



HENKEL Q1 2024

INVESTOR PRESENTATION



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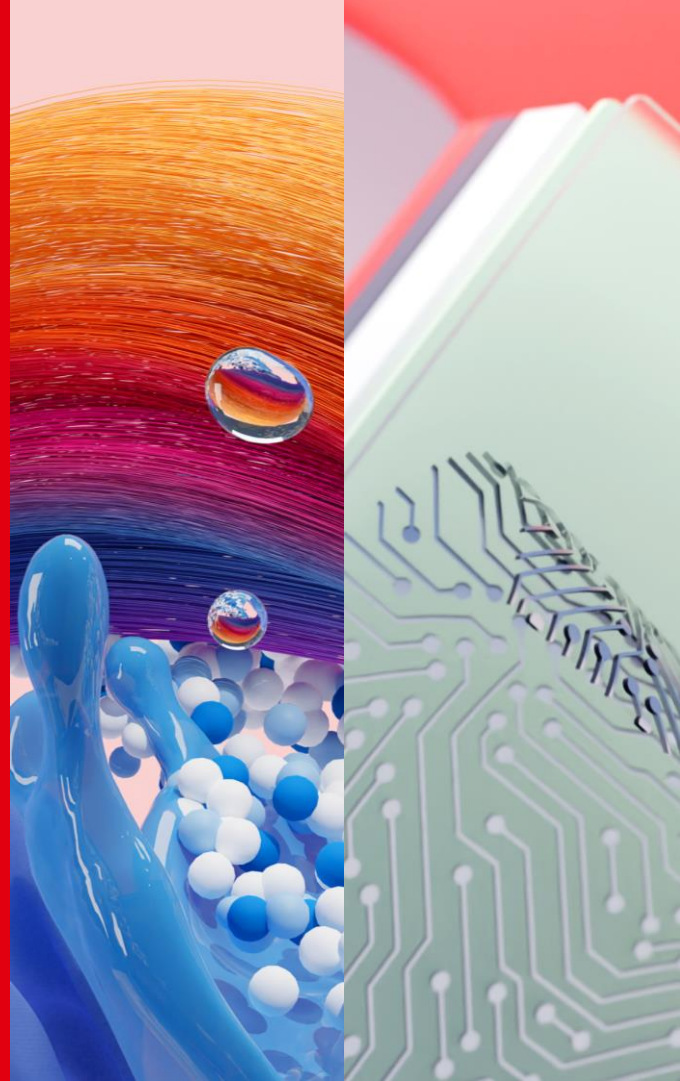
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AGENDA

- 01 Key Developments**
- 02 Business Performance Q1 2024 & Outlook
- 03 Key Take-Aways & Closing



AT A GLANCE

Q1 2024 performance reflects sustained growth momentum

- **Strong organic sales growth supported by pricing** in both business units
- **Volume development** with further sequential improvement vs Q4 2023 – reaching positive territory when considering impact from portfolio measures in Consumer Brands
- Successfully **closed attractive acquisitions** in both businesses
- **Outlook for 2024 significantly raised for both top- and bottom-line**



HENKEL GROUP

NOMINAL SALES

€5.3bn

ORGANIC SALES GROWTH

3.0%



ADHESIVE TECHNOLOGIES

NOMINAL SALES

€2.7bn

ORGANIC SALES GROWTH

1.3%



CONSUMER BRANDS

NOMINAL SALES

€2.6bn

ORGANIC SALES GROWTH

5.2%

RAISED OUTLOOK FOR FY 2024 EXPECTING EVEN STRONGER GROWTH AND PROFITABILITY



ORGANIC SALES GROWTH

2.5 to 4.5%

ADJUSTED EBIT MARGIN

13.0 to 14.0%

ADJUSTED EPS¹

+15 to +25%

Drivers for outlook upgrade

- **More robust performance in Adhesive Technologies** including better mix (e.g. recovery of Electronics business) and strong gross margins in still demanding environment
- **Strong performance of core brands and innovations** driving better mix in Consumer Brands – while investments in marketing and R&D remain on elevated levels to fuel growth
- **Contribution from recent acquisitions** – Seal for Life and Vidal Sassoon in China closed earlier than expected

ADVANCING OUR BUSINESSES ALONG CLEAR STRATEGIC PRIORITIES

Selective highlights

ADHESIVE TECHNOLOGIES

Strong performance in **Automotive & Electronics** segments

Closing of **Seal for Life Industries** acquisition

New **Inspiration Centers** expand global **R&D footprint** & drive **customer interaction**

Outgrowing the market with **sustainability-focused innovations**



CONSUMER BRANDS

Innovations in our core categories fueling **growth in key brands** – **Europe back to strong growth**

Continued **portfolio optimization** with focus on **Laundry & Home Care**

Driving **integration of consumer business** with full force – focus on **supply chain optimization**

Closing of acquisition of **Vidal Sassoon in China**

EXPANDING OUR NETWORK OF STATE-OF-THE-ART INNOVATION CENTERS IN ADHESIVE TECHNOLOGIES...



- **Co-innovating with customers and partners** from >800 industrial segments in **state-of-the-art facilities**
- **Strengthening collaboration** within global team of ~3,000 R&D experts
- **Showcasing Henkel portfolio** of adhesives, sealants & functional coatings



**INSPIRATION CENTER
SHANGHAI, CHINA**

- APAC regional hub for **innovation, inspiration & customer interaction**
- **>400 R&D experts** working with customers from all industries
- Gradual **opening in 2024**



**INSPIRATION CENTER
JUNDIAI, BRAZIL**

- LATAM regional hub for **capability-building, training & customer interaction**
- **>350 R&D experts** enabling customer partnerships
- Planned **opening in 2025**

...DRIVING CUSTOMER-RELEVANT SOLUTIONS – ENABLING LIGHTER, SAFER & MORE SUSTAINABLE VEHICLES

OEMs demanding **LIGHTWEIGHT COMPONENTS**
for car manufacturing

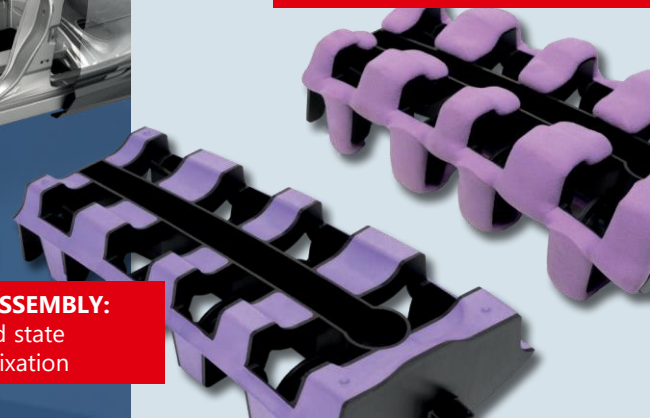
Structural solutions
OUTPERFORMING THE MARKET
with **DOUBLE-DIGIT GROWTH**

Innovative structural foam solutions
REDUCE CAR COMPONENT WEIGHT BY UP TO 20%¹
compared to conventional metal



PRIOR TO CAR ASSEMBLY:
Foam uncured state
for assembly fixation

POST CAR ASSEMBLY:
Foam cured after e-coat oven



DESIGNING PACKAGING ALTERNATIVES WITH PAPER – EPIX TECHNOLOGY PLATFORM



EPIX ECOMMERCE PACKAGING
Curbside recyclable paper mailer

Ever increasing demand for **CONVENIENCE & HOME DELIVERY** requires innovative **SUSTAINABLE PACKAGING** solutions

EPIX TECHNOLOGY PLATFORM
unlocking **SUBSTANTIAL GROWTH POTENTIAL** in **HIGHLY ATTRACTIVE CATEGORY** since 4 years of launch

Continuously reinventing packaging with a portfolio **DESIGNED FOR RECYCLABILITY & CIRCULARITY**



EPIX THERMAL INSULATION
Double-walled cups offer higher temperature resistance



EPIX BARRIER COATINGS
Advanced paper barrier increase water & grease resistance

OFFERING HIGHLY EFFICIENT HOTMELTS FOR FURNITURE PRODUCTION

SUSTAINABILITY AND COST-EFFECTIVENESS

drive differentiation in the furniture market

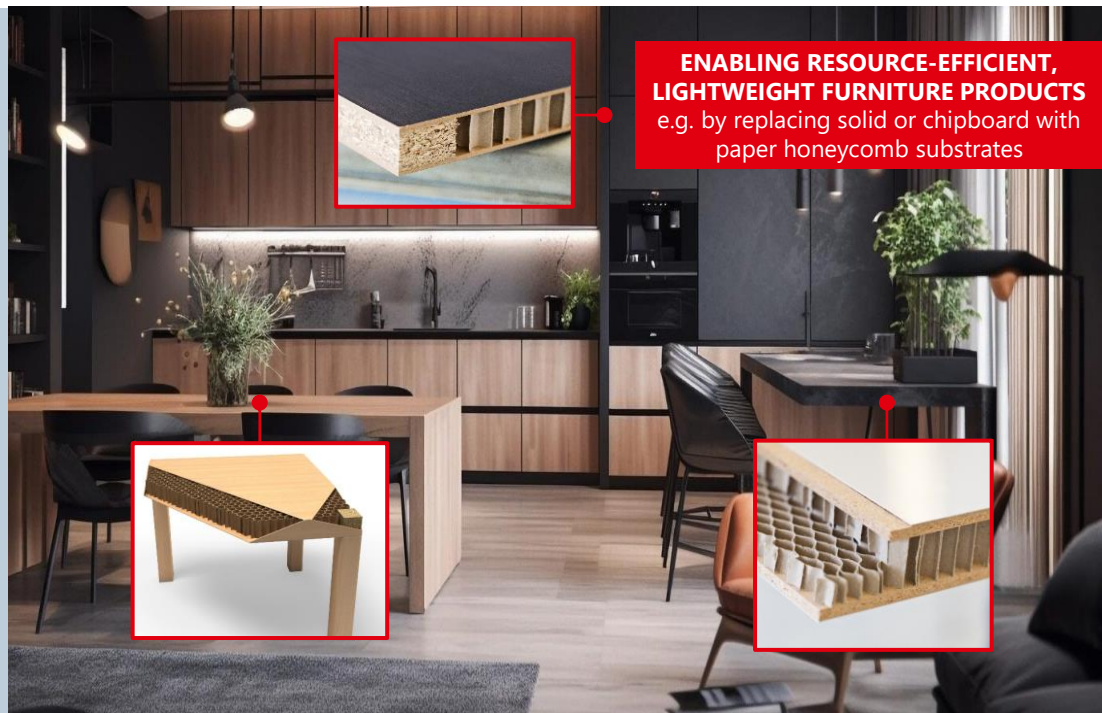
MID-SINGLE-DIGIT ORGANIC SALES GROWTH

at industry-leading customers

OUTPERFORMING FURNITURE MARKET

INNOVATIVE HOTMELTS FOR HIGH-SPEED LAMINATION PROCESSES

enable less energy demand, reduce maintenance costs and scrap by -70%



ENABLING RESOURCE-EFFICIENT, LIGHTWEIGHT FURNITURE PRODUCTS
e.g. by replacing solid or chipboard with paper honeycomb substrates

TECHNOLOGY LEADERSHIP IN CONSUMER BRANDS SUPPORTED BY GLOBAL R&D NETWORK

Global network driving innovations along technology roadmaps



15
Innovation
Centers globally

~1,000
R&D experts

>€200m
R&D spend
FY2023

> 300
Open Innovation
Projects



INNOVATION CENTER SHANGHAI, CHINA

- **Asia-based R&D center** opened January 2024 supporting Hair and Laundry & Home Care
- **State-of-the-art facility** integrated in global R&D network, contributing innovations based on local consumer habits & insights across the markets in Asia

DRIVING VALORIZATION OF CONSUMER PORTFOLIO WITH STRONG INNOVATIONS IN KEY BRANDS LIKE PERWOLL...



#1 in Fabric Care¹

Underpinning
TECHNOLOGY LEADERSHIP with new
RENEW FORMULA –
backed by strong marketing
campaign

DOUBLE-DIGIT
organic sales growth in Q1

Perwoll gaining
+170 BPS
market share YTD



...ALL FREE CLEAR IN NORTH AMERICA...



#1 in Sensitive Skin segment

ALL® RELAUNCH in 2023 –
reinforcing the brand's top
recommendation by dermatologists
and broader reach

DOUBLE-DIGIT
organic sales growth in Q1 2024

Market share increase of
+30 BPS YTD
within Fabric Cleaning segment



#1 BRAND
RECOMMENDED
BY DERMATOLOGISTS
ALLERGISTS & PEDIATRICIANS
FOR SENSITIVE SKIN

...AND EXPANSION OF KENRA IN HAIR CARE IN NORTH AMERICA



#1 PROFESSIONAL STYLING BRAND
in North America¹

*Launch of extended **KENRA CARE LINE** –
with complete range of Shampoos & Conditioners
with protective peptides & amino acids*

*Triple Repair with **PATENTED
DUALBOND™ COMPLEX**
to reduce breakage by almost 90%*

#1 YOUTUBE EDUCATOR
*Inspiring over 300,000 stylists with
>30 million views*

DOUBLE-DIGIT *organic sales growth in Q1*

KENRA®

your hair deserves it all



VERY STRONG START TO THE YEAR – LOOKING AHEAD WITH CONFIDENCE



***STRONG SET OF RESULTS
IN Q1 2024***



***DELIVERING ON OUR
STRATEGIC PRIORITIES
AND COMMITMENTS***



***CONTINUOUSLY INVESTING
IN OUR BUSINESSES***

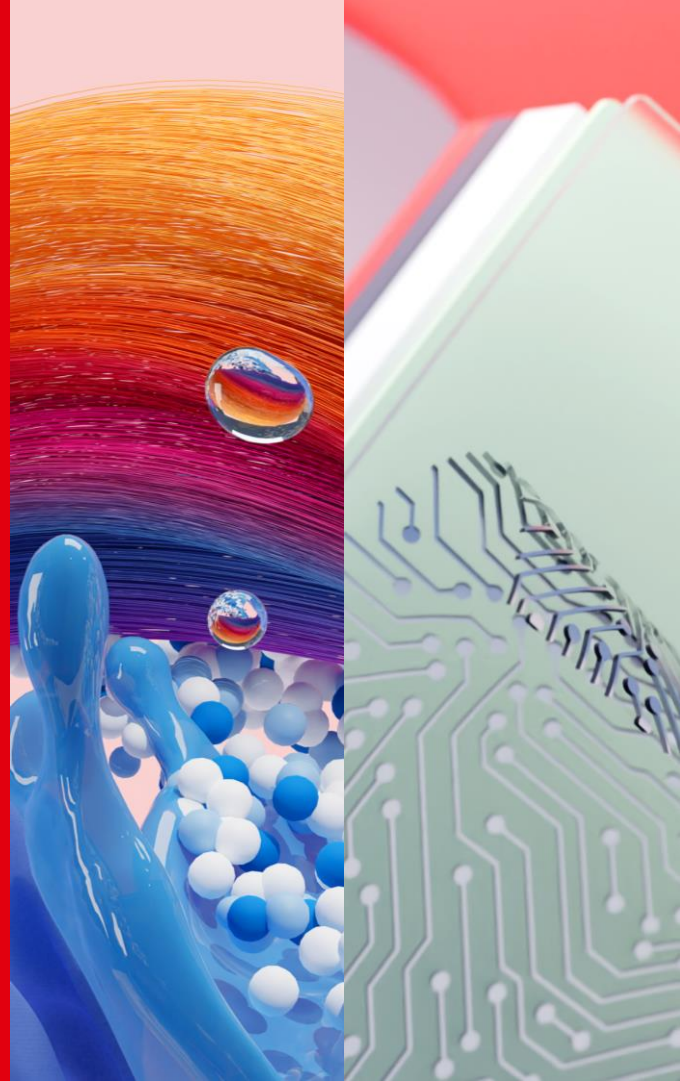


***CLEARLY RAISED
OUTLOOK FOR FY 2024
ON BOTH TOP- AND
BOTTOM-LINE***

WELL ON TRACK TO DRIVE PROFITABLE GROWTH

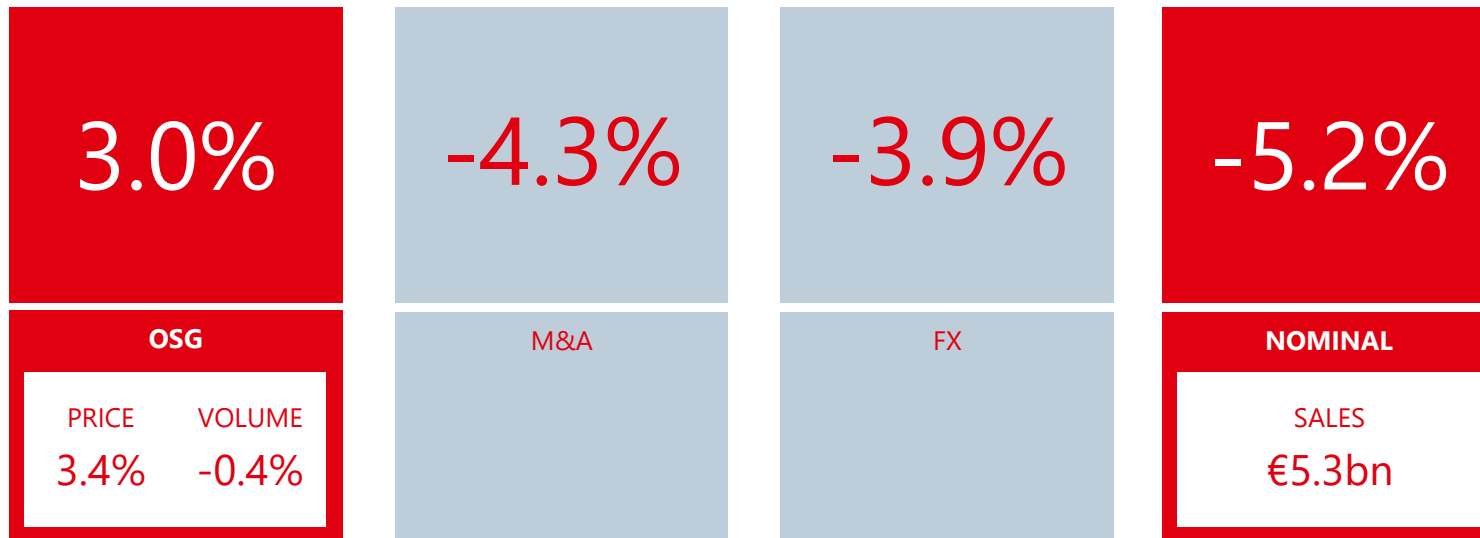
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STRONG ORGANIC SALES GROWTH DRIVEN BY PRICING

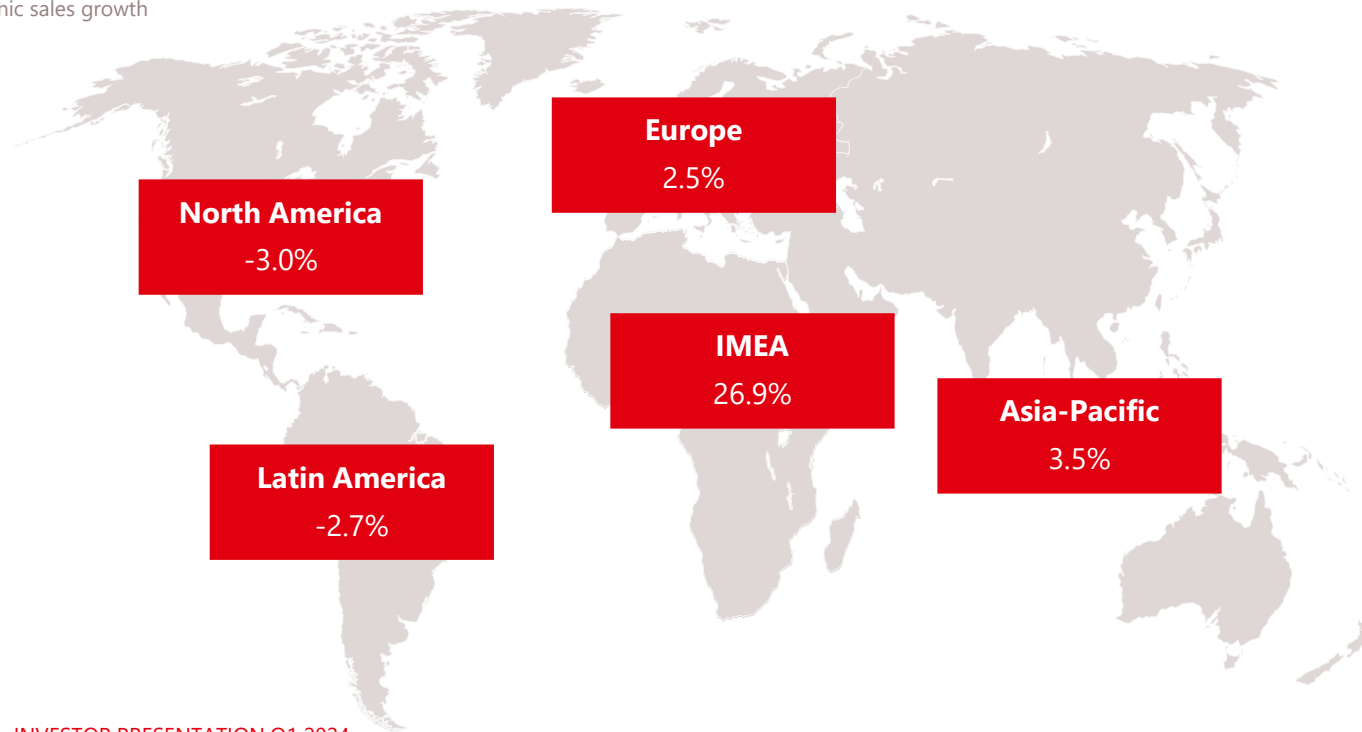
Q1 2024



ORGANIC SALES GROWTH ACROSS REGIONS

Q1 2024

Organic sales growth





ADHESIVE TECHNOLOGIES

Q1 2024

NOMINAL
SALES

€2.7bn

ORGANIC
SALES GROWTH

1.3%

PRICE

1.0%

VOLUME

0.3%

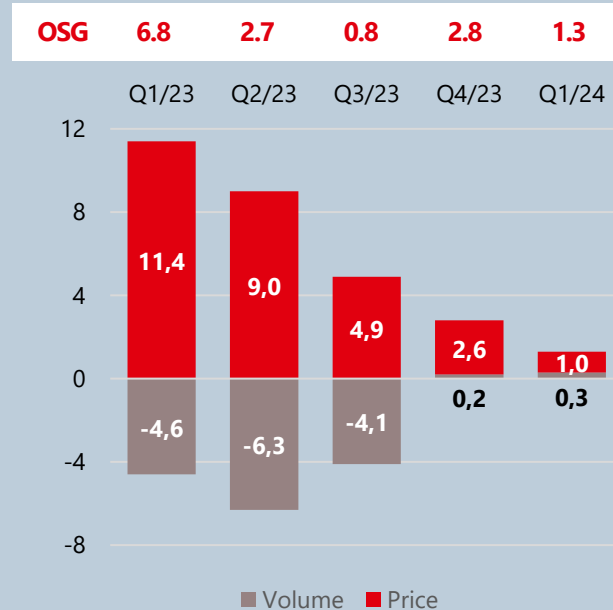


ADHESIVE TECHNOLOGIES

Q1 2024 – Price/Volume Development

- **Overall resilient pricing** – underpinning strength of our market position and portfolio
- **Positive volume development** – continued sequential improvement vs. Q4 2023 in still demanding market environment
- More pronounced volume growth of approx. 1.3% when adjusting for negative **working day effect** of approx. 1pp in Q1

in %



ADHESIVE TECHNOLOGIES

Q1 2024 – Business Area Performance

MOBILITY & ELECTRONICS



SALES OSG
€946m **3.7%**

Growth driven by Automotive and Electronics, supported by first signs of market recovery in China; Industrials positive

PACKAGING & CONSUMER GOODS



SALES OSG
€838m **-0.2%**

Positive growth in Packaging supported by first signs of improvement in demand, Consumer Goods slightly negative against very strong prior-year quarter

CRAFTSMEN, CONSTRUCTION & PROF.



SALES OSG
€893m **0.3%**

Good growth in Construction; General Manufacturing & Maintenance overall below prior year



CONSUMER BRANDS

Q1 2024

NOMINAL
SALES

€2.6bn

ORGANIC
SALES GROWTH

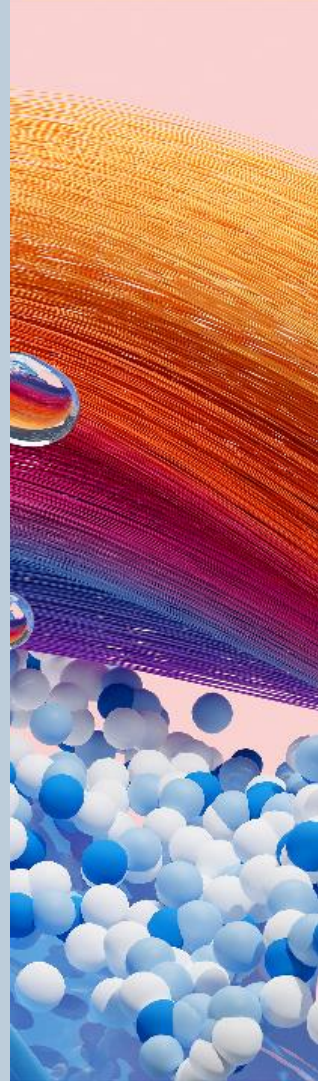
5.2%

PRICE

6.2%

VOLUME

-1.0%

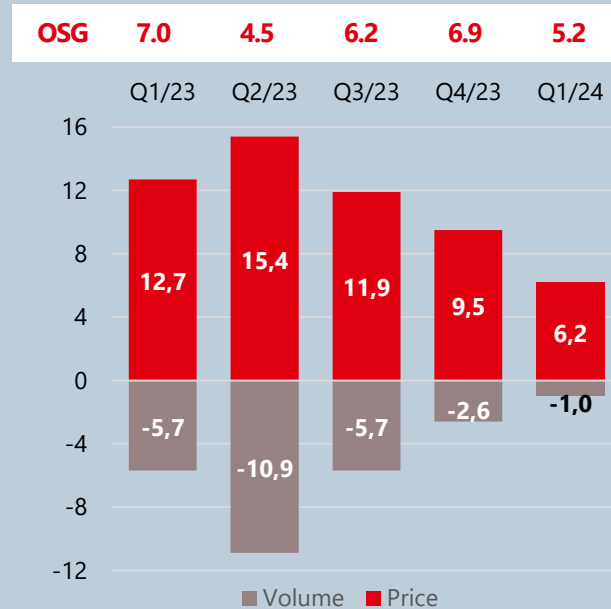


CONSUMER BRANDS

Q1 2024 – Price/Volume Development

- **Continued strong pricing** backed by value-adding innovations
- Further sequential improvement in **volume development** vs Q4 2023
- Volume development **reaching positive territory** of approx. 1% when considering impact from portfolio measures of approx. 2pp in Q1
- **Sustained elevated investment levels in innovations and marketing** to fuel further growth

in %



CONSUMER BRANDS

Q1 2024 – Business Area Performance

LAUNDRY & HOME CARE



SALES OSG
€1,661m **4.6%**

Laundry Care with strong growth driven by Fabric Care; significant growth in Home Care fueled by Toilet Care and Dishwashing

HAIR



SALES OSG
€781m **6.9%**

Significant increase in Consumer mainly driven by Styling, Professional with strong growth driven by key markets Europe and NA

OTHER CONSUMER BUSINESSES






SALES OSG
€163m **3.4%**

Strong growth driven by Soap category, with particular contribution from NA



OUTLOOK 2024

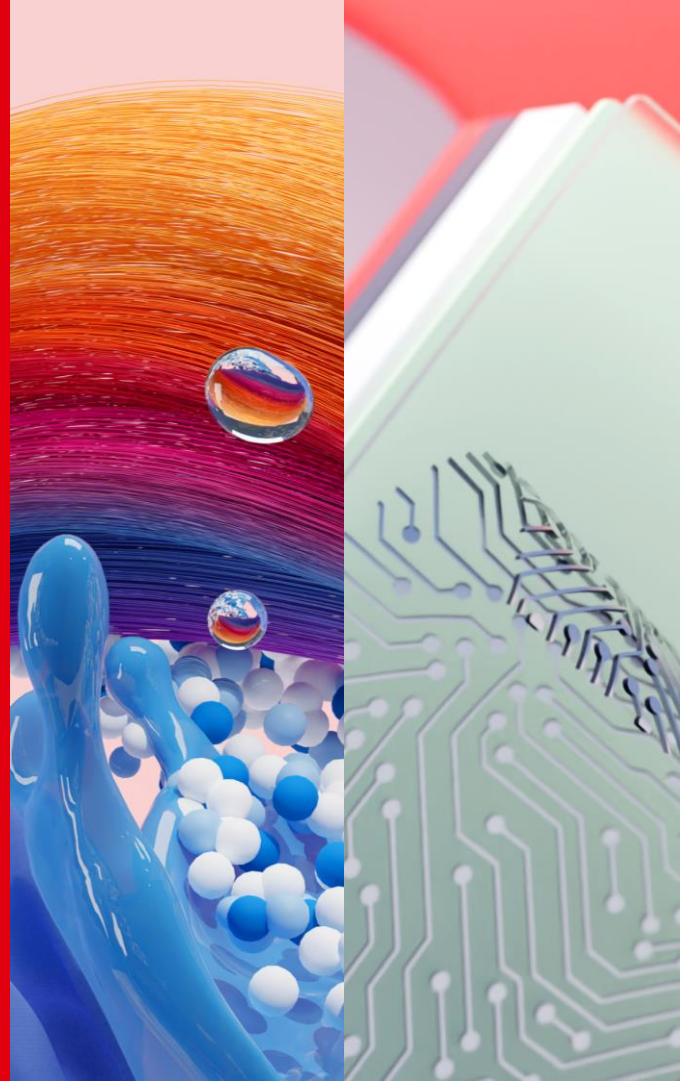
		ORGANIC SALES GROWTH	ADJUSTED EBIT MARGIN	ADJUSTED EPS¹
	GROUP	2.5 to 4.5% <i>previously: 2.0 to 4.0%</i>	13.0 to 14.0% <i>previously: 12.0 to 13.5%</i>	+15 to +25% <i>previously: +5 to +20%</i>
	ADHESIVE TECHNOLOGIES	2.0 to 4.0% <i>unchanged</i>	16.0 to 17.0% <i>previously: 15.0 to 16.5%</i>	
	CONSUMER BRANDS	3.0 to 5.0% <i>previously: 2.0 to 4.0%</i>	12.0 to 13.0% <i>previously: 11.0 to 12.5%</i>	

Updated expectations for

- M&A impact on sales: flat (*previously: low-single-digit negative*)
- Currency impact on sales: low- to mid-single-digit negative (*previously: mid-single-digit negative*)

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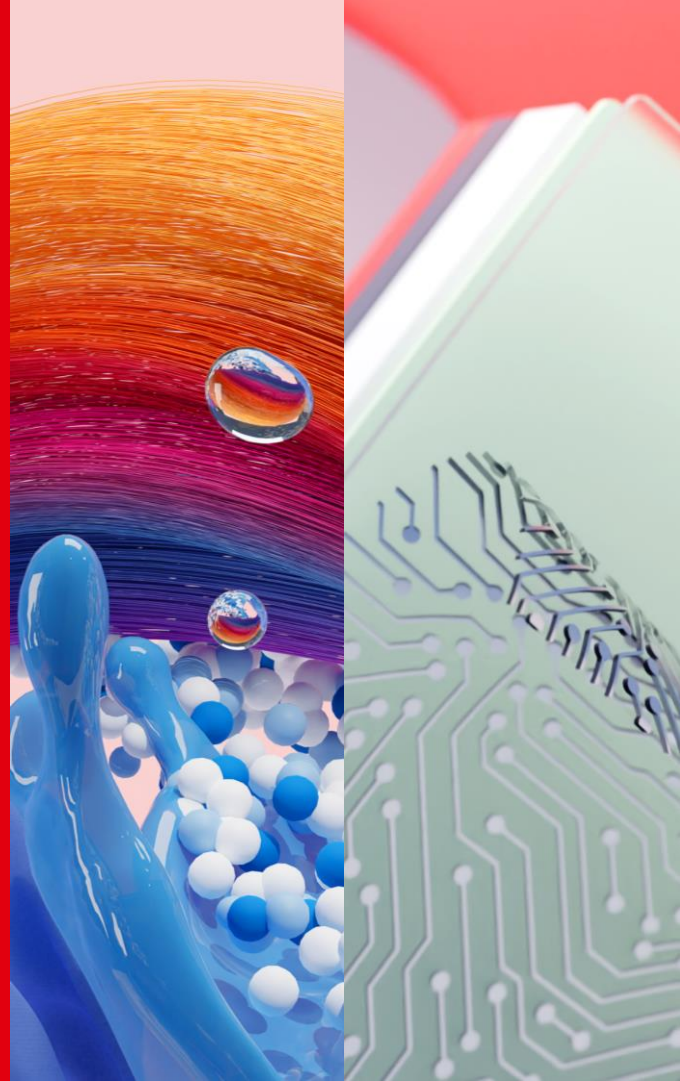


KEY TAKE-AWAYS

- **Strong organic sales growth** driven by both Adhesive Technologies and Consumer Brands
- **Continued positive price development** and **sequentially improved volume development** in both businesses
- **Acquisitions of Seal for Life Industries and Vidal Sassoon in China closed earlier than anticipated**
- **Delivering on our strategic priorities and commitments** – pushing further ahead with our growth agenda
- **Outlook for 2024 significantly raised for both top- and bottom-line**



QUESTIONS & ANSWERS



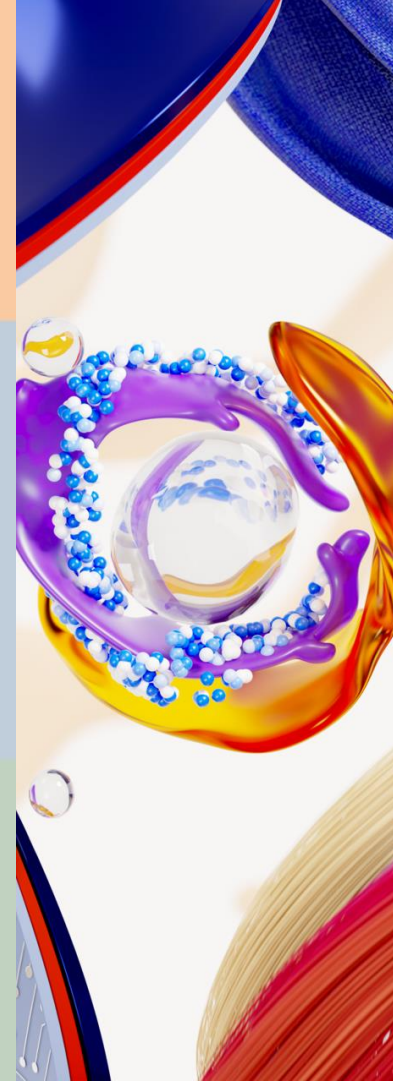


UPCOMING EVENTS

What's next



THANK YOU.



ORGANIC SALES GROWTH AND NOMINAL SALES Q1 2024

	Sales			Organic sales growth
	Q1 2023	Q1 2024	+/-	
HENKEL GROUP	5.609	5.318	-5.2%	3.0%
ADHESIVE TECHNOLOGIES	2.791	2.677	-4.1%	1.3%
MOBILITY & ELECTRONICS	959	946	-1.4%	3.7%
PACKAGING & CONSUMER GOODS	884	838	-5.2%	-0.2%
CRAFTSMEN, CONSTRUCTION & PROFESSIONAL	948	893	-5.8%	0.3%
CONSUMER BRANDS	2.772	2.605	-6.0%	5.2%
LAUNDRY & HOME CARE	1.789	1.661	-7.2%	4.6%
HAIR	811	781	-3.6%	6.9%
OTHER CONSUMER BUSINESSES	171	163	-4.8%	3.4%

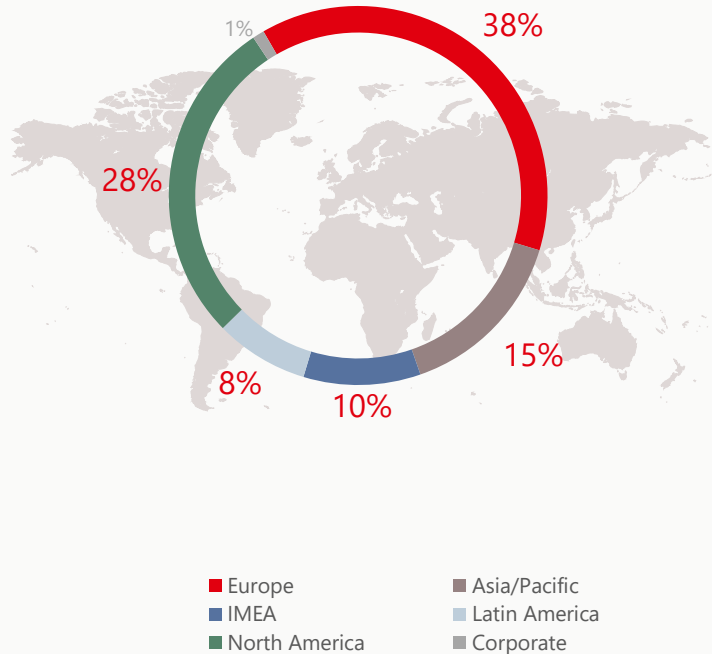
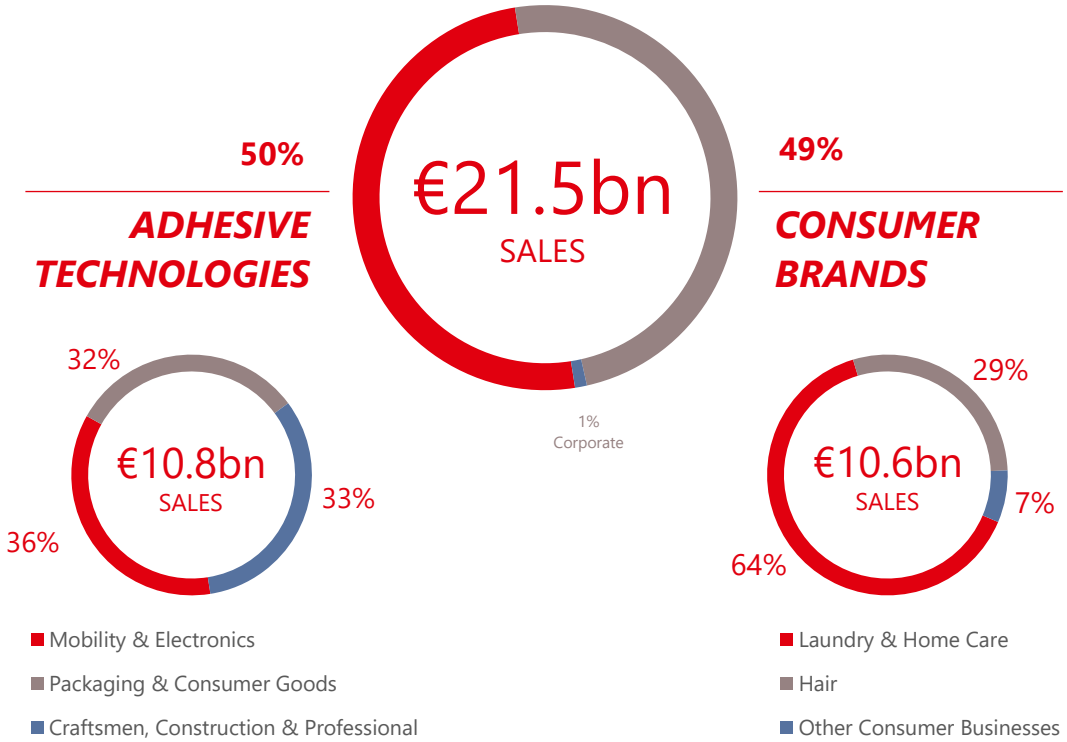
OUTLOOK 2024

ADDITIONAL INPUT FOR SELECTED KPIS

<i>CURRENCY IMPACT ON SALES</i>	low- to mid single-digit % negative ¹ <i>previously: mid single-digit % negative</i>
<i>M&A IMPACT ON SALES</i>	flat ¹ <i>previously: low single-digit % negative</i>
<i>PRICES FOR DIRECT MATERIALS</i>	flat ¹
<i>RESTRUCTURING CHARGES</i>	€ 250 – 300m
<i>CAPEX</i>	€ 650 – 750m

BALANCED AND DIVERSIFIED PORTFOLIO

FY 2023





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