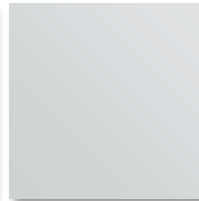
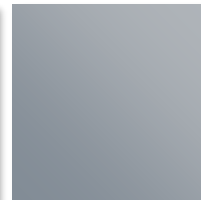
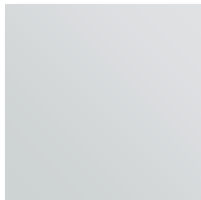


Henkel Roadshow

Q3 2014



November,
2014



Disclaimer

This information contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel's control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

Henkel: Three areas of competence

A global leader in brands and technologies

Consumer Business

Laundry & Home Care



Beauty Care



Industrial Business

Adhesive Technologies



Agenda

1 Financials Q3 2014 & Outlook FY 2014

2 Executing on Strategy 2016

Q3 2014 – Solid performance in a tough environment

OSG

+2.3%

Adj. EBIT margin

16.4%

Adj. EPS growth

+6.4%

Sales Share in EM

45%

NWC in % of sales

5.6%

Net financial pos.

740 m€

Continued profitable growth in all business units

- Solid organic sales growth, all business units contributing
- Emerging Markets with strong OSG, Western Europe positive
- Solid improvement in adj. EBIT margin, supported by all business units
- Strong growth in adj. EPS
- Acquisition of The Bergquist Company, United States

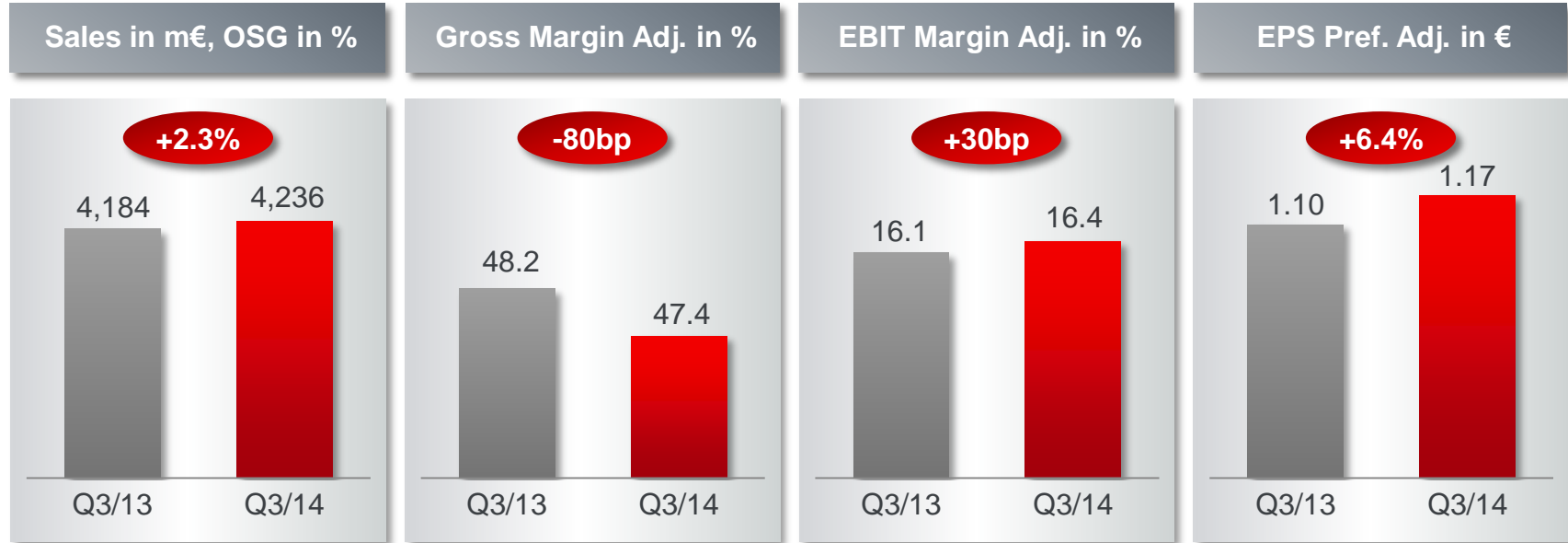


Persistently tough environment

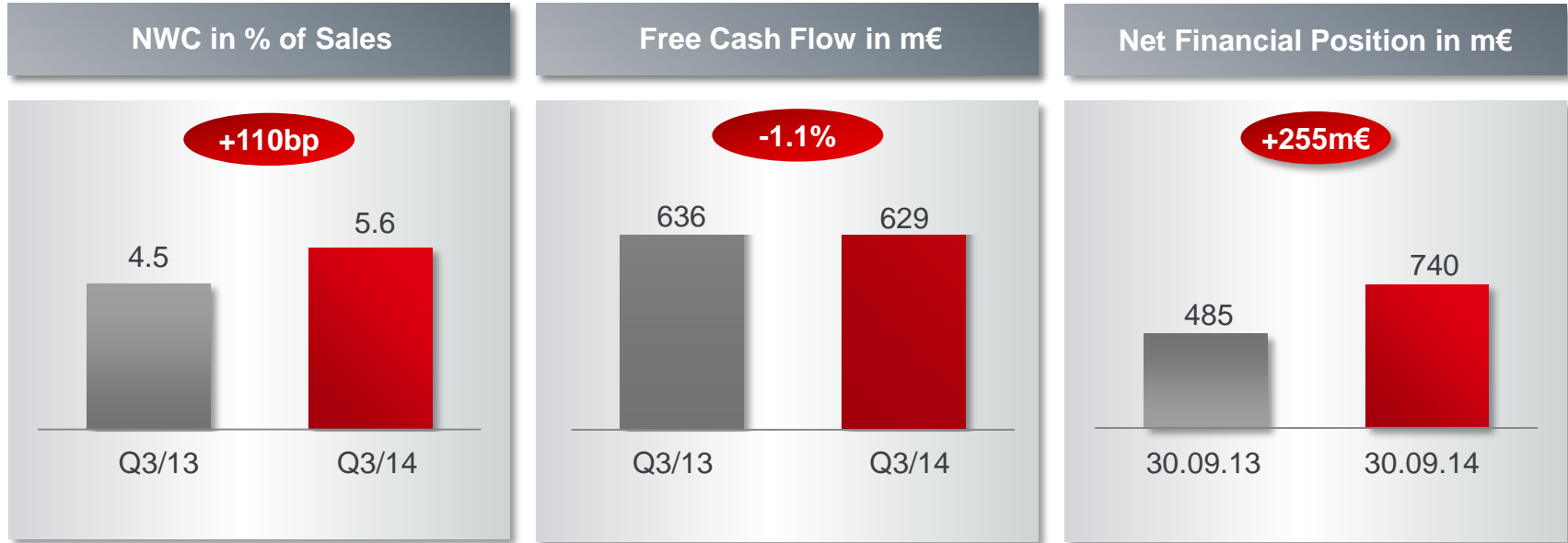
- Continued headwind from FX, though at lower intensity
- European economies impacted by Russian/Ukrainian crisis
- Ongoing tensions in Middle East
- Intensified promotional & pricing pressure in HPC, sluggish consumer environment in Mature Markets
- Negative organic sales growth in HPC North America, Adhesives slightly positive



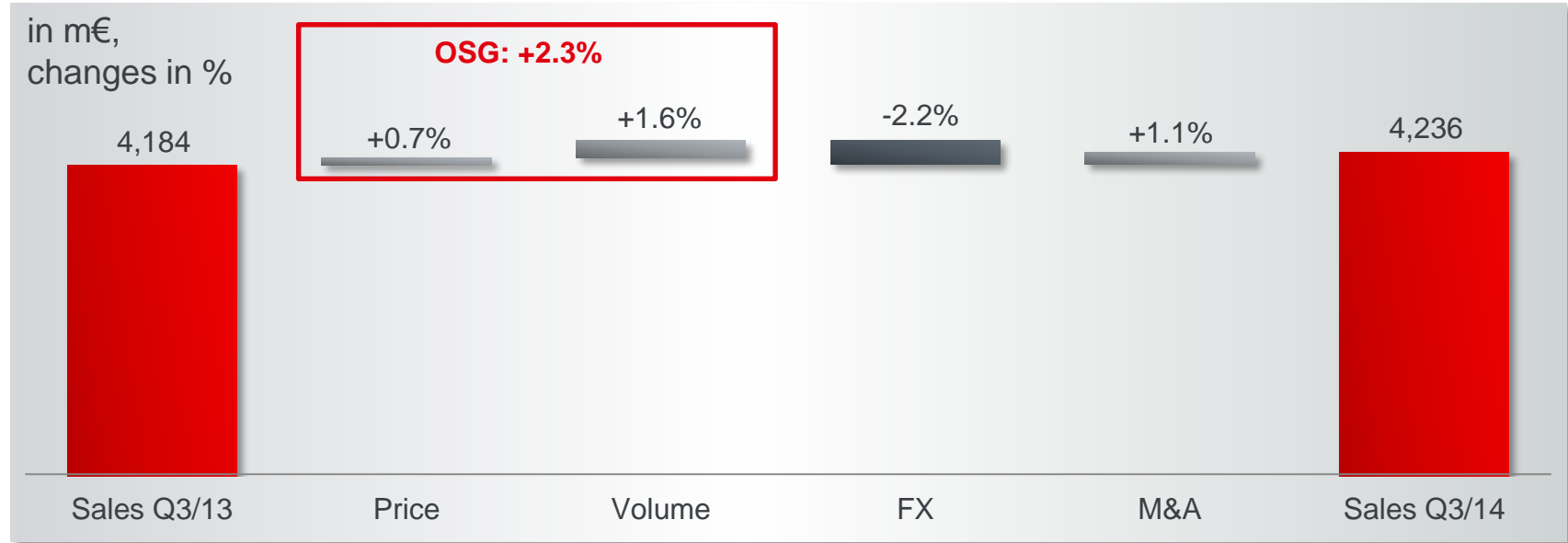
Ongoing commitment to profitable growth



Strong financial position on top of acquisitions



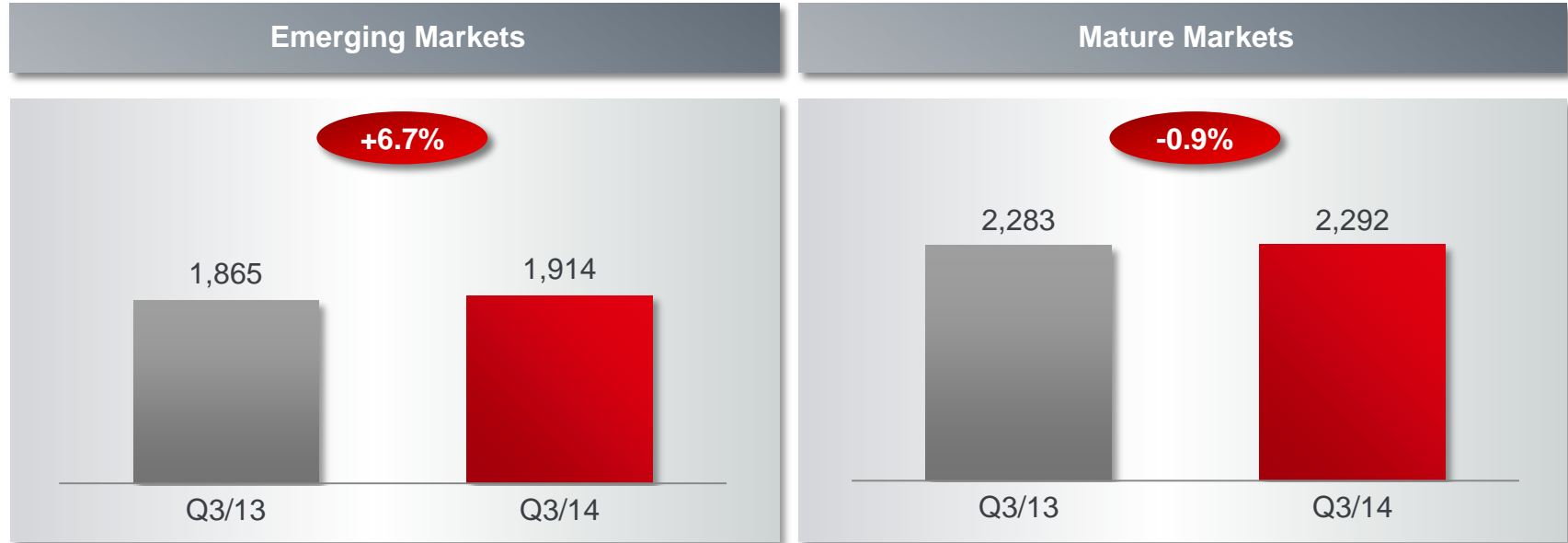
Solid organic sales growth in a very challenging environment



- FX headwind at lower intensity, predominantly from Russian Ruble
- M&A impact mainly from three US Hair Professional companies & “E” brand in Poland

Organic sales growth driven by Emerging Markets

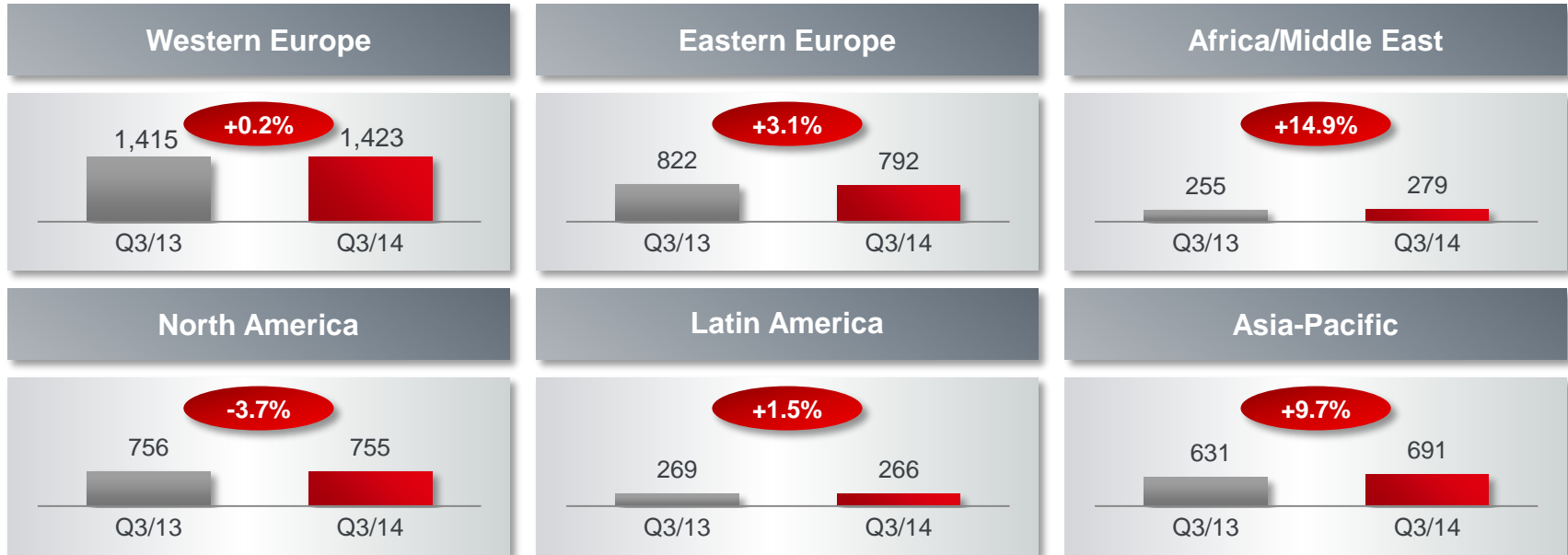
in m€, OSG in %



- Emerging Market sales share of 45%

Polarized growth across regions

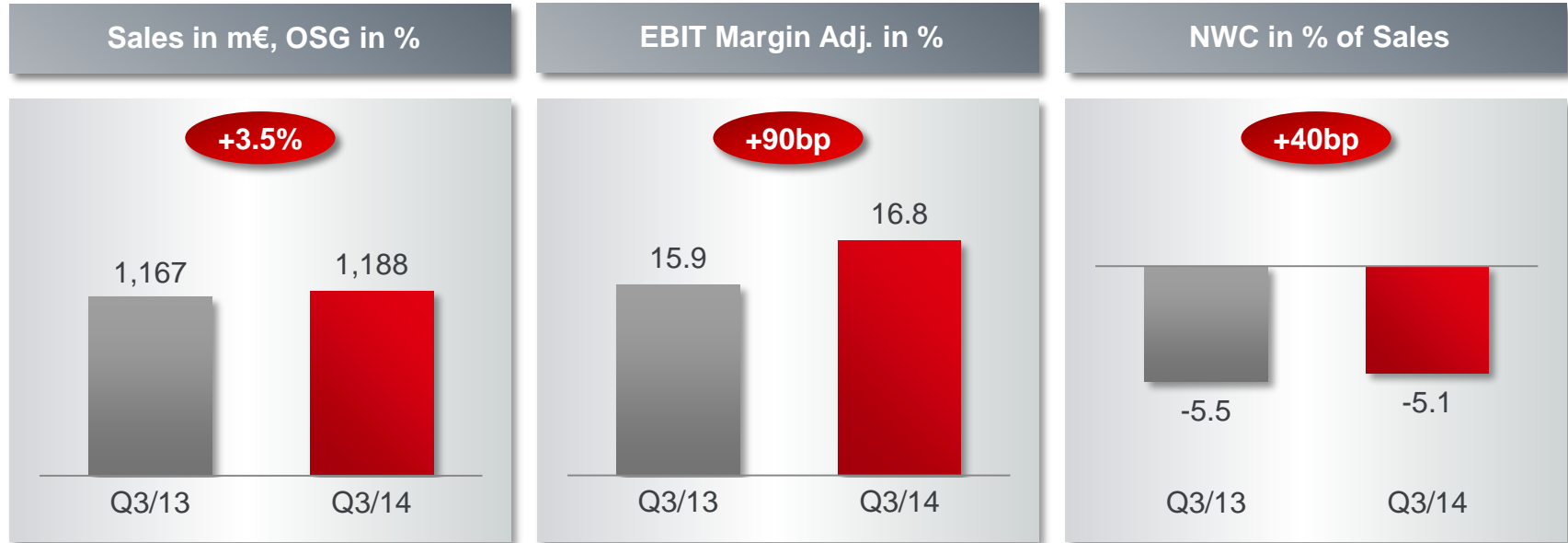
in m€, OSG in %



- BRIC with double-digit OSG, driven by double-digit China, Russia, India
- North America with negative OSG in HPC, Adhesive Technologies slightly positive

Laundry & Home Care

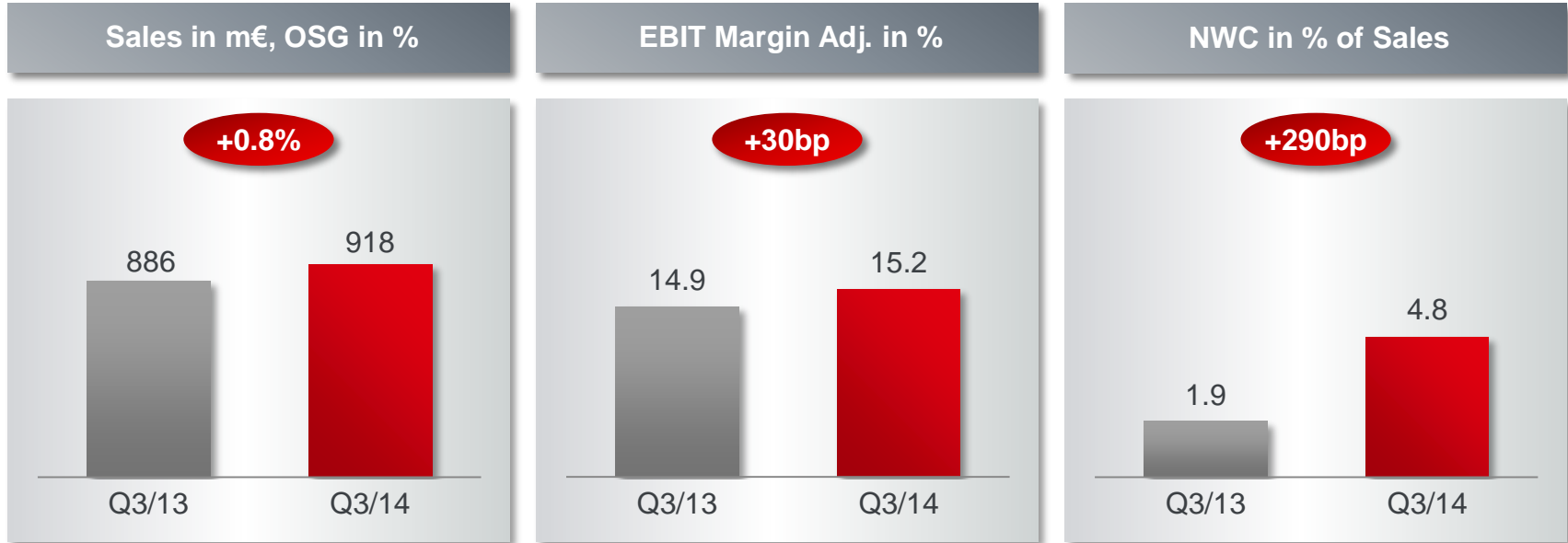
Fostering profitable growth path in Q3 2014



- OSG driven by 3.0% in volume and 0.5% in price

Beauty Care

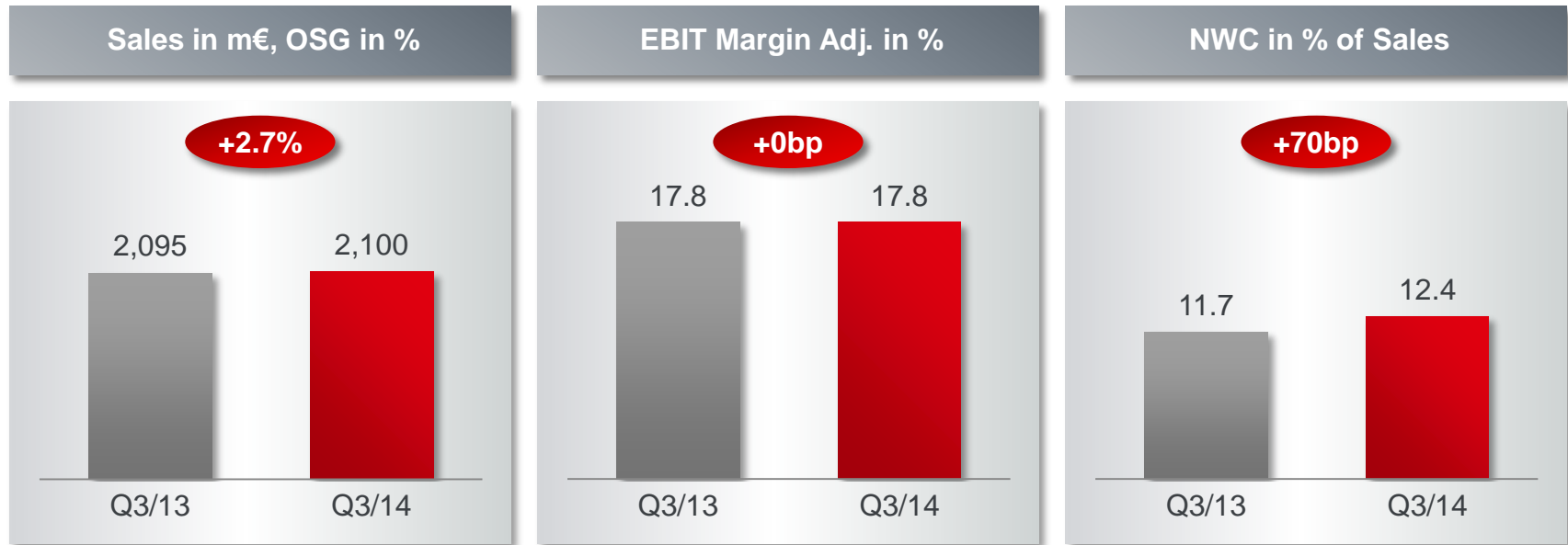
Fostering profitable growth path in Q3 2014



- OSG driven by 1.1% in volume, price -0.3%

Adhesive Technologies

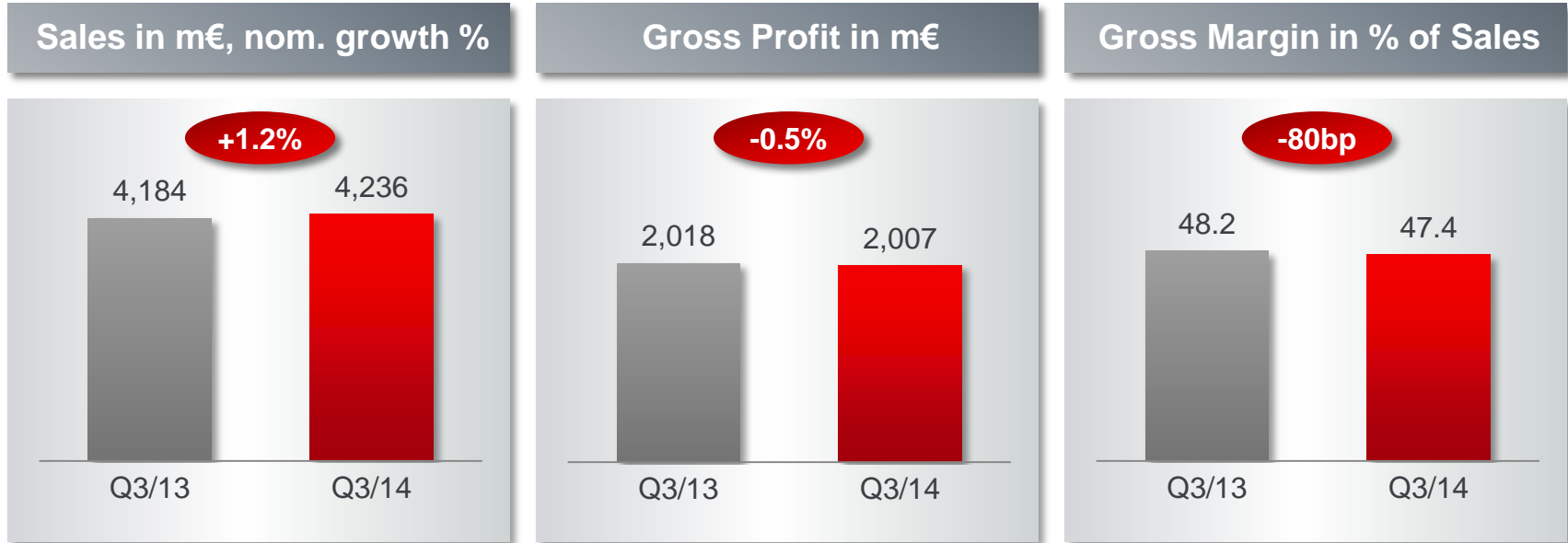
Fostering profitable growth path in Q3 2014



- OSG driven by 1.4% in volume and 1.3% in price

Gross margin impacted by direct material prices

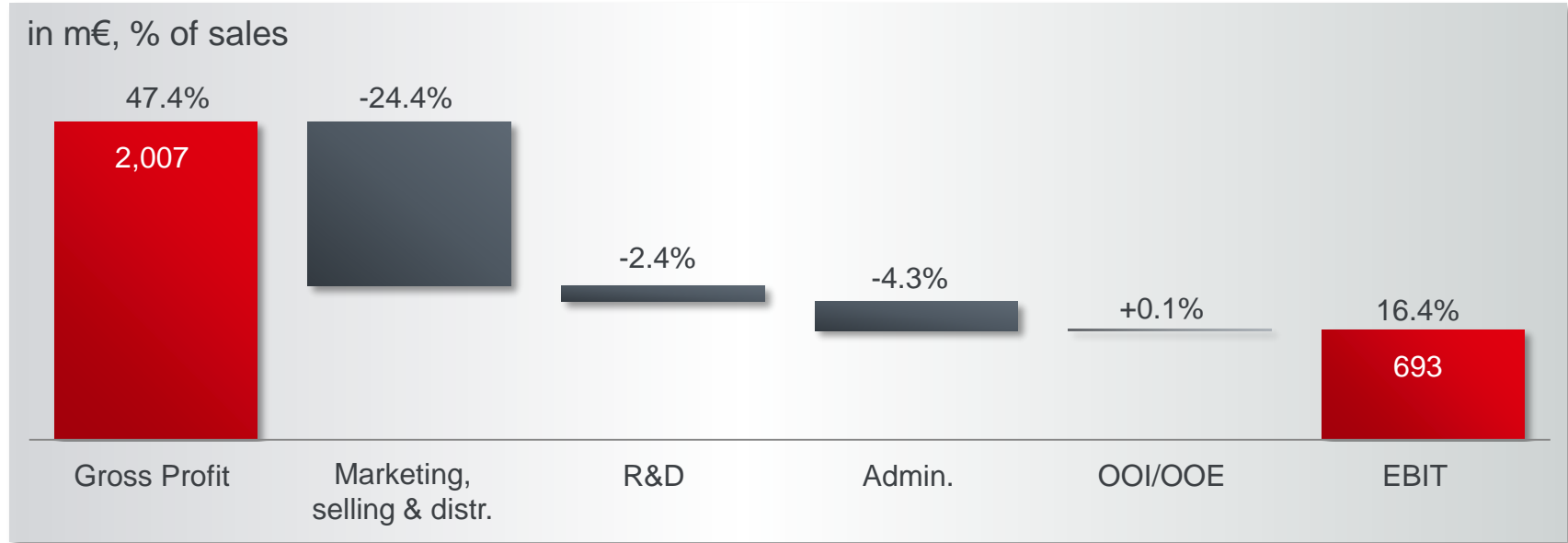
Income statement adjusted



- Increase of direct material prices & intensified promotional pressure
- Partially offset by cost savings & supply chain efficiency improvements

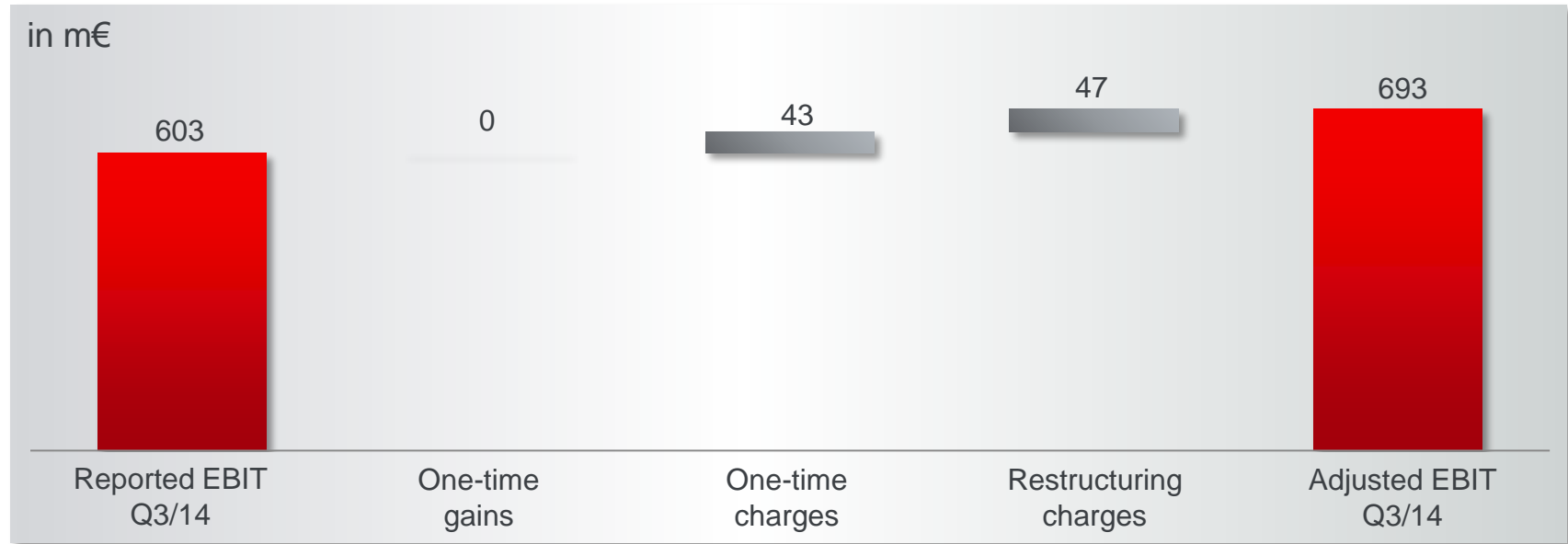
Solid adj. EBIT margin increase, plus 30bp

Income statement adjusted

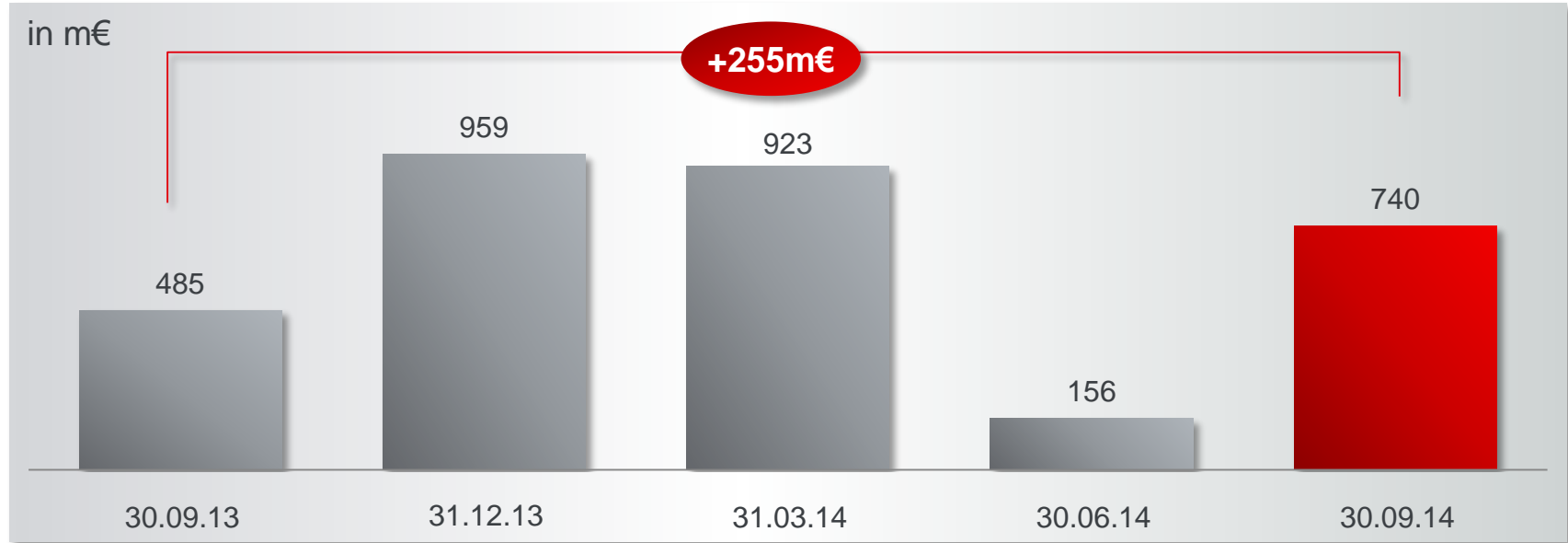


- Significant efficiency gains in Selling & Distribution
- Marketing expenses on prior-year level

Continuous adaptation of our structures to the market



Further improvement of net financial position



- Significant increase on top of acquisitions, dividends & investments

Q3 2014 – Solid performance in a tough environment

- Solid organic sales growth, all business units contributing
- Emerging Markets with strong OSG
- Mature Markets OSG: Western Europe positive, North America negative
- Solid increase in adj. EBIT margin
- Strong growth in adj. EPS
- Investment in compelling acquisitions


Challenging business environment

- Continued tensions impacting macro environment
- Sluggish consumer behavior, persisting promotional pressure
- Fading FX headwind in Q4 2014

- Focused & balanced investments to foster organic & inorganic growth
- Extracting value thanks to continuous portfolio optimization
- Strong focus on cost optimization

Updated guidance FY 2014

	Guidance FY 2014 Old	Guidance FY 2014 Update
Organic Sales Growth <ul style="list-style-type: none"> - Laundry & Home Care - Beauty Care - Adhesive Technologies 	3 - 5% all Business Units 3-5%	3 - 5% 3 - 5% ~2% 3 - 5%
Emerging Markets sales share	Slight increase	Slight increase
Adjusted EBIT Margin <ul style="list-style-type: none"> - Laundry & Home Care - Beauty Care - Adhesive Technologies 	~15.5% All Business Units contributing	Just under 16% All Business Units contributing
Adjusted EPS Growth	High single-digit	High single-digit

 We will continue to adapt our structures to the market

Updated guidance FY 2014 for selected KPIs

	Guidance FY 2014 Old	Guidance FY 2014 Update
Price increase total direct materials	Moderate price increase	Moderate price increase
Restructuring charges	At prior-year level	~200 m€
CAPEX	500-550 m€	~500 m€

Full commitment to execute on our strategy & achieve 2016 targets



Agenda

1 Financials Q2 2014 & Outlook FY 2014

2 Executing on Strategy 2016

Executing our strategy

- Active portfolio mgmt
- Leverage top brands
- Powerful innovations
- Focus on customers

Outperform

Globalize

**A global leader
in brands
and technologies**

Simplify

Inspire

Outperform: Leveraging full potential of brands & innovations

Top Brands



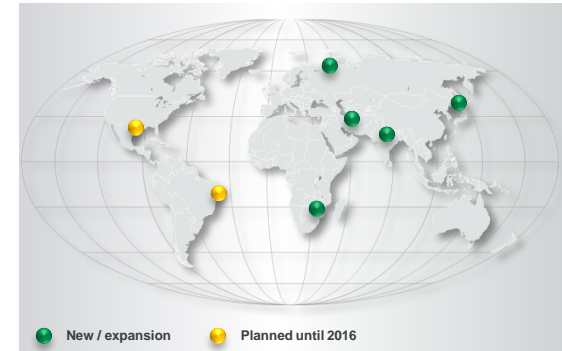
- Top 10: 57% of sales in 2013
- Schwarzkopf reaches 2bn € sales

Powerful Innovations



- Continuous flow of innovations
- Innovation rate further increased

Consumer Proximity



- Opening / significant expansion of 5 R&D centers in emerging markets




Goodbye stains. Hello brightness.

Washing at its best – the new Persil Duo-Caps with improved Brightness+ Formula and Active stain Remover for perfect cleanliness.



Brightness 
Formula

Active stain
Remover

 Perfect cleanliness already at 20°C & improved color protection

syoss

The 1st professional care for
FULL HAIR
in 5 DIMENSIONS



Boosts density, volume & strength & stimulates roots



**Cold and
humid or dry
The label sticks**



**Ice cold
The label sticks**



**The end of a cycle
The label comes
off easily**



New synthetic casein-free formula for effective bottle labeling

Executing our strategy



Globalize – Focus on regions with high potential

Mature Markets: Leverage strength



- High-tech development center near Munich
- Automated high-bay central warehouse in Düsseldorf

Emerging Markets: Focused approach



- Consistent very strong growth
- Sales Share of Emerging Markets increased to 44%

Emerging Markets: Go deep



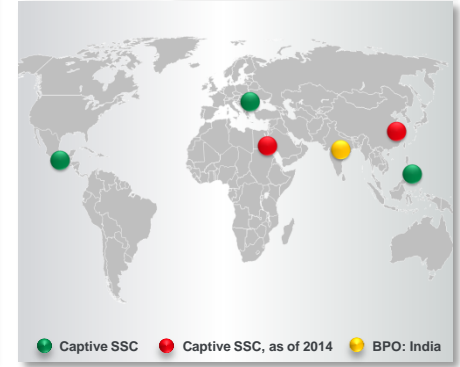
- China now within top 5 countries Beauty Care
- Largest adhesives factory opened in Shanghai

Executing our strategy



Simplify: Building a scalable business model

IBS - combining Shared Services & IT



> Two more Shared Service centers to be opened in 2014


Simplify: Building a scalable business model

IT Horizon – successful implementation in APAC

Horizon: all businesses & countries on one IT platform

- System consolidation: from 21 to 1 system
- Number of processes: reduction by >50%
- Standardization: 4,500 users on Horizon
- Progress: completed in Q2 2014



 Leverage Horizon platform for further roll-out worldwide

Simplify: Building a scalable business model

Integrated global supply chain

- Integrated global supply chain including purchasing
- Process standardization across business units
- One IT platform (Horizon) leveraging Shared Services
- Improving customer service level



> Increased competitiveness with higher service level & efficiency

Executing our strategy



Inspire: Strengthen our global team

Leadership



- Introduction of new Leadership Principles
- 6,800 managers trained in 350 workshops

Talent & Performance



- Promotion of >1,000 managers
- Review of long-term incentive scheme

Diversity



- 32% of managers are women
- 31% of managers work in Emerging Markets

Commitment to excellence in value creation

1-9 2014 – Investing in our organic performance

Organic Performance



- Investments of 351 m€, +58 m€ vs. 1-9 2013
- Focused on Western Europe, Eastern Europe & Asia

Acquisitions



- Commitment for acquisitions amounting to 1.7 bn€
- About 350 m€ already paid

Dividends



- 543 m€ paid for dividends, +112 m€ vs. 2013
- Payout ratio policy: 25%-35%



New automated high-bay warehouse as central storage facility, Düsseldorf



Expansion of production capabilities, Phase II Dragon Plant, China

Commitment to excellence in value creation

1-9 2014 – Compelling acquisitions

Organic Performance



- Investments of 351 m€, +58 m€ vs. 1-9 2013
- Focused on Western Europe, Eastern Europe & Asia

Acquisitions



- Commitment for acquisitions amounting to 1.7 bn€
- About 350 m€ already paid

Dividends



- 543 m€ paid for dividends, +112 m€ vs. 2013
- Payout ratio policy: 25%-35%

Recent acquisitions contribute to Henkel's 2016 financial targets



* incl. continuous portfolio optimization (without major acquisitions & divestments); EPS: adjusted per preferred share

Commitment to excellence in value creation

1-9 2014

Organic Performance



- Investments of 351 m€, +58 m€ vs. 1-9 2013
- Focused on Western Europe, Eastern Europe & Asia

Acquisitions



- Commitment for acquisitions amounting to 1.7 bn€
- About 350 m€ already paid

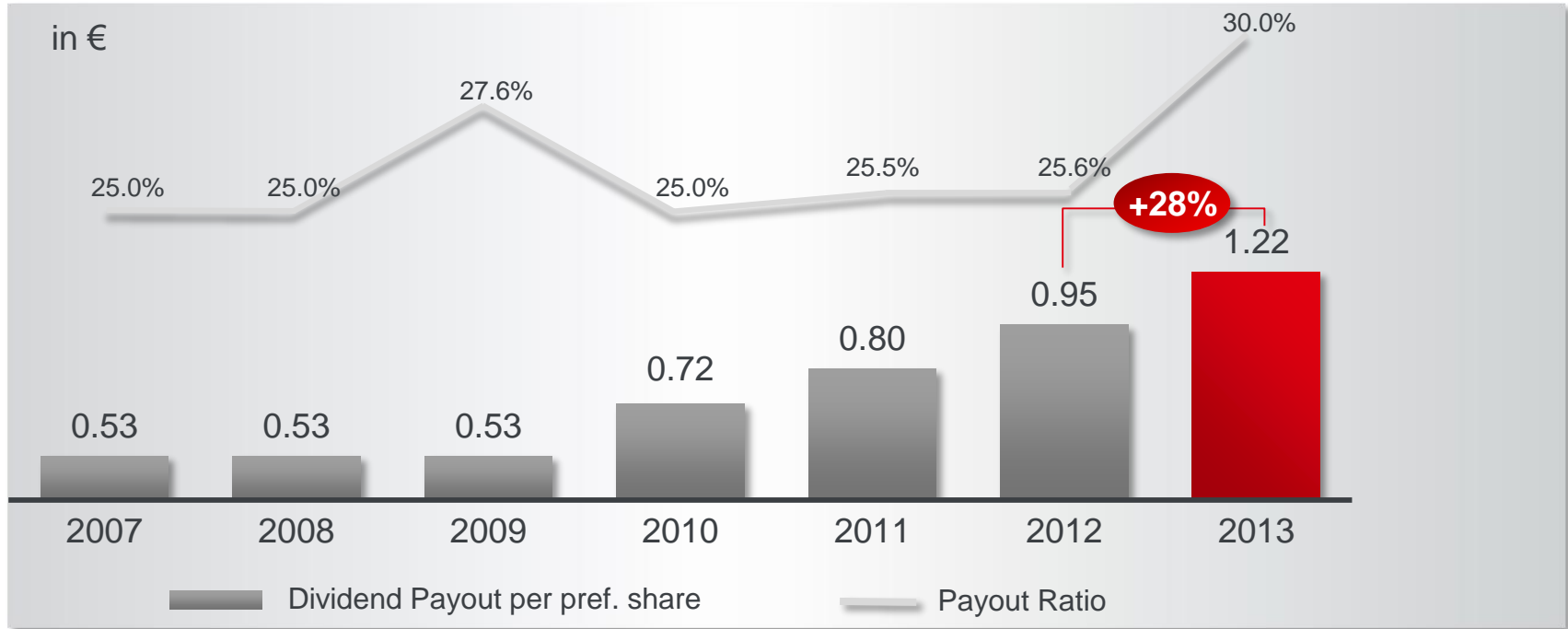
Dividends



- 543 m€ paid for dividends, +112 m€ vs. 2013
- Payout ratio policy: 25%-35%

Dividend development & payout ratio

2007-2013



New policy: 25%-35% dividend payout ratio in the future

Summary: Strategic framework

Vision	A global leader in brands and technologies				
Values	Customers	People	Financials	Sustainability	Family
Strategy	Outperform	Globalize	Simplify	Inspire	
Targets		20 bn € SALES	10 bn € EM SALES	10 % EPS CAGR	

Thank You!

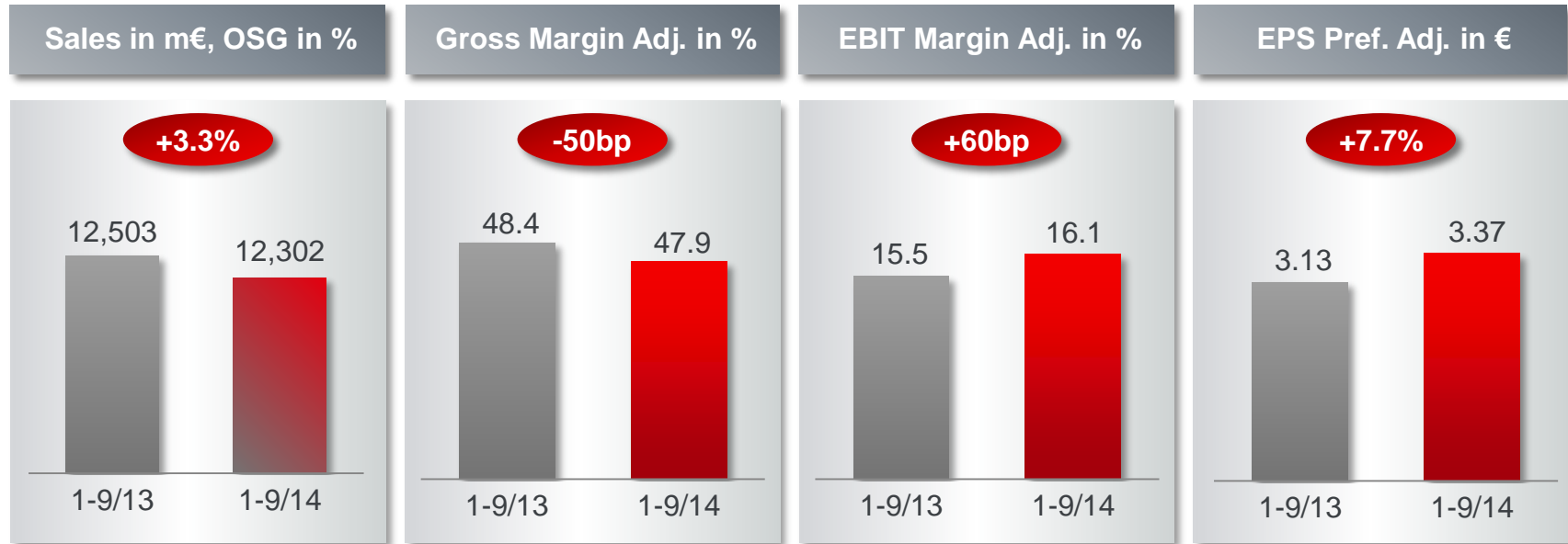


Upcoming events

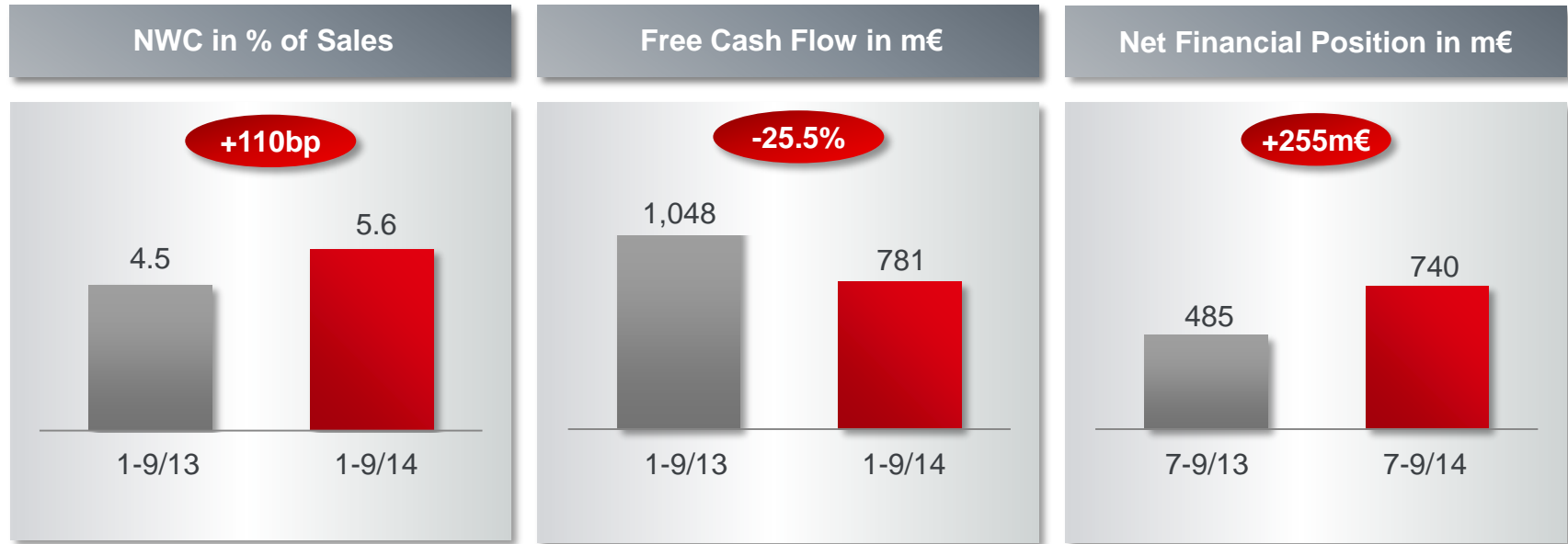
- March 4th, 2015
FY 2014 Financials
- April 13th, 2015
Annual General Meeting
- May 7th, 2015
Q1 2015 Financials
- June 1st, 2015
Investor & Analyst Day - Laundry & Home Care
- August 12th, 2015
Q2 2015 Financials
- November 11th, 2015
Q3 2015 Financials



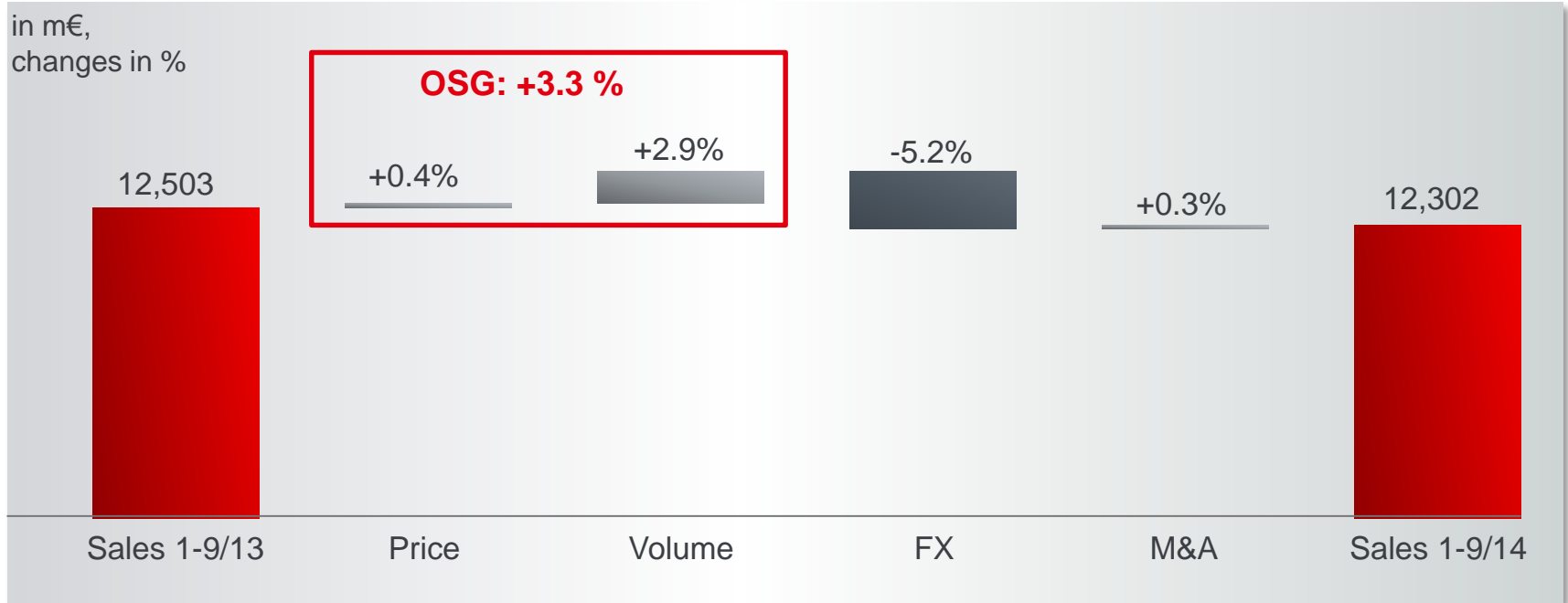
Key financials YTD 1-9 2014 (1/2)



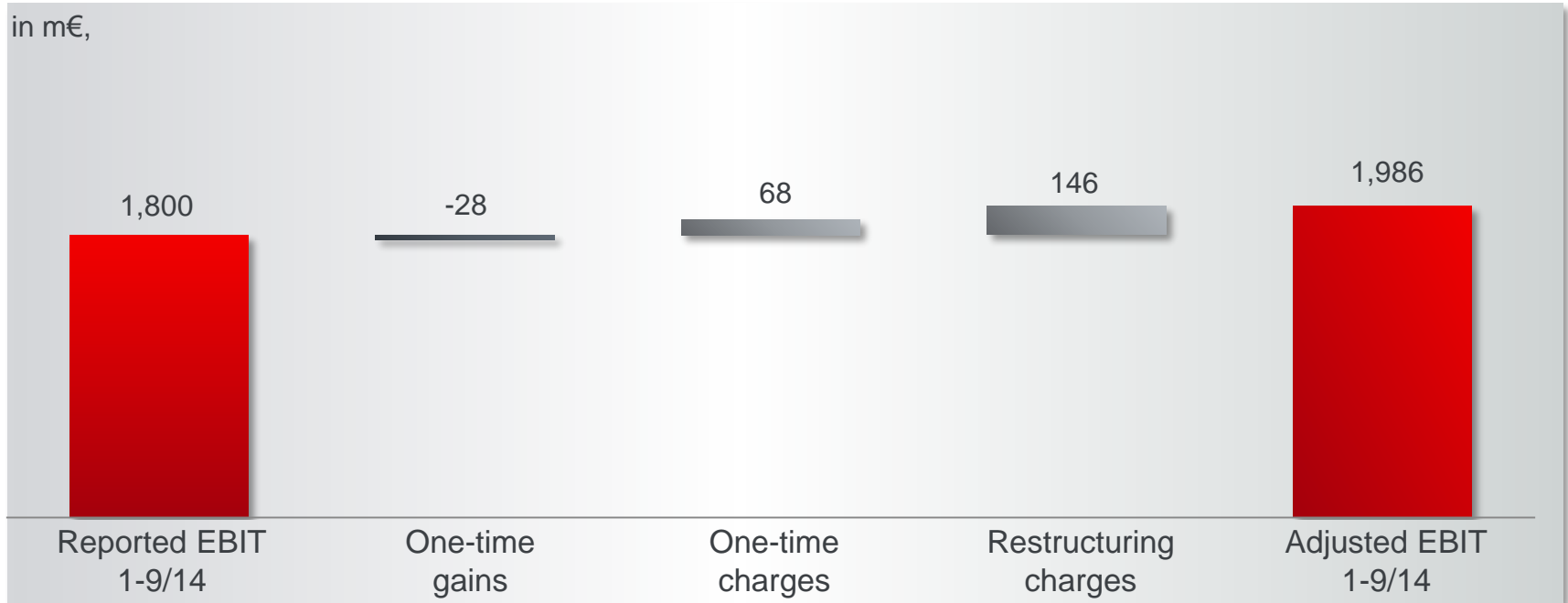
Key financials YTD 1-9 2014 (2/2)



Sales growth – Henkel

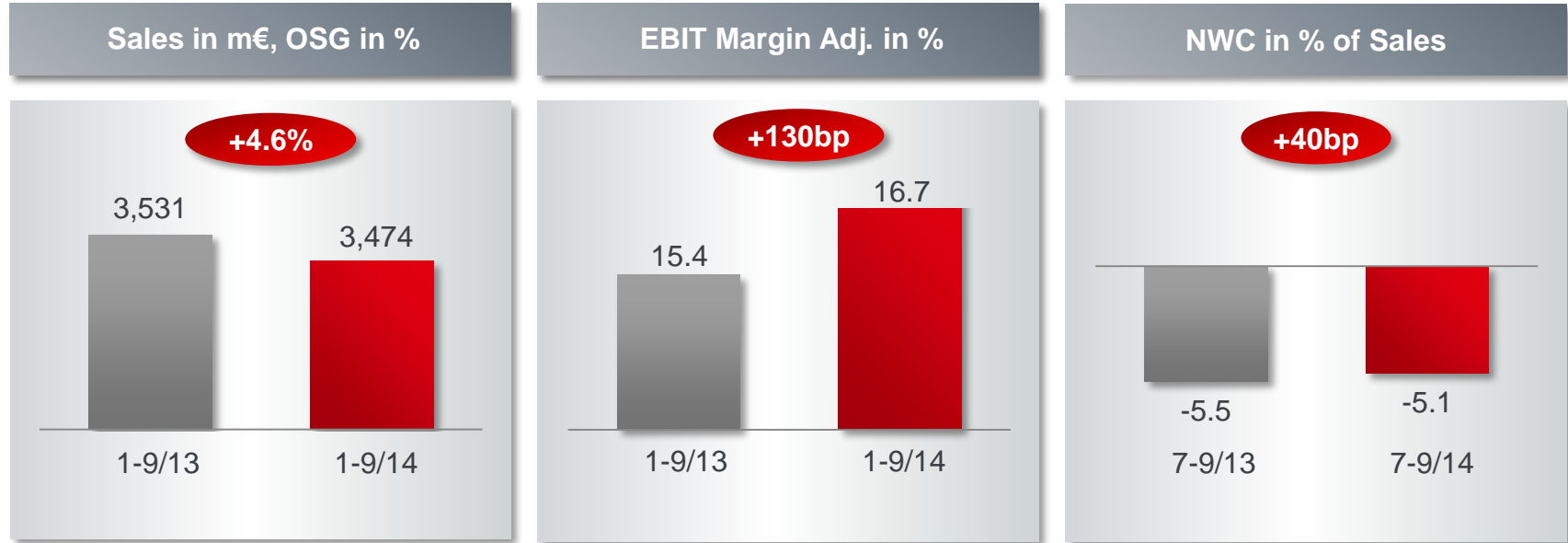


Reported to Adjusted EBIT



Laundry & Home Care

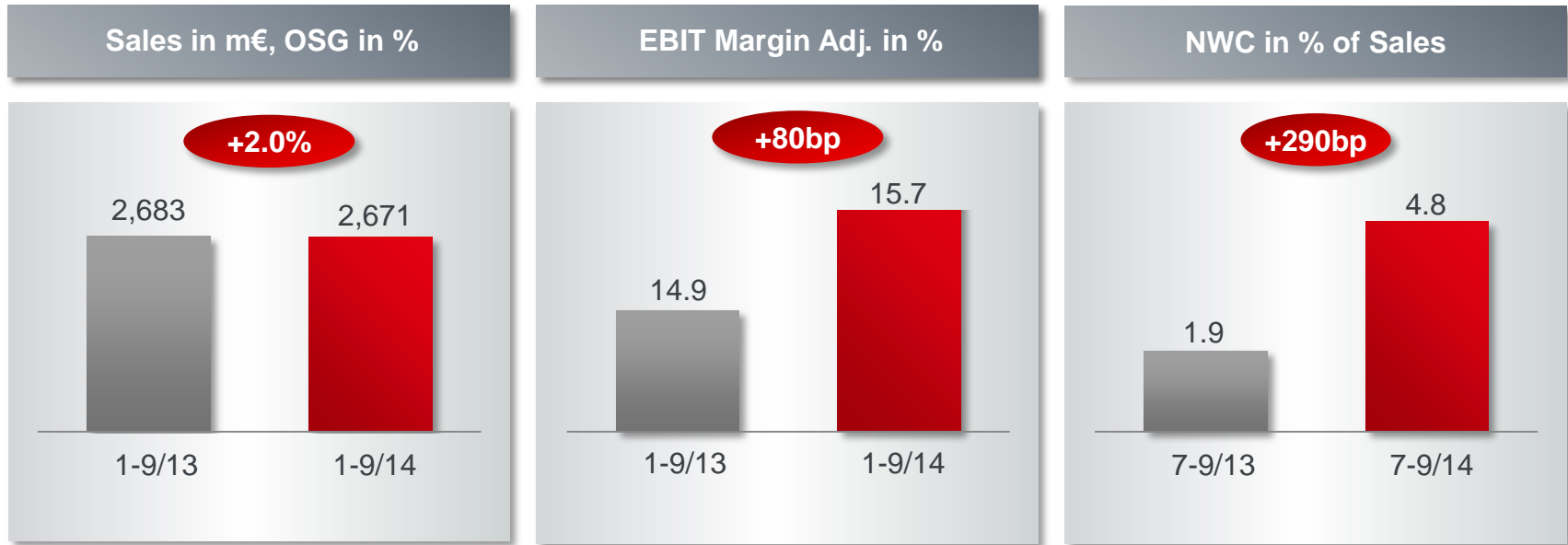
Key figures



- OSG driven by 5.1% in volume, -0.5% in price

Beauty Care

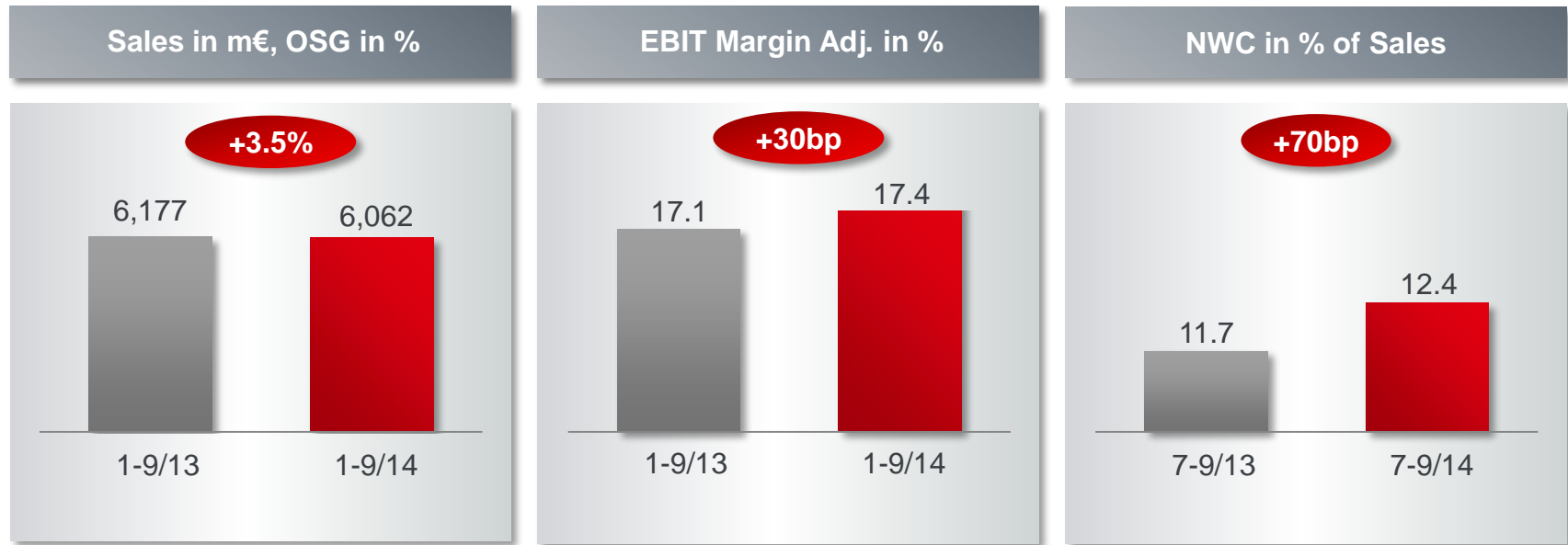
Key figures



- OSG driven by 1.8% in volume and 0.2% in price

Adhesive Technologies

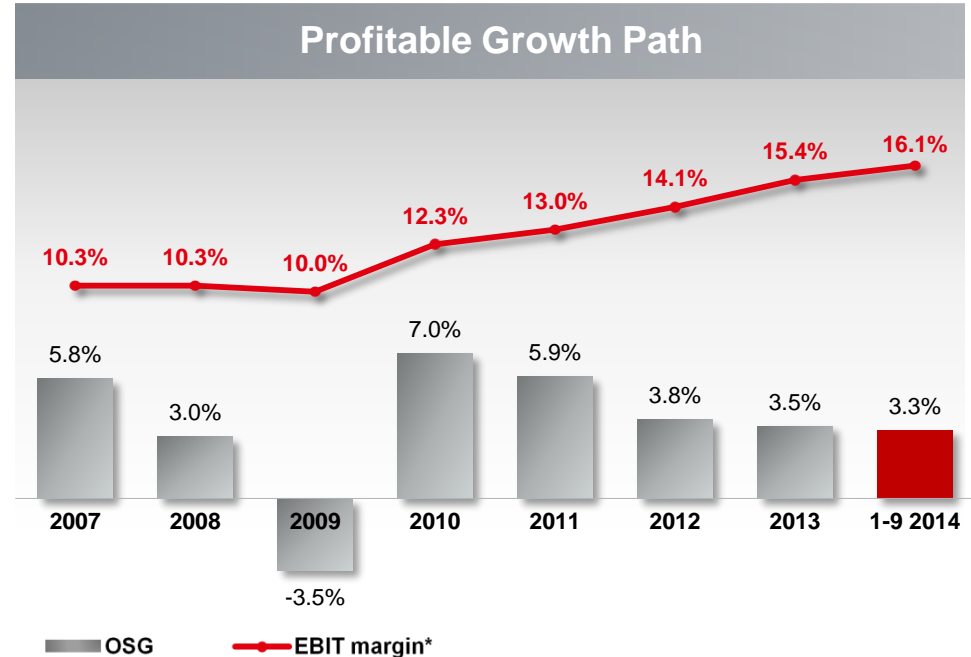
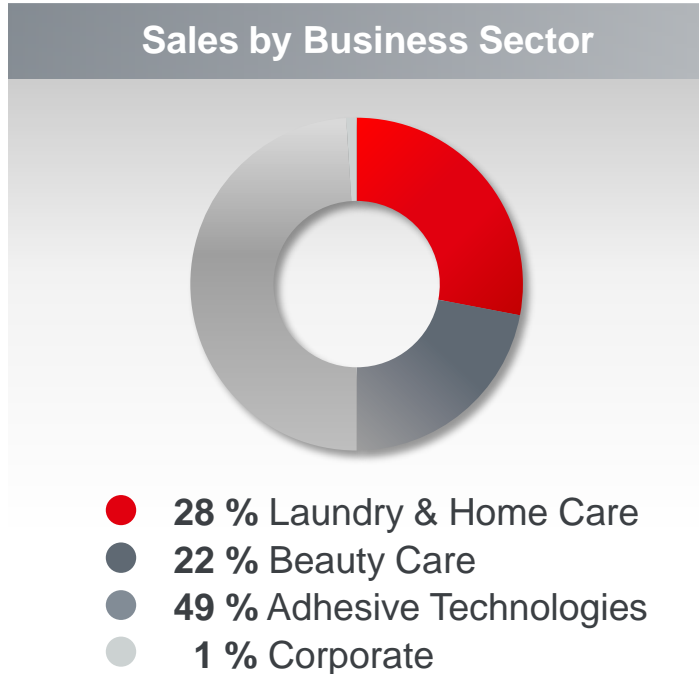
Key figures



- OSG driven by 2.5% in volume and 1.0% in price

Sales split and profitable growth path

Henkel 1-9 2014

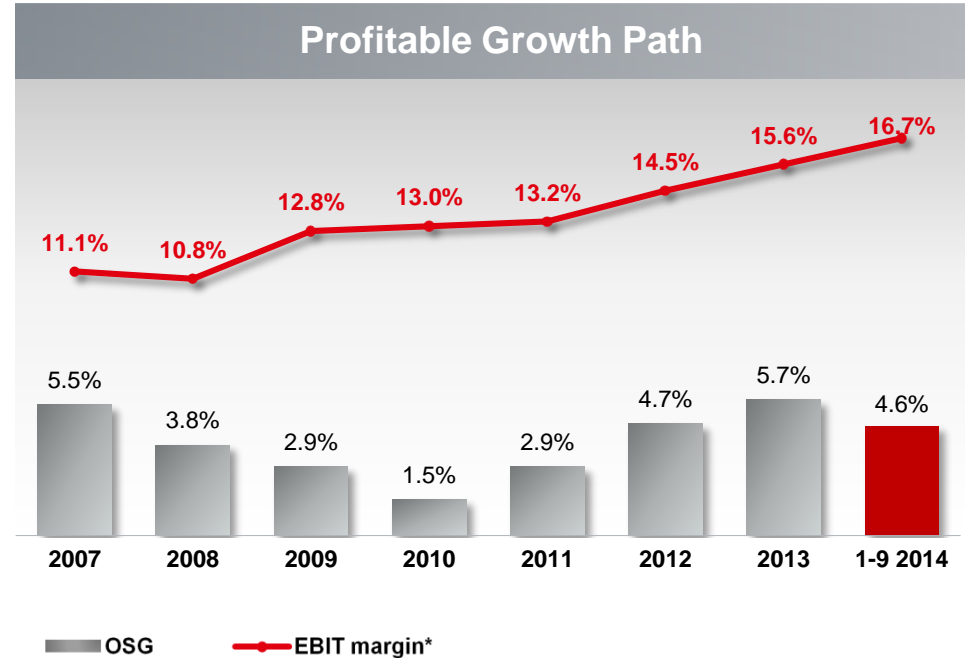
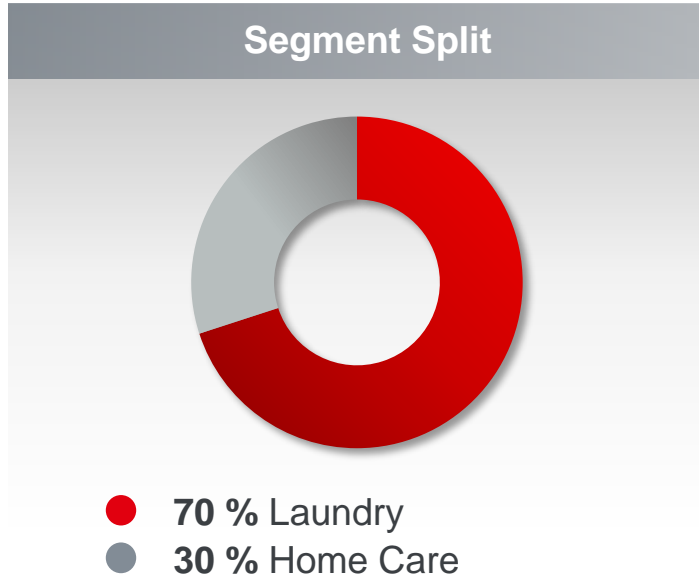


Corporate = sales and services not assignable to the individual business sectors.

* As of 2008, EBIT margin adjusted for one-time charges/gains and restructuring charges.

Sales split and profitable growth path

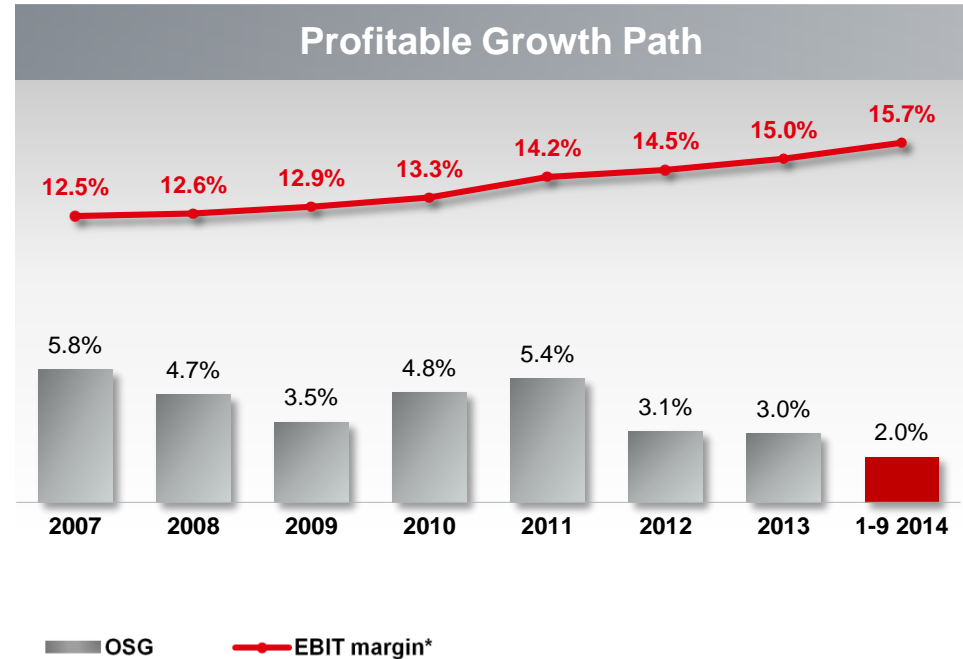
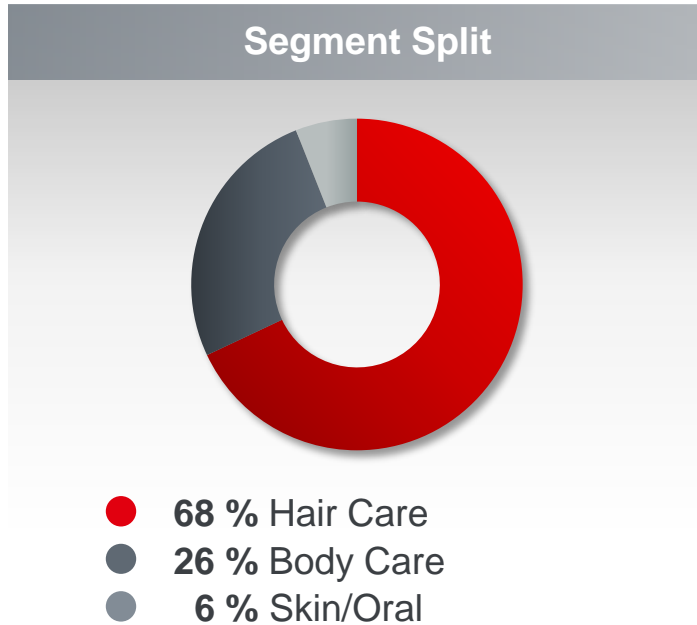
Laundry & Home Care 1-9 2014



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Sales split and profitable growth path

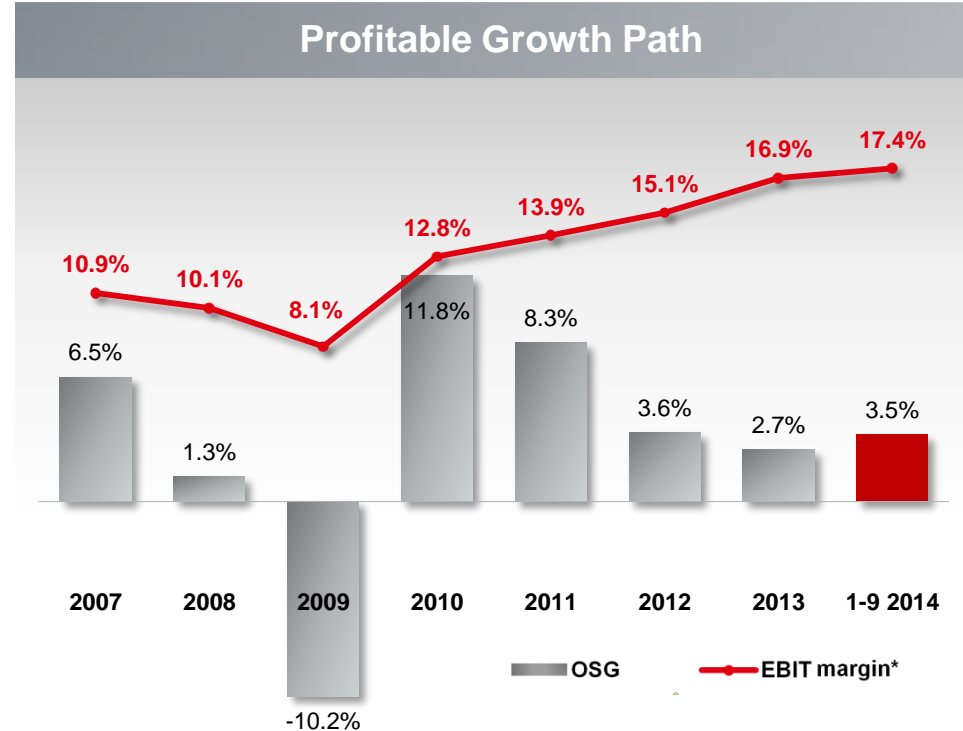
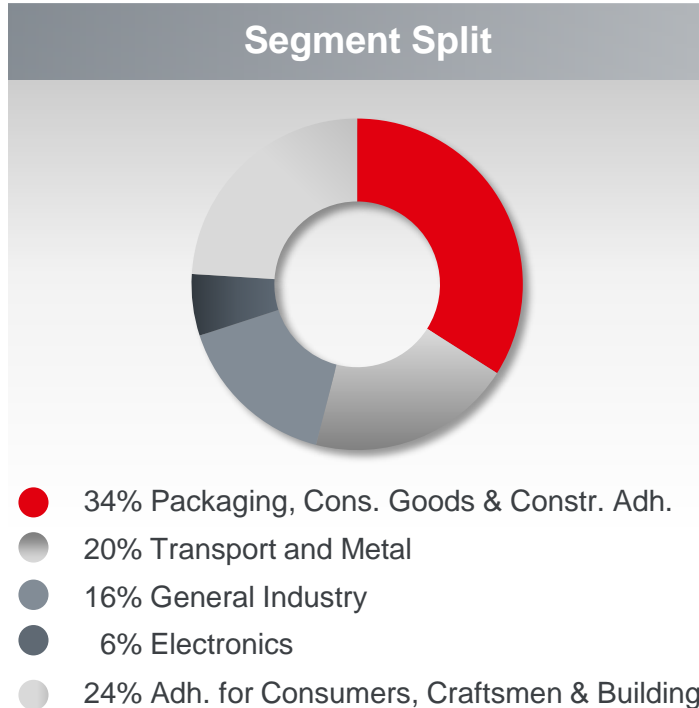
Beauty Care 1-9 2014



* As of 2008, EBIT margin adjusted for one-time charges/gains and restructuring charges.

Sales split and profitable growth path

Adhesive Technologies 1-9 2014



* As of 2008, EBIT margin adjusted for one-time charges/gains and restructuring charges.