

•••Kasper Rorsted

CEO
Henkel





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**Sustainable Growth
– A Common Challenge –**

**Kasper Rorsted
ECR Europe Conference**

Summary



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- 
- A pair of hands, one on the left and one on the right, are shown from the wrist up, holding a large, semi-transparent globe of the Earth. The hands are positioned as if supporting the globe from below. The background is a solid blue color.
- 1** Sustainable growth fulfills consumer needs
 - 2** Sustainability is a requirement for long-term growth
 - 3** A sustainable business model focuses on the entire value chain

Three Areas of Competence



**Laundry &
Home Care**



**Cosmetics/
Toiletries**



**Adhesives
Technologies**



Quality with Brands & Technologies

2007 • Sales 13,074 mill. euros • 52,000 employees • 125 countries

1

Hybrid solutions for hybrid consumers

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1 Innovation since 1907



The washday revolution



phosphate-free



First super concentrate

Persil
UNIVERSAL POWDER

Better than ever from 20° on
for laundry and environment
with Anti-Greying Formula
+ active stain dissolver

27 20 | 40 | 60 | 95

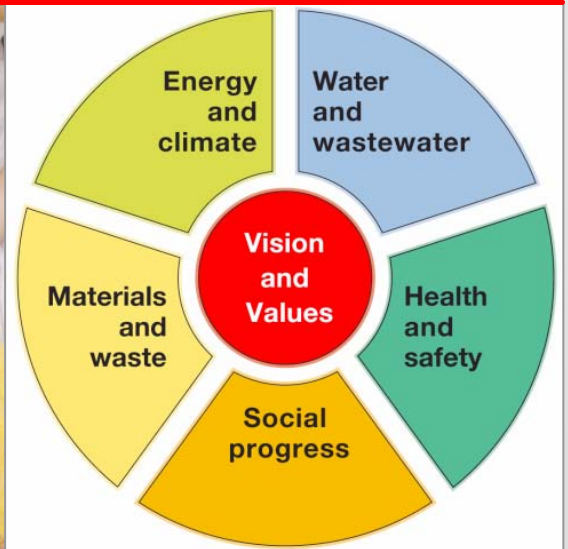
Quality & Responsibility **Henkel**

For more than 130 years, our brands have combined top quality with respect for people and the environment. Our branded products offer both high performance and ecological compatibility. We manufacture them using as little water and energy as possible, under good working conditions, for resource-conserving use in the home. This is what we stand for – worldwide, today and tomorrow.

2 Sustainability – a total company focus



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• Corporate Vision

• Focal Areas



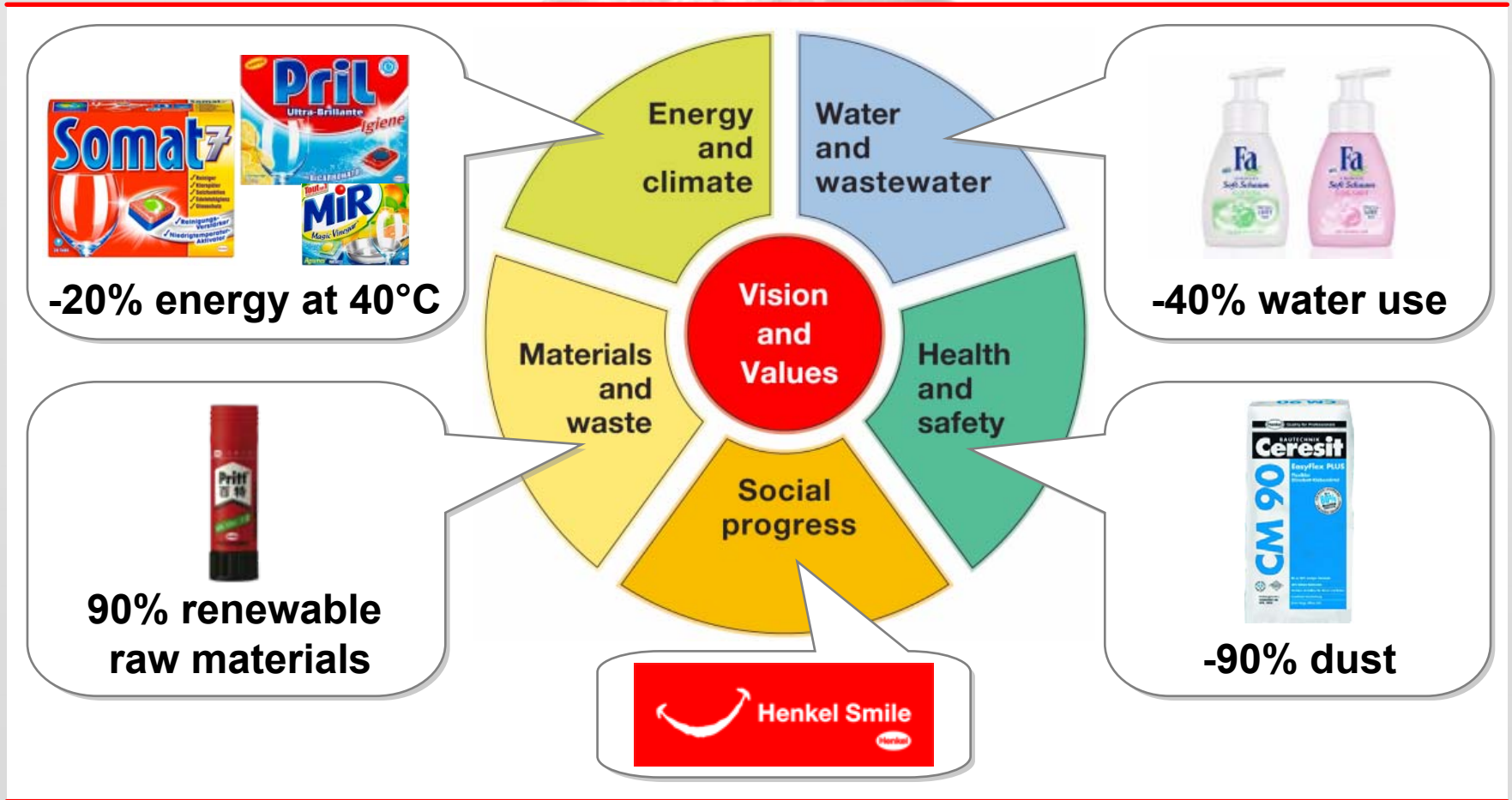
• Corporate Values

2

Sustainability requires target-setting on product level



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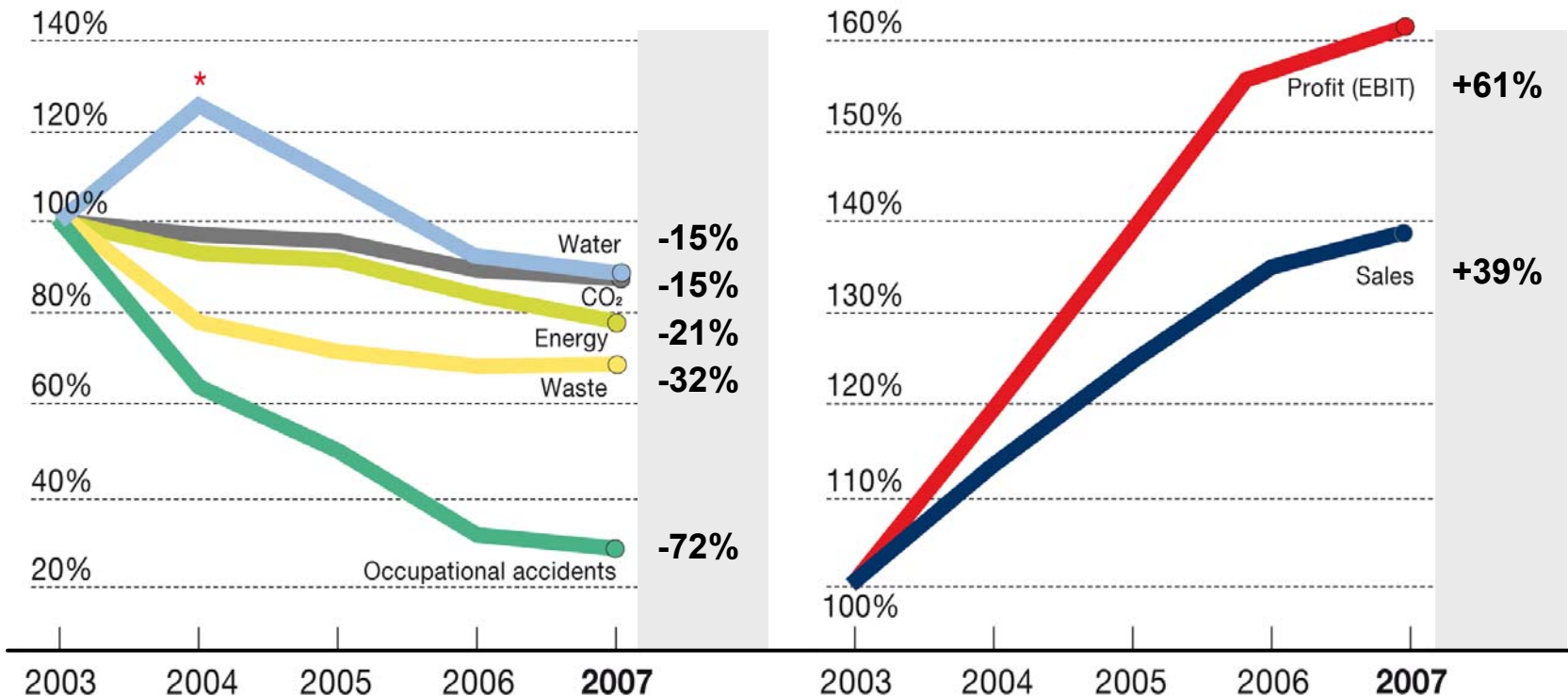
All new products have to contribute to sustainable development in at least one focal area

2

Sustainability is a requirement for long-term growth



Sustainability performance and Business performance 2003 – 2007



Environmental indicators per metric ton of output, occupational accidents per million hours worked

* Rise in 2004 due to acquisitions

2

Sustainability in Henkel has been rewarded externally



FTSE4Good Index Series



2

Long-term growth means target-setting for the future

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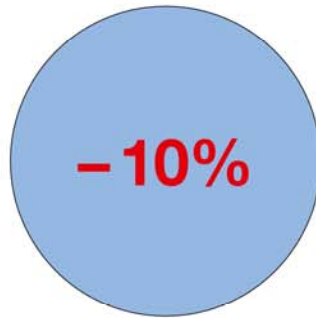
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Energy



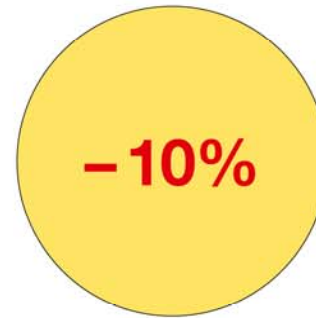
15 percent **reduction in energy consumption** per metric ton of output by 2012 – and in the associated carbon dioxide emissions (base year 2007).

Water



10 percent **reduction in water consumption** per metric ton of output by 2012 (base year 2007).

Waste



10 percent **reduction in the amount of waste generated** per metric ton of output by 2012 (base year 2007).

Accidents



Long-term objective: **Zero occupational accidents.**
Interim target: reduction of 20 percent by 2012 (base year 2007).

3

A sustainable business model ...



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... has to focus on the entire value chain

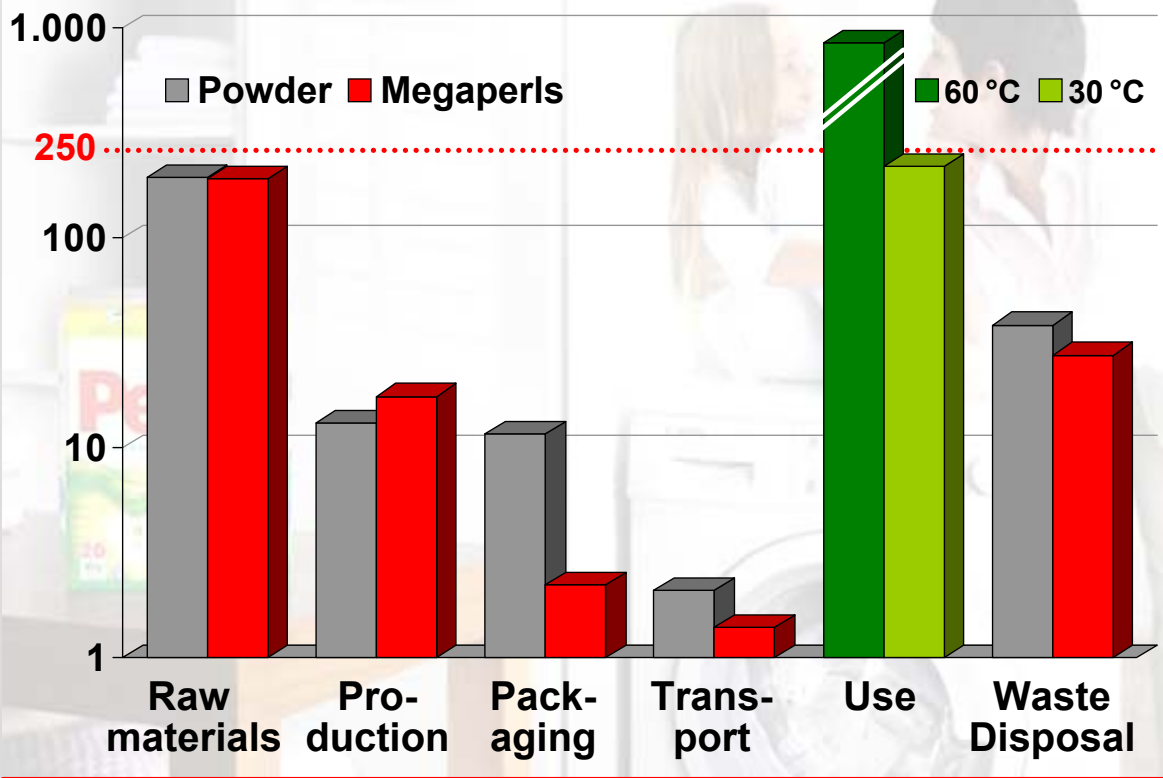
3

A sustainable business model ...



CO₂-Emissions Persil Universal Powder vs. Megaperls

[kg/1000 wash loads]



- Reduction of packaging material by 90%
- Reduction of handling cost by more than 50%
- 400,000 less truck km/year
- Reduction of energy consumption by switching to lower washing temperatures

... has to focus on the entire value chain

3 A sustainable business model ...



... can be supported by newly started ECR activities in 2007/2008:

- ▶ Sustainable transport**
- ▶ Sustainable packaging**
- ▶ Jointly agreed growth**

... means: working together

Summary

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- Sustainable growth fulfills consumer needs
 - Sustainability is a requirement for long-term growth
 - A sustainable business model focuses on the entire value chain
- Henkel: the competent partner in the field of sustainability**