



# HENKEL EQUITY STORY

INVESTOR RELATIONS | JUNE 19, 2026



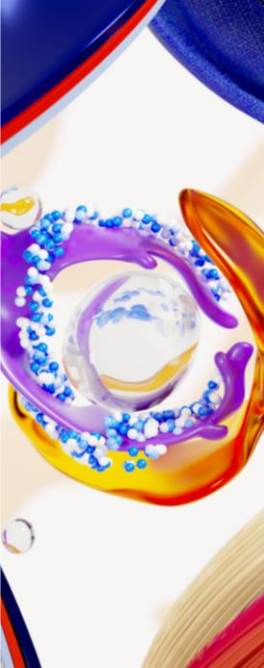
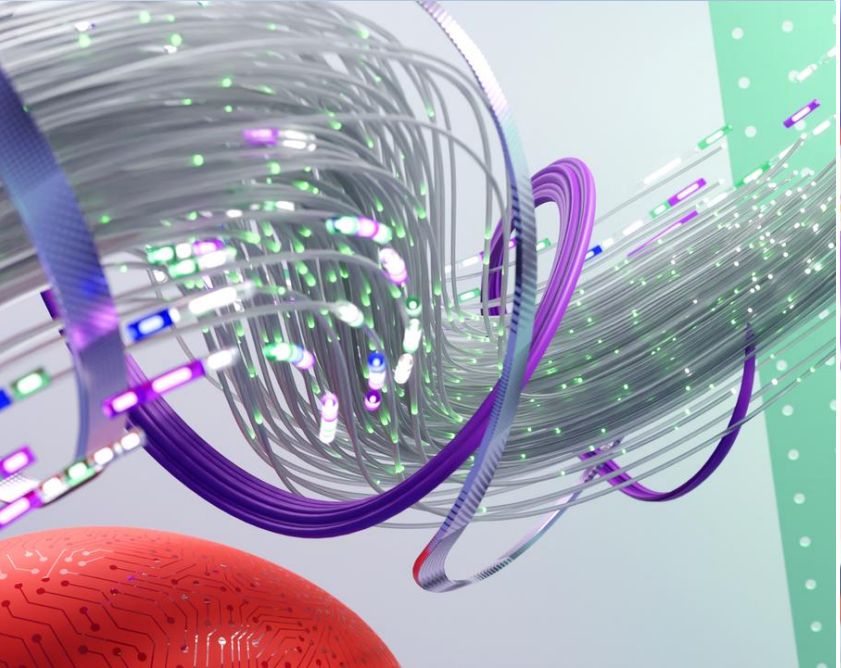
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*Note:  
All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.  
All figures – unless indicated otherwise – relate to FY 2025 (time reference of market share data may deviate). Updated in June 2026.*



# 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 shareholder returns



## 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



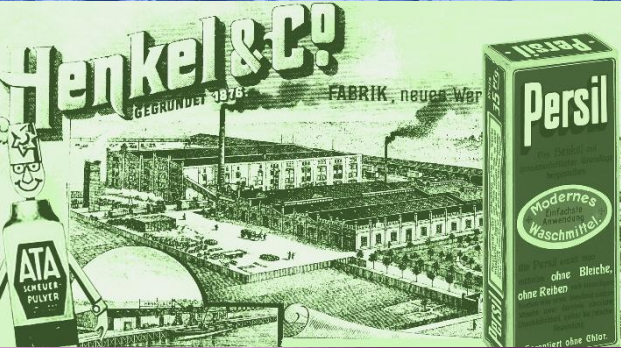


# CARSTEN KNOBEL

CEO



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

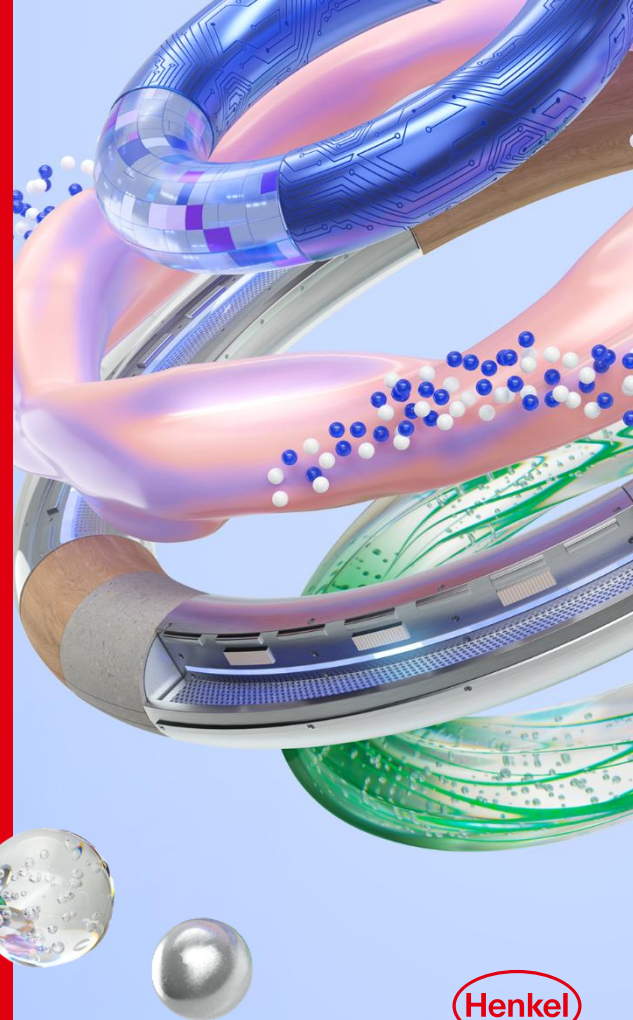


# 150 YEARS

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

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

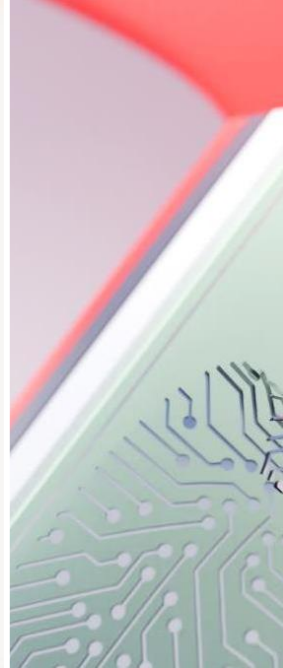
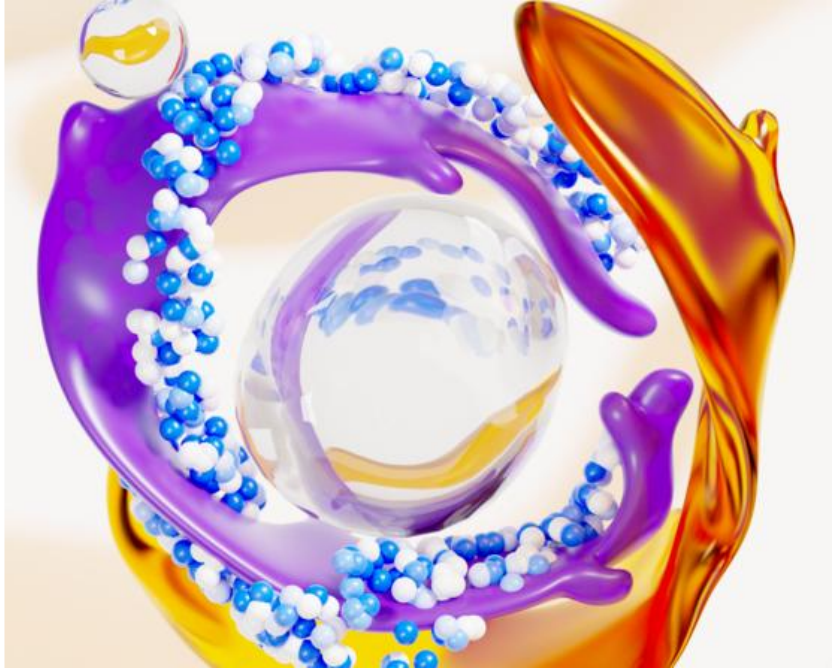
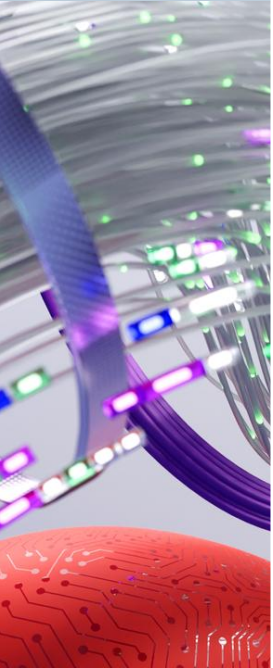
We are **pioneers at heart** for the **good of generations.**



# **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

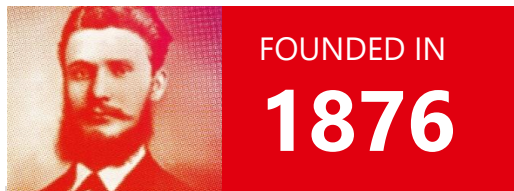
# HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

ESG

# FACTS & FIGURES 2025



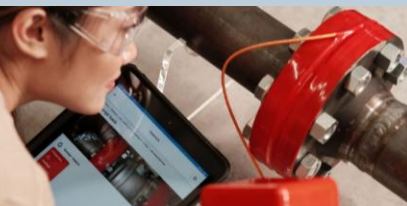
FOUNDED IN  
**1876**

SALES

**€20.5**<sub>BN</sub>

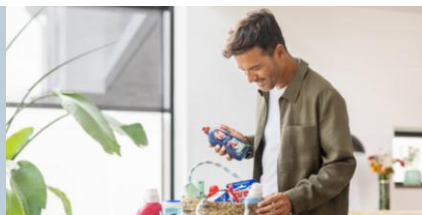
ADJUSTED EBIT

**€3.0**<sub>BN</sub>



TOP 4 BRANDS  
ACCOUNTING FOR

**~40%** OF SALES



**165**

PRODUCTION SITES IN  
>50 COUNTRIES



**~47,200**

EMPLOYEES FROM  
125 NATIONALITIES

**3.0%**

DIVIDEND YIELD PER  
PREFERRED SHARE<sup>1</sup>



**-29%**

ABSOLUTE SCOPE 1, 2 AND  
3 GHG EMISSIONS<sup>2</sup>

STRONG

**SINGLE A**

RATING (S&P, MOODY'S)



# 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

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

## HENKEL GROUP

### ADHESIVE TECHNOLOGIES

# LOCTITE

€3.3bn sales



# TECHNOMELT

€1.6bn sales



**~70%**

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

### CONSUMER BRANDS



Schwarzkopf

€1.4bn sales



# Persil

€1.3bn sales

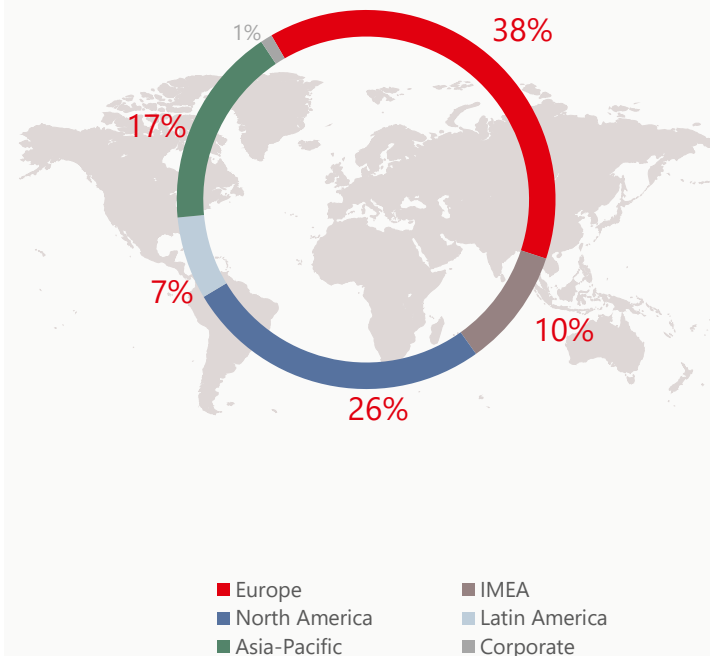
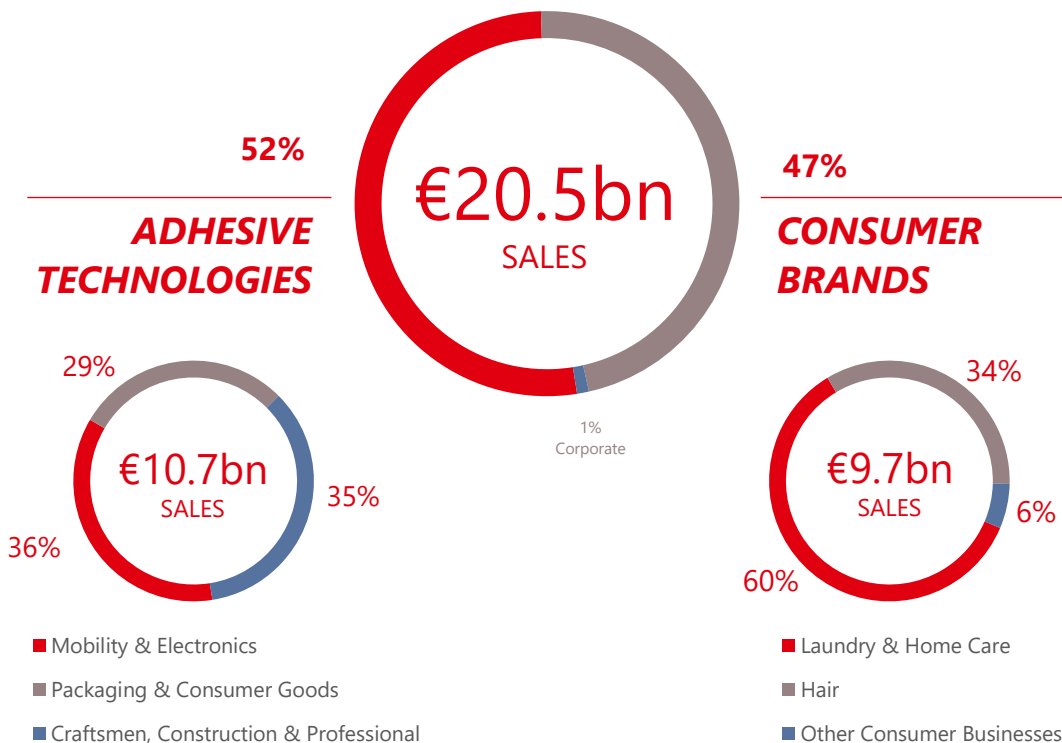


**~60%**

Top 10 brands sales share

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

FY 2025



# ...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**



# 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**



MORE THAN

**€2bn**

BRANDS/BUSINESSES  
DIVESTED OR  
DISCONTINUED<sup>1</sup>  
2022 – 2025

**STRENGTHENED BOTH BUSINESSES WITH  
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

**Shiseido Professional, Vidal Sassoon,  
Not Your Mother's & OLAPLEX<sup>2</sup>**  
expanding Consumer Brands' hair portfolio

**Critica Infrastructure, Seal for Life,  
ATP Adhesive Systems & Stahl Group<sup>2</sup>**  
enhancing Adhesive Technologies portfolio  
by adding adjacent businesses

SHISEIDO  
PROFESSIONAL



NOT YOUR  
MOTHER'S. OLAPLEX

SEALFORLIFE  
Industries

CRITICA  
Infrastructure

ATP  
ADHESIVE SYSTEMS

Stahl

# 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 INDUSTRY MEGATRENDS



# COMPETITIVE EDGE – SUSTAINABILITY



**SUSTAINABILITY** is deeply anchored in our businesses for decades; further advancing our portfolio and boosting sustainability as true differentiator –

working towards ambitious goals along our 2030+ Sustainability Ambition Framework

## HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH



## DISTINCT IMPLEMENTATION

LEVERAGING ROLE AS “ENABLER” IN ADHESIVE TECHNOLOGIES AND SHAPING RELEVANT TRENDS IN CONSUMER BRANDS

## LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

## 2030+ SUSTAINABILITY AMBITION FRAMEWORK

ADDRESSING RELEVANT CHALLENGES AND OPPORTUNITIES – NEW TARGETS AND COMMITMENTS BY 2030



# COMPETITIVE EDGE – DIGITALIZATION

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

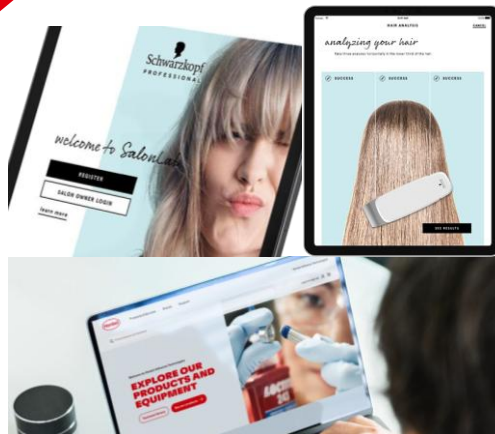
DIGITALIZATION

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**



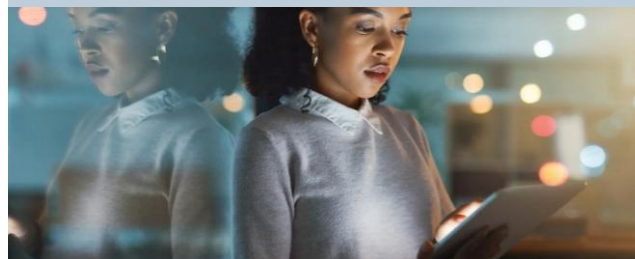
DIGITAL SALES SHARE OF

**~20%**

COMBINED DIGITAL UNIT

**HENKEL DX**

ACCELERATING DIGITAL INNOVATIONS  
VIA UNIQUE GLOBAL PLATFORM

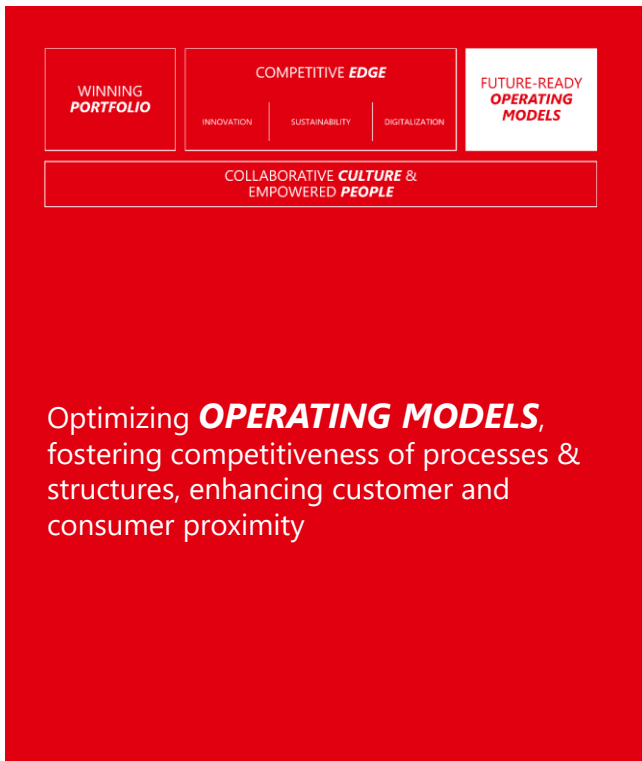


**STRONG PARTNERSHIPS**

WITH LEADING DIGITAL COMPANIES



# FUTURE-READY OPERATING MODELS



## HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

### MERGER OF CONSUMER BUSINESSES SUCCESSFULLY CONCLUDED AHEAD OF PLAN

WITH ABOVE TARGET SAVINGS OF

**€540m<sup>1</sup>**



### NEW REGIONALIZED SET-UP OF MARKETING AND R&D TEAMS

TO INCREASE CUSTOMER PROXIMITY & AGILITY IN CONSUMER BRANDS

### ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

ENSURING CUSTOMER PROXIMITY ALONG

**3** BUSINESS AREAS



### DRIVING FUTURE-READY SYSTEMS, PROCESSES & STRUCTURES



# 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

96%

TOP EXECUTIVES  
ENGAGED IN  
LEADERSHIP PROGRAMS



OUR PURPOSE UNITES  
ALL EMPLOYEES GLOBALLY

PIONEERS  
AT HEART  
FOR THE  
GOOD OF  
GENERATIONS



DRIVING  
CULTURAL  
TRANSFORMATION  
WITH NUMEROUS  
GLOBAL INITIATIVES



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**

EVP Finance,  
Purchasing, Global  
Business Solutions,  
Digital/IT

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



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

- **Expanding innovation leadership** with customer-centric solutions setting industry standards, **leveraging megatrends**
- Investing in **high-growth markets**
- **Increasing content share** across markets
- Enhancing growth with **attractive M&A opportunities** also expanding into attractive adjacent businesses



## EXPANDING OUR GLOBALLY LEADING POSITIONS<sup>1</sup> IN ***CONSUMER BRANDS***

- Driving **better and bigger** – building on a **successfully transformed business**
- Translating global trends into **consumer-centric innovations**, driving **technology leadership** and **valorizing the portfolio**
- Powering growth, speed & impact through **digital & AI capabilities**
- Enhancing growth with **attractive M&A opportunities**

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

## KPIs 2025

OSG  
0.9%

ADJ. EBIT  
€3,026m

ADJ. EBIT MARGIN  
14.8%

ADJ. EPS  
€5.33

ADJ. EPS GROWTH<sup>1</sup>  
+4.7%

## Strong topline development across businesses



**HENKEL  
GROUP**

▲ **4.8%**

CAGR<sup>2</sup>



**ADHESIVE  
TECHNOLOGIES**

▲ **6.6%**

CAGR<sup>2</sup>



**CONSUMER  
BRANDS**

▲ **3.2%**

CAGR<sup>2</sup>

# INVESTING INTO OUR BUSINESSES...

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

## 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 €650m-€700m over past 10 years**

## ACQUISITIONS INTEGRAL PART OF STRATEGY

- **Adhesive Technologies:** focus on **attractive adjacent businesses** and **innovative technologies**
- **Consumer Brands:** focus on **strengthening core categories** and **closing white spots**

## STRONG CURRENT DEBT RATINGS

S&P: A

Moody's: A2

## SELECTED RECENT HIGHLIGHTS

### CAPEX INVESTMENTS



Inspiration Center in Brazil  
(Adhesive Technologies)



House of Hair Openings  
(Consumer Brands)

### ACQUISITIONS

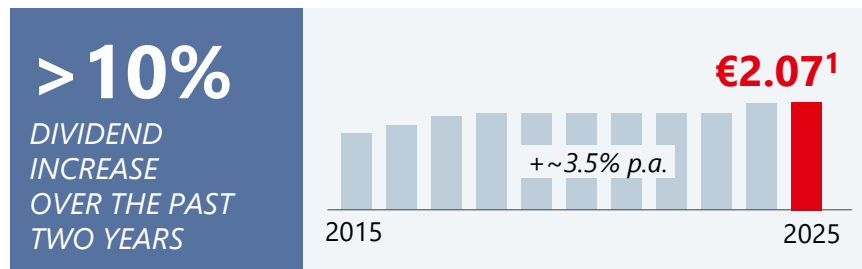


ATP Adhesive Systems  
and Stahl Group<sup>1</sup>  
(Adhesive Technologies)



Not Your Mother's  
and OLAPLEX<sup>1</sup>  
(Consumer Brands)

# ...AND OFFERING **ATTRACTIVE SHAREHOLDER RETURNS**



- **Dividend policy** with targeted payout ratio of 30-40%<sup>2</sup>
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Raised dividend for 2025 by 1.5%** from €2.04 to €2.07<sup>1</sup>

- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **Second share buyback** of €1bn successfully finalized by the end of March 2026

**DISTRIBUTED MORE THAN €10BN TO SHAREHOLDERS OVER THE PAST 10 YEARS**

<sup>1</sup> Dividend per preferred share

<sup>2</sup> of net income after non-controlling interests, and adjusted for exceptional items

# STRINGENTLY WORKING TOWARDS OUR *MID-TERM FINANCIAL AMBITION*

## MID-TERM FINANCIAL AMBITION

### HENKEL GROUP

ORGANIC SALES  
GROWTH

3 to 4%

ADJUSTED  
EBIT MARGIN

~16%

ADJUSTED  
EPS GROWTH

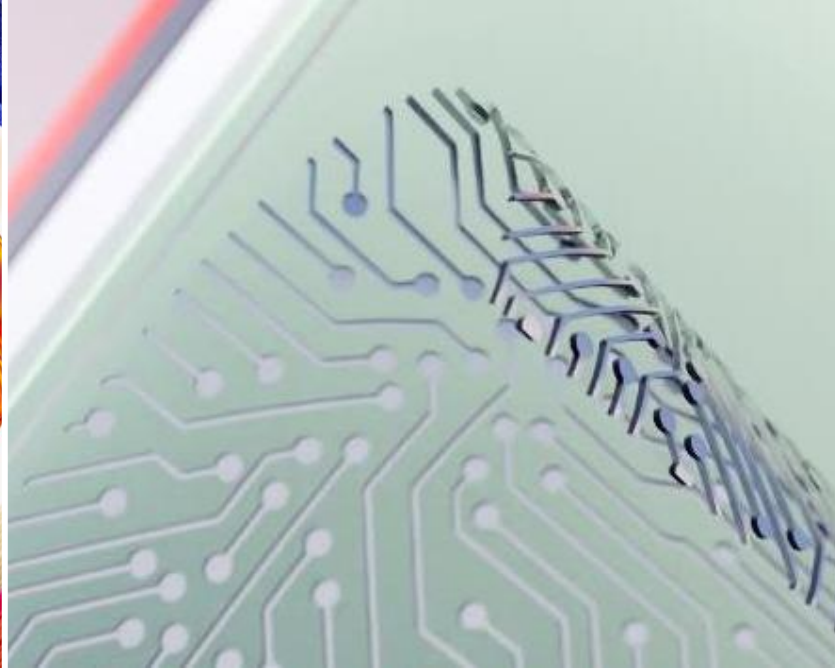
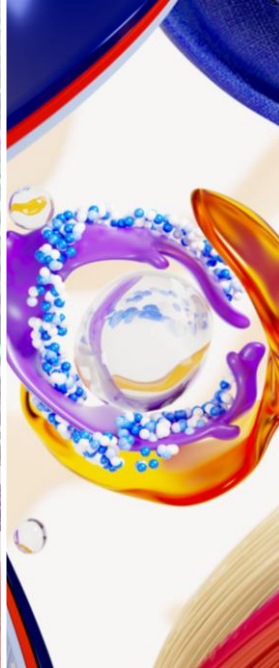
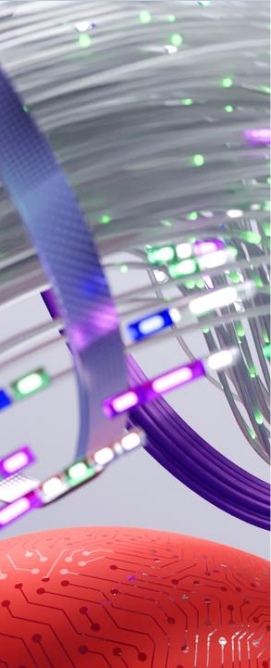
mid- to high-single-digit %  
at constant exchange rates,  
including M&A

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



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

# ADHESIVE TECHNOLOGIES

CONSUMER  
BRANDS

ESG

**3 GRAMS** of  
Henkel's Loctite  
adhesives are  
enough to **PULL**  
**A 200-TON**  
**TRAIN**



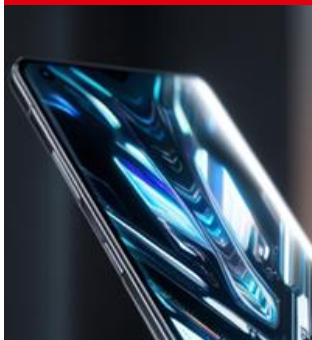
**ONE IN**  
**THREE** branded  
**ATHLETIC SHOES**  
is assembled using  
Henkel adhesives



## **ADHESIVE TECHNOLOGIES**

**GLOBAL #1 PLAYER IN ADHESIVES MARKET**

**140 OF 150 CARS** produced every  
minute worldwide contain a **HENKEL**  
**SOLUTION**



**>50 ADHESIVE**  
**SOLUTIONS**  
are in each  
**SMARTPHONE**



**EVERY**  
**SECOND**  
Henkel **SELLS**  
**4 PRITT**  
glue sticks

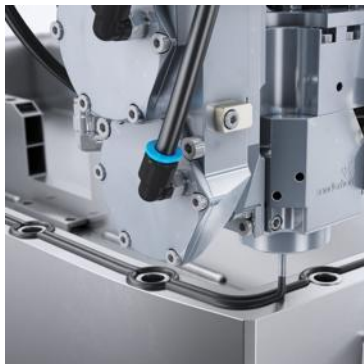


# ADHESIVE TECHNOLOGIES SETTING *INDUSTRY STANDARDS*

SHAPING THE INDUSTRY AS A **MARKET LEADER** IN...



ADHESIVES



SEALANTS



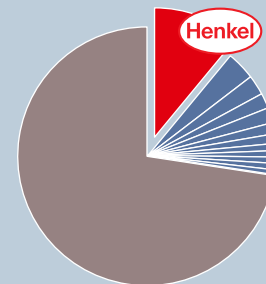
COATINGS

... WITH HIGH-IMPACT **CUSTOMER-CENTRIC SOLUTIONS**

Creating customer value in attractive global markets

- ~14% global market share
- Highly **specialized and fragmented markets** across all industries and regions
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

~€80bn  
2025 market size



# **LEADING POSITIONS IN A BROAD RANGE OF MARKET SEGMENTS ACROSS THREE BUSINESS AREAS**



## **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

# 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.**



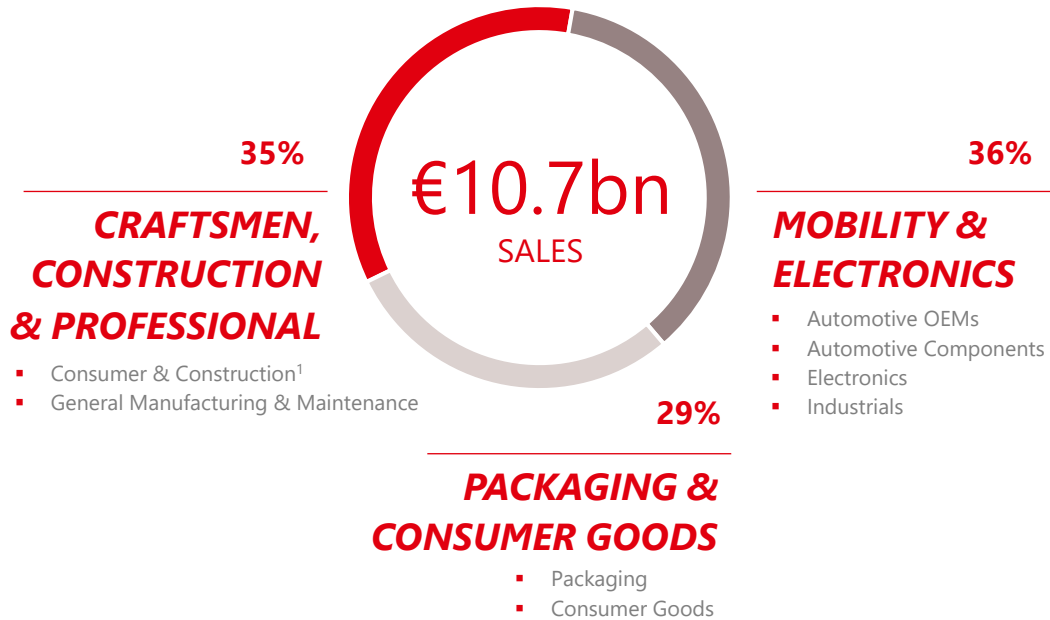
**Ceresit**



Peer group  
with business overlap



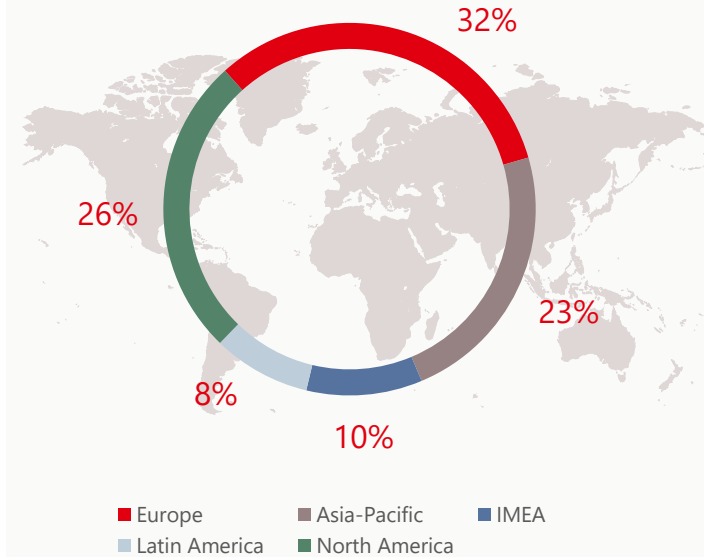
# WELL-BALANCED GLOBAL PORTFOLIO



<sup>1</sup> Effective as of April 1<sup>st</sup> 2026, we combined our strategic business unit Construction and our strategic business unit Consumers & Craftsmen into two regionally focused units: Consumer & Construction Eurasia & Africa, and Consumer & Construction Americas.

## KPIs 2025

OSG 1.5%	ADJ. EBIT €1,779m	ADJ. EBIT MARGIN 16.7%
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# 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**  
growth<sup>1</sup>

Driving growth by  
**EXPANDING** our  
**MRO PLATFORM**  
through recent acquisitions



### ELECTRONIC SOLUTIONS

**DOUBLE-DIGIT**  
growth<sup>1,2</sup> from  
**RISE OF AI**

Focusing on  
**LOCALIZATION** in  
**HIGH GROWTH**  
**MARKETS**



### AEROSPACE

**OUTPERFORMING**  
markets with  
**HIGH SINGLE-DIGIT**  
growth<sup>1</sup>

**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 products<sup>1</sup>

>3,000  
R&D experts<sup>2</sup>

130  
manufacturing sites

13  
Technology platforms

~€360m  
R&D spend<sup>3</sup>

>6,500  
customer facing experts

<sup>1</sup> Sales share of products launched in last 5 years

<sup>2</sup> including application engineering experts

<sup>3</sup> in FY 2025



# DRIVING *INNOVATION EXCELLENCE* TO FUEL GROWTH



## **New business solutions**

**Win & grow** new 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



**Cutting-edge expertise**  
in formulation &  
applied engineering



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



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



Go to market accelerated  
through **automation &  
digitalization**

# 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

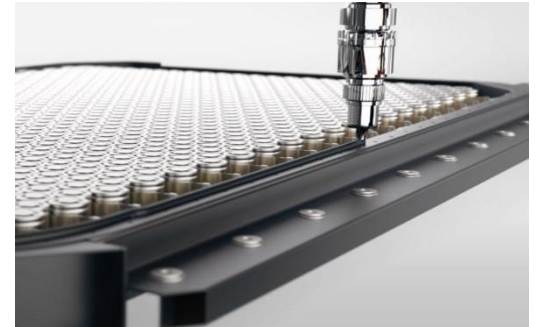
**Industry example:** Applications for automotive batteries



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

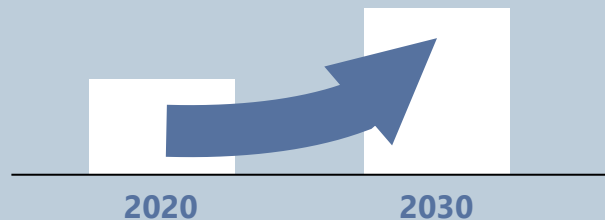
# INCREASING CONTENT SHARE ACROSS MARKETS

## SELECTIVE EXAMPLES



Average number of  
Henkel solutions  
per smartphone

+ ~50%

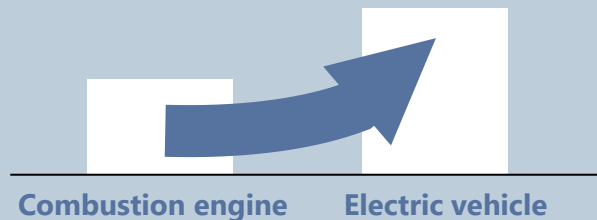


Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased content share in Consumer Devices



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% share<sup>1</sup>

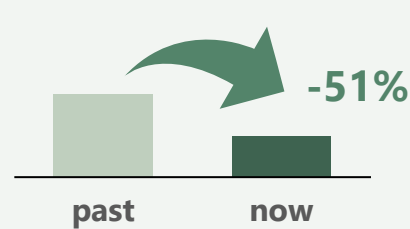
...of our portfolio's products with significant **positive contribution in sustainability**

## SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION

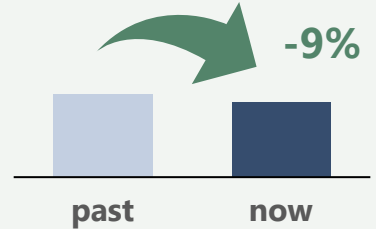


Selective example

Plastic weight reduction<sup>2</sup>



CO<sub>2</sub> reduction<sup>2</sup>



More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO<sub>2</sub> 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

# EXPANDING OUR TECHNOLOGY PORTFOLIO THROUGH RECENT ACQUISITIONS...

## TECHNOLOGY CORE



## NEW TECHNOLOGIES

through acquisitions<sup>1</sup>



Expanding **BROADEST PORTFOLIO** in the industry with **ATTRACTIVE ADJACENCIES**

Entering **NEW MARKETS** while unlocking **NEW TECHNOLOGY-LED OPPORTUNITIES** in the core

Strengthening **TECHNOLOGY-AGNOSTIC APPROACH** for more customer-centric solutions

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

## ADJACENCIES

## CORE

### FLEXIBLE COATING TECHNOLOGY



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

~**725m€** business<sup>2</sup>

### WATER-BASED SPECIALTY TAPES



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

~**270m€** business<sup>2</sup>

### MAINTENANCE, REPAIR & OVERHAUL



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

~**350m€** business<sup>3</sup>

### HIGH-PERFORMANCE FAÇADE SYSTEMS



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

~**25m€** business<sup>4</sup>

# 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**

# ADHESIVE TECHNOLOGIES

## DEEP-DIVE: OUR BUSINESSES AND SOLUTIONS



# CREATING **COMPETITIVE ADVANTAGE** WITH CUSTOMER-CENTRIC SOLUTIONS IN MOBILITY & ELECTRONICS

Selective examples

<b>AUTOMOTIVE OEMs</b>	<b>CAR BODY MANUFACTURING</b>			
	 Structurals	 Car body assembly	 Metal & Surface treatment	 Metal & Surface treatment
<b>AUTOMOTIVE COMPONENTS</b>	<b>AUTOMOTIVE ELECTRONICS</b>		<b>E-MOBILITY</b>	
	 Control units & infotainment	 Car sensors & cameras (ADAS <sup>1</sup> )	 Car battery bonding	 Car battery debonding
<b>ELECTRONICS</b>	<b>CONSUMER DEVICES</b>		<b>SEMICONDUCTOR PACKAGING</b>	
	 Camera module bonding	 Display & frame potting	 Wirebond and advanced packaging	 Wirebond and advanced packaging
<b>INDUSTRIALS</b>	<b>AEROSPACE</b>	<b>DATA &amp; TELECOM</b>	<b>MEDICAL APPLICATIONS</b>	<b>INDUSTRIAL MANUFACTURING</b>
	 Aerospace surface treatment	 Telecommunication & data centers	 Medical wearables & tapes	 Metal coil pre-treatment
				 Home appliance coatings

# SHAPING THE FUTURE OF MOBILITY AS LEADING PARTNER OF AUTOMOTIVE OEMs



**STRUCTURAL FOAM SOLUTIONS**  
*for lighter, safer & more sustainable vehicles*

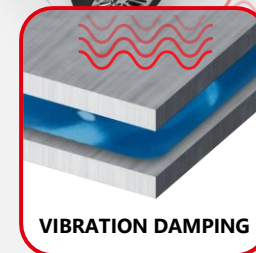
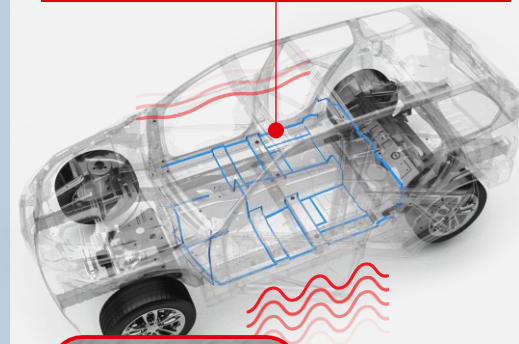


Acting as **STRATEGIC PARTNER FOR VEHICLE MANUFACTURERS<sup>1</sup>** with **UP TO 50% SHORTER** development cycles through deep product & application expertise

Advancing **CAR BODY DESIGNS** with enhanced safety, lightweighting & battery crash protection – driving **DOUBLE-DIGIT GROWTH & OUTPERFORMANCE** of the engineering solutions market

Accelerating **GROWTH IN FAST GROWING MARKETS** incl. India and China through innovative solutions driving **AUTOMATION** and **EFFICIENCY**

**DUAL-FUNCTIONAL STRUCTURAL ADHESIVE**  
*combining vibration damping & structural rigidity*



**VIBRATION DAMPING**

# DRIVING INNOVATION-LED GROWTH IN ELECTRIFIED SMART VEHICLES



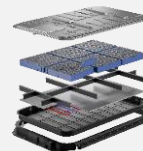
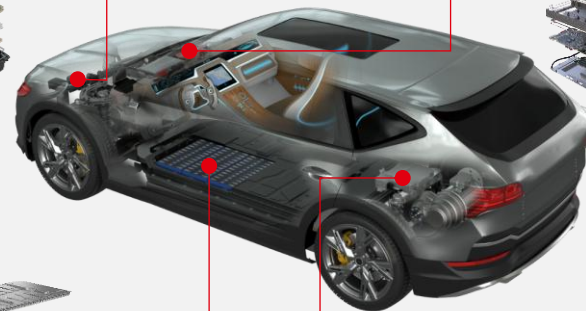
Enabling **EV SALES POTENTIAL** for Henkel solutions **>2X** compared to a combustion engine car

Driving **STRONG INNOVATION PIPELINE** with **>€100M<sup>1</sup> SALES POTENTIAL** annually fueled by demand for electrified, connected, autonomous vehicles

Accelerating **COMPETITIVE ADVANTAGE IN HIGH-GROWTH REGIONS** via close customer partnerships and investment in innovation e.g., Co-creation labs at leading customers

**ADVANCED DRIVER ASSISTANCE SYSTEMS (ADAS)**  
(RADARS, SENSORS, CAMERAS)

**VEHICLE CONTROL & COMPUTING**  
(ECUS, DCUS, CENTRAL COMPUTE PLATFORMS)



**BATTERY SYSTEM & POWER ELECTRONICS**



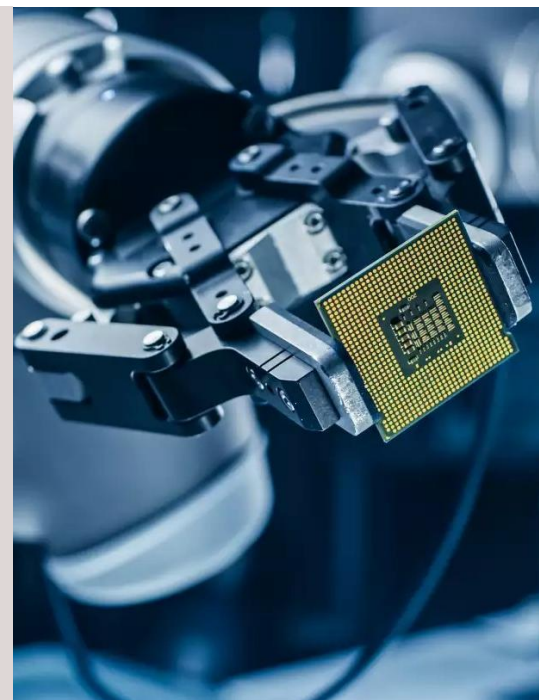
# LEVERAGING TECHNOLOGY LEADERSHIP & INNOVATIONS FOR GROWTH IN ELECTRONICS



Unlocking new sensor-driven **BONDING & SEALING OPPORTUNITIES** from growth in consumer devices – **5.2BN SMARTPHONE CAMERAS** in 2030 (>20% vs 2024)

Capturing **DOUBLE-DIGIT GROWTH** through 2030 **FROM RISE OF AI** with solutions for advanced requirements in thermal management, protection & bonding

**RIGHT-TO-REPAIR TREND** increases need for durable **BONDS & DEBONDING** solutions resulting in 30% expected **GROWTH** until 2027

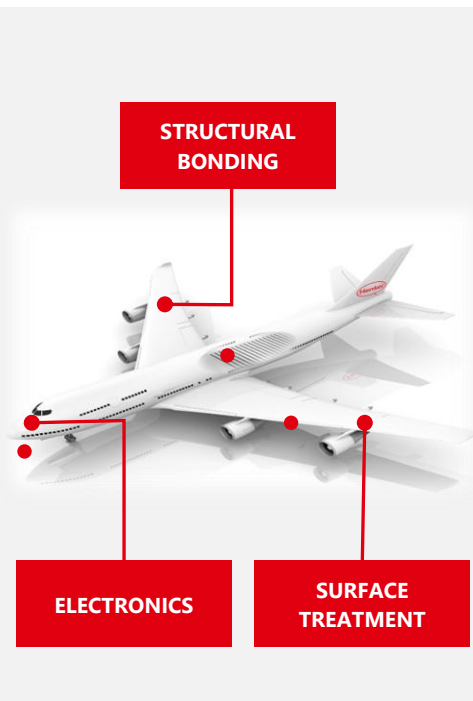


# LEVERAGING BROAD PORTFOLIO OF CUSTOMER-CENTRIC SOLUTIONS ACROSS INDUSTRIAL SEGMENTS



**THERMAL  
MANAGEMENT**

**OPTICAL DATA  
TRANSMISSION**



**STRUCTURAL  
BONDING**

**ELECTRONICS**

**SURFACE  
TREATMENT**

Driving **DOUBLE-DIGIT GROWTH<sup>1</sup>** with high-end thermal solution, protection & bonding portfolio for **DATACENTERS**

Capturing **VOLUME GROWTH IN AEROSPACE** – outperforming markets with **HIGH SINGLE-DIGIT GROWTH<sup>1</sup>**

Expanding market position in **MEDICAL APPLICATIONS**, e.g., continuous glucose monitoring devices with **MID TO HIGH SINGLE-DIGIT GROWTH<sup>1</sup>**



**WEARABLES**

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

Selective examples

## PACKAGING

### PACKAGING



Paper packaging



Flexible packaging



Metal packaging



### TAPES & LABELING



Food & Beverage labels

## CONSUMER GOODS

### SPORTS & FASHION



Sports shoes



Athletic wear

### PERSONAL HYGIENE



Baby & adult diapers



Tissue & towels

### CONSUMER PACKAGING & LABELING



Carton sealing



eCommerce



# PAVING THE WAY TOWARDS A CIRCULAR ECONOMY WITH INNOVATIVE PACKAGING SOLUTIONS



Addressing customer demand for **SUSTAINABLE PACKAGING SOLUTIONS** with focus on recyclability, decarbonization, and energy & water efficiency

Enabling shift towards **RECYCLABLE PAPER-BASED PACKAGING** with expanded barrier and heat seal coatings

Achieving **MID-TO-HIGH SINGLE DIGIT GROWTH IN COATINGS** enabling new sustainable packaging designs





# ENABLING EMISSION REDUCTION AND FUELING GROWTH FOR OUR CONSUMER GOODS CUSTOMERS



Strengthening partnerships through **CUSTOMER-COLLABORATION ALONG THE VALUE CHAIN** to drive growth

Setting **NEW INDUSTRY STANDARDS** for carbon footprint reduction, **>45 SOLUTIONS** launched with **>20% lower raw material emissions**<sup>1</sup>

Addressing high market potential & achieving **3X HIGHER GROWTH**<sup>2</sup> in products fostering sustainability



<sup>1</sup>New products with lower than conventional market standard Downstream and Upstream Scope 3 emissions launched in between 20-25.

<sup>2</sup>CAGR 20-25 compared to conventional adhesives; sales with a significant positive contribution in the area of climate, circularity, safety and nature.



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

Selective examples

## CONSUMER & CONSTRUCTION

### DIY



*Household repair*



*Mounting & fixing*

### CRAFTSMEN



*Sealing & foaming applications*

### STATIONERY



*Paper glue*

### CONSTRUCTION



*Engineered wood*



*Façade & walls*



*Building components*

### INTERIOR



*Kitchen & furniture*

## GENERAL MANUFACTURING & MAINTENANCE

### GENERAL MANUFACTURING



*Industrial components*

### MAINTENANCE, REPAIR & OVERHAUL (MRO)



*Equipment repair*



*Pipeline coating & repair*

### VEHICLE REPAIR & MAINTENANCE



*Car body repair*

# EMPOWERING CONSUMERS AND PROFESSIONALS TO MAKE HOMES A BETTER PLACE



Capturing **GROWTH IN GLOBAL HOUSING CONSTRUCTION & RENOVATION** market of ~4% (p.a. 2024-28) driven by urbanization

Leveraging **STRONG PORTFOLIO OF PREMIUM BRANDS** building on superior value propositions – **#1** in Western Europe with e.g., Pattex

Driving growth with **SUSTAINABLE DESIGNS** and strengthened position in **HIGH GROWTH REGIONS**, e.g., South-East Asia



# DRIVING INNOVATION FOR MODERN SUSTAINABLE CONSTRUCTION



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



Capturing **ATTRACTIVE CONSTRUCTION MARKET GROWTH** fueled by sustainability and automation

Outperforming market driven by **INNOVATIVE SOLUTIONS** pioneering efficiency and building performance

Contributing to the **SUSTAINABILITY TRANSFORMATION** achieving **~30% REDUCTION IN ABSOLUTE CO<sub>2</sub> EMISSIONS** from cement-based products



# DRIVING SCALABLE VALUE FOR CUSTOMERS IN GENERAL MANUFACTURING & MAINTENANCE

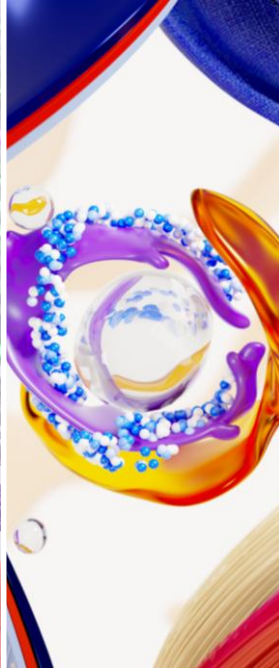
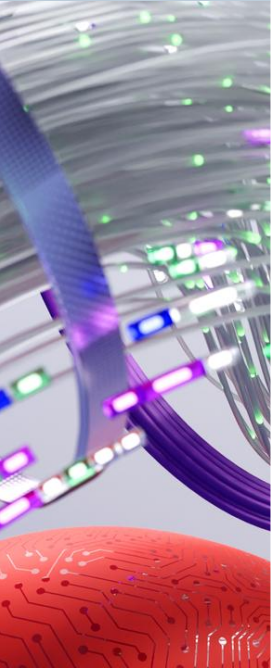


Leveraging **ICONIC BRANDS**, deep **APPLICATION EXPERTISE** & a global **DISTRIBUTION NETWORK**, to help industrial customers extend asset life-time, improve process efficiency & advance sustainability

Scaling our newly built **PLATFORM FOR INFRASTRUCTURE PROTECTION & REPAIR** solutions successfully

Operating successfully in **ATTRACTIVE MARKETS**, e.g., MRO<sup>1</sup>, with **HIGH SINGLE-DIGIT GROWTH<sup>2</sup>**





AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

**CONSUMER  
BRANDS**

ESG



We have established entirely new categories, such as toilet care,  
**TRANSFORMING CONSUMER CHOICES**



We focus on selected **BRANDS** in key categories driving value through **RELEVANT INNOVATIONS**

# CONSUMER BRANDS

## #2 PLAYER IN OUR ACTIVE MARKETS

### STRONG GROWTH DYNAMICS OF TOP 10 BRANDS



**EVERY SECOND** the hair of **16 CONSUMERS** is colored with **HENKEL HAIR COLORANTS**



**EVERY SECOND** more than **150 DISHWASHERS** are running with a **HENKEL UNIT DOSE**



**EVERY MINUTE** ~3,000 **DETERGENT PRODUCTS** from Henkel are sold



# ATTRACTIVE CATEGORY PORTFOLIO FOCUSING ON TWO GLOBAL CATEGORIES



## LAUNDRY & HOME CARE

**#2 IN ACTIVE MARKETS**

#2 IN LAUNDRY CARE

#1 IN HOME CARE



## HAIR CONSUMER & PROFESSIONAL

**#2 IN ACTIVE MARKETS**

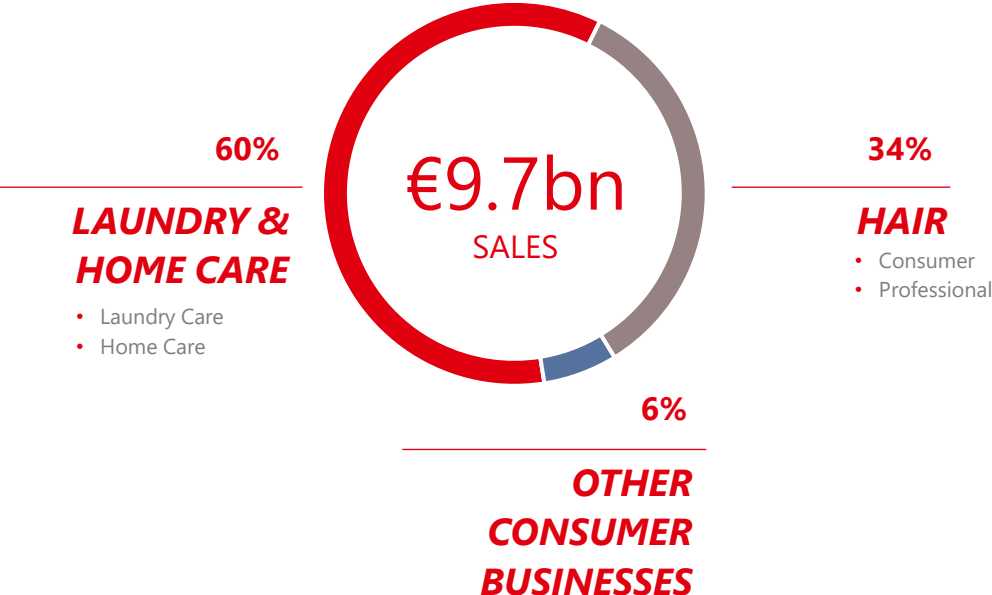
CO-#2 IN PROFESSIONAL &  
CONSUMER



## OTHER CONSUMER BUSINESSES

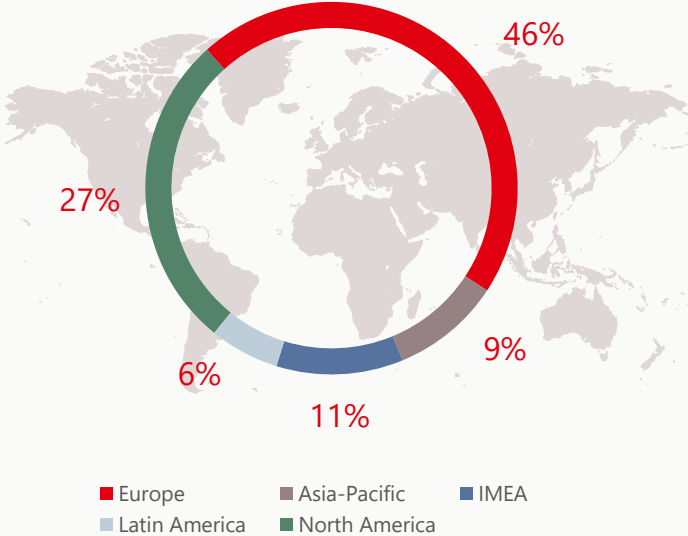
**PRESENCE IN  
SELECTED BODY  
CARE MARKETS**

# UNITED UNDER ONE STRONG ~10BN€ PLATFORM



## KPIs 2025

OSG 0.3%	ADJ. EBIT €1,400m	ADJ. EBIT MARGIN 14.5%
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# 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 A **SUCCESSFULLY TRANSFORMED BUSINESS** ...

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

ORGANIZATIONAL SET-UP	PORTFOLIO	SUPPLY CHAIN
<p><b>Optimization of organizational set-up</b> and teams</p> <p><b>Merger of two business units</b></p> <p>Implementation of <b>highly efficient structures</b></p>	<p><b>Fundamental portfolio transformation</b> with sharpened brand focus</p> <p><b>Divested or discontinued sales</b> of slightly above <b>€1bn</b></p> <p><b>Exit</b> from <b>selected categories</b><sup>1</sup> and <b>~-40% reduction</b> of <b>#SKUs</b></p>	<p>Focus on <b>supply chain network, commercial integration</b> and <b>operational excellence</b></p> <p><b>“1-1-1 approach”</b><sup>2</sup> live in all targeted countries</p> <p><b>~25% complexity reduction</b></p>

**... reaching above-target savings of €540m with significant re-investments in the business<sup>3</sup>**

<sup>1</sup> Air Freshener, Oral, Skin and selective Body Care markets

<sup>3</sup> versus base FY 2021

<sup>2</sup> one order, one shipment, one invoice

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

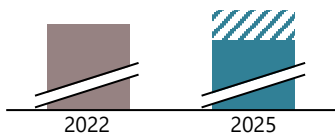
## Significantly **IMPROVED QUALITY OF BUSINESS**

across multiple dimensions since merger announcement

### Sales [in MEUR]

Δ 2025 vs. 2022

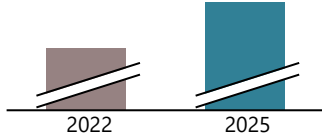
▲ **~3.0%**  
OSG CAGR



### Adj. Gross Margin [in %]

Δ 2025 vs. 2022

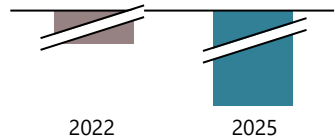
▲ **~1,200 bps**



### CNWC [in %]

Δ 2025 vs. 2022

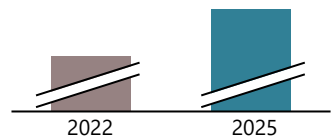
▼ **~190 bps**



### 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 Ranking<sup>1</sup>

▲ **#3**

(before: #14)  
US Perception Rating<sup>2</sup>

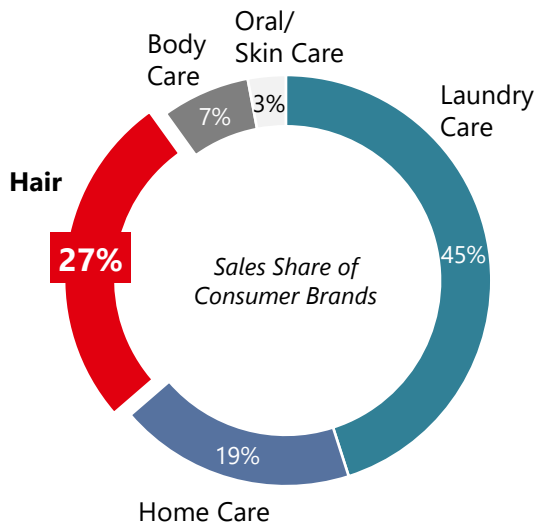
 Sales related to portfolio measures and divestment of Russian business activities

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

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

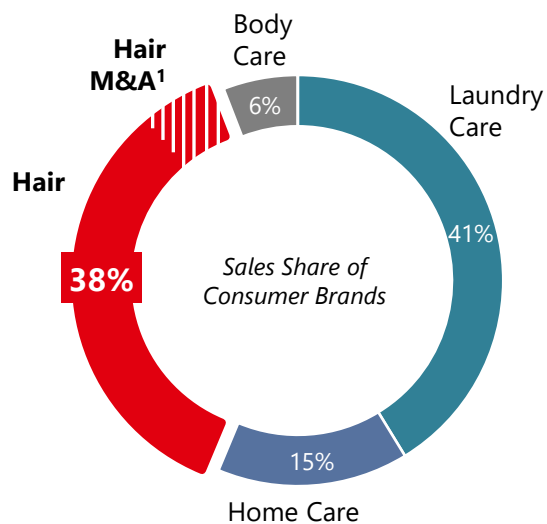
# TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

## HCB PORTFOLIO 2021



## HCB PORTFOLIO 2025

(pro-forma<sup>1</sup>; incl. recent M&A)



**ATTRACTIVE CATEGORIES** & sharpened **BRAND FOCUS**

**CLEAR M&A STRATEGY** with expansion in **HAIR** (~€1bn since 2021<sup>1</sup>)

**MORE BALANCED PORTFOLIO** with Hair<sup>1</sup> to reach nearly the size of Laundry Care with ~40% sales share each

Focus on **PREMIUM LAUNDRY CARE** (e.g., Persil & Perwoll)

# 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



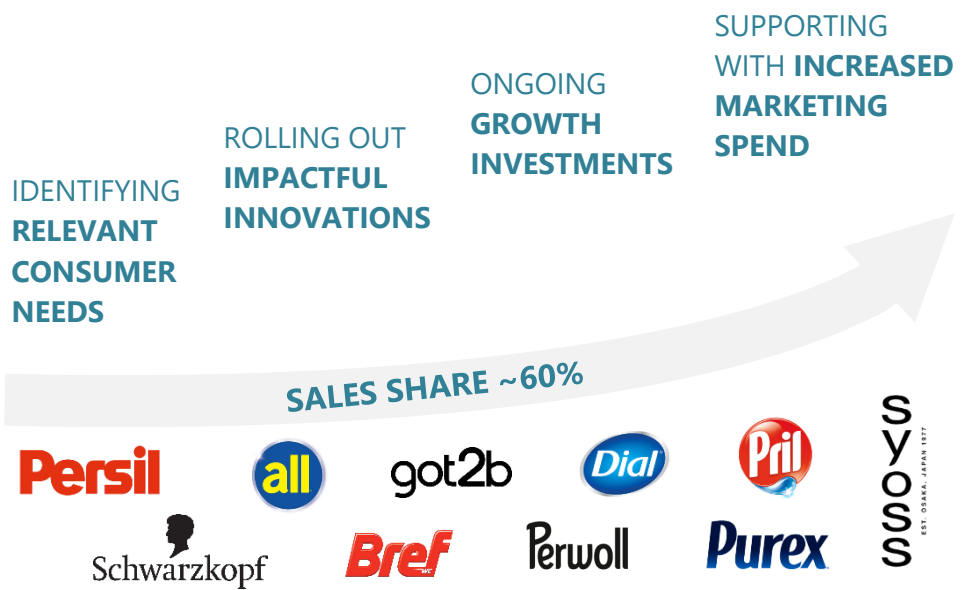
**#2** IN  
HAIR

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** features



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

Repositioning **Perwoll** brand with **innovative formulations**



Catering to unmet consumer needs such as **larger laundry loads**



# 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

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

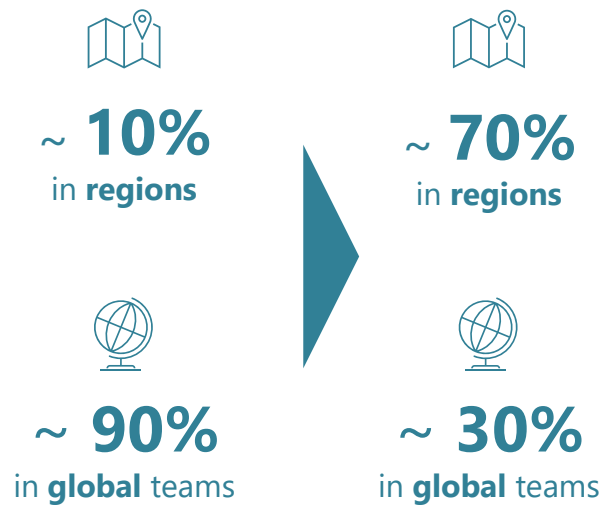
## FUNDAMENTAL CHANGE IN SET-UP OF MARKETING & R&D TEAMS

**EMPOWERING REGIONS**

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

While maintaining **GLOBAL ORGANIZATION**

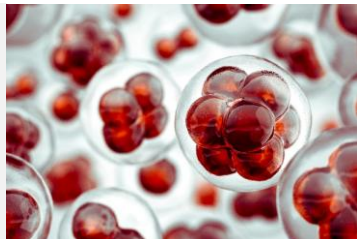
focusing on **long-term breakthrough innovations** and **leveraging scale** where it matters





### Best-in-class Bioscience

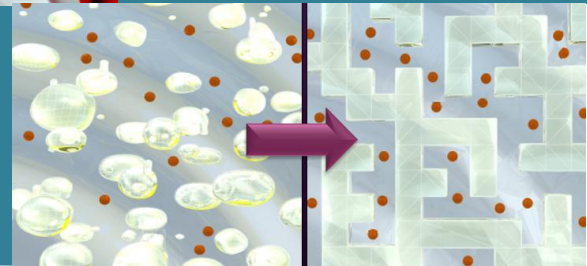
exclusive enzymes, microbiology  
and early pioneers for peptides



### 30 years

Experience in Enzyme  
Engineering

# LEVERAGING TECHNOLOGY LEADERSHIP



With our **in-house  
Fragrance  
Center**, we craft  
distinctive scents that  
enhance consumer  
experience



### AI based performance modeling

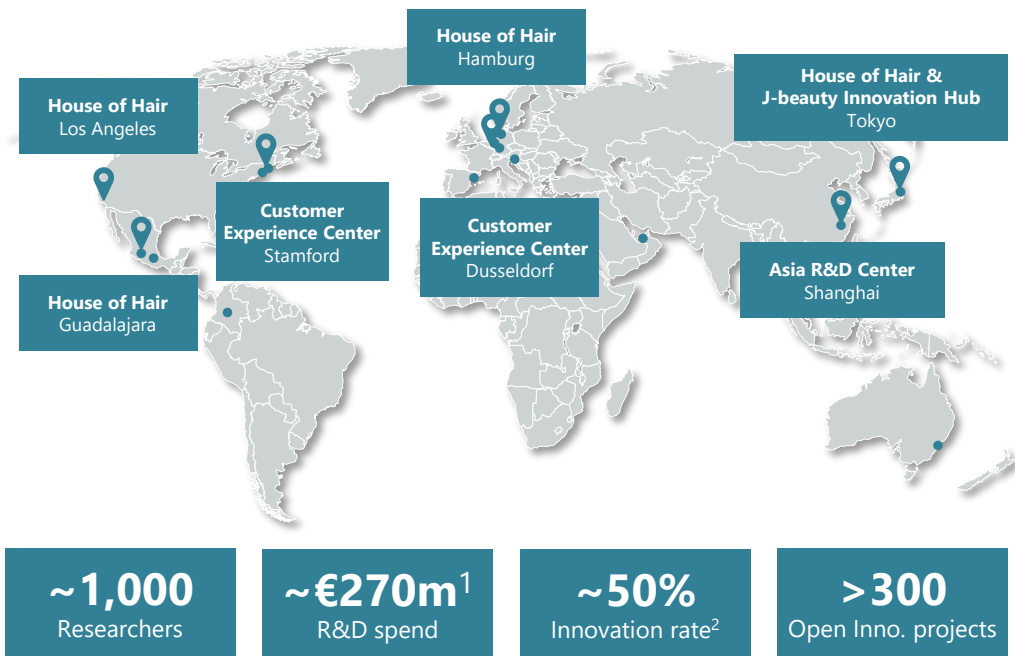
720 Mio laundry stain  
tests  
digitalized/automated



Enhancing the coloration  
experience with **Low Odor  
Technology**: Specially  
developed to reduce ammonia  
evaporation while enabling  
maximal grey coverage



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



## Expanding footprint of Houses of Hair...



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



**OPERATIONS**  
**100%** CO<sub>2</sub> reduction<sup>1</sup> in 2030  
HCB 2025: Leading in the industry with **84%** reduction

**ACCESSIBLE PRODUCTS**

with NaviLens and Braille

# SUSTAINABILITY AS PART OF OUR DNA

KEY ACHIEVEMENTS AND AMBITIONS



**PACKAGING**  
**>91%** Recyclable packaging design  
**30%** Recycled Plastic



**CONSUMER EMPOWERMENT**

Persil ensures deep clean already starting from 20°C – enabling our consumers to wash at cold temperatures.

Saving up to **70%** of energy<sup>2</sup>



# AT OPTIMAL COSTS

## OPTIMIZING THE OVERALL SET-UP



### ORGANIZATIONAL SET-UP

**Lean, unified operating model** following the Consumer Brands integration.

**Sharpened roles and simplified processes**, enabling faster regional decision-making and stronger proximity to consumers.

**Foster entrepreneurial spirit** and accelerate cultural transformation.



### SUPPLY CHAIN

**Optimized production footprint** improving efficiency.

**Fully embedded 1-1-1 commercial integration model** (one order, one shipment, one invoice).

**Reduced complexity and SKU rationalization**, improving service levels and lowering structural costs.



# DRIVING **CUSTOMER EXCELLENCE** WITH A DIVERSIFIED GO-TO-MARKET SETUP

As one consumer platform, we are a strong partner...

SUPERMARKET &  
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON  
DISTRIBUTOR



E-COMMERCE



... with one face to our customers and increased logistical and operational efficiency

# 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**



## 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

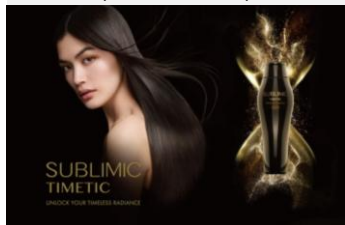
## OUR FIRST AI-GENERATED TV COMMERCIAL

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

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

ADDING ~€1BN 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 MOTHERS**  
(UNITED STATES)



Strengthening Hair  
Consumer footprint in  
largest global Hair market

**OLAPLEX<sup>1</sup>**  
(GLOBAL)



Expanding global presence  
in premium Hair care

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**

# CONSUMER BRANDS

## DEEP-DIVE: OUR CATEGORIES AND BRANDS



# LAUNDRY CARE

## ICONIC BRANDS WITH DISTINCTIVE EQUITIES

**Persil**




**DEEP CLEANING**  
#2 in Fabric Cleaning in Europe<sup>1</sup>

**all**



**HYPOALLERGENIC SKIN**  
#1 in Sensitive Skin segment<sup>1</sup>

**Perwoll**



**GENTLE CARE AND RENEWAL**  
#1 in Fabric Care<sup>1</sup>

**Spee**      **Ver  
nel**      **MAS**      **Gold  
Power**      **DYLON**      **Snuggle**

# FABRIC CARE

## GROWING THE CATEGORY FOR A BETTER FUTURE



**Perwoll, leading global brand** in the fastest-growing category<sup>1</sup> with significant organic sales growth.

**Best-in-class unique formula** with triple renew benefits:

- **Fiber renew:** Superior pilling removal
- **Color renew:** New enzyme removes grey haze
- **Freshness:** Advanced malodor removal

With presence in **~45 countries**



Committed to **sustainable fashion**, addressing the 60% of new clothes discarded within a year<sup>2</sup>, leading

- **#RethinkFashion** movement
- **#NoNewClothes** Challenge

**WE DRIVE THE CATEGORY GROWTH**

<sup>1</sup> HCB active categories

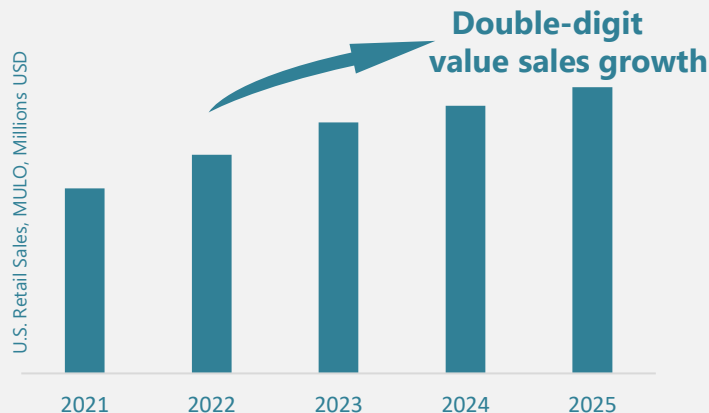
<sup>2</sup> Source: Electrolux, 2017 'Don't overwash'

# FABRIC CLEANING

## ALL #1 SENSITIVE SKIN DETERGENT BRAND



all® free clear continues substantial growth



Source: Circana POS data, FY 2025

- **#1 Doctor recommended brand** for Sensitive Skin<sup>2</sup>
- Marketing program reaches **~95% of dermatologists** in the U.S.
- **Significant increase in media** vs 2021
- **Market share increase** of +150 bps vs. 2021 within Fabric Cleaning segment

**#1 IN SENSITIVE SKIN SEGMENT<sup>1</sup>**

# HOME CARE





## ICONIC BRANDS THAT MEET EVERY HOME NEED



**SUPERIOR TOILET CLEANING**  
Market leader across active markets<sup>1</sup>



**THE EXPERT IN DISHWASHING**  
#1/#2 position in ~60% of active countries<sup>1</sup>

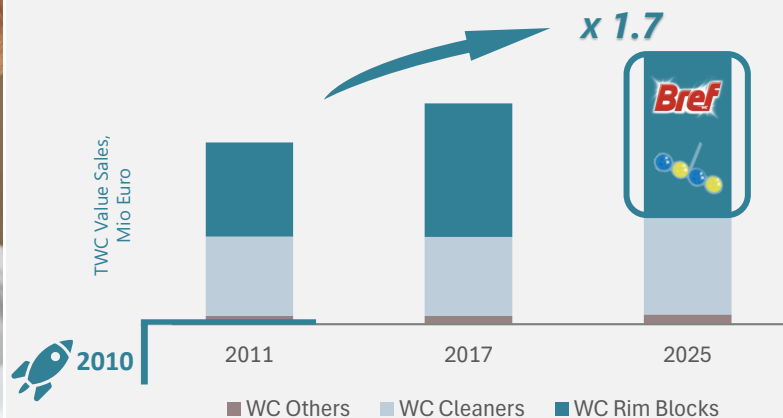


# TOILET CARE

## PIONEERING AND EXPANDING THE CATEGORY



Game-changing launch in 2010, revolutionizing the category



Source: Panel data (Nielsen/IRI/ Circana), TWC Value Sales, Mio Euro, Europe

- Increasing **market penetration**
- **Very strong organic sales growth** in the last 5 years
- **Boosting** consumer annual **spend** by x2.5<sup>1</sup>
- Bringing meaningful **innovation** to the market

<sup>1</sup> Source: YouGov Panel Data, WC Frisch/Bref Rim Action, Germany 2025 vs. 2012

**BREF FURTHER EXPANDING #1 POSITION in active markets**

# AUTOMATIC DISHWASHING ACCELERATING GROWTH



Redefining dishwashing performance with state-of-the-art technology:

- Exclusive technology for **extra-performance** on burnt-in stains
- **Upgrading consumers** to premium caps for perfect results in an efficient way



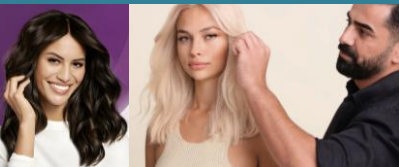
We **relieve consumers** from any **dishwashing burdens** while reducing environmental impact:

- Effective at low temperatures to save energy, water, CO<sub>2</sub> and money
- Better formulas for perfect results, minimizing personal effort and resource usage

SOMAT DRIVING CATEGORY GROWTH

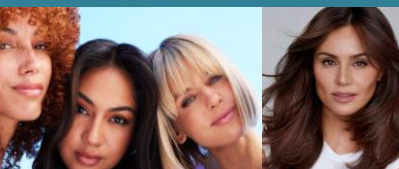
# BUILDING ON A STRONG FOUNDATION TO BECOME **THE AUTHORITY IN HAIR**

## WINNING **COLORATION**



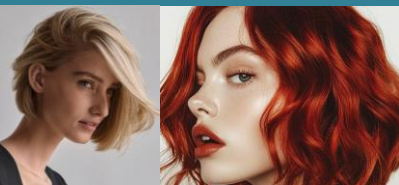
Driving organic growth with **STRONG BRANDS** like Schwarzkopf Masterbrand, Syoss and Got2B

## LEADING **STYLING**



Delivering **CUSTOMER-CENTRIC INNOVATIONS**

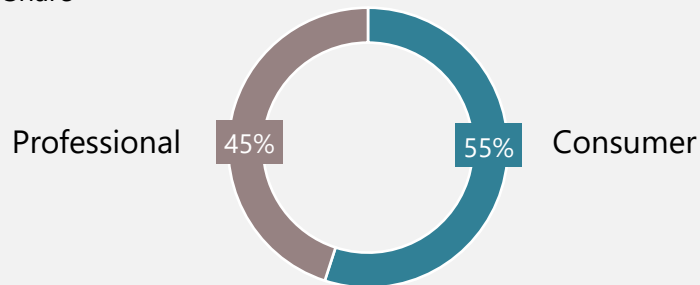
## ACCELERATING **CARE**



Accelerating growth by **LEVERAGING M&A**

Well positioned with **CONSUMER AND PROFESSIONAL UNDER ONE ROOF**

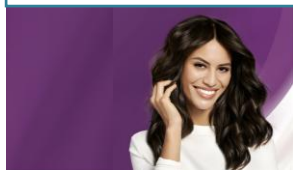
Sales Share<sup>1</sup>



Building on **STRONG GROWTH TRACK RECORD** in Hair with **>6% CAGR** and **>300BPS OUTPERFORMANCE** on average versus total Consumer Brands in last three years

# HAIR POWERHOUSE

## WINNING COLORATION



**Palette**

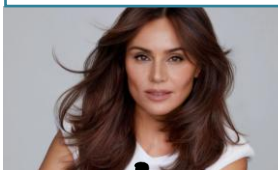
The expert in color with +45 years experience  
#1 Color brand<sup>1</sup>



Schwarzkopf  
**BLO  
ND  
ME**

The authority in blonde  
#1 Color dedicated to blonde perfection

## LEADING STYLING



Schwarzkopf  
**taft**

The brand for long lasting hold  
#1 Styling brand in Europe<sup>2</sup>



**KENRA**  
PROFESSIONAL

The brand empowering stylists  
#1 Professional brand in North America<sup>3</sup>

## ACCELERATING CARE



Schwarzkopf  
**GLISS**

For advanced hair repair  
#1 in Treatments, Conditioners and Hair repair<sup>4</sup>



**JOICO**

The joy of healthy hair  
Used by more than ~800,000 stylists in North America

**S  
Y  
O  
S**

got2b

**klw**  
COLOR SYSTEM

**VS**  
VOLUME SMOOTH

IGORA

Schwarzkopf  
**BC**  
BONACURE  
BONACURE HAIR REPAIR

Natural  
& Easy

★ **sexyhair.**

**schauma**

**SHISEIDO**  
PROFESSIONAL

**STMNT**  
GROOMING GOODS

<sup>1</sup> Source: Panel data (NielsenIQ/ Circana), FY 2025; Unit Sales in active markets

<sup>2</sup> Source: Panel data (NielsenIQ/ Circana), FY 2025

<sup>3</sup> Source : Kline Salon Haircare Full Year 2024

<sup>4</sup> Source: Panel Data (Circana) FY 2025, Germany, Conditioners+Treatments, Usage Segment Dry Hair



# HAIR PROFESSIONAL

## DRIVING SUSTAINABLE GROWTH GLOBALLY

### A WINNING PORTFOLIO OF GLOBAL & REGIONAL EQUITIES



**GLOBAL RELEVANCE** with **STRONG REGIONAL FOOTPRINT**, reinforced by targeted **ACQUISITIONS**

### CULTURAL RELEVANCE ROOTED IN COMMUNITY



A powerful global community of **HAIR STYLISTS & CELEBRITIES** shaping **TRENDS** and keeping brands close to evolving **CONSUMER NEEDS**

### ACCELERATING PENETRATION INTO PREMIUM CONSUMER CHANNELS



Expanded presence across **E-COMMERCE**, leading **BEAUTY RETAILERS** and emerging channels such as **SOCIAL COMMERCE**

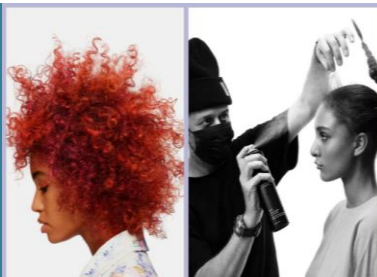
# HAIR POWERHOUSE

## SCHWARZKOPF MASTERBRAND

### The power of Schwarzkopf Masterbrand

#1 umbrella brand with >€1bn sales

125 years of experience, 90 trainings centers, 5 global hubs, network of 500,000+ hairdressers, 2.1 million consumers per day



Capitalizing on expertise in Professional & Consumer:

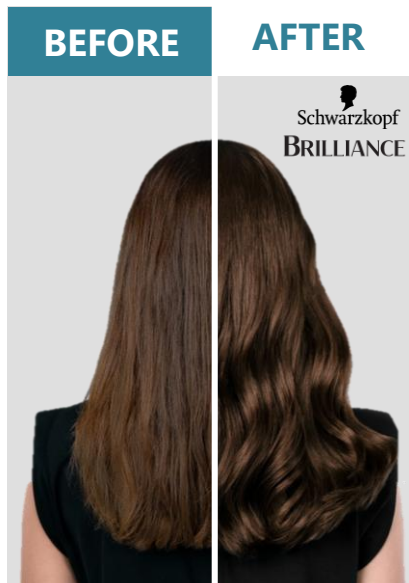
- Cutting-edge technologies
- Hair knowledge transfer
- Be wherever our consumers are: across geographies, channels and categories



THE AUTHORITY IN HAIR

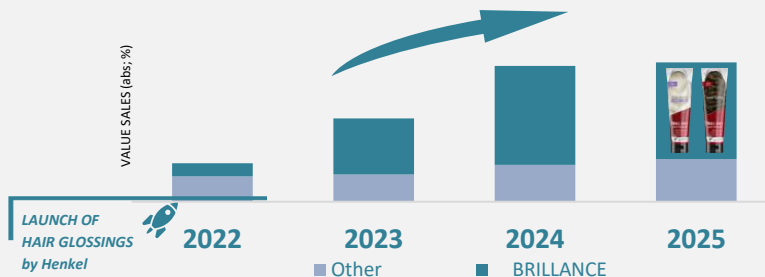
# HAIR POWERHOUSE

## WINNING COLORATION



Driving the **leadership** in the category and answering to **changing habits** that disrupt the market

i.e Schwarzkopf Brilliance **Glossing** - Untapping a **new coloration category**



**Palette**

**No. 1 brand in Coloration**, selling 4 units every second

More than **45 years** expertise and global **presence in 70+ countries**

**WE LEAD COLORATION WITH TOP BRANDS**

PALETTE #1 color brand, selling 4 units every second



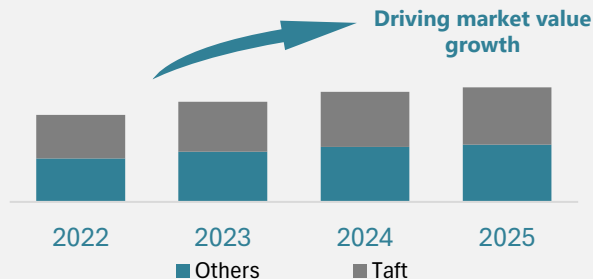
# HAIR POWERHOUSE

## LEADING STYLING



We are a **global #1 player**, leading in **key markets** and **driving the market value sales growth** of the category.

**Taft** driving market value sales growth and premiumization:



**Market leader** and at the forefront of the styling success story

#1 styling brand in Europe with **very strong organic sales growth**

**#1 GLOBALLY IN ACTIVE MARKETS**

# HAIR POWERHOUSE ACCELERATING CARE

BEFORE



AFTER



Developing **premium innovations** powered by cutting-edge technologies, improving hair health that start with a **healthy scalp**.

- **Panthenol:** helps hydrate, soothe, repair, and strengthen the skin barrier by boosting moisture retention and supporting skin regeneration
- **Biotin:** supports stronger, healthier hair by boosting keratin production, promoting scalp health, and improving hair vitality and growth

Schwarzkopf  
**GLISS**

## Schwarzkopf Gliss – Scalp Balance

Promoting healthier hair scalp & enhancing the overall health of your hair in 3 weeks



- Complete scalp care system targeting **moisture and oil balance**
- Active ingredient technology with **Panthenol, Biotin,** and **Oil- or Moisture-Control Complex**
- Dermatologically tested formulas that are **vegan** and **silicone-free**

INNOVATIVE SCALP CARE AS THE FOUNDATION FOR HEALTHIER, STRONGER HAIR

# OTHER CONSUMER BUSINESSES

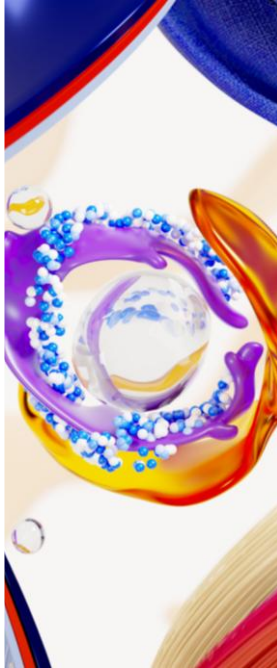
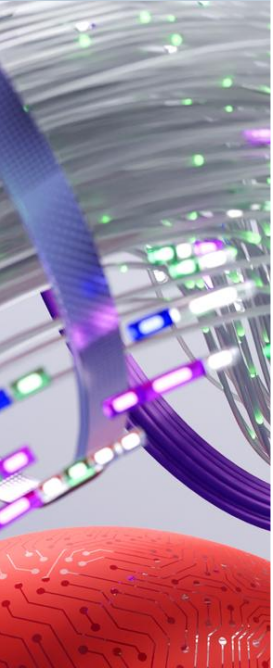
## REGIONAL FOCUS



Active in attractive market segments: Bath & Shower, Deodorants and Soaps

Selected regional presence in **North America and Europe** with top brands **Dial** and **Fa**





AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

**ESG**



Early mover with long-term strategy and solid corporate governance



# SUSTAINABILITY

## DRIVING PROGRESS ALONG THE VALUE CHAIN

2030+ Sustainability Ambition Framework firmly embedded –

driving transformational change in our business, value chains and markets

Sustainability at the core of our corporate strategy and company purpose



> 30 years of continuous Sustainability Reporting



# 2030+ SUSTAINABILITY AMBITION FRAMEWORK



## REGENERATIVE PLANET

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



CLIMATE



CIRCULARITY



NATURE



## THRIVING COMMUNITIES

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



EQUITY



EDUCATION



WELLBEING

OUR 2030+ SUSTAINABILITY AMBITION

## TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS

PRODUCTS | PEOPLE | PARTNERSHIPS



## TRUSTED PARTNER

We adhere to high product quality and safety standards while ensuring business success with integrity.



COLLABORATION



PERFORMANCE



TRANSPARENCY

## OUR SCIENCE-BASED NET-ZERO TARGETS



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

THE NET  
ZERO  
STANDARD

APPROVED NET-ZERO TARGETS

### NEAR-TERM TARGETS by 2030

- Reduction of absolute **scope 1 and 2** GHG emissions **by 42%** from a 2021 base year.\*
- Reduction of absolute **scope 3** GHG emissions **by 30%** from a 2021 base year.

### NET-ZERO TARGET by 2045

- Reduction of absolute **scope 1, 2 & 3** GHG emissions **by 90%** from a 2021 base year.\*

# SUSTAINABILITY TARGETS & COMMITMENTS 2030



## REGENERATIVE PLANET



### Climate

- **Net-Zero Emissions**
  - Scope 1 & 2 Emissions
  - Scope 3 Emissions
- **Renewable Electricity**



### Circularity

- **Recyclable Packaging**
- **Recycled Plastics**
- **Waste in Operations**
- Reduced material use
- Increased renewables use



### Nature

- **Net Water Withdrawal Reduction**
- **Zero Net Deforestation**



## THRIVING COMMUNITIES



### Equity

- **Gender Balance\***
- **Fair Pay:**
  - **Pay Equity\***
  - Living Wage
- Human Rights



### Education

- Employee Volunteering
- Sustainability Upskilling
- Employee Empowerment



### Wellbeing

- Proactive SHE Culture
- Improved Livelihoods



## TRUSTED PARTNER



### Collaboration

- **Supplier Sustainability Standards**
- Supplier Sustainability Maturity
- Consumer & Customer Engagement



### Performance

- Sustainable Portfolio Transformation
- Carbon Intensity of Business



### Transparency

- Customer & Consumer Information
- Stakeholder Disclosures & Reporting

**Bold: Targets**      Light: Commitments

\*In compliance with local laws and regionally tailored approaches.

# TOWARDS **ACHIEVING OUR AMBITIONS**



**STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO FUTURE**



**REGENERATIVE  
PLANET**



## CIRCULARITY

**28% share of recycled plastic**  
for all consumer goods packaging<sup>2</sup>  
(target: 30% by 2025)



## NET-ZERO

**-29% absolute scope 1, 2 and 3  
GHG emissions<sup>1</sup> reduction**

Driving carbon neutral production  
processes at 37 sites globally



## NATURE

**98% of palm-based  
ingredients** come from  
certified sustainable supply  
(ambition: 100% by 2030)



# TOWARDS **ACHIEVING OUR AMBITIONS**



**CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE**



**THRIVING  
COMMUNITIES**



## **EQUITY**

**43% share of women**  
across management levels  
(ambition: 50% by 2025)



## **WELLBEING**

**+59% safer** per million  
hours worked  
(target: +60% by 2025)



## **EDUCATION**

Sustainability trainings with more  
than **28,600 course completions**  
over the past five years



# TOWARDS **ACHIEVING OUR AMBITIONS**



**DRIVE PERFORMANCE WITH INTEGRITY**



**TRUSTED  
PARTNER**



## TRANSPARENCY

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



## PERFORMANCE

**100% 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

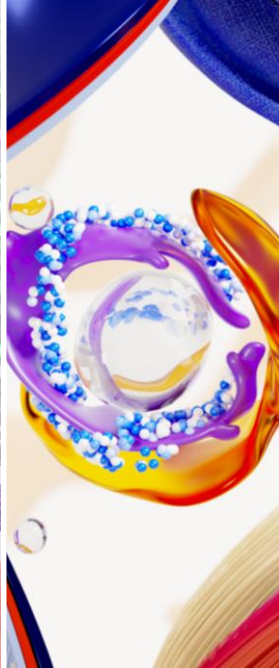
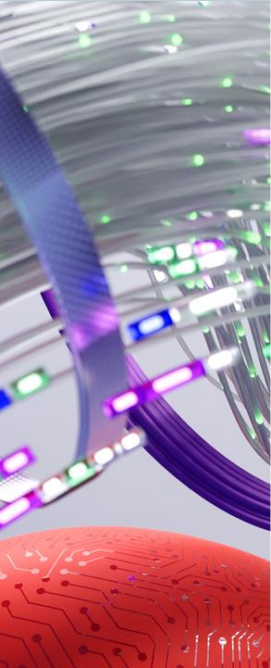
## KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **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:***

[SUSTAINABLE IMPACT REPORT](#)

[CORPORATE GOVERNANCE  
AT HENKEL](#)



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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



**Dr. Sascha Kieback**  
Senior Manager  
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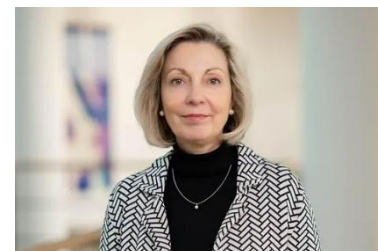
**Email:**  
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**Jana Siam**  
Junior Manager  
Investor Relations



**Andrea Haschke**  
Specialist  
Investor Relations



**Ines Göldner**  
Team Assistant  
Investor Relations



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