HENKEL EQUITY STORY

INVESTOR RELATIONS | AUGUST 19, 2026

Henkel

DISCLAIMER

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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 August 2026.

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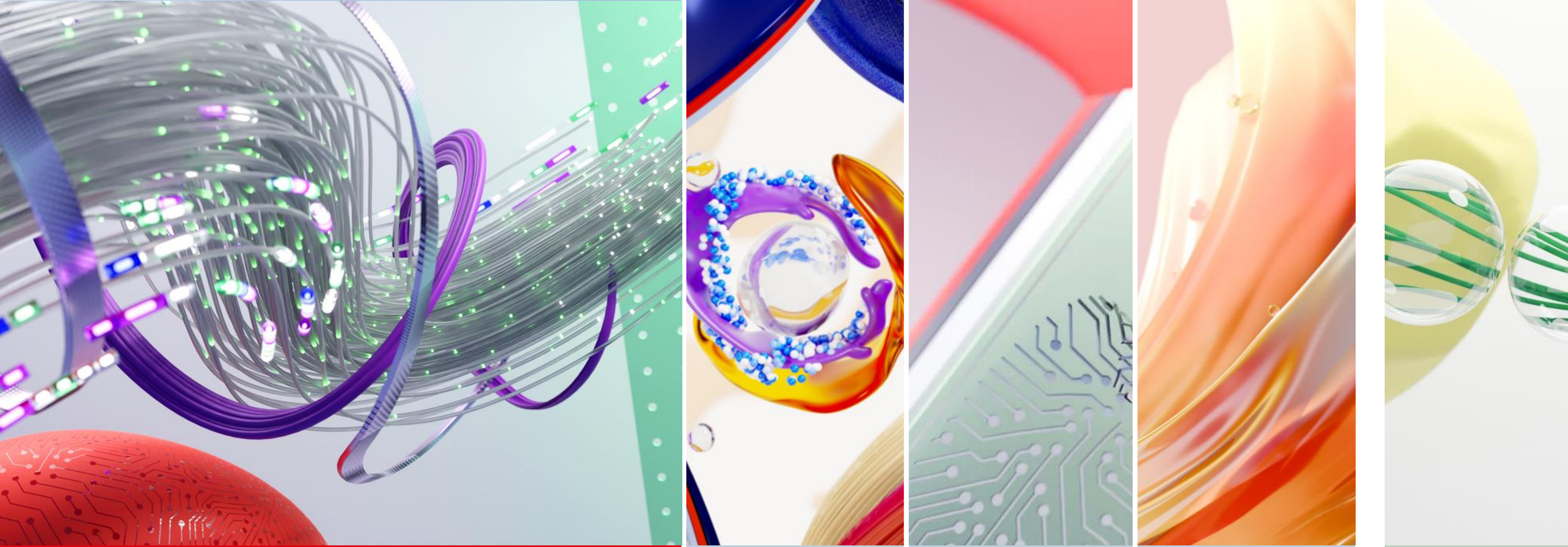


HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER BRANDS

ESG

AT A GLANCE: REASONS TO INVEST

REASONS TO INVEST

SUPERIOR **TECHNOLOGIES**

Pioneering impactful innovations fueled by long-standing and unique R&D expertise and by strong capabilities in sustainability and digital

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

ICONIC **BRANDS**

Attractive portfolio of leading brands that are part of consumers' everyday life and serve customers across >800 industries globally

STRONG **FINANCIAL FOUNDATION**

Attractive cash generation and shareholder returns

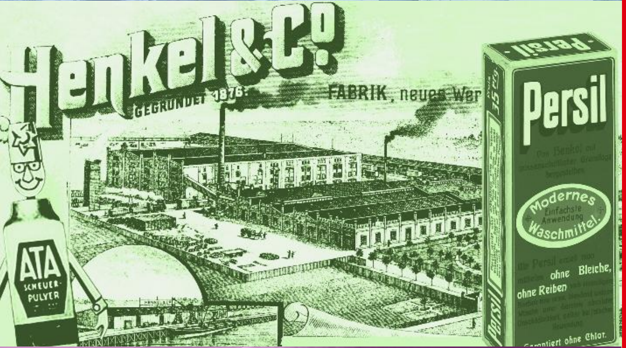
COMPELLING **FINANCIAL AMBITION**

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

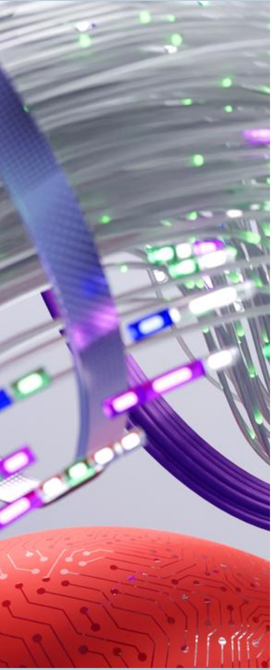
150 years of pioneering spirit means **shaping progress with purpose.**

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

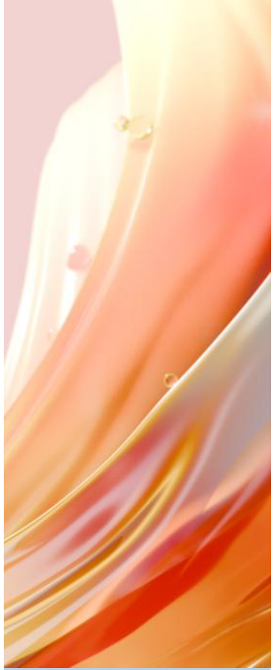
- A **winning strategy with clear growth path** capitalizing on our strengths
- **Strong businesses with globally leading positions** in highly attractive markets
- Compelling portfolio with **iconic brands** and **superior technological solutions**
- **Industry-leading R&D** fueling growth through continuous 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

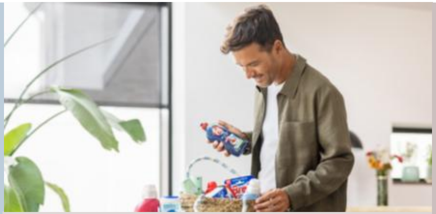
FOUNDED IN
1876

LISTED SINCE 1985,
FOUNDING MEMBER OF
DAX

SALES
€20.5 BN

ADJUSTED EBIT
€3.0 BN

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[1]

-29%
ABSOLUTE SCOPE 1, 2 AND
3 GHG EMISSIONS[2]

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

[1] based on dividend for fiscal year 2025 and on share price as of Dec. 31, 2025
[2] compared to the base year 2021

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STRONG BUSINESSES WITH LEADING POSITIONS,...

HENKEL GROUP

ADHESIVE TECHNOLOGIES

Mobility & Electronics

#1
worldwide

Packaging & Consumer Goods

#1
worldwide

Craftsmen, Construction & Professional

#3
worldwide

CONSUMER BRANDS

Laundry & Home Care

#2
in active markets

Hair
Professional & Consumer

#2
in active markets

Other Consumer
Body Care

Presence in selected markets

…A COMPELLING ***PORTFOLIO*** WITH ICONIC BRANDS…

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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

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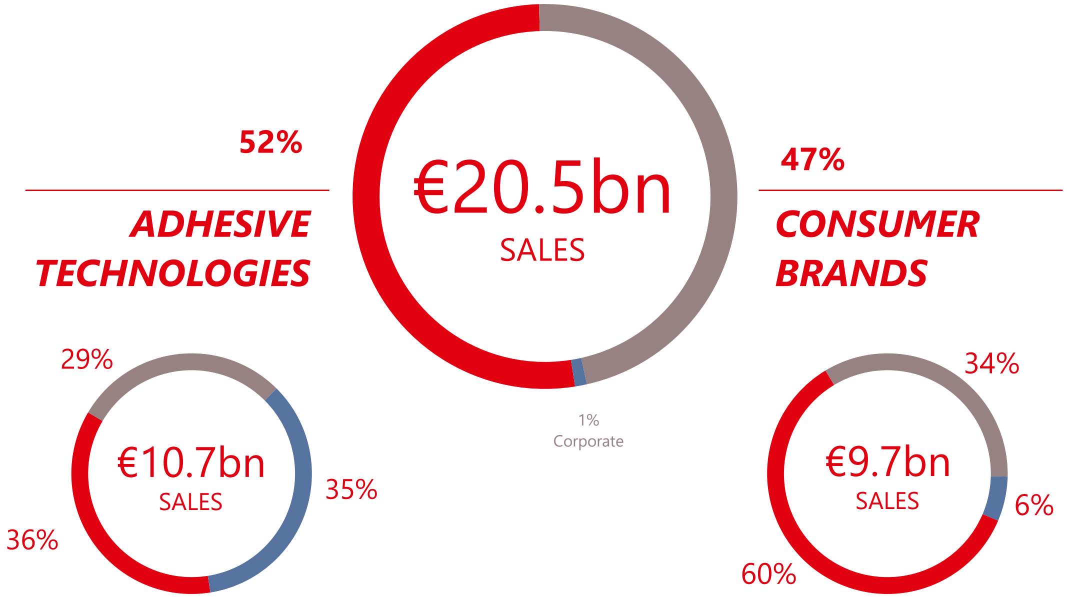
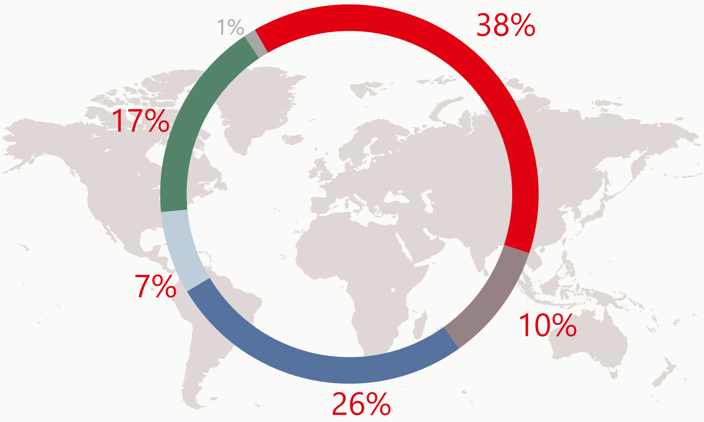
...AND *GLOBAL FOOTPRINT*...

FY 2025



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

- Laundry & Home Care
- Hair
- Other Consumer Businesses



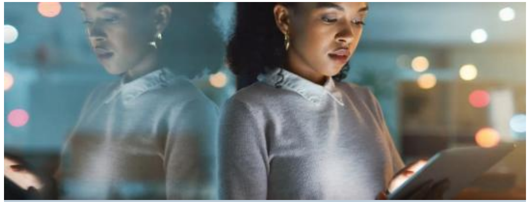
- Europe
- North America
- Asia-Pacific
- IMEA
- Latin America
- Corporate

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

Central functions supporting business units enabling efficient utilization of corporate network synergies – Examples

GLOBAL BUSINESS SOLUTIONS

Established Shared Service Center organization – enabling efficient processes and cost structures



DIGITAL UNIT HENKEL DX

Further improving efficiency in IT and creating new business opportunities

GLOBAL SUSTAINABILITY

Driving key sustainability topics while serving as company-wide interface for sustainability

…AND OPERATING ALONG CLEAR ***STRATEGIC PRIORITIES*** TO ***CREATE LONG-TERM VALUE***

OUR
PURPOSE

PIONEERS AT HEART FOR THE GOOD OF GENERATIONS

OUR
VISION

WIN THE 20s BY OUTPERFORMING THE MARKETS THROUGH INNOVATIVE AND SUSTAINABLE SOLUTIONS

STRATEGIC FRAMEWORK FOR
PURPOSEFUL GROWTH

WINNING ***PORTFOLIO***	COMPETITIVE ***EDGE*** INNOVATION | SUSTAINABILITY | DIGITALIZATION	FUTURE-READY ***OPERATING MODELS***

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

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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[1] 2022 – 2025

STRENGTHENED BOTH BUSINESSES WITH
ACQUISITIONS

SELECTED RECENT TRANSACTIONS:

Shiseido Professional, Vidal Sassoon, Not Your Mother's & OLAPLEX expanding Consumer Brands' hair portfolio

Critica Infrastructure, Seal for Life, ATP Adhesive Systems & Stahl Group[2] enhancing Adhesive Technologies portfolio by adding adjacent businesses

SHISEIDO PROFESSIONAL · VS SASSOON · NOT YOUR MOTHER'S · OLAPLEX · SEALFORLIFE Industries · CRITICA Infrastructure · ATP ADHESIVE SYSTEMS · Stahl

[1] including divestment of business activities in Russia & divestment of Retailer Brands in U.S.
[2] Stahl Group not yet closed; subject to regulatory approvals

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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

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COMPETITIVE EDGE – SUSTAINABILITY

WINNING ***PORTFOLIO***	COMPETITIVE ***EDGE*** INNOVATION | SUSTAINABILITY | DIGITALIZATION	FUTURE-READY ***OPERATING MODELS***
COLLABORATIVE ***CULTURE*** & EMPOWERED ***PEOPLE***		

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

working towards ambitious goals along our 2030+ Sustainability Ambition Framework

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

DISTINCT IMPLEMENTATION

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

2030+ SUSTAINABILITY AMBITION FRAMEWORK

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

LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

GOLD | Top 5% ecovadis Sustainability Rating NOV 2025 | INDUSTRY | Corporate ESG Performance Prime RATED BY ISS ESG | CDP Discloser 2025

COMPETITIVE EDGE – DIGITALIZATION

WINNING **PORTFOLIO**

COMPETITIVE **EDGE**

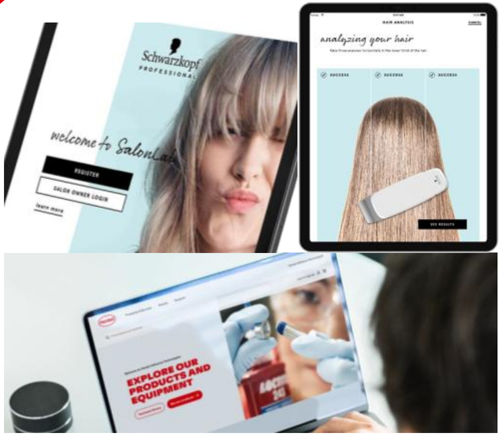
INNOVATION | SUSTAINABILITY | DIGITALIZATION

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



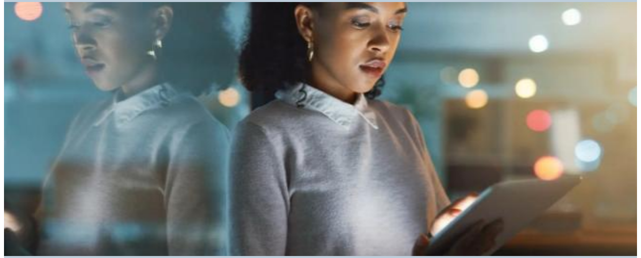
DIGITAL SALES SHARE OF

~20%

COMBINED DIGITAL UNIT

HENKEL DX

ACCELERATING DIGITAL INNOVATIONS VIA UNIQUE GLOBAL PLATFORM



STRONG PARTNERSHIPS

WITH LEADING DIGITAL COMPANIES

SAP Microsoft Adobe

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FUTURE-READY OPERATING MODELS

WINNING **PORTFOLIO**

COMPETITIVE ***EDGE***

INNOVATION | SUSTAINABILITY | DIGITALIZATION

FUTURE-READY ***OPERATING MODELS***

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

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

HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH

MERGER OF CONSUMER BUSINESSES SUCCESSFULLY CONCLUDED AHEAD OF PLAN

WITH ABOVE TARGET SAVINGS OF

€540m[1]

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**

[1] on an annualized basis

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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

DRIVING CULTURAL TRANSFORMATION
WITH NUMEROUS GLOBAL INITIATIVES

OUR PURPOSE UNITES ALL EMPLOYEES GLOBALLY

FULLY PAID GENDER-NEUTRAL PARENTAL LEAVE
FOR OUR EMPLOYEES WORLDWIDE INTRODUCED

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EXPERIENCED ***MANAGEMENT TEAM*** COMMITTED TO...

Carsten Knobel

CEO

Mark Dorn

EVP Adhesive Technologies

Wolfgang König

EVP Consumer Brands

Sylvie Nicol

CHRO

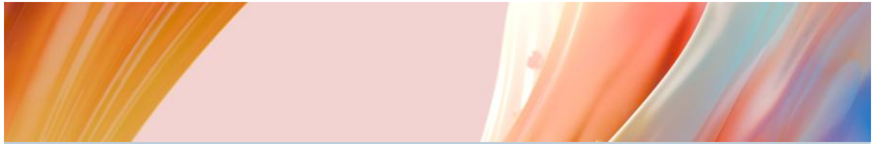
Marco Swoboda

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 number of solutions** per unit across markets
- Enhancing growth with **attractive M&A opportunities** also expanding into attractive adjacent businesses



EXPANDING OUR GLOBALLY LEADING POSITIONS[1] 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**

[1] referring to current positions in active markets

…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[1]
+4.7%

Strong organic sales growth across businesses

HENKEL GROUP

▲ **4.8%**

CAGR[2]

ADHESIVE TECHNOLOGIES

▲ **6.6%**

CAGR[2]

CONSUMER BRANDS

▲ **3.2%**

CAGR[2]

[1] at constant exchange rates [2] FY 2020 – 2025

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
Stahl

ATP Adhesive Systems and Stahl Group[1] (Adhesive Technologies)

NOT YOUR MOTHER’S
OLAPLEX

Not Your Mother’s and OLAPLEX (Consumer Brands)

[1] Stahl Group not yet closed; subject to regulatory approvals

SUCCESSFULLY EXECUTING ON OUR *M&A GROWTH STRATEGY...*

4 OUT OF 5 ACQUISITIONS SUCCESSFULLY CLOSED

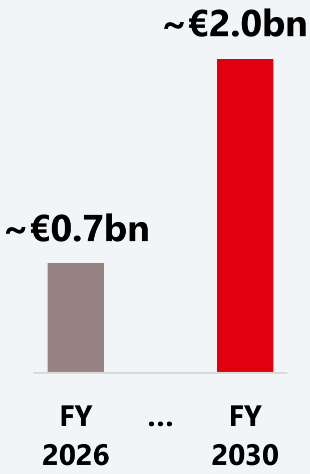
ADDING €2BN OF SALES BY 2030[1]

Timing of Closing 2026

Timing	Acquisition	
Feb 4	Wetherby // Laroc – Performance Building Products & Systems	Entering into attractive market for **facade solutions in UK**
April 1	ATP Adhesive Systems	Expanding portfolio **beyond liquid technologies into attractive tapes business**
April 24	Not Your Mother's	Strengthening footprint & scale in **North America** with attractive **Hair Care brands**
July 7	OLAPLEX	
Expected in H2	Stahl	Expanding portfolio into **specialty coatings for flexible materials**

[1] including acquisition of Stahl which hasn't been closed yet

…WITH *STRONG TOP- AND BOTTOM-LINE*[1] *CONTRIBUTIONS*



Sales contribution

MID TO HIGH SINGLE-DIGIT OSG

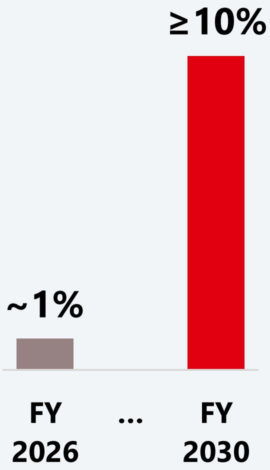
from
FY 2027
onwards

OSG contribution

HIGH SINGLE-DIGIT % SALES

by
FY 2030

Synergies[2]



Adj. EPS contribution[3]

~1.5X ADJ. EBITDA

by
FY 2026

well within single A credit rating corridor

Expected leverage

[1] including acquisition of Stahl which hasn't been closed yet [2] defensive & offensive synergies
[3] per preferred share; net impact after accounting for financing, integration costs & IFRS purchase price allocation effects

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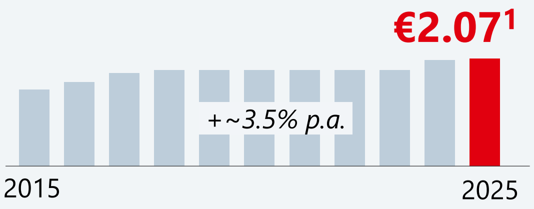
OFFERING *ATTRACTIVE SHAREHOLDER RETURNS*

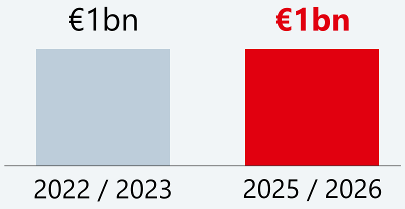
>10%

DIVIDEND INCREASE OVER THE PAST TWO YEARS



€2bn

SHARE BUYBACK 2022–2026



- **Dividend policy** with targeted payout ratio of 30-40%[2]
- 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[1]

- **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

[1] dividend per preferred share
[2] of net income after non-controlling interests, and adjusted for exceptional items

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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

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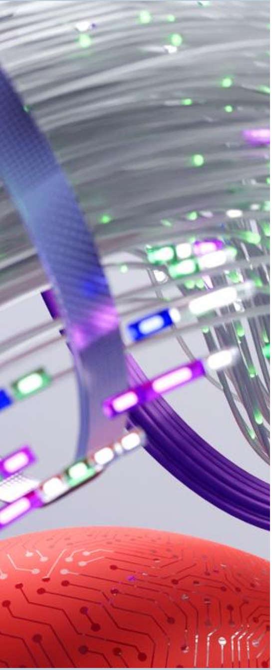
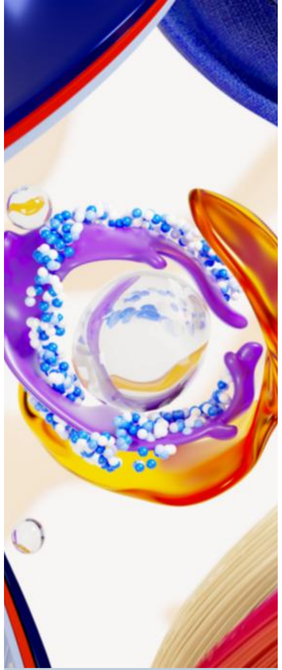
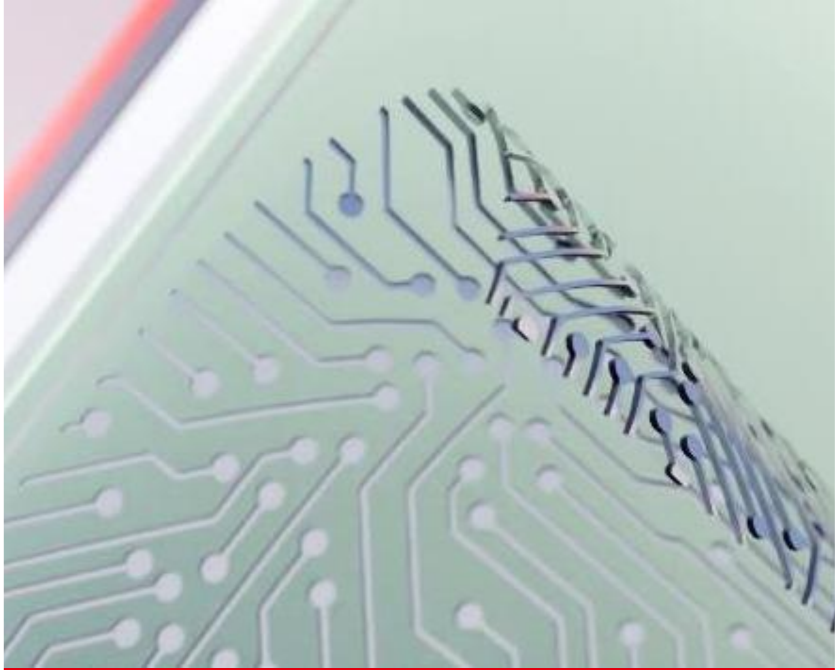
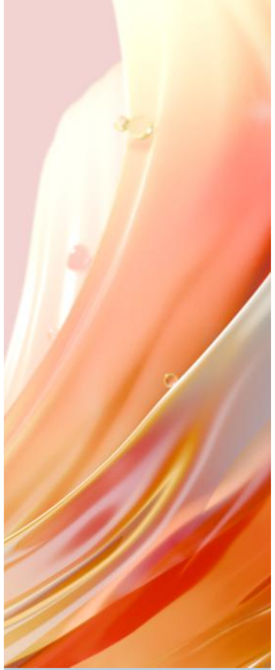






ADHESIVE TECHNOLOGIES

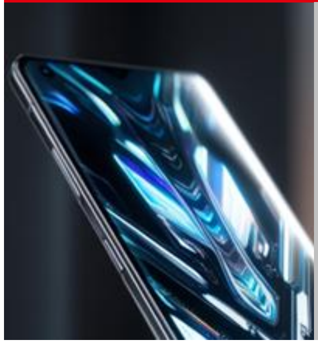
3 GRAMS of Henkel's Loctite adhesives are enough to **PULL A 200-TON TRAIN**

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

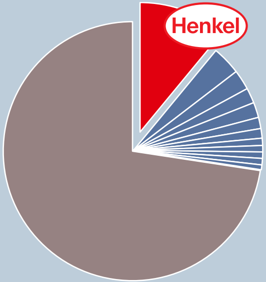
COATINGS

… 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
Pattex
Ceresit
Pritt

Peer group with business overlap

Sika
H.B. Fuller
RPM
3M

WELL-BALANCED GLOBAL PORTFOLIO

35%

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL

- Consumer & Construction[1]
- General Manufacturing & Maintenance

36%

MOBILITY & ELECTRONICS

- Automotive OEMs
- Automotive Components
- Electronics
- Industrials

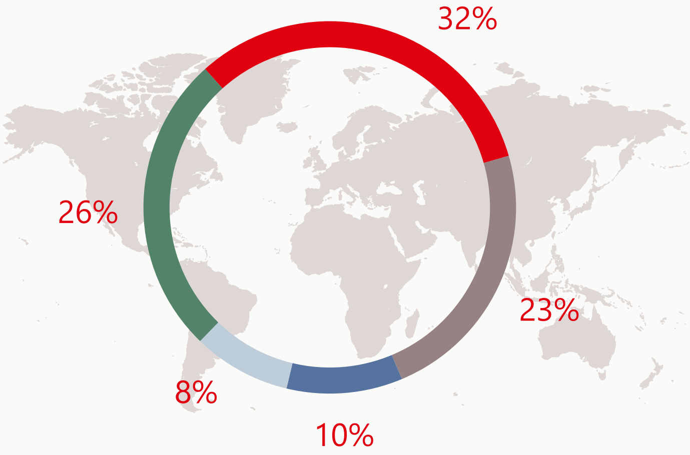
29%

PACKAGING & CONSUMER GOODS

- Packaging
- Consumer Goods

KPIs 2025

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
1.5%	€1,779m	16.7%



Europe
Asia-Pacific
IMEA
Latin America
North America

[1] Effective as of April 1st 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.

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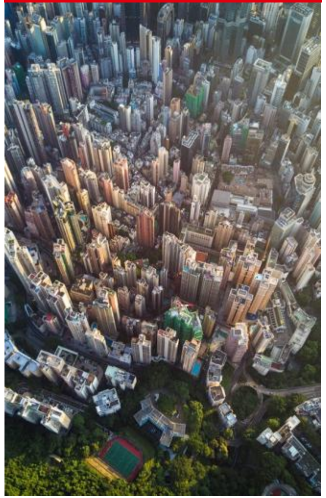
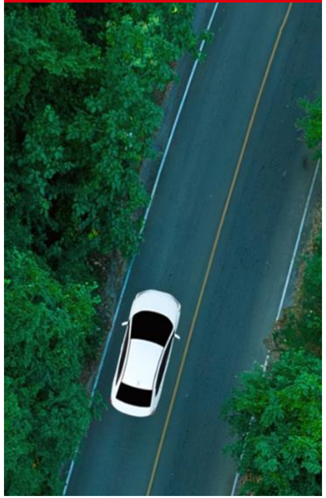
DRIVING GROWTH OPPORTUNITIES ALONG *GLOBAL MEGATRENDS*

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[1]

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** growth[1]

EXPANDING CAPACITIES driven by **HIGHER DEMAND**

[1] expected OSG CAGR 25-29   [2] for AI-related applications, e.g., Advanced Packaging and Data Centers

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

Inspiration and technology center ● Selected R&D facility ▲ Selected manufacturing site

Ensuring **customer proximity at global scale**

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

Building on **strong and scalable technologies**

~25% Newly launched products[1]	**>3,000** R&D experts[2]	**130** manufacturing sites
14 Technology platforms	**~€360m** R&D spend[3]	**>6,500** customer facing experts

[1] sales share of products launched in last 5 years [2] including application engineering experts [3] in FY 2025

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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**

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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*

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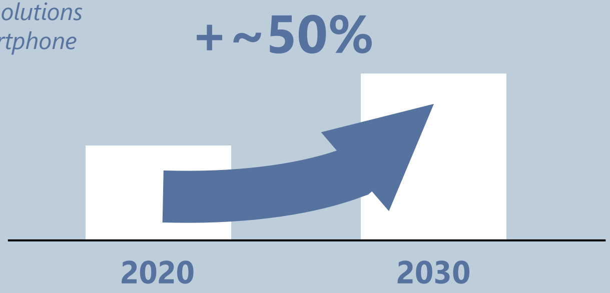
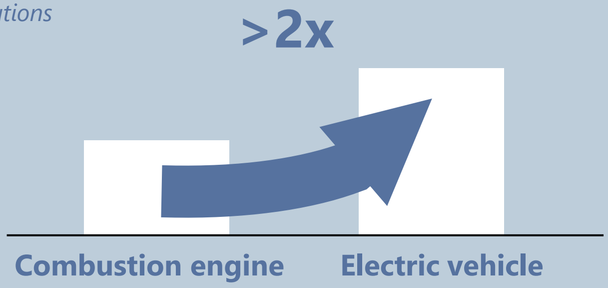
INCREASING NUMBER OF SOLUTIONS *PER UNIT ACROSS MARKETS*

Average number of Henkel solutions per smartphone



Applications enabling **MINIATURIZATION, WATER RESISTANCE** and **THERMAL MANAGEMENT** driving increased number of solutions in Consumer Devices

Sales potential of Henkel solutions



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

Henkel

LEADING THE ***SUSTAINABILITY TRANSFORMATION***

BUILDING A FUTURE-PROVEN SUSTAINABLE PRODUCT PORTFOLIO

Emission reduction, energy & material efficiency

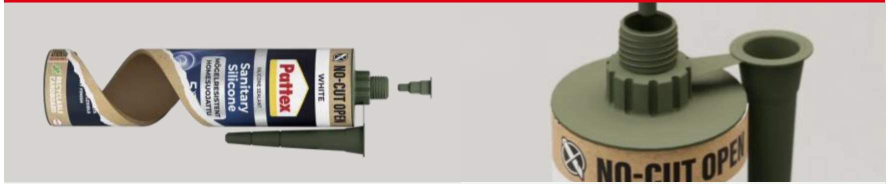
Circular materials, enabling debonding compatibility with recycling

Chemical safety, safety in application and end use phase

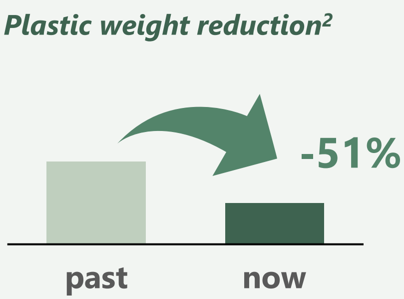
21% share[1]

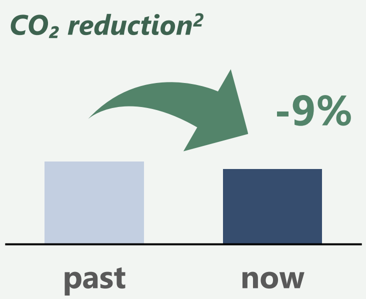
...of our portfolio's products with significant **positive contribution in sustainability**

SETTING NEW INDUSTRY STANDARDS FOR CIRCULARITY & CARBON FOOTPRINT REDUCTION



Selective example





More sustainable solution in cartridges contributing to **higher recyclability and reducing waste & overall CO_2 emissions**

[1] NES % of products classified as Pioneers and Contributors according to the Sustainability Portfolio Assessment 2024

[2] annualized estimates based on planned full-year production

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

- **Hotmelts**
- **Waterbased Adhesives**
- **Polyurethanes**
- **Thermosets**
- **Acrylates**
- **Surface Treatment & Cleaners**
- **Rubber, Plastisols & Parts**
- **Silicones, Silane Modified Polymers**
- **Specialties**
- **Inorganic Construction Adhesives**
- **Lubricants & Dispersions**
- **Thermal Management**

NEW TECHNOLOGIES
through acquisitions[1]

- **Engineered Infrastructure Systems** (2023 / 2024) — CRITICA Infrastructure; SEALFORLIFE Industries
- **Tapes** (2026) — ATP Adhesive Systems
- **Specialty Coatings** (2026) — Stahl

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

[1] Stahl Group not yet closed; subject to regulatory approvals

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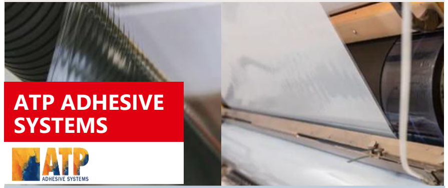
… ADDING ~*1.5BN OF PROFITABLE SALES* IN RECENT YEARS

ADJACENCIES			CORE
FLEXIBLE COATING TECHNOLOGY	**WATER-BASED SPECIALTY TAPES**	**MAINTENANCE, REPAIR & OVERHAUL**	**HIGH-PERFORMANCE FAÇADE SYSTEMS**



Flexible Coating Technology	Water-Based Specialty Tapes	Maintenance, Repair & Overhaul	High-Performance Façade Systems
Adds **complementary flexible coatings capabilities** and strengthens R&D	Expands into **high-performance water-based specialty tapes** and broadens the liquid-technologies platform	Enhances **MRO offering across key segments** and increases presence in attractive infrastructure markets	Combines **technical expertise, innovation, and service support** to meet evolving construction-industry needs
~725m€ business[2]	**~270m€** business[2]	**~350m€** business[3]	**~25m€** business[4]

[1] acquisition not yet closed; subject to regulatory approvals [2] in 2025 [3] in 2023 [4] majority stake; in 2025

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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 number of solutions** per unit 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

AUTOMOTIVE OEMs

CAR BODY MANUFACTURING


Structurals


Car body assembly


Metal & Surface treatment

AUTOMOTIVE COMPONENTS

AUTOMOTIVE ELECTRONICS


Control units & infotainment


Car sensors & cameras (ADAS[1])

E-MOBILITY

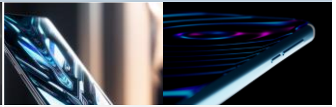

Car battery bonding


Car battery debonding

ELECTRONICS

CONSUMER DEVICES


Camera module bonding


Display & frame potting

SEMICONDUCTOR PACKAGING


Wirebond and advanced packaging

INDUSTRIALS

AEROSPACE


Aerospace surface treatment

DATA & TELECOM


Telecommunication & data centers

MEDICAL APPLICATIONS


Medical wearables & tapes

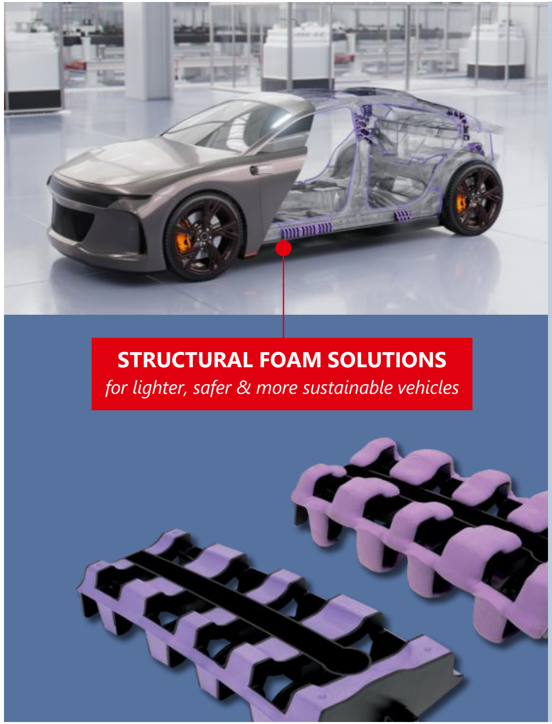
INDUSTRIAL MANUFACTURING


Metal coil pre-treatment


Home appliance coatings

[1] ADAS = Advanced Driver Assistance Systems

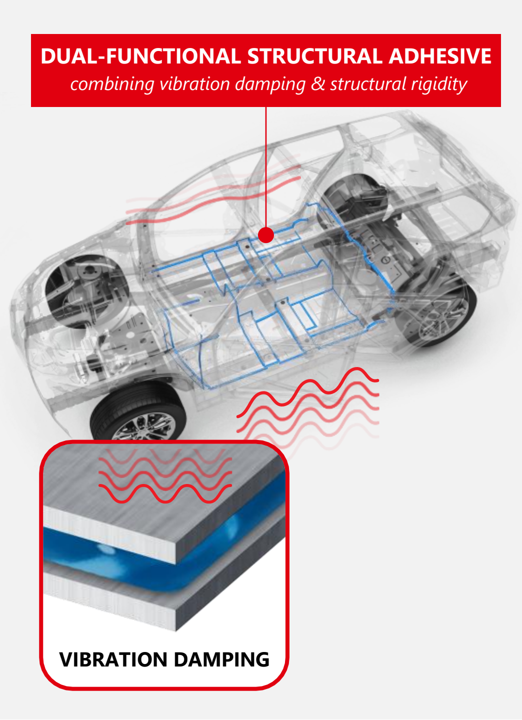
SHAPING THE FUTURE OF MOBILITY AS LEADING PARTNER OF AUTOMOTIVE OEMs



Acting as **STRATEGIC PARTNER FOR VEHICLE MANUFACTURERS**[1] 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**



[1] traditional OEMs & NEV manufacturers

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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[1] 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

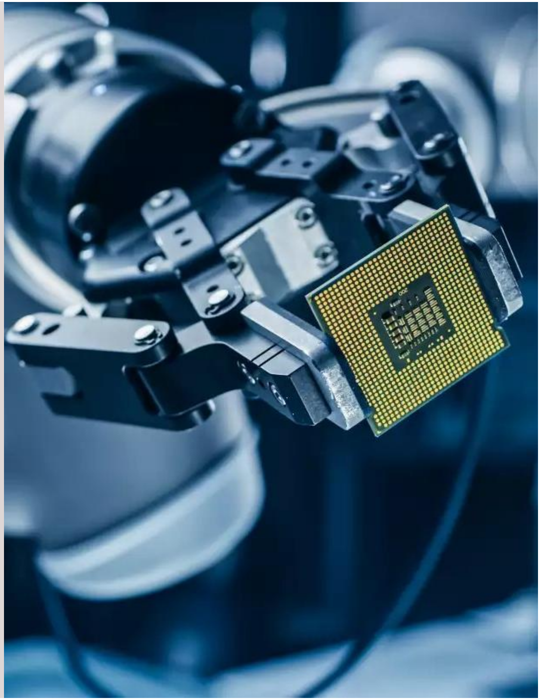
[1] based on launches over next 24 months

LEVERAGING TECHNOLOGY LEADERSHIP & INNOVATIONS FOR GROWTH IN ELECTRONICS

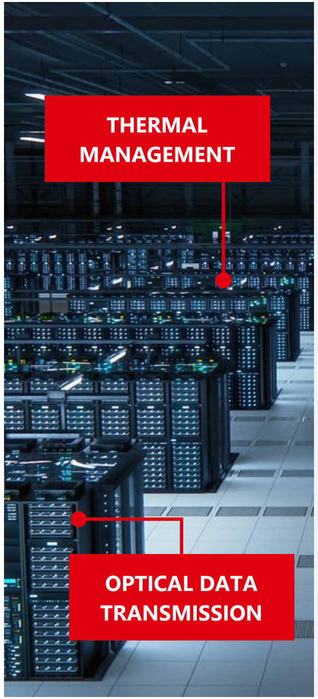
Unlocking new sensor-driven **BONDING & SEALING OPPORTUNITIES** from growth in consumer devices – **5.2BN SMARTPHONE CAMERAS** in 2030 (**>20%** vs 2024)

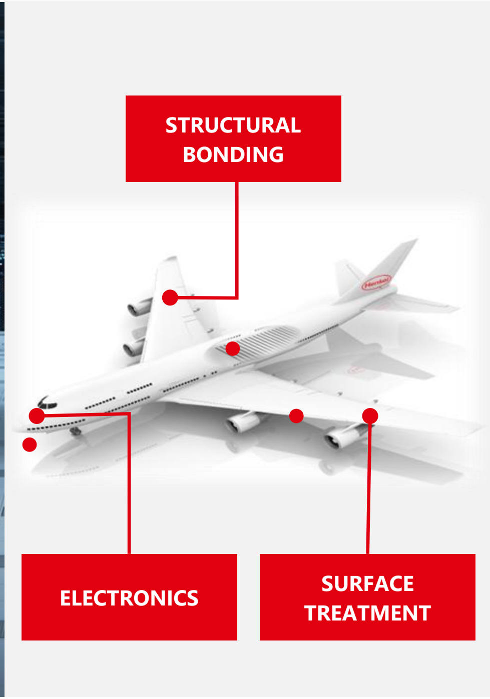
Capturing **DOUBLE-DIGIT GROWTH** through 2030 **FROM RISE OF AI** with solutions for advanced requirements in thermal management, protection & bonding

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

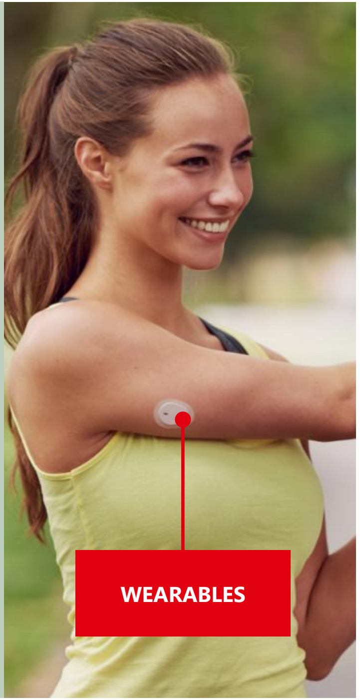




Driving **DOUBLE-DIGIT GROWTH**[1] with high-end thermal solution, protection & bonding portfolio for **DATACENTERS**

Capturing **VOLUME GROWTH IN AEROSPACE** – outperforming markets with **HIGH SINGLE-DIGIT GROWTH**[1]

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



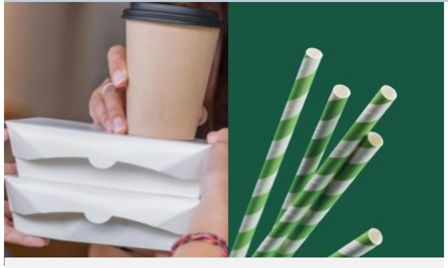
[1] expected OSG CAGR 25-29

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

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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[1]

Addressing high market potential & achieving **3X HIGHER GROWTH**[2] in products fostering sustainability

[1] New products with lower than conventional market standard Downstream and Upstream Scope 3 emissions launched in between 20-25.
[2] 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

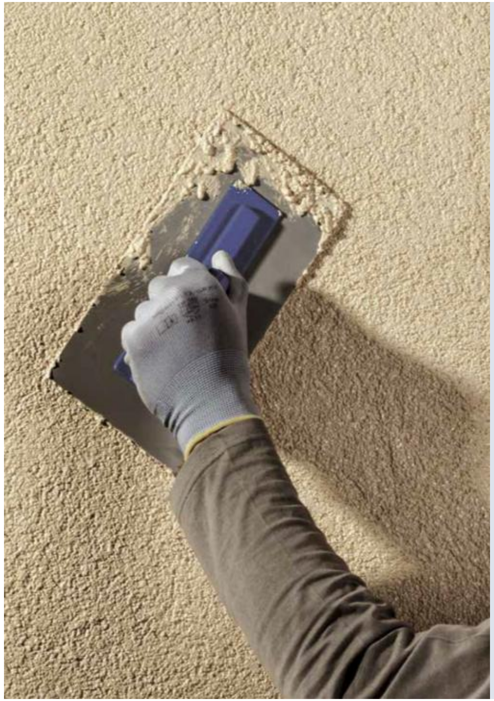
EMPOWERING CONSUMERS AND PROFESSIONALS TO MAKE HOMES A BETTER PLACE

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



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_2 EMISSIONS** from cement-based products

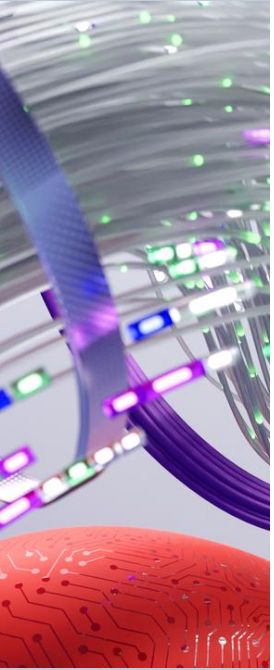
DRIVING SCALABLE VALUE FOR CUSTOMERS IN GENERAL MANUFACTURING & MAINTENANCE

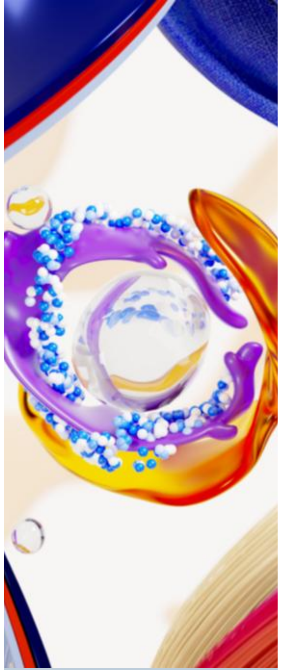
Leveraging **ICONIC BRANDS**, deep **APPLICATION EXPERTISE** & a global **DISTRIBUTION NETWORK**, to help industrial customers extend asset life-time, improve process efficiency & advance sustainability

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

Operating successfully in **ATTRACTIVE MARKETS**, e.g., MRO[1], with **HIGH SINGLE-DIGIT GROWTH[2]**

[1] Maintenance, Repair and Overhaul
[2] OSG CAGR 21-25





CONSUMER BRANDS

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**

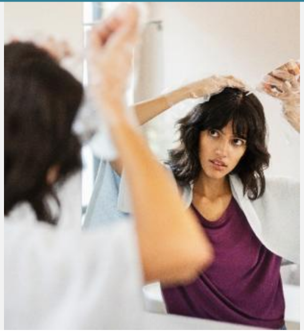
CONSUMER BRANDS

#2 PLAYER IN OUR ACTIVE MARKETS

STRONG GROWTH DYNAMICS OF TOP 10 BRANDS

Persil · all · Perwoll · Schwarzkopf · Bref · Pril · got2b · Purex · Dial · SYOSS

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

based on trade panel data from NielsenIQ/Circana (Laundry & Home Care and Hair Consumer) & Kline

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

based on trade panel data from NielsenIQ / Circana 2025 (Laundry & Home Care and Hair Consumer); Kline data for Hair Professional 2024

UNITED UNDER **ONE STRONG ~10BN€ PLATFORM**

60%

LAUNDRY & HOME CARE

- Laundry Care
- Home Care

34%

HAIR

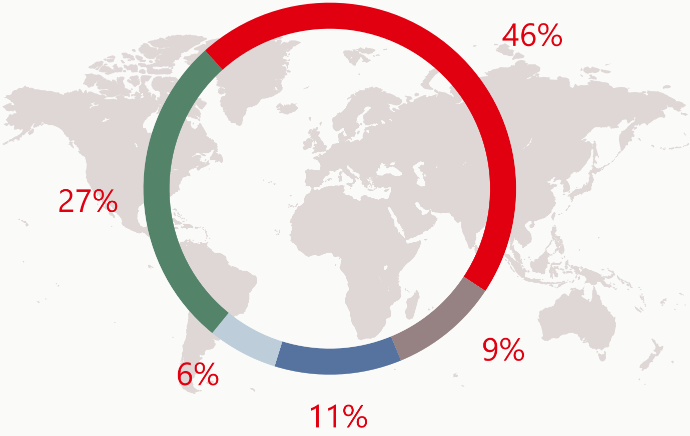
- Consumer
- Professional

6%

OTHER CONSUMER BUSINESSES

KPIs 2025

OSG	ADJ. EBIT	ADJ. EBIT MARGIN
0.3%	€1,400m	14.5%



Europe
Asia-Pacific
IMEA
Latin America
North America

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
Optimization of organizational set-up and teams	**Fundamental portfolio transformation** with sharpened brand focus	Focus on **supply chain network**, **commercial integration** and **operational excellence**
Merger of two business units	**Divested or discontinued sales** of slightly above **€1bn**	**"1-1-1 approach"**[2] live in all targeted countries
Implementation of **highly efficient structures**	**Exit** from **selected categories**[1] and **~-40% reduction** of **#SKUs**	**~25% complexity reduction**

… reaching above-target savings of €540m with significant re-investments in the business[3]

[1] Air Freshener, Oral, Skin and selective Body Care markets
[2] one order, one shipment, one invoice
[3] versus base FY 2021

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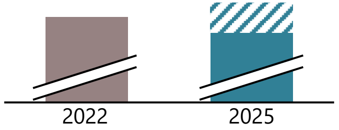
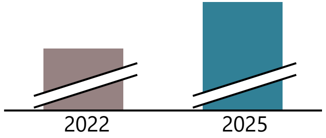
... FUELING SUSTAINABLE PROFITABLE GROWTH ON *SOLID AND HEALTHY GROUNDS*

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

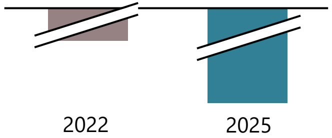
Sales [in MEUR]
Δ 2025 vs. 2022
▲ **~3.0%**
OSG CAGR



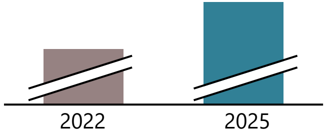
Adj. Gross Margin [in %]
Δ 2025 vs. 2022
▲ **~1,200 bps**



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[1]

▲ **#3**
(before: #14)
US Perception Rating[2]

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

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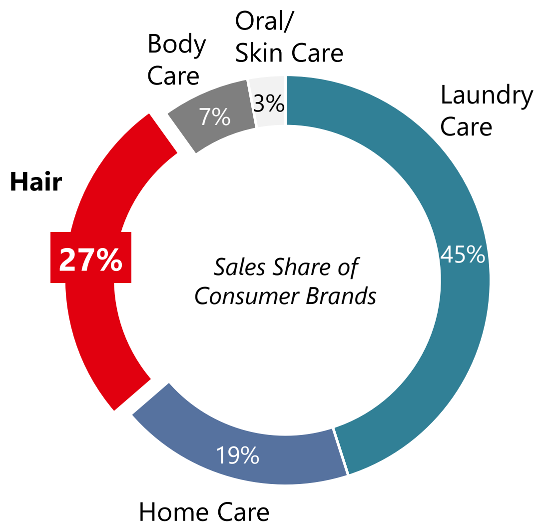
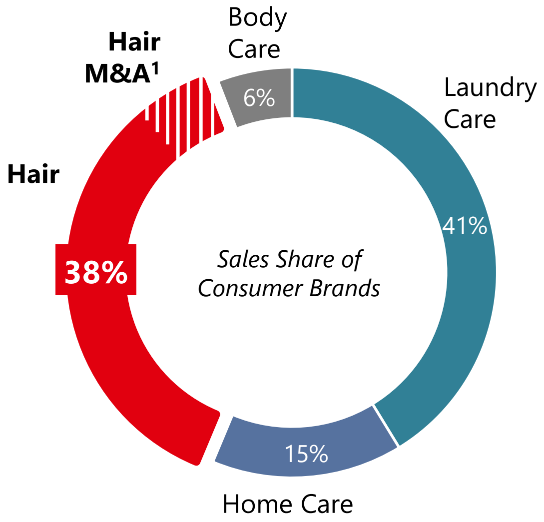
TRANSFORMING CONSUMER BRANDS PORTFOLIO THROUGH STRATEGIC REFOCUS & TARGETED M&A

HCB PORTFOLIO 2021



HCB PORTFOLIO 2025
(pro-forma[1])



ATTRACTIVE CATEGORIES & sharpened **BRAND FOCUS**

CLEAR M&A STRATEGY with expansion in **HAIR** (~€1bn since 2021[1])

MORE BALANCED PORTFOLIO with Hair[1] to reach nearly the size of Laundry Care with ~40% sales share each

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

[1] incl. recent M&A

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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

based on trade panel data from Nielsen / Circana 2025 (Laundry & Home Care and Hair Consumer); Kline data for Hair Professional 2024

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

IDENTIFYING **RELEVANT CONSUMER NEEDS**

ROLLING OUT **IMPACTFUL INNOVATIONS**

ONGOING **GROWTH INVESTMENTS**

SUPPORTING WITH **INCREASED MARKETING SPEND**

SALES SHARE ~60%

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

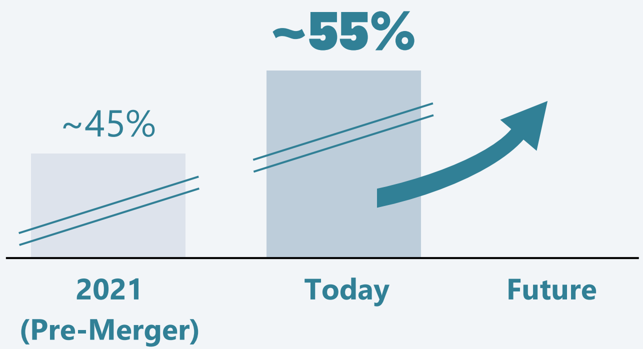
Repositioning Perwoll brand with **innovative formulations**

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

ACTIVELY SHAPING OUR PORTFOLIO WITH *INCREASED FOCUS ON ATTRACTIVE PREMIUM LAUNDRY CARE* MARKET

DRIVING PROFITABLE GROWTH THROUGH TECH-DRIVEN INNOVATIONS DELIVERING SUPERIOR CONSUMER BENEFITS

INCREASING PREMIUM SHARE IN LAUNDRY CARE



TOP BRANDS like **PERSIL & PERWOLL** with **~5% OSG** combined in H1

Strong **MARKET SHARE GAINS** of **+50 BPS** in attractive **FABRIC CARE** category in H1[1]

[1] based on trade panel data from NielsenIQ and Circana

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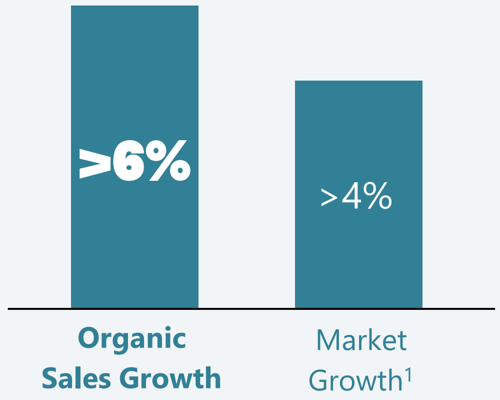
DRIVING ***STRONG PERFORMANCE IN HAIR*** THROUGH TECH-DRIVEN INNOVATIONS

OUTPERFORMING FAST-GROWING HAIR MARKET BY SHAPING CONSUMER TRENDS

CAGR
FY 2022-2025



Selective trends, e.g., in Hair Care

SKINIFICATION

HAIR PROTECTION

HAIR REPAIR

e.g., **NEW PREMIUM GLISS SCALP CARE LINE** with active ingredient technology incl. panthenol, biotin, and oil-/moisture-control complex

[1] Hair Consumer & Professional; based on trade panel data from NielsenIQ, Circana and Kline

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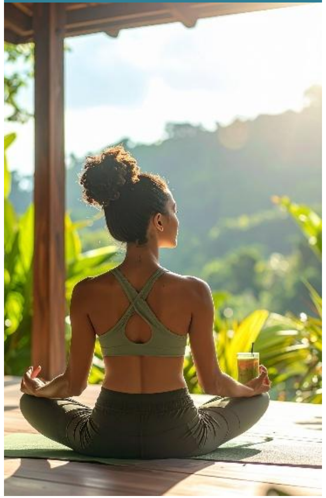
TRANSLATING ***GLOBAL TRENDS*** INTO ***CONSUMER-CENTRIC INNOVATIONS***

SUSTAINABILITY	HEALTH & WELLBEING	CONVENIENCE	DIGITALIZATION	PREMIUMIZATION
				
Empowering consumers to make more sustainable choices in their daily routines	Promoting products that support a healthier and balanced lifestyle	Simplifying daily tasks with personalized, easy-to-use, effective solutions	Enhancing the consumer experience through innovative digital tools	Elevating consumer experiences with superior products through our brands

pictures generated with AI

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

~ **10%** in **regions**	~ **70%** in **regions**
~ **90%** in **global** teams	~ **30%** in **global** teams

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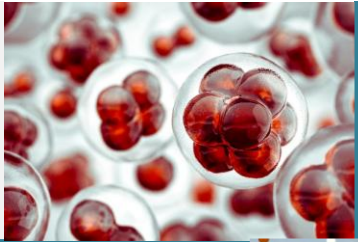
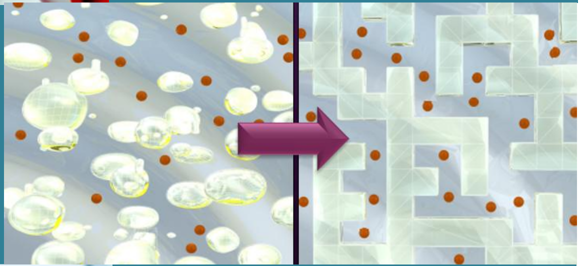
Best-in-class Bioscience
exclusive enzymes, microbiology and early pioneers for peptides



30 years
Experience in Enzyme Engineering

LEVERAGING TECHNOLOGY LEADERSHIP

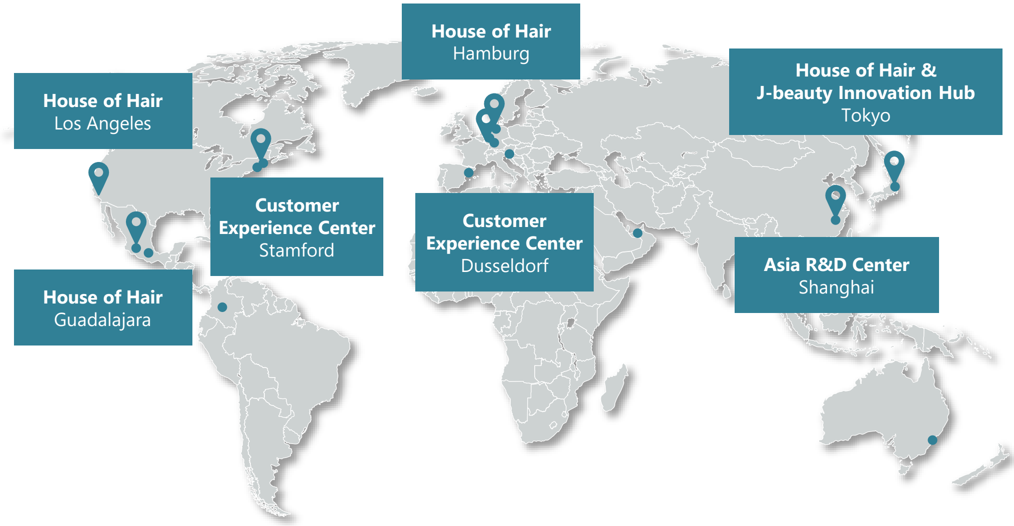


With our **in-house Fragrance Center**, we craft distinctive scents that enhance consumer experience

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



~1,000 Researchers	**~€270m[1]** R&D spend	**~50%** Innovation rate[2]	**>300** Open Inno. projects

Expanding footprint of Houses of Hair…

…underlining our ambition to become the Authority in Hair

[1] in FY 2025 [2] sales share of innovations launched within the last 3 years

OPERATIONS

100% CO_2 reduction[1] 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[2]

[1] per ton of product vs. 2010 [2] compared to 60°C

Henkel

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

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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 ~€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
(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**

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CONSUMER BRANDS

DEEP-DIVE:
OUR CATEGORIES AND BRANDS

LAUNDRY CARE
ICONIC BRANDS WITH DISTINCTIVE EQUITIES

Persil

DEEP CLEANING

#2 in Fabric Cleaning in Europe[1]

all

HYPOALLERGENIC SKIN

#1 in Sensitive Skin segment[1]

Perwoll

GENTLE CARE AND RENEWAL

#1 in Fabric Care[1]

Spee · Vernel · MAS · Cold Power · DYLON · Snuggle

[1] in active markets

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FABRIC CARE
GROWING THE CATEGORY FOR A BETTER FUTURE

Perwoll, leading global brand in the fastest-growing category[1] 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[2], leading

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

WE DRIVE THE CATEGORY GROWTH

[1] HCB active categories
[2] source: Electrolux, 2017 'Don't overwash'

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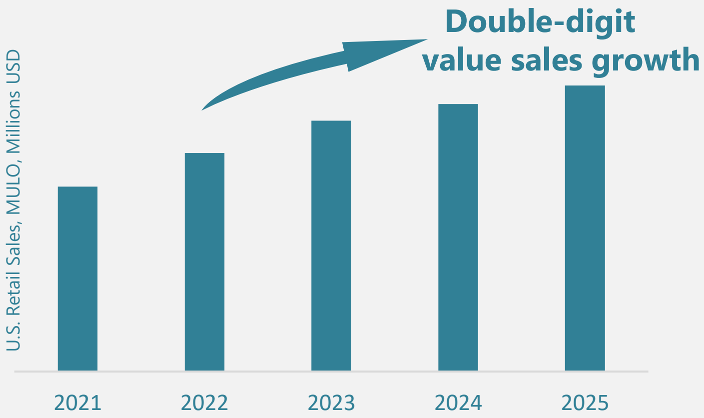
FABRIC CLEANING
ALL #1 SENSITIVE SKIN DETERGENT BRAND

all® free clear continues substantial growth



Source: Circana POS data, FY 2025

- **#1 Doctor recommended brand** for Sensitive Skin[2]
- 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[1]

[1] in active markets
[2] by dermatologists, allergists and pediatricians

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HOME CARE
ICONIC BRANDS THAT MEET EVERY HOME NEED

Bref

SUPERIOR TOILET CLEANING

Market leader across active markets[1]

Somat

THE EXPERT IN DISHWASHING

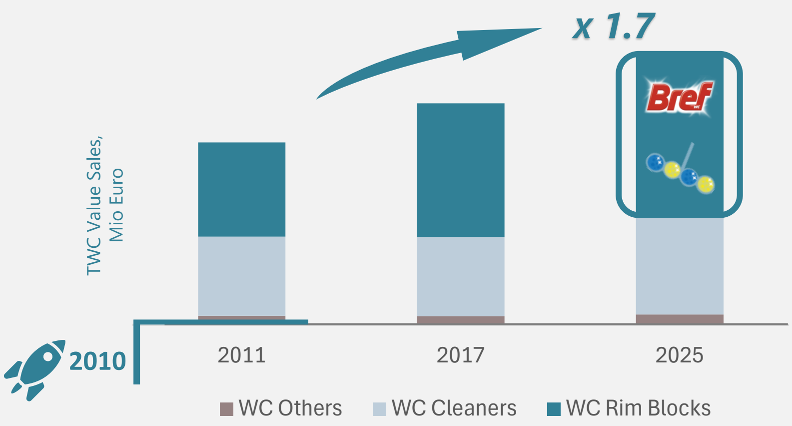
#1/#2 position in ~60% of active countries[1]

DAC Pril 홈매트 COMBAT

[1] in active markets

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[1]
- Bringing meaningful **innovation** to the market

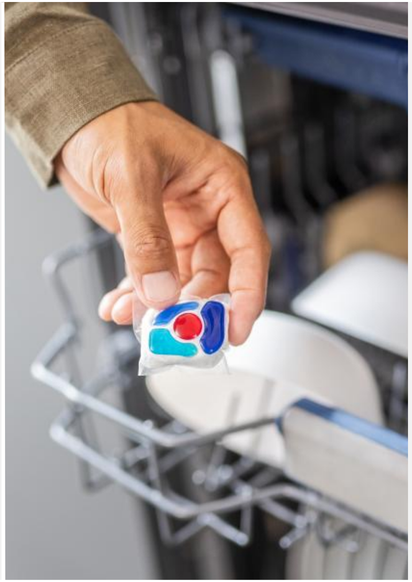
[1] Source: YouGov Panel Data, WC Frisch/Bref Rim Action, Germany 2025 vs. 2012

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_2 and money
- Better formulas for perfect results, minimizing personal effort and resource usage

SOMAT DRIVING CATEGORY GROWTH

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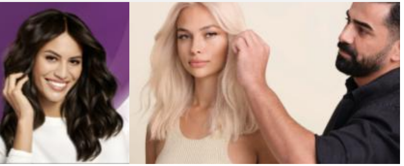
BUILDING ON A STRONG FOUNDATION TO BECOME *THE AUTHORITY IN HAIR*

WELL POSITIONED WITH CONSUMER (55%) AND PROFESSIONAL (45%) UNDER ONE ROOF[1]

WINNING ***COLORATION***



LEADING ***STYLING***

ACCELERATING ***CARE***

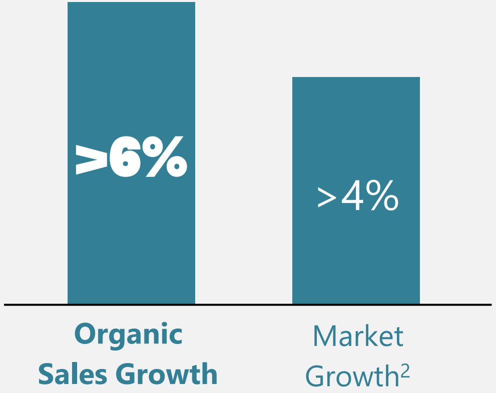
Driving organic growth with **STRONG BRANDS** like Schwarzkopf Masterbrand, Syoss and Got2B

Delivering **CUSTOMER-CENTRIC INNOVATIONS**

Accelerating growth by **LEVERAGING M&A**

OUTPERFORMING FAST-GROWING HAIR MARKET BY SHAPING CONSUMER TRENDS

CAGR FY 2022-2025



Selective trends, e.g., in Hair Care

SKINIFICATION

HAIR PROTECTION

HAIR REPAIR

[1] pro-forma Hair sales shares FY 2025 (incl. recent M&A)

[2] Hair Consumer & Professional; based on trade panel data from NielsenIQ, Circana and Kline

HAIR POWERHOUSE

WINNING COLORATION

The expert in color with +45 years experience

#1 Color brand[1]

The authority in blonde

#1 Color dedicated to blonde perfection

LEADING STYLING

The brand for long lasting hold

#1 Styling brand in Europe[2]

The brand empowering stylists

#1 Professional brand in North America[3]

ACCELERATING CARE

For advanced hair repair

#1 in Treatments, Conditioners and Hair repair[4]

The joi of healthy hair

Used by more than ~800,000 stylists in North America

[1] source: Panel data (NielsenIQ/ Circana), FY 2025; Unit Sales in active markets

[2] source: Panel data (NielsenIQ/ Circana), FY 2025

[3] source : Kline Salon Haircare Full Year 2024

[4] 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

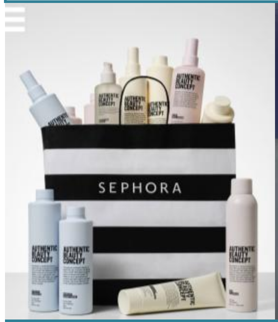
PRAVANA
Schwarzkopf PROFESSIONAL
JOICO the joi of healthy hair
DevaCurl
sexyhair
senscience
TEC ITALY
AUTHENTIC BEAUTY CONCEPT
KENRA PROFESSIONAL
HIDRA COLOR
NATURAL BEAUTY CARE
STMNT GROOMING GOODS
SHISEIDO PROFESSIONAL
ZOTOS PROFESSIONAL
kuul COLOR SYSTEM
INDOLA EXCLUSIVELY PROFESSIONAL

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**

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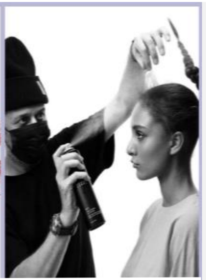
HAIR POWERHOUSE
SCHWARZKOPF MASTERBRAND

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



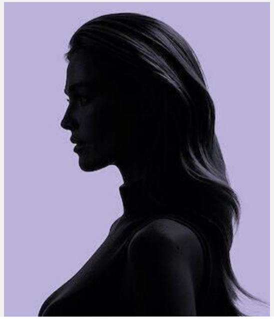
Schwarzkopf

IGORA · BLONDME · OSiS+ · BC BONACURE · SILHOUETTE

taft · GLISS · extra care HAIR REPAIR · Natural & Easy · LIVE

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

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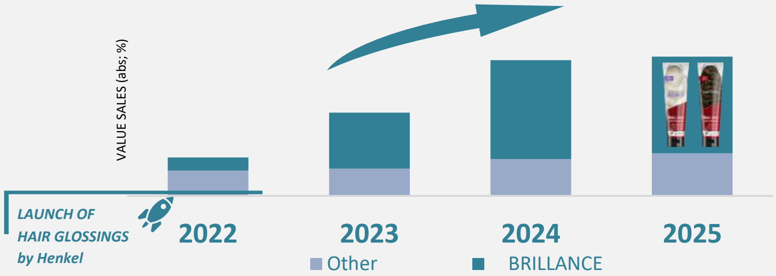
HAIR POWERHOUSE
WINNING COLORATION

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

i.e Schwarzkopf Brillance **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

source glossing data: Trade Panel Data Circana, FY2022-2025, Germany, Value Sales Level 1 Glossing Products
source palette data: Trade Panel Data NielsenIQ/Circana, FY2025, Unit Sales in All Active Markets

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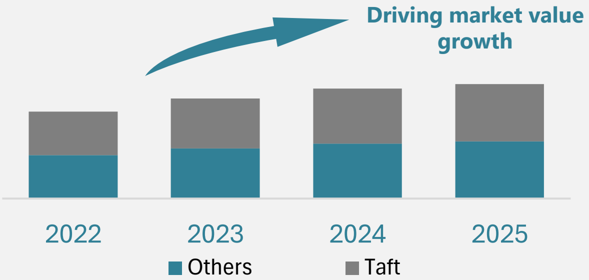
HAIR POWERHOUSE
LEADING STYLING

BEFORE

AFTER

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:



Schwarzkopf taft

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

source Taft: Panel data (Nielsen/Circana), FY2025, Value Sales in Germany

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HAIR POWERHOUSE
ACCELERATING CARE

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 – Scalp Balance

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

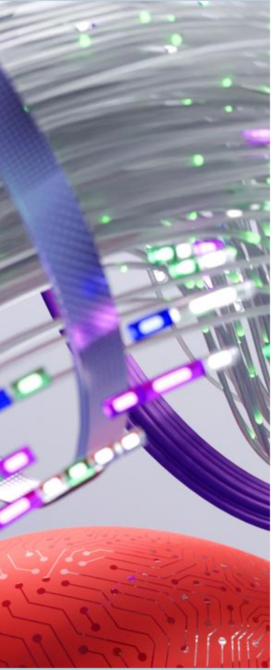
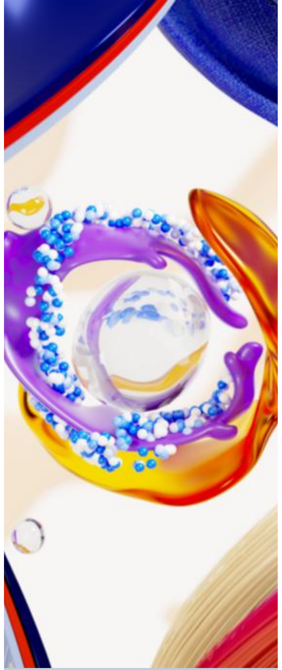
- Complete scalp care system targeting **moisture and oil balance**
- Active ingredient technology with **Panthenol, Biotin**, and **Oil-** or **Moisture-Control Complex**
- Dermatologically tested formulas that are **vegan** and **silicone-free**

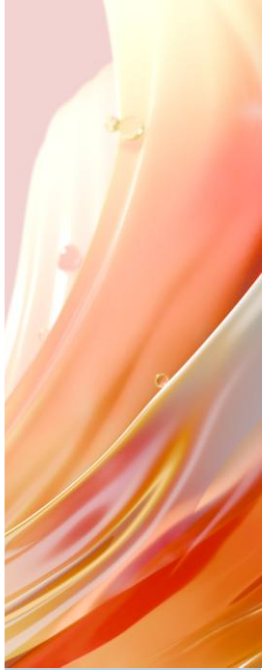
INNOVATIVE SCALP CARE AS THE FOUNDATION FOR HEALTHIER, STRONGER HAIR

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

2030+ Sustainability Ambition Framework firmly embedded –

driving transformational change in our business, value chains and markets

SUSTAINABILITY
DRIVING PROGRESS ALONG THE VALUE CHAIN

Sustainability at the core of our corporate strategy and company purpose

>30 years of continuous Sustainability Reporting

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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.*

*The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

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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

Henkel

TOWARDS ***ACHIEVING OUR AMBITIONS***

REGENERATIVE **PLANET**

STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO FUTURE

CIRCULARITY

28% share of recycled plastic for all consumer goods packaging[2]

(target: 30% by 2025)

NET-ZERO

-29% absolute scope **1, 2 and 3 GHG emissions**[1] 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)

[1] compared to the base year 2021

[2] from 15% in 2020

TOWARDS ***ACHIEVING OUR AMBITIONS***

THRIVING
COMMUNITIES

CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE

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***

TRUSTED **PARTNER**

DRIVE PERFORMANCE WITH INTEGRITY

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

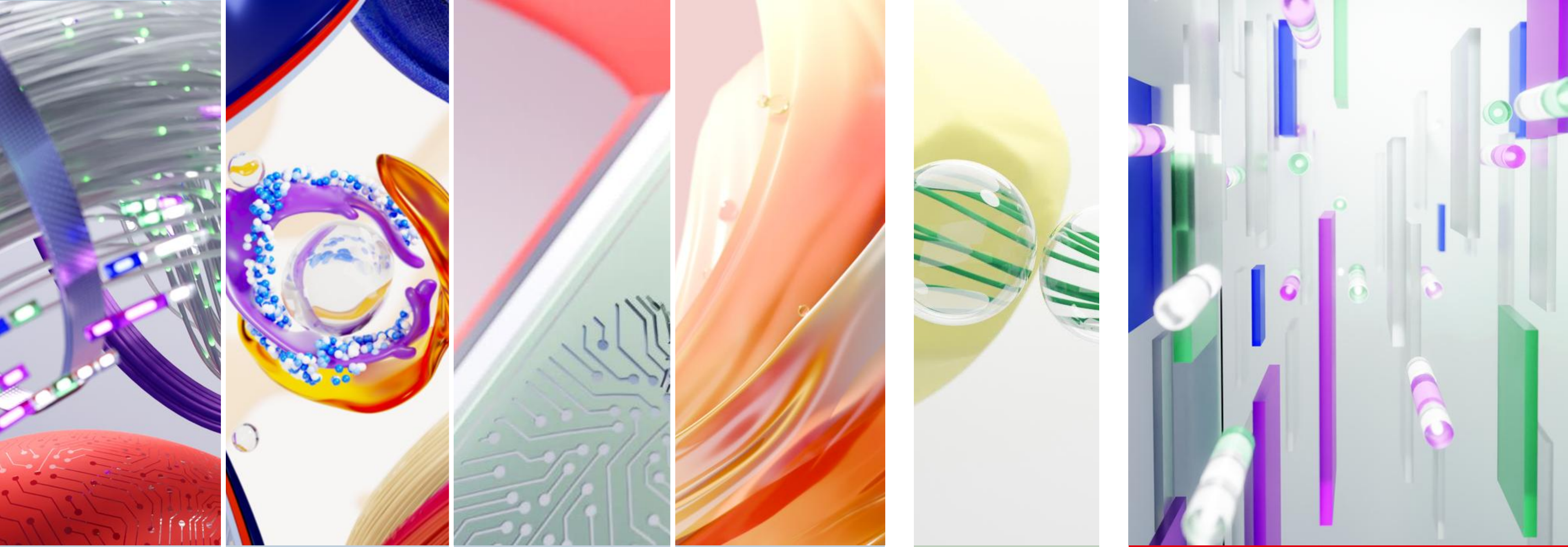
KEY FOR COMPETITIVENESS AND FUTURE BUSINESS VIABILITY

- **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



AT A GLANCE: REASONS TO INVEST

HENKEL GROUP

ADHESIVE TECHNOLOGIES

CONSUMER BRANDS

ESG

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