



150
YEARS

HENKEL FY 2025

CARSTEN KNOBEL, MARCO SWOBODA – 11 MARCH 2026



DISCLAIMER

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AGENDA

- 01 Key Developments & Highlights FY 2025**
- 02 Financial Performance FY 2025 & Outlook
- 03 Looking Ahead: Henkel Poised for Further Growth
- 04 Key Take-Aways & Closing

AT A *GLANCE*

FY 2025

- **Robust topline performance** despite muted environment with **positive price** and **volume development** in Q4 in both businesses
- **Further increased gross and EBIT margins**
- **Integration** of Consumer Brands **successfully concluded** ahead of plan – reaching **€540m of targeted net savings**
- Offering **attractive shareholder returns** with **increased dividend** and **share buyback well on track**
- **Attractive acquisitions** in both business units
- **Guidance 2026** with further **top- and bottom-line growth**
- **Mid-term financial ambition** re-iterated

HENKEL GROUP

ORGANIC
SALES GROWTH

0.9%

ADJ.
EBIT MARGIN

14.8%

ADJ. EPS GROWTH
(AT CONSTANT FX)

4.7%

ADHESIVE TECHNOLOGIES

ORGANIC
SALES GROWTH

1.5%

ADJ.
EBIT MARGIN

16.7%

CONSUMER BRANDS

ORGANIC
SALES GROWTH

0.3%

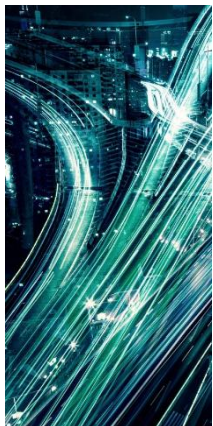
ADJ.
EBIT MARGIN

14.5%

SELECTIVE *HIGHLIGHTS*

HENKEL GROUP

Strong financial position allowing for further investments including M&A



Driving **future-ready systems, processes & structures**

Continuously **fostering AI-driven solutions** across our businesses

ADHESIVE TECHNOLOGIES

Double-digit growth in **Electronics & very strong** performance in **Industrials** in FY 2025



Agreements reached to **acquire ATP Adhesive Systems** and **Stahl Group** as well as majority stake in **Wetherby Laroc**

CONSUMER BRANDS

Strong growth in **Hair** and **TOP 10 brands** in FY 2025 and overall **positive volumes** in H2



Signed agreement to **acquire Not Your Mother's**

NOT YOUR MOTHER'S

CONTINUOUSLY DELIVERING ON OUR **SUSTAINABILITY** TARGETS IN 2025 AND BEYOND

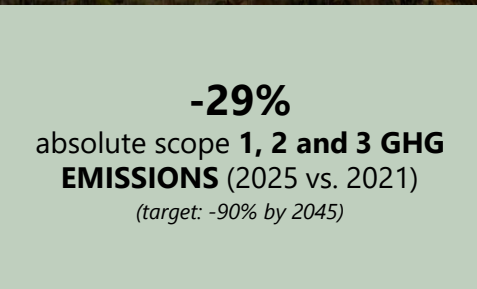
Selective Highlights



28%
share of **RECYCLED PLASTIC**
for all consumer goods packaging
(target: 30% by 2025)



Continued
EXCELLENT RESULTS in
ESG RATINGS and RANKINGS
in 2025



-29%
absolute scope 1, 2 and 3 GHG
EMISSIONS (2025 vs. 2021)
(target: -90% by 2045)



98%
OF PALM-BASED INGREDIENTS
come from certified sustainable supply
(target: 100% by 2030)



OUTLOOK 2026

ORGANIC SALES GROWTH

1.0 to 3.0%

ADJUSTED EBIT MARGIN

14.5 to 16.0%

ADJUSTED EPS¹

low to high single-digit % increase

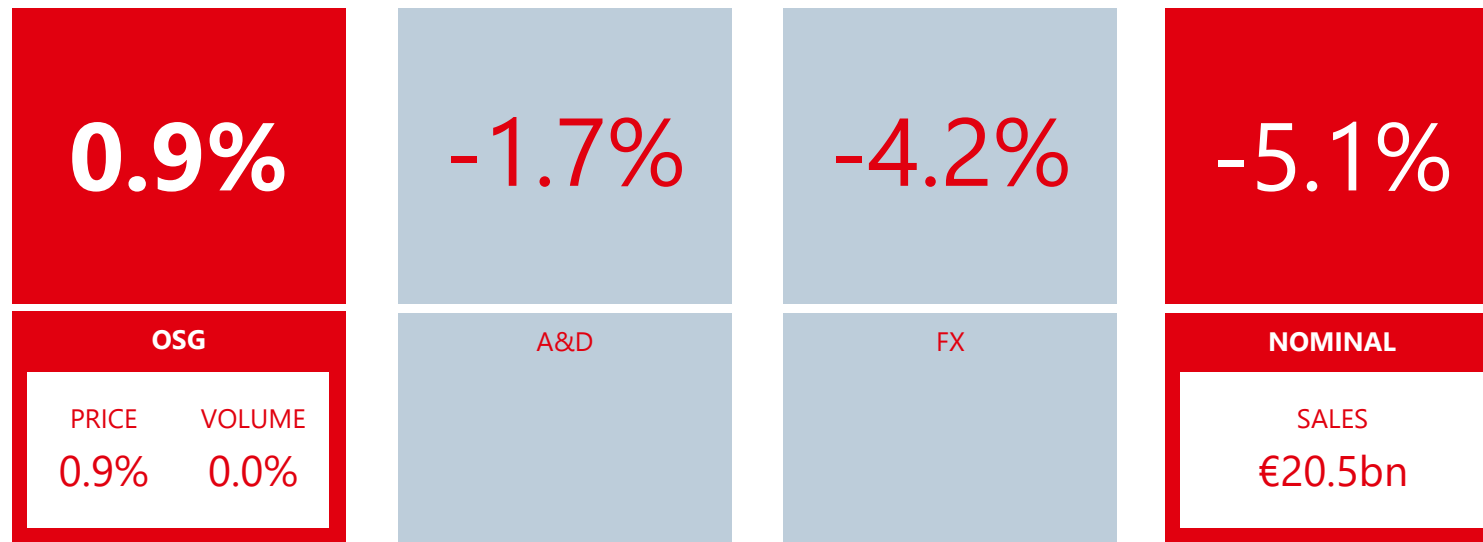


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ORGANIC SALES DEVELOPMENT

FY 2025

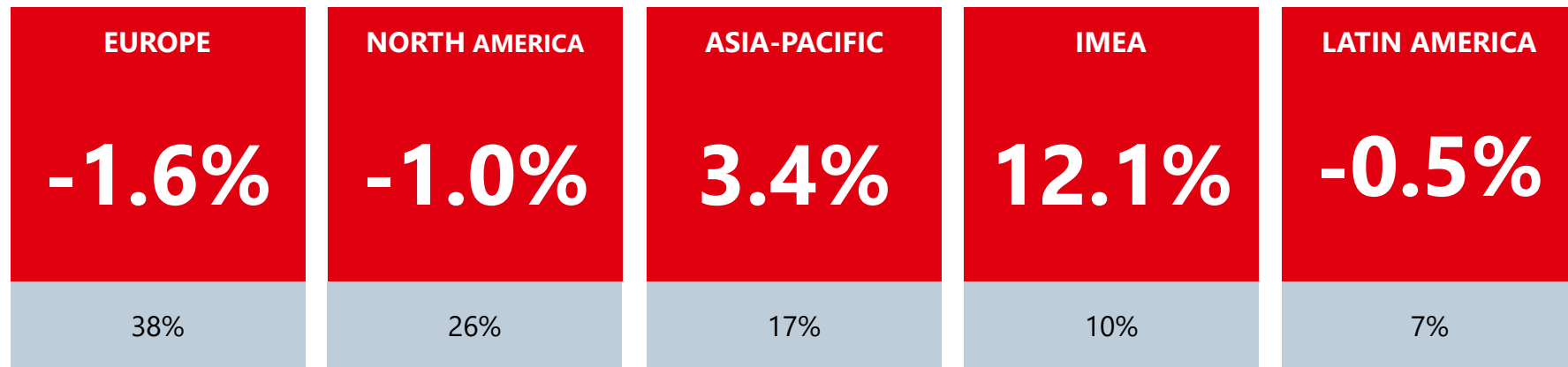


ORGANIC SALES DEVELOPMENT *BY REGION*

FY 2025

Group organic sales growth

Group sales share





ADHESIVE TECHNOLOGIES

FY 2025

ORGANIC
SALES GROWTH

1.5%

SALES

€10.7BN

ADJ.
EBIT MARGIN

16.7%

ADJ. EBIT

€1.8BN

PRICE

0.7%

VOLUME

0.7%

ADHESIVE TECHNOLOGIES

FY 2025 – Business Unit Performance

- **Good organic sales growth** driven by balanced price and volume development in demanding environment
- **Robust pricing** – underpinning strength of our market position and portfolio
- **Stronger volume development in H2**, supported by partial reversal of negative working day impact
- **Strong EBIT margin** supported by innovations, supply chain efficiencies and positive mix

Organic Sales Growth Development

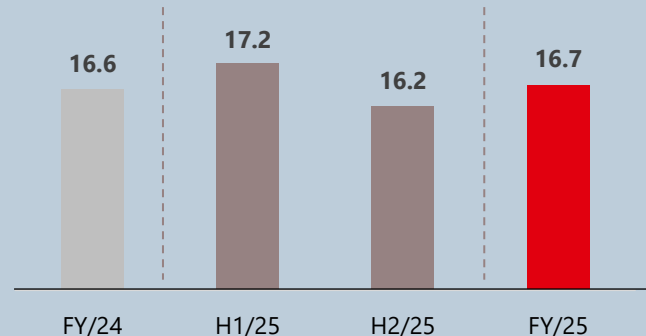
in % ■ Price ■ Volume



Period	Price (%)	Volume (%)	Total (%)
FY/24	0.0	2.4	2.4
Q1/25	0.6	0.5	1.1
Q2/25	1.0	0.3	1.3
Q3/25	0.5	2.0	2.5
Q4/25	0.8	0.1	0.9
FY/25	0.7	1.0	1.5

Adj. EBIT Margin Development

in %



MOBILITY & ELECTRONICS

FY 2025

ORGANIC SALES
GROWTH

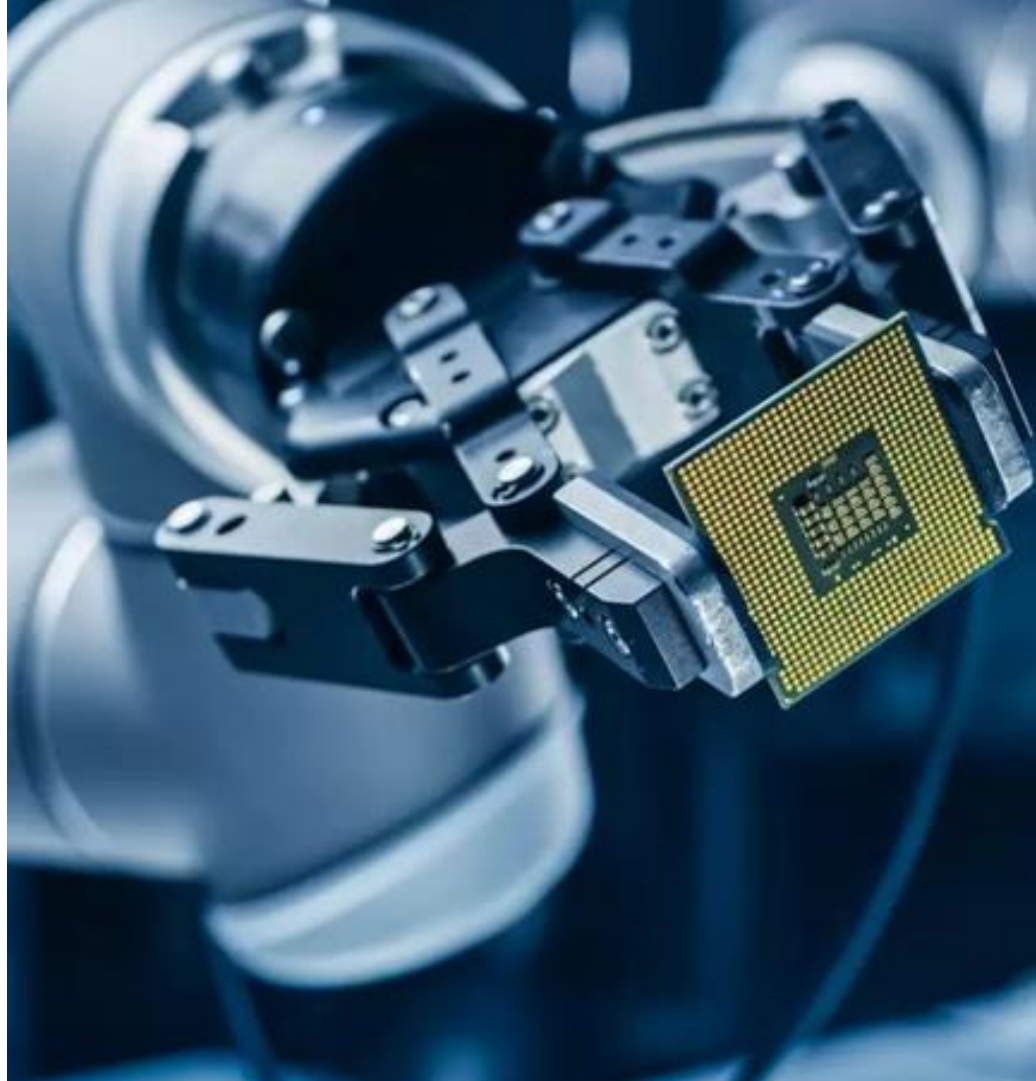
3.3%

SALES

€3.9bn

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

Automotive impacted by **muted demand**
in key markets



PACKAGING & CONSUMER GOODS

FY 2025

ORGANIC SALES
GROWTH

-0.6%

SALES

€3.1bn

Positive development in **Consumer Goods**

Packaging negative due to lower demand



CRAFTSMEN, CONSTRUCTION & PROF.

FY 2025

ORGANIC SALES
GROWTH

1.3%

SALES

€3.7bn

Good growth in Construction
as well as **Manufacturing & Maintenance**

Consumers & Craftsmen with **positive**
development



Loctite as official partner of
Simona De Silvestro at Winter Olympic 2026



CONSUMER BRANDS

FY 2025

ORGANIC SALES GROWTH

0.3%

SALES

€9.7BN

ADJ. EBIT MARGIN

14.5%

ADJ. EBIT

€1.4BN

PRICE

1.1%

VOLUME

-0.8%

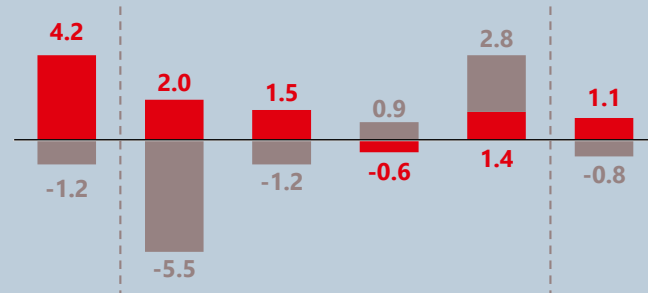
CONSUMER BRANDS

FY 2025 – Business Unit Performance

- **Positive organic sales growth** in FY driven by positive pricing with positive volume development in H2
- **Significant organic sales growth acceleration** with **strong volume development** in Q4
- **Strong Gross- and EBIT-margin increase** driven by further realization of incremental savings, ongoing portfolio valorization and positive mix
- **Sustained strong investments** into our brands to fuel topline growth

Organic Sales Growth Development

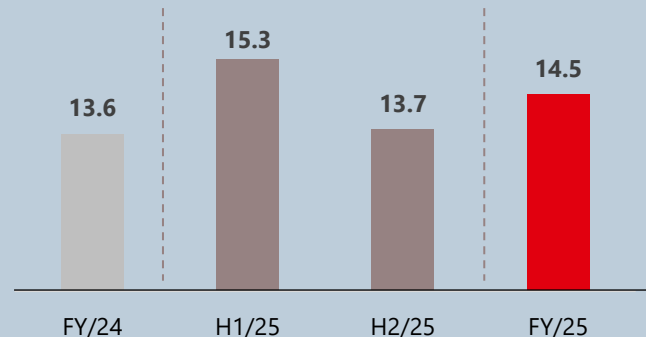
in % ■ Price ■ Volume



Period	Price (%)	Volume (%)
FY/24	3.0	-3.5
Q1/25	0.4	0.4
Q2/25	4.1	0.3
Q3/25	15.3	13.7
Q4/25	14.5	
FY/25		

Adj. EBIT Margin Development

in %



LAUNDRY & HOME CARE

FY 2025

ORGANIC SALES
GROWTH

-0.9%

SALES

€5.8bn

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

Laundry Care negative due to Fabric Cleaning – top brands Persil & Perwoll with strong growth



HAIR

FY 2025

ORGANIC SALES
GROWTH

3.2%

SALES

€3.3bn

Strong growth in Consumer mainly driven by very strong growth in Coloration & Styling

Professional with good growth with strongest contribution from North America and Europe



OTHER CONSUMER BUSINESSES

FY 2025

ORGANIC SALES GROWTH

-3.3%

SALES

€0.6bn

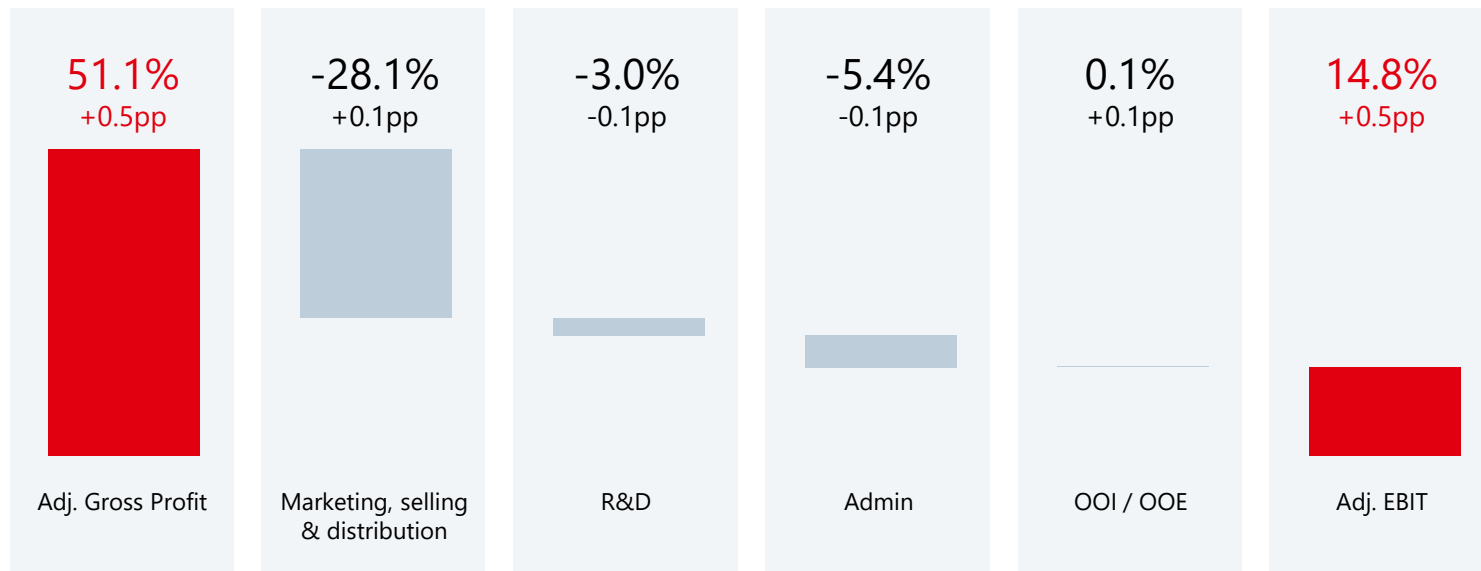
Below prior year due to Body Care



BRIDGE FROM ADJUSTED **GROSS PROFIT TO ADJUSTED EBIT**

FY 2025

Impact on adjusted EBIT margin in pp vs. PY, in % of sales



BRIDGE FROM *REPORTED TO ADJUSTED EBIT*

FY 2025

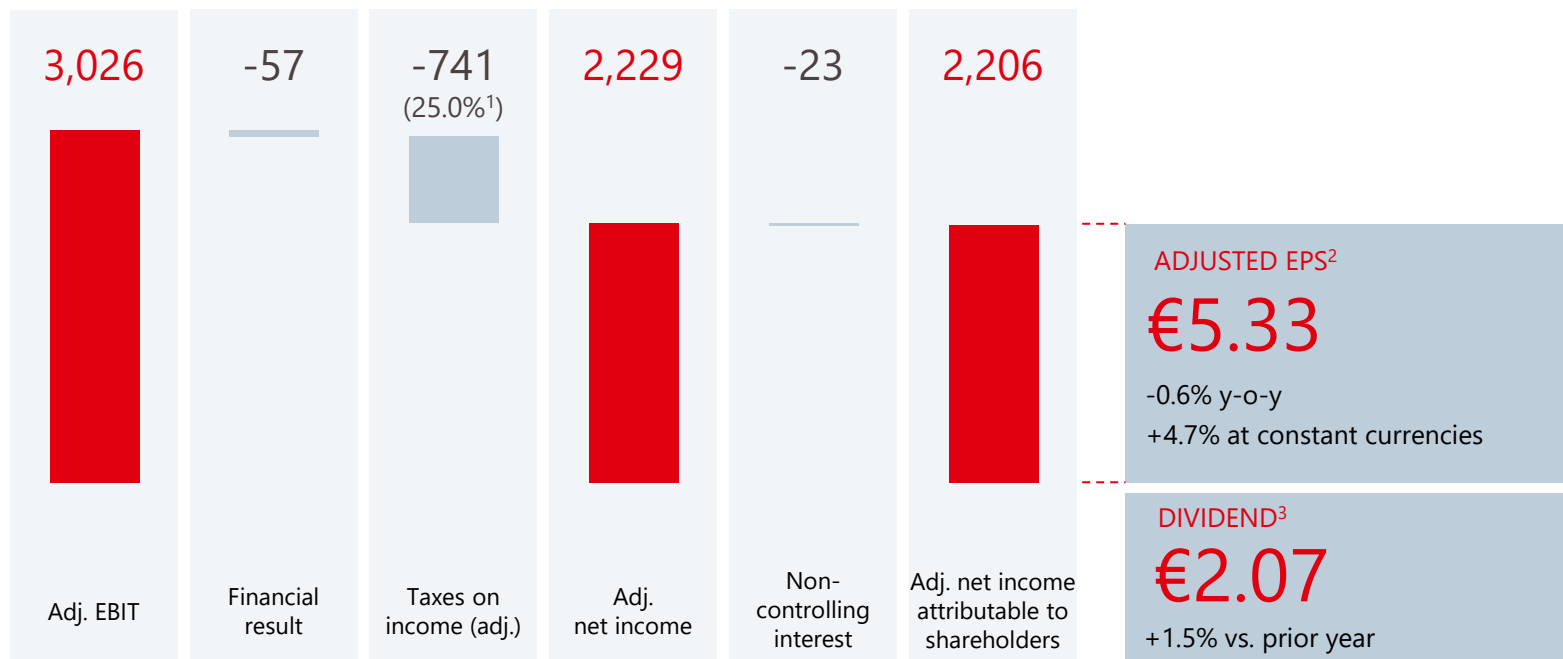
in €m

2,816	-39	137	112	3,026
REPORTED EBIT	ONE-TIME INCOME	ONE-TIME EXPENSES	RESTRUCTURING	ADJUSTED EBIT

BRIDGE FROM *ADJUSTED EBIT TO ADJUSTED EPS*

FY 2025

in €m



DEVELOPMENT OF *CASH KPIs*

FY 2025

NET WORKING CAPITAL

3.8%

Change y-o-y
+80bps

FREE CASH FLOW

€1.9bn

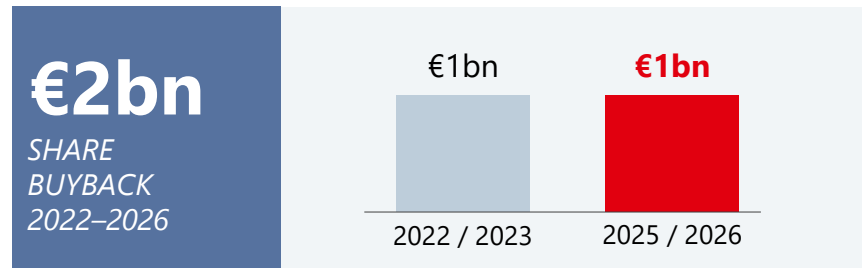
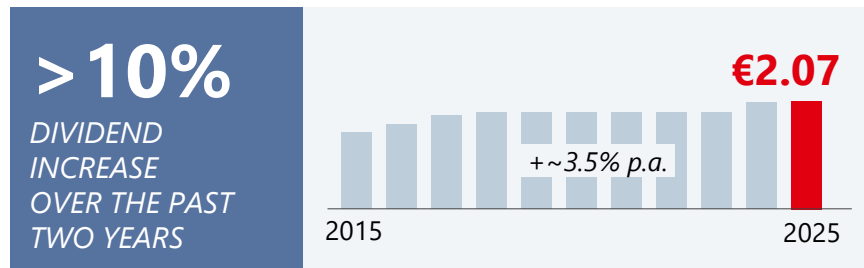
Change y-o-y
-€0.5bn

NET FINANCIAL POSITION

€0.1bn

Change y-o-y
+€0.2bn

OFFERING **ATTRACTIVE SHAREHOLDER RETURNS** WHILE INVESTING INTO OUR BUSINESSES



- **Dividend policy** with targeted payout ratio of 30-40%¹
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Raised dividend for 2025 by 1.5%** from €2.04 to €2.07²
- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **Second share buyback** of up to €1bn well on track with >€850m executed by the end of 2025

DISTRIBUTED MORE THAN €10BN TO SHAREHOLDERS OVER THE PAST 10 YEARS³

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

² Proposal (per preferred share) to shareholders for AGM on April 27, 2026.

³ incl. dividend for fiscal 2025 and announced share buyback as of March 11, 2025.

OUTLOOK 2026

ECONOMIC ENVIRONMENT

Overall volatile economic and geopolitical environment continuing in 2026

- **Geopolitical tensions** and **tariffs** leading to **high volatility** in **trade flows**, **raw material prices** and **foreign exchange markets**
- Global **GDP** expected to show **moderate** growth
- **Industrial production** to expand **moderately** while **consumer sentiment** remains **subdued**
- **Inflation** expected to remain **elevated**

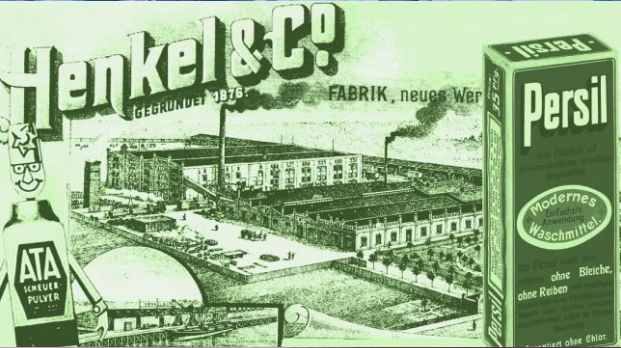


OUTLOOK 2026

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

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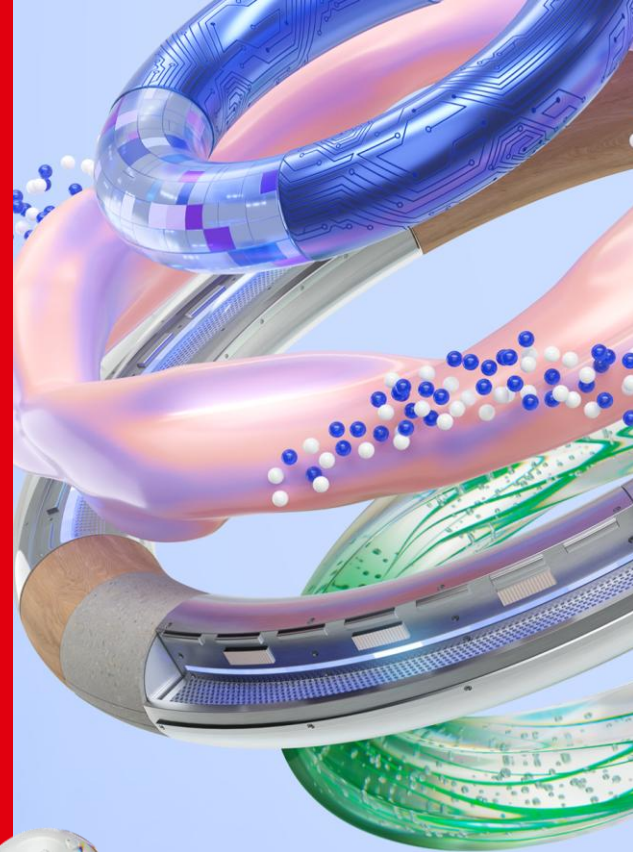


150 YEARS

150 years of pioneering spirit means **shaping progress with purpose.**

Building on our strong legacy and pioneering spirit, we are **ready for the future.**

We are **pioneers at heart** for the **good of generations.**



STRONG BUSINESSES WITH LEADING POSITIONS

HENKEL GROUP

ADHESIVE TECHNOLOGIES



Mobility &
Electronics

#1
worldwide



Packaging &
Consumer Goods

#1
worldwide



Craftsmen,
Construction &
Professional

#3
worldwide



Laundry &
Home Care

#2
in active markets

CONSUMER BRANDS



Hair

Professional & Consumer

#2
in active markets



Other
Consumer
(Body Care)

Presence in
selected markets

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

DRIVING FURTHER **PROFITABLE GROWTH** STRINGENTLY WORKING TOWARDS OUR **MID-TERM AMBITION**

MID-TERM FINANCIAL AMBITION

HENKEL GROUP

ORGANIC SALES
GROWTH

3 to 4%

ADJUSTED
EBIT MARGIN

~16%

ADJUSTED
EPS GROWTH

mid- to high-single-digit %
at constant exchange rates,
including M&A

FREE
CASH FLOW

continued focus on
Free Cash Flow expansion

Building Blocks

- Strong businesses with leading positions benefitting from **global megatrends**
- **Optimized portfolio** in both businesses
- Leveraging on **investments in R&D and supply chain**
- Driving innovations and thereby building on **global footprint and strong R&D network**
- **Strong financial position** offering ample room to **invest into the business** (incl. additional growth via **M&A**)
- Enhancing **shareholder returns** through share buybacks and attractive dividends

ADHESIVE TECHNOLOGIES WITH LEADING POSITIONS IN A BROAD RANGE OF MARKET SEGMENTS



MOBILITY & ELECTRONICS

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



PACKAGING & CONSUMER GOODS

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



CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

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

ADHESIVE TECHNOLOGIES DRIVING **PROFITABLE GROWTH** ORGANICALLY AND INORGANICALLY

- Driving growth opportunities along **global megatrends**
- Investing in **high-growth markets**
- Building on **technology leadership** and strong **global manufacturing footprint**
- Leveraging unique value chain position to drive **customer-centric solutions**
- **Increasing content share** across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

**Key drivers for
profitable growth
contributing to
financial
mid-term ambition**

DRIVING GROWTH OPPORTUNITIES ALONG *GLOBAL MEGATRENDS*

URBANIZATION



Driving speed, efficiency & sustainability in construction

MOBILITY



Solving challenges with new applications paving the way for future mobility

CONNECTIVITY



Facilitating new functionalities & designs at the forefront of the industry

DIGITALIZATION



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

SUSTAINABILITY



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

INVESTING IN **HIGH-GROWTH MARKETS**

SELECTIVE EXAMPLES



MAINTENANCE, REPAIR & OVERHAUL (MRO)

OUTPERFORMING
markets in highly
attractive segment with
HIGH SINGLE-DIGIT
growth¹

Driving growth by
EXPANDING our
MRO PLATFORM
through recent acquisitions



ELECTRONIC SOLUTIONS

DOUBLE-DIGIT
growth^{1,2} from
RISE OF AI

Focusing on
LOCALIZATION in
HIGH GROWTH
MARKETS



AEROSPACE

OUTPERFORMING
markets with
HIGH SINGLE-DIGIT
growth¹

EXPANDING
CAPACITIES driven by
HIGHER DEMAND

BUILDING ON **TECHNOLOGY LEADERSHIP** AND STRONG **GLOBAL MANUFACTURING FOOTPRINT**



Ensuring **customer proximity at global scale**

Leveraging our **technology-agnostic approach** across >800 industries

Building on **strong and scalable technologies**

~25%
Newly launched products¹

>3,000
R&D experts²

130
manufacturing sites

13
Technology platforms

~€360m
R&D spend³

>6,500
customer facing experts



LEVERAGING UNIQUE VALUE CHAIN POSITION TO DRIVE **CUSTOMER-CENTRIC SOLUTIONS**



DESIGN / R&D

Early involvement in product design phase



TESTING

Collaborative product & solution testing



PRODUCTION

Joint production processes improvement

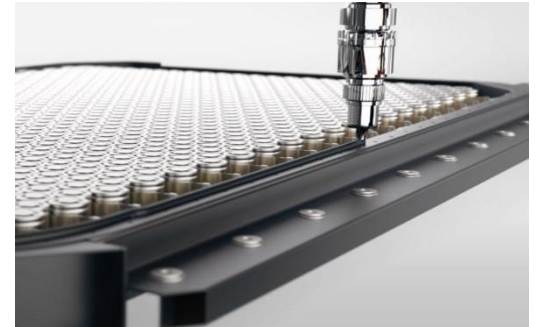
Industry example: Applications for automotive batteries



Enhancing **solution designs** alongside customers e.g., digital twins and simulation



Innovating with on-site testing e.g., battery de-bonding and temperature test



Adapting solutions to **specific production needs** e.g., improving battery sealing process

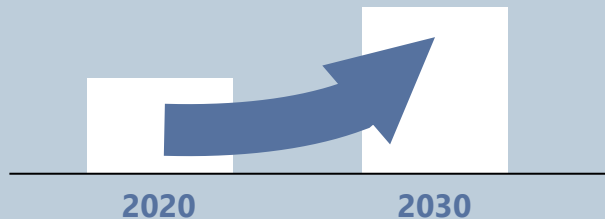
INCREASING CONTENT SHARE ACROSS MARKETS

SELECTIVE EXAMPLES



Average number of
Henkel solutions
per smartphone

+ ~50%

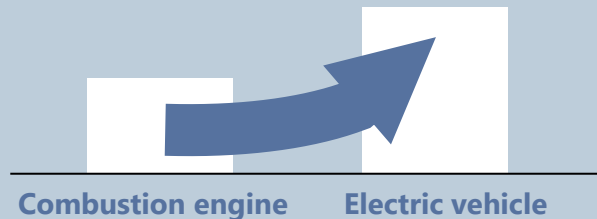


Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased content share in Consumer Devices



Sales potential of
Henkel solutions

> 2x



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

LEADING THE *SUSTAINABILITY TRANSFORMATION*

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO



Emission reduction, energy & material efficiency



Circular materials, enabling debonding compatibility with recycling



Chemical safety, safety in application and end use phase

21% share¹

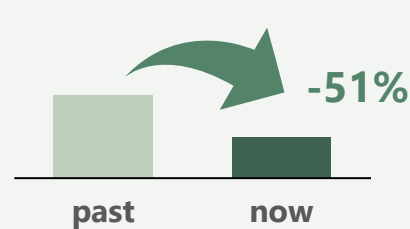
...of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION

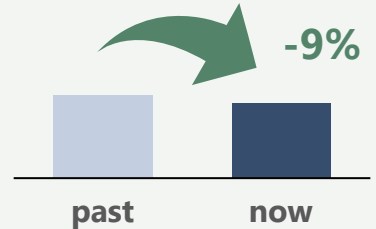


Selective example

Plastic weight reduction²



CO₂ reduction²



More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO₂ emissions**

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

Enabling future
**SUSTAINABLE
PROFITABLE
GROWTH
VIA M&A**

CORE

Strengthen portfolio by expanding into high-growth markets

Integrate scalable assets into our established core portfolio



ADJACENCIES

Expand into new high-potential growth markets

Add attractive adjacencies with familiar technologies & business models

... ADDING ~1.5BN OF PROFITABLE SALES IN RECENT YEARS

ADJACENCIES

CORE

FLEXIBLE COATING TECHNOLOGY



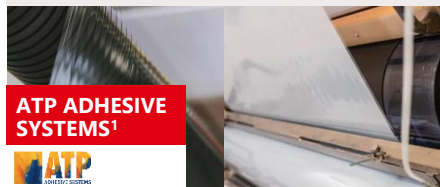
STAHL GROUP¹



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

~**730m€** business²

WATER-BASED SPECIALTY TAPES



ATP ADHESIVE SYSTEMS¹



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

~**270m€** business²

MAINTENANCE, REPAIR & OVERHAUL



CRITICA INFRASTRUCTURE



SEAL FOR LIFE



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

~**350m€** business³

HIGH-PERFORMANCE FAÇADE SYSTEMS



WETHERBY LAROC GROUP⁴



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

~**25m€** business⁴

DRIVING FURTHER **PROFITABLE GROWTH** IN **ADHESIVE TECHNOLOGIES**

MID-TERM FINANCIAL AMBITION

3-5 %

ORGANIC
SALES GROWTH

HIGH-TEENS %

ADJ. EBIT
MARGIN

- Driving growth opportunities along **global megatrends**
- Investing in **high-growth markets**
- Building on **technology leadership** and **strong global manufacturing footprint**
- Leveraging unique value chain position to drive **customer-centric solutions**
- **Increasing content share** across markets
- Leading the **sustainability transformation**
- Enhancing growth with **attractive M&A opportunities**

CONSUMER BRANDS WITH LEADING POSITIONS IN ATTRACTIVE CATEGORIES



LAUNDRY & HOME CARE

#2 IN ACTIVE MARKETS

#2 IN LAUNDRY CARE

#1 IN HOME CARE



HAIR CONSUMER & PROFESSIONAL

#2 IN ACTIVE MARKETS

#2 IN CONSUMER

CO-#2 IN PROFESSIONAL



OTHER CONSUMER BUSINESSES

PRESENCE IN
SELECTED BODY
CARE MARKETS

CONSUMER BRANDS DRIVING PROFITABLE GROWTH ORGANICALLY AND INORGANICALLY

- Driving **better and bigger** – building on a **successfully transformed business**
- Translating global trends into **consumer-centric innovations**
- Building **advantage through leadership** in our core categories
- Driving **outperformance with top 10 brands** across categories
- **Valorizing the portfolio** with impactful innovations
- Driving **technology leadership** backed by strong global R&D network
- Powering growth, speed & impact through **digital & AI capabilities**
- Enhancing growth with **attractive M&A opportunities**

Key drivers for profitable growth contributing to financial mid-term ambition

DRIVING **BETTER AND BIGGER** – AS THE KEY FOR PROFITABLE GROWTH



Leveraging the power of **digitalization and AI**



Focused business
portfolio



With **consumer
preferred products**



At **optimal costs**



Powered by
customer excellence

BUILDING ON **SUCCESSFULLY TRANSFORMED BUSINESS ...**

Integration of Consumer Brands successfully concluded ahead of plan ...

ORGANIZATIONAL SET-UP

Optimization of organizational set-up and teams

Merger of two business units

Implementation of **highly efficient structures**

PORTFOLIO

Fundamental portfolio transformation with sharpened brand focus

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

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

SUPPLY CHAIN

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

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

~25% complexity reduction

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

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

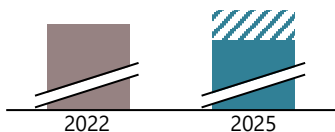
Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

Sales [in MEUR]

Δ 2025 vs. 2022

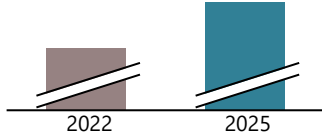
▲ **~3.0%**
OSG CAGR



Adj. Gross Margin [in %]

Δ 2025 vs. 2022

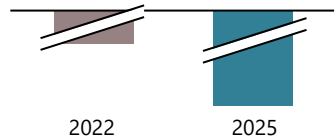
▲ **~1,200 bps**



CNWC [in %]

Δ 2025 vs. 2022

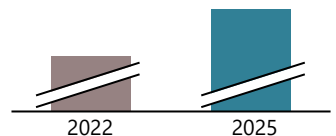
▼ **~190 bps**



Adj. EBIT Margin [in %]

Δ 2025 vs. 2022

▲ **~620 bps**



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


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

▲ **#4**

(before: #5/ #10)
Europe Retailer Ranking¹

▲ **#3**

(before: #14)
US Perception Rating²

 Sales related to portfolio measures and divestment of Russian business activities

¹ Euromonitor Consulting 2022 (Laundry & Home Care / Beauty Care) vs. 2024 (HCB), FMCG market value excl. processed food/beverage/pet/paper

² Advantage Report 2023 vs. 2025 (HCB), US Home & Beauty Care

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

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

EMPOWERING REGIONS

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



~ **10%**
in **regions**



~ **70%**
in **regions**

While maintaining **GLOBAL ORGANIZATION**

focusing on
long-term breakthrough innovations
and **leveraging scale** where it matters



~ **90%**
in **global teams**



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

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

SUSTAINABILITY



Empowering consumers to make more sustainable choices in their daily routines

HEALTH & WELLBEING



Promoting products that support a healthier and balanced lifestyle

CONVENIENCE



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

DIGITALIZATION



Enhancing the consumer experience through innovative digital tools

PREMIUMIZATION



Elevating consumer experiences with superior products through our brands

BUILDING **ADVANTAGE THROUGH LEADERSHIP** IN OUR CORE CATEGORIES & WITH ICONIC BRANDS



#2 IN
LAUNDRY CARE

Sharpening the core by driving relevant, technology-driven **innovation** & **valorization**



#1 IN
HOME CARE

Leveraging **strategic investments** & **advanced technologies** setting new industry standards

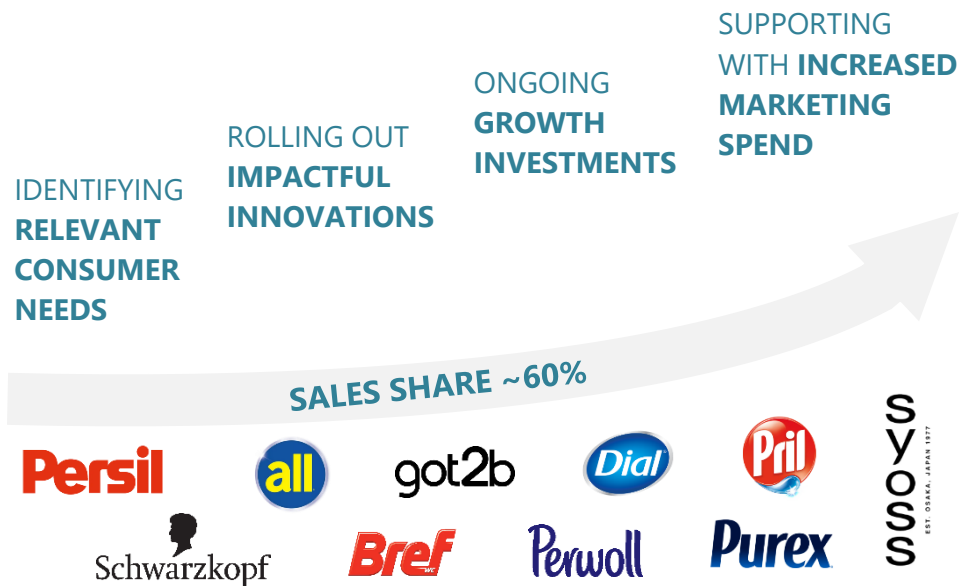


#2 IN
HAIR

Capitalizing on **expertise in Professional & Consumer** while expanding **global footprint** by closing **white spots**

LEVERAGING OUR LEADERSHIP IN ~270 COUNTRY/CATEGORY POSITIONS

DRIVING OUTPERFORMANCE WITH **TOP 10 BRANDS** ACROSS CATEGORIES



STRONG ORGANIC SALES GROWTH AND GOOD VOLUMES OF TOP 10 BRANDS IN FY 2025

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

FOCUSED BUSINESS PORTFOLIO
allowing us to drive value in our brands

FOCUS ON TOP 10 BRANDS driving
ABOVE AVERAGE GROWTH

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

VALORIZING THE PORTFOLIO WITH IMPACTFUL INNOVATIONS

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

Creating **new value pools**

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

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

**KEY LEVERS
FOR
VALORIZATION**

Advancing **coloration**
by adding **care** and
bonding features



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

Repositioning Perwoll brand
with **innovative formulations**



Catering to unmet
consumer needs such as
larger laundry loads

DRIVING **TECHNOLOGY LEADERSHIP** THROUGH A STRONG GLOBAL R&D NETWORK



~1,000
Researchers

~€270m¹
R&D spend

~50%
Innovation rate²

>300
Open Inno. projects

Expanding footprint of Houses of Hair...



...underlining our ambition to become the Authority in Hair

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



Generated with AI

ACCELERATING PRODUCT DEVELOPMENT

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




Schwarzkopf
PROFESSIONAL

AI VIRTUAL ASSISTANT FOR HAIRDRESSERS

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



TV-campaign generated with AI

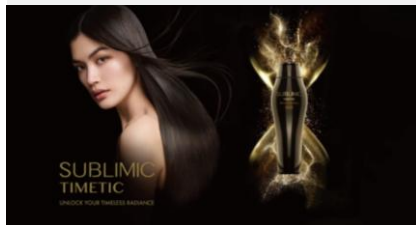
OUR FIRST AI-GENERATED TV COMMERCIAL

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

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

ADDING >€0.5BN OF PROFITABLE SALES OVER RECENT YEARS

SHISEIDO PROFESSIONAL (ASIA PACIFIC)



Strengthening Hair Professional footprint in attractive premium markets

EARTHWISE (AUSTRALIA & NEW ZEALAND)



Expanding sustainable-led Laundry & Home Care offerings

VIDAL SASSOON (CHINA)



Reinforcing Hair presence in high-growth Asian markets

NOT YOUR MOTHERS¹ (UNITED STATES)



Strengthening Hair Consumer footprint in largest global Hair market

WE CONTINUE TO EXPAND OUR CORE CATEGORIES AND
CLOSE WHITE SPOTS WITH STRATEGIC ACQUISITIONS

DRIVING FURTHER **PROFITABLE GROWTH** IN **CONSUMER BRANDS**

MID-TERM FINANCIAL AMBITION

3-4 %

ORGANIC
SALES GROWTH

MID-TEENS %

ADJ. EBIT
MARGIN

- Driving **better and bigger** – building on a **successfully transformed business**
- Translating global trends into **consumer-centric innovations**
- Building **advantage through leadership** in our core categories
- Driving **outperformance with top 10 brands** across categories
- **Valorizing the portfolio** with impactful innovations
- Driving **technology leadership** backed by strong global R&D network
- Powering growth, speed & impact through **digital & AI capabilities**
- Enhancing growth with **attractive M&A opportunities**

AGENDA

- 01 Key Developments & Highlights FY 2025
- 02 Financial Performance FY 2025 & Outlook
- 03 Looking Ahead: Henkel Poised for Further Growth
- 04 Key Take-Aways & Closing**

KEY TAKE-AWAYS

- **Robust topline performance** despite muted environment with **positive price** and **volume development** in Q4 in both businesses
- **Further increased gross and EBIT margins**
- **Integration** of Consumer Brands **successfully concluded** – ahead of plan reaching **€540m of targeted net savings**
- Offering **attractive shareholder returns** with **increased dividend** and **share buyback well on track**
- **Attractive acquisitions** in both business units
- **Guidance 2026** with further **top- and bottom-line growth**
- **Mid-term financial ambition re-iterated** – Poised for further profitable growth building on our strong foundation



QUESTIONS & ANSWERS

UPCOMING *EVENTS*

2026

MAR 11 | **FY 2025** RELEASE

Annual Report & Sustainability Report

APR 27 | **AGM**

Annual General Meeting

MAY 7 | **Q1 2026** RELEASE

Quarterly Statement

AUG 6 | **HY 2026** RELEASE

Half-Year Report



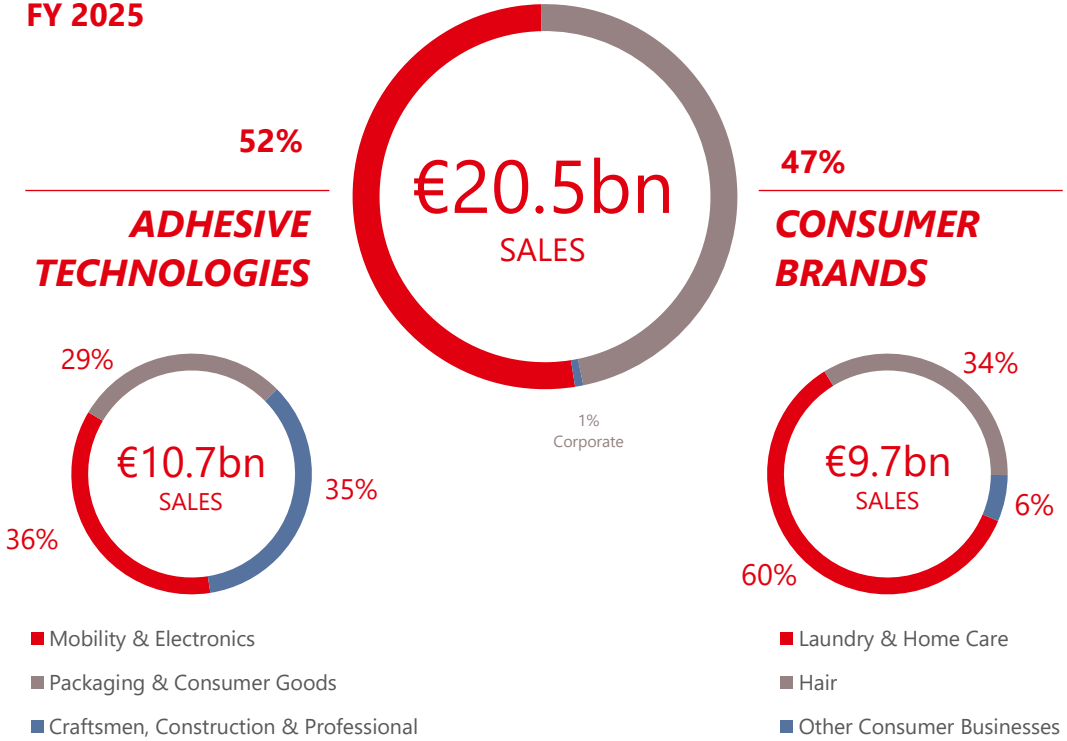


150
YEARS

THANK YOU.

BALANCED AND DIVERSIFIED PORTFOLIO

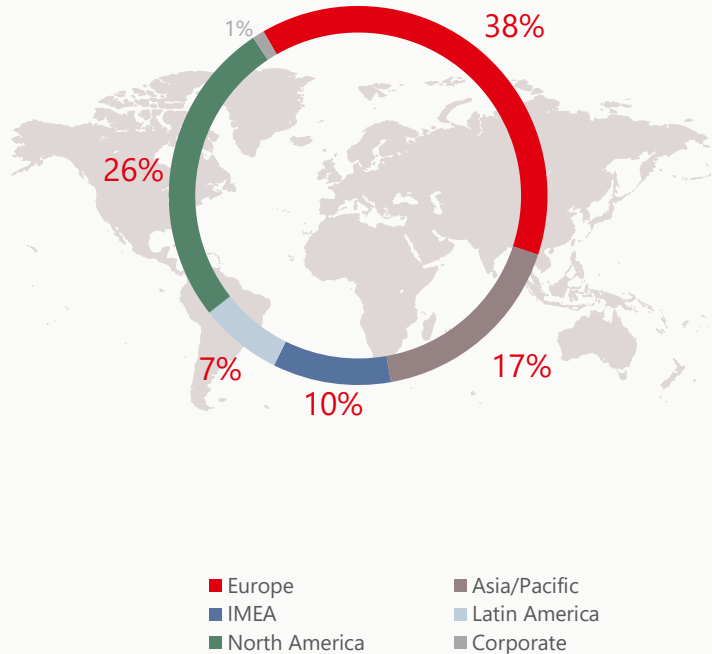
FY 2025



€20.5bn
SALES

€10.7bn
SALES

€9.7bn
SALES



SALES BY BUSINESS UNIT AND BUSINESS AREA FY 2025

€m	Q1 2025		Q2 2025		H1 2025		Q3 2025		Q4 2025		FY 2025	
	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG	Sales	OSG
HENKEL GROUP	5,242	-1.0%	5,160	0.9%	10,402	-0.1%	5,147	1.4%	4,945	2.3%	20,495	0.9%
ADHESIVE TECHNOLOGIES	2,715	1.1%	2,701	1.3%	5,416	1.2%	2,708	2.5%	2,543	0.9%	10,667	1.5%
Mobility & Electronics	966	3.1%	977	2.5%	1,943	2.8%	991	5.9%	919	1.7%	3,853	3.3%
Packaging & Consumer Goods	804	-0.4%	784	0.4%	1,588	0.0%	767	-1.1%	742	-1.2%	3,097	-0.6%
Craftsmen, Construction & Professional	945	0.4%	940	0.8%	1,885	0.6%	950	2.2%	882	2.0%	3,716	1.3%
CONSUMER BRANDS	2,484	-3.5%	2,422	0.4%	4,907	-1.6%	2,402	0.4%	2,368	4.1%	9,677	0.3%
Laundry & Home Care	1,550	-4.1%	1,433	-0.9%	2,983	-2.6%	1,409	-1.5%	1,399	3.3%	5,791	-0.9%
Hair	792	-1.6%	829	3.2%	1,621	0.9%	833	4.4%	827	6.6%	3,281	3.2%
Other Consumer Businesses	142	-6.8%	160	-1.7%	303	-4.2%	159	-3.2%	143	-1.5%	604	-3.3%

SALES, ADJ. EBIT AND ADJ. EBIT MARGIN BY BUSINESS UNIT FY 2025

€m	Sales				Adj. EBIT		Adj. EBIT margin	
	FY 2024	FY 2025	YoY	OSG	FY 2024	FY 2025	FY 2024	FY 2025
HENKEL GROUP	21,586	20,495	-5.1%	0.9	3,089	3,026	14.3%	14.8%
ADHESIVE TECHNOLOGIES	10,970	10,667	-2.8%	1.5	1,817	1,779	16.6%	16.7%
Mobility & Electronics	3,895	3,853	-1.1%	3.3				
Packaging & Consumer Goods	3,337	3,097	-7.2%	-0.6				
Craftsmen, Construction & Professional	3,738	3,716	-0.6%	1.3				
CONSUMER BRANDS	10,467	9,677	-7.5%	0.3	1,419	1,400	13.6%	14.5%
Laundry & Home Care	6,548	5,791	-11.6%	-0.9				
Hair	3,256	3,281	0.8%	3.2				
Other Consumer Businesses	663	604	-8.8%	-3.3				

OUTLOOK 2026

ADDITIONAL INPUT FOR SELECTED KPIS

<i>CURRENCY IMPACT ON SALES</i>	Low single-digit % negative ¹
<i>M&A IMPACT ON SALES</i>	Neutral to slightly negative ²
<i>PRICES FOR DIRECT MATERIALS</i>	Low single-digit % increase ¹
<i>RESTRUCTURING CHARGES</i>	€ 150 – 200m
<i>CAPEX</i>	€ 650 – 750m



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