

VISION

VISION AND VALUES

VALUES



Preface

Dear Colleagues,

We have defined clear strategic priorities and ambitious targets for our company.

We are in the process of establishing a “Winning Culture” at Henkel which will support us in driving our business performance, successfully implementing our priorities and achieving our targets.

A Winning Culture is characterized by an entrepreneurial spirit across the company and a constant drive for change.

For our success, it is crucial that we have a common understanding of our fundamental purpose as a company. Our new vision gives us a sense of direction and destination. It captures our aspiration

of being the best in everything we do. It is the basis for what we all stand as “one Henkel”. Our new values will guide the choices and decisions we make every day.

Every single one of us contributes to making our vision become a reality and it is our responsibility to live our values at Henkel each and every day.

Yours,

A handwritten signature in black ink, appearing to read 'K Rorsted', with a stylized flourish at the end.

Kasper Rorsted
Chairman of the Management Board

Our Vision

**A GLOBAL LEADER
IN BRANDS AND
TECHNOLOGIES.**

Our Values

1. We put our **CUSTOMERS** at the center of what we do.
2. We value, challenge and reward our **PEOPLE**.
3. We drive excellent sustainable **FINANCIAL** performance.
4. We are committed to leadership in **SUSTAINABILITY**.
5. We build our future on our **FAMILY** business foundation.

We put our **customers** at the center of what we do.

We anticipate, respond to and meet our customers' and consumers' expectations by providing the best value, quality, and most innovative brands and technologies.

We hold our customers in the highest regard and place them at the center of all that we do. This is the only way we can offer them added value. The “customer” value is vital to our success and since not all Henkel employees are in direct contact with our customers, it is all the more important for us to understand what this value means for Henkel.

In order to offer the best products, the highest quality and outstanding service, we need to understand our customers and consumers better than our competitors do. If we succeed in this, we can look forward to successful growth in all our markets.

We value, challenge and reward our **people**.

We treat each other with respect and dignity and develop our capabilities. We expect everyone to take personal responsibility and perform to high standards. We rely on each other for our success as a company.

People always make the difference. Through their creativity and knowledge, good ideas become great business successes. They are our interface with our customers, make innovation possible, develop successful strategies and give our company its unique identity.

Only by valuing, challenging and rewarding our employees will we establish a “Winning Culture” within Henkel. It is up to each of us to set a good example: in the way we lead our teams and in the way we take personal responsibility for our development. Together we will make Henkel a global leader in brands and technologies.

We drive excellent sustainable **financial** performance.

We are a performance-driven company committed to growing the value of our business and providing a competitive return to our shareholders.

We are pursuing our strategic priorities in order to achieve our financial targets and make Henkel even more successful. Excellent and sustainable financial performance allows us to act more flexibly in the future. It enables healthy growth over the long term, and will benefit

not only our shareholders but also our employees. This value influences our decisions on investments, personnel, strategies, our teamwork and many other aspects of our daily business.

We are committed to leadership in **sustainability**.

We provide products, technologies and processes that meet the highest standards. We are committed to the safety and health of our employees, the protection of the environment and the quality of life in the communities in which we operate.

A strong commitment to sustainability has always been a major driver of our performance. We take a long-term, entrepreneurial approach towards all elements of sustainability, aiming not just to comply with existing standards but also to set new ones.

Henkel has always strived to create a balance between people, planet and profit. This approach brings us a clear competitive advantage and helps us achieve our full business potential – and it will provide us with a significant edge in the future competition for new talent.

We build our future on our **family** business foundation.

We value the continuity of our purpose and vision based on our long history of success and a strong focus on our values. We are guided by our long-term vision which rests on a fair entrepreneurial spirit and a solid financial basis.

The “family” value makes us unique. We build our future on a solid foundation. Since 1876, the year Henkel was founded, the Henkel family has shown a strong commitment to the company. The family provides us the opportunity to operate in the long term. It also supports us

when we have to make difficult strategic decisions. We are committed to leading Henkel with an entrepreneurial spirit, which has been a strong characteristic since our foundation, and that is what ultimately makes the difference in the marketplace.

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