

# Facts and Figures 2013



Excellence is our Passion

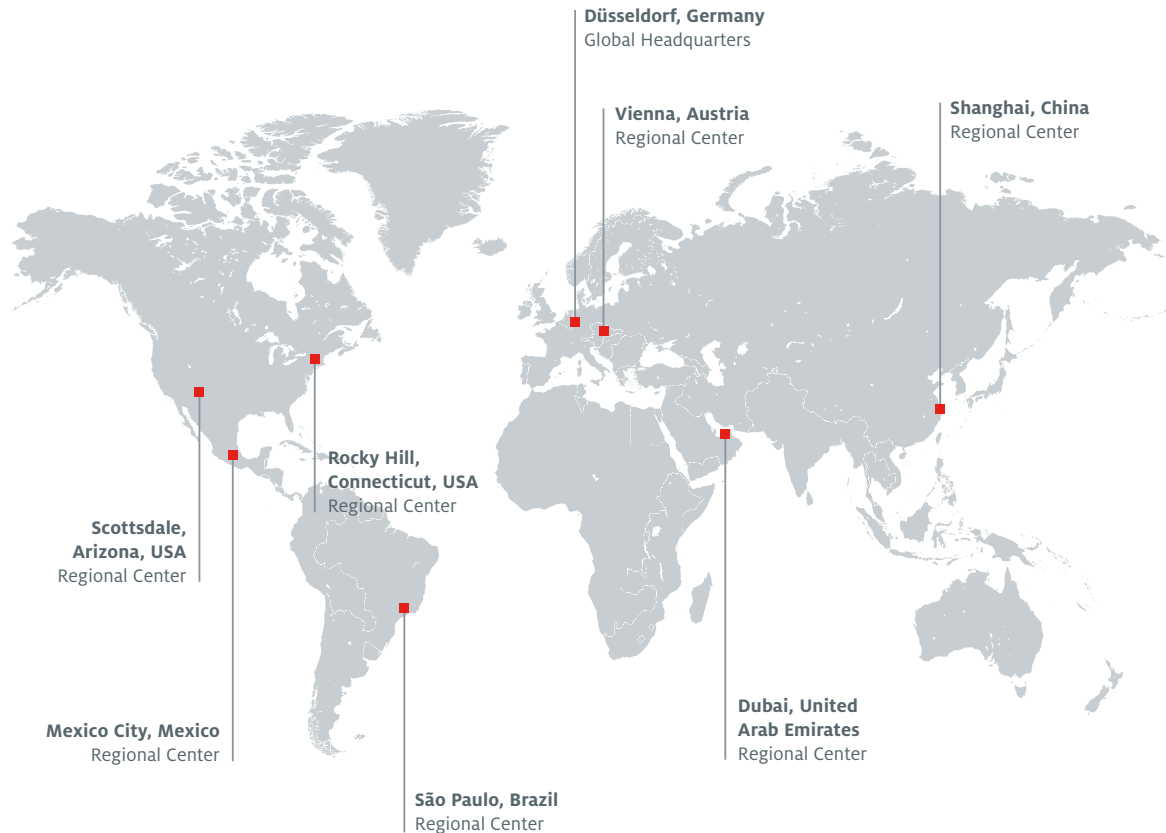
## Henkel around the world

Henkel operates worldwide with leading brands and technologies in three business units: Laundry & Home Care, Beauty Care and Adhesive Technologies.

Founded in 1876, Henkel holds globally leading market positions, both in the consumer and in the industrial businesses, with well-known brands such as Persil, Schwarzkopf and Loctite. Henkel employs around

47,000 people and reported sales of 16,355 million euros and adjusted operating profit of 2,516 million euros in fiscal 2013. Henkel's preferred shares are listed in the German stock index DAX.

 [www.henkel.com](http://www.henkel.com)



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## Henkel at a glance 2013

16,355

million euros sales

15.4%

adjusted<sup>1</sup> return on sales (EBIT):  
up 1.3 percentage points

44%

of our sales generated in  
emerging markets

Around

47,000

employees

More than

120

nations represented  
by our people

Around

32%

of our managers  
are women

More than

2,400

social projects

Around

1,500

employees trained as  
"sustainability ambassadors"

137

years of brand and  
technology success

<sup>1</sup> Adjusted for one-time charges/gains and restructuring charges.

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## Our Vision

A global leader  
in brands and  
technologies.

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## Our Values

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

## Our Strategy

We will **outperform** our competition  
as a **globalized** company  
with **simplified** operations and  
a highly **inspired** team!



## Our targets 2016

**20** bn € sales

**10** bn € sales in  
emerging markets

**10** % annual growth in  
earnings per share<sup>1</sup>

<sup>1</sup> Average annual growth in adjusted earnings per preferred share (compound annual growth rate / CAGR).

Including continuous portfolio optimization.

## Our sustainability strategy

### Achieving more with less

Commitment to leadership in sustainability is one of our core corporate values. Maintaining a balance between economic success, protection of the environment, and social responsibility has been fundamental to our corporate culture for decades.



Our strategy is based on the Vision 2050 of the World Business Council for Sustainable Development: “In 2050, 9 billion people live well and within the resource limits of the planet.” For us as a company, this means helping people to live well by generating value while using less resources and causing less emissions.

As sustainability leaders, we aim to pioneer new solutions for sustainable development while continuing to shape our business responsibly and increase our economic success. This ambition encompasses all of our company’s activities – along the entire value chain.

The idea at the heart of our sustainability strategy reads: Achieving more with less. We want to create more value – for our customers and consumers, for the communities we operate in, and for our company – while at the same time reducing our environmental footprint. To accomplish this, we need innovations, products and technologies that can enhance quality of life while using less input materials. By doing so, we will be contributing both to sustainable development and to our company’s economic success.

### Our goal for 2030: **Factor 3**

By the year 2030, we want to triple the value we create through our business operations in relation to our environmental footprint. We summarize this ambition of becoming three times more efficient as “Factor 3.” To reach this ambitious goal, we will have to improve our efficiency by an average of 5 to 6 percent each year. We have therefore set concrete 5-year targets from 2011 to 2015 for our six focal areas.



[www.henkel.com/sustainability](http://www.henkel.com/sustainability)

Our focal areas and targets for the five-year period from 2011 to 2015

**More value**

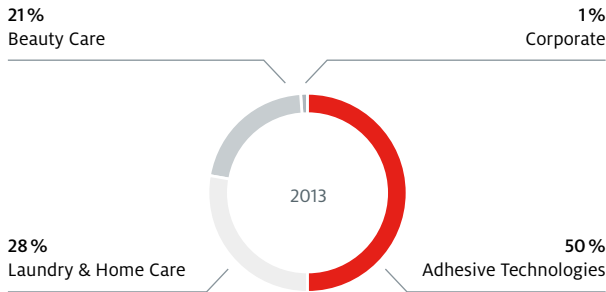


**Reduced footprint**

## Our business units

Henkel is active with leading brands and technologies on a global scale. We have divided our operations into three business units: Laundry & Home Care, Beauty Care and Adhesive Technologies. In 2013, we achieved 57 percent of our sales with our top ten brands. And 44 percent of our global revenue was attributable to our emerging markets.

### Sales by business unit



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

### Laundry & Home Care

# +5.7%

organic sales growth

### Key financials

in million euros	2012	2013	+/-
Sales	4,556	4,580	0.5%
Operating profit (EBIT)	621	682	9.7%
Adjusted <sup>1</sup> operating profit (EBIT)	659	714	8.5%
Return on sales (EBIT)	13.6%	14.9%	1.3 pp
Adjusted <sup>1</sup> return on sales (EBIT)	14.5%	15.6%	1.1 pp

pp = percentage points

<sup>1</sup> Adjusted for one-time charges/gains and restructuring charges.

### Our top brands

**Persil**

**Purex**





## Beauty Care

# +3.0%

organic sales growth

## Adhesive Technologies

# +2.7%

organic sales growth

### Key financials

in million euros	2012	2013	+/-
Sales	3,542	3,510	-0.9%
Operating profit (EBIT)	483	474	-1.9%
Adjusted <sup>1</sup> operating profit (EBIT)	514	525	2.1%
Return on sales (EBIT)	13.6%	13.5%	-0.1 pp
Adjusted <sup>1</sup> return on sales (EBIT)	14.5%	15.0%	0.5 pp

pp = percentage points

<sup>1</sup> Adjusted for one-time charges/gains and restructuring charges.

### Key financials

in million euros	2012	2013	+/-
Sales	8,256	8,117	-1.7%
Operating profit (EBIT)	1,191	1,271	6.7%
Adjusted <sup>1</sup> operating profit (EBIT)	1,246	1,370	9.9%
Return on sales (EBIT)	14.4%	15.7%	1.3 pp
Adjusted <sup>1</sup> return on sales (EBIT)	15.1%	16.9%	1.8 pp

pp = percentage points

<sup>1</sup> Adjusted for one-time charges/gains and restructuring charges.

### Our top brands



### Our top brands



## Our brands and technologies

### Laundry & Home Care

The Laundry & Home Care business unit is globally active in the laundry and home care Branded Consumer Goods business. The Laundry business includes not only heavy-duty and specialty detergents but also fabric softeners, laundry performance enhancers and laundry care products. Our Home Care product portfolio encompasses hand and automatic dishwashing products, cleaners for bath-

room and WC applications, and household, glass and specialty cleaners. We also offer air fresheners and insecticides for household applications in selected regions. In 2013, we generated 45 percent of our sales from products successfully launched onto the market in the last three years.



#### Persil High Suds Gel

The powerful liquid detergent Persil High Suds Gel brings the cleaning power of Persil to a number of countries in the Middle East and North Africa. Its formula was especially adapted to the regional requirements for washing by hand: powerful suds, effective stain removal, and a fresh, long-lasting scent.



#### Somat / Pril Gel Tabs

The new Somat Gel Tabs – sold as Pril Gel Caps in Italy since July 2013 – are the first tabs made by Henkel completely from gel. They dissolve quickly in the dishwasher and completely remove even the toughest residue. The result: a brilliant shine for dishes.



#### Vernel Aroma Therapy

Essential oils and the pure fragrances of herbs and flowers have been well known for their positive effects on body and soul for millennia. The unique formulas of Vernel Aroma Therapy combine long-lasting, incomparable softness with enticing fragrances.

## Beauty Care

The Beauty Care business unit is globally active in the Branded Consumer Goods business with Hair Cosmetics, Body Care, Skin Care and Oral Care, as well as the Hair Salon business.

In 2013, we generated 45 percent of our sales with products successfully launched onto the market in the last three years.



### Gliss Kur Ultimate Oil Elixir

The unique formula of Gliss Kur Ultimate Oil Elixir with nourishing oil elixir and golden particles repairs dry, damaged hair deep down and strengthens hair structure. It offers a powerful new way to repair hair and up to 95 percent less breakage.

 [www.glisskur.com](http://www.glisskur.com)



### Dial Coconut Water

The extraordinary body wash formula of Dial Coconut Water featuring coconut water and bamboo leaf extract moisturizes with every shower for skin that feels clean, fresh and soft.

 [www.dialsoap.com](http://www.dialsoap.com)



### Syoss Oleo Intense

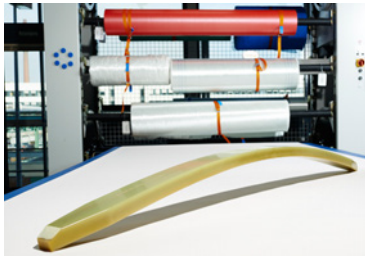
The first non-drip oil-in-cream formula from Syoss Oleo Intense provides supreme color intensity and up to 90 percent more shine – without ammonia, to optimize scalp comfort. Syoss Oleo Intense leaves hair softer, healthy-looking, and strong.

 [www.syoss.de](http://www.syoss.de)

## Adhesive Technologies

The Adhesive Technologies business unit provides customized solutions worldwide with adhesives, sealants and functional coatings in two business areas: Industry, and Consumer, Craftsmen and Building. The businesses for industrial customers are: Packaging and Consumer Goods Adhesives; Transport and Metal; General Industry; and Electronics.

In 2013, we generated 30 percent of our sales with products successfully launched onto the market in the last five years.



### Loctite MAX 2

The matrix resin Loctite MAX 2 is designed for the series production of fiber-reinforced, lightweight components in automotive construction. In conjunction with automotive supplier Benteler-SGL, Henkel has developed a process for the large-scale manufacture of fiberglass-reinforced leaf springs that weigh up to 65 percent less than steel leaf springs.

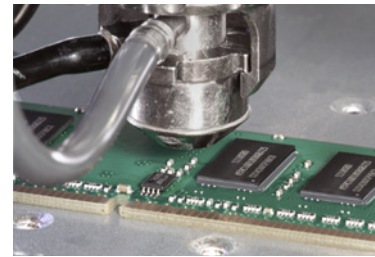
 [www.henkel.com/automotive](http://www.henkel.com/automotive)



### Ceresit Impactum

Ceresit Impactum is an innovative external thermal insulation composite system. As a facade product, it offers exceptional resistance, excellent insulation, and high flexibility, leading to a substantial reduction in energy consumption, and maintenance and repair costs.

 [www.ceresit-impactum.com](http://www.ceresit-impactum.com)



### Loctite UF3808

The halogen-free underfill Loctite UF3808 provides exceptional impact and shock protection for electronic components. It cures quickly at low temperatures, reducing stress on other components. The material's mechanical properties ensure protection for solder joints even under changing temperatures.

 [www.henkel.com/electronics](http://www.henkel.com/electronics)

## Our people

As a globally operating company, Henkel employs around 47,000 people from over 120 nations in more than 75 countries. Over 80 percent of our employees work outside Germany.

The highly international character and diversity of our company call for a shared vision and actively lived corporate values as elements that unite us and provide a basis for alignment worldwide.

Strong leaders make the difference in successfully steering a business, creating new growth opportunities, driving change and establishing a strong performance culture. To provide clear guidance, Henkel developed five Leadership Principles which were introduced in 2012 in combination with our strategy. They are an integral part of the evaluation and development of our leaders.

### Diversity contributes to corporate success

Workplace diversity, which can also be seen in the attitudes, knowledge, and skills of our employees, is an important value and competitive advantage to us. This is because the different cultures and abilities of our employees play a key role in helping us understand our markets and customers better, and achieve long-term success.

### Developing female employees

We have continuously increased the share of women in management positions, from a good 26 percent in 2008 to around 32 percent at the end of 2013. Henkel holds a lead-



6,800 people managers worldwide discussed the company's Leadership Principles in around 350 workshops. They exchanged experiences and ideas about leadership at Henkel across all businesses and functions. Photo: Radka Javureková (right) and Róbert Piaček with other team leaders during their workshop in Bratislava, Slovakia.

ing position among DAX 30 companies in this respect. To further consolidate this position, we have set ourselves the goal of increasing the share of female managers at all levels throughout the company by an average of one to two percentage points each year. We have intentionally refrained from setting a fixed quota here.

### Around 1,500 sustainability ambassadors

Our “sustainability ambassador” program was one of our most important training initiatives in the area of sustainability in 2013. The program was developed in 2012 and is aimed at training employees so that they can competently and convincingly convey the importance of sustainability to their co-workers, suppliers, customers, and consumers. It includes a project in which sustainability ambassadors explain to elementary school students what sustainability



By the end of 2013, we had trained around 1,500 employees as “sustainability ambassadors” to promote the topic in talks with colleagues, customers, suppliers, and school children. Here, Norbert Koll, President, Henkel Consumer Goods Inc., in the USA, at the Copper Canyon Elementary School in Scottsdale, Arizona.

actually means in our day-to-day lives and how everyone can make their own personal contribution to sustainability. Henkel has trained around 1,500 sustainability ambassadors since the start of the program and coached more than 15,000 children in 25 countries worldwide.

### Henkel: Top Employer

Our attractiveness as an employer was again confirmed in 2013, with Henkel once again performing well in numerous employer rankings, and increasingly so in important emerging markets. To address talented potential applicants, we focus strongly on online channels – in addition to our recruiting events around the world.

Employees  
by region in 2013



- 31 % Western Europe
- 20 % Eastern Europe
- 20 % Asia-Pacific
- 11 % North America
- 10 % Africa / Middle East
- 8 % Latin America

At: December 31, 2013

Employees  
by business unit



- 52 % Adhesive Technologies
- 19 % Laundry & Home Care
- 16 % Beauty Care
- 13 % Functions

At: December 31, 2013

## Social engagement

Social engagement – or corporate citizenship – has been a special part of our corporate culture ever since our company was founded by Fritz Henkel.

Established in 2011, the “Fritz Henkel Stiftung” foundation has close ties to the company and underscores Henkel’s long-term commitment to social involvement that goes beyond its direct business interests. Promotion of education is the foundation’s primary goal.

The foundation also consolidates our activities in the areas of international emergency aid, global corporate and business unit engagement, and support for volunteer work on the part of our employees in Germany through the MIT (Make an Impact on Tomorrow) initiative. In 2013, Henkel and the “Fritz Henkel Stiftung” foundation supported 2,422 projects with total donations of approximately 7.9 million euros.

## “Teach First Deutschland”

One of the goals of the “Fritz Henkel Stiftung” foundation is to improve education and job opportunities for young people regardless of their social background. The foundation expanded its partnership with the “Teach First Deutschland” educational initiative in 2013 and now provides assistance as a senior supporter for expansion of the program.

University graduates from all disciplines spend two years as “fellows” at a school in a socially disadvantaged area. In

addition to the regular curriculum, the fellows also offer, for example, help with exam preparations, sports courses and coaching for job applications. Over the long term, these young academics contribute to increasing educational equality for children and young people in Germany.

For more information on social engagement:  
[www.henkel.com/corporate-citizenship](http://www.henkel.com/corporate-citizenship)



The “Fritz Henkel Stiftung” foundation is working with the “Teach First Deutschland” educational initiative to increase educational equality. Photo: “Teach First” fellow Sebastian Kesper helps students at the Freiherr-vom-Stein School in Düsseldorf prepare for their final examination in mathematics.

## Our Management Board



1

**Kasper Rorsted**  
Chairman of the  
Management Board

*Born in Aarhus, Denmark  
on February 24, 1962;  
with Henkel since 2005.*



3

**Carsten Knobel**  
Executive Vice President  
Finance (CFO) / Purchasing /  
Integrated Business Solutions

*Born in Marburg / Lahn, Germany  
on January 11, 1969;  
with Henkel since 1995.*



5

**Hans Van Bylen**  
Executive Vice President  
Beauty Care

*Born in Berchem, Belgium  
on April 26, 1961;  
with Henkel since 1984.*



2

**Kathrin Menges**  
Executive Vice President  
Human Resources /  
Infrastructure Services

*Born in Pritzwalk, Germany  
on October 16, 1964;  
with Henkel since 1999.*



4

**Bruno Piacenza**  
Executive Vice President  
Laundry & Home Care

*Born in Paris, France  
on December 22, 1965;  
with Henkel since 1990.*



6

**Jan-Dirk Auris**  
Executive Vice President  
Adhesive Technologies

*Born in Cologne, Germany  
on February 1, 1968;  
with Henkel since 1984.*



## Our performance in 2013

in million euros	2012 <sup>3</sup>	2013	+/-
Sales	16,510	16,355	-0.9%
Operating profit (EBIT)	2,199	2,285	3.9%
Adjusted <sup>1</sup> operating profit (EBIT)	2,335	2,516	7.8%
Return on sales (EBIT) in %	13.3	14.0	0.7 pp
Adjusted <sup>1</sup> return on sales (EBIT) in %	14.1	15.4	1.3 pp
Net income	1,526	1,625	6.5%
– Attributable to non-controlling interests	-46	-36	-21.7%
– Attributable to shareholders of Henkel AG & Co. KGaA	1,480	1,589	7.4%
Earnings per preferred share in euros	3.42	3.67	7.3%
Adjusted <sup>1</sup> earnings per preferred share in euros	3.63	4.07	12.1%
Adjusted <sup>1</sup> earnings per preferred share in euros (2012 before IAS 19 revised)	3.70	4.07	10.0%
Return on capital employed (ROCE) in %	18.7	20.5	1.8 pp
Dividend per ordinary share in euros	0.93	1.20 <sup>2</sup>	29.0%
Dividend per preferred share in euros	0.95	1.22 <sup>2</sup>	28.4%

pp = percentage points

<sup>1</sup> Adjusted for one-time charges/gains and restructuring charges.

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 4, 2014.

<sup>3</sup> Adjusted in application of IAS 19 revised (see notes on page 116 in Annual Report 2013).

## Share performance

Henkel shares showed an extremely positive performance in 2013. Over the course of the year, the DAX rose by 25.5 percent to 9,552.16 points. The index for consumer goods stocks – the Dow Jones Euro Stoxx Consumer Goods – increased 18.9 percent, closing at 502.82 points. Against this market backdrop, the price of Henkel preferred shares increased to 84.31 euros, closing the year 35.5 percent higher on a year-on-year basis. Our ordinary share price posted even stronger gains, ending the period 45.7 percent higher at 75.64 euros. As such, our shares clearly performed better than both the DAX and other shares representing the consumer goods sector.

Henkel's shares remain an attractive investment for long-term investors. Shareholders who invested the equivalent of 1,000 euros when Henkel preferred shares were issued in 1985, and re-invested the dividends received (before tax deduction) in the stock, had a portfolio value of about 26,893 euros at the end of 2013. This represents an increase in value of 2,589 percent or an average yield of 12.4 percent per year. Over the same period, the DAX provided an annual yield of 7.8 percent.

For more information about the Henkel shares:  
[www.henkel.com/ir](http://www.henkel.com/ir)

### Key data on Henkel shares 2011 to 2013

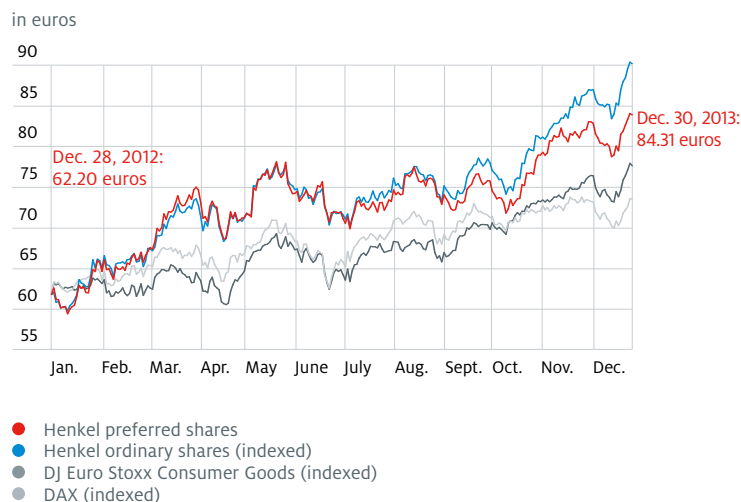
in euros	2011	2012	2013
<b>Earnings per share</b>			
Ordinary share	2.67	3.40 <sup>1</sup>	3.65
Preferred share	2.69	3.42 <sup>1</sup>	3.67
<b>Dividends</b>			
Ordinary share	0.78	0.93	1.20 <sup>2</sup>
Preferred share	0.80	0.95	1.22 <sup>2</sup>
<b>Market capitalization<sup>3</sup> in bn euros</b>	<b>17.6</b>	<b>24.6</b>	<b>34.7</b>
Ordinary shares in bn euros	9.7	13.5	19.7
Preferred shares in bn euros	7.9	11.1	15.0

<sup>1</sup> Prior year figures adjusted in application of IAS 19 revised (see notes on page 116 in Annual Report 2013).

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 4, 2014.

<sup>3</sup> Closing share prices, Xetra trading system.

### Henkel share performance versus market January through December 2013



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## Credits

### Published by:

Henkel AG & Co. KGaA  
40191 Düsseldorf, Germany  
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**Edited by:** Corporate Communications

### Design and typesetting:

mpm Corporate Communication Solutions, Mainz

**Photographs:** Steffen Hauser, Philipp Hympehdahl,  
Claudia Kempf, Kenneth Krehbiel, Nils Hendrik  
Müller, Rüdiger Nehmzow, Balery Pimenov,  
Lucas Schiffres; Henkel

**Printed by:** Druckpartner, Essen

PR no.: 02 14 10,000

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## Financial calendar

### Annual General Meeting

Henkel AG & Co. KGaA 2014:

Friday, April 4, 2014

### Publication of Report

for the First Quarter 2014:

Wednesday, May 7, 2014

### Publication of Report

for the Second Quarter / Half Year 2014:

Tuesday, August 12, 2014

### Publication of Report

for the Third Quarter / Nine Months 2014:

Tuesday, November 11, 2014

### Publication of Report

for Fiscal 2014:

Wednesday, March 4, 2015

### Annual General Meeting

Henkel AG & Co. KGaA 2015:

Monday, April 13, 2015

Up-to-date facts and figures on Henkel also available on the internet:

 [www.henkel.com](http://www.henkel.com)



[www.henkel.com/annualreport](http://www.henkel.com/annualreport)



[www.henkel.com/sustainabilityreport](http://www.henkel.com/sustainabilityreport)



Henkel app:



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