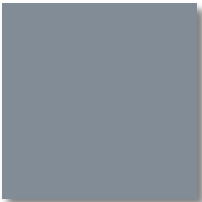
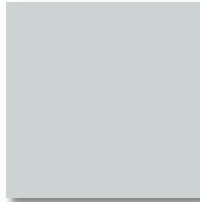


Investor Factbook 2013

Investor Relations



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.

Table of Content (1/2)

1 **Henkel at a Glance**

2 **Strategic Priorities & Financial Targets 2016**

3 **Laundry & Home Care**

4 **Beauty Care**

5 **Adhesive Technologies**

6 **Research & Development**

Table of Content (2/2)

7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
12	Contacts & Additional Information

Henkel: Three areas of competence

A global leader in brands and technologies

Consumer Business

Laundry & Home Care



Beauty Care



Industrial Business

Adhesive Technologies



Key Financials 2013

	2012	2013	Change
Sales (m€) (OSG in %)	16,510	16,355	-0.9% (+3.5%)
Adjusted gross margin (%)	47.1	48.0	+90bp
Adjusted EBIT (m€)	2,335	2,516	+7.8%
Adjusted EBIT margin (%)	14.1	15.4	+130bp
Adj. EPS per pref. share *	3.70	4.07	+10.0%
NWC / sales (%)	3.8	2.3	-290bp
Net financial position (m€)	-85	+959	+1,044 m€

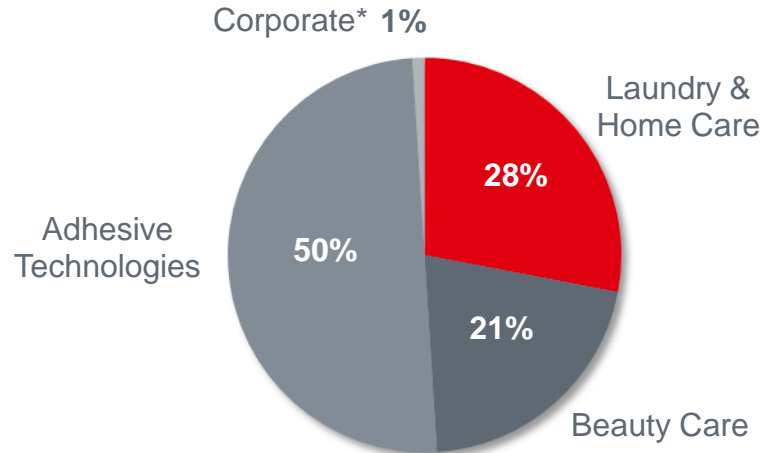
* 2012 before IAS 19 revised

 **Strong performance in a challenging environment**

Sales 2013

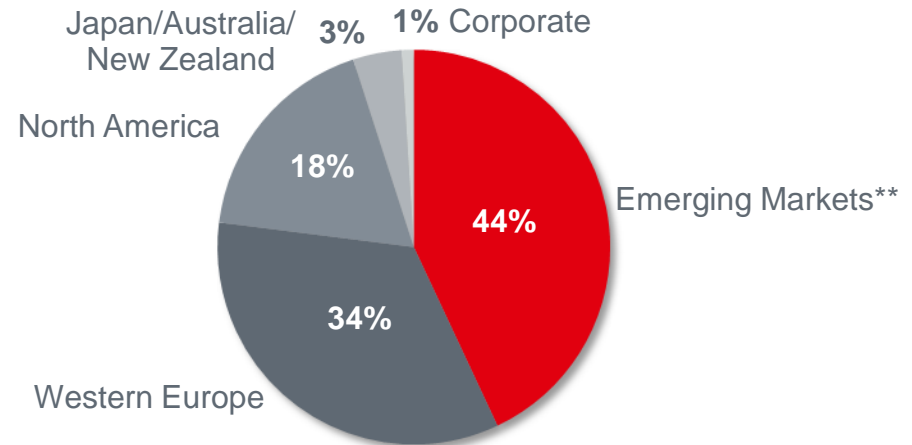
Total sales: 16,355 million €

Split by business sector



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

Split by region

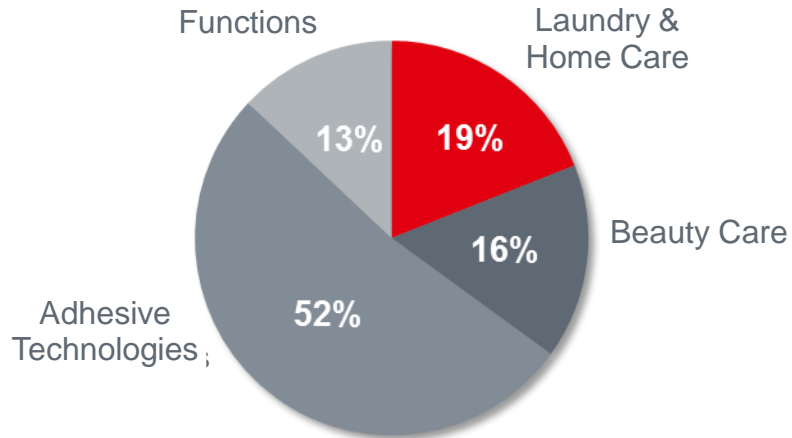


**Eastern Europe, Africa/Middle East, Latin America, Asia (excluding Japan).

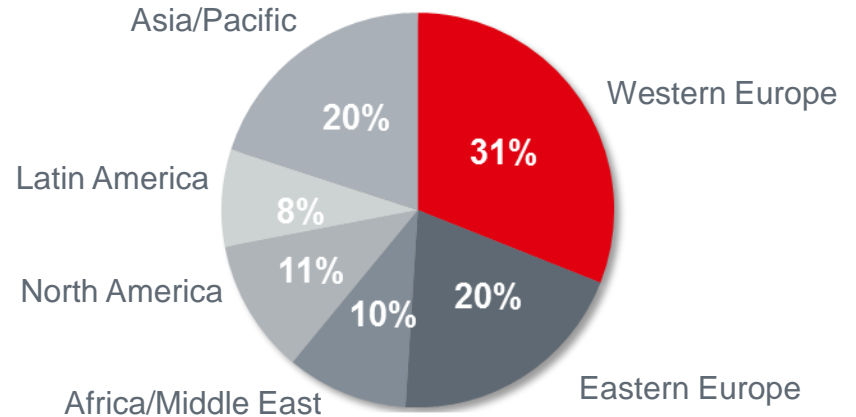
Employees 2013

Number of employees: 46,850

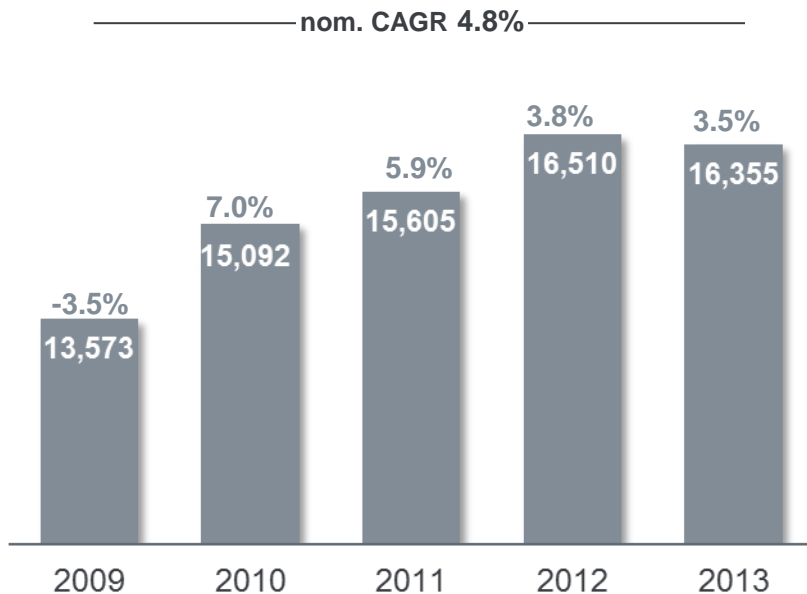
Employees by business sector



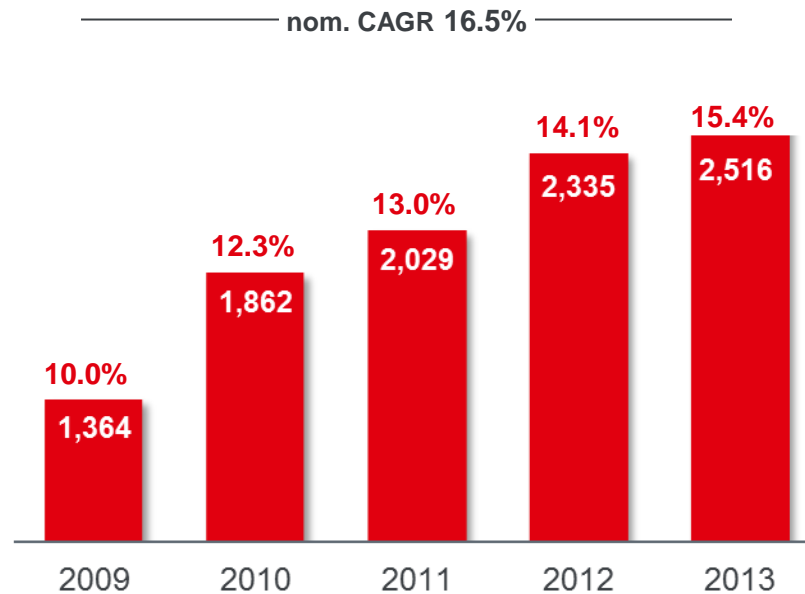
Employees by region



Sales and EBIT Development



Sales in m€, OSG in %



EBIT adj. in m€, EBIT Margin adj. in %*

*EBIT and EBIT Margin adjusted for one-time charges/gains and restructuring charges.

Vision & Values

Our Vision

- A global leader in brands and technologies

Our Values

- Customers
- People
- Financials
- Sustainability
- Family



Our commitment



“Excellence is our Passion” is a commitment that unites all of us who work at Henkel. It represents a performance challenge to ourselves and a performance promise to our customers – day by day, around the world.

Management Structure

Henkel AG & Co. KGaA

- **Henkel Management AG:**
 - AG as sole personally liable partner
 - Management of the businesses of Henkel AG & Co. KGaA
- **Shareholders' Committee (KGaA):**
 - Approval of significant corporate actions, strategy
 - Appointment of Management Board (indirect via Supervisory Board AG)
- **Supervisory Board (KGaA):**
 - Supervision of management
 - Appointing the statutory auditor
- **Annual General Meeting (KGaA):**
 - Approval of the financial statements
 - Decision about the dividend

Management Board



Kasper Rorsted
CEO



Carsten Knobel
CFO



Kathrin Menges
Human Resources

Jan-Dirk Auris
Adhesive
Technologies



Bruno Piacenza
Laundry &
Home Care



Hans Van Bylen
Beauty Care



Table of Content (1/2)

1 Henkel at a Glance

2 Strategic Priorities & Financial Targets 2016

3 Laundry & Home Care

4 Beauty Care

5 Adhesive Technologies

6 Research & Development

Henkel strategy



Henkel's financial targets 2016

Sales [bn €]*

20

EM sales [bn €]*

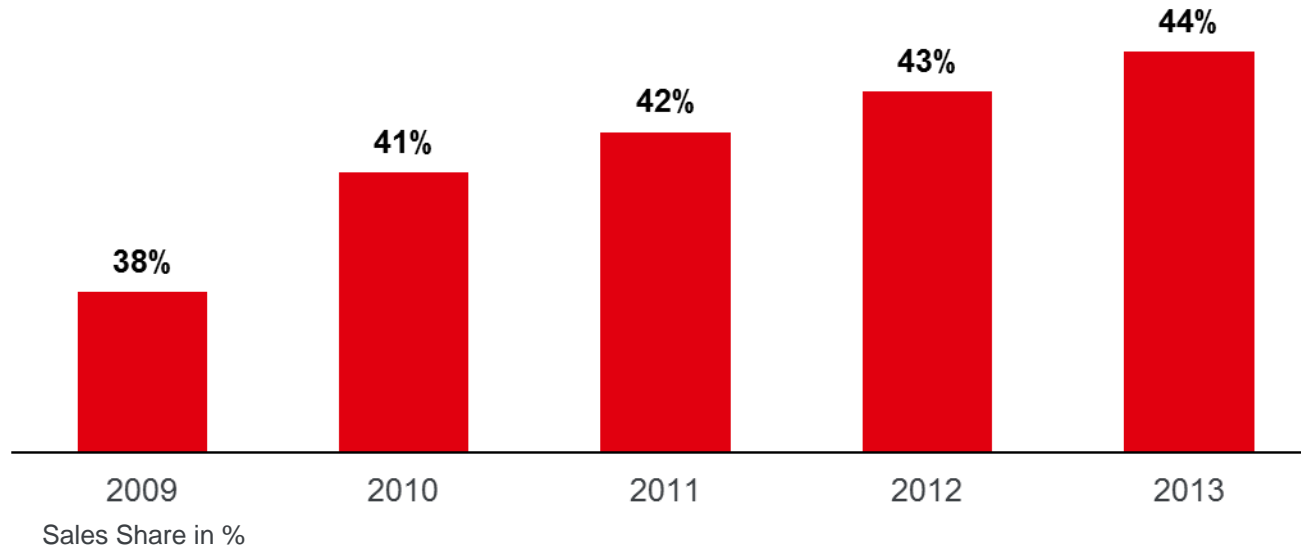
10

EPS CAGR [%]*

10

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

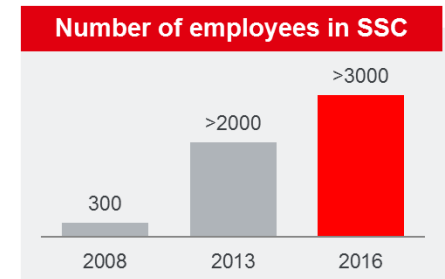
Emerging Markets as Driver of Growth



➤ Sales share increased to 44% due to very strong organic sales performance

Shared Services as Lever for Adapting our Structures

Ongoing shift to Shared Services



Sustainability Strategy 2030

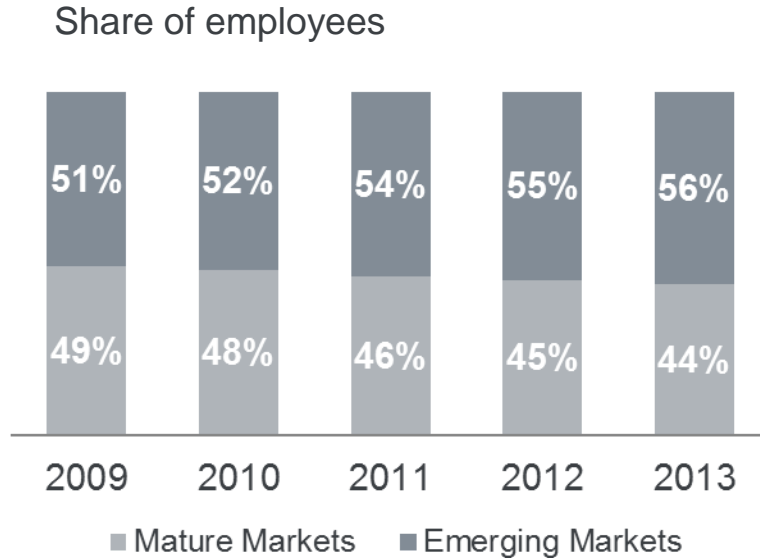
Achieving more with less: Henkel's 20-year goal



- Become three times more efficient – Factor **3**
- Triple the value we create for the footprint made by our operations, products and services

Growing Share of Employees in Emerging Markets

56% of employees in Emerging Markets in 2013



Share of Women in Management Increased

32% of women in Management positions in 2013

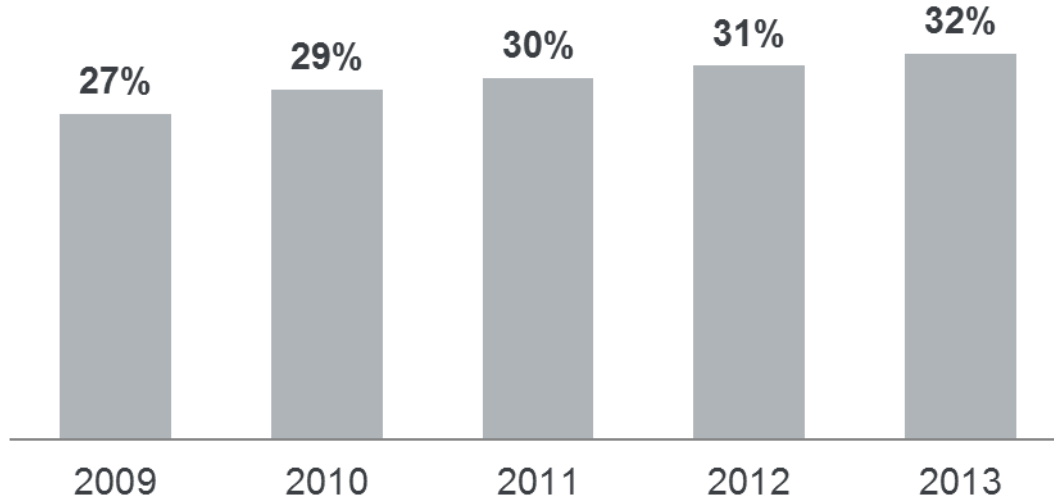


Table of Content (1/2)

1	Henkel at a Glance
2	Strategic Priorities & Financial Targets 2016
3	Laundry & Home Care
4	Beauty Care
5	Adhesive Technologies
6	Research & Development

Laundry & Home Care

Key Financials

	2012	2013	Change
Sales (m€) (OSG in %)	4,556	4,580	+0.5% (+5.7%)
Proportion of Group sales (%)	28.0	28.0	0bp
EBIT (m€)	621	682	+9.7%
Adjusted* EBIT (m€)	659	714	+8.5%
EBIT Margin (%)	13.6	14.9	+130bp
Adjusted* EBIT Margin (%)	14.5	15.6	+110bp
ROCE (%)	25.8	29.4	+360bp
EVA (m€)	393	507	+29.3%

*Adjusted for one-time charges/gains and restructuring charges.

Laundry & Home Care

Product Portfolio



- **Laundry:**
laundry detergents (powder, gel, tabs, liquids, megaperls, pouches); fabric finishers;
laundry conditioning products; hand washing detergents
- **Home Care:**
dishwashing products; bath and toilet cleaners; glass cleaners; kitchen cleaners; specialty
cleaners; floor & carpet care; air fresheners; insecticides

Laundry & Home Care

Leading Market Positions

Germany No. 1



Europe No. 1



World No. 2



In active markets

South Korea No. 1

Laundry & Home Care

Key activities 2013

Persil Duo-Caps



- 1st to launch multi-chamber caps in Europe
- Successful global roll-out

Bref Power Active



- Trend setter in toilet care segment
- Further roll-out of successful innovation




Somat/Pril Gel Caps



- In-depth cleaning and exceptional shine
- Global roll-out until Q1-2014

Laundry & Home Care

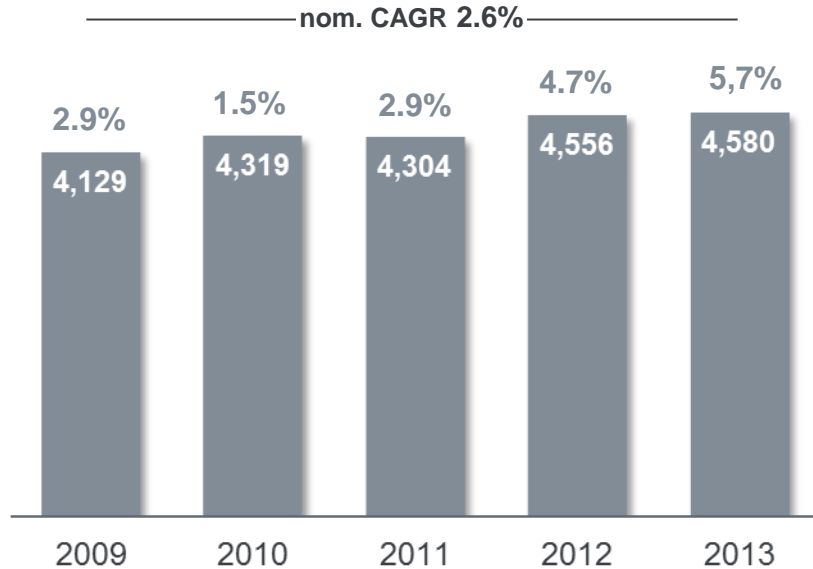
Top Brands

Top Brand Clusters	m€	Representative Brand
Value for Money	~1,200	
Leading Premium	~1,200	
Fabric Finishers	~300	

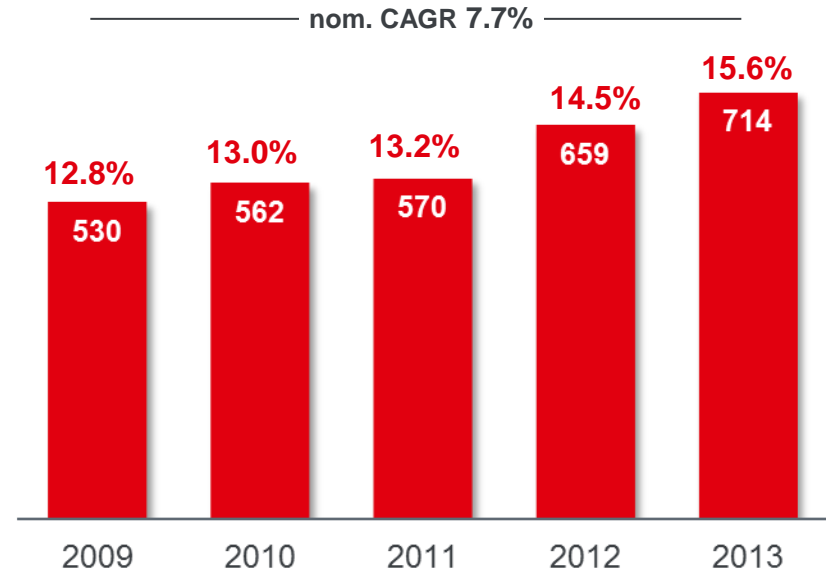
 Top 10 brand clusters = 85% of total Laundry & Home Care sales

Laundry & Home Care

Sales and EBIT Development in m€



Sales in m€, OSG in %



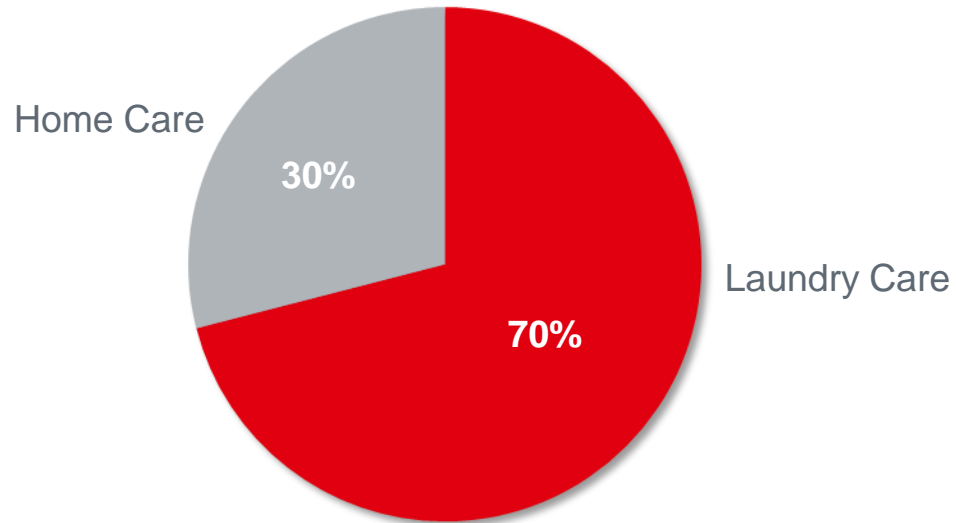
EBIT adj. in m€, EBIT Margin adj. in %*

*EBIT and EBIT Margin adjusted for one-time charges/gains and restructuring charges.

Laundry & Home Care

2013 Sales by Segment

Laundry & Home Care: 28% of Group sales



Laundry & Home Care

Large Customers



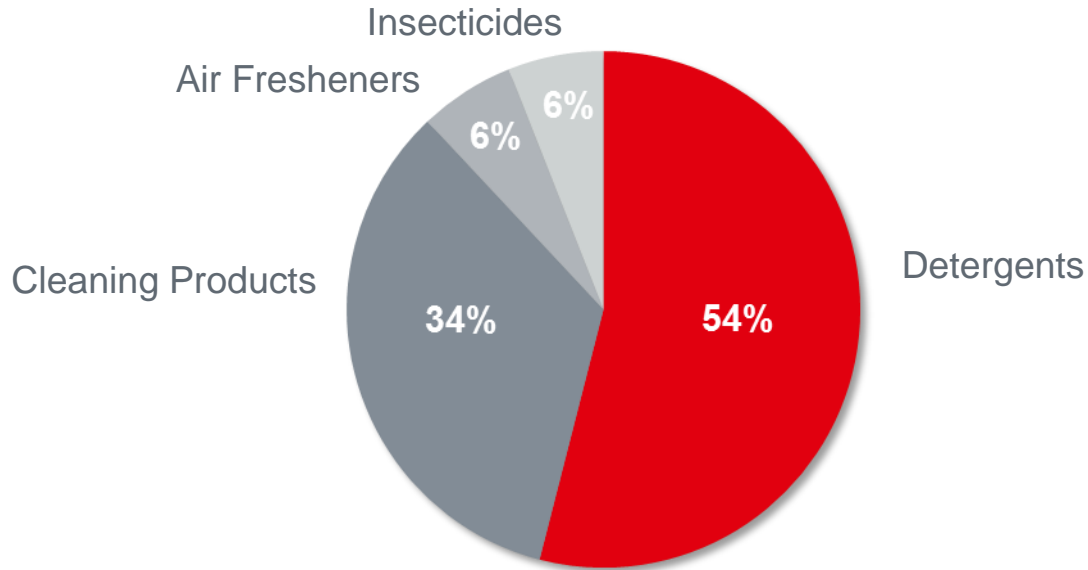
Laundry & Home Care

Main Competitors



Laundry & Home Care

World Market for Laundry & Home Care Products



Source: Euromonitor.

Table of Content (1/2)

1	Henkel at a Glance
2	Strategic Priorities & Financial Targets 2016
3	Laundry & Home Care
4	Beauty Care
5	Adhesive Technologies
6	Research & Development

Beauty Care

Key Financials

	2012	2013	Change
Sales (m€) (OSG in %)	3,542	3,510	-0.9% (+3.0%)
Proportion of Group sales (%)	21.0	21.0	0bp
EBIT (m€)	483	474	-1.9%
Adjusted* EBIT (m€)	514	525	+2.1%
EBIT Margin (%)	13.6	13.5	-10bp
Adjusted* EBIT Margin (%)	14.5	15.0	+50bp
ROCE (%)	23.2	23.6	+40bp
EVA (m€)	285	323	+13.5%

*Adjusted for one-time charges/gains and restructuring charges.

Beauty Care Product Portfolio

Hair



Retail & Professional
Colorants
Styling
Care

Body



Soaps
Bath & Shower
Deodorants
Body Lotion

Skin



Face Creams
Cleansing

Oral



Toothpaste

Beauty Care

Leading Market Positions

Beauty Care Retail Germany No. 1



Beauty Care Retail Europe No. 3



Hair Professional World No. 3



In active markets.

Beauty Care

Key activities 2013

Gliss Kur Ultimate Oil Elixir



- 1st care with nourishing golden oil elixir

Dial Coconut Water



- 1st body wash with nutrient rich coconut water



Syoss Oleo Intense



- 1st permanent oil coloration from Syoss
- Unique, non-dripping oil-in-cream formula

Beauty Care

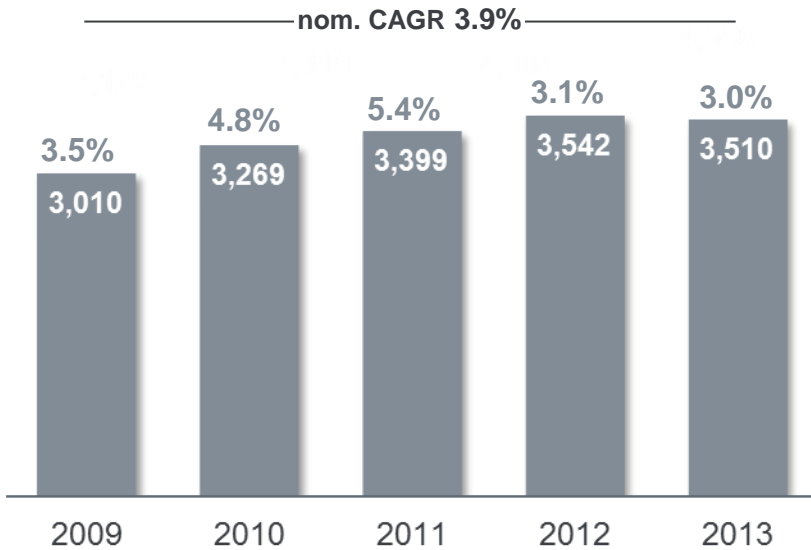
Top Brands

m€	Representative Brands
~2,000m€	 Schwarzkopf
>360 m€	SYOSS
350 m€	

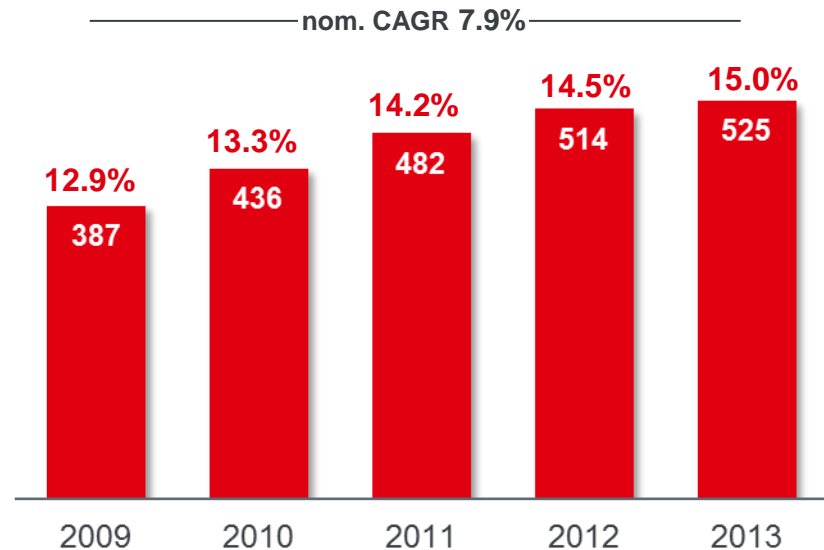
 Top 10 brands: >90% of total Beauty Care sales

Beauty Care

Sales and EBIT Development in m€



Sales in m€, OSG in %



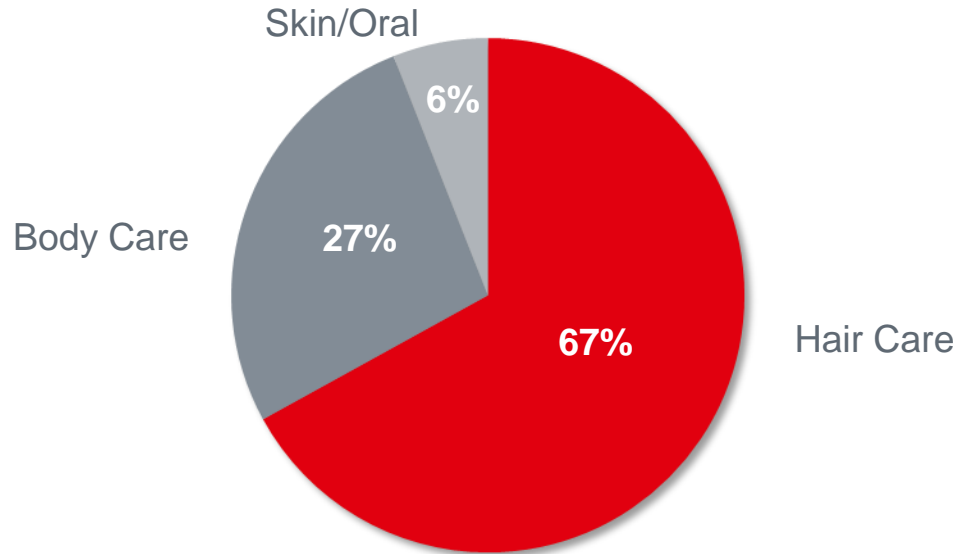
EBIT adj. in m€, EBIT Margin adj. in %*

*EBIT and EBIT Margin adjusted for one-time charges/gains and restructuring charges.

Beauty Care

2013 Sales by Segment

Beauty Care: 21% of Group sales



Beauty Care

Large Customers

REWE

Walmart 
Save money. Live better.

A.S. Watson Group


Carrefour

dm

Henkel

E
EDEKA

METRO GROUP

A 
Auchan

TESCO
Every little helps

 **Kaufland**

Beauty Care

Main Competitors

L'ORÉAL

P&G



BDF ●●●●
Beiersdorf



Table of Content (1/2)

1	Henkel at a Glance
2	Strategic Priorities & Financial Targets 2016
3	Laundry & Home Care
4	Beauty Care
5	Adhesive Technologies
6	Research & Development

Adhesive Technologies

Key Financials

	2012	2013	Change
Sales (m€) (OSG in %)	8,256	8,117	-1.7% (+2.7%)
Proportion of Group sales (%)	50.0	50.0	0bp
EBIT (m€)	1,191	1,271	+6.7%
Adjusted* EBIT (m€)	1,246	1,370	+9.9%
EBIT Margin (%)	14.4	15.7	+130bp
Adjusted* EBIT Margin (%)	15.1	16.9	+180bp
ROCE (%)	16.5	18.8	+230bp
EVA (m€)	363	562	+54.8%

*Adjusted for one-time charges/gains and restructuring charges.

Adhesive Technologies

Product Portfolio

Packaging
and
Consumer
Goods



Transport
&
Metal



General
Industry



Electronics



Consumer,
Craftsmen
and
Building

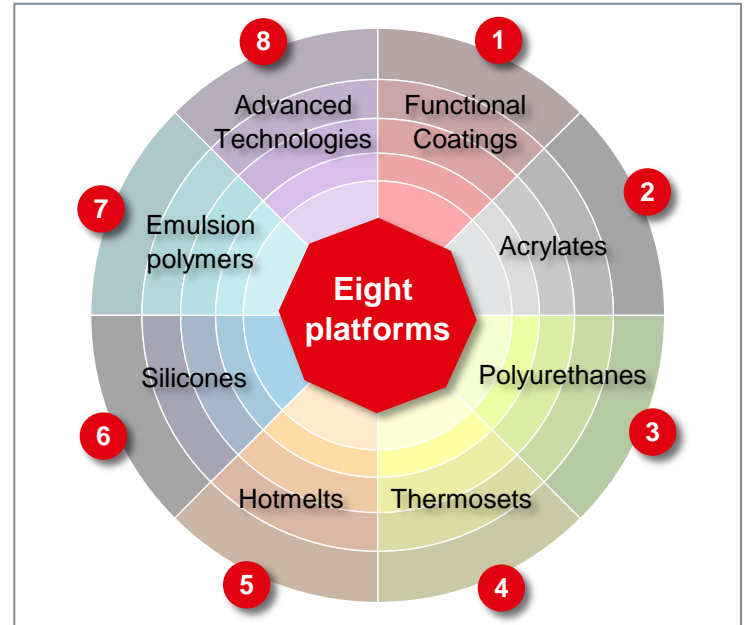


➤ We leverage our engineering expertise across our business units

Adhesive Technologies

Technology Platforms

- Offer thousands of customized products with 40 technologies
- Continuously new solutions for customers
- Unchallenged expertise in adhesives: chemistry, processing and production
- Differentiation and customer trust

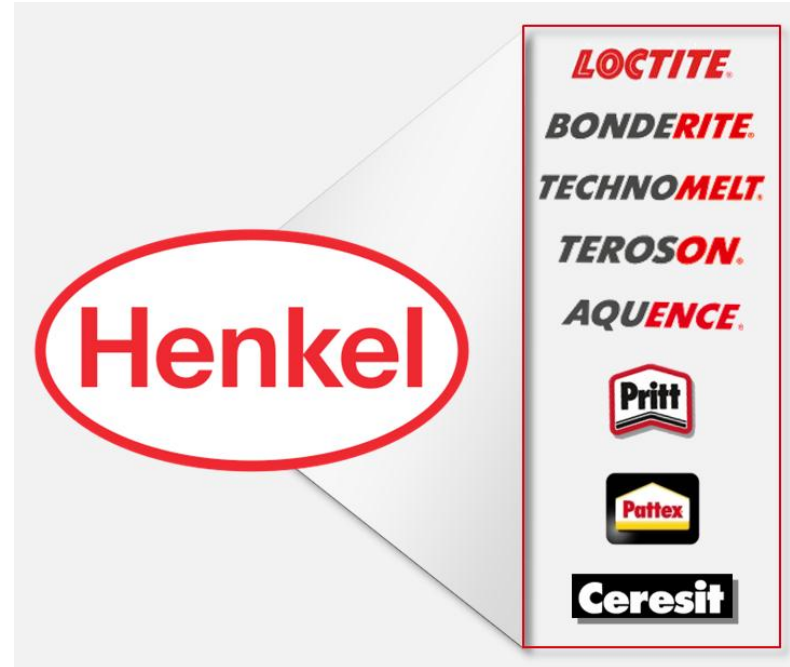


➤ Solution Provider based on 8 technology platforms

Adhesive Technologies

Global Market Leader

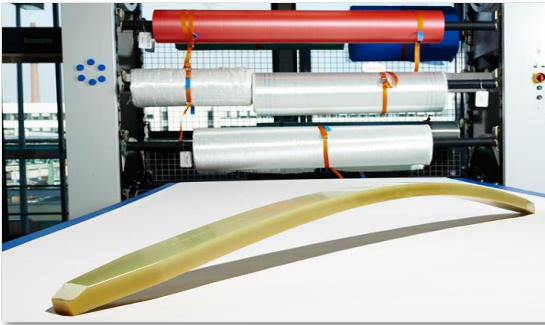
- Global No.1 with leading positions in all regions
- Leading through broad technology & product portfolio
- Strong global presence in mature and emerging markets



Adhesive Technologies

Key activities 2013

Loctite MAX 2



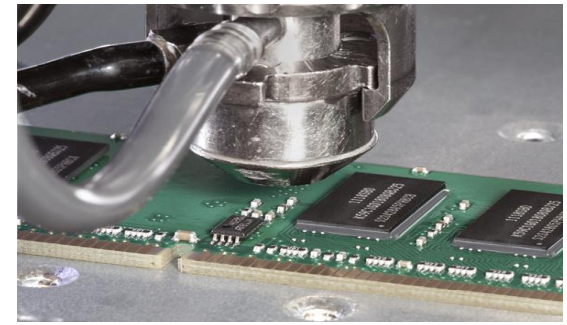
- Matrix resin for fiberglass-reinforced leaf spring
- Substitution of steel leads to 65% weight-reduction

Alliance with Nordson



- Innovative solution for increased efficiency and energy saving
- Global roll-out

Loctite UF3808



- 1st halogen-free underfill adhesive
- Exceptional impact and shock protection

Adhesive Technologies

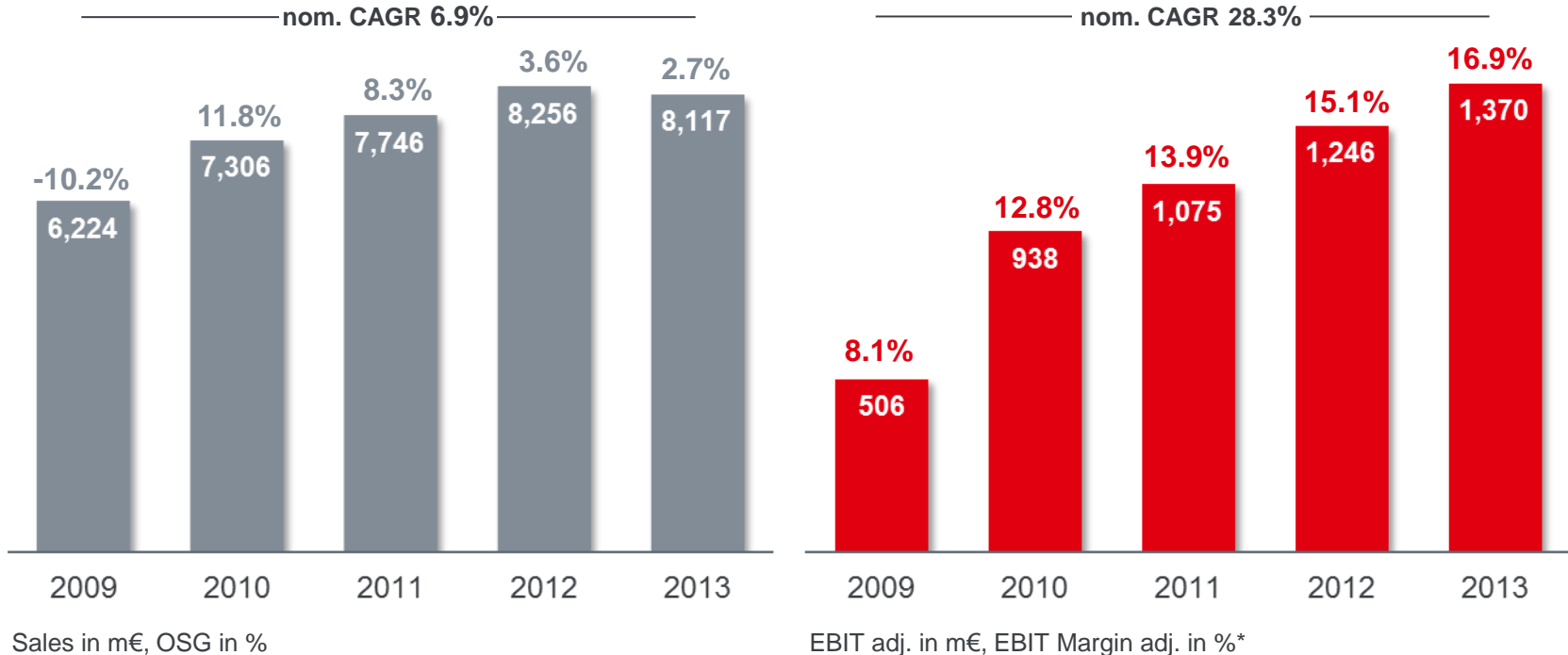
Top Brands

m€	Representative Brands
~1,800 m€	LOCTITE [®]
~1,400 m€	TECHNOMELT
>700 m€	TEROSON

> Top 10 brands: >70% of total Adhesive Technologies sales

Adhesive Technologies

Sales and EBIT Development in m€

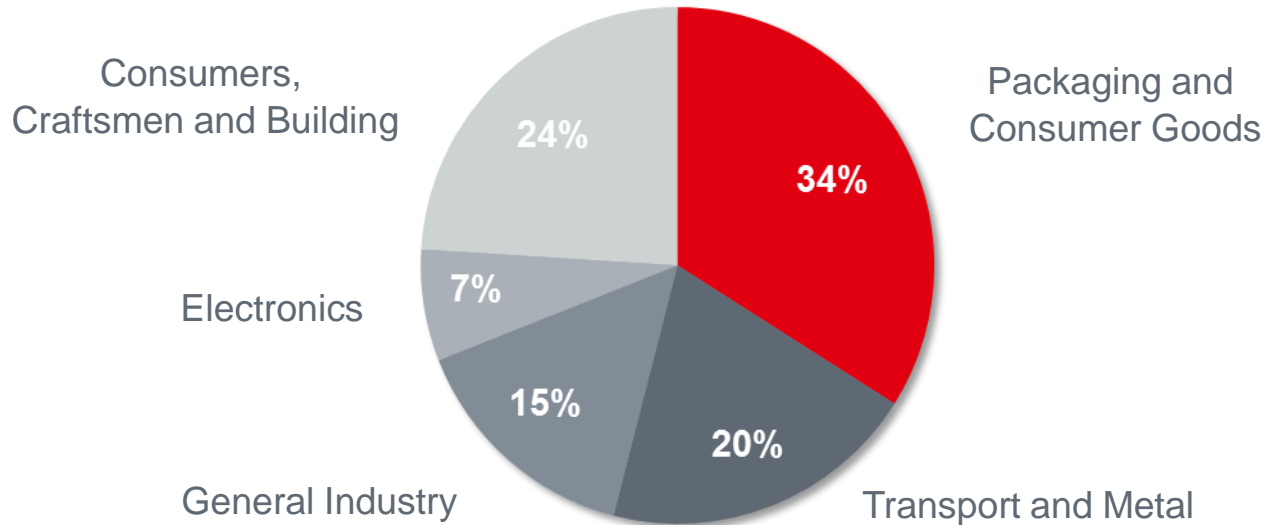


*EBIT and EBIT Margin adjusted for one-time charges/gains and restructuring charges.

Adhesive Technologies

2013 Sales by Segment

Adhesive Technologies: 50% of Group sales



Adhesive Technologies

Packaging and Consumer Goods

Food Packaging

AQUENCE.

- Bottle labelling



TECHNOMELT

- Carton sealing

LOCTITE

Lamination of layers



Consumer Goods

TECHNOMELT

- Core efficiency and integrity
- Leg and cuff elastics
- Stretch ear or panels



Markets

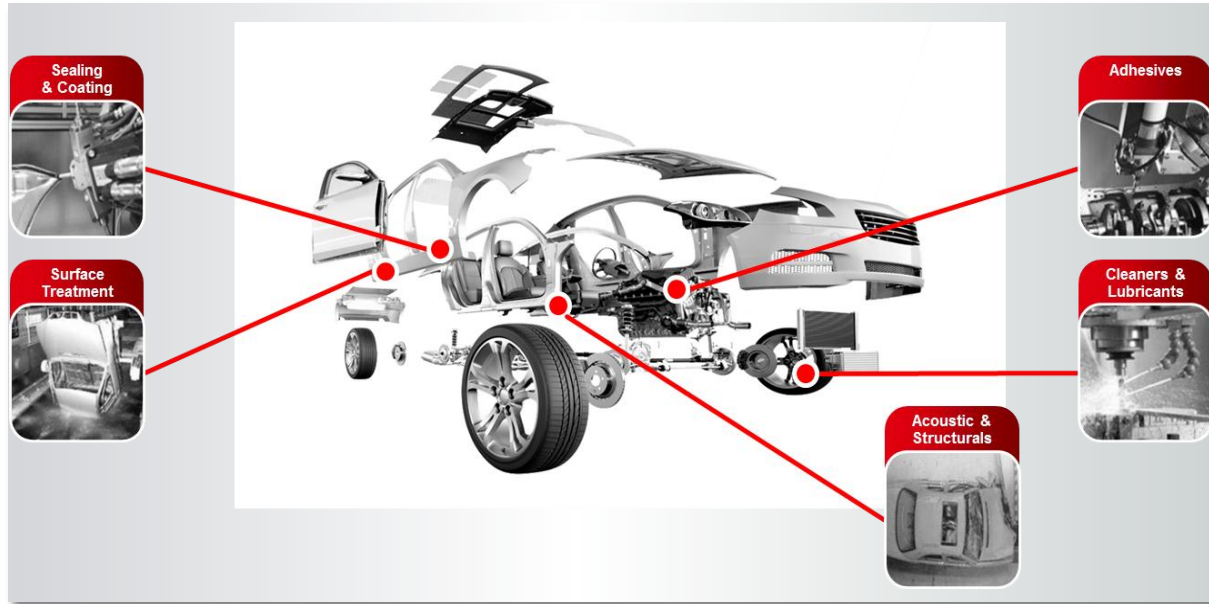
- Packaging
- Consumer Goods

Key Brands

LOCTITE
TECHNOMELT
AQUENCE

Adhesive Technologies

Transport and Metal



Markets

- Automotive
- Aerospace
- Metal Industry

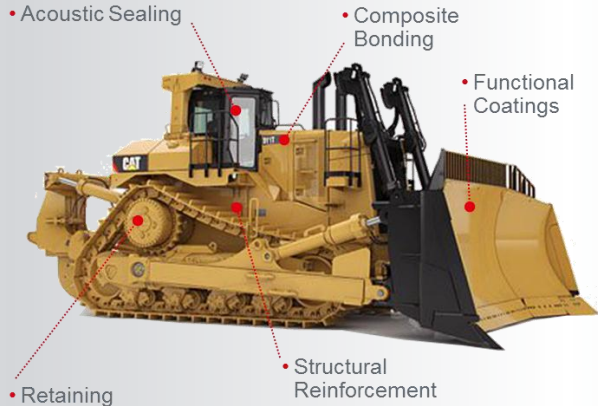
Key Brands

LOCTITE
BONDERITE
TEROSON
TECHNOMELT

Adhesive Technologies

General Industry

Design & Assemble | Maintenance & Repair



Markets

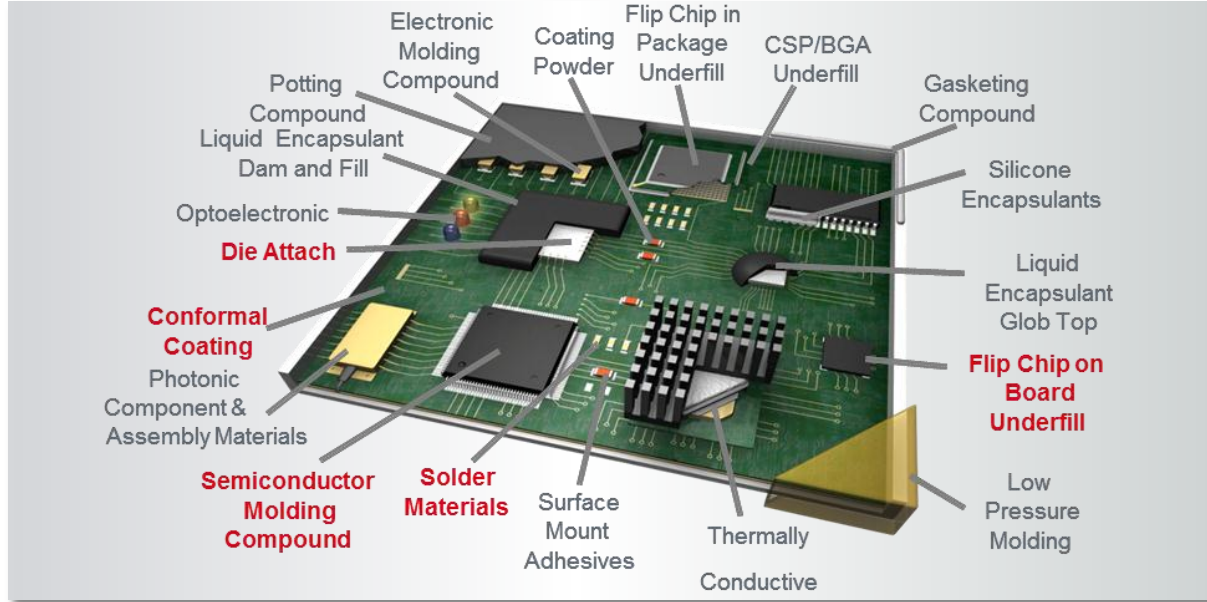
- Assembly of durable goods
- Maintenance and Repair

Key Brands

LOCTITE
BONDERITE
TEROSON

Adhesive Technologies

Electronics



Markets

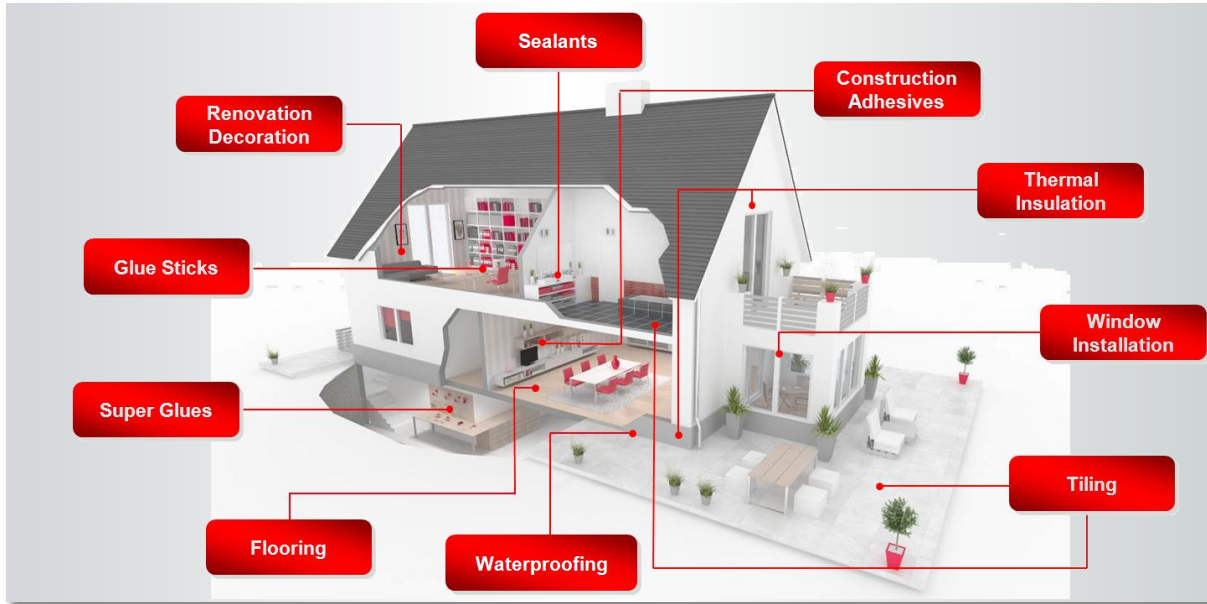
- From semiconductors to electronic devices
- Key markets include handheld, computing, lighting

Key Brands

LOCTITE
TECHNOMELT

Adhesive Technologies

Consumers, Craftsmen and Building



Markets

- Repair
- Do-it-yourself
- Building solutions

Key Brands



Adhesive Technologies

Partner with our customers

- 6,500 specialists with deep ties & understanding of our customers
- Providing customized solutions to 130,000 customers
- Long-term relationships with joint developments
- Cooperation with industry leading customers and stakeholders



Adhesive Technologies

Key Competitors per Segment

Industry*



Consumers & Craftsmen



Building



*Packaging and Consumer Goods, Transport and Metal, General Industry, Electronics.

Adhesive Technologies

World Market for Adhesives, Sealants & Functional Coatings

- Market accounts for approximately 60 bn €
- Highly specialized and fragmented in ~ 70 segments
- Henkel only player present in most segments

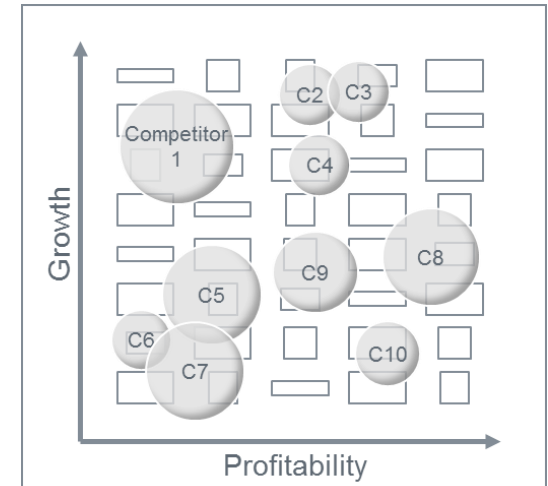
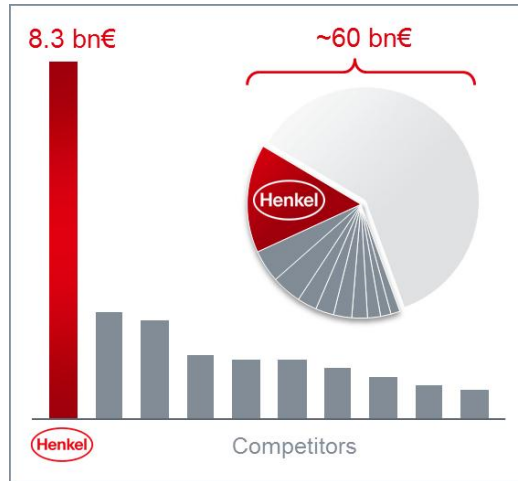
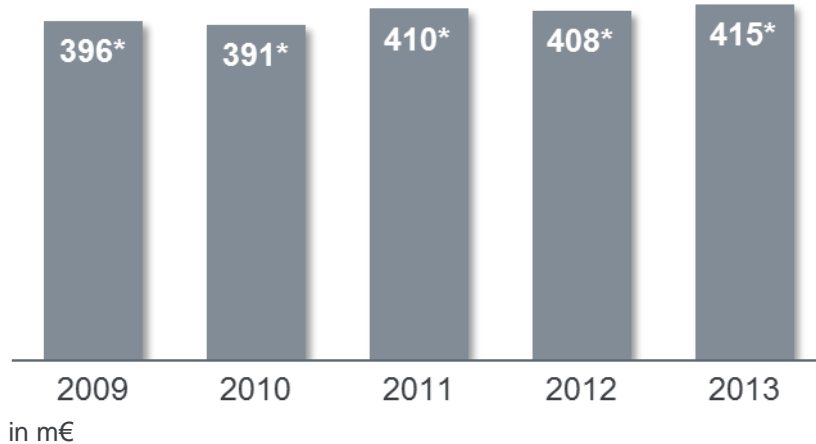


Table of Content (1/2)

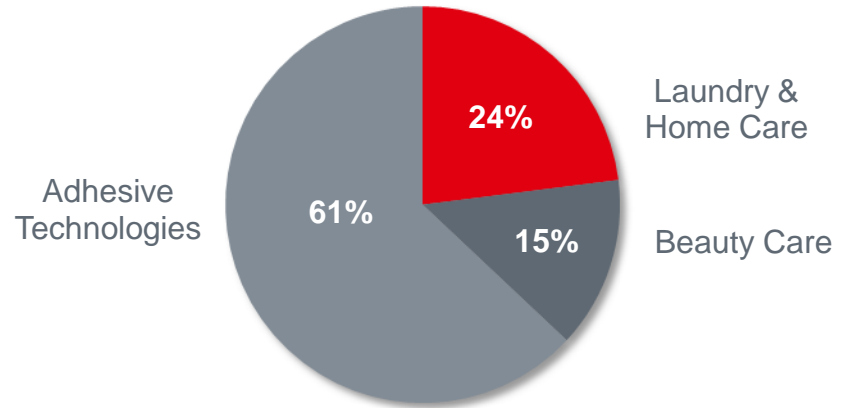
1	Henkel at a Glance
2	Strategic Priorities & Financial Targets 2016
3	Laundry & Home Care
4	Beauty Care
5	Adhesive Technologies
6	Research & Development

Research & Development expenditures

R&D expenditures



R&D expenditures by business sector



*Includes restructuring charges of 13m€ (2009), 8m€ (2010), 14m€ (2011), 2m€ (2012), 1m€ (2013).

Major R&D sites



Research & Development Innovation Rate*

Striving for innovation leadership

Laundry & Home Care	45%
Beauty Care	45%
Adhesive Technologies	30%

*Percentage of sales from new products launched: over past 3 years for Laundry & Home Care and Beauty Care, over past 5 years for Adhesive Technologies.

Table of Content (2/2)

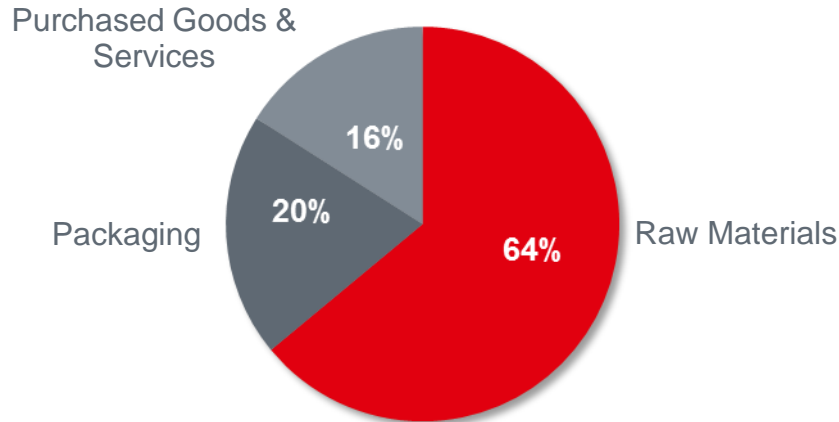
7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
12	Contacts & Additional Information

Procurement

Direct Material Expenditure

Total direct material expenditure 2013: 7.3 bn€

Material expenditure by type



Material expenditure by business sector

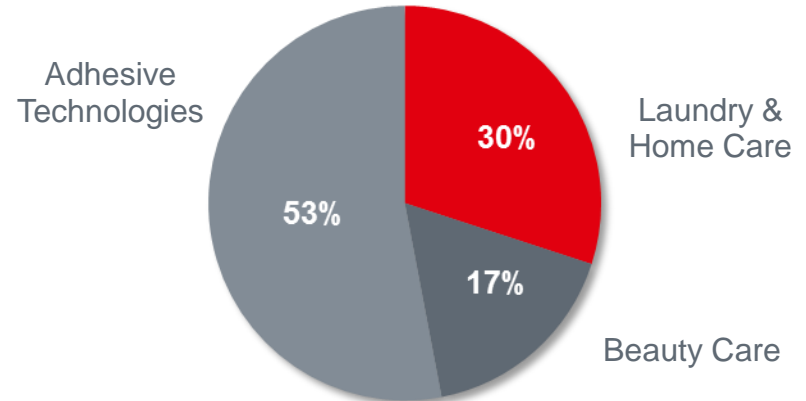
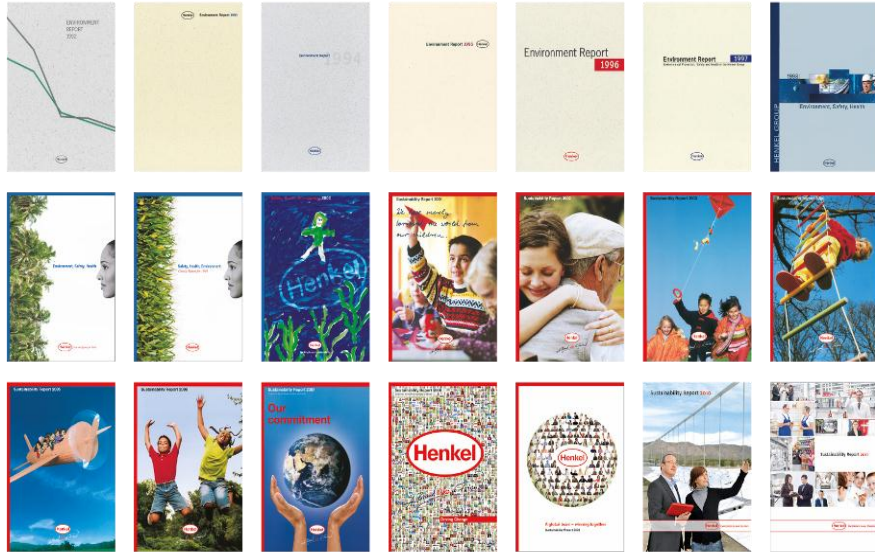


Table of Content (2/2)

7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
12	Contacts & Additional Information

Sustainability at Henkel

Long-standing Commitments



23 years of sustainability reporting

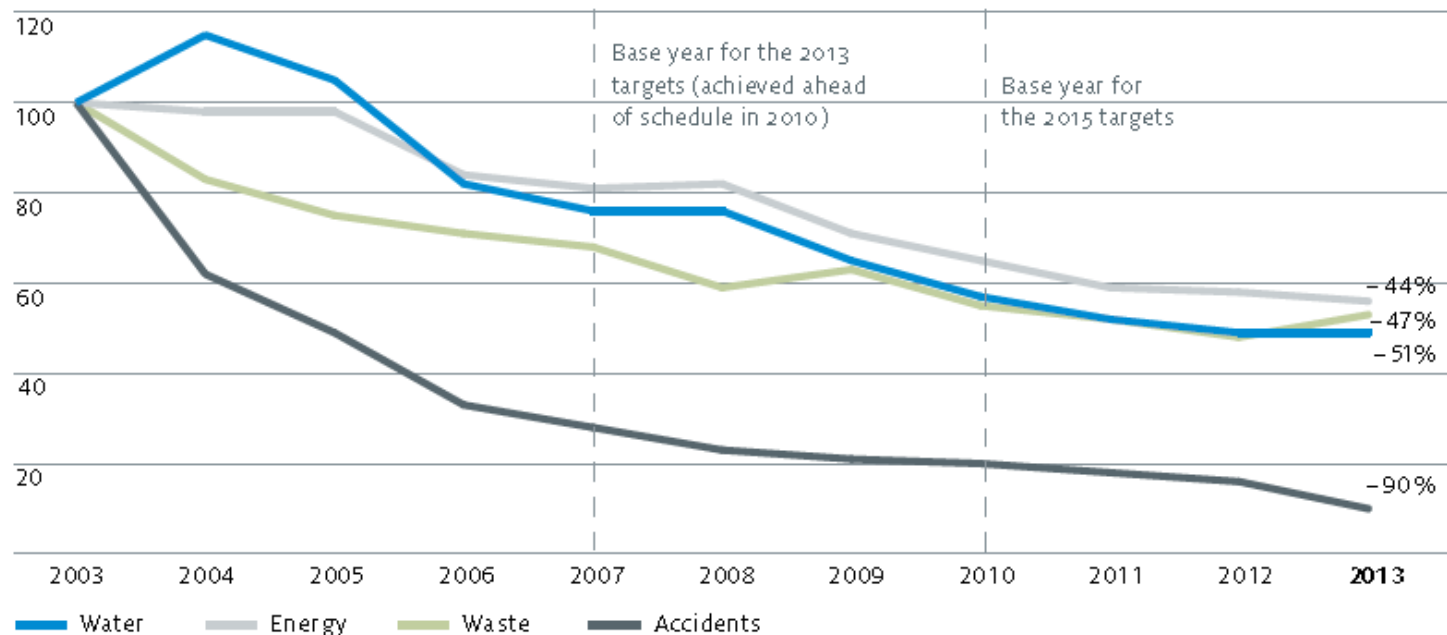


One of five corporate values

Sustainability Performance 2003-2013

10-Year-Trend

Environmental indicators per metric ton of output, occupational accidents per million hours worked; base year 2003



Global trends confirm the Henkel sustainability strategy

Decouple growth from resource consumption



Global Transparency in “Real Time”



Increasing regulation



Consumers aware but not willing to compromise



Strategy 2013: Achieving more with less

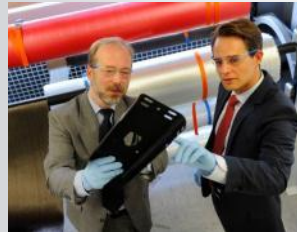
Factor **3**

Triple the value we create for the footprint made by our operations by 2030

Six focal areas:



Three strategic principles:



Products



Partners



People

Measure success

Sustainable product innovations

Laundry & Home Care



Somat Gel Caps

- Less packaging and improved shine, even with short dishwashing programs

Beauty Care



Gliss Kur Daily Oil Elixir

- Fewer raw materials due to concentrated oil-formula while providing high care

Adhesive Technologies



Two step process for auto body surface treatment

- Resource-efficient pre-treatment of bodies with high aluminum content

Cooperation with our customers

Support



Develop



Educate



We develop sustainable solutions together with and for our customers

Our employees as sustainability ambassadors

Become ambassador



Act globally

>1500 Henkel
sustainability
ambassadors

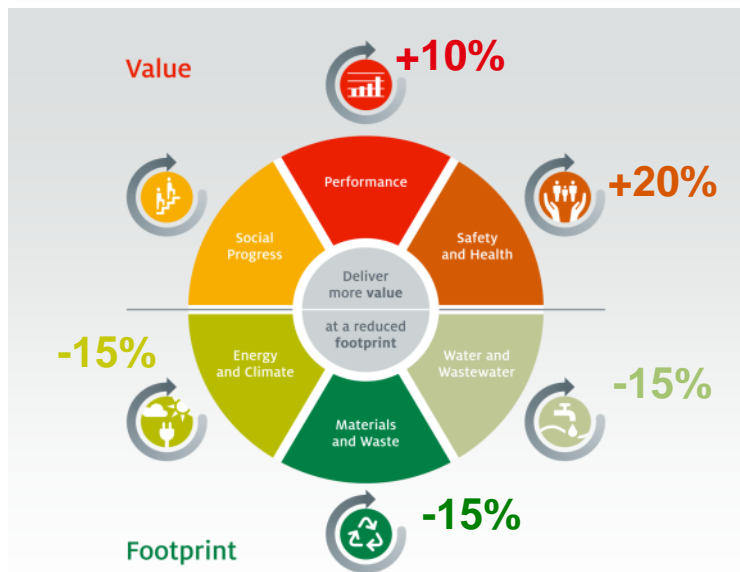
Share knowledge



Employees are important ambassadors and key in implementing our strategy

Our success

Targets



Ratings & Rankings



Significant progress and external recognition confirm our success

Table of Content (2/2)

7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
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The Henkel Share

Share Data

	Preferred	Ordinary
Security Code No.	604843	604840
ISIN Code	DE0006048432	DE0006048408
Number of Shares	178,162,875	259,795,875
Market capitalization*	15.0	19.7

Note: The number of ADRs outstanding for ordinary (US42550U1097) & preferred (ISIN US42550U2087) shares was ~3.7 million.

*in bn€; Closing share prices, Xetra trading system.

The Henkel Share

Share & Shareholder Structure

Preferred shares	Ordinary shares
178.2 m. shares outstanding	259.8 m. shares outstanding
-	58.68% Henkel Family (Share Transfer Restriction Agreement)
100% free-float (3.7 mill. treasury stock as of Dec. 2013)	41.32% free-float
Higher liquidity (~600,000 shares per trading day on avg. in 2013)	Lower liquidity (118,000 shares per trading day on avg. in 2013)
No voting rights	Voting rights
Preferred dividend (+0.02 € vs. ordinary share)	Ordinary dividend

The Henkel Share

Henkel Major Indices

Dec. 31, 2013	Number of constituents	Weighting (in %)
DAX 30	30	1.83
MSCI World	1,610	0.06
MSCI Europe	432	0.23
MSCI Germany	55	1.64
Dow Jones Euro Stoxx	292	0.48
Dow Jones Euro Stoxx Consumer Goods	43	2.87
Dow Jones Sustainability Index World	336	0.22
Dow Jones Titans 30 Personal & Household Goods	30	1.79
FTSE World Europe	548	0.22
FTSE Eurotop 300	310	0.25
FTSE 4 Good	287	0.29
Ethibel Sustainability Index Europe	200	0.55

The Henkel Share (1/2)

Key Data 2009 to 2013

	2009	2010	2011	2012	2013
Earnings per share					
Ordinary share	1.38	2.57	2.67	3.40*	3.65
Preferred share	1.40	2.59	2.69	3.42*	3.67
Share price at year-end**					
Ordinary share	31.15	38.62	37.40	51.93	75.64
Preferred share	36.43	46.54	44.59	62.20	84.31
High for the year**					
Ordinary share	31.60	40.30	41.10	52.78	75.81
Preferred share	36.87	48.40	49.81	64.61	84.48
Low for the year**					
Ordinary share	16.19	30.31	30.78	37.25	50.28
Preferred share	17.84	35.21	36.90	44.31	59.82

* Prior-year figures adjusted in application of IAS 19 revised. ** Closing share price, Xetra trading system.

The Henkel Share (2/2)

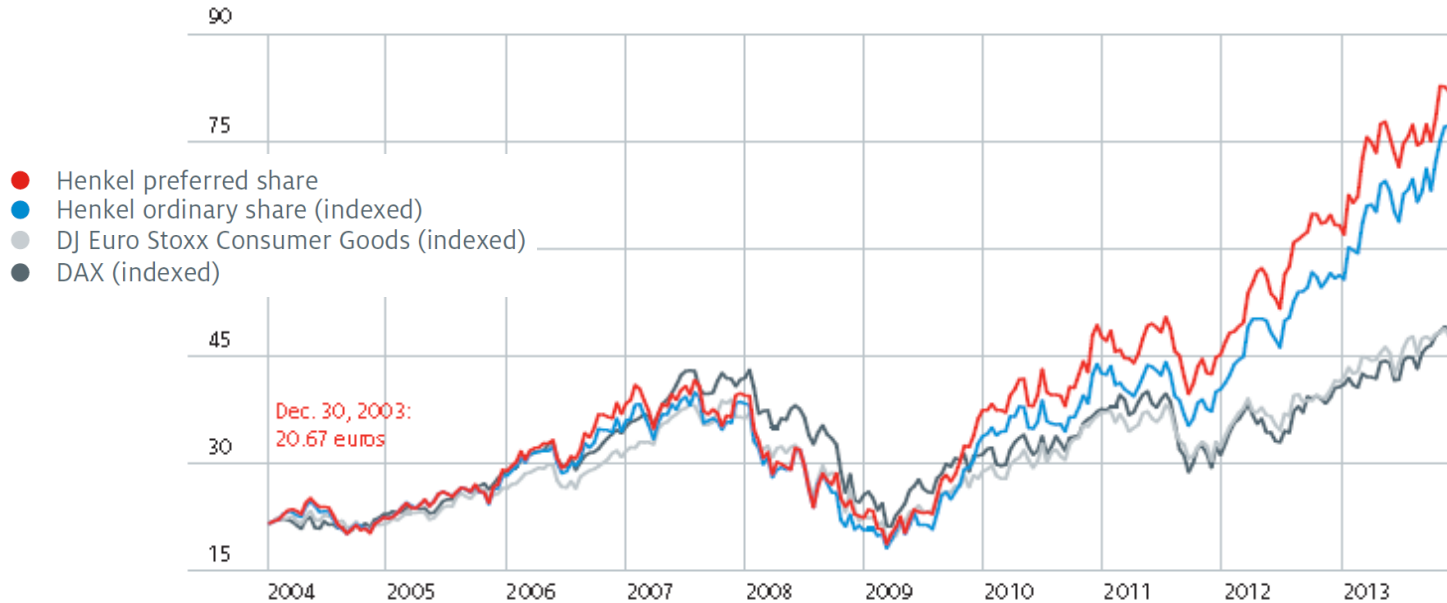
Key Data 2009 to 2013

	2009	2010	2011	2012	2013
Dividends					
Ordinary share	0.51	0.70	0.78	0.93	1.20*
Preferred share	0.53	0.72	0.80	0.95	1.22*
Market capitalization** in bn€	14.6	18.3	17.6	24.6	34.7
Ordinary share in billion euros	8.1	10.0	9.7	13.5	19.7
Preferred share in billion euros	6.5	8.3	7.9	11.1	15.0

*Proposal to shareholders for the Annual General Meeting on April 4, 2014. **Closing share price, Xetra trading system.

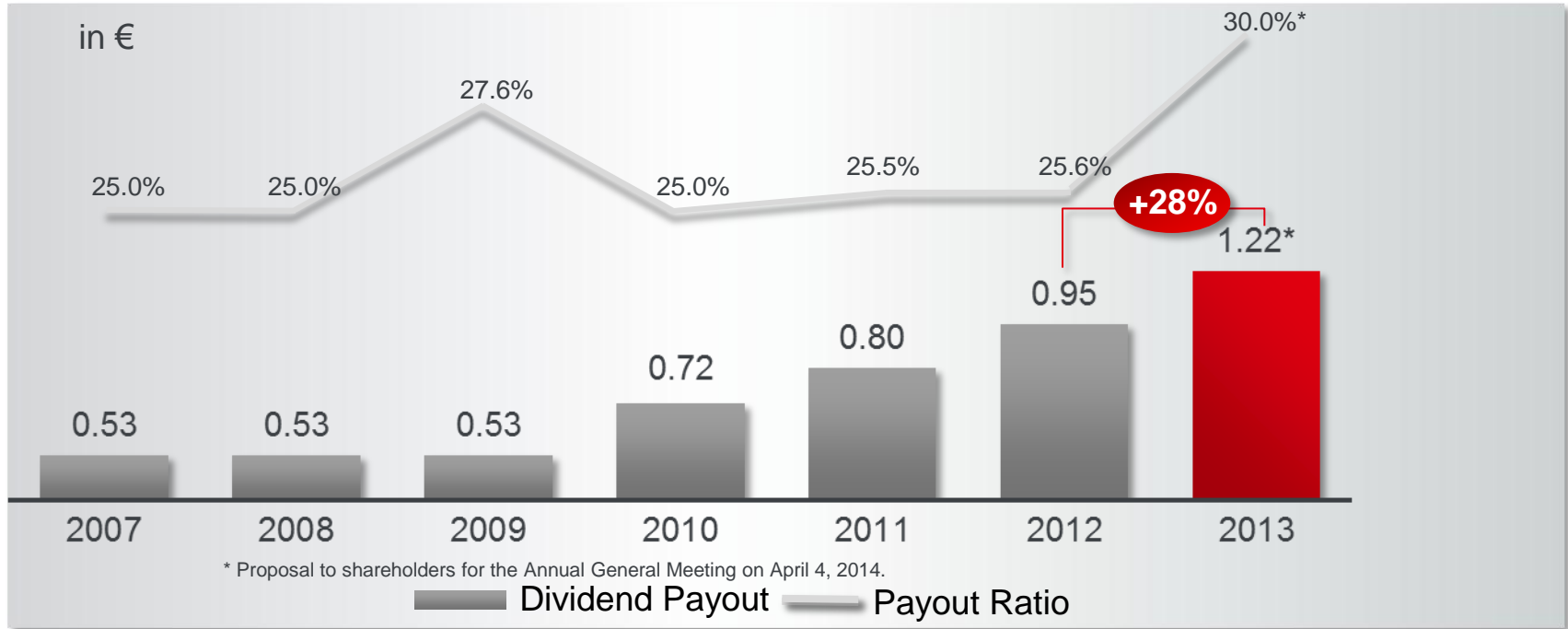
Share Price Development

Henkel shares outperforming market



Dividend development & payout ratio

2007-2013



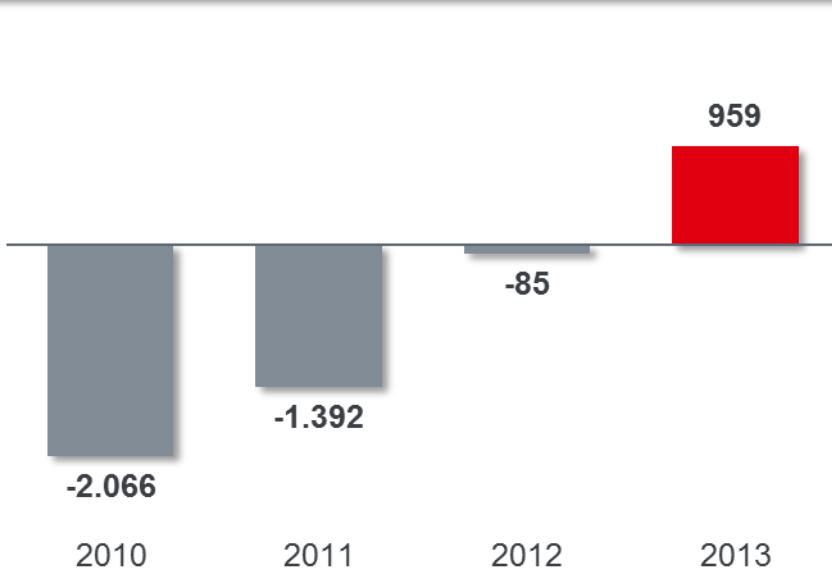
New policy: 25%-35% dividend payout ratio in the future

Table of Content (2/2)

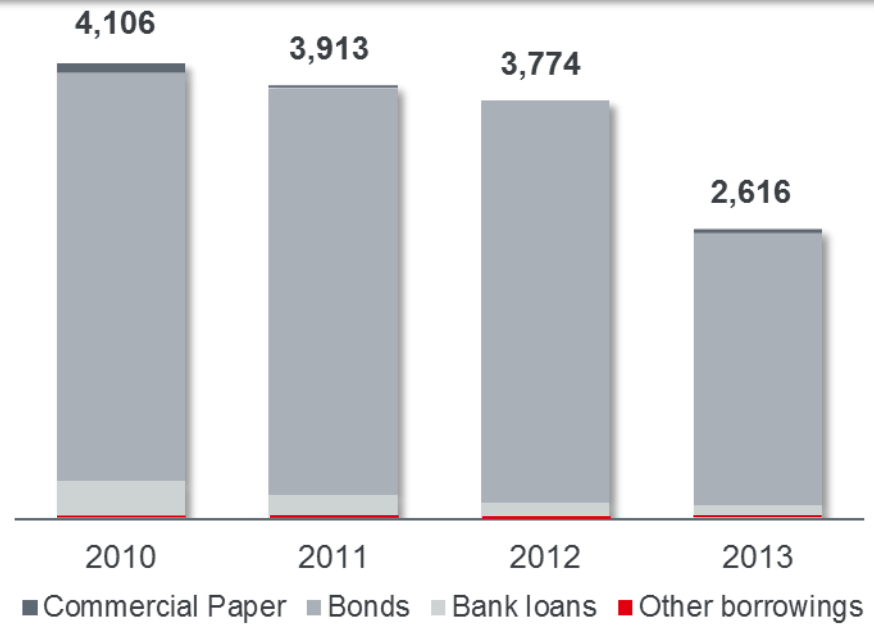
7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
12	Contacts & Additional Information

Development of Financial Debt

Development of Net financial position



Elements of Gross Debt



Development Key Financial Ratios

	2009	2010	2011	2012	2013
Operative Debt Coverage (%)^{* **}	41.7	81.3	91.6	507.1	n.a. ^{***}
Interest Coverage Ratio	8.7	12.8	14.0	14.3	23.9
Equity Ratio (%)	41.4	45.4	46.9	48.7	52.5%

*Hybrid bond included on 50% debt basis. **Prior-year figures adjusted in application of IAS 19 revised.

*** Figure cannot be calculated due to our positive net financial position.

Credit Ratings

Rating as of December 31, 2013	S&P	Moody's
Long-term	A flat	A2
Outlook	stable	stable
Short-term	A-1	P1

Henkel Bond Data

	Senior Bond	Hybrid Bond
Volume	1.0 bn€	1.3 bn€
Nominal Coupon	4.625%	5.375%
Coupon Payment	March 19	November 25
Maturity	March 19, 2014	Nov. 25, 2104 *
WKN	AOAD9Q	A0JBUR
ISIN	XS0418268198	XS0234434222

*First call option for Henkel on November 25, 2014.

Table of Content (2/2)

7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
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History of Henkel (1/3)

- 1876** Foundation of Henkel & Cie in Aachen by Fritz Henkel
- 1878** Henkel's Bleich-Soda marks the beginning of the company's success story. Relocation of Henkel & Cie to Düsseldorf
- 1907** Launch of Persil, the world's first self-acting laundry detergent
- 1913** First subsidiary production company abroad: Henkel & Cie AG, Pratteln, Switzerland
- 1922** First production of adhesives for captive use
- 1929** P3 cleaners for industrial and craft applications were marketed for the first time
- 1950** Acquisition of TheraChemie: liquid hair colorant Poly Color
- 1951** P3 Products (Pty) Ltd was founded in Durban, South Africa. The company was the first Henkel subsidiary outside Europe
- 1960** Acquisition of Standard Chemical Products Inc of Hoboken/New Jersey and Charlotte/North Carolina, USA, thus entering the US chemical products market



History of Henkel (2/3)

- 1973** Patent application for Zeolite A (phosphate substitute; Henkel brand SASIL)
- 1974** Minority share interest in The Clorox Company of Oakland, California, USA (sold in 2004)
- 1983** First phosphate-free powder detergent (Dixan)
- 1985** First listing of Henkel preferred shares
- 1990** First joint venture in China: Shanghai Henkel Chemicals Ltd.
- 1991** Henkel-Ecolab joint venture and increased participation in Ecolab Inc., St. Paul/Minnesota, USA
- 1991** Foundation of Henkel Asia-Pacific (HAP) Ltd., Hong Kong
- 1995** Acquisition of Hans Schwarzkopf GmbH, Hamburg
- 1996** First listing of Henkel ordinary shares
- 1997** Acquisition of Loctite Corp., Hartford/Connecticut, USA

SEAH
HAIRSPA

Dixan

Fa

Spee

Hysol


Schwarzkopf

MIR
COULEURS

LOCTITE

History of Henkel (3/3)

- 1999** Carve-out of the Chemical Products business sector:
Formation of Cognis B. V.
- 2001** Sale of Cognis and Henkel-Ecolab: Focus on Brands and Technologies
- 2004** Acquisition of The Dial Corporation in Scottsdale/Arizona, USA, and of
Advanced Research Laboratories (ARL) in Costa Mesa/ California, USA
- 2007** Persil 100 Years
- 2008** Acquisition of National Starch Adhesives and Electronic Materials Businesses
- 2009** 111 Years Schwarzkopf
- 2010** New release of Vision and Values
- 2011** 60 years of Pril
- 2012** Presentation of Strategy and Financial Targets 2016
- 2013** Henkel family extends share-pooling agreement

Ceresit



Theramed



got2b

Persil

Table of Content (2/2)

7	Procurement
8	Sustainability
9	Henkel Share
10	Henkel Bonds
11	Henkel History
12	Contacts & Additional Information

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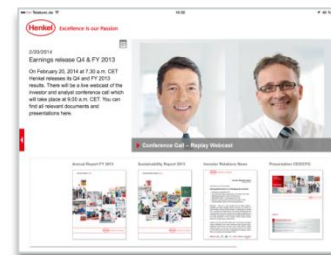
From left to right:
Renata Casaro, Eva Sewing, Lisa de Vegt*, Ines
Göldner, Dominik Plewka, Andrea Haschke

*Maternity leave

Further Information Sources

For download please go to www.henkel.com/ir
or find further content in the IR section of Henkel Corporate App for iPad

- Annual report
- Quarterly report
- Sustainability report
- Roadshow & conference presentations
- Additional selected information available online



Thank You!

