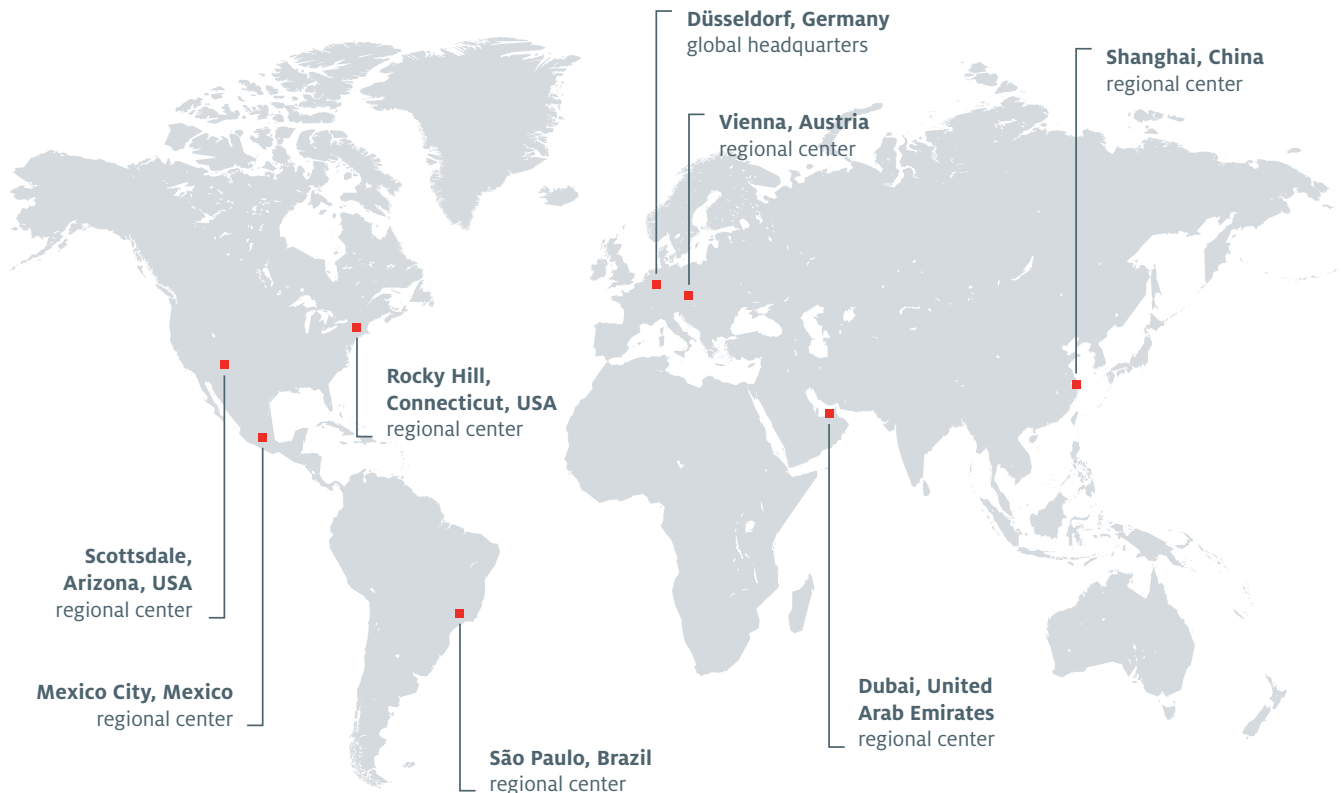


Facts and Figures 2014



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 almost 50,000 people.



Henkel at a glance 2014

Around

€16.4 bn

sales

15.8%

adjusted¹ return on sales (EBIT):
up 0.4 percentage points

44%

of our sales generated in
emerging markets

Almost

50,000

employees

More than

120

nations represented
by our people

Around

33%

of our managers
are women

More than

2,200

social projects supported

More than

3,800

employees trained as
Sustainability Ambassadors

138

years of brand and
technology success

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

OUR VISION

A global leader
in brands and
technologies.

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 share¹

¹ 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 corporate values. Maintaining a balance between economic success, protection of the environment, and social responsibility has been fundamental to our corporate culture for decades.



We drive higher efficiency – along the entire value chain: Peter Jessen (left) and his colleague Andy Jarosch work on the optimization of the operations in the combined heat and power plant in Düsseldorf. Since the early 1980s, Henkel has implemented extensive measures to increase efficiency and reduce emissions in this power plant.

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.

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 five-year targets from 2011 to 2015 for our six focal areas. In 2014, we achieved our targets ahead of schedule in four focal areas.

 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 2014, we achieved 59 percent of our sales with our top 10 brands, and 44 percent of our global revenue was attributable to emerging markets.



Laundry & Home Care

Sales

+ 4.6 %

organic sales growth

Key financials *

in million euros	2013	2014	+/-
Sales	4,580	4,626	1.0 %
Proportion of Henkel sales	28 %	28 %	–
Operating profit (EBIT)	682	615	– 9.8 %
Adjusted ¹ operating profit (EBIT)	714	749	4.8 %
Return on sales (EBIT)	14.9 %	13.3 %	– 1.6 pp
Adjusted ¹ return on sales (EBIT)	15.6 %	16.2 %	0.6 pp
Return on capital employed (ROCE)	29.4 %	23.4 %	– 6.0 pp
Economic Value Added (EVA®)	507	391	– 22.9 %

pp = percentage points

* Calculated on the basis of units of 1,000 euros; figures commercially rounded.

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

Our top brands

Persil

Purex



Beauty Care

Sales

+2.0%

organic sales growth

Key financials *

in million euros	2013	2014	+/-
Sales	3,510	3,547	1.0%
Proportion of Henkel sales	21%	22%	–
Operating profit (EBIT)	474	421	– 11.2%
Adjusted ¹ operating profit (EBIT)	525	544	3.5%
Return on sales (EBIT)	13.5%	11.9%	– 1.6 pp
Adjusted ¹ return on sales (EBIT)	15.0%	15.3%	0.3 pp
Return on capital employed (ROCE)	23.6%	18.3%	– 5.3 pp
Economic Value Added (EVA®)	323	226	– 30.2%

pp = percentage points

* Calculated on the basis of units of 1,000 euros;
figures commercially rounded.

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

Adhesive Technologies

Sales

+3.7%

organic sales growth

Key financials *

in million euros	2013	2014	+/-
Sales	8,117	8,127	0.1%
Proportion of Henkel sales	50%	49%	–
Operating profit (EBIT)	1,271	1,345	5.9%
Adjusted ¹ operating profit (EBIT)	1,370	1,402	2.3%
Return on sales (EBIT)	15.7%	16.6%	0.9 pp
Adjusted ¹ return on sales (EBIT)	16.9%	17.2%	0.3 pp
Return on capital employed (ROCE)	18.8%	19.8%	1.0 pp
Economic Value Added (EVA®)	562	597	6.2%

pp = percentage points

* Calculated on the basis of units of 1,000 euros;
figures commercially rounded.

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

Our top brands


Schwarzkopf



syoss

Our top brands

LOCTITE

TEROSON

TECHNOMELT

Laundry & Home Care

The Laundry & Home Care business unit is globally active in the laundry and home care Branded Consumer Goods business. The Laundry Care business area includes not only heavy-duty and specialty detergents but also fabric softeners, laundry performance enhancers and laundry care products. Our Home Care business area 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 insect control products for household applications in selected regions.

In 2014, we generated more than 45 percent of our sales from products launched onto the market in the last three years.



Pril Kraft-Gel

Pril Kraft-Gel is the first dishwashing liquid offering efficacy not only against grease but also starchy residues. The new formula contains enzymes that cut through starch molecules, dissolving even stubborn baked-on residue from pasta, potatoes and rice. New Pril Kraft-Gel was introduced in Western and Eastern Europe, and in Africa/Middle East.

 www.pril.de



Persil Duo-Caps Brightness Plus

Persil Duo-Caps with an improved brightness-plus formula leaves colors brighter and laundry more sparkling clean than before, even at temperatures as low as 20 degrees Celsius. The new formula of Persil Duo-Caps Color also offers even better protection against discoloration of garments. New Persil Duo-Caps was launched in Western and Eastern Europe.

 www.persil.de



Vernel Soft & Oils

Vernel Soft & Oils is the first fabric softener that offers precious essential oils, exceptional freshness and deep-down laundry care with improved softness. The products in this line feature an innovative transparent formula plus a new high-quality packaging design. Vernel Soft & Oils was launched in Western and Eastern Europe.

 www.vernel.de

Beauty Care

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

In 2014, we generated more than 45 percent of our sales with products launched onto the market in the last three years.



Schwarzkopf Essence Ultime

High-performance formulas with luxuriant pearl essences combine the expert knowledge of beauty icon Claudia Schiffer with the outstanding hair expertise of Schwarzkopf. Essence Ultime repairs the interior of the hair cells to restore their natural elasticity.



BC Bonacure

Schwarzkopf Professional's BC Bonacure professional hair care treatment with patented Cell Perfector technology fully replenishes damaged hair from within, for 100 percent elasticity, strength and resilience – a new level of hair perfection.



Diadermine N°110

The first anti-aging line from Diadermine, which celebrates 110 years of dermatological expertise. The key ingredient in all products is 110 drops of an advanced concentrate designed to activate 11 signs of younger skin – for a radiant, youthful look.

Adhesive Technologies

The Adhesive Technologies business unit is a leading solution provider worldwide for adhesives, sealants and functional coatings in two business segments: Industry, and Consumers, Craftsmen and Building. The business areas for industrial customers are: Packaging and Consumer Goods Adhesives; Transport and Metal; General Industry; and Electronics. Our Adhesives for Consumers,

Craftsmen and Building business area offers a wide range of brand-name products for private, trade and construction users.

In 2014, we generated more than 30 percent of our sales with products launched onto the market in the last five years.



Bonderite magnesium coating

Henkel has developed a protective electroceramic coating for magnesium that can be used, for example, to coat light metals in mobile devices. This innovative technology offers outstanding protection against corrosion, friction and wear. It also enables product weight savings and efficiency improvements in the manufacturing process.

New technology platform

An innovative technology toolbox enables synthetic polymers to be replaced by renewable raw materials. This allows a variety of materials such as liquid applied sound deadeners from Teroson to be specifically tailored to each application. These acoustic solutions weigh up to 30 percent less than synthetic dampening products while providing the same or better vehicle performance.

Loctite TAF

The flexible heat-absorbing films from the Loctite TAF series lower the processor and housing temperature of mobile devices by more than 3 degrees Celsius. They therefore improve design flexibility and device performance while enhancing user comfort.

Our people

As a globally operating company, Henkel employs almost 50,000 people from over 120 nations in more than 75 countries. Over 80 percent of our employees work outside of Germany.

We continued our progress in all key areas of human resources management in fiscal 2014:

- We reinforced our reputation as an employer of choice through numerous initiatives and targeted programs to recruit and retain the best talent for our company.
- We supported the professional and personal development of our employees through an extensive offering of training and apprenticeships, including a plan for life-long learning. Through these programs, we focused particularly on promoting our Leadership Principles and on fostering the next generation of executives in emerging markets.
- We further strengthened our performance-based culture through our globally uniform performance appraisal process for managerial staff, and competitive compensation programs also aligned to our medium-term financial targets.
- We further increased diversity in our company and expanded flexible work opportunities. This also contributed to the increase of the share of women in management positions.
- Finally, through our established programs in the area of corporate citizenship, we supported and encouraged our employees to engage in volunteer activities and social advancement.

Diversity contributes to corporate success

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.



A poster illustrating our global initiative in 2014 aimed at strengthening diversity and promoting an inclusive corporate culture.

Developing a culture of leadership

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

Employees
by region

- 30% Western Europe
- 20% Eastern Europe
- 20% Asia-Pacific
- 13% North America
- 10% Africa/Middle East
- 7% Latin America

At: December 31, 2014

Employees
by business unit

- 53% Adhesive Technologies
- 18% Laundry & Home Care
- 15% Beauty Care
- 14% Functions

At: December 31, 2014

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.

Henkel also promotes career development for female managers. We have continuously increased the share of women in management positions, from 23 percent in 2004 to around 33 percent at the end of 2014 (excluding 2014 acquisitions).

Social engagement

Corporate citizenship has been an integral part of our culture ever since our establishment by Fritz Henkel in 1876. This is supported by the four pillars of our corporate citizenship program: corporate volunteering, social partnerships, brand engagement and emergency aid.



Henkel Poland Communications Director Dorota Strosznajder (middle) and her project partners Agnieszka Kramm (left) and Anna Jachimiak of the Fundacja Miejsce Kobiet (Women's Place Foundation) are leading a project for long-term unemployed women in Poland.

The creation of the “Fritz Henkel Stiftung” foundation in 2011 underscores our commitment to social involvement that goes beyond direct business interests. In 2014, Henkel and the “Fritz Henkel Stiftung” foundation supported 2,265 projects by providing donations of more than 8.2 million euros. The donations helped more than one million people worldwide.

Helping women get back to work

The project “On The Way To Work” was designed to help 60 long-term unemployed Polish women to successfully get back on the job market. Coordinated in cooperation with Henkel Polska and the Warsaw-based Fundacja Miejsce Kobiet (Women’s Place Foundation), the project was able to address both social and professional needs through several initiatives.

The project has already seen its first successes. By October 2014, 27 women of the 60 involved had already found new jobs. Others are participating in recruitment processes or in additional vocational training in order to gain new skills to start new career paths. The second round of the project began in October 2014 with another group of 20 long-term unemployed women.

More than 3,800 Sustainability Ambassadors

The program for Sustainability Ambassadors was developed in 2012 and trains our employees on how to better convey the importance of sustainability to their coworkers, suppliers and customers as well as to consumers and schoolchildren. By the end of 2014, more than 3,800 Henkel employees had qualified as Sustainability Ambassadors. Through the program, we educated more than 36,000 elementary school children in 37 countries.



Elisabetta Marangoni, Media and Digital Director for Laundry & Home Care in Italy, listens to a student at the Istituto Comprensivo Teodoro school in Milan, Italy. Marangoni is one of Henkel’s 3,800 Sustainability Ambassadors worldwide.

Our Management Board



Kasper Rorsted

Chairman of the
Management Board

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



Jan-Dirk Auris

Executive Vice President
Adhesive Technologies

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



Carsten Knobel

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

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



Bruno Piacenza

Executive Vice President
Laundry & Home Care

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



Kathrin Menges

Executive Vice President
Human Resources /
Infrastructure Services

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



Hans Van Bylen

Executive Vice President
Beauty Care

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

Our performance in 2014

in million euros	2013	2014	+/- 2013 – 2014
Sales	16,355	16,428	0.4%
Laundry & Home Care	4,580	4,626	1.0%
Beauty Care	3,510	3,547	1.0%
Adhesive Technologies	8,117	8,127	0.1%
Operating profit (EBIT)	2,285	2,244	- 1.8%
Adjusted ¹ operating profit (EBIT)	2,516	2,588	2.9%
Return on sales (EBIT) in %	14.0	13.7	- 0.3 pp
Adjusted ¹ return on sales (EBIT) in %	15.4	15.8	0.4 pp
Net income	1,625	1,662	2.3%
– Attributable to non-controlling interests	- 36	- 34	- 5.6%
– Attributable to shareholders of Henkel AG & Co. KGaA	1,589	1,628	2.5%
Earnings per preferred share in euros	3.67	3.76	2.5%
Adjusted ¹ earnings per preferred share in euros	4.07	4.38	7.6%
Return on capital employed (ROCE) in %	20.5	19.0	- 1.5 pp
Dividend per ordinary share in euros	1.20	1.29 ²	7.5%
Dividend per preferred share in euros	1.22	1.31 ²	7.4%

pp = percentage points

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

² Proposal to shareholders for the Annual General Meeting on April 13, 2015.

Share performance

Henkel shares showed very positive performance in 2014. Over the course of the year, the DAX rose by 2.7 percent to 9,805.55 points. The index for consumer goods stocks – the Dow Jones Euro Stoxx Consumer Goods – increased 5.9 percent, closing at 532.68 points. In this market environment, the price of Henkel preferred shares increased significantly, by 6.1 percent to 89.42 euros. The ordinary shares also showed a strong gain and closed at a record level of 80.44 euros, 6.3 percent higher on a year-on-year basis. Our shares therefore outperformed both the DAX and other shares representing the consumer goods sector.

Henkel 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 29,271 euros at the end of 2014. This represents an increase in value of 2,827 percent or an average yield of 12.2 percent per year. Over the same period, the DAX provided an annual yield of 7.6 percent.

To get more information about Henkel shares:

 www.henkel.com/ir

Key data on Henkel shares 2012 to 2014

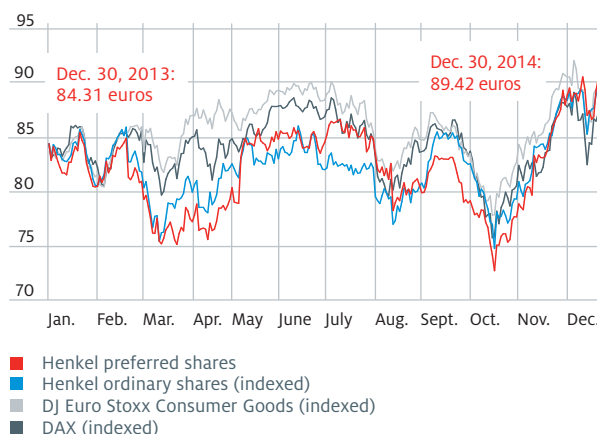
in euros	2012	2013	2014
Earnings per share			
Ordinary share	3.40	3.65	3.74
Preferred share	3.42	3.67	3.76
Dividends			
Ordinary share	0.93	1.20	1.29 ²
Preferred share	0.95	1.22	1.31 ²
Market capitalization¹			
in bn euros	24.6	34.7	36.8
Ordinary shares in bn euros	13.5	19.7	20.9
Preferred shares in bn euros	11.1	15.0	15.9

¹ Closing share prices, Xetra trading system.

² Proposal to shareholders for the Annual General Meeting on April 13, 2015.

Henkel share performance versus market January through December 2014

in euros



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Financial calendar 2015

Annual General Meeting

Henkel AG & Co. KGaA 2015:

Monday, April 13, 2015

Publication of Report

for the First Quarter 2015:

Thursday, May 7, 2015

Publication of Report

for the Second Quarter / Half Year 2015:

Wednesday, August 12, 2015

Publication of Report

for the Third Quarter / Nine Months 2015:

Wednesday, November 11, 2015

Publication of Report

for Fiscal 2015:

Thursday, February 25, 2016

Annual General Meeting

Henkel AG & Co. KGaA 2016:

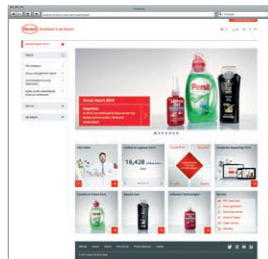
Monday, April 11, 2016

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

 www.henkel.com

Read more about the execution of our strategy, our targets 2016, and our sustainability strategy in the Henkel Corporate Report 2014 online at:

 corporatereport.henkel.com



www.henkel.com/annualreport



www.henkel.com/sustainabilityreport



Henkel app available for iOS and Android:



Henkel in social media:



www.facebook.com/henkel

www.twitter.com/henkel

www.youtube.com/henkel

