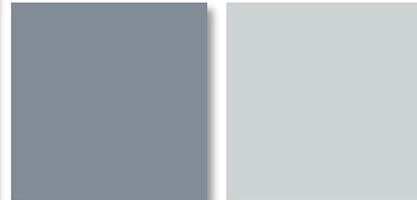


Henkel
Q1 2014

Kasper Rorsted
Carsten Knobel



Düsseldorf
May 07, 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.

Agenda

- 1** Key developments Q1 2014
- 2 Financials Q1 2014
- 3 Summary & outlook FY 2014

Good start into the year

OSG

+4.3%

Adj. EBIT margin

15.8%

Adj. EPS growth

+8.3%

OSG in EM

+9.2%

NWC in % of sales

4.8%

Net financial pos.

923 m€

Continued profitable growth path in all business units

- Solid organic sales growth driven by all businesses
- Emerging Markets with very strong organic sales growth
- Hair Salon & Electronic Adhesives positive
- Very strong improvement in adj. EBIT margin, supported by all businesses
- High single-digit adj. EPS growth



FX headwind and geo-political uncertainties

- High pressure from FX headwind
- Continued geo-political / social unrest in some countries and high uncertainty on developments in Russia & Ukraine
- North America with negative organic sales growth
- Competitive intensity in HPC remains high



Laundry & Home Care

Strong OSG & excellent margin improvement in Q1 2014



Sales

- Strong OSG
- Both Laundry & Home Care strong
- Emerging Markets OSG double-digit
- Mature Markets OSG positive

Return

- Adj. EBIT margin showing excellent increase
- ROCE further increased

Laundry & Home Care

Strengthening innovation leadership across categories

Stop Sorting



- Prevents discolorations, anti-dye transfer technology
- Global roll-out

Vernel 8 weeks freshness



- Superior scent performance, new encapsulation technology
- Roll-out in Europe

Pril Duo-Power



- Strong against grease & starch-crusts, new enzyme technology
- Global roll-out



DUO POWER

against

GREASE + CRUSTS



NEW



Beauty Care

Solid OSG and very strong margin improvement in Q1 2014



Sales

- Solid OSG
- Retail solid, Hair Salon positive
- Emerging Markets OSG strong
- Mature Markets OSG positive

Return

- Adj. EBIT margin showing very strong increase
- ROCE below level of previous year (restructuring)

Beauty Care

Strengthening innovation leadership across categories

Diadermine N°110



- 1st anti-age line with 110 drops of elixir activating 11 signs of youth
- Celebration of 110 years of dermatological expertise

Nectra Color



- 1st nourishing Hair Color from Schwarzkopf with floral nectar
- Botanical oils for exceptional nutrition and illuminating colors

essence ULTIME



- 1st celebrity co-created hair brand in retail
- High-performance formulas with luxurious pearl essence



"My PROFESSIONAL HAIR CARE FOR YOU."
Schwarzkopf

DISCOVER MY ULTIMATE ESSENCE OF BEAUTY.

FOR DAMAGED, DEPLETED HAIR.

NEW



OMEGA REPAIR

- SUBLIME HAIR REBUILD AND SPLIT END CONTROL
- REPAIR EFFECT
- WITH LAVISHLY RICH OMEGA OIL

DEVELOPED WITH
**CLAUDIA
SCHIFFER**

Adhesive Technologies

Solid OSG and strong margin improvement in Q1 2014



Sales

- Solid OSG
- Emerging Markets OSG very strong
- Mature Markets OSG positive

Return

- Adj. EBIT margin showing strong increase
- ROCE further increased

Adhesive Technologies

Fostering technology leadership with strong innovations

Pritt Liquid Glue

90% NATURAL
INGREDIENTS*



- High performing all-purpose liquid glue for handicrafts
- Safe formulation: 90% natural ingredients, solvent free

Loctite TAF 8800



- Versatile thermal absorbing films for increased design flexibility
- Significant reduction of handheld temperature

Bonderite Flex Process



- Surface treatment process allowing more aluminum in cars
- Implementation in cooperation with key customers

A close-up view of a car body in a paint booth. A high-pressure water spray is directed at the car's surface from a nozzle. The spray is creating a mist of water droplets. The car body is metallic and appears to be in the process of being cleaned or prepared for painting. The background shows the industrial structure of the paint booth.

BONDERITE®

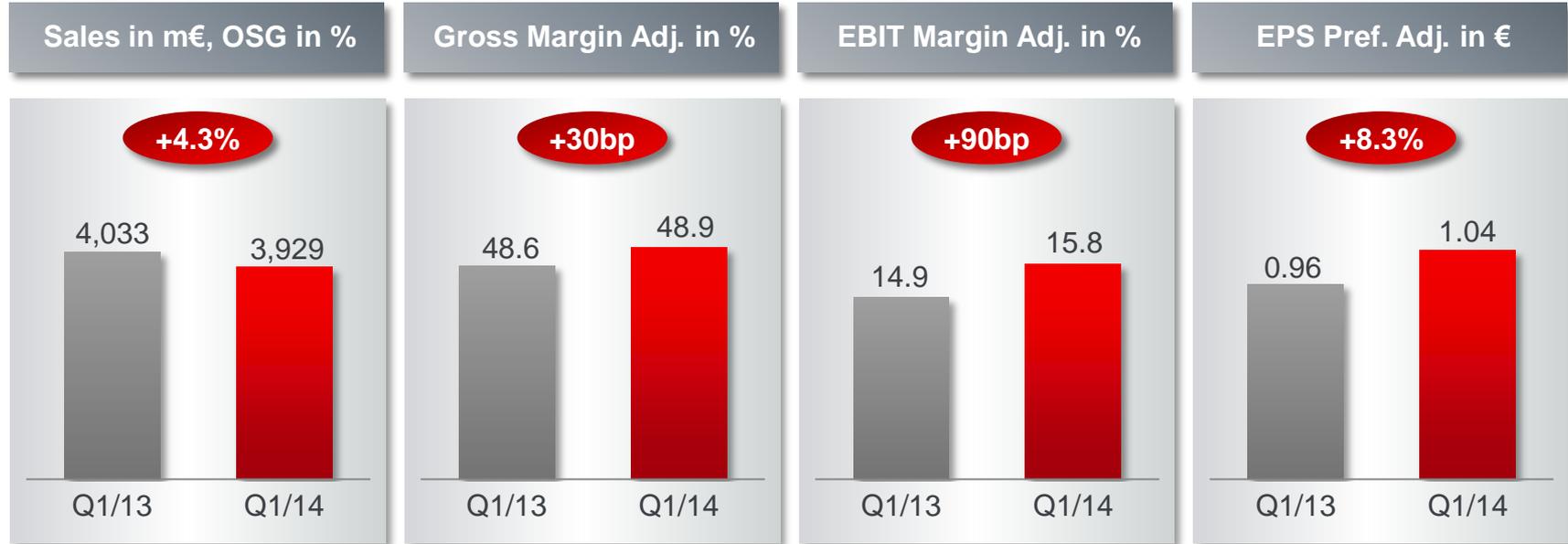
Agenda

1 Key developments Q1 2014

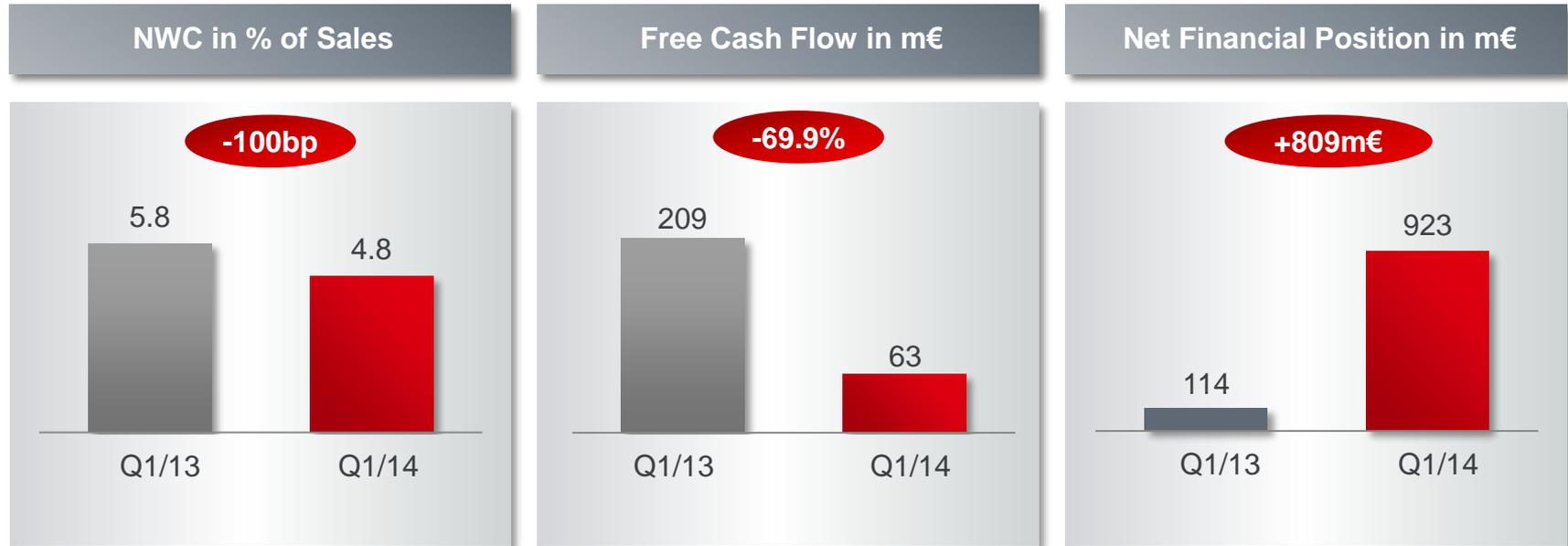
2 **Financials Q1 2014**

3 Summary & outlook FY 2014

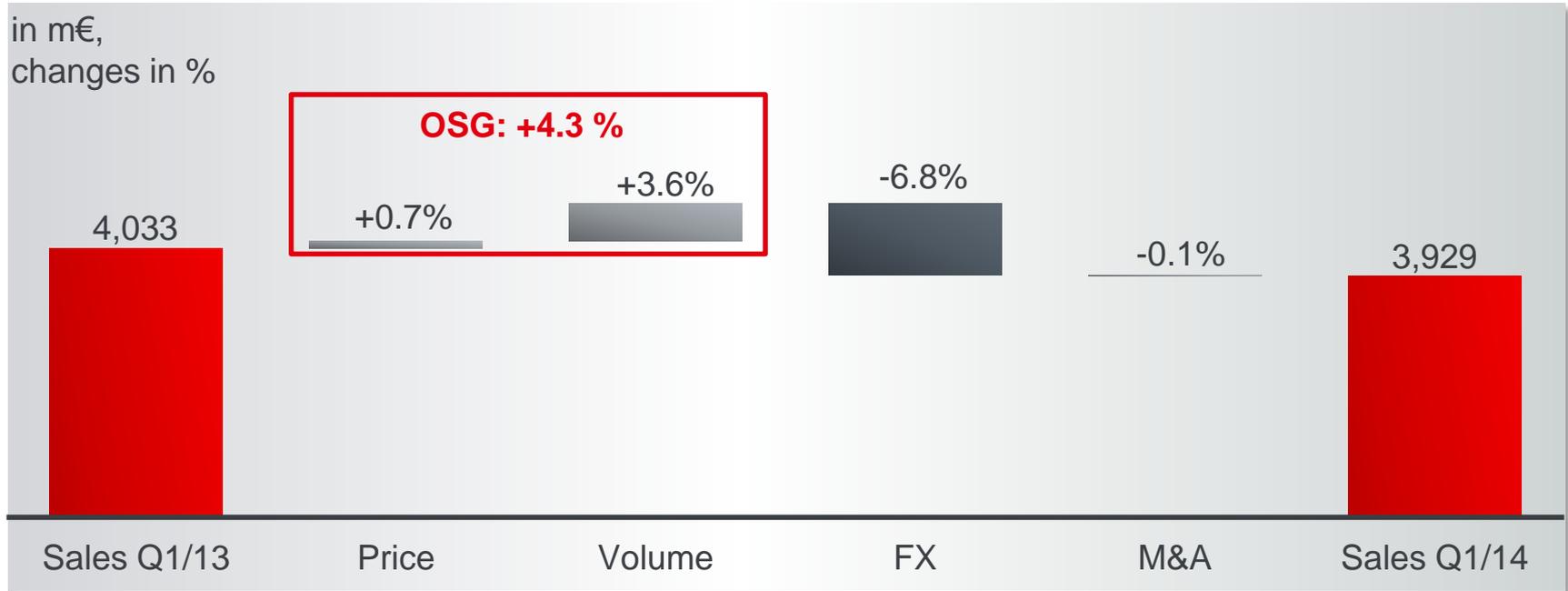
Further improvement of all key financial indicators



Disciplined cash management & strong financial position



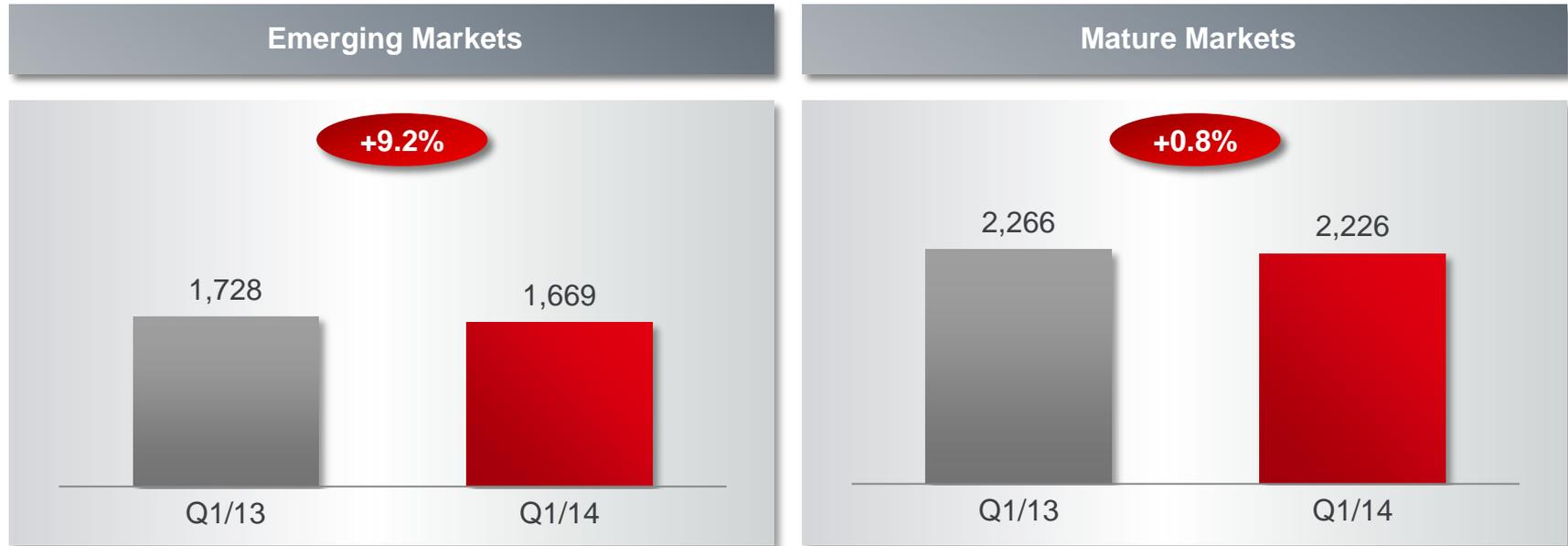
Solid organic sales growth, FX headwind persisting



- Strong FX headwind from Emerging Markets currencies and US-Dollar

Emerging Markets very strong, Mature Markets positive

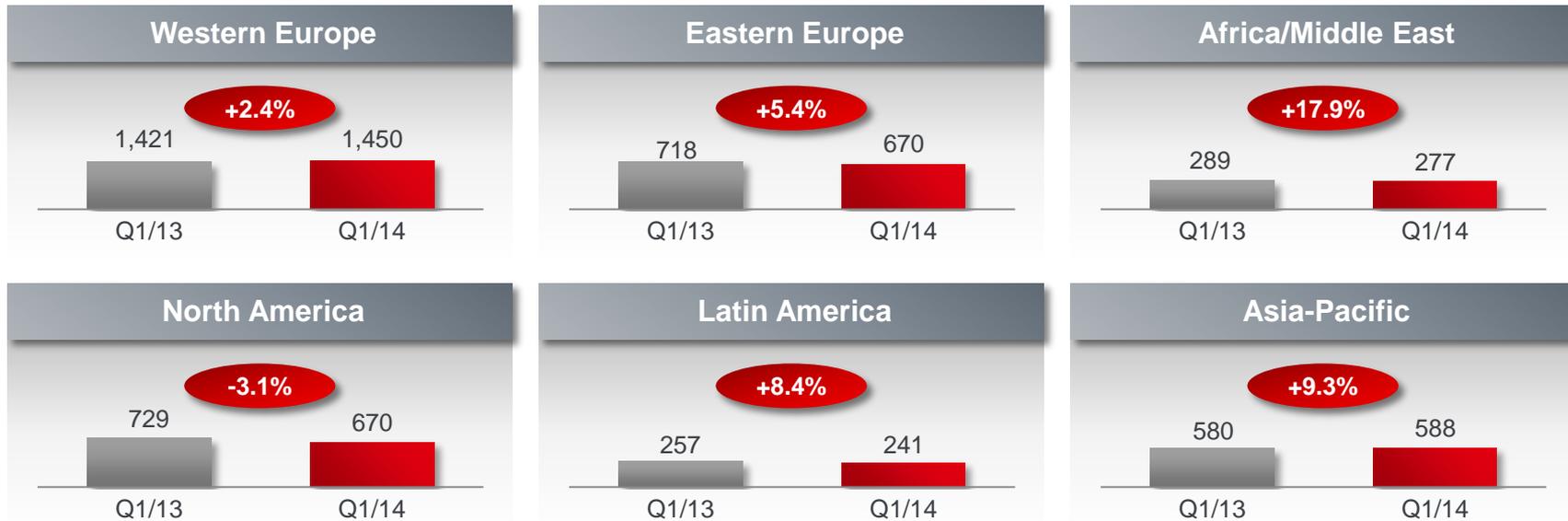
in m€, OSG in %



- Emerging Markets sales share of 42%

Broad-based growth across regions

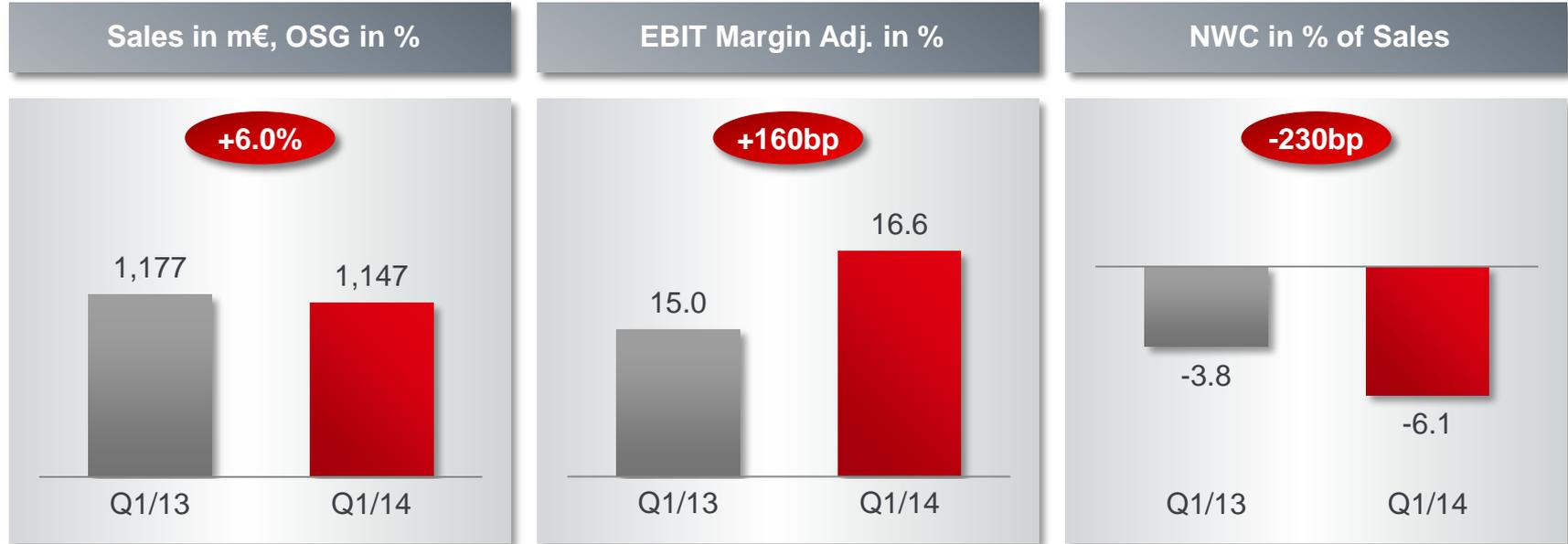
in m€, OSG in %



- BRIC with very strong organic sales growth
- United States with a difficult start, Japan showing first signs of recovery

Laundry & Home Care

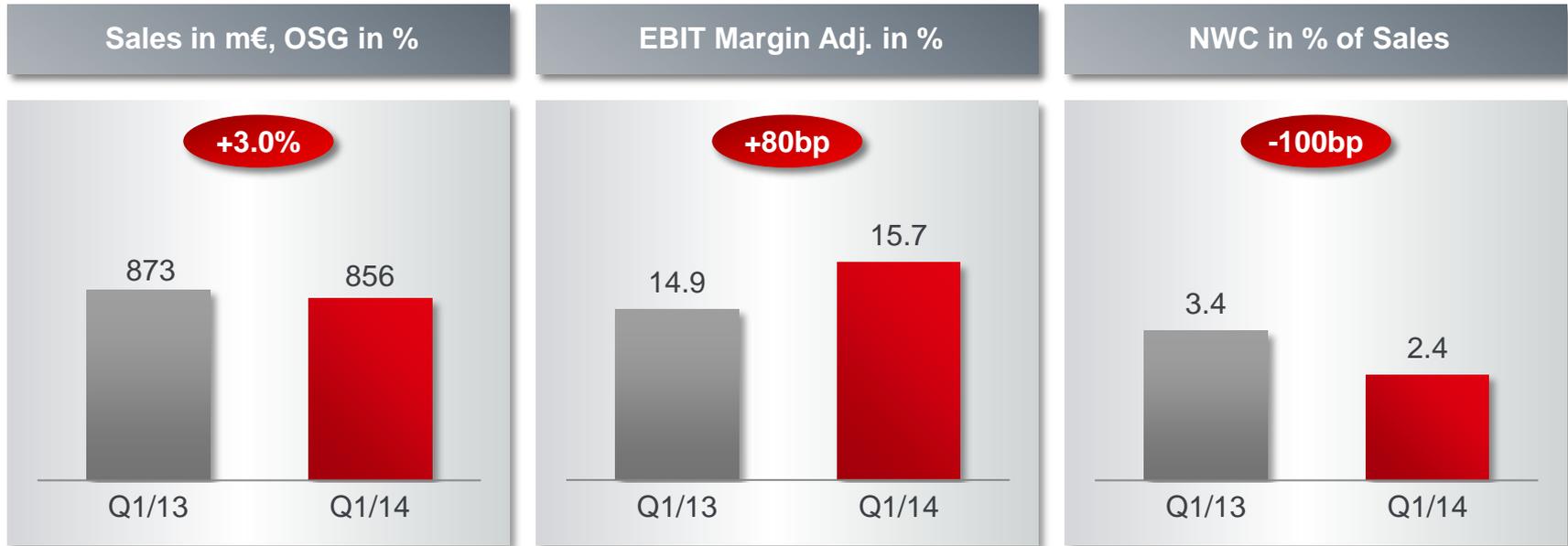
Fostering profitable growth path in Q1 2014



- OSG purely driven by volume
- Excellent EBIT margin increase driven by efficiency gains

Beauty Care

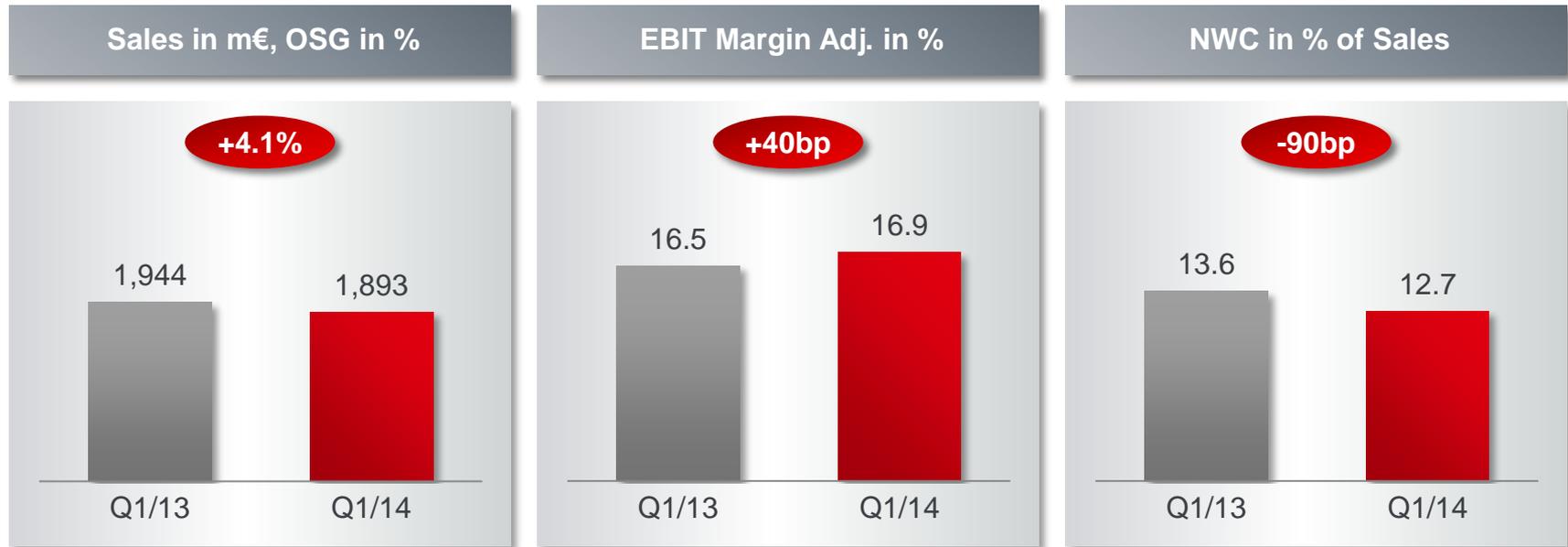
Fostering profitable growth path in Q1 2014



- OSG driven by 1.7% in price and 1.3% in volume
- Very strong EBIT margin increase driven by efficiency gains

Adhesive Technologies

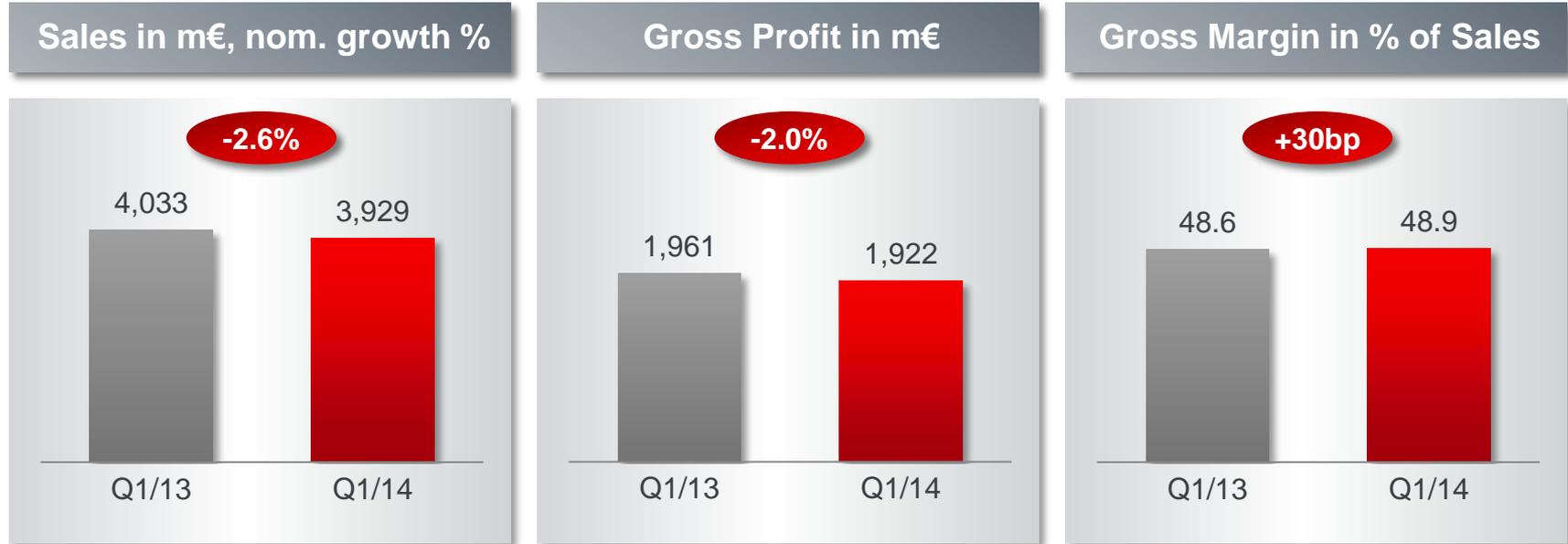
Fostering profitable growth path in Q1 2014



- OSG driven by 0.8% in price and 3.3% in volume
- Strong EBIT margin increase driven by portfolio optimization and efficiency gains

Gross margin further improved, on record level

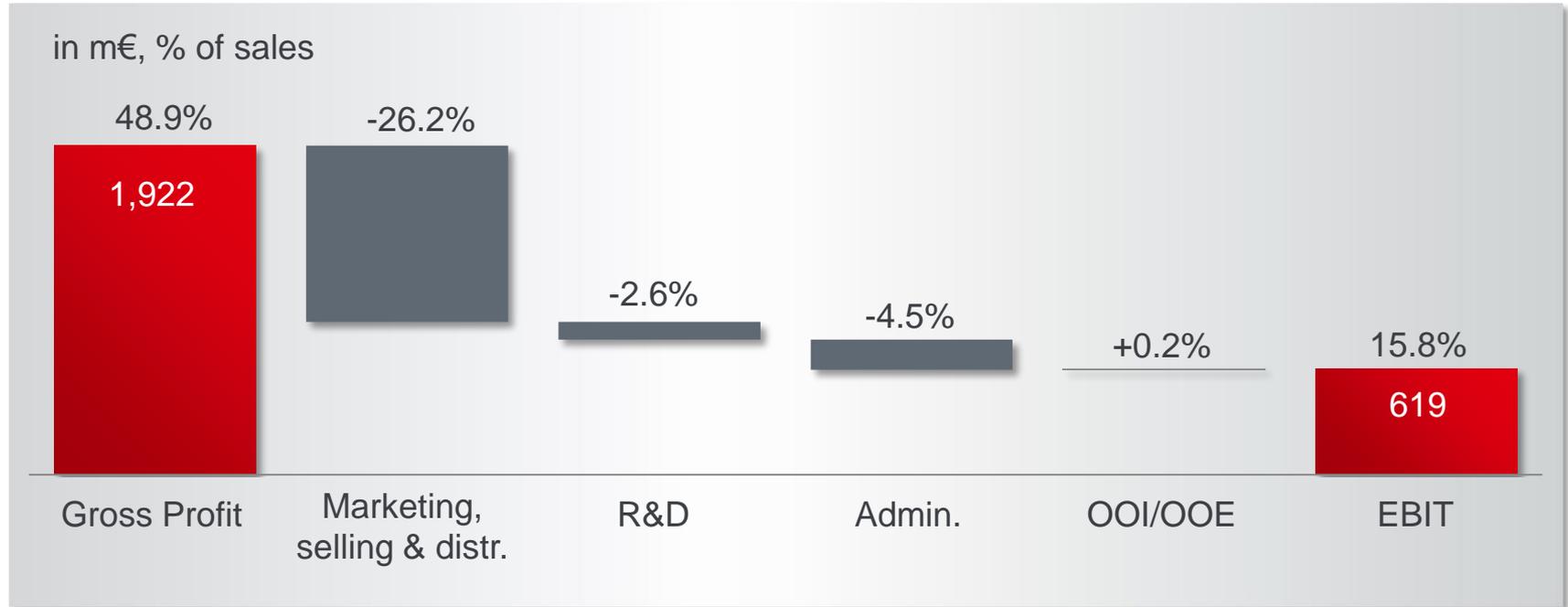
Income statement adjusted



- Gross margin enhanced by cost savings, portfolio optimization and selective price increases

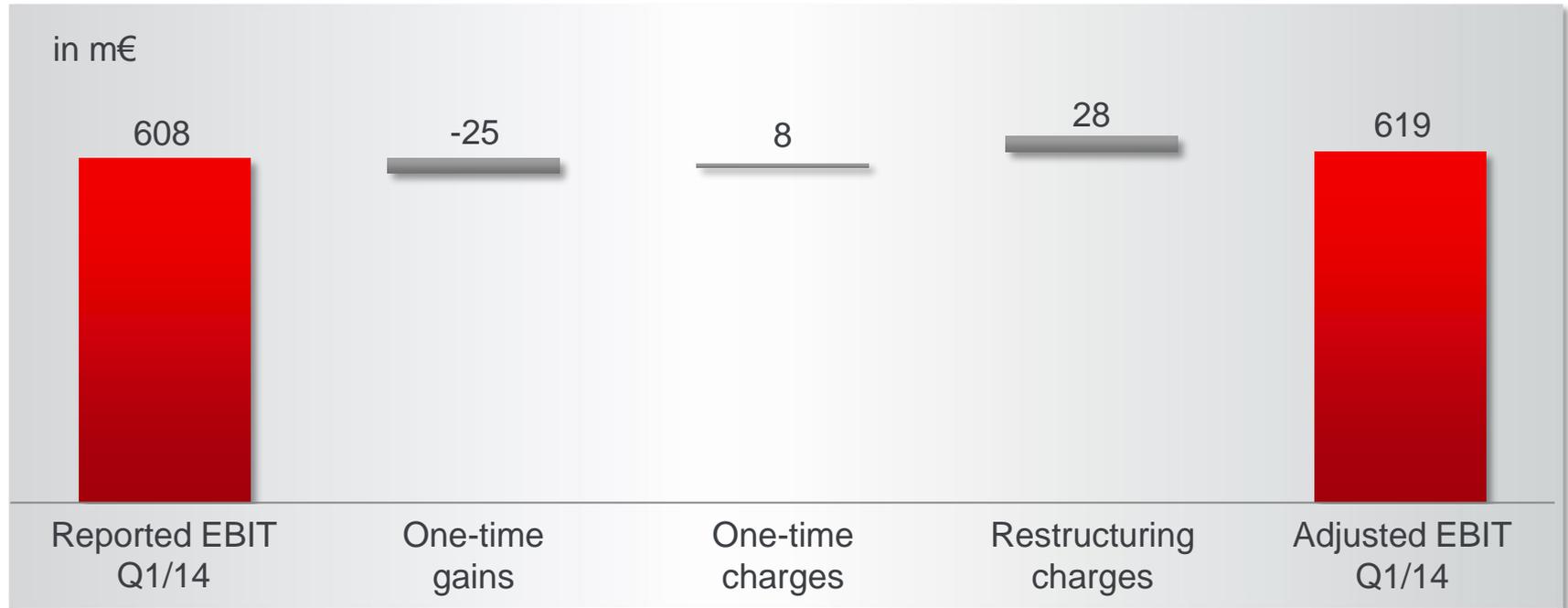
Very strong adj. EBIT margin increase, plus 90bp

Income statement adjusted

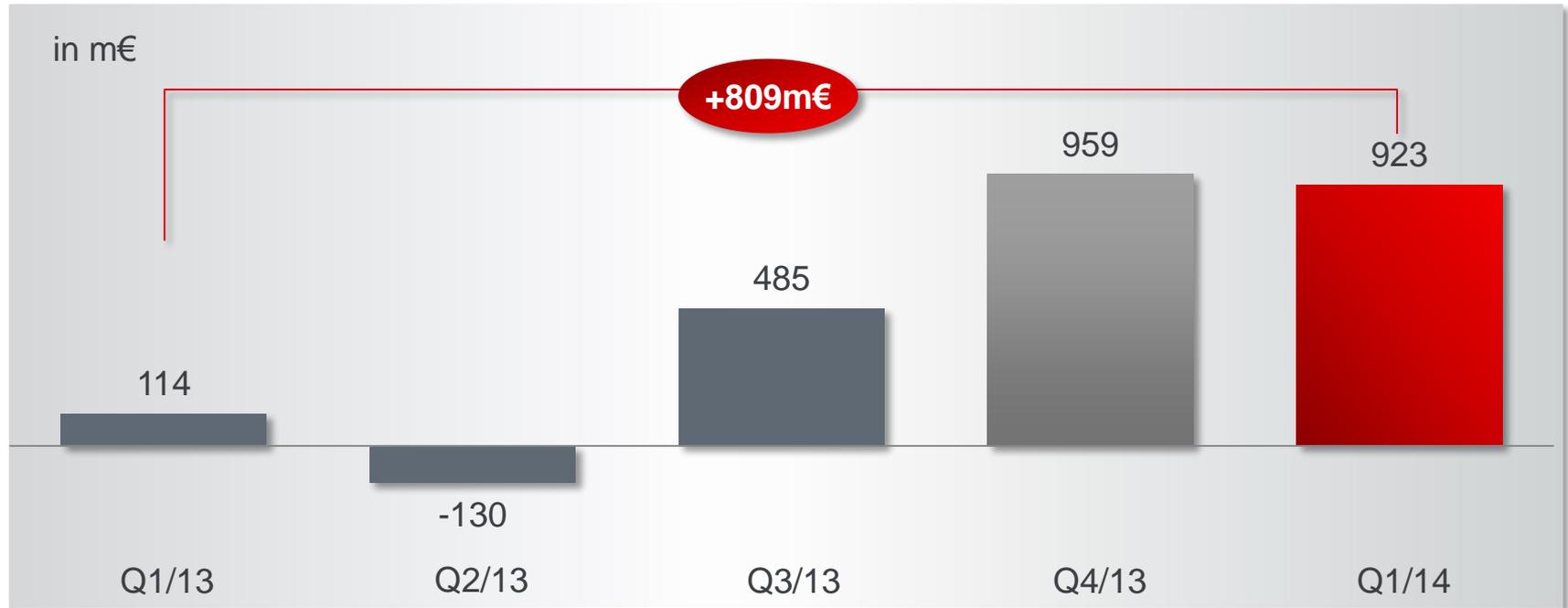


- Lower Marketing, selling & distribution expenses, mainly due to FX
- Administration expenses reduced compared to prior year's quarter

Continuous adaptation of our structures to the market



Strong net financial position



- Significant improvement compared to Q1 2013
- Ongoing high level despite increased investments in Q1 2014

Agenda

1 Key developments Q1 2014

2 Financials Q1 2014

3 Summary & outlook FY 2014

Good start into the year

- Continuation of profitable growth path
- Solid organic sales growth, driven by all business units
- Emerging Markets very strong, Mature Markets positive
- Very strong adj. EBIT margin development
- High single-digit adj. EPS growth

Counteracting headwind with operational excellence

- Persisting FX headwind, with impact particularly in the first nine months
- Strong innovation pipeline across all business units
- Focused and balanced investment in growth initiatives
- Continued strong focus on cost optimization

Guidance FY 2014 confirmed despite headwind

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



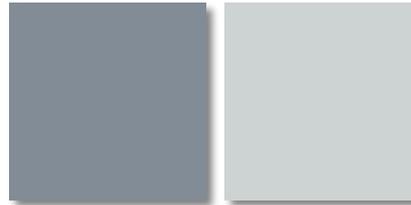
We will continue to adapt our structures to the market

Upcoming events

- June 4th, 2014
Investor & Analyst Day Beauty Care, Düsseldorf
- August 12th, 2014
Q2 2014 Financials
- November 11th, 2014
Q3 2014 Financials



Thank You!



Guidance FY 2014 for selected KPIs

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