



HENKEL EQUITY STORY

INVESTOR RELATIONS

Henkel

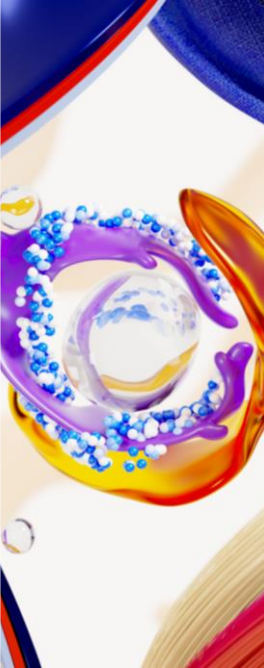
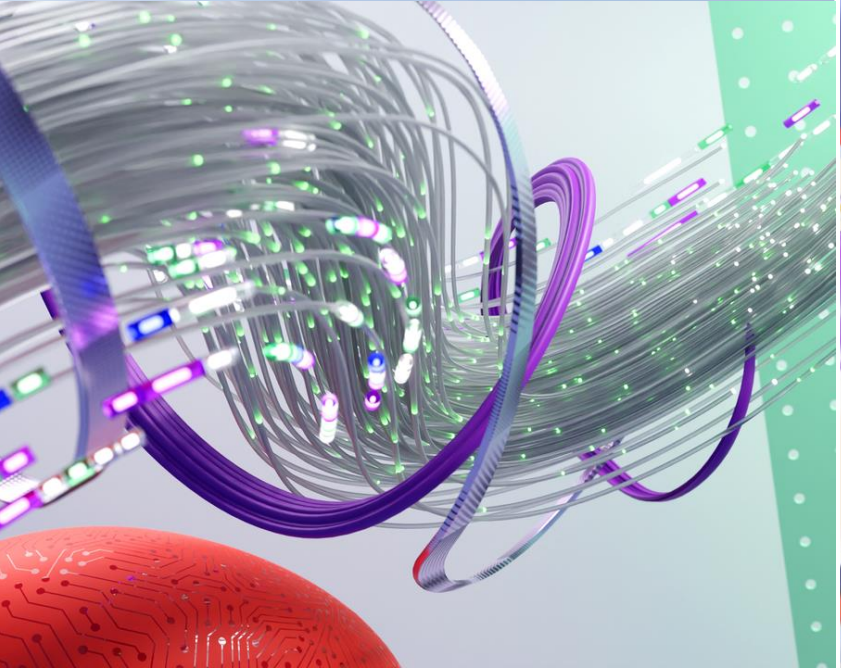
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*Note:
All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.
All figures – unless indicated otherwise – relate to FY 2024 (time reference of market share data may deviate). Updated in March 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



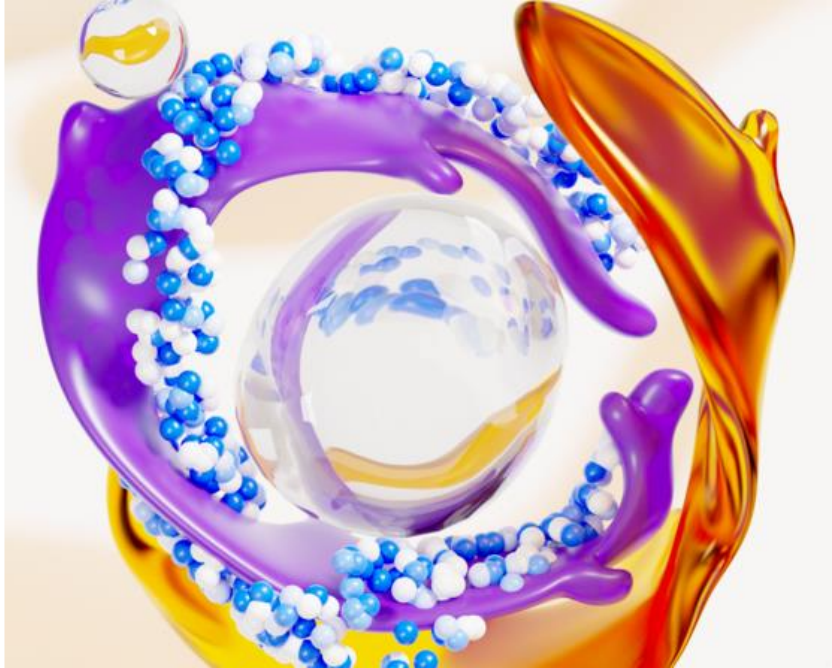
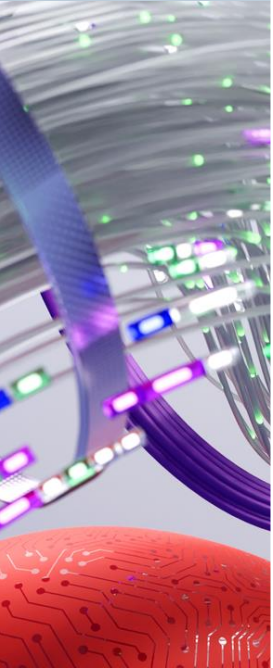


CARSTEN
KNOBEL

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



Craftsmen,
Construction &
Professional

#3
worldwide



Laundry &
Home Care

#2
in active markets

CONSUMER BRANDS



Hair
Professional & Consumer

#2
in active markets



Other
Consumer

Body Care
Presence in
selected markets

...A COMPELLING **PORTFOLIO** WITH ICONIC BILLIONAIRE 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

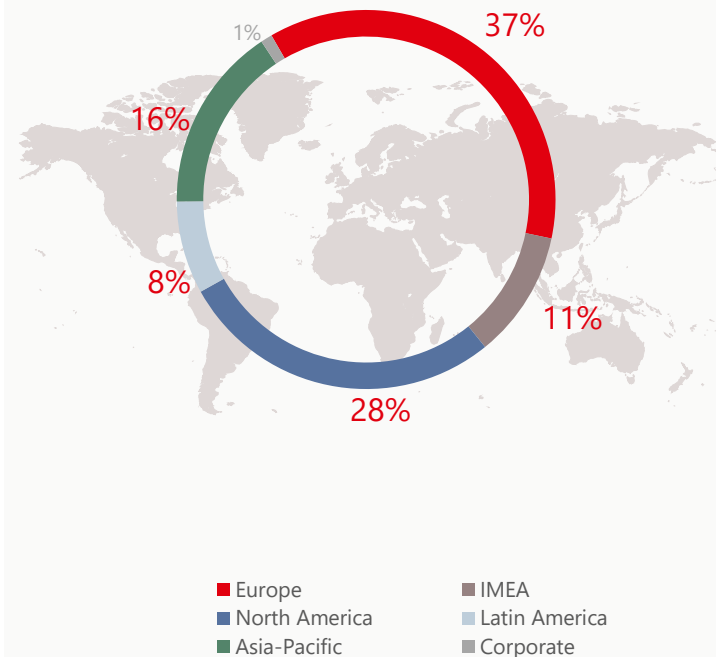
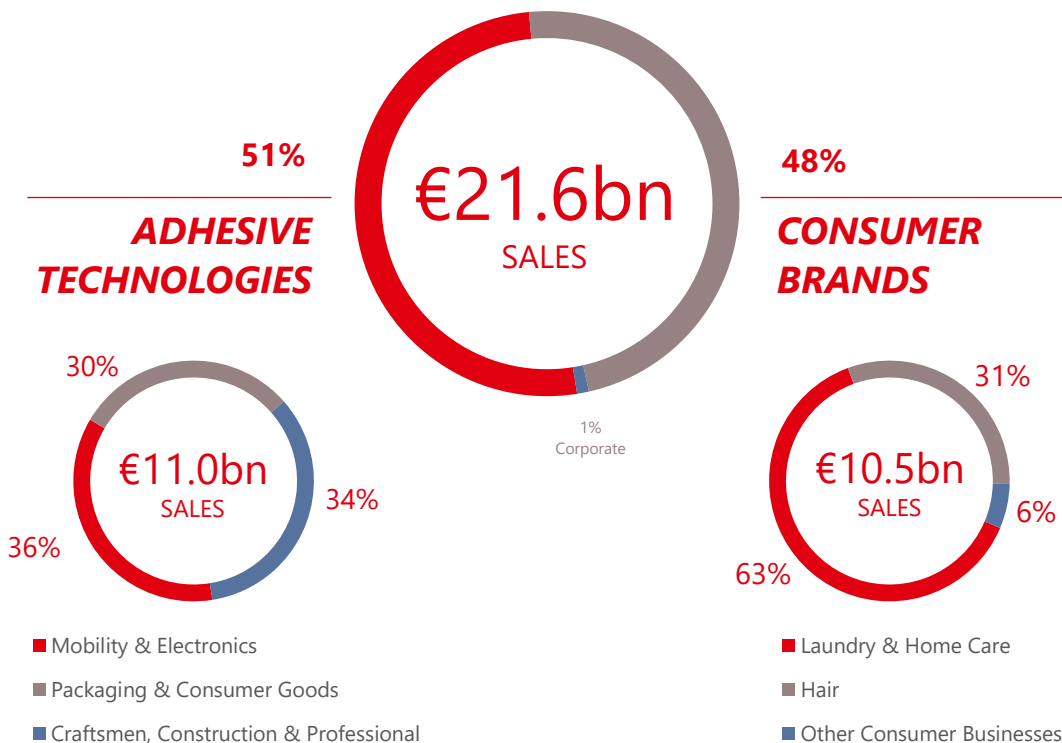


>50%

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**



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 DISCONTINUED¹
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
to enhance Adhesive Technologies portfolio
by adding adjacent businesses

SHISEIDO
PROFESSIONAL



SEALFORLIFE
Industries

CRITICA™
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 INDUSTRIAL MEGATRENDS



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

LEADING POSITION

EXCELLENT RESULTS IN ESG-RATINGS AND -RANKINGS

2030+ SUSTAINABILITY AMBITION FRAMEWORK

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



COMPETITIVE EDGE - DIGITALIZATION

WINNING
PORTFOLIO

COMPETITIVE **EDGE**

INNOVATION

SUSTAINABILITY

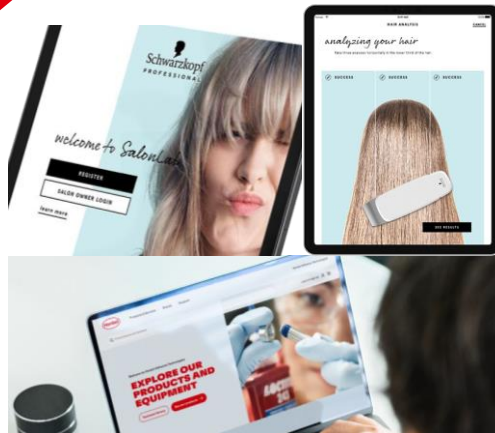
DIGITALIZATION

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

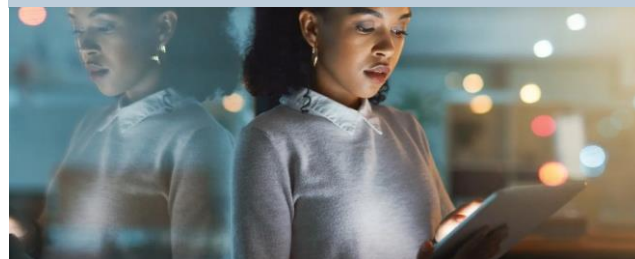
~20%

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

~ **€525m¹**

OPTIMIZED ORGANIZATIONAL SET UP IN ADHESIVE TECHNOLOGIES

SUCCESSFULLY IMPLEMENTED
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 GROWTH¹
+25.1%

Strong topline development across businesses



HENKEL GROUP

▲ 4.5%

CAGR²



ADHESIVE TECHNOLOGIES

▲ 5.4%

CAGR²



CONSUMER BRANDS

▲ 3.7%

CAGR²

...**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**

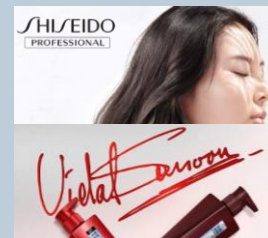
STRENGTHENING BUSINESSES ORGANICALLY

- 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



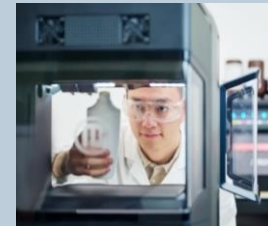
Critica Infrastructure and Seal for Life Industries (Adhesive Technologies)



Shiseido Professional and Vidal Sassoon in APAC (Consumer Brands)



New Battery Testing Center in Düsseldorf (Adhesive Technologies)



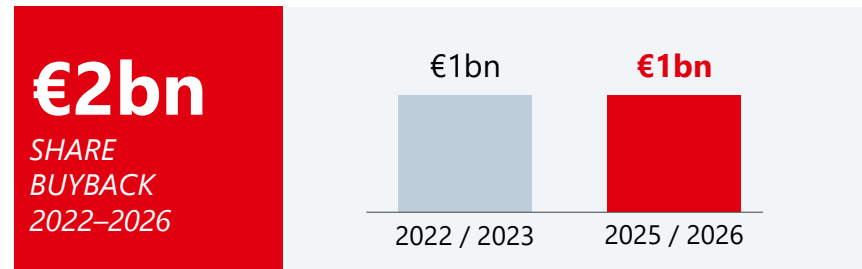
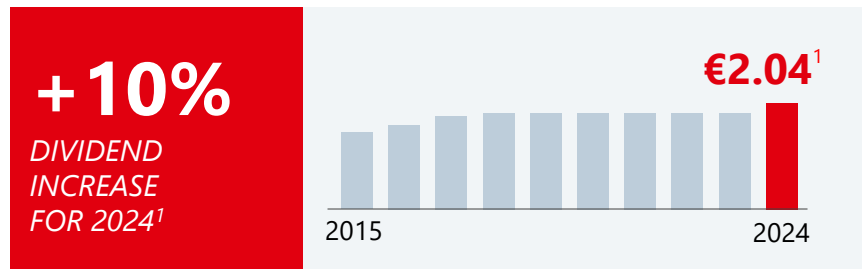
New R&D center in Asia (Consumer Brands)

CURRENT DEBT RATINGS

S&P: A

Moody's: A2

...AND *LETTING OUR SHAREHOLDERS PARTICIPATE*



- **Dividend policy** with targeted payout ratio of 30-40%²
- 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**³

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**

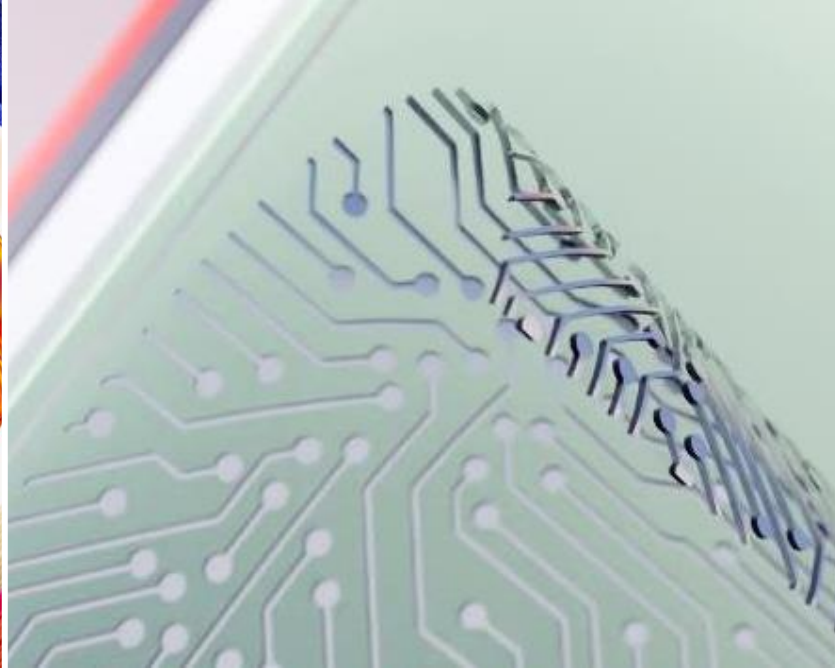
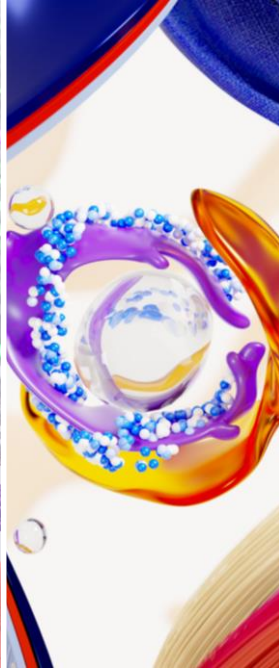
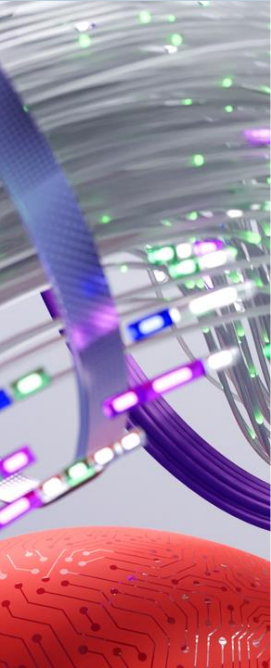
CREATING VALUE FOR OUR STAKEHOLDERS WITH TRUSTED BRANDS AND SUPERIOR TECHNOLOGIES



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

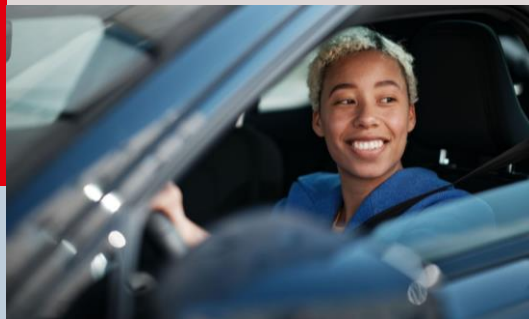


>300 adhesive applications can be found in a modern car –

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 adhesives are enough to pull a 200-ton train

SETTING *INDUSTRY STANDARDS*

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



ADHESIVES



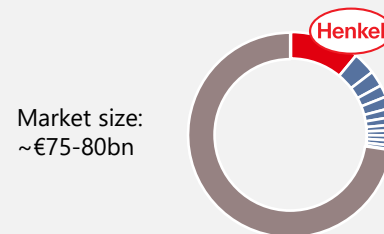
SEALANTS



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



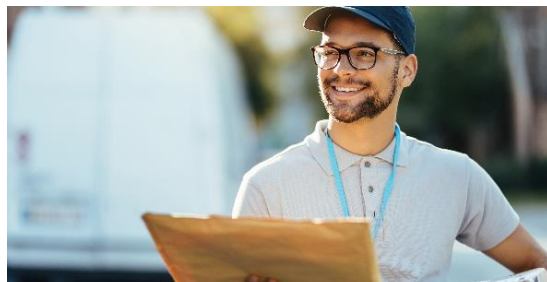
SERVING **BROAD RANGE OF INDUSTRIES** ALONG THREE BUSINESS AREAS



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.



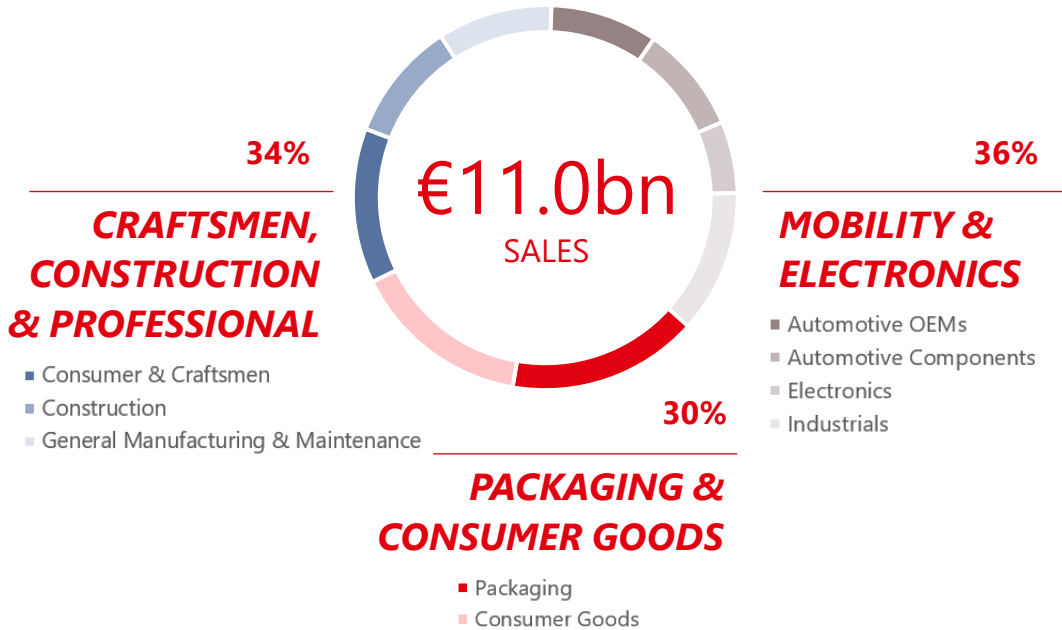
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Peer group
with business overlap

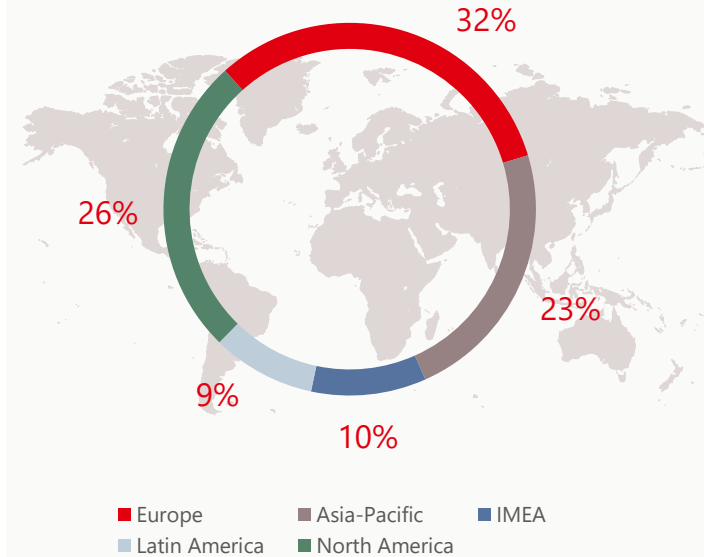


WELL-BALANCED GLOBAL PORTFOLIO



KPIs 2024

OSG 2.4%	ADJ. EBIT €1,817m	ADJ. EBIT MARGIN 16.6%
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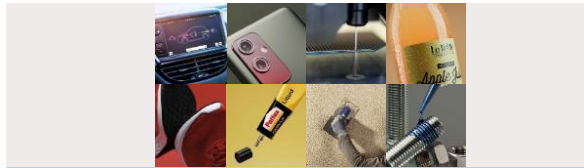
CREATING CUSTOMER VALUE AS **LEADING SOLUTION PROVIDER**

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

>€300m
R&D
spend

~25%
Newly launched
products¹

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

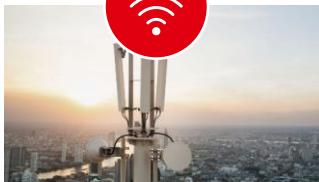
Accelerate development of debonding technologies



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

Sustainable Engineered Wood solutions driving industry transformation

SELECTED
EXAMPLES

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%

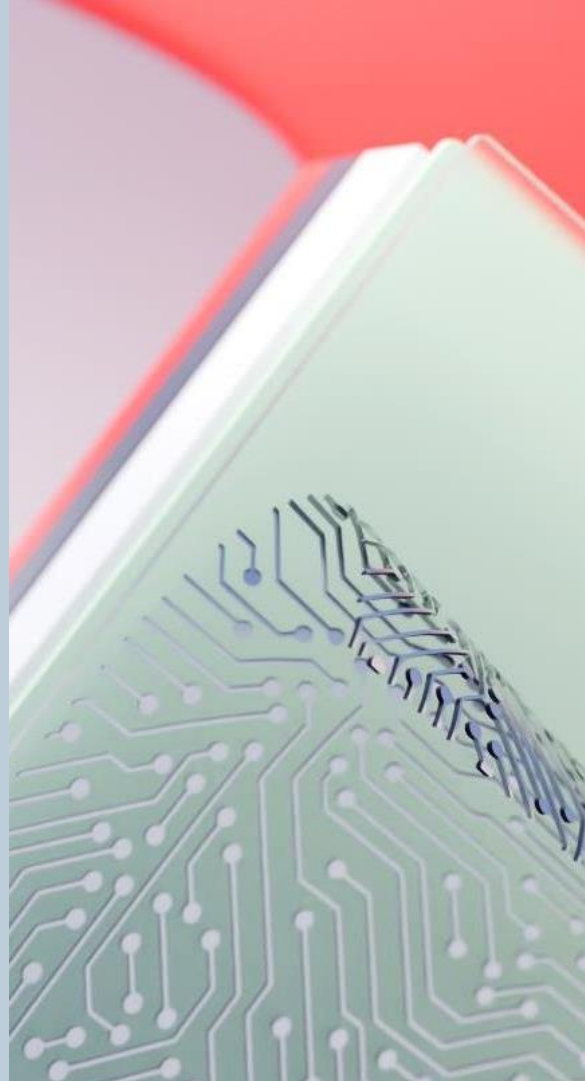
Sales share¹ of our portfolio's products with **significant positive contribution in the areas of climate, circularity, safety and nature** – e.g. by enabling emissions reduction in production processes and use phase



¹Referring 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

- Surface treatment, cleaners & lubricants
- Exterior, powertrain, interiors & chassis
- Automotive electronics and E-Mobility



ELECTRONICS

- Consumer devices
- Semiconductor packaging
- Printed electronics



INDUSTRIALS

- Aviation, space & rail
- Data & telecom, power, automation
- Medical & liquid filtration
- Metal coil & general industry



AUTOMOTIVE OEMS: LEADING PARTNER ENABLING ELECTRIC, AUTONOMOUS, AND SUSTAINABLE MOBILITY



140 OF 150 CARS produced worldwide contain at least one Henkel solution

ACCESS TO ALL MAJOR OEMs GLOBALLY with full range of solutions for process and engineering applications for vehicle body

FOCUS ON NEW BODY DESIGNS & SUSTAINABILITY

~30% CAGR of EV '21-'28 requiring structural solutions for lightweight & battery crash protection

LIGHTER, SAFER AND MORE SUSTAINABLE VEHICLES

e.g., structural foam solutions



AUTOMOTIVE COMPONENTS: GROWTH FUELED BY INNOVATIVE E-MOBILITY APPLICATIONS

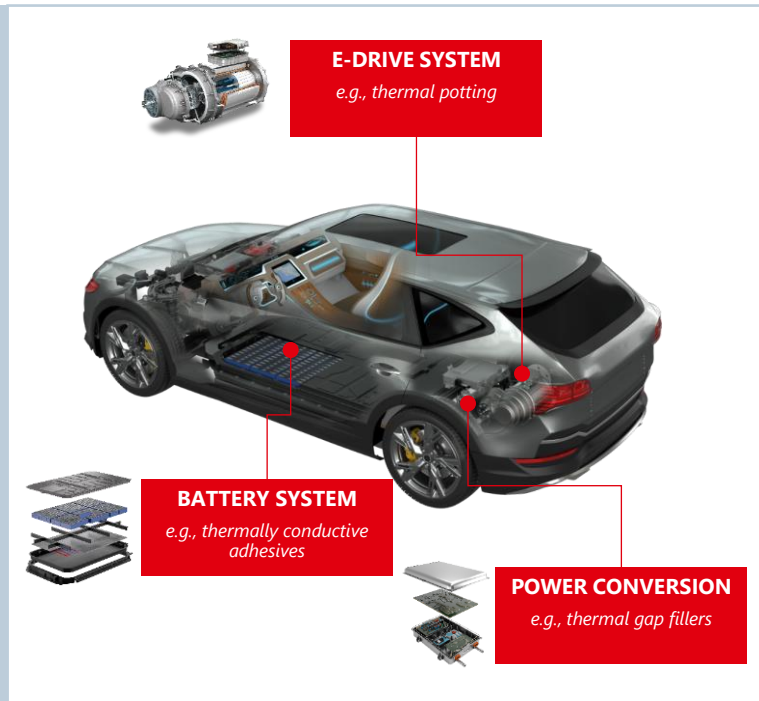


EV SALES POTENTIAL

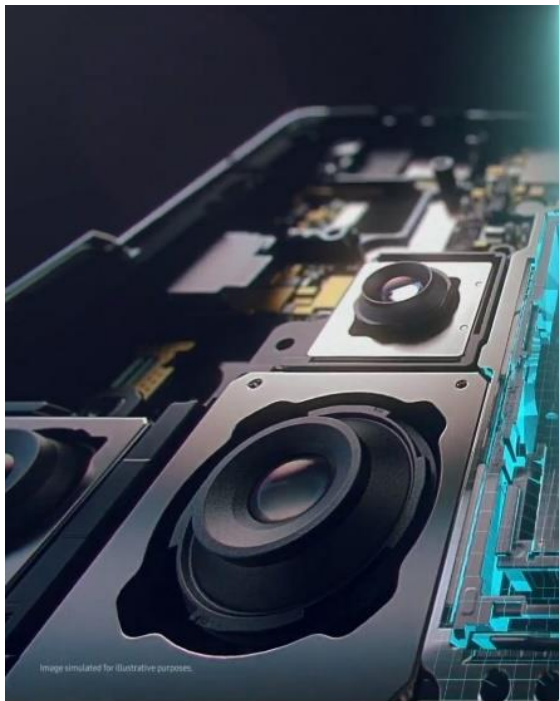
for Henkel solutions
>2X compared to the
combustion engine car

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

**STRONG INNOVATION
PIPELINE** – launches over
next 24 months with total
annual sales potential of >€100m



ELECTRONICS: CREATING VALUE THROUGH TECHNOLOGICAL INNOVATIONS



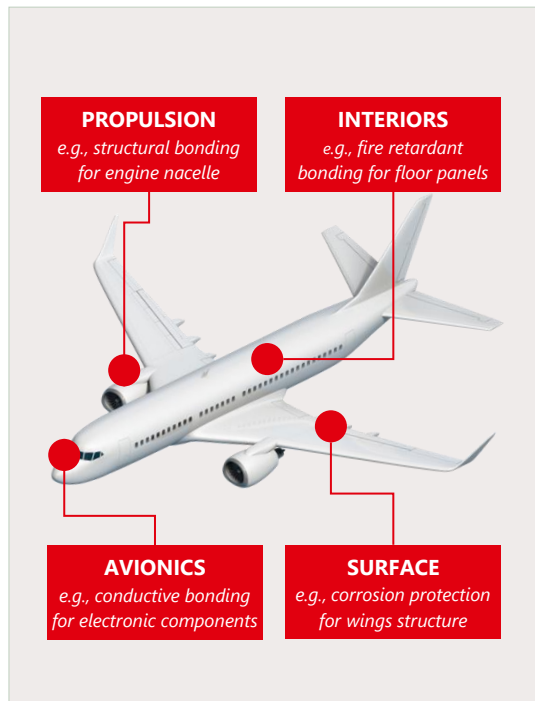
4.5BN SMARTPHONE CAMERAS in 2026, representing expected growth of **~20%** vs 2023, driven by development of sensors with **NEW BONDING AND SEALING OPPORTUNITIES**

Already more than **40** Henkel applications in XR¹ devices offering up to **3.5X SALES POTENTIAL** per device vs high-end smartphones

Focus on **DEVICE REPARABILITY** increases need for durable bonds and debonding solutions – structural bonding market expected to expand by 30% until 2027



INDUSTRIALS: TAILOR-MADE SOLUTIONS FOR BROAD RANGE OF MARKETS



OUTPERFORMING AEROSPACE MARKET with **HIGH SINGLE-DIGIT** growth¹

MID TO HIGH SINGLE-DIGIT growth¹ with **MEDICAL APPLICATIONS**, e.g. continuous glucose monitoring devices

HIGH SINGLE-DIGIT growth¹ in **DATA & 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



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



>**33%** of the world's largest publicly traded companies have **NET-ZERO TARGETS BY OR BEFORE 2050**

>**40 HENKEL ADHESIVES SOLUTIONS** already launched with >20% lower raw material emissions compared to conventional adhesives¹;
4 are **NET-ZERO SOLUTIONS**

4X HIGHER GROWTH² in products fostering sustainability compared to conventional adhesives



¹Lower than conventional market standard Downstream and Upstream Scope 3 emissions.

²CAGR 20-23; sales with a significant positive contribution in the area of climate, circularity, safety and nature.

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

CRAFTSMEN, CONSTRUCTION & PROFESSIONAL



CONSUMERS & CRAFTSMEN

- Sealants
- Construction adhesives
- Instant repair: Instant glues, superglues
- Wood glues
- Stationery glues: Glue sticks



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



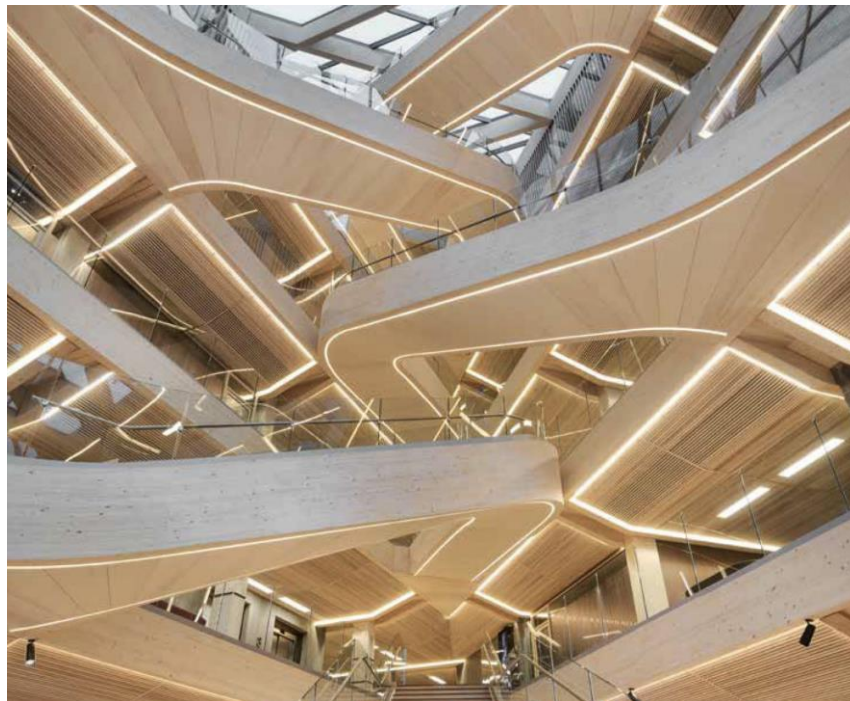
CONSUMERS' HOME FOCUS IS HERE TO STAY –
home improvement as global trend

URBANISATION expected to drive global housing construction & renovation market growth to ~4% p.a. (2023-27)

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



CONSTRUCTION: TRANSFORMING THE EVERYDAY LIVING ENVIRONMENT



2X HIGHER GROWTH RATES
in timber construction compared to
conventional concrete & steel

>90% of new cross laminated
timber production facilities planned
or ramped up from 2019 – 2026
with Henkel

Henkel at the forefront of
**SUSTAINABLE PRODUCT
INNOVATION** in the engineered
wood industry



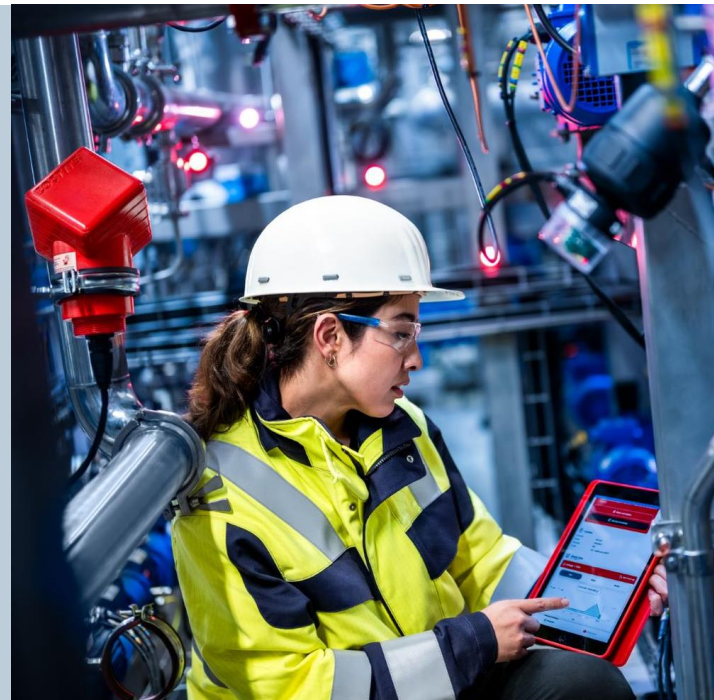
GENERAL MANUFACTURING & MAINTENANCE: DELIVERING RELIABILITY TO CUSTOMERS ACROSS INDUSTRIES



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

Highly attractive MRO¹ segment with **HIGH SINGLE-DIGIT OSG CAGR** in past 5 years

Recent acquisitions of Critica Infrastructure and Seal for Life allowing to create new **PLATFORM** and expand MRO portfolio by attractive adjacent businesses



ADHESIVE TECHNOLOGIES

WELL POSITIONED FOR SUSTAINABLE VALUE CREATION

MID-TERM FINANCIAL AMBITION

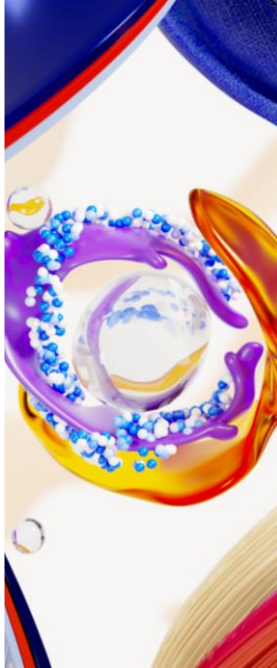
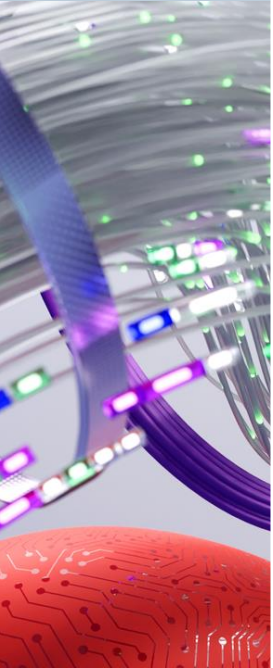
3-5 %

ORGANIC SALES
GROWTH

HIGH-TEENS %

ADJ. EBIT
MARGIN

- **Global market leader** in adhesives, sealants, coatings with **broadest portfolio and unparalleled technology know-how** in the industry driven by customer insights
- **High-impact** and future-oriented solutions developed and customized in close **collaboration with our customers**
- Active in highly innovative segments while **shaping the megatrends in markets**, combined with **true commitment to sustainability** along the entire value chain
- **Robust portfolio with leading positions** across industries, regions and technologies – poised for further organic growth flanked by M&A opportunities



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

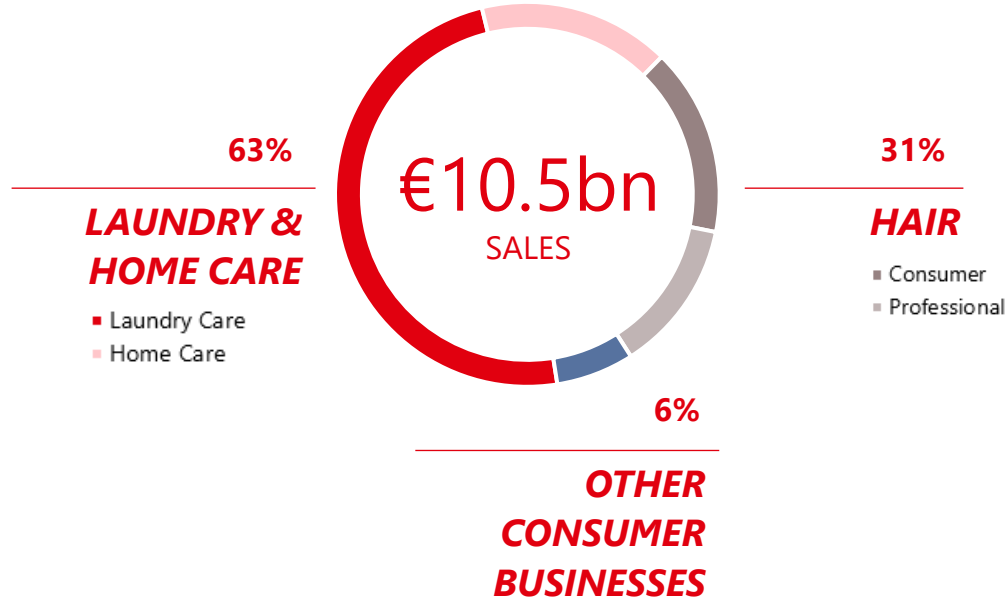
Body Care

- Bath & Shower
- Deodorants
- Soaps

PRESENCE IN SELECTED MARKETS

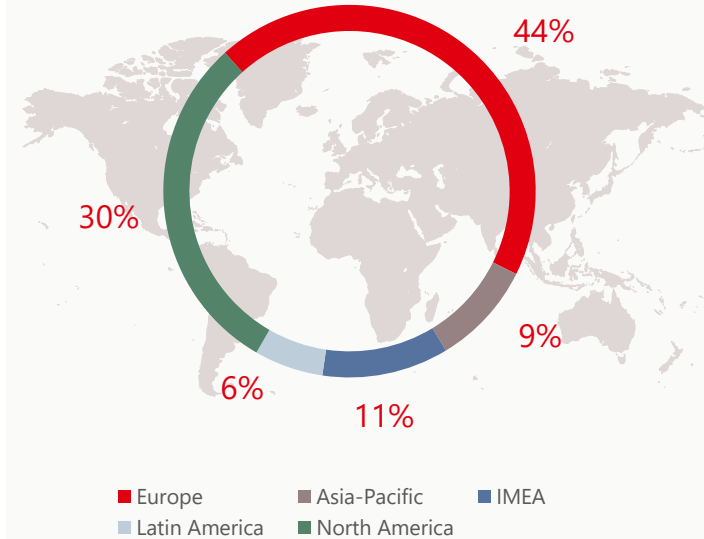
FOCUS ON KEY BRANDS WITH SHARPENED BRAND ROLES

UNITED UNDER ONE STRONG > 10BN€ PLATFORM



KPIs 2024

OSG 3.0%	ADJ. EBIT €1,419	ADJ. EBIT MARGIN 13.6%
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STRONG GLOBAL PLAYER WITH ICONIC #1 BRANDS IN LAUNDRY CARE, HOME CARE & HAIR







Laundry & Home Care	Hair Professional	Hair Consumer
#1 in Europe	#2 in North America	#2 in Europe
#2 in IMEA	#3 in Europe	#2 in Latin America
#3 in North America	#3 in Latin America	
	#3 in Asia-Pacific	

TOP RANKINGS IN ACTIVE MARKETS

~270

#1 or #2

COUNTRY / CATEGORY POSITIONS

 <p>No.1 in Toilet Care</p>	 <p>No.1 in Hair Styling</p>
 <p>No.1 In Fabric Cleaning in 14 countries in the world</p>	 <p>No.1 In Hair Coloration in 9 countries in the world</p>

VALORIZATION LEADING TO VERY STRONG GROWTH OF TOP 10 BRANDS

ONGOING
GROWTH
INVESTMENTS

ROLLING OUT
IMPACTFUL
INNOVATIONS

IDENTIFYING
RELEVANT
CONSUMER NEEDS

SALES SHARE > 50%

VERY STRONG ORGANIC SALES GROWTH AND
POSITIVE VOLUMES OF TOP 10 BRANDS IN FY 2024

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



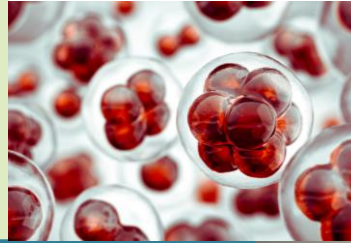
CONVENIENCE

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



Best-in-class Bioscience

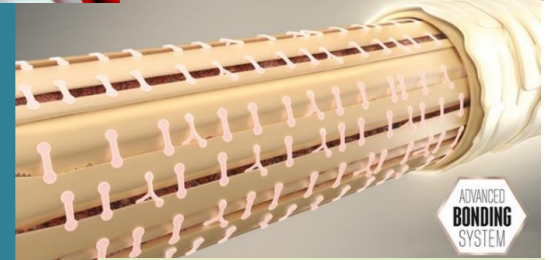
exclusive enzymes, microbiology
and early pioneers for peptides



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

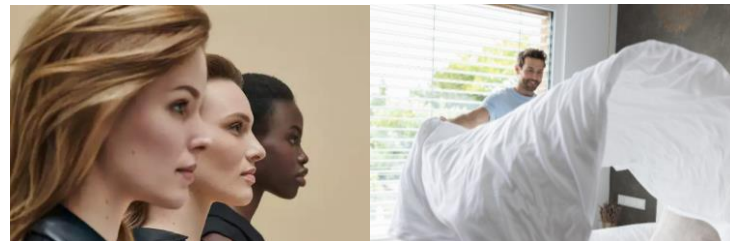
~1,000
Researchers

~€280m
R&D
spend

~50%
Innovation
rate¹

>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

¹ per ton of product vs. 2010

100%

 CO₂ reduction¹ in 2030

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

got2b™
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

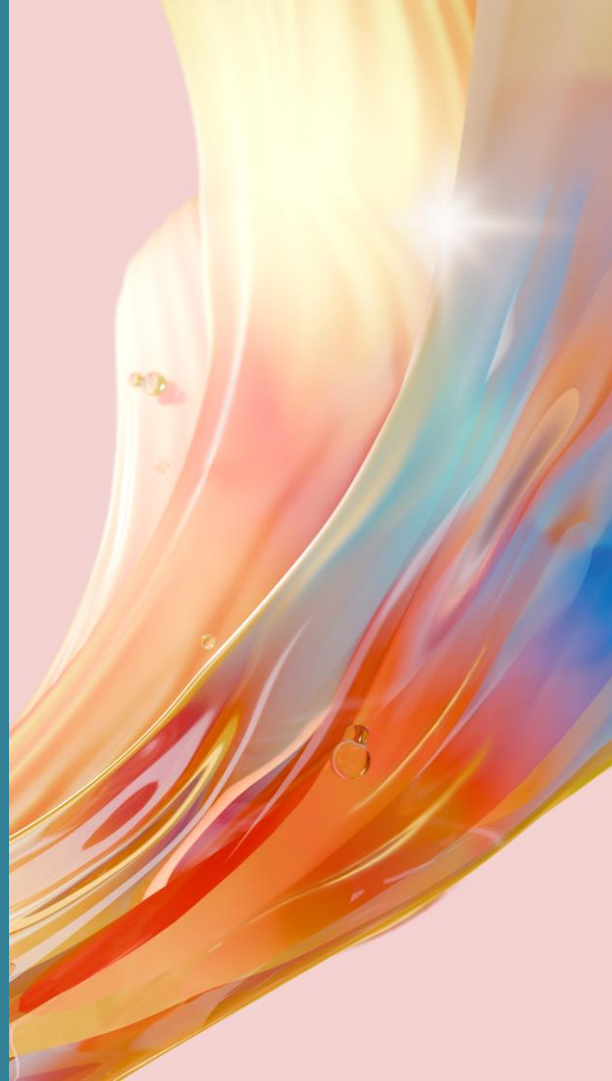
Persil ensures deep clean already starting from 20°C – enabling our consumers to wash at cold temperatures.

Saving up to **70%** of energy²

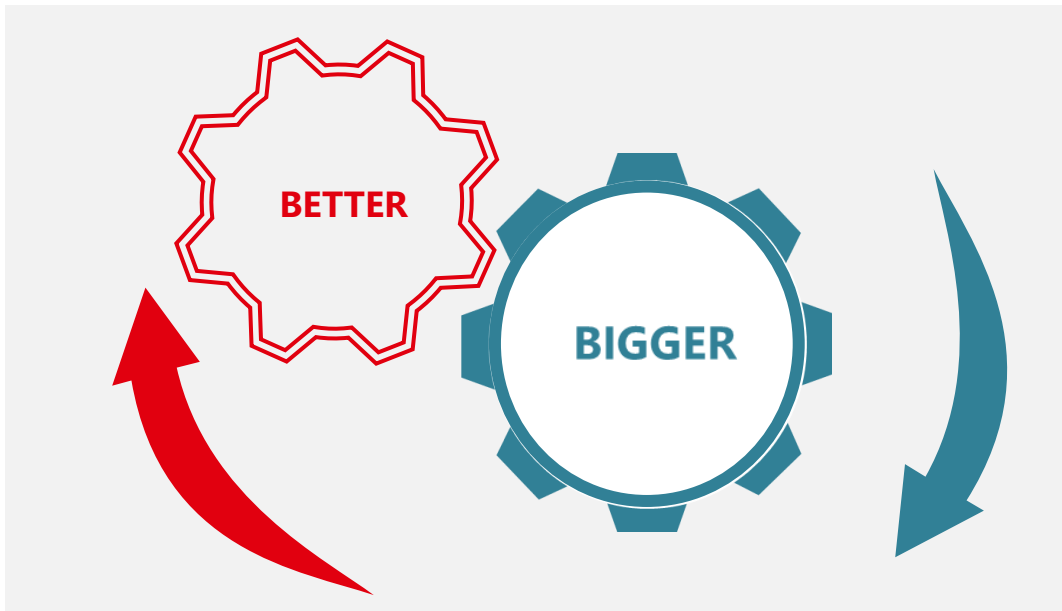
² compared to 60°C



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

DIVESTMENTS & DISCONTINUATIONS

- ORAL CARE
- AIR FRESHENERS
- SKIN CARE
- SOAP¹
- 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
smiles for your smile
AUSTRALIA AND NEW ZEALAND

VIDAL SASSOON

CHINA

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

¹ In most countries



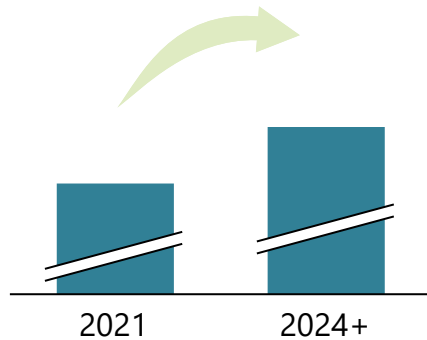


FOCUSED BUSINESS PORTFOLIO ALLOWS US TO DRIVE VALUE IN OUR BRANDS

FUELING OUR INNOVATION AND BRANDS WITH STRONG INVESTMENTS

Increased media investments driving brand equity

Media investments in €m (indicative)



Strengthening brands powered by innovation and marketing support –
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

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



HEALTH & WELLBEING

Promoting products that support a healthier and balanced lifestyle

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



CONVENIENCE

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

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



DIGITALIZATION

Enhancing the consumer experience through innovative digital tools

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



PREMIUMIZATION

Elevating consumer experiences with superior products through our brands

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

SELECTED
EXAMPLES

WITH CONSUMER PREFERRED PRODUCTS LAUNDRY CARE: DRIVING SELECTIVE STRATEGIC GROWTH

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 positions¹**

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

Persil




DEEP CLEANING
#2 in Fabric Cleaning in Europe¹

all



HYPOALLERGENIC SKIN
#1 in Sensitive Skin segment¹

Perwoll



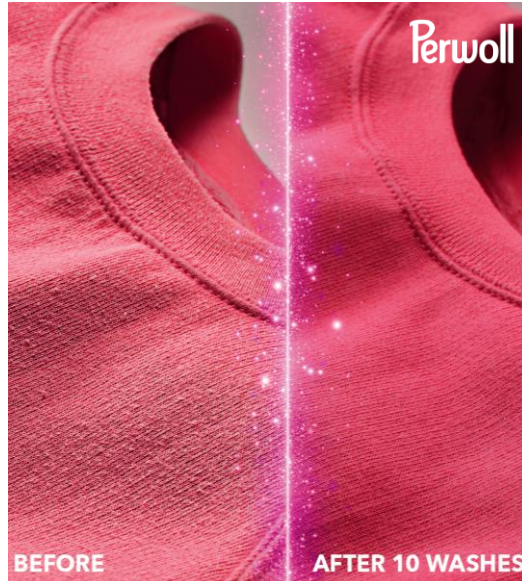
GENTLE CARE AND RENEWAL
#1 in Fabric Care¹





With consumer preferred products

WITH CONSUMER PREFERRED PRODUCTS FABRIC CARE: GROWING THE CATEGORY FOR A BETTER FUTURE



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 year¹, leading

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

WE DRIVE THE CATEGORY GROWTH
leading global brand in the fastest-growing category²
with double-digit organic sales growth



We drive **sustainability**

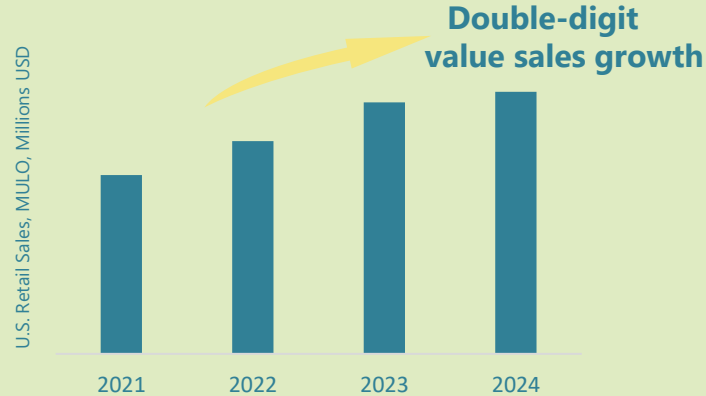


WITH CONSUMER PREFERRED PRODUCTS

FABRIC CLEANING: ALL #1 SENSITIVE SKIN DETERGENT BRAND



all® free clear continues substantial growth



Source: Circana POS data through Dec 8, 2024

- **#1 Doctor recommended brand** for Sensitive Skin²
- Marketing program reaches **~95% of dermatologists** in the U.S.
- **Significant increase in media** vs 2021

#1 IN SENSITIVE SKIN SEGMENT¹

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



We support
**health &
wellbeing**

¹ in active markets

² by dermatologists, allergists and pediatricians



With consumer preferred products

WITH CONSUMER PREFERRED PRODUCTS HOME CARE: LEADING WITH STRONG BRANDS

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 positions¹

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

WITH CONSUMER PREFERRED PRODUCTS

HOME CARE: ICONIC BRANDS THAT MEET EVERY HOME NEED

Bref



SUPERIOR TOILET CLEANING

Market leader across active markets

Somat



THE EXPERT IN DISHWASHING

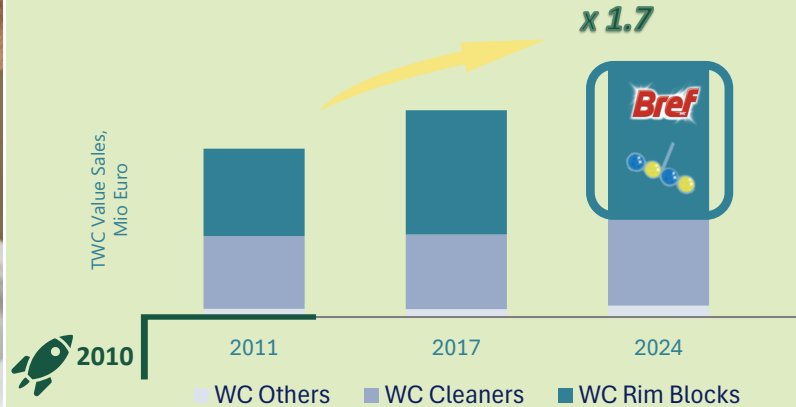
#1/#2 position in 70% of active countries



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 x2.7¹
- Bringing meaningful **innovation** to the market

¹ 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



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, CO₂ 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

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.**¹

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

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**

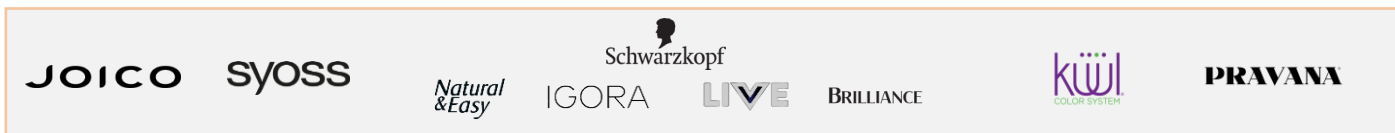
#1 Color brand¹

Schwarzkopf **BLO
ND
ME**



THE AUTHORITY IN BLONDE

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



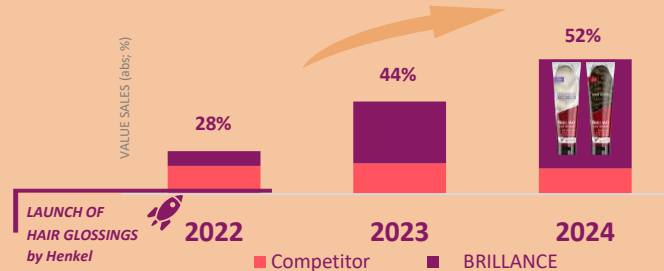
WITH CONSUMER PREFERRED PRODUCTS HAIR POWERHOUSE: WINNING COLORATION

With consumer preferred products



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

WITH CONSUMER PREFERRED PRODUCTS


HAIR POWERHOUSE: LEADING STYLING






THE PIONEER BRAND FOR LONG LASTING HOLD

#1 Styling brand in Europe¹





THE BRAND FOR WHOEVER YOU WANT 2B

#1 Styling brand for Gen Z and Gen Alpha¹
#3 Styling brand in Europe¹





THE PROFESSIONAL BRAND EMPOWERING TODAY'S STYLISTS

#1 Professional Styling Brand in North America²

¹Source: Panel data (Nielsen/IRI/ Circana), FY 2024

²Source : Kline Salon Haircare Full Year 2024



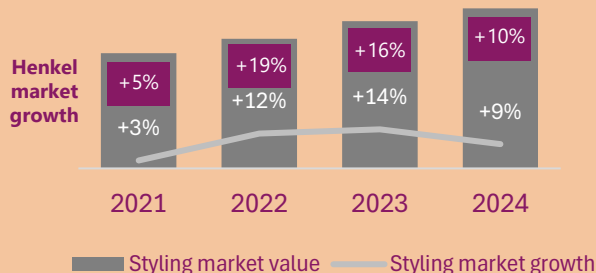
WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: LEADING STYLING

With consumer preferred products



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

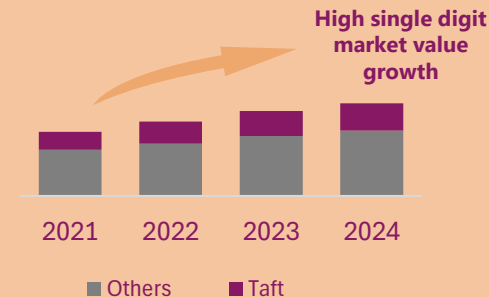


Source: Panel Data (Nielsen / Circana) FY 2024 EU Market Value Sales Data Styling



Market leader and at the forefront of the styling success story

Driving market value sales growth and premiumization:



Source: Panel data (Nielsen/Circana), Hair Styling Value Sales 2024, Mio Euro, DE

#1 GLOBALLY IN ACTIVE MARKETS

Taft #1 styling brand in Europe with double-digit organic sales growth



We drive **premiumization**






With consumer preferred products

WITH CONSUMER PREFERRED PRODUCTS HAIR POWERHOUSE: ACCELERATING CARE


Schwarzkopf
GLISS



FOR ADVANCED HAIR REPAIR

#1 in Treatments and Hair repair¹


syoss



FOR DEEP CARING INTENSITY

Strong #2 with continued market value sales growth in 2024²

JOICO



THE JOI OF HEALTHY HAIR

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



¹ Source: Panel Data (Nielsen / Circana) FY 2024, Germany

² Source: Panel Data (Nielsen / Circana) FY 2024



WITH CONSUMER PREFERRED PRODUCTS

HAIR POWERHOUSE: ACCELERATING CARE



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



- **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 2021¹



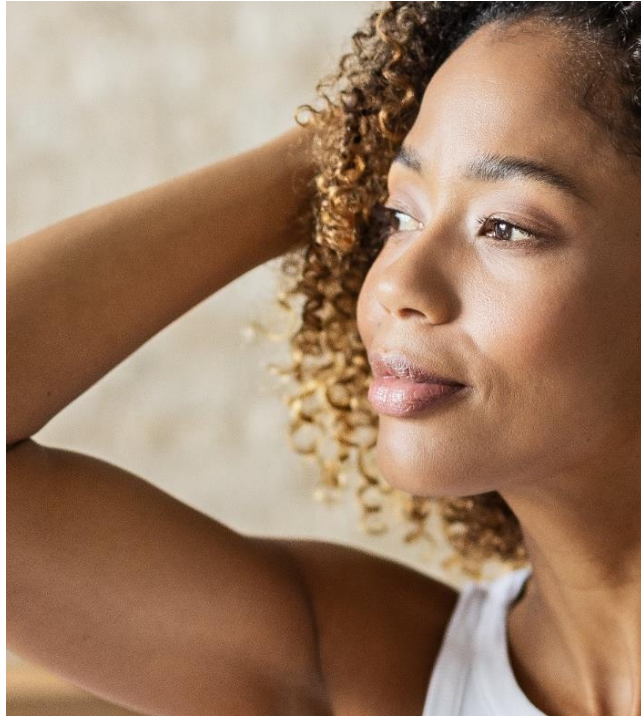
We drive **premiumization**



With consumer preferred products

WITH CONSUMER PREFERRED PRODUCTS

OTHER CONSUMER BUSINESSES: REGIONAL FOCUS



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





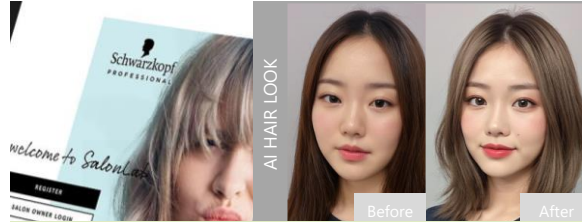
AT OPTIMAL COSTS

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 2025¹



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**¹ in Europe

CONSUMER BRANDS

POISED FOR PROFITABLE GROWTH

MID-TERM FINANCIAL AMBITION

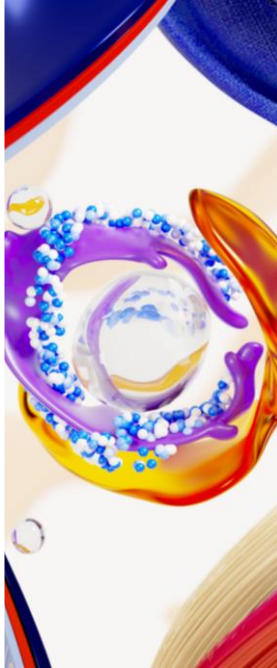
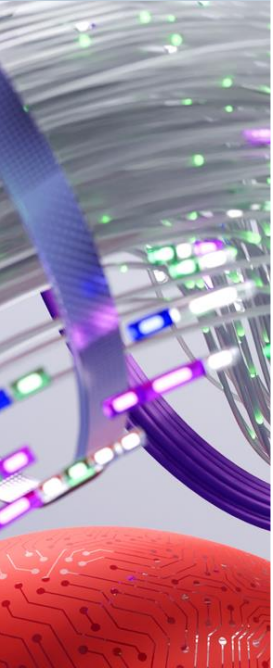
3 TO 4 %

ORGANIC SALES
GROWTH

MID-TEENS %

ADJ. EBIT
MARGIN

- **#2 player** across our active markets around the world, with **leading positions in attractive consumer categories**
- Portfolio of **iconic brands with strong brand equities** supported by increased and more focused marketing spend
- Driving impactful **innovations** to boost growth, building on strong **R&D expertise as technology leader** and **digital and sustainability capabilities**
- Leveraging **deep consumer insights** and **well-established relationships with customers and partners to shape relevant market trends**
- Execution of **clear roadmap for business transformation to fuel growth dynamics** – both organically and via M&A – **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



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



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 are committed to product quality and safety while ensuring business success with integrity.

- PERFORMANCE
- TRANSPARENCY
- COLLABORATION



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



CLIMATE

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

CIRCULARITY

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



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**

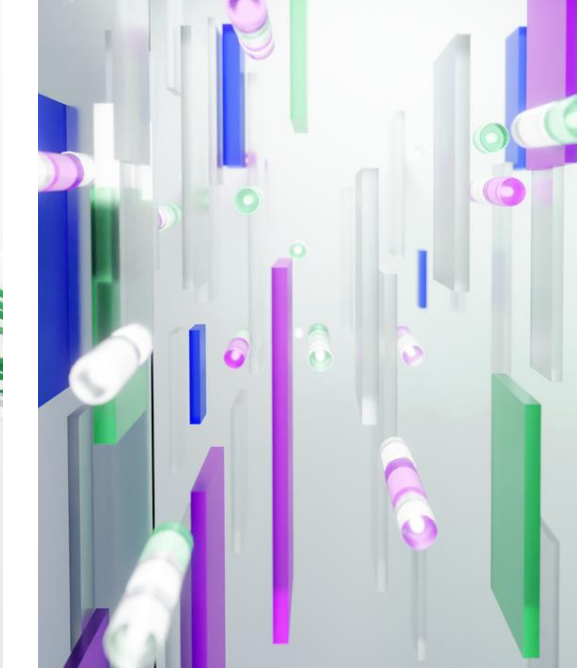
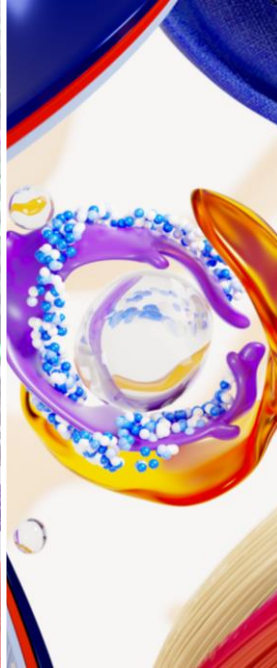
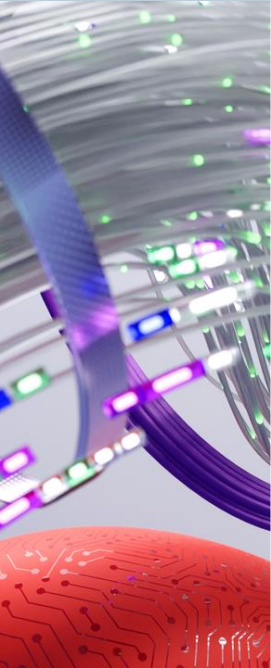
FURTHER INFORMATION:



[SUSTAINABILITY REPORT 2024](#)

CORPORATE GOVERNANCE:

[CORPORATE GOVERNANCE
AT HENKEL](#)



AT A GLANCE:
REASONS TO
INVEST

HENKEL GROUP

ADHESIVE
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ESG

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RELATIONS
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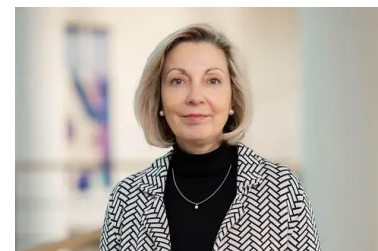
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