



# HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

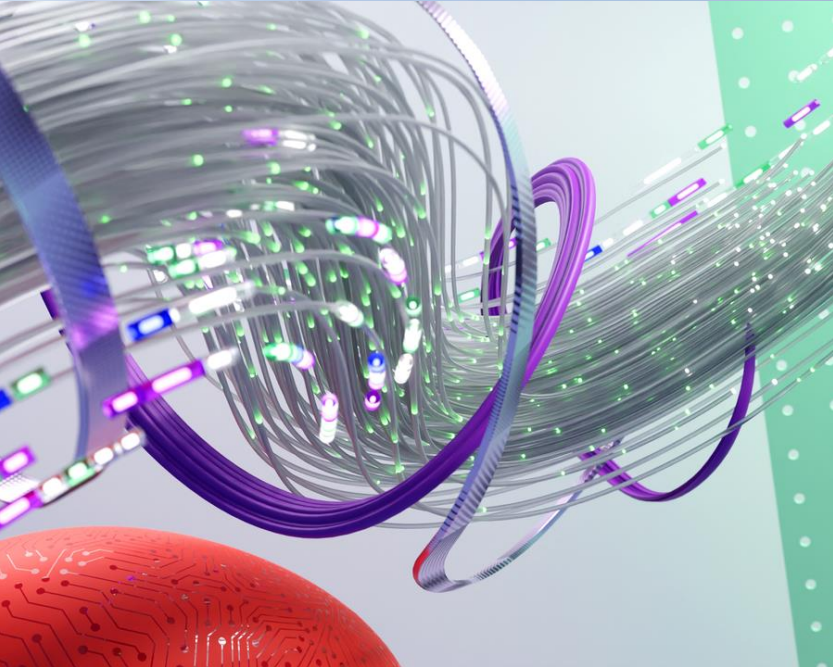
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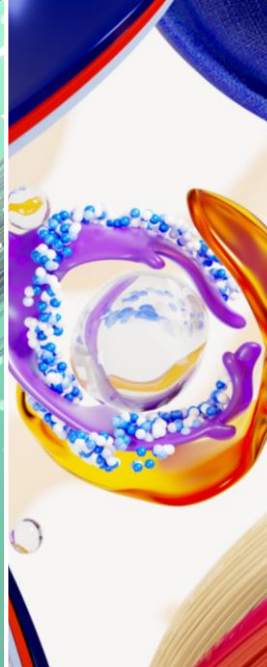
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*Note:  
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All figures – unless indicated otherwise – relate to FY 2024 (time reference of market share data may deviate). Updated in May 2025.*



# AT A GLANCE: REASONS TO INVEST



HENKEL GROUP



ADHESIVE  
TECHNOLOGIES



CONSUMER  
BRANDS



ESG

# REASONS TO INVEST

## STRONG BUSINESSES WITH LEADING POSITIONS IN ATTRACTIVE MARKETS

**Adhesive Technologies** global #1 player in adhesives market

**Consumer Brands** #2 player in our active markets around the world

## STRONG FINANCIAL FOUNDATION

Attractive cash generation and dividend payouts

## SUPERIOR TECHNOLOGIES

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

## ICONIC BRANDS

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



## COMPELLING FINANCIAL AMBITION

Poised for further profitable growth building on clear strategic priorities





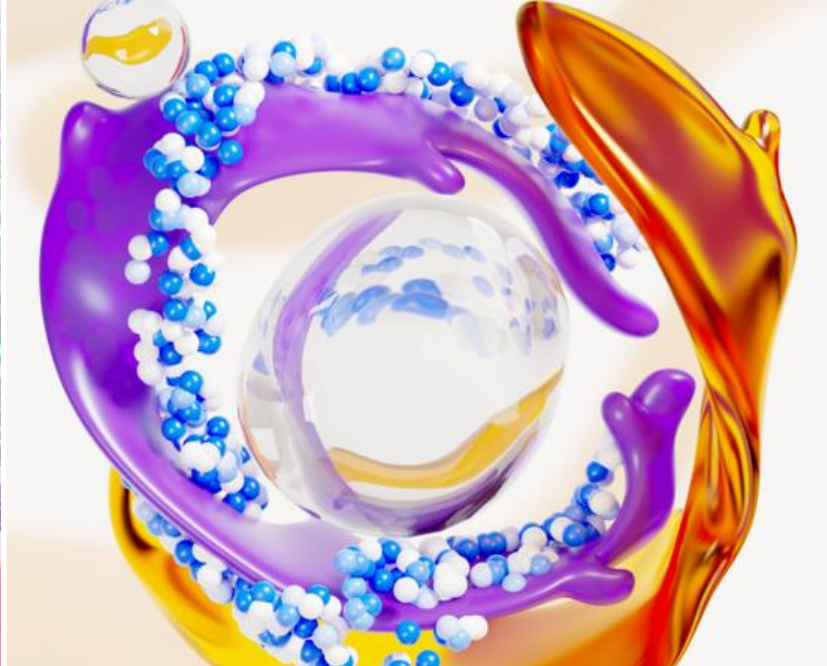
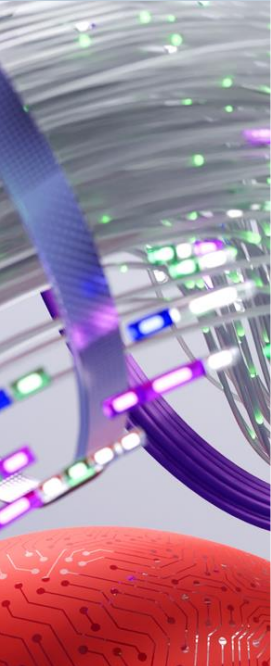


# CARSTEN KNOBEL

CEO



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



AT A GLANCE:  
REASONS TO  
INVEST

# HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

ESG

# FACTS & FIGURES 2024



# ***STRONG BUSINESSES WITH LEADING POSITIONS,...***

## **HENKEL GROUP**

### **ADHESIVE TECHNOLOGIES**



**Mobility &  
Electronics**

**#1**  
worldwide



**Packaging &  
Consumer Goods**

**#1**  
worldwide



**Craftmen,  
Construction &  
Professional**

**#3**  
worldwide



**Laundry &  
Home Care**

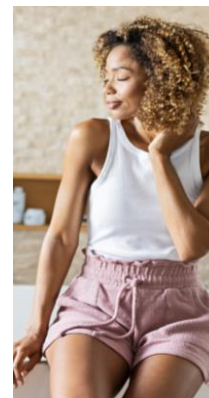
**#2**  
in active markets

### **CONSUMER BRANDS**



**Hair**  
Professional & Consumer

**#2**  
in active markets



**Other  
Consumer**

Body Care  
Presence in  
selected markets



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

## HENKEL GROUP

### ADHESIVE TECHNOLOGIES

**LOCTITE**

€3.3bn sales

**TECHNOMELT**

€1.6bn sales



**>75%**

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

### CONSUMER BRANDS

**Persil**

€1.4bn sales



**Schwarzkopf**

€1.4bn sales



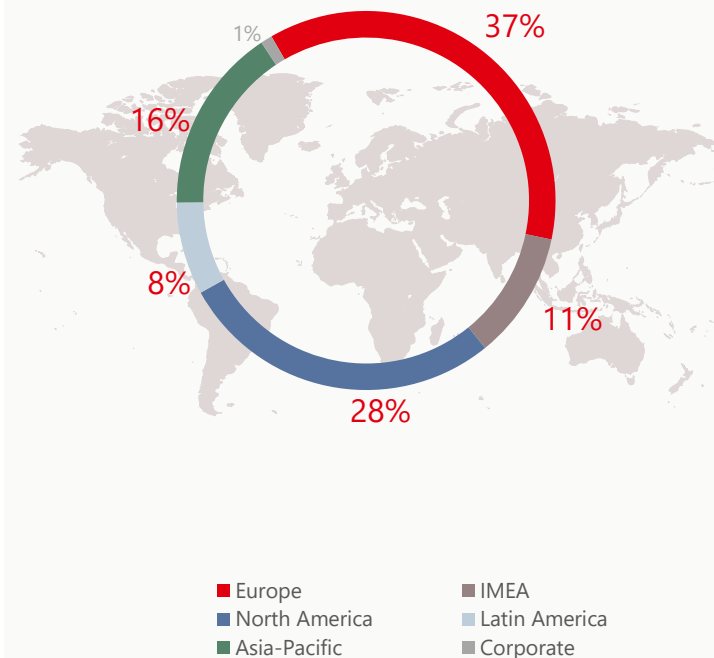
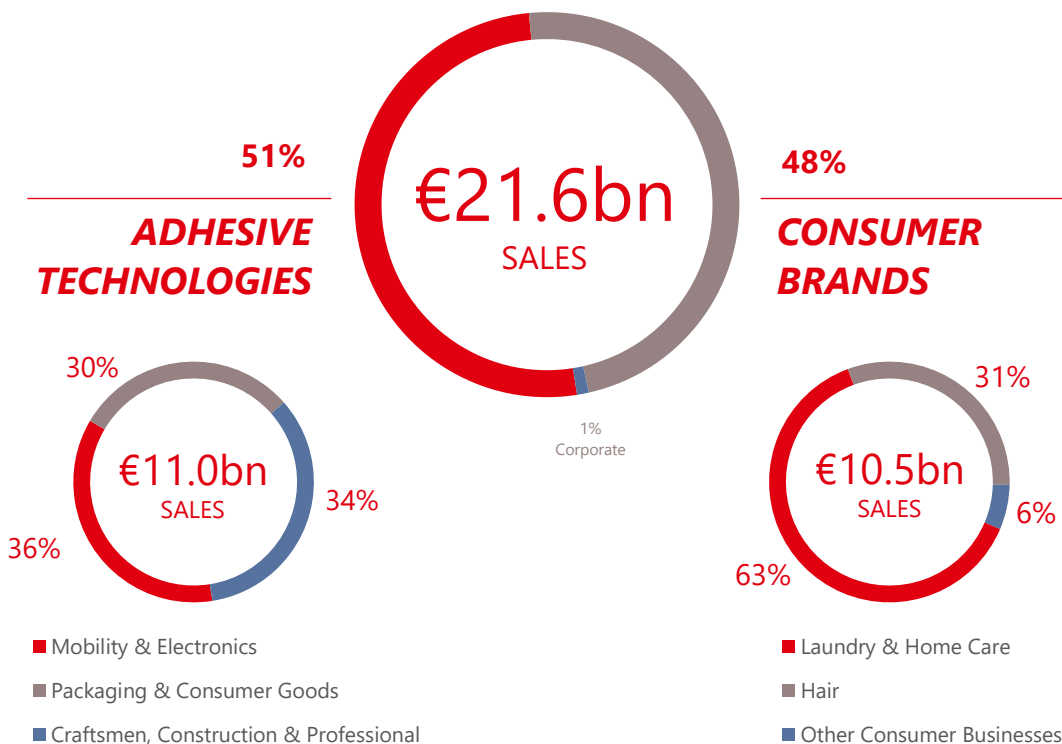
**>50%**

Top 10 brand sales share



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

FY 2024



# ...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**

# PORTFOLIO

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY  
OPERATING  
MODELS

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

Shaping a **WINNING PORTFOLIO** through active portfolio management and M&A as integral part of our strategy with long-standing track record in post-acquisition integration

**HIGHLIGHT ACHIEVEMENTS  
SINCE STRATEGY LAUNCH**



MORE THAN

**€2bn**

BRANDS/BUSINESSES  
DIVESTED OR DISCONTINUED<sup>1</sup>  
2022 – 2024

**STRENGTHENED BOTH BUSINESSES WITH  
ACQUISITIONS**

SELECTED RECENT TRANSACTIONS:

**Shiseido Professional and Vidal Sassoon in APAC**  
to strengthen global categories of consumer portfolio

**Critica Infrastructure and Seal for Life**  
enhancing Adhesive Technologies portfolio  
by adding adjacent businesses

SHISEIDO  
PROFESSIONAL



SEALFORLIFE  
Industries

CRITICA<sup>™</sup>  
Infrastructure

# COMPETITIVE EDGE - INNOVATION

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY  
**OPERATING  
MODELS**

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

Impactful **INNOVATIONS** to fuel growth by leveraging our R&D expertise and consistently investing in core categories and regions

**HIGHLIGHT ACHIEVEMENTS  
SINCE STRATEGY LAUNCH**

EXPANDED INNOVATION  
CAPABILITIES IN BOTH  
BUSINESSES THROUGH  
**NEW R&D AND  
INNOVATION  
CENTERS**



**UNIQUE  
INNOVATIONS  
UNDER STRONG  
CONSUMER  
BRANDS**

ADDRESSING RELEVANT  
CATEGORY TRENDS



**SUPERIOR  
ADHESIVE  
TECHNOLOGIES  
SOLUTIONS**

SHAPING INDUSTRY  
MEGATRENDS





# COMPETITIVE EDGE - SUSTAINABILITY



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

working towards ambitious goals along our 2030+ Sustainability Ambition Framework

## HIGHLIGHT ACHIEVEMENTS SINCE STRATEGY LAUNCH



## DISTINCT IMPLEMENTATION

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

## 2030+ SUSTAINABILITY AMBITION FRAMEWORK

ADDRESSING RELEVANT CHALLENGES AND OPPORTUNITIES – GOAL OF ACHIEVING NET-ZERO BY 2045



## LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS



# COMPETITIVE EDGE - DIGITALIZATION

WINNING  
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

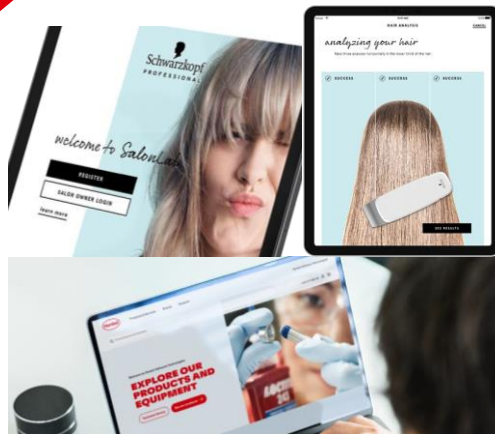
DIGITALIZATION

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

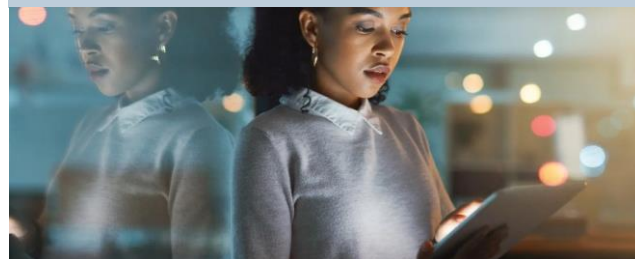
**~20%**

IN 2024 VS. 12% IN 2019

COMBINED DIGITAL UNIT

**HENKEL DX**

ACCELERATING DIGITAL INNOVATIONS  
VIA UNIQUE GLOBAL PLATFORM



**STRONG PARTNERSHIPS**

WITH LEADING DIGITAL COMPANIES



# 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

BIGGEST TRANSFORMATION OVER PAST  
DECADE – TARGETING SAVINGS OF

~€525m<sup>1</sup>

## ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

ENSURING CUSTOMER  
PROXIMITY ALONG

**3** BUSINESS AREAS



## FOSTERING SHARED FUNCTIONS AND PLATFORMS

BROADENED SCOPE OF  
SHARED SERVICE CENTER  
ORGANIZATION

# COLLABORATIVE CULTURE & EMPOWERED PEOPLE

WINNING  
PORTFOLIO

COMPETITIVE *EDGE*

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY  
OPERATING  
MODELS

COLLABORATIVE *CULTURE* &  
EMPOWERED *PEOPLE*

Strengthening ***COMPANY CULTURE***  
with shared values and collaboration  
as a strong team

HIGHLIGHT ACHIEVEMENTS  
SINCE STRATEGY LAUNCH

> 96%

TOP EXECUTIVES  
ENGAGED IN  
LEADERSHIP PROGRAMS



OUR PURPOSE UNITES  
ALL EMPLOYEES GLOBALLY

PIONEERS  
AT HEART  
FOR THE  
GOOD OF  
GENERATIONS



DRIVING  
CULTURAL  
TRANSFORMATION

WITH NUMEROUS  
GLOBAL INITIATIVES



FULLY PAID  
GENDER-NEUTRAL  
PARENTAL LEAVE

FOR OUR EMPLOYEES  
WORLDWIDE INTRODUCED

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



**Carsten Knobel**  
CEO



**Mark Dorn**  
EVP Adhesive  
Technologies



**Wolfgang König**  
EVP Consumer  
Brands



**Sylvie Nicol**  
CHRO



**Marco Swoboda**  
CFO



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



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

- Strengthened focus on both **organic and inorganic growth with M&A** also expanding into attractive adjacent businesses
- **Expand innovation leadership** with customer-centric solutions setting industry standards, **leveraging megatrends**
- **Optimized organizational set-up** ensuring proximity to customers and markets



## SUCCESSFULLY TRANSFORMING MERGED ***CONSUMER BRANDS BUSINESS***

- **Biggest company transformation** in recent years – with **clear roadmap to fuel profitable growth**
- Creating **strong multi-category platform** leveraging scale with global categories Laundry & Home Care and Hair
- Consistent focus on **enhancing portfolio, strengthening brand equity, driving technological leadership** and **optimizing organizational and supply chain set-up**

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

## KPIs 2024

OSG  
2.6%

ADJ. EBIT  
€3.089

ADJ. EBIT MARGIN  
14.3%

ADJ. EPS  
€5.36

ADJ. EPS GROWTH<sup>1</sup>  
+25.1%

## Strong topline development across businesses



### **HENKEL GROUP**

▲ 4.5%

CAGR<sup>2</sup>



### **ADHESIVE TECHNOLOGIES**

▲ 5.4%

CAGR<sup>2</sup>



### **CONSUMER BRANDS**

▲ 3.7%

CAGR<sup>2</sup>

# ...**INVESTING** INTO OUR BUSINESSES...

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

## **ACQUISITIONS INTEGRAL PART OF STRATEGY**

- **Clear criteria:** strategic fit, financial attractiveness, availability
- **Adhesive Technologies:** focus on **attractive adjacent businesses** and **innovative technologies**
- **Consumer Brands:** focus on filling **white spots** on country/category position and addition of **new categories**

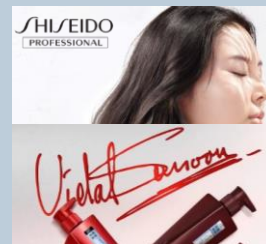
## **STRENGTHENING BUSINESSES ORGANICALLY**

- Overall “asset-light” business model for both businesses
- Investing in **growth, sustainability, digitalization** and further **rationalization/optimization**
- Average annual **CAPEX spend of ~€650m** over past 10 years, e.g. into state-of-the-art innovation centers in Düsseldorf and Shanghai

## **SELECTED RECENT HIGHLIGHTS**



Critica Infrastructure and Seal for Life Industries (Adhesive Technologies)



Shiseido Professional and Vidal Sassoon in APAC (Consumer Brands)



New Battery Testing Center in Düsseldorf (Adhesive Technologies)



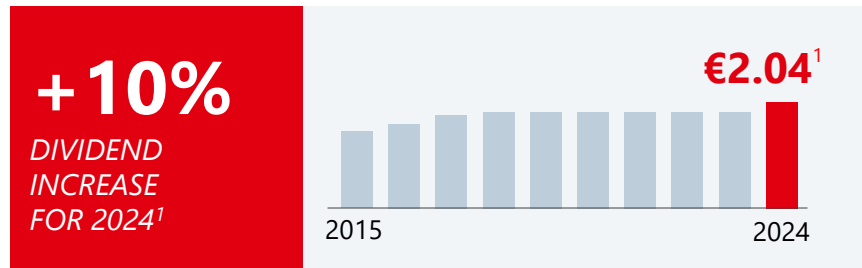
New R&D center in Asia (Consumer Brands)

## **CURRENT DEBT RATINGS**

**S&P: A**

**Moody's: A2**

# ...AND *LETTING OUR SHAREHOLDERS PARTICIPATE*



- **Dividend policy** with targeted payout ratio of 30-40%<sup>2</sup>
- Long streak of **growing or stable dividend per share since IPO 1985**
- **Average dividend increase of ~4% p.a.** over last 10 years

- **First ever share buyback** in Henkel's history launched in 2022 and completed in Q1/2023
- **New share buyback** of up to €1bn starting in the course of April 2025 and to be concluded by March 2026 at the latest; targeted 80%/20% split between preferred and ordinary shares

Distributed **almost €10bn to shareholders over a period of 10 years**<sup>3</sup>

<sup>1</sup> proposal (per preferred share) to shareholders for AGM on April 28, 2025.

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

<sup>3</sup> incl. 2024 dividend proposal and announced share buyback as of March 11, 2025.

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

	HENKEL GROUP	ADHESIVE TECHN.	CONSUMER BRANDS
ORGANIC SALES GROWTH	3 to 4%	3 to 5%	3 to 4%
ADJUSTED EBIT MARGIN	~16%	high- teens %	mid- teens %
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

- **Fueling topline growth** by leveraging relevant industrial customer and consumer (mega)trends
- Strengthening businesses by **focused investments** in **innovations, sustainability and digitalization**
- **Realizing significant savings** from Consumer Brands merger and **efficiency gains** across businesses
- **Valorization of Consumer portfolio** and further **focus on customer-centric solutions in Adhesives**
- **Shaping portfolio** with **value-creating M&A**

**CREATING VALUE FOR OUR STAKEHOLDERS WITH  
TRUSTED BRANDS AND SUPERIOR TECHNOLOGIES**

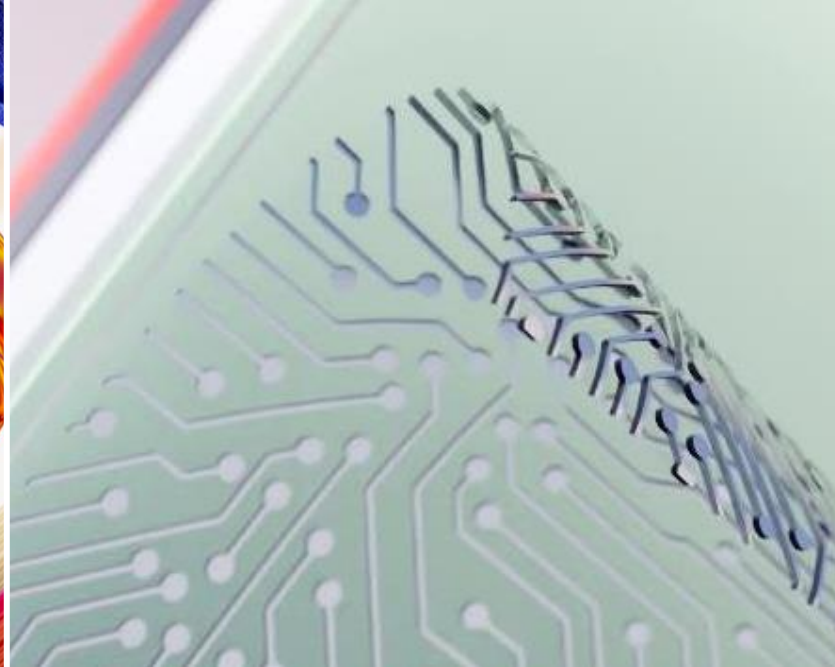
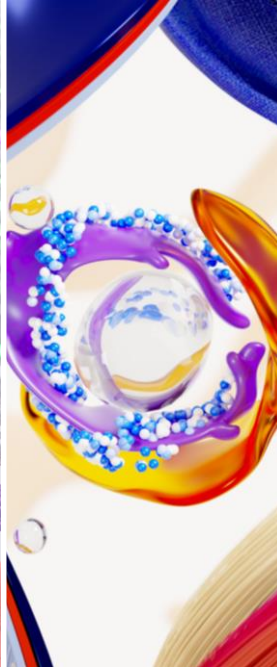
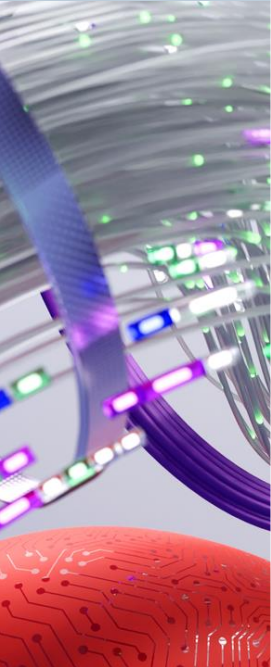




# HENKEL GROUP

## 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

One in three branded athletic shoes is assembled using Henkel adhesives



Every second Henkel sells 4 Pritt glue sticks



>300 adhesive applications can be found in a modern car –

140 of 150 cars produced every minute worldwide contain a Henkel solution

# ADHESIVE TECHNOLOGIES

## GLOBAL #1 PLAYER IN ADHESIVES MARKET



>50 adhesive solutions are in each smartphone



Henkel adhesives in medical syringes support 70% of all vaccinations worldwide



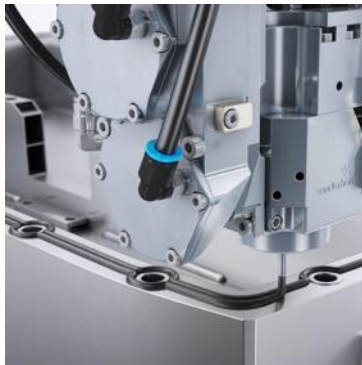
3 grams of Henkel's Loctite adhesives are enough to pull a 200-ton train

# SETTING *INDUSTRY STANDARDS*

Shaping the industry as market leader  
in adhesives, sealants and coatings



ADHESIVES



SEALANTS

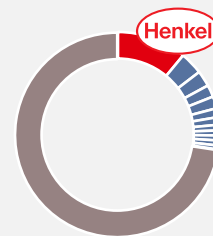


COATINGS

Creating customer value in  
attractive global market

- ~14% global market share
- **Diversified** into ~60 highly specialized and fragmented market segments
- Only player with **strong positions** across industries & technologies – serving >800 industrial segments

Market size:  
~€80bn



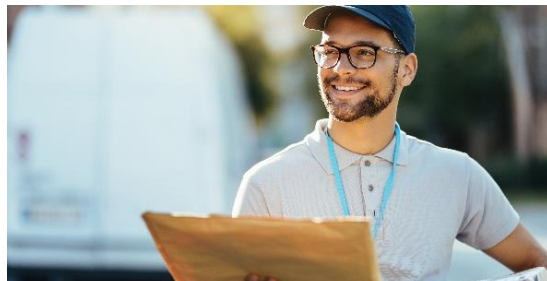
# SERVING **BROAD RANGE OF INDUSTRIES** ALONG THREE BUSINESS AREAS



## **MOBILITY & ELECTRONICS**

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

**#1 WORLDWIDE**



## **PACKAGING & CONSUMER GOODS**

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

**#1 WORLDWIDE**



## **CRAFTSMEN, CONSTRUCTION & PROFESSIONAL**

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

**#3 WORLDWIDE**

# PROVIDING VALUE TO OUR STAKEHOLDERS AT THE FOREFRONT OF THE INDUSTRY

Broad customer base &  
long-trusted partnerships

**~100.000  
customers**

Key brands

**LOCTITE** **TECHNOMELT**

**TEROSON** **BONDERITE**



**AQUENCE**

**Ceresit**

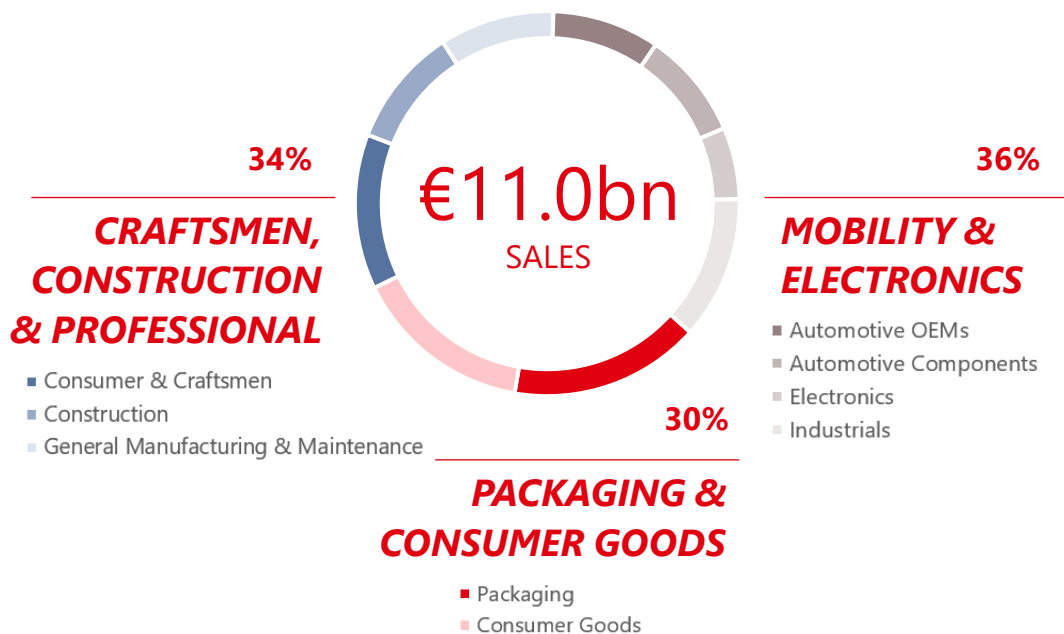


Peer group  
with business overlap





# WELL-BALANCED GLOBAL PORTFOLIO

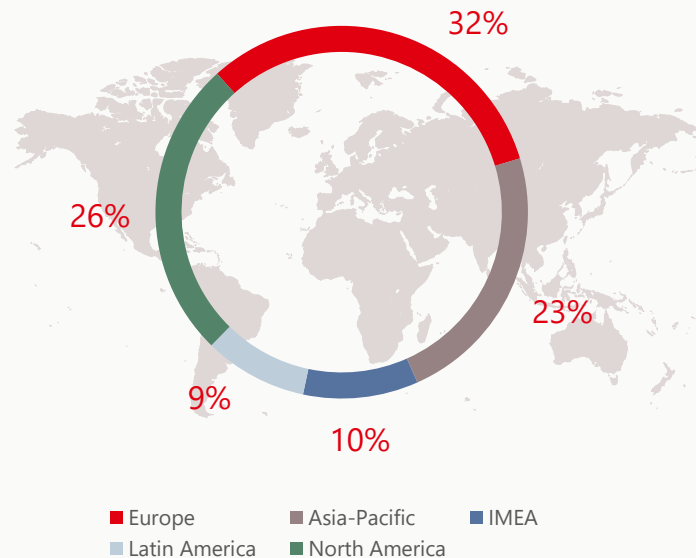


## KPIs 2024

OSG  
2.4%

ADJ. EBIT  
€1,817m

ADJ. EBIT  
MARGIN  
16.6%



# CREATING CUSTOMER VALUE AS **LEADING SOLUTION PROVIDER**

High-impact customer-centric solutions enabled by outstanding expertise, market proximity and in-depth understanding of customer requirements



## COMBINING BROADEST TECHNOLOGY PORTFOLIO WITH IN-DEPTH EXPERTISE

- **Unrivaled portfolio** of 12 leading technology platforms
- Strong **commitment and thought leadership on sustainability**
- Customer value driven by **co-creating new designs** and high share of **customized applications**



## ACTIVELY MANAGING OUR ATTRACTIVE PRODUCT PORTFOLIO

- **Unique value propositions** through high-impact solutions
- Well diversified product portfolio with **reduced cyclicality profile**
- Continuously shaping portfolio to leverage **attractive organic and inorganic opportunities**



## DELIVERING HIGHEST QUALITY AT GLOBAL SCALE

- **>6.500 customer facing experts** with solution-oriented know-how in **>800 industries**
- **Global footprint & resilient supply chain**, producing "in the region for the region"
- **Global R&D network** close to customers

# TECHNOLOGY AND INNOVATION LEADERSHIP BACKED BY GLOBAL R&D NETWORK ENSURING CUSTOMER PROXIMITY

>2,900

R&D  
experts<sup>1</sup>

>€300m

R&D  
spend

~25%

Newly launched  
products<sup>2</sup>

12

Technology  
platforms

## Global R&D network



## DRIVING INNOVATION THROUGH CUSTOMER COLLABORATION

Spearheading the future of adhesive technologies and **driving customer-centric innovation** at our industry-leading **innovation centers**, enabled by unique global end-to-end digital R&D platform

# DRIVING *INNOVATION EXCELLENCE* TO FUEL FURTHER GROWTH



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



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



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



Better products at reduced  
time-to-market through  
**automation & digitalization**

## **New business solutions**

**Win & grow** new adjacent 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



SUSTAINABILITY



MOBILITY



CONNECTIVITY



DIGITALIZATION



URBANIZATION

# LEVERAGING **GROWTH-DRIVING MEGATRENDS** ACROSS INDUSTRIES



## SUSTAINABILITY

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

Development of debonding technologies



## MOBILITY

Solving challenges with new applications paving the way for future mobility

Reliable thermal management & coating solutions enabling safety & large-scale production



## CONNECTIVITY

Facilitating new functionalities and designs at the forefront of the industry

Enhanced bonding & protection solutions (thinner, shock-resistant, waterproof) for smart devices



## DIGITALIZATION

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

Automation & digitalization of global labs to increase speed & impact of innovations



## URBANIZATION

Driving speed, efficiency and sustainability in construction

Engineered wood solutions and CO<sub>2</sub> emission reduced cement-based products

# SUSTAINABILITY AS SUBSTANTIAL GROWTH DRIVER IN ADHESIVE TECHNOLOGIES

We enable customers to drive their sustainability agendas:



Emission reduction,  
energy efficiency,  
dematerialization



Circular resource use,  
compatibility with  
recycling, debonding



Chemical safety,  
safety in application  
and end use phase

Fostering sustainable solutions across industries driving future growth:

**~20%**

Sales share<sup>1</sup> of our portfolio's products with  
**significant positive contribution in the areas of  
climate, circularity, safety and nature**  
– e.g. by enabling emissions reduction in  
production processes and use phase

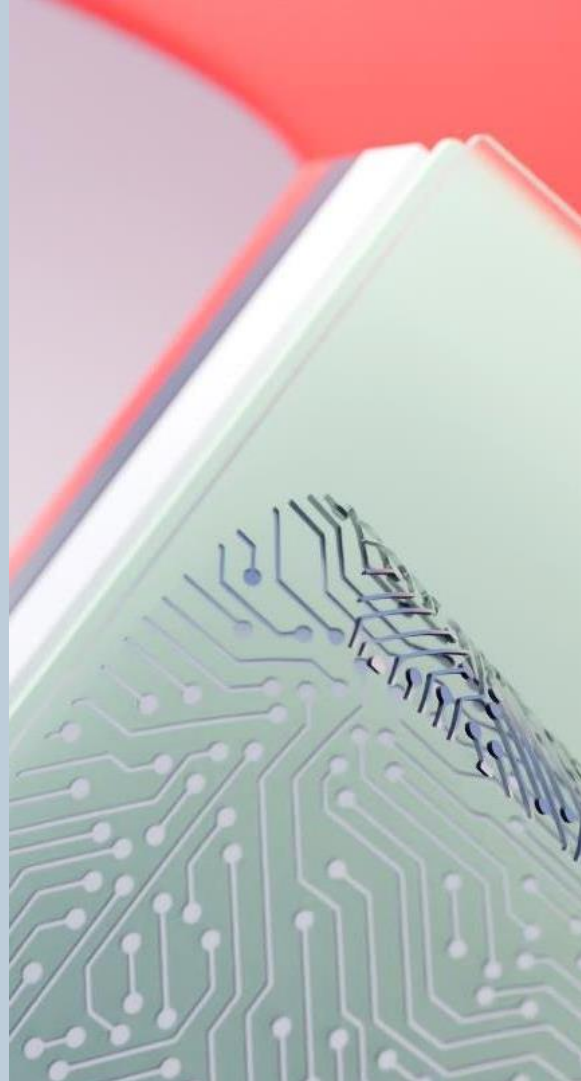
<sup>1</sup>Referring to pioneers and contributors' share of assessed products as per practitioner's report 2023.





# **ADHESIVE TECHNOLOGIES**

## OUR BUSINESSES AND SOLUTIONS



# CREATING **COMPETITIVE ADVANTAGE** WITH CUSTOMER-CENTRIC SOLUTIONS

## MOBILITY & ELECTRONICS



### AUTOMOTIVE OEMS

- Sealants and Adhesives for Body, Paint and Trim Shop
- Structural and Acoustic Engineering Solutions
- Metal Pre-treatment



### AUTOMOTIVE COMPONENTS

- Automotive Electronics
- E-Mobility
- Surface Treatment, Cleaners & Lubricants
- Exterior, Powertrain, Interiors & Chassis



### ELECTRONICS

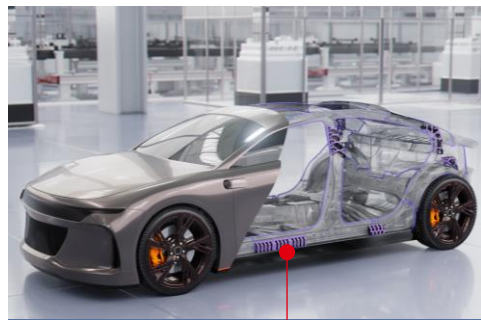
- Consumer Devices
- Semiconductor Packaging
- Printed Electronics



### INDUSTRIALS

- Aerospace
- Datacom & Telecom
- Power
- Life Science
- Appliance & Heavy Duty
- Metal Treatment

# **AUTOMOTIVE OEMS:** LEADING PARTNER ENABLING FUTURE MOBILITY WITH SAFE AND INNOVATIVE SOLUTIONS



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



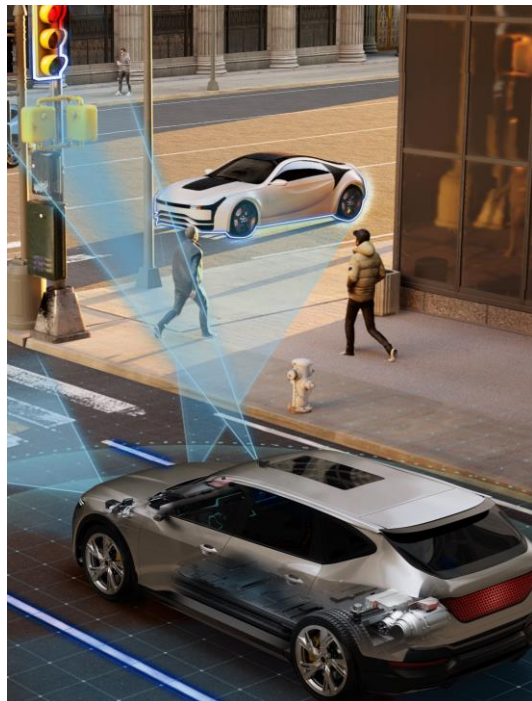
**TRUSTED PARTNER TO VEHICLE MANUFACTURERS<sup>1</sup>** with **UP TO 50% SHORTER** development cycles providing speed to market and broad product & application expertise

**ADVANCING NEW BODY DESIGNS** for enhanced safety, lightweight & battery crash protection leading to **DOUBLE-DIGIT GROWTH** in engineering solutions

**FOCUSING ON SUSTAINABILITY & CIRCULARITY** by reducing resource use in manufacturing **UP TO 40%** and offering parts with recycled plastic content



# ***AUTOMOTIVE COMPONENTS:*** INNOVATION-DRIVEN GROWTH IN ELECTRIFIED, CONNECTED & AUTONOMOUS SYSTEMS



## **EV SALES POTENTIAL**

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

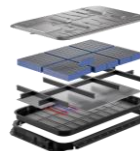
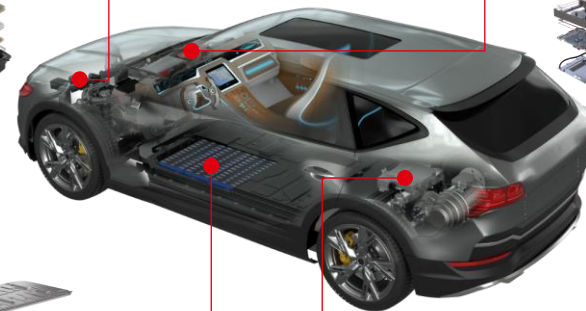
Global **TOP 50 EV-  
PLATFORMS** contain at least  
one Henkel solution

## **STRONG INNOVATION PIPELINE**

With total annual sales potential  
of >€100M<sup>1</sup> fueled by consumer  
demand for connected,  
autonomous, electrified vehicles

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

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



**BATTERY SYSTEM &  
POWER ELECTRONICS**



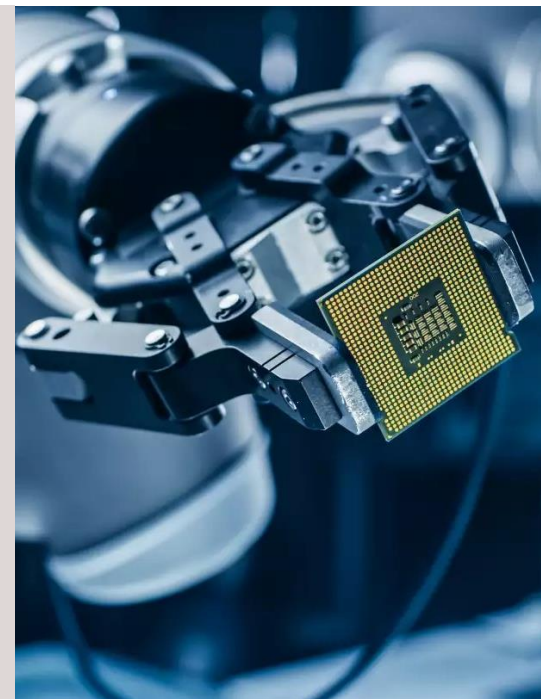
# **ELECTRONICS:** CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



**5.2BN SMARTPHONE CAMERAS** in 2030, (>**20%** vs 2024) driven by sensors with **NEW BONDING & SEALING OPPORTUNITIES**

**AI-DRIVEN PC MARKET** resurgence to reach 180M devices by 2028 (>100% CAGR), unlocking advanced **THERMAL & SEMICONDUCTOR PACKAGING** opportunities for Henkel

Right-to-repair trend increases need for durable **BONDS & DEBONDING** solutions resulting in **30%** expected **GROWTH** until 2027





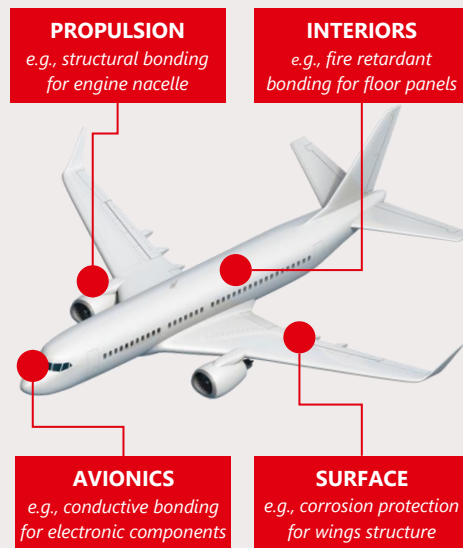
# INDUSTRIALS: CUSTOMER-CENTRIC SOLUTIONS FOR BROAD RANGE OF MARKETS



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

**MID TO HIGH SINGLE-DIGIT**  
growth<sup>1</sup> with **MEDICAL  
APPLICATIONS**, e.g. continuous  
glucose monitoring devices

**HIGH SINGLE-DIGIT** growth<sup>1</sup> in  
**DATACOM & TELECOM** business



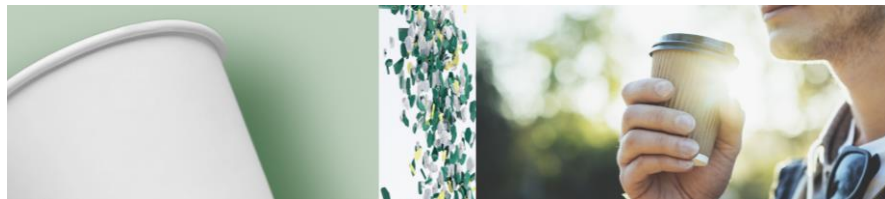


# ADDING **VALUE WITH HIGH-IMPACT SOLUTIONS** BUILDING ON STRONG RELATIONSHIPS



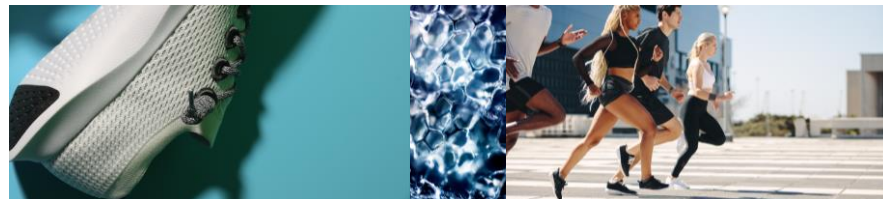
PACKAGING &  
CONSUMER GOODS

## PACKAGING & CONSUMER GOODS



### PACKAGING

- Paper packaging
- Flexible packaging
- Metal packaging
- Specialty tapes & labels



### CONSUMER GOODS

- Sports & fashion
- Feminine hygiene, baby & adult care
- Tissue & towel
- End of line sealing & labeling

# **PACKAGING:** INNOVATIVE SOLUTIONS PAVING THE WAY TOWARDS A CIRCULAR ECONOMY



PACKAGING &  
CONSUMER GOODS



**80%** of consumers globally demand **SUSTAINABLE** packaging

**MAJORITY OF INNOVATION PIPELINE** for packaging consisting of sustainable solutions

**HIGH DOUBLE-DIGIT** customer project win rate in past 3 years until today for newly built metal can beverage lines, enabling circular economy



# CONSUMER GOODS: LOWERING OUR CUSTOMERS' EMISSIONS TO ENABLE THEIR BRANDS' CLIMATE GOALS



PACKAGING &  
CONSUMER GOODS



~**65%** the world's largest publicly traded companies have a form of **NET-ZERO TARGETS BY OR BEFORE 2050**

**>40 HENKEL ADHESIVES SOLUTIONS** already launched with **>20% lower raw material emissions** compared to conventional adhesives<sup>1</sup>

**3X HIGHER GROWTH<sup>2</sup>** in products fostering sustainability compared to conventional adhesives



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



**CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL**

## **CRAFTSMEN, CONSTRUCTION & PROFESSIONAL**



### **CONSUMERS & CRAFTSMEN**

- Sealants and Polyurethane Foams
- Construction Adhesives
- Instant repair: Superglues
- Wood Glues
- Stationery Glues
- Pipe Adhesives



### **CONSTRUCTION**

- Building Construction
- Furniture
- Engineered Wood
- Building Components
- Infrastructure
- Prefabrication



### **GENERAL MANUFACTURING & MAINTENANCE**

- General manufacturing
- Maintenance, repair & overhaul
- Vehicle repair & maintenance



# CONSUMERS & CRAFTSMEN: EMPOWER DIYERS AND CRAFTSMEN TO MAKE HOMES A BETTER PLACE



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



## CONSUMERS' HOME FOCUS IS HERE TO STAY –

home improvement as global trend

**URBANISATION** expected to drive global housing construction & renovation market growth to ~4% p.a. (2024-28)

**PREMIUM BRANDS** with leading positions globally building on superior value propositions –  
e.g. **#1** in Western Europe with brands like Pattex



# CONSTRUCTION: DRIVING INNOVATION FOR MODERN SUSTAINABLE CONSTRUCTION



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



**ATTRACTIVE CONSTRUCTION  
MARKET OUTLOOK** fueled by  
decarbonization, energy-efficiency, and  
prefabrication

**MARKET OUTPERFORMANCE**  
driven by **INNOVATIVE SOLUTIONS**  
pioneering efficiency and building  
performance

At forefront of **SUSTAINABILITY**,  
achieving ~**30% REDUCTION IN  
ABSOLUTE CO<sub>2</sub> EMISSIONS** from  
cement-based products





# GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES



CRAFTSMEN,  
CONSTRUCTION &  
PROFESSIONAL



Creating value beyond bonding with broad range of applications to **EXTEND ASSET LIFETIME** while increasing efficiency & enabling sustainability

Highly attractive MRO<sup>1</sup> segment with **HIGH SINGLE-DIGIT OSG CAGR** in past 6 years

**EXPANDED MRO PLATFORM** by attractive adjacent businesses with the acquisitions of Critica Infrastructure and Seal for Life



# ADHESIVE TECHNOLOGIES

## DRIVING PROFITABLE GROWTH BY...

### *MID-TERM FINANCIAL AMBITION*

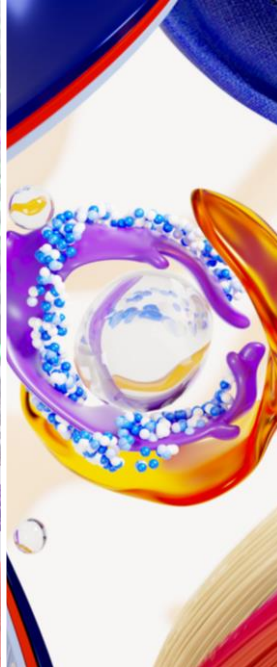
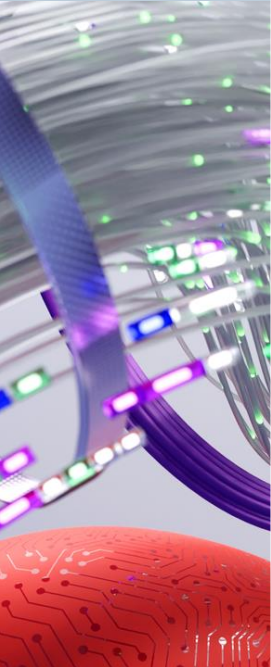
**3-5 %**

ORGANIC SALES  
GROWTH

**HIGH-TEENS %**

ADJ. EBIT  
MARGIN

- Investing in **high-growth** segments
- Having the **broadest portfolio** in the industry
- Leveraging our unparalleled **technology know-how**
- Driving **customer collaboration**
- Innovating along **megatrends**
- Leading the **sustainability transformation**



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

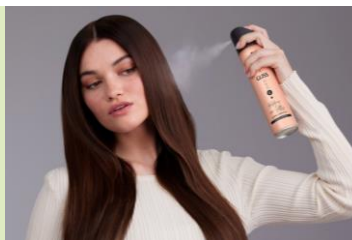
ADHESIVE  
TECHNOLOGIES

**CONSUMER  
BRANDS**

ESG



We have established entirely new categories, such as toilet care, transforming consumer choices



We focus on selected brands in key categories driving value through relevant innovations

## CONSUMER BRANDS

### #2 PLAYER IN OUR ACTIVE MARKETS



Every second the hair of 16 consumers is colored with Henkel hair colorants



Every second more than 150 dishwashers are running with a Henkel unit dose



Every minute ~3,000 detergent products from Henkel are sold

# ATTRACTIVE CATEGORY PORTFOLIO

## FOCUSING ON TWO GLOBAL CATEGORIES



### LAUNDRY & HOME CARE

- Fabric Care
- Fabric Cleaning
- Fabric Finishers
- Laundry Additives
- Hand Dish Washing
- Auto Dish Washing
- Toilet Care
- Hard Surface Cleaners
- Insecticides

#2 IN ACTIVE MARKETS



### HAIR

Professional & Consumer

- Hair Care
- Hair Coloration
- Hair Styling

#2 IN ACTIVE MARKETS



### OTHER CONSUMER BUSINESSES

Body Care

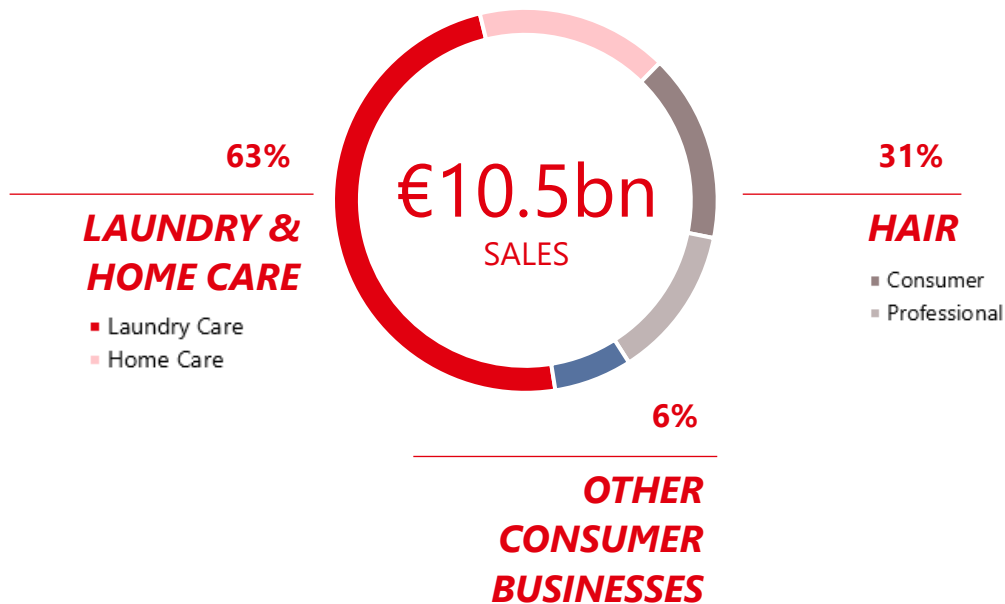
- Bath & Shower
- Deodorants
- Soaps

PRESENCE IN  
SELECTED MARKETS

## FOCUS ON KEY BRANDS WITH SHARPENED BRAND ROLES



# UNITED UNDER ONE STRONG >10BN€ PLATFORM

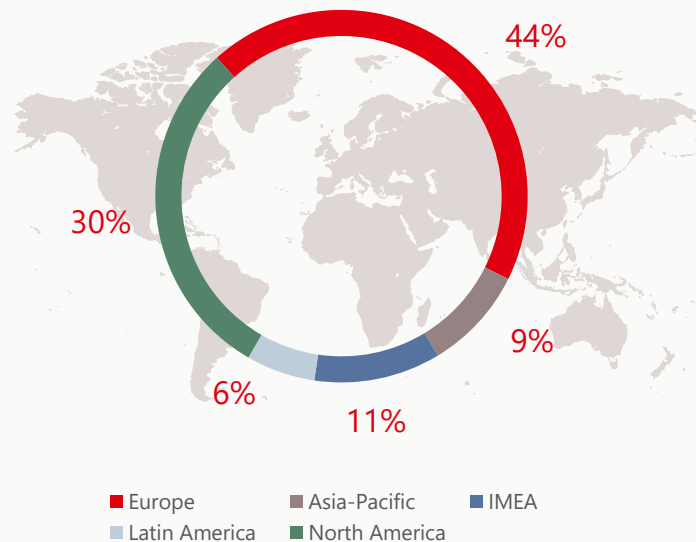


## KPIs 2024

OSG  
3.0%

ADJ. EBIT  
€1,419

ADJ. EBIT  
MARGIN  
13.6%





# STRONG GLOBAL PLAYER WITH ICONIC #1 BRANDS IN LAUNDRY CARE, HOME CARE & HAIR



TOP  
RANKINGS  
IN  
ACTIVE  
MARKETS

~270  
#1 or #2  
COUNTRY /  
CATEGORY  
POSITIONS



# VALORIZATION LEADING TO VERY STRONG GROWTH OF TOP 10 BRANDS



## DOUBLE-DIGIT OSG CONTRIBUTION FROM

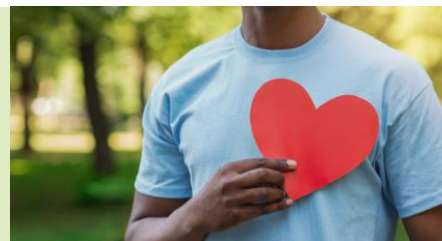


Selective innovation examples



### **SUSTAINABILITY**

Empowering consumers to make sustainable choices in their daily lives



### **HEALTH & WELLBEING**

Promoting products for a healthier, balanced lifestyle

## **CREATING CONSUMER CENTRIC INNOVATIONS** BASED ON GLOBAL TRENDS



### **PREMIUMIZATION**

Elevating consumer experiences with superior products through our brands



### **DIGITALIZATION**

Enhancing the consumer experience through innovative digital tools



### **CONVENIENCE**

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



## Best-in-class Bioscience

exclusive enzymes, microbiology  
and early pioneers for peptides



## 30 years

Experience in Enzyme  
Engineering

# LEVERAGING TECHNOLOGY LEADERSHIP



ADVANCED  
BONDING  
SYSTEM

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



Pioneering  
**Hair Bonding  
Technology** with first-  
proven covalent bonding  
chemistry. Supported by **6  
Eternalock leading patents**

# UNDERPINNED BY GLOBAL R&D NETWORK

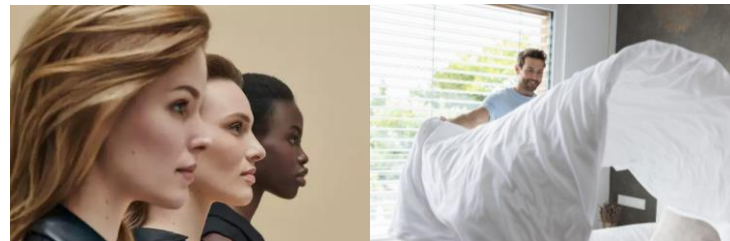
~1,000  
Researchers

~€280m  
R&D  
spend

~50%  
Innovation  
rate<sup>1</sup>

>300  
Open Inno.  
Projects

Global R&D network with 14 innovation centers



LEVERAGING OUR TECHNOLOGY EXPERTISE  
ACROSS OUR GLOBAL CATEGORIES

**Strong R&D synergies** due to technological similarities of global Hair and Laundry categories – **superior technologies and impactful innovation** addressing relevant consumer needs and fueling **above-average growth of top 10 brands**

## OPERATIONS

<sup>1</sup> per ton of product vs. 2010

# 100%

**CO<sub>2</sub> reduction<sup>1</sup> in 2030**

HCB 2024: Leading in the industry with **80% reduction**

got2b<sup>™</sup>  
for whoever  
you want2b



# SUSTAINABILITY AS PART OF OUR DNA

Key achievements and ambitions

## PACKAGING

# 100%

**Recyclable Packaging Design by 2025**

HCB 2024: **>91%**



## CONSUMER EMPOWERMENT

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

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

<sup>2</sup> compared to 60°C



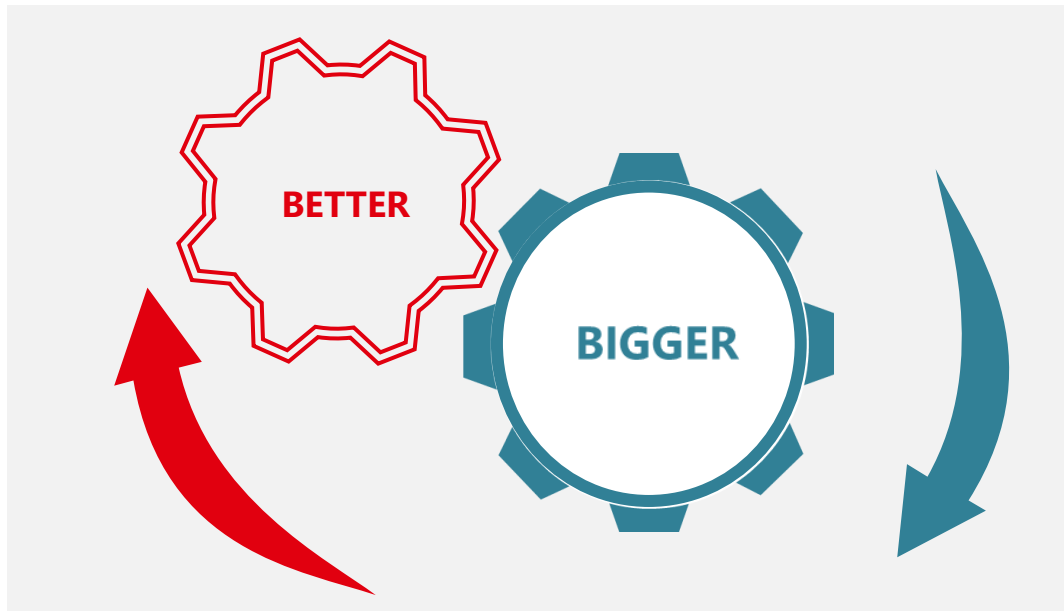


# CONSUMER BRANDS

BETTER AND BIGGER  
AS THE KEY FOR SUCCESS



# DRIVING **BETTER AND BIGGER** AS THE KEY FOR SUCCESS IN HCB



Focused business  
**portfolio**



With **consumer**  
**preferred products**



At **optimal costs**



Powered by  
**customer excellence**

# FOCUSED BUSINESS PORTFOLIO

## ACTIVELY SHAPING THE PORTFOLIO



Focused business  
portfolio

### DIVESTMENTS & DISCONTINUATIONS

- ORAL CARE
- AIR FRESHENERS
- SKIN CARE
- SOAP<sup>1</sup>
- SELECTED BRAND EXITS
- RETAILER BRANDS NORTH AMERICA

DIADERMINE  
LABORATOIRES

TheraMed



Vademecum

**PORTFOLIO MEASURES OF SLIGHTLY ABOVE  
1BN€ SUCCESSFULLY COMPLETED**

### STRATEGIC ACQUISITIONS

SHISEIDO  
PROFESSIONAL

ASIA-PACIFIC

earthwise  
nurturing for your world  
AUSTRALIA AND NEW  
ZEALAND

VIDAL SASSOON

CHINA

**WE STRENGTHEN HCB CORE CATEGORIES  
AND CLOSE WHITE SPOTS**  
WHILE DRIVING SUSTAINABILITY AND  
TECHNOLOGY DIFFERENTIATION

<sup>1</sup> In most countries

EXIT

IN



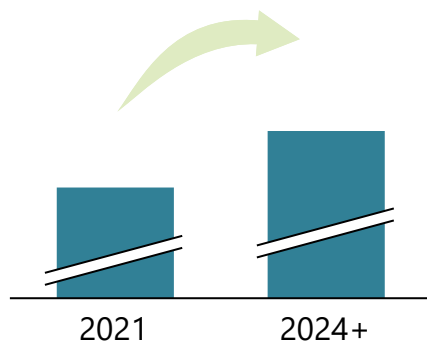
# FOCUSED BUSINESS PORTFOLIO

## ALLOWS US TO DRIVE VALUE IN OUR BRANDS

### Strengthening brands powered by innovation and marketing support

Increased media investments  
driving brand equity

Media investments in €m (indicative)



Examples



**TAFT**

Re-igniting Styling  
category with strong  
relaunch



LIFT YOUR BLONDE  
AT HOME

**PERWOLL**

Gaining appeal as  
main premium brand  
in Fabric Care and  
geographical expansion



FOR EVERY YOU.



**SYOSS**

Leveraging  
differentiation for growth

# WITH CONSUMER PREFERRED PRODUCTS DRIVING CONSUMER RELEVANT TRENDS

 With **consumer preferred products**



## SUSTAINABILITY

Empowering consumers to make more sustainable choices in their daily routines



## HEALTH & WELLBEING

Promoting products that support a healthier and balanced lifestyle



## CONVENIENCE

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



## DIGITALIZATION

Enhancing the consumer experience through innovative digital tools



## PREMIUMIZATION

Elevating consumer experiences with superior products through our brands

### SELECTED EXAMPLES

More concentrated formulas, recycled and recyclable plastic packaging and cold-water wash solutions

Easing consumer concerns with advanced formulas for sensitive skin and safe, hygienic cleaning products and reducing the impact of fast fashion

Laundry capsules, all-in-one cleaners, and customized hair routines

AI-driven product testing, virtual hair coloration try-on, and smart home-enabled cleaning solutions

Creating value in our categories by enhancing our formulas and driving market growth



# WITH CONSUMER PREFERRED PRODUCTS

## LAUNDRY CARE: DRIVING SELECTIVE STRATEGIC GROWTH

 With consumer preferred products

### LAUNDRY CARE

In Laundry Care, we want to strategically lead the future of Laundry by focusing on **selective, strategic growth** in key categories and Power Brands, leveraging **technology leadership** to drive differentiation and value

We are **#2** in active markets with **~60 leading country/category positions**<sup>1</sup>


We built a legacy of **iconic brands** like Persil, complemented by distinct equities such as All and Perwoll, proving our strength to sustainably lead with consumer-centric innovations

We are **expanding our global footprint** with strategic rollouts

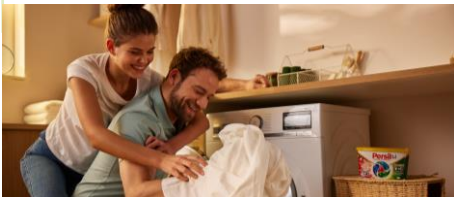


# WITH CONSUMER PREFERRED PRODUCTS

## LAUNDRY CARE: ICONIC BRANDS WITH DISTINCTIVE EQUITIES

 With consumer preferred products

### Persil



**DEEP CLEANING**

#2 in Fabric Cleaning in Europe<sup>1</sup>

### all



**HYPOALLERGENIC SKIN**

#1 in Sensitive Skin segment<sup>1</sup>

### Perwoll



**GENTLE CARE AND RENEWAL**

#1 in Fabric Care<sup>1</sup>

### Spee

### Ver nel

### MAS

### Gold Power

### COLOUR CATCHER

### Snuggly

# WITH CONSUMER PREFERRED PRODUCTS

## FABRIC CARE: GROWING THE CATEGORY FOR A BETTER FUTURE

 With consumer preferred products



Perwoll's **best-in-class unique formula** extends garment life with triple renew benefits:

- **Fiber renew:** Superior pilling removal that make clothes look like new
- **Color renew:** New enzyme removes grey haze, making colors shine again
- **Freshness:** Advanced malodor removal

with a **balanced footprint:** 50% recycled plastic and a fully recyclable bottle

Present in **~40 countries** with recent **expansion** in South Korea and new launch in UK and Ireland



Committed to **sustainable fashion**, addressing the 60% of new clothes discarded within a year<sup>1</sup>, leading

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

**WE DRIVE THE CATEGORY GROWTH**  
leading global brand in the fastest-growing category<sup>2</sup>  
with double-digit organic sales growth



We drive  
**sustainability**

# WITH CONSUMER PREFERRED PRODUCTS

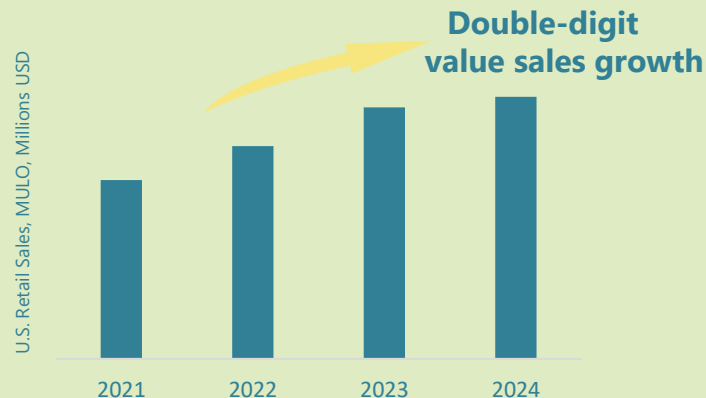
## FABRIC CLEANING: ALL #1 SENSITIVE SKIN DETERGENT BRAND



With **consumer preferred products**



### all® free clear continues substantial growth



Source: Circana POS data through Dec 8, 2024

- **#1 Doctor recommended brand** for Sensitive Skin<sup>2</sup>
- Marketing program reaches **~95% of dermatologists** in the U.S.
- **Significant increase in media** vs 2021

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

Market share increase of +140 bps YTD vs. 2021 within Fabric Cleaning segment



We support  
**health & wellbeing**

<sup>1</sup> in active markets

<sup>2</sup> by dermatologists, allergists and pediatricians

# WITH CONSUMER PREFERRED PRODUCTS

## HOME CARE: LEADING WITH STRONG BRANDS



With **consumer preferred products**

### HOME CARE



We drive **market leadership** combining **strategic investments** with **advanced technologies** to set industry standards and lead the market

**#1** in active markets  
leading in more than **70% of our country / category positions<sup>1</sup>**

Building **strong brands**, we transform Home Care with innovations from brands like **Somat** and **Bref**, **establishing new standards** in dishwashing and toilet care



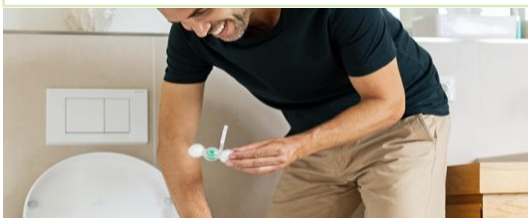


# WITH CONSUMER PREFERRED PRODUCTS

## HOME CARE: ICONIC BRANDS THAT MEET EVERY HOME NEED

 With consumer preferred products

### Bref



**SUPERIOR TOILET CLEANING**

**Market leader** across active markets

### Somat



**THE EXPERT IN DISHWASHING**

**#1/#2** position in 70% of active countries

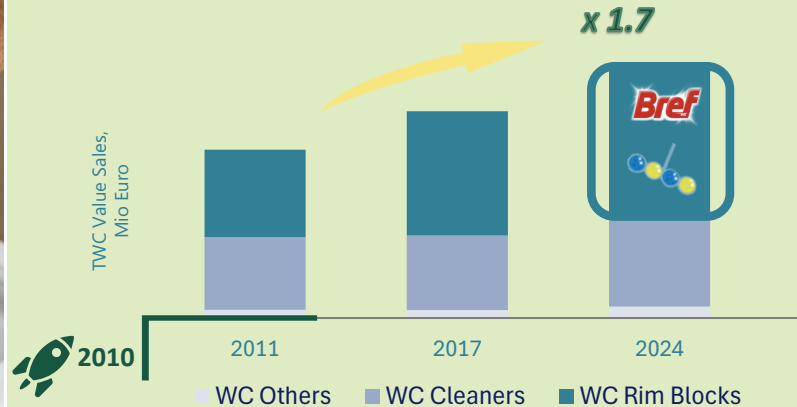


# WITH CONSUMER PREFERRED PRODUCTS

## 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**
- Boosting** consumer annual spend by x2.7<sup>1</sup>
- Bringing meaningful **innovation** to the market

<sup>1</sup> Source: GfK Panel Data, Germany, MAT 2024

**BREF FURTHER EXPANDING #1 POSITION in active markets**  
with a double-digit organic sales growth in 2024, driving category penetration gains

We drive **premiumization**

# WITH CONSUMER PREFERRED PRODUCTS

## AUTOMATIC DISHWASHING: ACCELERATING GROWTH

 With **consumer preferred products**



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

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



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

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

### DRIVING CATEGORY GROWTH

with very strong organic sales growth over the past 5 years



We drive **convenience**



With **consumer**  
preferred products

# WITH CONSUMER PREFERRED PRODUCTS

## HAIR: LEVERAGING EXPERTISE IN CONSUMER & PROFESSIONAL

### HAIR




In Hair, we win in the market by leveraging our **expertise across Professional and Consumer**. Our strategy focuses on brand distinctiveness, premiumization and high-performance technologies.

We compete in all key hair categories - Coloration, Styling, and Care- and hold **leading positions in ~60% of our country/category markets.**<sup>1</sup>

We leverage our megabrand Schwarzkopf with the ambition to become **the authority in Hair**, being by the side of consumers and professionals.



# WITH CONSUMER PREFERRED PRODUCTS LEVERAGING SCHWARZKOPF MASTERBRAND

 With consumer preferred products

## The power of Schwarzkopf Masterbrand

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



Accelerating our professional as well as our consumer business:

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



## THE AUTHORITY IN HAIR

Schwarzkopf as #1 umbrella brand with >€1bn sales



We drive  
**premiumization**



# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: WINNING COLORATION



With consumer preferred products


**Palette**



**THE EXPERT IN COLOR WITH  
+45 YEARS EXPERIENCE**

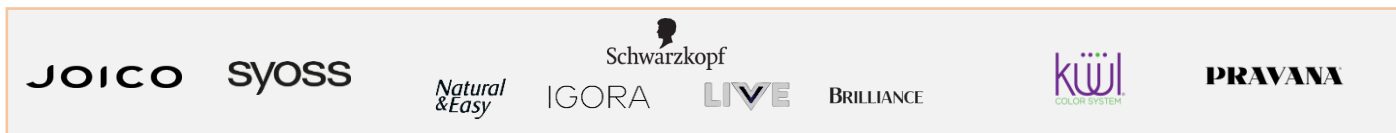
**#1 Color brand<sup>1</sup>**

**Schwarzkopf** **BLO  
ND  
ME**



**THE AUTHORITY IN BLONDE**

**#1 Color and Care System  
dedicated to blonde perfection**



# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: WINNING COLORATION

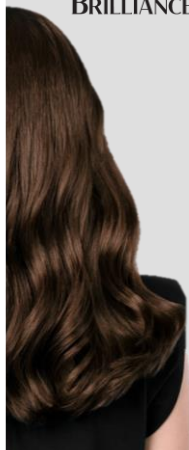
With consumer preferred products

BEFORE



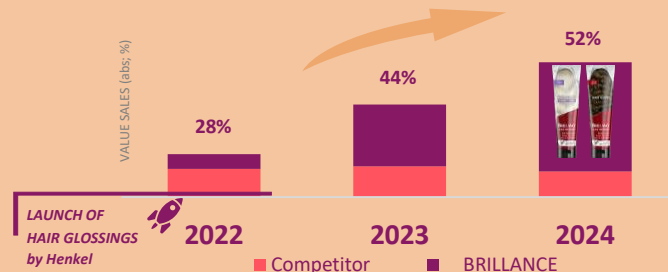
AFTER

Schwarzkopf  
BRILLIANCE



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

i.e Schwarzkopf Brilliance **Glossing**  
Untapping a **new coloration category**,  
**boosting consumer recruitment** -40% of buyers are new-  
and **increasing buying frequency** -5.8x vs 4.1x regular coloration-



Palette

No. 1 brand  
in Coloration

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

**All time high**  
**Market Share** in 2024

Driving **digitalization**  
**with the virtual hair color try-on**  
to help users find their perfect  
shade

**WE LEAD COLORATION WITH TOP BRANDS**

Brilliance Strongest growing brand in Germany in value sales  
PALETTE #1 color brand, selling 4 units every second

We drive  
**digitalization**

# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: LEADING STYLING



With consumer preferred products

Schwarzkopf  
**taft**



**THE PIONEER BRAND FOR  
LONG LASTING HOLD**

**#1 Styling brand in Europe<sup>1</sup>**

**got2b**



**THE BRAND FOR WHOEVER  
YOU WANT 2B**

**#1 Styling brand for Gen Z and  
Gen Alpha<sup>1</sup>  
#3 Styling brand in Europe<sup>1</sup>**

**KENRA**  
PROFESSIONAL



**THE PROFESSIONAL BRAND  
EMPOWERING TODAY'S  
STYLISTS**

**#1 Professional Styling Brand in  
North America<sup>2</sup>**

**syoss**

★ **sexyhair**

Schwarzkopf

**OSiS+**

**SILHOUETTE**  
PURE FORMULA invisible hold

**Xtreme**

**JOICO**

**STMT**  
GROOMING GOODS

# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: LEADING STYLING

With consumer preferred products



# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: ACCELERATING CARE



With consumer preferred products

Schwarzkopf  
**GLISS**



**FOR ADVANCED HAIR REPAIR**

**#1** in Treatments and Hair repair<sup>1</sup>

**syoss**



**FOR DEEP CARING INTENSITY**

Strong **#2** with continued market value sales growth in 2024<sup>2</sup>

**JOICO**



**THE JOI OF HEALTHY HAIR**

Used by more than **~800,000** Hair Stylist in North America

**schauma**

**VS**  
SASSOON

**ec**  
EXTRA CARE  
HAIR REPAIR

Schwarzkopf

**bc**  
BONACURE

**SHISEIDO**  
PROFESSIONAL


**PeT**

**KENRA**  
PROFESSIONAL



# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: ACCELERATING CARE

 With consumer preferred products



We develop **premium innovations in Schwarzkopf** powered by **cutting edge technologies** that improve hair health inside and out.

**HAPTIQ**  
SYSTEM

- **Inner Action:** Repairs hair from within with micro-bonds
- **Outer Action:** Protects hair with a damage-resistant layer

We leverage this technology across Schwarzkopf consumer categories

Schwarzkopf  
**GLISS**

**Night elixir: Revolutionary overnight hair repair**

**Proven success** with 82% new users and expanding to 6 new countries

**Sustainability** in the core with 97% recycled plastic bottle with fully recyclable packaging



**CUTTING-EDGE TECHNOLOGIES FOR SUSTAINABLE GROWTH**  
Syoss and Gliss with consistent market value sales growth since 2021<sup>1</sup>

We drive **premiumization**

# WITH CONSUMER PREFERRED PRODUCTS

## OTHER CONSUMER BUSINESSES: REGIONAL FOCUS

 With consumer preferred products



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

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

Fa





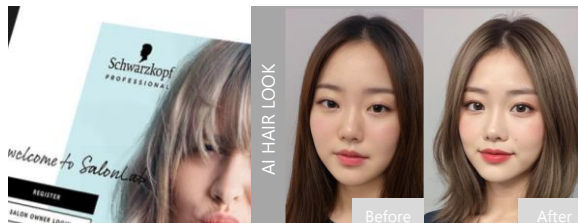
# AT OPTIMAL COSTS

## OPTIMIZING THE OVERALL SET-UP



### NEW ORGANIZATION

- **New organizational set-up** globally (incl. reduction by ~2,000 positions)
- **Lean and efficient structures** to drive overall agility
- **Foster entrepreneurial spirit** and accelerate cultural transformation



### DIGITALIZATION

- **Leveraging digitalization** to create attractive touchpoints and **increase efficiency**
- **Integration of AI** to optimize customer centricity and marketing activation
- **R&D backbone supported by AI** to drive purposeful innovations



### SUPPLY CHAIN

- **Improve efficiency** of own production set up and optimize contract manufacturers network
- **Drive commercial integration** with optimized logistics capabilities along 1-1-1 approach (one order, one shipment, one invoice)
- **Leverage procurement** opportunities



# AT OPTIMAL COSTS

## CONSUMER BRANDS INTEGRATION IN FULL SWING

### Optimizing organizational set-up and portfolio

- **Organizational set-up concluded** in 2024
- **Portfolio measures of slightly more than €1bn** completed
- **€275m net savings** realized by end of 2024

### Driving supply chain optimization

- **“1-1-1 approach” live** in all targeted countries
- **Complexity reduction of ~23%** reached by end of 2024 (target ~25% by end of 2025)
- **€150m net savings** realized by end of 2024 (€250m target to be reached by end of 2025)

**Targeted savings of €525m expected to be already reached by end of FY 2025<sup>1</sup>**

# POWERED BY CUSTOMER EXCELLENCE WITH A DIVERSIFIED GO-TO-MARKET SETUP

SUPERMARKET &  
DISCOUNTER



DRUGSTORE



HYPERMARKET



SELECTIVE RETAIL



SALON & SALON  
DISTRIBUTOR



E-COMMERCE



As ONE HCB consumer platform,  
we are a strong partner

- **One face** to our customers
- **One Team:** Faster, simpler, leaner
- Increased **logistical** and **operational** efficiency (1-1-1)
- Among **TOP 5 FMCG players**<sup>1</sup> in Europe





# CONSUMER BRANDS

## POISED FOR PROFITABLE GROWTH

### *MID-TERM FINANCIAL AMBITION*

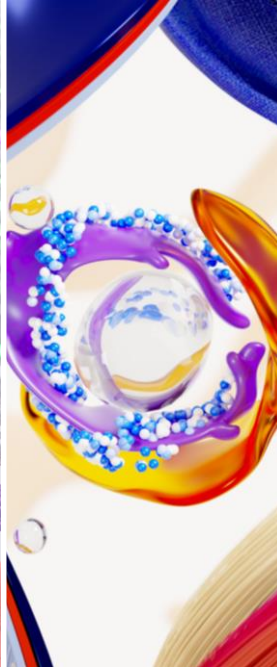
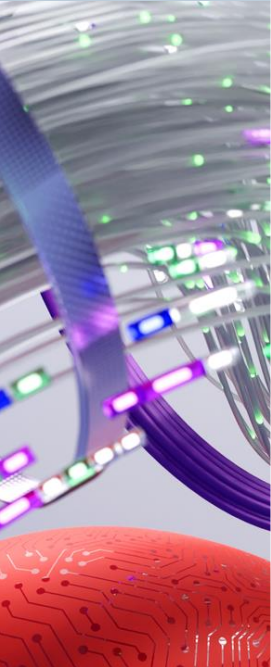
**3 TO 4 %**

ORGANIC SALES  
GROWTH

**MID-TEENS %**

ADJ. EBIT  
MARGIN

- **#2 player** across our active markets globally, with **leading positions in attractive consumer categories**
- Driving **portfolio valorization** with **iconic brands & impactful innovations**
- Building on strong **R&D expertise as technology leader and digital and sustainability capabilities**
- Shaping relevant market trends by **leveraging deep consumer insights**
- Executing **business transformation** to fuel growth and enhance profitability



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

**ESG**



Early mover with long-term strategy  
and solid corporate governance



# SUSTAINABILITY

## DRIVING PROGRESS ALONG THE VALUE CHAIN

2030+ Sustainability  
Ambition Framework  
firmly embedded –

driving transformational change  
in our business, value chains and  
markets

Sustainability at the core of our  
corporate strategy and  
company purpose



> 30 years of  
continuous  
Sustainability  
Reporting



# 2030+ SUSTAINABILITY AMBITION FRAMEWORK



## 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.\*

# TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



STRIVE TO ACHIEVE A CIRCULAR AND NET-ZERO FUTURE



REGENERATIVE  
**PLANET**



## CIRCULARITY

**89% of packaging is  
designed for recycling**  
(target: 100% by 2025)



## CLIMATE

Increased the energy  
purchased from **renewable  
sources** to **47%**



## NATURE

**97% of palm-based  
ingredients** come from  
certified **sustainable supply**  
(ambition: 100%)





# TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



CONTRIBUTE TO PEOPLE BEING ABLE TO LEAD A BETTER LIFE



THRIVING  
COMMUNITIES



## EQUITY

**42% share of women**  
across management levels  
(ambition: 50% by 2025)



## WELLBEING

**+47% safer** per million  
hours worked  
(target: +60% by 2025)



## EDUCATION

**>39,700 farmers** reached and  
trained through improved  
livelihoods and forest protection  
projects



# TOWARDS **ACHIEVING OUR AMBITIONS** – RECENT PROOFPOINTS



DRIVE PERFORMANCE WITH INTEGRITY



TRUSTED  
**PARTNER**



## TRANSPARENCY

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



## PERFORMANCE

**>99% 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**

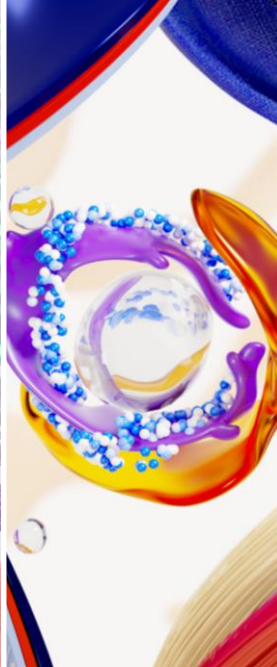
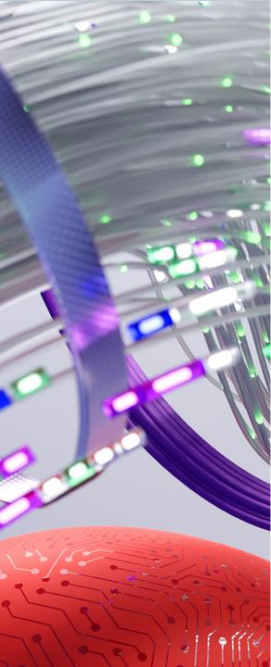
### ***FURTHER INFORMATION:***



[SUSTAINABILITY REPORT 2024](#)

### **CORPORATE GOVERNANCE:**

[CORPORATE GOVERNANCE  
AT HENKEL](#)



AT A GLANCE:  
REASONS TO  
INVEST

HENKEL GROUP

ADHESIVE  
TECHNOLOGIES

CONSUMER  
BRANDS

ESG

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RELATIONS  
CONTACT**



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