



# **HENKEL** *HIGHLIGHTS*

# 2020



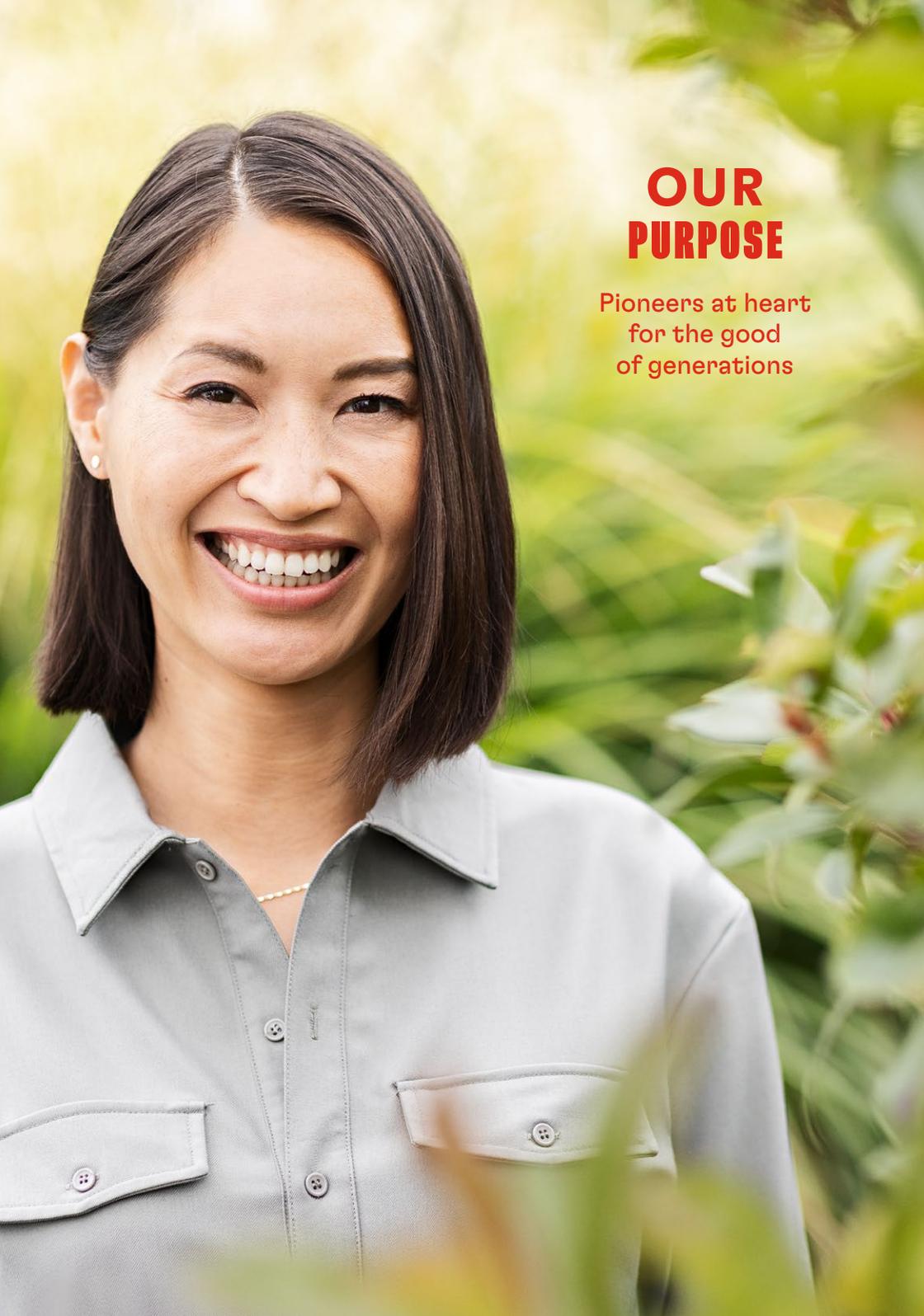
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## ABOUT HENKEL

Fritz Henkel founded our company in 1876. With our business units – Adhesive Technologies and Consumer Brands – we hold leading market positions in both the industrial and consumer goods businesses. The products and technologies marketed under our strong brands – such as Loctite, Schwarzkopf and Persil – are an essential part of daily life for people in more than 100 countries.

Our purpose expresses what unites us all at Henkel: Pioneers at heart for the good of generations. We are a diverse team of more than 50,000 employees worldwide, striving to enrich and improve life every day through our products, services, and solutions. Our purpose is built from our roots and carries a long-standing legacy of innovation, responsibility, and sustainability into the future.



## OUR PURPOSE

Pioneers at heart  
for the good  
of generations



## OUR VISION

Win the 20s  
by outperforming  
the markets  
through innovative  
and sustainable  
solutions

## OUR VALUES

We put our custom-  
ers and consumers  
at the center of  
what we do.

We value, challenge  
and reward our  
people.

We drive excellent  
sustainable financial  
performance.

We are committed  
to leadership in  
sustainability.

We shape our future  
with a strong entre-  
preneurial spirit  
based on our family  
business tradition.

# SHAPING OUR **FUTURE**

We shape our future on the basis of a long-term strategic framework that builds on our purpose and our values. With this strategic framework, we want to be successful in the current decade – with a clear focus on purposeful growth. We aim to create superior value for customers and consumers, strengthen our leadership in sustainability, and to enable our employees to grow both professionally and personally at Henkel.

The key elements of our strategic framework are a winning portfolio, a clear competitive edge in the areas of innovation, sustainability and digitalization, and future-ready operating models – underpinned by a strong foundation of a collaborative culture and empowered people.

# PURPOSEFUL **GROWTH**

WINNING  
**PORTFOLIO**

**COMPETITIVE EDGE**

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY  
**OPERATING  
MODELS**

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

# OUR **MANAGEMENT BOARD**



## **CARSTEN KNOBEL**

Chair of the Management Board

Born in Marburg / Lahn, Germany,  
on January 11, 1969;  
member of the board since 2012,  
chair of the board since 2020.



## **MARK DORN**

Executive Vice President  
Adhesive Technologies

Born in London, UK,  
on January 31, 1973;  
member of the board since 2023.



## WOLFGANG KÖNIG

Executive Vice President  
Consumer Brands

Born in Kassel, Germany,  
on May 2, 1972;  
member of the board since 2021.



## MARCO SWOBODA

Executive Vice President  
Finance / Purchasing /  
Global Business Solutions

Born in Velbert, Germany,  
on September 23, 1971;  
member of the board  
since 2020.



## SYLVIE NICOL

Executive Vice President  
Human Resources /  
Infrastructure Services

Born in Paris, France,  
on February 28, 1973;  
member of the board since 2019.

# KEY FINANCIALS

# 2022

SALES

€ **22.4** bn

ORGANIC SALES GROWTH

**8.8%**

ADJUSTED<sup>1</sup> OPERATING PROFIT (EBIT)

€ **2,319** m

ADJUSTED<sup>1</sup> RETURN ON SALES (EBIT MARGIN)

**10.4%**

ADJUSTED<sup>1</sup> EARNINGS PER PREFERRED SHARE

€ **3.90**

DIVIDEND PER PREFERRED SHARE<sup>2</sup>

€ **1.85**

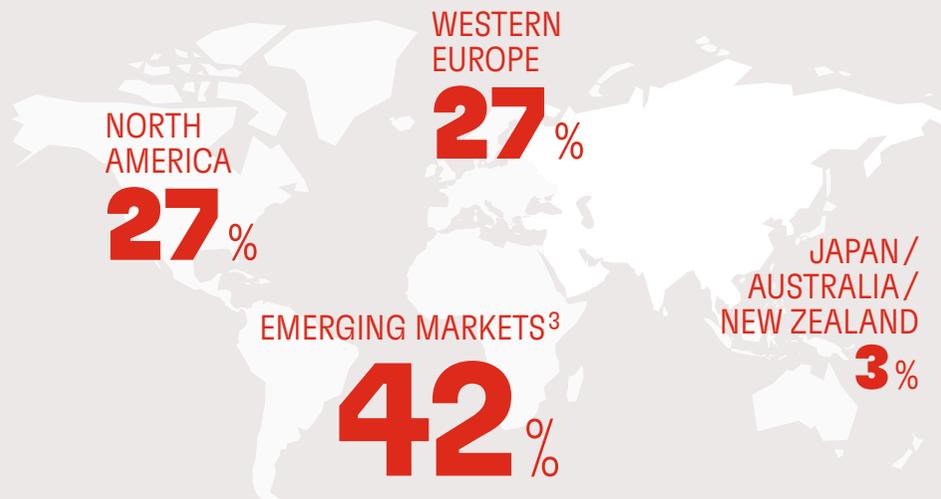
<sup>1</sup> Adjusted for one-time expenses and income, and for restructuring expenses.

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 24, 2023.

SALES BY BUSINESS UNIT



SALES BY REGION<sup>2</sup>



<sup>1</sup> Corporate = sales and services not assignable to the individual business units.

<sup>2</sup> Including 1% Corporate.

<sup>3</sup> Eastern Europe, Africa / Middle East, Latin America, Asia (excluding Japan).

# HENKEL 2022

SUCCESS WITH BRANDS  
AND TECHNOLOGIES FOR

# 146

YEARS

LEADING  
POSITIONS IN

## INDUSTRIAL & CONSUMER GOODS BUSINESSES

OUR TOP BRANDS

**LOCTITE**

  
Schwarzkopf

**Persil**



AROUND

**51,200**

EMPLOYEES FROM

**124**

COUNTRIES

SHARE OF  
FEMALE MANAGERS

**38.7%**

LESS CO<sub>2</sub> EMISSIONS  
FROM OUR OPERATIONS  
PER TON OF PRODUCT<sup>1</sup>

**-55%**

SOCIAL PROJECTS

**2,055**

<sup>1</sup> Figure relates to the 2022 fiscal year compared to the 2010 base year.



# ADHESIVE TECHNOLOGIES

Our Adhesive Technologies business unit leads the global market with technologies for adhesives, sealants and coatings – for industry, consumers and craftspeople. As experts for industrial applications in more than 800 manufacturing sectors, we work closely with our customers and partners. Our strong technologies portfolio results in tailored solutions in our Automotive & Metals, Packaging & Consumer Goods, Electronics & Industrials, and Craftsmen, Construction & Professional business areas. In 2022, we generated around 25 percent of our sales with products launched in the last five years.

[www.henkel.com/adhesive-technologies](http://www.henkel.com/adhesive-technologies)

## TOP BRANDS

**LOCTITE**

**TECHNOMELT**

**BONDERITE**

## KEY FINANCIALS 2022

Sales

€ **11,242** m

Organic sales growth

**13.2%**

Adjusted<sup>1</sup> operating profit (EBIT)

€ **1,530** m

Adjusted<sup>1</sup> return on sales (EBIT margin)

**13.6%**

<sup>1</sup> Adjusted for one-time expenses and income, and for restructuring expenses.



# ***INVESTING IN INNOVATION***

The Inspiration Center in Düsseldorf has become a central location for innovation in the Adhesive Technologies business unit. On its seven floors, and in its 30 laboratories and four technology centers, around 650 Henkel experts work on innovative solutions and leading technologies for tomorrow.

For more than 100 years now, Adhesive Technologies has been providing high-impact solutions for a broad range of markets and applications worldwide. We are shaping the future of research in our Inspiration Center and, in doing so, strengthening our position as market leader. Automated processes and robots increase the pace of innovation and support our teams in finding answers more quickly to address the most important challenges of our customers and partners from industry and science.

# CONSUMER BRANDS

At the beginning of 2023, we united our consumer businesses across all categories under one roof, including many iconic brands such as Persil or Schwarzkopf and our successful hair professional business. Our new Consumer Brands business unit is active worldwide in the areas of laundry and home care and hair. Our portfolio thus also includes products for hairdressers who set new trends with their creations. In more than 70 countries, our experts are working on meeting the needs of consumers through leading research and development, our strong brands, and innovative and sustainable products.

[www.henkel.com/consumer-brands](http://www.henkel.com/consumer-brands)

## TOP BRANDS

**Persil**

  
Schwarzkopf



**SYOSS**

## KEY FINANCIALS 2022

### BEAUTY CARE

Sales

€ **3,775** m

Organic sales growth

**-0.5%**

Adjusted<sup>1</sup> operating profit (EBIT)

€ **296** m

Adjusted<sup>1</sup> return on sales (EBIT margin)

**7.8%**

### LAUNDRY & HOME CARE

Sales

€ **7,152** m

Organic sales growth

**6.3%**

Adjusted<sup>1</sup> operating profit (EBIT)

€ **614** m

Adjusted<sup>1</sup> return on sales (EBIT margin)

**8.6%**

<sup>1</sup> Adjusted for one-time expenses and income, and for restructuring expenses.

# LEADING BRANDS & SUSTAINABLE INNOVATIONS



Ever since it was invented, our premium brand Persil has revolutionized doing the laundry and made everyday life easier for people around the world. The new Persil Power Bars are small, compact and powerful, delivering the familiar Persil quality as powder in a pre-dosed bar. Packaged in a light-weight and handy cardboard box, they can be transported more sustainably and stored more easily in larger quantities.

With the brand SalonLab&Me, Schwarzkopf Professional offers the first hyper-personalized hair-care products. Using state-of-the-art technology, customers can have their hair analyzed in the salon and receive an individualized product recommendation. In this way, we are combining the expertise of hairdressers with data-driven innovation to create a unique customer experience in the salon and an exclusive online shop.



# FINANCE

Efficient and flexible processes enable the successful development of our business units in a volatile market environment. We steer our workflows with a holistic and integrated approach in the different areas of our global Finance organization: in Financial Management, Purchasing, and in our Global Business Solutions organization with our Shared Service Centers around the world.

Digitalization increases efficiency and flexibility, generates new insights and promotes global communication. This allows us to respond better and faster, both to the increasing volatility in our markets and to upcoming consumer trends, as well as to invest in our businesses for future growth.

[www.henkel.com/investor-relations](http://www.henkel.com/investor-relations)

## KEY FINANCIALS 2022

Acquisitions / Capital expenditures

€ **716** m

Share buyback

€ **812** m

Equity ratio

**60.8%**

Share of bond portfolio  
with sustainability focus<sup>1</sup>

**66%**

<sup>1</sup> Based on issue volume.



# **SUSTAINABLE FINANCE**

We have further expanded our commitment to sustainable finance and strengthened the link between our sustainability and financing strategies along the entire value chain.

As part of our “Sustainable Finance Framework,” we issued another sustainability-linked bond with a total volume of 650 million euros in September 2022. As a result, around 70 percent of our total bond portfolio now consists of bonds with a sustainability focus. In addition, together with our partners we have linked the existing supplier credit programs to uniform sustainability criteria in all regions worldwide.

This underscores our pioneering spirit in sustainable finance and the ongoing commitment of our Finance team to actively support our sustainability agenda.



# OUR PEOPLE

Our global team, consisting of more than 50,000 employees with different backgrounds, experience and skills, is the basis for our success.

Entrepreneurial spirit is our heritage: We have the courage to change things and to constantly improve ourselves. Together we are looking for new ways to reimagine and improve life with our innovative and sustainable brands and technologies.

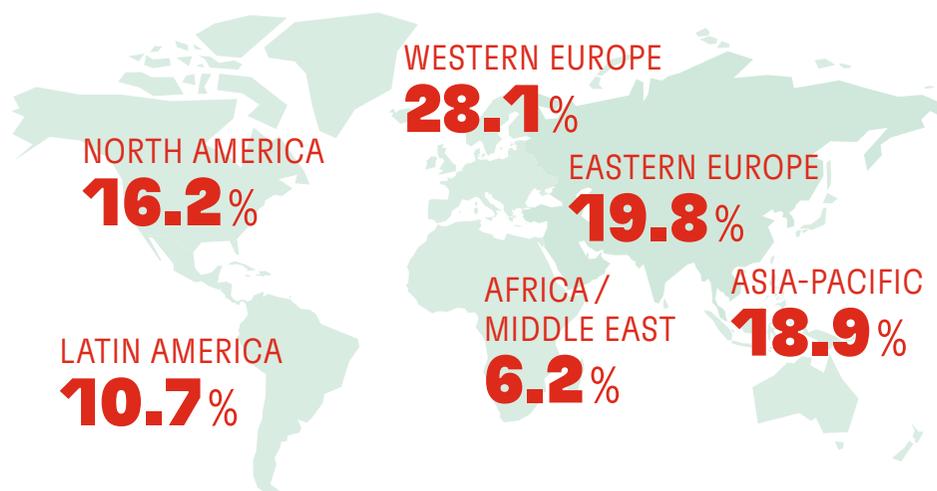
This is why we offer our employees extensive opportunities to learn, to gain a wide breadth of experience and to grow professionally and personally.

[www.henkel.com/careers](http://www.henkel.com/careers)

## EMPLOYEES BY ACTIVITY<sup>1</sup>



## EMPLOYEES BY REGION<sup>1</sup>



EMPLOYEES FROM 124 COUNTRIES

**51,200**

SHARE OF FEMALE MANAGERS

**38.7%**

<sup>1</sup> As of December 31, 2022.



# I AM UNIQUE. WE ARE **HENKEL**.

Our society is becoming more and more diverse, life models are changing, as are the requirements placed on the world of work. At Henkel, we want to create a work environment in which talent, passion and performance can thrive and each person feels valued for their individuality.

Back in 2007, Henkel became one of the first DAX-listed companies to establish a global diversity management. Today, diversity, equity and inclusion (DEI) are deeply anchored in our corporate strategy and company culture. We take a holistic approach to DEI and focus on different dimensions such as gender, origin, LGBTQ+, people with disabilities and inter-generational collaboration.

By 2025, we want to achieve gender parity across all management levels. Hence, we have, for example, strengthened programs for gender-neutral talent acquisition and further expanded networking initiatives, while offering more flexibility to combine career and personal life with our “Smart Work” concept.

# SUSTAINABILITY

Our sustainability strategy is a direct reflection of our company’s commitment to purposeful growth. We are committed to creating more value for all stakeholders, developing our business responsibly and successfully, and building on our leading role in sustainability. Day by day, we want to use our pioneering spirit, our knowledge, and our products and technologies to enrich everyday life and shape a viable future for the next generations. Sustainable business practices have been an integral part of our company culture for decades, and are a central element of our vision of the future.

[www.henkel.com/sustainability](http://www.henkel.com/sustainability)

## EXCELLENT PERFORMANCE IN RATINGS AND RANKINGS



LESS CO<sub>2</sub> EMISSIONS FROM OUR OPERATIONS PER TON OF PRODUCT <sup>1</sup>

**-55%**

LESS PRODUCTION WASTE PER TON OF PRODUCT <sup>1</sup>

**-43%**

ELECTRICITY SOURCED FROM RENEWABLE SOURCES

**70%**

LIVES IMPROVED WORLDWIDE

**4.15 m**

<sup>1</sup> Figures relate to the 2022 fiscal year compared to the 2010 base year.



# OUR SUSTAINABILITY STRATEGY

Our “2030+ Sustainability Ambition Framework” reflects our aspiration to shape a viable future.

**Regenerative Planet:** We strive to achieve a circular economy, a climate-neutral future and the regeneration of nature. To this end, we are further developing our business activities to drive solutions in the areas of climate, circularity, and nature.

**Thriving Communities:** We actively contribute to people being able to lead a better life through our business and brands. To this end, we focus on equity, education, and wellbeing.

**Trusted Partner:** We are committed to product quality and safety while ensuring business success with integrity, focusing on performance, transparency, and collaboration.

# OUR SOCIAL ENGAGEMENT

Ever since Henkel was established, social engagement has been integral to our company culture. Together with employees and retirees, customers, consumers and non-profit organizations, we are committed to our social environment on a global scale. This commitment is based on three pillars: voluntary engagement of employees and retirees, social partnerships, and emergency aid. Our overarching goal of reaching 30 million people through our social engagement activities by 2030 had already been exceeded by year-end 2022.

[www.henkel.com/spotlight/social-engagement](http://www.henkel.com/spotlight/social-engagement)



## **CORPORATE VOLUNTEERING**

Through our “MIT Volunteering” (Make an Impact on Tomorrow) initiative, we support the voluntary and pro bono activities of our employees and retirees worldwide.



## **SOCIAL PARTNERSHIPS**

Through social partnerships, we support social initiatives and public institutions in the communities where Henkel operates. In doing so, we strive to promote the future viability of society through education.



## **EMERGENCY AID**

Responding quickly and unbureaucratically to provide emergency aid in cooperation with the “Fritz Henkel Stiftung” foundation, Henkel supports people who find themselves in emergency situations as a result of crises, conflicts or natural disasters.

## RAPID *EMERGENCY AID* AND **COMMITMENT** FROM OUR PEOPLE

As “Pioneers at heart for the good of generations,” we support people worldwide and want to contribute to shaping a purposeful future.

After the outbreak of the war of aggression on Ukraine, we quickly provided an aid package of around six million euros in cooperation with the “Fritz Henkel Stiftung” foundation. A part of this went to our Ukrainian colleagues and their families as emergency financial aid. The aid package also included cash donations to the International Red Cross, the disaster alliance “Aktion Deutschland Hilft e.V.” as well as product donations. As part of the project “Volunteers at Heart,” Henkel employees were able to apply for the first time for four weeks of paid time off for their voluntary work. They supported our partner “Habitat for Humanity” with their skills and, for example, made vacant properties in Warsaw usable as accommodation for Ukrainian families.



## WANT TO LEARN MORE ABOUT HENKEL?

Visit our website:

[www.henkel.com](http://www.henkel.com)

Our financial publications:

[www.henkel.com/reports](http://www.henkel.com/reports)

Our sustainability publications:

[www.henkel.com/sustainability/reports](http://www.henkel.com/sustainability/reports)

Our career offers:

[www.henkel.com/careers](http://www.henkel.com/careers)

## HENKEL ON SOCIAL MEDIA



[www.linkedin.com/company/henkel](http://www.linkedin.com/company/henkel)

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[www.instagram.com/henkel](http://www.instagram.com/henkel)

[www.youtube.com/henkel](http://www.youtube.com/henkel)

## SPOTLIGHT MAGAZINE

Discover stories, expert interviews, extensive features and guest articles in our digital magazine, Spotlight:

[www.henkel.com/spotlight](http://www.henkel.com/spotlight)



You can also listen in to our “Fritz for Future” podcast, where we meet people who show us what doing business, creating and thinking sustainably could look like.

[www.henkel.de/spotlight/fritz-for-future](http://www.henkel.de/spotlight/fritz-for-future)

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