This presentation contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel’s control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Henkel’s net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

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AGENDA

01 Henkel Group Overview
02 Strategic Framework & Financial Ambition
03 Full-year 2019 Results & Outlook 2020
A GLOBAL LEADER IN BRANDS AND TECHNOLOGIES

HENKEL: THREE AREAS OF COMPETENCE

**Industrial Business**

- **Adhesive Technologies**
  - Globally leading positions
    - #1 Global

**Consumer Business**

- **Beauty Care**
  - #1 Styling
  - #2 Hair Coloration
  - #3 Hair Professional

- **Laundry & Home Care**
  - #1 Europe
  - #2 North America
  - #2 Global

Consumer business market positions in active markets

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WELL DIVERSIFIED AND BALANCED PORTFOLIO
THREE BUSINESS UNITS OPERATING ACROSS ALL REGIONS

Sales by business unit ¹

Adhesive Technologies 47%

Beauty Care 19%

Laundry & Home Care 33%

2019

Sales by region ¹

Latin America 6%

Africa/ Middle East 7%

Eastern Europe 15%

Asia/ Pacific 15%

Emerging Markets 40%

Western Europe 30%

North America 26%

¹ Corporate sales not included (account for 1% of sales)

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STRONG FOUNDATION

- Strong, long-standing customer relationships
- High-quality brands, innovations & technologies
- Global leader in Adhesive Technologies
- Beauty Care global #3 in Professional, selective strongholds in Hair Retail
- Global #3 in Laundry & Home Care with many leading positions
STRONG FOUNDATION

- Dedicated, passionate & loyal **team**
- **Sustainability** deeply rooted and widely recognized
- Strong track record in **execution & efficiency**
- Strong **balance sheet & cash generation** capabilities
- High number of **M&A** deals executed and integrated
Overall mixed performance in 2019

- Sales reaching €20.1, nominally up by 1.1%, organic sales growth flat
- Adj. EBIT at €3.2 bn, 7.9% below the prior year level
- Decline of Adj. EBIT Margin by 160bps to 16.0%, also due to increased growth investments
- Adjusted EPS\(^1\) 9.7% below previous year, at constant currencies -10.1%

\(^1\) Per preferred share
HENKEL GROUP FINANCIALS

Strong and consistent cash generation

- Continued focus on long-term cash expansion driven by operating performance, efficient capital management and disciplined CapEx
- Very robust balance sheet with net financial position of € -2,045 m as of December 31, 2019
- Cash generation capabilities and low debt levels provide options for investments
HENKEL GROUP REVIEW: BEAUTY CARE

- Attractive market with high gross margins
- Key competence Hair, stronghold Professional
- Iconic brands and innovation track record
- Leading Retail country-category positions
- Strong customer relationships & consumer insights, excellent technological expertise

- Underrepresented in high-growth markets / categories
- Part of portfolio currently not growing
- Tail of sub-scale brands
- Need to strengthen core brands with innovations and consistent marketing investments
HENKEL GROUP REVIEW: LAUNDRY & HOME CARE

- Attractive market – comprehensive coverage
- Global #3 with many leading positions
- Trusted brands with strong innovation
- Strengths in Detergents and Toilet Care
- Strong customer ties & consumer insights, excellent technological expertise

- Need to turn around North America
- Tail of sub-scale brands
- Inconsistent marketing investments

STRONG FOUNDATION

AREAS FOR CHANGE
HENKEL GROUP REVIEW: ADHESIVE TECHNOLOGIES

▪ Globally leading positions in attractive markets
▪ Balanced and robust portfolio, based on consistent portfolio management
▪ Most comprehensive technology portfolio
▪ Broadest regional coverage as well as customer and application mix
▪ Long-lasting, intimate customer relations

▪ Performance potential from sustainability not yet fully seized
▪ Potential to enrich portfolio with further future-oriented technologies and adjacent businesses

STRONG FOUNDATION

AREAS FOR CHANGE
HENKEL GROUP REVIEW: SUSTAINABILITY

- Sustainability part of DNA and holistic strategy in place
- Considerable progress made in achieving ambitious set of targets
- Leading in responsible sourcing and supply
- Ambassador program with >50,000 employees trained in sustainability
- Strong external recognition

- Strong position not tangible enough for our stakeholders, especially customers and consumers
- Potential to drive our performance with sustainable products and solutions not fully utilized
HENKEL GROUP REVIEW: DIGITAL

- Digitalization anchored as strategic priority
- Highly standardized ERP backbone
- State-of-the-art Shared Service organization
- Strong progress in Industry 4.0
- Global Digital Upskilling initiative

- Business opportunities from Digital and data not sufficiently capitalized
- Inadequate inhouse Digital expertise to respond to new market realities
- IT and CDO organizations decoupled
HENKEL GROUP REVIEW: CULTURE & PEOPLE

- Loyal and passionate people
- Attractive employer with strong brands & technologies and diverse career opportunities
- Established, long-term focus on talent development
- New Leadership Commitments shaping our foundation for a strong company culture

- Need to accelerate our cultural journey focusing on collaboration and empowerment
- Tackle rising scarcity of talent
AGENDA

01 Henkel Group Overview
02 Strategic Framework & Financial Ambition
03 Full-year 2019 Results & Outlook 2020
WIN THE 20s THROUGH PURPOSEFUL GROWTH
WIN THE 20s THROUGH PURPOSEFUL GROWTH

Create superior Customer & Consumer Value to outgrow the markets

Reinforce our leadership in Sustainability to shape Henkel’s future, contribute to society and benefit the planet

Enable our People to grow with a sense of belonging
KEY FOCUS TOPICS

Rigorously shape a **WINNING PORTFOLIO**

Accelerate with impactful **INNOVATIONS** supported by increased investments

Boost **SUSTAINABILITY** into a true differentiator

Transform **DIGITAL** into a customer & consumer value creator

Reshape **OPERATING MODELS** to be lean, fast & simple

Accelerate **CULTURAL JOURNEY** with Leadership Commitments at the core
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
RIGOROUSLY SHAPE A WINNING PORTFOLIO

- Active portfolio management
- Optimize consumer portfolio
- M&A integral part of our strategy
ACTIVE PORTFOLIO MANAGEMENT

- Specific focus on brands and categories in consumer businesses
- Key criteria: Market Attractiveness, Ability to Win, OSG and Gross Margin
- Portfolio measures: Turnaround / Continue & Divestment / Exit

Illustrative representation
OPTIMIZE CONSUMER PORTFOLIO

Brands and categories identified for portfolio measures with

>€ 1 bn total sales volume

Around 50% of identified sales marked for divestment or discontinuation by 2021

Illustrative representation

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M&A INTEGRAL PART OF OUR STRATEGY

- Key criteria: Availability of Target, Strategic Fit & Financial Attractiveness
- Expand technology leadership in Adhesive Technologies
- Focus on leading country/category positions, new business models and white spots in Consumer businesses

12.5 bn € invested in M&A since 2008

100 percent of investment was cash and/or debt-financed

20 bn € in free cash flow generated in 2008-19
PURPOSEFUL GROWTH

- Winning Portfolio
- Competitive Edge
- Future-ready Operating Model
  - Innovation
  - Sustainability
  - Digital
- Collaborative Culture & Empowered People
ACCELERATE WITH IMPACTFUL INNOVATIONS
SUPPORTED BY INCREASED INVESTMENTS

- Innovation approach
- Impactful innovations
- Increased investments
ENHANCE INNOVATION APPROACH

- Leverage digital tools and data for faster and better insights
- Intensify co-creation, open innovation and idea crowdsourcing
- Apply agile approaches and incubators for trend detection, testing & learning
- Enable creative leads by decision-making in the regions for the region
- Build Innovation Centers with state-of-the-art working space
IMPACTFUL INNOVATIONS
ADHESIVE TECHNOLOGIES

- Automotive industry in transformation
- Double-digit growth expected for electric and hybrid vehicles
- Electrification and autonomous driving significantly increase the number of electric components
- Well positioned to enable customers to shape the car of the future
IMPFCTFUL INNOVATIONS
ADHESIVE TECHNOLOGIES

- Worldwide 5G roll-out
- Internet of Things and mobile communication drive double-digit growth rates of 5G devices
- 20 million new 5G base stations to be installed globally by 2025 to enable high-speed data transmission
- Well positioned as material solution provider for the connected future
IMPACTFUL INNOVATIONS
BEAUTY CARE

- Win new customers and consumers with salon-exclusive, fully modular hair care brand Fibre Clinix
- Harness customization trend with SalonLab Analyzer – leading-edge hair & IoT science
- Sustain strong growth momentum in Professional
Attract new consumers via sustainable proposition of Nature Box solid bars: vegan, 0% plastic, travel-friendly, free-from

Seize opportunities in natural segment growing double-digit

Premiumize hair care portfolio by building on strong position of Nature Box
LAUNDRY & HOME CARE

- Leveraging breakthrough Persil 4in1 DISCS with innovations across countries
- New PROCLEAN OXI DISCS & Liquid in North America, with the best performance in the OXI segment
- Launch 4in1 DISCS with patented technology for Malodor Control offering unique, highly relevant benefit
Breakthrough in Hand Dishwashing with revolutionary innovations making dishwashing fast & easy

Global launch of new Pril 5+ with unique Self-Grease-Lift-Technology

Quick expansion of innovative Power & Pearls for extraordinary dishwashing experience
INCREASED INVESTMENTS

- Consistently support innovations and brands with targeted investments in core categories and regions
- €350 m increase of growth investments in advertising, digital and IT in 2020 versus 2018
- Sharpen communication of brand purpose
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
BOOST SUSTAINABILITY INTO A TRUE DIFFERENTIATOR

- Become climate-positive
- Promote circular economy
- Anchor Sustainability in all we do
BECOME CLIMATE-POSITIVE

ACCELERATE TOWARDS 2025

65% reduction in the CO₂ emissions of our production

100m t CO₂ saved together with our consumers, customers and suppliers

BECOME CLIMATE-POSITIVE BY 2040
CIRCULAR ECONOMY
ACCELERATE TOWARDS 2025

100% recyclable / reusable plastic packaging\(^1\)

50% reduction of fossil-based virgin plastics\(^2\)

\(^1\) Excl. adhesive products where residue may affect recyclability or pollute recycling streams
\(^2\) Consumer products

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POSITIVE SOCIAL IMPACT
ACCELERATE TOWARDS 2025

100% responsible sourcing

>50,000 engaged employees

IMPROVE
20 MILLION LIVES GLOBALLY
Consumer businesses:

▪ Central pillar of innovation strategy
▪ Strengthen sustainability positioning and brand purpose
▪ New plastics strategy: less – recycled – zero

Adhesive Technologies:

▪ Stronger positioning of sustainability
▪ Leveraging market potential
▪ Setting industry standards
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation  Sustainability  Digital

Collaborative Culture & Empowered People
TRANSFORM DIGITAL INTO A CUSTOMER & CONSUMER VALUE CREATOR

- Boost 1:1 engagement and digital sales in consumer
- Drive E2E customer-centric digitalization in industrial
- Enable digital business focus and efficiency
BOOST 1:1 ENGAGEMENT AND DIGITAL SALES IN CONSUMER

- Scale-up IoT projects and D2C – eSalon, SalonLab, Choicify, Somat Smart, Truman’s
- Build 1:1 consumer relationships leveraging eCRM – Schwarzkopf CRM, Ask Team Clean
- Expand inhouse capabilities to enhance speed and relevance – Content Factories
- Drive digital sales growth through dedicated and unique e-Innos – Persil concentrated tabs
DRIVE E2E CUSTOMER-CENTRIC DIGITALIZATION IN INDUSTRIAL

- Digitalization of customer experience across all touchpoints
- End-to-end data integration to strengthen competitive advantage
  - Creation of innovative solutions through Analytics and Artificial Intelligence
  - Efficiency increase in Operations & Supply Chain
- Further build-up of expertise through recruitment of data scientists & engineers
ENABLE DIGITAL BUSINESS
FUTURE SET-UP

- Combining Digital and IT under CDIO, reporting to CEO
- Business Technology continuously optimizing processes & IT systems to ensure efficiency
- Henkel Digital as dedicated unit for market-oriented incubation & innovation
  - Hubs in Berlin, Silicon Valley & Asia
  - Internal software, data & analytics expertise
  - New business building
  - Driving strategic partnerships
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
RESHAPE OPERATING MODELS TO BE LEAN, FAST & SIMPLE

- Step-up customer & consumer proximity
- Increase efficiency
ADHESIVE TECHNOLOGIES

- Strategic Business Units (SBUs) focused on customers and markets
- End-to-end responsibility of SBUs enables fast customer responsiveness
- Drive synergies and competitive advantage through scale and know-how across portfolio

Market

- Automotive & Metals
- Packaging & Consumer Goods
- Electronics & Industrials
- Craftsmen, Construction & Professional

Megatrends

- Mobility
- Sustainability
- Connectivity
- Urbanization

4 Divisions with 11 SBUs
BEAUTY CARE

- Empower the front line being closest to consumers and customers
- Design, develop and decide in the region for the region
- Establish global growth office to identify and prioritize buckets of growth
- Leaner structures with less layers and complexity
LAUNDRY & HOME CARE

- Enhanced regional focus for more synergies & empowerment with three regions
- New Digital & Game Changer Unit focusing on future growth fields
- New process and agile methods for more agility and customer & consumer proximity
PURPOSEFUL GROWTH

Winning Portfolio

Competitive Edge

Future-ready Operating Model

Innovation

Sustainability

Digital

Collaborative Culture & Empowered People
ACCELERATE **CULTURAL JOURNEY**
WITH LEADERSHIP COMMITMENTS AT THE CORE

- Drive culture of collaboration and empowerment
- Upskill employees on future capabilities
- Enable people to grow with strong sense of belonging
We act as entrepreneurs

We develop people with passion

We collaborate as strong teams

We own our results
DRIVE CULTURE OF COLLABORATION AND EMPOWERMENT

Leadership Commitments introduced as first step of our cultural journey
- Powerful global roll-out
- Integration in key HR processes

Cultural transformation requires engagement of all employees
- Commitment to transformation at the top
- Leverage change potential of younger generation
UPSKILL EMPLOYEES ON FUTURE CAPABILITIES

- Cloud-based learning platform
- 1st global Digital Upskilling Initiatives
- Upskilling offer for senior management
- Digital workforce transformation by recruiting digital talents
FOR THOSE WHO COLLABORATE
FOR THOSE WHO STAY CURIOUS
STEP UP
FOR THOSE WHO RULE THE CHANGE
FOR THOSE WHO MAKE A DIFFERENCE
PURPOSEFUL GROWTH

Winning Portfolio
Rigorously shape a winning portfolio

Competitive Edge
Innovation
Accelerate with impactful innovations supported by increased investments

Sustainability
Boost sustainability into a true differentiator

Digital
Transform digital into a customer & consumer value creator

Future-ready Operating Model
Reshape operating models to be lean, fast & simple

Collaborative Culture & Empowered People
Accelerate cultural journey with Leadership Commitments at the core
FIRST SET OF ACTIONS

Shape portfolio: >€ 1 bn sales identified, ~50% marked for divest / exit by 2021
Step up investments by € 350 m vs 2018 to succeed with impactful innovations
Reduce CO₂ by 65% and move to 100% recyclable / reusable plastics by 2025
Implement new “Digital Business” set-up in 2020
Complete execution of operating models in all businesses
Finalize roll-out of Leadership Commitments
MID- TO LONG-TERM FINANCIAL AMBITION
COMMITTED TO PURPOSEFUL GROWTH

- Achieve organic sales growth of 2-4%
- Deliver mid- to high single-digit % adjusted EPS growth at constant currencies
- Continued focus on Free Cash Flow expansion

- Pursue compelling growth opportunities with superior execution
- Maintain cost discipline and focus on margin
AGENDA

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BUSINESS ENVIRONMENT

2019

- Muted growth in industrial production, H2 recovery did not materialize
- Overall supportive consumer markets with good growth dynamics, yet highly competitive
- Economic activity impacted by continued geopolitical tensions and trade conflicts
- Slight currency tailwinds, persisting pressure from some Emerging Market currencies
- Direct materials pricing headwinds easing throughout the year
OVERALL MIXED PERFORMANCE IN 2019

Nominal Sales

€ 20.1 bn
+1.1%

Organic Sales Growth

0.0%

Adjusted EBIT Margin

16.0%
-160bps

Adjusted EPS¹

€ 5.43
-10.1%²

Free Cash Flow

€ 2.5 bn
€ +554 m

Dividend Proposal³

€ 1.85
stable

¹ Per preferred share ² At constant exchange rates ³ Proposal to shareholders at AGM 2020
FLAT ORGANIC SALES DEVELOPMENT
POSITIVE PRICING COMPENSATING FOR VOLUME DECLINE

Sales in € m, changes in %

<table>
<thead>
<tr>
<th></th>
<th>FY 2018</th>
<th>Volume</th>
<th>Price</th>
<th>M&amp;A</th>
<th>FX</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>19,899</td>
<td>-1.8%</td>
<td>+1.8%</td>
<td></td>
<td></td>
<td>20,114</td>
</tr>
</tbody>
</table>

**OSG:** 0.0%

+0.5%

+0.6%

+1.1%
WEAK DEVELOPMENT IN MATURE MARKETS AND ASIA
ORGANIC SALES GROWTH FY 2019

- North America: -2.3%
- Western Europe: -1.2%
- Latin America: +4.9%
- Africa / Middle East: +13.3%
- Eastern Europe: +6.5%
- Asia-Pacific: -6.5%
- Mature Markets: -1.6%
- Emerging Markets: +2.5%
ADHESIVE TECHNOLOGIES

ORGANIC SALES GROWTH: -1.5%

- Significant headwinds especially in Automotive and Electronics
- General Industry affected by demand-driven de-stocking in distribution channels
- Packaging & Consumer Goods flat, but good growth with food packaging solutions
- Strong growth in building and construction in Emerging Markets
- Positive pricing secured in an increasingly challenging industrial environment
<table>
<thead>
<tr>
<th>Metric</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Organic Sales Growth</strong></td>
<td>-1.5%</td>
</tr>
<tr>
<td>Price</td>
<td>+1.8%</td>
</tr>
<tr>
<td>Volume</td>
<td>-3.3%</td>
</tr>
<tr>
<td><strong>Adjusted EBIT Margin</strong></td>
<td>18.1%</td>
</tr>
<tr>
<td>Change y-o-y</td>
<td>-60bps</td>
</tr>
<tr>
<td><strong>Net Working Capital</strong></td>
<td>11.5%</td>
</tr>
<tr>
<td>Change y-o-y</td>
<td>-30bps</td>
</tr>
</tbody>
</table>

ADHESIVE TECHNOLOGIES
FY 2019

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BEAUTY CARE
ORGANIC SALES GROWTH: -2.1%

▪ Retail with weak development, heavily impacted by de-stocking in China
▪ Western European market shares slightly down in a low growth environment
▪ Full year turnaround in North America not yet achieved, but returned to growth in H2
▪ Share gains in Hair Color and Styling
▪ Continued strong momentum in Professional
▪ Positive contributions from increasing focus on nature brands
BEAUTY CARE
FY 2019

### Organic Sales Growth
- Price: -0.6%
- Volume: -1.5%
- Change y-o-y: -2.1%

### Adjusted EBIT Margin
- Change y-o-y: 13.4%
- Change y-o-y: -370bps

### Net Working Capital
- Change y-o-y: 1.9%
- Change y-o-y: -280bps
LAUNDRY & HOME CARE
ORGANIC SALES GROWTH: +3.7%

- Good growth in Laundry Care, supported by double-digit growth of #1 brand Persil
- Home Care with very strong performance, driven by Toilet Care and Hand Dishwashing
- Share losses in North America
- Emerging Markets with double-digit growth
LAUNDRY & HOME CARE
FY 2019

Organic Sales Growth

+3.7%

Price
+3.2%

Volume
+0.5%

Adjusted EBIT Margin

16.5%

Change y-o-y
-160bps

Net Working Capital

-5.3%

Change y-o-y
-140bps
ADJUSTED GROSS PROFIT TO ADJUSTED EBIT
FY 2019

in % of sales
Impact on Adjusted EBIT Margin in pp vs. PY

- Adjusted Gross Profit: 46.3% (-0.2pp)
- Marketing, selling & distribution: -23.9% (-1.3pp)
- R&D: -2.4% (0.0pp)
- Admin: -4.4% (0.0pp)
- OOI / OOE: +0.4% (-0.1pp)
- Adjusted EBIT: 16.0% (-1.6pp)

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STEP-UP IN GROWTH INVESTMENTS STARTED

- Step-up in 2019 investments around 50% of planned amount of € 300 million
- Positive impact from successful initiatives, incl.
  - Double-digit growth of Persil, Pril and Bref
  - Strong growth of Hair Professional, got2b, Hair Coloration and nature brands
  - Roll-out of Adhesive Technologies eShop
- Execution of investment plans held back
  - Start of key initiatives only from end of Q1
  - Compensating for unexpected developments
ADAPTING OUR STRUCTURES

- Further increasing efficiencies and adapting our structures to market and customer requirements
- 2019 focus on:
  - changes of go-to-market model in Emerging Markets
  - sales & distribution and production & logistics optimization
ADJUSTED EPS BELOW PRIOR YEAR
FY 2019

in € m

- 3,220
- 88
- 760 (24.3%)¹

2,372
- 19
2,353

€ 5.43

- 9.7% y-o-y
- 10.1% at constant currencies

¹ Adjusted tax rate

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### FINANCIAL POSITION FURTHER STRENGTHENED

**FY 2019**

<table>
<thead>
<tr>
<th>Net Working Capital</th>
<th>Free Cash Flow</th>
<th>Net Financial Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9%</td>
<td>€ 2,471 m</td>
<td>€ -2,045 m</td>
</tr>
<tr>
<td>Change y-o-y</td>
<td>Change y-o-y</td>
<td>Change y-o-y</td>
</tr>
<tr>
<td>-120bps</td>
<td>€ +554 m</td>
<td>€ +850 m</td>
</tr>
</tbody>
</table>
DISCIPLINED APPROACH TO CAPITAL ALLOCATION

€ 662 m CapEx investments, equivalent to 3.3% of sales
Particular focus on growth and capacity expansion

€ 582 m Acquisitions with consistent execution of M&A strategy
Venture Capital activities further advanced
STABLE DIVIDEND DESPITE LOWER EARNINGS

€ 1.85\(^1\)  
Dividend per preferred share  
Dividend kept stable despite lower earnings level in FY 2019

34.2%  
Dividend pay-out ratio, increased by 3.3pp y-o-y  
Pay-out well in-line with target ratio of 30 to 40%

\(^1\) Proposal to shareholders at AGM 2020
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GUIDANCE 2020
FORECAST WITHDRAWN AS PER STATEMENT ON 7 APRIL

- Forecast for fiscal 2020 published in Annual Report 2019 no longer upheld
- Reliable and realistic evaluation of future business performance not possible due to dynamic development of COVID-19 pandemic
- Henkel is responding to the crisis with specific measures, but cannot predict with sufficient reliability over what period and to what extent it will face further impacts
- New forecast to be published once sufficiently reliable evaluation of future business performance in 2020 is possible
THANK YOU
## OVERALL MIXED PERFORMANCE IN Q4 2019

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal Sales</td>
<td>€4.9 bn</td>
<td>+1.3%</td>
</tr>
<tr>
<td>Organic Sales Growth</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBIT</td>
<td>€729 m</td>
<td>-9.1%</td>
</tr>
<tr>
<td>Adjusted EBIT Margin</td>
<td>14.7%</td>
<td>-170 bps</td>
</tr>
<tr>
<td>Adjusted EPS&lt;sup&gt;1&lt;/sup&gt;</td>
<td>€1.23</td>
<td>-14.1%&lt;sup&gt;2&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

<sup>1</sup> Per preferred share  
<sup>2</sup> At constant exchange rates

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FLAT ORGANIC SALES DEVELOPMENT
POSITIVE PRICING COMPENSATING FOR VOLUME DECLINE

Sales in € m, changes in %

Net Sales Q4 2018: 4,884

Volume -1.0%
Price +1.0%
M&A
FX +0.4%
M&A +0.9%
FX
Net Sales Q4 2019: 4,947
+1.3%
WEAK GROWTH IN MATURE AND EMERGING MARKETS
ORGANIC SALES GROWTH Q4 2019

North America
-1.5%

Western Europe
+0.5%

Eastern Europe
+3.6%

Latin America
+3.9%

Africa / Middle East
+4.3%

Asia-Pacific
-3.8%

Mature Markets
-0.5%

Emerging Markets
+1.0%
<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Organic Sales Growth</th>
<th>Adjusted EBIT Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adhesive Technologies</td>
<td>-1.8%</td>
<td>17.0%</td>
</tr>
<tr>
<td></td>
<td>Price: +0.5%</td>
<td>Change y-o-y: -120bps</td>
</tr>
<tr>
<td></td>
<td>Volume: -2.3%</td>
<td></td>
</tr>
<tr>
<td>Beauty Care</td>
<td>-1.6%</td>
<td>11.7%</td>
</tr>
<tr>
<td></td>
<td>Price: -1.4%</td>
<td>Change y-o-y: -340bps</td>
</tr>
<tr>
<td></td>
<td>Volume: -0.2%</td>
<td></td>
</tr>
<tr>
<td>Laundry &amp; Home Care</td>
<td>+4.0%</td>
<td>16.1%</td>
</tr>
<tr>
<td></td>
<td>Price: +3.3%</td>
<td>Change y-o-y: -190bps</td>
</tr>
<tr>
<td></td>
<td>Volume: +0.7%</td>
<td></td>
</tr>
</tbody>
</table>
## NEW IFRS 16 LEASE STANDARD

### P&L IMPACT FROM FIRST-TIME APPLICATION

<table>
<thead>
<tr>
<th>in € m</th>
<th>Impact on Q1 results</th>
<th>Impact on H1 results</th>
<th>Impact on Q1–Q3 results</th>
<th>Impact on full year</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>No impact</td>
<td>No impact</td>
<td>No impact</td>
<td>No impact</td>
</tr>
<tr>
<td>Operating expense</td>
<td>0+37</td>
<td>+74</td>
<td>+112</td>
<td>+149</td>
</tr>
<tr>
<td>EBITDA</td>
<td>0+37</td>
<td>+74</td>
<td>+112</td>
<td>+149</td>
</tr>
<tr>
<td>D&amp;A</td>
<td>-33</td>
<td>-66</td>
<td>-100</td>
<td>-133</td>
</tr>
<tr>
<td>Operating profit (EBIT)</td>
<td>0+4</td>
<td>+8</td>
<td>+12</td>
<td>+16</td>
</tr>
<tr>
<td>Adj. EBIT Margin</td>
<td>No material impact</td>
<td>No material impact</td>
<td>No material impact</td>
<td>No material impact</td>
</tr>
<tr>
<td>Financial result</td>
<td>-4</td>
<td>-8</td>
<td>-12</td>
<td>-16</td>
</tr>
<tr>
<td>Net income</td>
<td>No material impact</td>
<td>No material impact</td>
<td>No material impact</td>
<td>No material impact</td>
</tr>
</tbody>
</table>
MANAGEMENT STRUCTURE
HENKEL AG & CO. KGAA

Henkel Management AG
- AG as sole personally liable partner
- Management of the businesses of Henkel AG & Co. KGaA

Shareholders’ Committee (KGaA)
- Approval of significant corporate actions, strategy
- Appointment of Management Board (indirect via Supervisory Board AG)

Supervisory Board (KGaA)
- Supervision of management
- Appointing the statutory auditor

Annual General Meeting (KGaA)
- Approval of the financial statements
- Decision about the dividend
MANAGEMENT STRUCTURE

Annual General Meeting
(Ordinary Shares/ Preferred Shares)

Shareholders’ Committee
up to 10 members
HR & Finance subcommittees

elects members

Henkel AG & Co. KGaA

Supervisory Board
16 members
Nominations & Audit subcommittees

all shares held by Henkel AG & Co. KGaA

elects members

elects 8 shareholder representatives

appoints, supervises, participates in management of the business

advises and supervises

Henkel Management AG
(as sole personally liable partner)

Supervisory Board
3 members from SH Committee

appoints and supervises

Management Board
MANAGEMENT BOARD

Carsten Knobel  
CEO  
Born 1969,  
with Henkel  
since 1995,  
Member of  
Board since  
2012

Marco Swoboda  
CFO, Purchasing & Shared Services  
Born 1971,  
with Henkel  
since 1997,  
Member of  
Board since  
2020

Sylvie Nicol  
HR & Infrastructure Services  
Born 1973,  
with Henkel  
since 1996,  
Member of  
Board since  
2019

Jan-Dirk Auris  
Adhesive Technologies  
Born 1968,  
with Henkel  
since 1984,  
Member of  
Board since  
2011

Jens-Martin Schwärzler  
Beauty Care  
Born 1963,  
with Henkel  
since 1992,  
Member of  
Board since  
2017

Bruno Piacenza  
Laundry & Home Care  
Born 1965,  
with Henkel  
since 1990,  
Member of  
Board since  
2011
**MANAGEMENT BOARD REMUNERATION COMPONENTS AND CALCULATION**

**Long-term incentive (LTI)**
- Proportion of target remuneration: around 23%
- Cap: max. 150% of the target amount

**Variable annual cash remuneration (STI)**
- Proportion of target remuneration: around 56%
- Cap: max. 150% of the target amount

**Basic remuneration**

- Basic salary

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**Long-term variable cash remuneration**

- Share deferral (35% STI)
- Short-term variable cash remuneration (65% STI)

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**LTI calculation based on ROCE**

*Payout in cash*

- Average ROCE target achievement over three years
- Target achievement Year 1 + Target achievement Year 2 + Target achievement Year 3 = 3
- Multiplier for individual performance 0.8 to 1.2
- Functional Factor $^1$ 0.9 - 1.75

**STI calculation based on OSG and adj. EPS**

*Payout 65% in cash, 35% purchase of preferred shares*

- 50% target achievement OSG + 50% target achievement development of adj. EPS at constant currencies
- Multiplier for individual performance 0.8 to 1.2
- Functional Factor $^1$ 0.9 - 1.75

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1 The functional factor differs according to area of responsibility, 2 Earnings per preferred share

*Henkel Roadshow Presentation April 2020*
UPCOMING EVENTS

May 11, 2020  Q1 2020 Release
August 6, 2020  Q2 & H1 2020 Release
November 10, 2020  Q3 2020 Release
March 4, 2021  Q4 & FY 2020 Release
Date to be announced  Annual General Meeting 2020