



HENKEL *HIGHLIGHTS*

20
22



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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 VALUES

We put our customers 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 entrepreneurial spirit based on our family business tradition.

OUR VISION

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

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.



SYLVIE NICOL

Executive Vice President
Human Resources /
Infrastructure Services

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



MARCO SWOBODA

Executive Vice President
Finance / Purchasing /
Global Business Solutions

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

KEY FINANCIALS

2022

SALES

€ **22.4** bn

ORGANIC SALES
GROWTH

8.8%

ADJUSTED¹
OPERATING PROFIT
(EBIT)

€ **2,319** m

ADJUSTED¹
RETURN ON SALES
(EBIT MARGIN)

10.4%

ADJUSTED¹
EARNINGS PER
PREFERRED SHARE

€ **3.90**

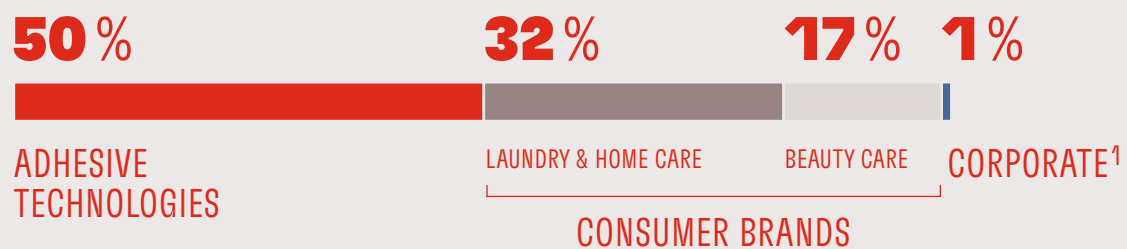
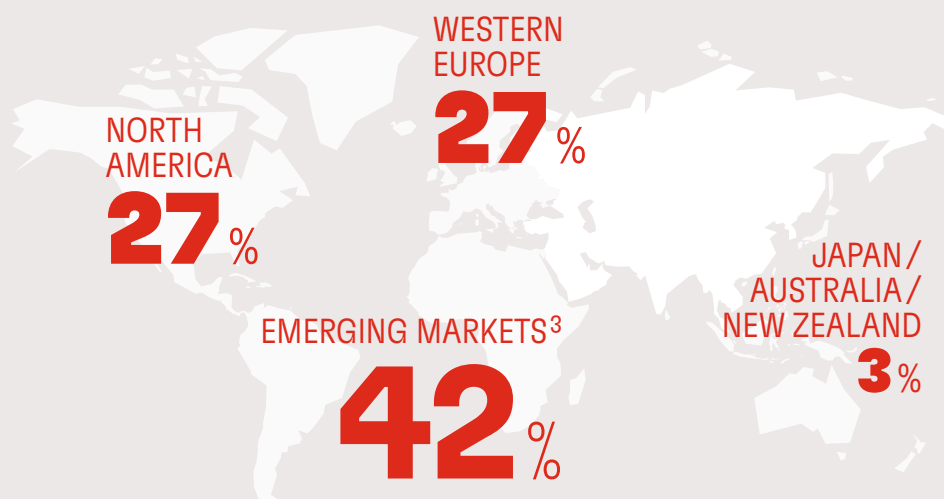
DIVIDEND PER
PREFERRED SHARE²

€ **1.85**

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

² Proposal to shareholders for the Annual General Meeting on April 24, 2023.

SALES BY BUSINESS UNIT

SALES BY REGION²

¹ Corporate = sales and services not assignable to the individual business units.

² Including 1% Corporate.

³ 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 CO₂ EMISSIONS
FROM OUR OPERATIONS
PER TON OF PRODUCT¹

-55%

SOCIAL PROJECTS

2,055

¹ 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

TOP BRANDS

LOCTITE

TECHNOMELT

BONDERITE

KEY FINANCIALS 2022

Sales

€ **11,242** m

Organic sales growth

13.2%

Adjusted¹ operating profit (EBIT)

€ **1,530** m

Adjusted¹ return on sales (EBIT margin)

13.6%

¹ 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

TOP BRANDS

Persil


Schwarzkopf



syoss

KEY FINANCIALS 2022

BEAUTY CARE

Sales

€ **3,775** m

Organic sales growth

-0.5%

Adjusted¹ operating profit
(EBIT)

€ **296** m

Adjusted¹ return on sales
(EBIT margin)

7.8%

LAUNDRY & HOME CARE

Sales

€ **7,152** m

Organic sales growth

6.3%

Adjusted¹ operating profit
(EBIT)

€ **614** m

Adjusted¹ return on sales
(EBIT margin)

8.6%

¹ 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

KEY FINANCIALS 2022

Acquisitions / Capital expenditures

€ **716** m

Share buyback

€ **812** m

Equity ratio

60.8%

Share of bond portfolio
with sustainability focus¹

66%

¹ Based on issue volume.



A man and a woman in business attire are looking at a tablet together in a factory setting. The man is bald with a beard and glasses, wearing a dark suit jacket over a white shirt. The woman has long blonde hair and is wearing a dark blazer over a white shirt. They are standing in front of a blurred industrial background with shelves and equipment.

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.

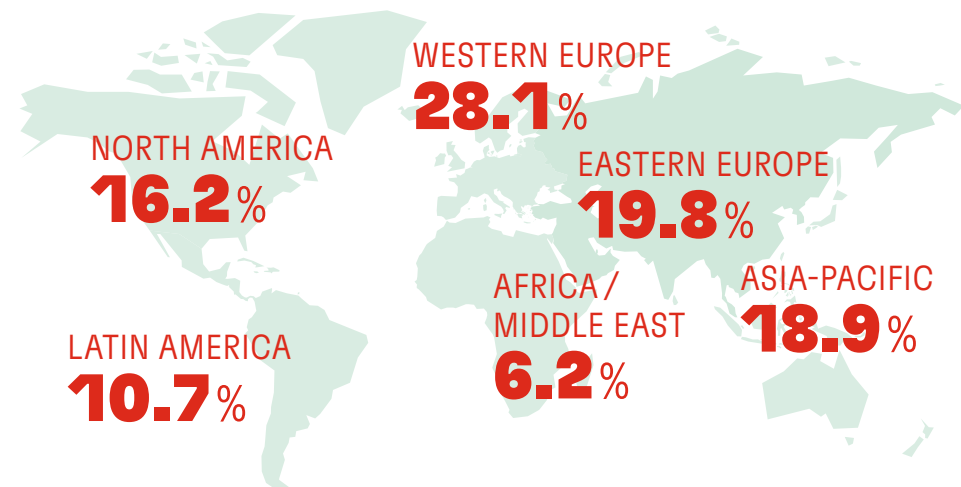
This is why we offer our employees extensive opportunities to learn, to gain a wide breadth of experience and to grow professionally and personally.

www.henkel.com/careers

EMPLOYEES BY ACTIVITY¹



EMPLOYEES BY REGION¹



EMPLOYEES FROM 124 COUNTRIES

51,200

SHARE OF FEMALE MANAGERS

38.7%

¹ 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

EXCELLENT PERFORMANCE IN RATINGS AND RANKINGS



LESS CO₂ EMISSIONS
FROM OUR OPERATIONS
PER TON OF PRODUCT¹

-55%

LESS PRODUCTION WASTE
PER TON OF PRODUCT¹

-43%

ELECTRICITY SOURCED
FROM RENEWABLE SOURCES

70%

LIVES IMPROVED WORLDWIDE

4.15 m

¹ Figures relate to the 2022 fiscal year compared to the 2010 base year.

A woman with curly hair, wearing a pink button-down shirt and blue jeans, stands in front of a lush green background. In the foreground, there are several clear glass spheres, some of which contain green plants. The text 'OUR SUSTAINABILITY STRATEGY' is overlaid on the right side of the image.

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



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?

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www.henkel.com/reports

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HENKEL ON SOCIAL MEDIA



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www.youtube.com/henkel

SPOTLIGHT MAGAZINE

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

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

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