



GERMAN- JAPANESE BUSINESS SEMINAR

SEIJI ASAOKA, 14 SEPTEMBER 2022

Henkel

AGENDA

- 01 **WHO WE ARE**
- 02 OUR BUSINESS UNITS
- 03 WHAT GUIDES US
- 04 OUR COMMITMENT TO SUSTAINABILITY
- 05 INSPIRATION CENTER
DÜSSELDORF: WHERE IT ALL HAPPENS



DID YOU KNOW THAT...

...Henkel is a **global leader in adhesive technologies**?

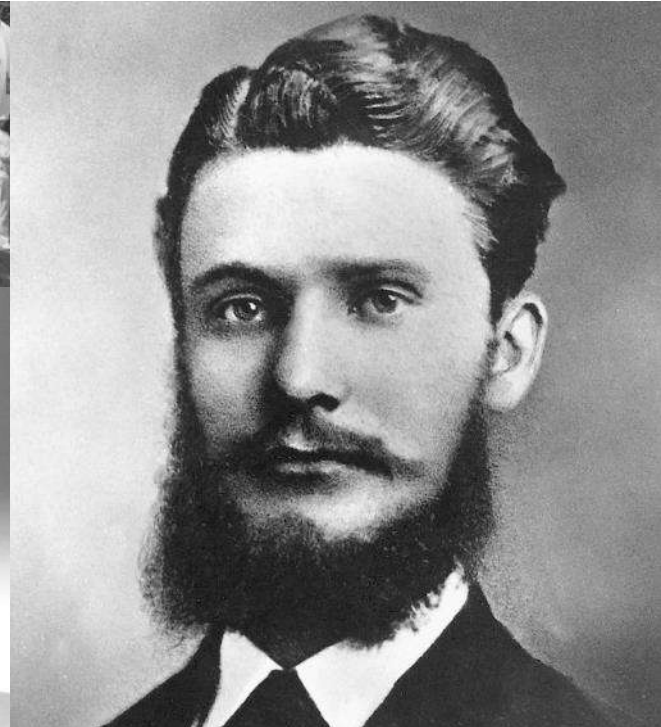
...every second worldwide, around **24 hair colorants** from Henkel are purchased?

...Henkel sells around **30 billion wash loads of detergents** every year?



FRITZ HENKEL – AN ENTREPRENEURIAL THINKER

In 1876, washing laundry was a very tiring task. Housewives spent a great deal of time and effort scrubbing dirty clothes on washboards. **Fritz Henkel saw a great social need here** and invented a self-activating detergent. With Henkel's bleaching soda, the days when washing clothes was hard labor, were over. The detergent factory Henkel & CIE was founded in Aachen, Germany, and with that: **Henkel was born.**



WHO WE ARE – LEADING POSITIONS IN INDUSTRIAL & CONSUMER BUSINESSES



ADHESIVE TECHNOLOGIES



BEAUTY CARE



LAUNDRY & HOME CARE

LOCTITE **TECHNOMELT** **BONDERITE**

Schwarzkopf

Dial

syoss

Persil

all

Bref

SALES

€20.1 BN



-50%

LESS CO₂ EMISSIONS
PER TON OF
PRODUCT¹

WE ARE ACTIVE IN

79 COUNTRIES

€2.7 BN

ADJUSTED OPERATING
PROFIT (EBIT)

145 YEARS

SUCCESS WITH
BRANDS AND
TECHNOLOGIES



WE EMPLOY MORE THAN

52,000

PEOPLE WORLDWIDE FROM
124 NATIONALITIES



AROUND

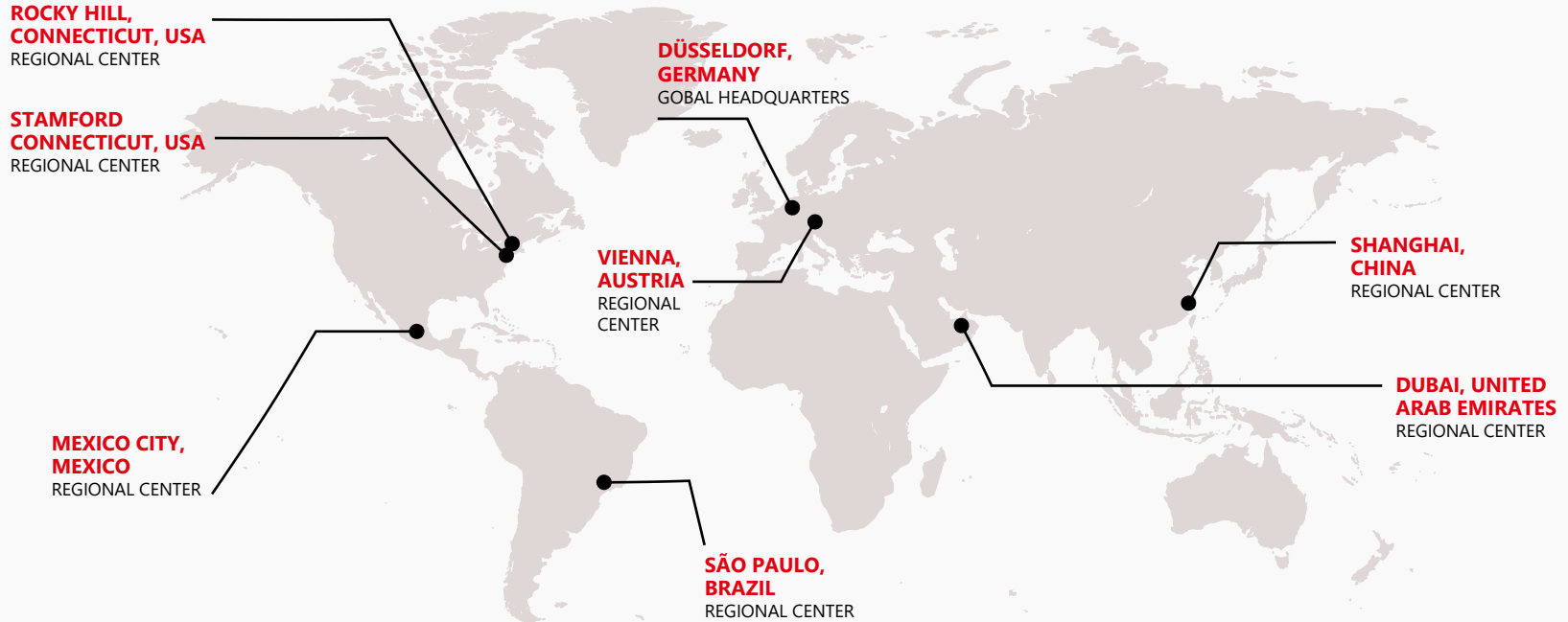
38%

WOMEN IN
MANAGEMENT



¹ Figure relates to the 2021 fiscal year compared to the 2010 base year

WHO WE ARE – A GLOBAL PLAYER



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ADHESIVE TECHNOLOGIES KEY FINANCIALS 2021

€9,641 m sales

13.4% organic sales development

€1,561 m adjusted¹ operating profit (EBIT)

16.2% adjusted¹ return on sales (EBIT margin)

LOCTITE **TECHNOMELT** **BONDERITE**

¹ Adjusted for one-time expenses and income, and for restructuring expenses.



LAUNDRY & HOME CARE KEY FINANCIALS 2021

€6,605 m sales

3.9% organic sales development

€904 m adjusted¹ operating profit (EBIT)

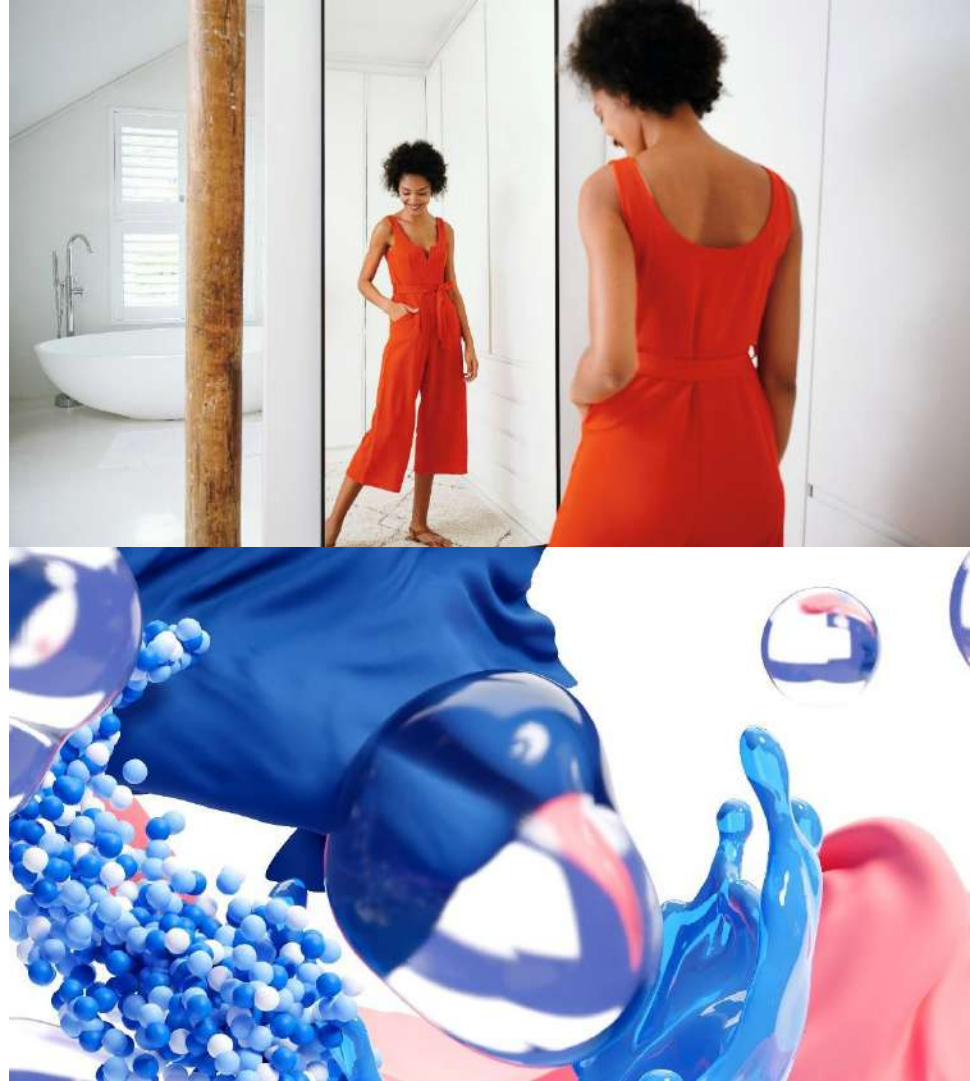
13.7% adjusted¹ return on sales (EBIT margin)

Persil



Bref

¹ Adjusted for one-time expenses and income, and for restructuring expenses.



BEAUTY CARE KEY FINANCIALS 2021

€3,678 m sales

1.4% organic sales development

€351 m adjusted¹ operating profit (EBIT)

9.5% adjusted¹ return on sales (EBIT margin)



syoss

¹ Adjusted for one-time expenses and income, and for restructuring expenses.



FUTURE OUTLOOK: HENKEL CONSUMER BRANDS

MULTI-
CATEGORY

CONSUMER
PLATFORM



SALES OF
~10 bn €¹



One strong platform
to accelerate
Purposeful Growth
Agenda in Consumer



ONE AGILE TEAM
WITH ENHANCED
CUSTOMER
& CHANNEL
CENTRICITY



LEVERAGING
SCALE,
SYNERGIES
AND RESOURCE
ALLOCATION



DRIVING
GROWTH &
PROFITABILITY



OPTIMIZED
PORTFOLIO
WITH
ICONIC BRANDS



OPPORTUNITIES
FOR
TEAMS,
TALENTS,
LEADERS

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PIONEERS AT HEART FOR THE GOOD OF GENERA TIONS

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 52,000 colleagues 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 shared values and leadership commitments guide our decisions and actions every day.



OUR PURPOSE

1

2

3

PIONEERS AT HEART FOR THE GOOD OF GENERATIONS

1

'Pioneers at Heart'とはヘンケルの DNA に基づく起業家精神を表現したものです。この精神は、リスクを恐れず製品を超えたソリューションを形作ろうと模索する社員の心の中にあり続けます。

2

'For the Good'とは、ヘンケルが社員、地域住民、社会の福祉と持続可能性に対して負っている責任感のことであり、家族経営のビジネスに固有の信頼と誠実さを強調するものです。

3

'Generations'とは、ヘンケルが長年築いてきた遺産だけでなく、次世代の人々、会社、製品が持続し、繁栄し続ける義務を示します。

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OUR PURPOSE
Pioneers at heart for the good of generations.

TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS



REGENERATIVE PLANET

We want to enable a circular and net-zero carbon future by transforming our business, products and raw materials underpinned by science and innovation.



CLIMATE

Decarbonize our operations and raw materials on the way to a carbon-neutral business.



CIRCULARITY

Embed circular practices in our operations, products and packaging, and enable circularity through our industrial solutions.



NATURE

Protect and restore biodiversity, with focus on forests, land and water, through more regenerative ingredients and resource stewardship.



THRIVING COMMUNITIES

We want to help people lead a better life through the collective strength of our business and brands by supporting equity, education and wellbeing.



EQUITY

Strengthen Diversity & Inclusion, respect human rights and enhance the livelihoods of people.



EDUCATION

Support lifelong learning and education of employees and communities and enable consumers to take action for sustainability.



WELLBEING

Foster health and wellbeing of employees, partners and consumers, and help drive social progress through our brands.



TRUSTED PARTNER

We want to drive performance and systems change with integrity through our values-based culture, deep rooting in science and our passion for technology.



PERFORMANCE

Deliver best-in-class product performance and chemical safety for our customers and consumers, as foundations of our business success.



TRANSPARENCY

Integrate sustainability in our business governance, processes and policies with transparent reporting, disclosure and engagement.



COLLABORATION

Scale sustainability impact with our partners, leading to responsible business practices in our supply chains.

PRODUCTS

PEOPLE

PARTNERSHIPS

**OUR 2030+
SUSTAINABILITY
AMBITION
FRAMEWORK**

**TARGETS AND
AMBITIONS**

SUSTAINABILITY AT ADHESIVE TECHNOLOGIES VISION & STRATEGIC PILLARS

We lead with **technologies and solutions** in bonding, sealing and coating that will have **an impact on solving** current and **future global environmental and social challenges**.



CO₂/energy saving & dematerialization



Circular Economy



Health & Safety



Water

CIRCULAR ECONOMY SOLUTIONS CLOSING THE LOOP

INNOVATING IN DESIGN, RECYCLABILITY, AND MATERIALS



Debondable plastic labels improve recycling rate/quality



Bio-based hotmelt adhesives



Debonding solutions for product repair



New design solutions for paper-based packaging



Recycled raw materials and recycled material in packaging



Adhesives designed for multi-layer packaging recycling

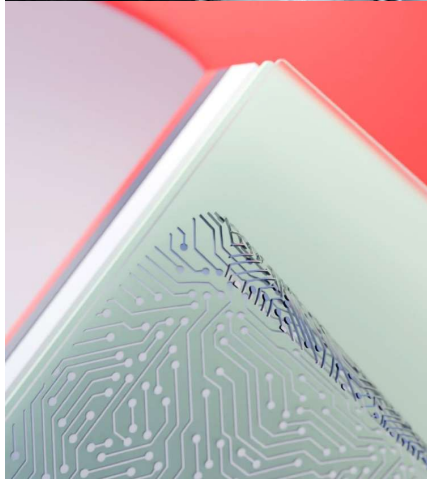
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INSPIRATION CENTER DÜSSELDORF



BASE AREA

47,000M²



EACH LEVEL
AS BIG AS A
SOCCER FIELD
(~7,200M²)

ICD AT A
GLANCE...

7 LEVELS

CX INFINITY ROOM

24

TOUCHSCREENS

555
WORKSTATIONS



**MOST
SUSTAINABLE**
BUILDING ON THE
HOLTHAUSEN SITE



30
LIGHT LABS
4
HEAVY LABS

INSPIRATION CENTER DÜSSELDORF MORE THAN A R&D BUILDING



A state-of-the art building with best-in-class **laboratories**



A space for cross-industry **collaboration** and exchange



Fostering **digital** innovation & transformation



Immersive customer experience to **engage** and **inspire**

CUSTOMER EXPERIENCE

A Fully Connected Experience

- **Digitally inspire** our customers with a deep dive into our broad solution portfolio
- Deliver **physical proof points** of what we do and how we do it
- Offer **new ways for collaboration** to run real-time hands-on demonstrations and testing

... IN A TRULY DIGITAL, PHYSICAL AND HANDS-ON ENVIRONMENT



IN SUMMARY ...

GERMAN-JAPANESE BUSINESS SEMINAR – SEPTEMBER 2022



WHAT GUIDES US A STRONG GLOBAL TEAM

- **Leading in diversity:**
Employees from 124 nations,
38.1% of our managers are women
- **Attractive employer:**
Exciting career opportunities worldwide
- **Strong company culture:**
Our joint purpose and shared values guide our
actions and decisions every day

Pioneers at heart for the **good** of
generations



THANK YOU.





FIND OUT MORE ON [HENKEL.COM](https://www.henkel.com)