Industrials; Automotive still impacted by muted demand

PACKAGING & CONSUMER GOODS

SALES **€767m**

OSG **-1.1%**

Positive development in Consumer Goods while Packaging negative due to lower demand

CRAFTSMEN, CONSTRUCTION & PROF.

SALES **€950m**

OSG **2.2%**

Strong growth in Manufacturing & Maintenance and good growth in Construction; Consumer & Craftsmen with positive development

CONSUMER BRANDS

Q3 2025

NOMINAL SALES

€2.4bn

ORGANIC SALES GROWTH

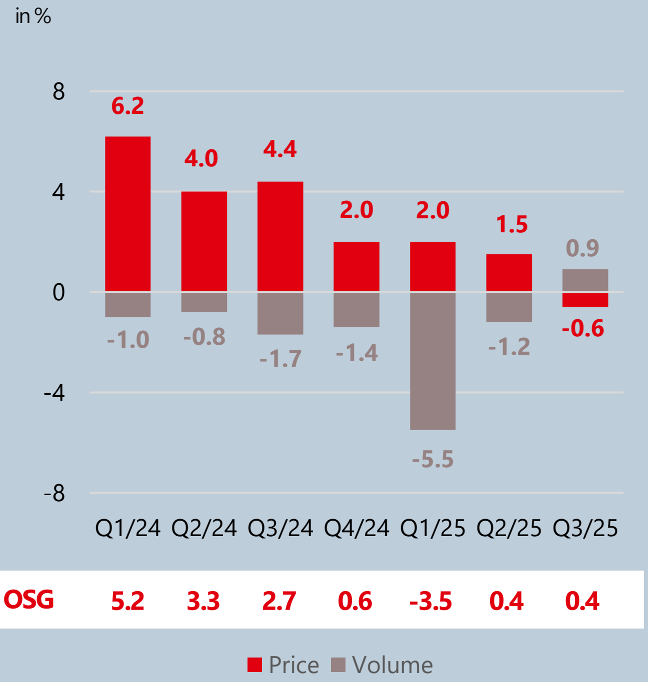
0.4%

PRICE	VOLUME
-0.6%	0.9%

CONSUMER BRANDS

Q3 2025 – Price/Volume Development

- **Positive organic sales growth** driven by **positive volume development**
- **Pricing slightly negative** reflecting the challenging consumer sentiment, particularly in Laundry
- **Sequential acceleration of organic sales growth in North America** mainly driven by Hair
- **Keeping up with strong investments** in innovation and marketing



CONSUMER BRANDS

Q3 2025 – Business Area Performance

LAUNDRY & HOME CARE

SALES **€1,409m**

OSG **-1.5%**

Stable development in Home Care with very strong growth in dishwashing; Laundry Care negative due to Fabric Cleaning while Fabric Care delivered double-digit growth

HAIR

SALES **€833m**

OSG **4.4%**

Very strong growth in Consumer mainly driven by Coloration & Styling; Professional also very strong primarily driven by North America

OTHER CONSUMER BUSINESSES

SALES **€159m**

OSG **-3.2%**

Below prior year due to Body Care in North America and Europe

OUTLOOK 2025

	ORGANIC SALES GROWTH	***ADJUSTED EBIT MARGIN***	***ADJUSTED EPS[1]***
GROUP	**1.0 to 2.0%**	**14.5 to 15.5%**	**Low to high single-digit % increase**
ADHESIVE TECHNOLOGIES	2.0 to 3.0%	16.5 to 17.5%	
CONSUMER BRANDS	0.5 to 1.5%	14.0 to 15.0%	

- Adj. EBIT margins and adj. EPS growth[1] expected to remain well within guidance ranges
- In case there is no noticeable improvement of economic environment until year-end, OSG expected at lower end of ranges

[1] Per preferred share, at constant exchange rates

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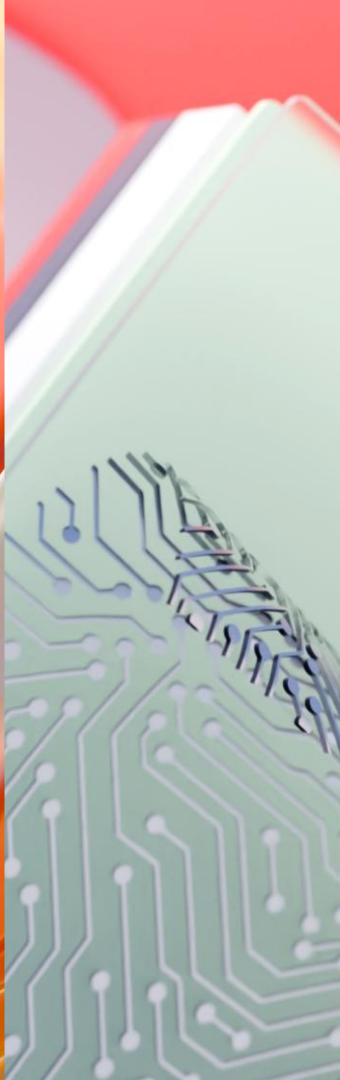

KEY TAKE-AWAYS

- **Acceleration of topline development** with positive organic sales growth in both business units in Q3
- **Adhesive Technologies** with **positive price** and **volume development** supported by partial reversal of negative working day impact
- **Consumer Brands** with **positive volume development** – finalization of merger well under way
- Regionally, **good organic sales growth in North America** driven by both business units
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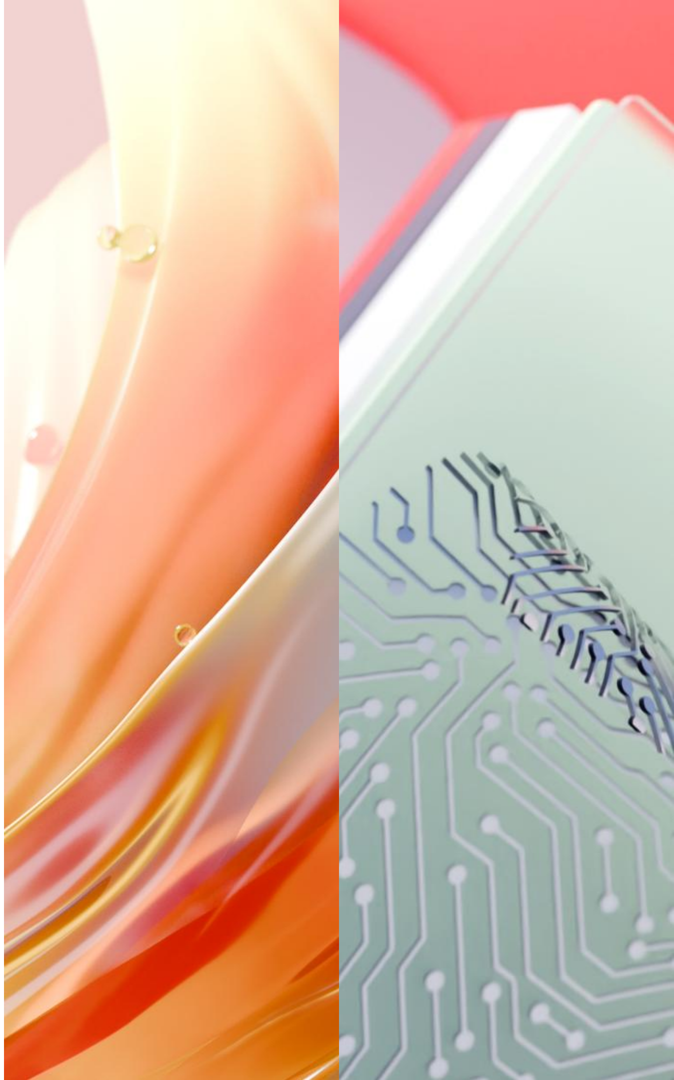
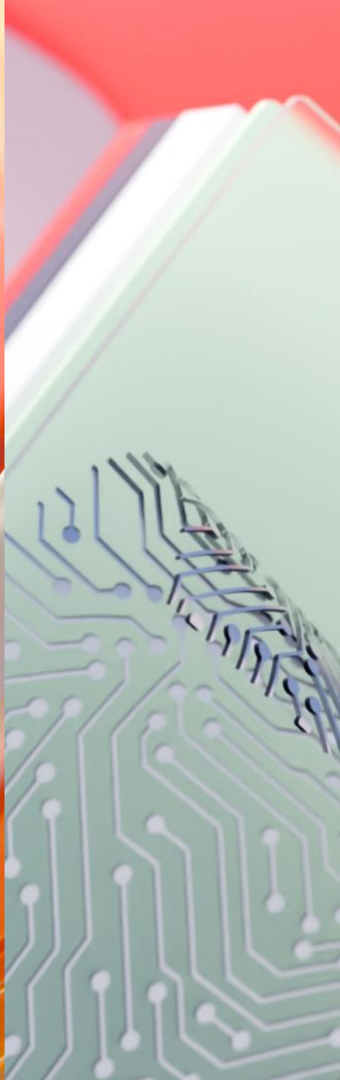


QUESTIONS & ANSWERS



UPCOMING EVENTS

2025

NOV 6 | **Q3 2025** RELEASE

Quarterly Statement

2026

MAR 11 | **FY 2025** RELEASE

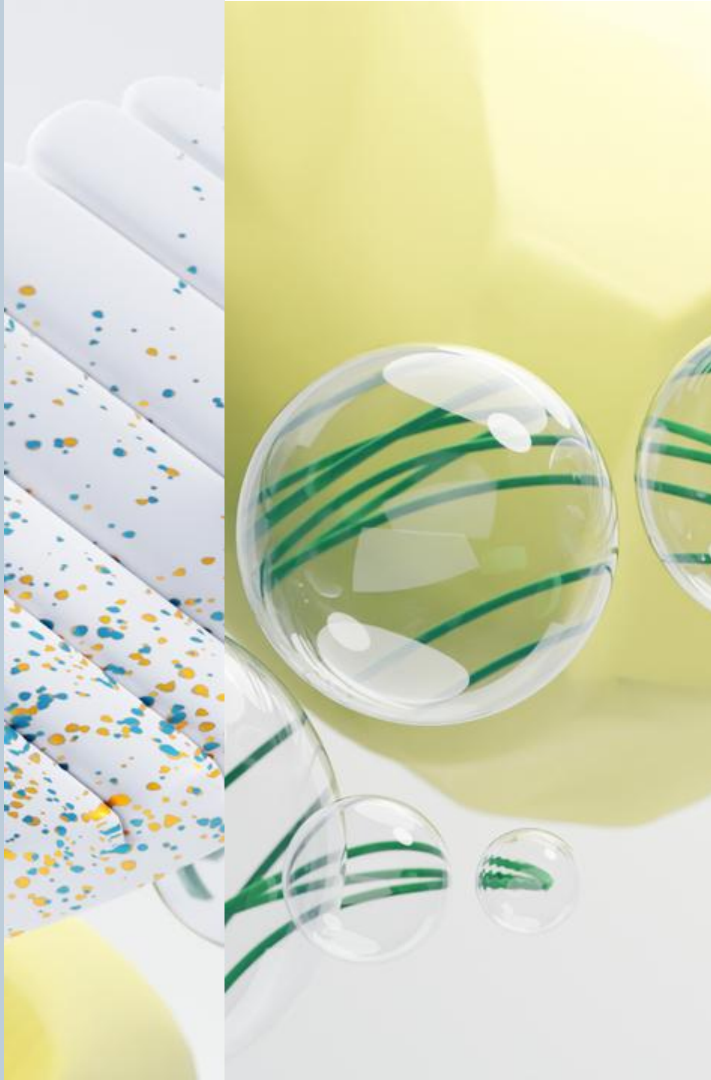
Annual Report

APR 27 | **AGM**

Annual General Meeting

MAY 7 | **Q1 2026** RELEASE

Quarterly Statement



THANK YOU.


Persil
UNIVERSAL KRAFT-GEL
TIEFENREIN


Schwarzkopf
PROFESSIONAL


LOCTITE
542
THREAD SEALANT

SALES BY BUSINESS UNIT AND BUSINESS AREA Q1 2025 – Q3 2025

€m	Q1 2025 Sales	Q1 2025 YoY	Q1 2025 OSG	Q2 2025 Sales	Q2 2025 YoY	Q2 2025 OSG	H1 2025 Sales	H1 2025 YoY	H1 2025 OSG	Q3 2025 Sales	Q3 2025 YoY	Q3 2025 OSG	1-9 2025 Sales	1-9 2025 YoY	1-9 2025 OSG
HENKEL GROUP	**5,242**	**-1.4%**	**-1.0%**	**5,160**	**-6.1%**	**0.9%**	**10,402**	**-3.8%**	**-0.1%**	**5,147**	**-6.3%**	**1.4%**	**15,549**	**-4.6%**	**0.4%**
ADHESIVE TECHNOLOGIES	**2,715**	**1.4%**	**1.1%**	**2,701**	**-3.5%**	**1.3%**	**5,416**	**-1.1%**	**1.2%**	**2,708**	**-3.3%**	**2.5%**	**8,124**	**-1.8%**	**1.6%**
Mobility & Electronics	966	2.1%	3.1%	977	-1.3%	2.5%	1,943	0.3%	2.8%	991	0.2%	5.9%	2,934	0.3%	3.8%
Packaging & Consumer Goods	804	-4.1%	-0.4%	784	-6.7%	0.4%	1,588	-5.4%	0.0%	767	-8.8%	-1.1%	2,355	-6.5%	-0.4%
Craftsmen, Construction & Professional	945	5.9%	0.4%	940	-2.8%	0.8%	1,885	1.3%	0.6%	950	-2.0%	2.2%	2,834	0.2%	1.2%
CONSUMER BRANDS	**2,484**	**-4.6%**	**-3.5%**	**2,422**	**-9.0%**	**0.4%**	**4,907**	**-6.8%**	**-1.6%**	**2,402**	**-9.5%**	**0.4%**	**7,308**	**-7.7%**	**-1.0%**
Laundry & Home Care	1,550	-6.7%	-4.1%	1,433	-13.8%	-0.9%	2,983	-10.3%	-2.6%	1,409	-14.6%	-1.5%	4,392	-11.7%	-2.2%
Hair	792	1.4%	-1.6%	829	0.1%	3.2%	1,621	0.7%	0.9%	833	0.6%	4.4%	2,454	0.7%	2.1%
Other Consumer Businesses	142	-12.6%	-6.8%	160	-6.0%	-1.7%	303	-9.2%	-4.2%	159	-9.0%	-3.2%	462	-9.1%	-3.8%

OUTLOOK 2025
ADDITIONAL INPUT FOR SELECTED KPIS

CURRENCY IMPACT ON SALES	Low to mid-single-digit % negative[1]
M&A IMPACT ON SALES	Low single-digit % negative
PRICES FOR DIRECT MATERIALS	Low to mid-single-digit % increase[1]
RESTRUCTURING CHARGES	€ 150 – 200m
CAPEX	€ 650 – 750m

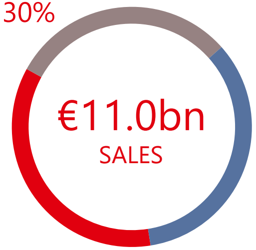
[1] Versus the prior year average

BALANCED AND DIVERSIFIED PORTFOLIO

FY 2024

51%

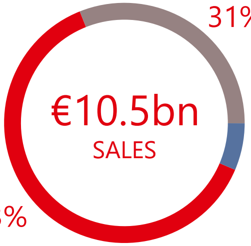
ADHESIVE TECHNOLOGIES



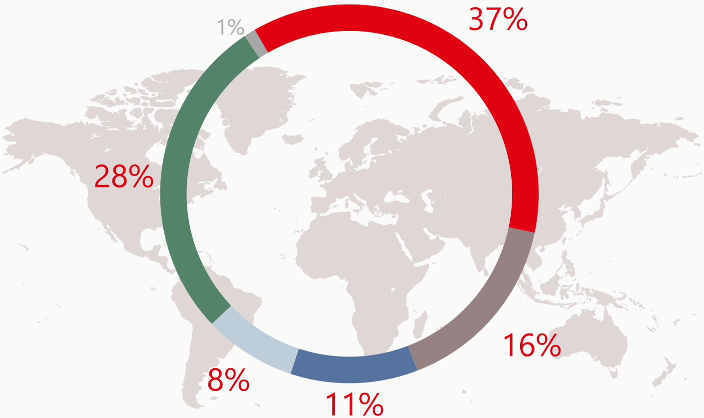
- Mobility & Electronics
- Packaging & Consumer Goods
- Craftsmen, Construction & Professional

48%

CONSUMER BRANDS



- Laundry & Home Care
- Hair
- Other Consumer Businesses



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

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