



**Improving consumers'  
lives, now and for  
generations to come**



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# Irresistible Superiority that is Sustainable



**65**

**LEADING  
BRANDS**

**80B**

**NET  
SALES**

**5B**

**CONSUMERS  
USE OUR  
BRANDS**

**180**

**COUNTRIES  
SELL OUR  
BRANDS**

**>145**

**NATIONALITIES  
MAKE UP OUR  
WORKFORCE**

**40K**

**WOMEN  
AND  
GROWING**

# Sustain Excellence

## INTEGRATED GROWTH STRATEGY

Region	Beauty	Health	Home	Professional	Supply	Technology	Other
North America	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...
Europe	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...
Asia	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...
Latin America	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...
Africa	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...
Middle East	SK-II	Oral-B	Always	Windex	UPS	LinkedIn	...

### PORTFOLIO

PERFORMANCE DRIVES BRAND CHOICE



### ORGANIZATION

EMPOWERED • AGILE ACCOUNTABLE



### SUPERIORITY

TO WIN WITH CONSUMERS



### CONSTRUCTIVE DISRUPTION

ACROSS OUR BUSINESS



### PRODUCTIVITY

TO FUEL INVESTMENTS

## AREAS OF FOCUS

### SUPPLY CHAIN



### ENVIRONMENTAL SUSTAINABILITY



### DIGITAL ACUMEN



### EMPLOYEE VALUE EQUATION



# NET ZERO 2040



IT'S  
OUR  
HOME

# LAUNDRY'S CARBON FOOTPRINT

