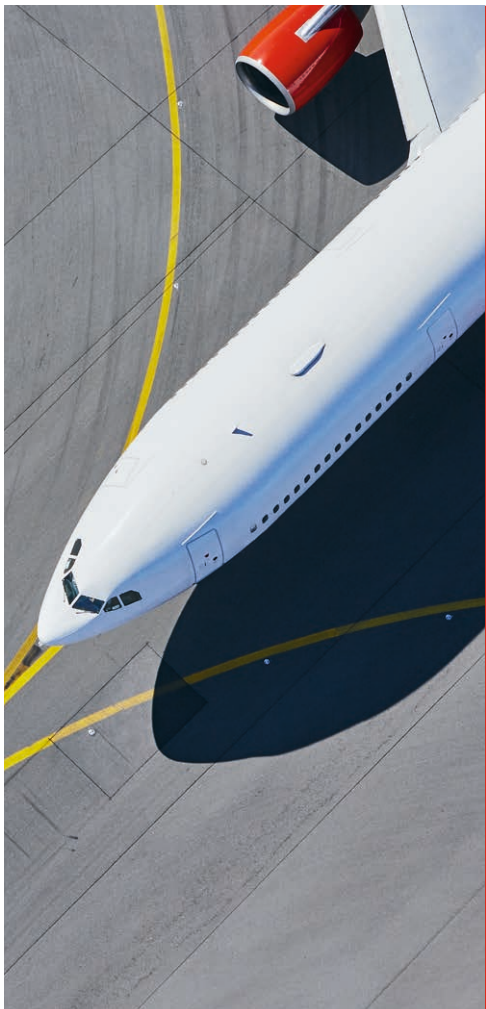
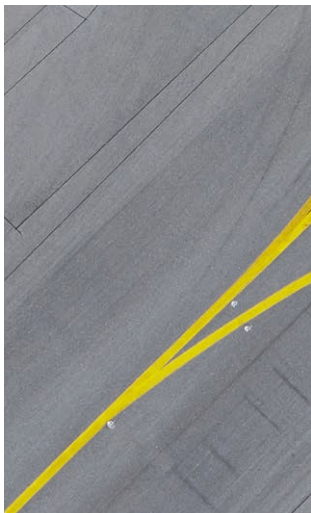


Facts & Figures 2019



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About Henkel

Fritz Henkel founded our company in 1876. With our three business units – Adhesive Technologies, Beauty Care and Laundry & Home Care – we hold leading market positions in both the industrial and consumer goods businesses. The products and technologies marketed under our strong brands – such as Loctite, Schwarzkopf and Persil – are an essential part of daily life for people in more than 100 countries.

Our actions are geared toward creating sustainable value. For our customers, our employees, our shareholders, and for society as a whole.

As pioneers in the field of sustainability, we want to achieve more with less resources. This ambition forms the core of our sustainability strategy, which is supported by our commitment to ensuring the health and quality of life of our employees, customers and consumers, as well as to protecting the environment.

What drives us

Our purpose

Creating sustainable value.

Our vision

Leading with our innovations, brands and technologies.

Our values

We put our **customers** and **consumers** 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 shape our future with a strong entrepreneurial spirit based on our **family business** tradition.



Henkel at a glance

Leading in
sustainability
+56%
resource
efficiency

Three business units

Adhesive Technologies
Beauty Care
Laundry & Home Care

Leading brands

LOCTITE


Schwarzkopf

Persil

More than
143 years
success with brands
and technologies

Around
36%
women
in management

More than
52,000
employees; 120 nationalities

Around
2,000
social projects
supported

Fiscal 2019

Sales

€ 20.1 bn

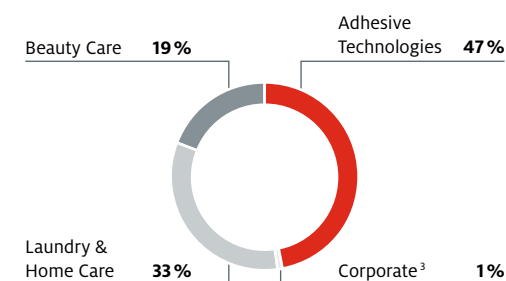
Nominal sales growth

+1.1%
+ 0.0 % organic

Adjusted¹ operating profit (EBIT)

€ 3,220 m

Sales by business unit



Adjusted¹ return on sales (EBIT)

16.0%
- 1.6 percentage points

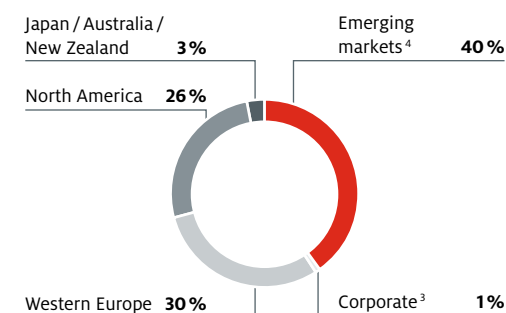
Adjusted¹ earnings per preferred share

€ 5.43
- 9.7%

Dividend per preferred share²

€ 1.85

Sales by region



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

² Proposal to shareholders for the Annual General Meeting on April 20, 2020.

³ Corporate = sales and services not assignable to the individual business units.

⁴ Eastern Europe, Africa / Middle East, Latin America, Asia (excluding Japan).

Our Management Board



Carsten Knobel

Chairman of the Management Board

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



Marco Swoboda

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

Born in Velbert, Germany,
on September 23, 1971;
with Henkel since 1997.



Sylvie Nicol

Executive Vice President Human Resources /
Infrastructure Services

Born in Paris, France,
on February 28, 1973;
with Henkel since 1996.



Jan-Dirk Auris

Executive Vice President Adhesive Technologies

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



Jens-Martin Schwärzler

Executive Vice President Beauty Care

Born in Ravensburg, Germany,
on August 23, 1963;
with Henkel since 1992.



Bruno Piacenza

Executive Vice President Laundry & Home Care

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

Adhesive Technologies

Our Adhesive Technologies business leads the global market with adhesives, sealants and coatings – for industrial applications as well as for consumers, craftsmen and the building sector. Our leading brand Loctite generates annual sales of more than 3 billion euros. Other top brands include Technomelt and Bonderite. We combine cutting-edge innovations and close partnerships with industrial customers around the world, enabling tailor-made solutions in the following business areas: Packaging and Consumer Goods Adhesives, Transport and Metal, General Industry, and Electronics. In 2019, we generated around 30 percent of our sales with products launched onto the market in the last five years.

 www.henkel.com/brands-and-businesses/adhesive-technologies

Top brands

LOCTITE

TECHNOMELT

BONDERITE

Key financials 2019

Sales

€ 9,461 m

Organic sales growth

–1.5%

Adjusted¹ operating profit (EBIT)

€ 1,712 m

Adjusted¹ return on sales (EBIT)

18.1%

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

High-impact solutions for the aerospace industry

Global air traffic is increasing year by year and, with it, the demand from aircraft manufacturers for innovative solutions to enable lightweight construction and reduce fuel consumption. Henkel responded to this challenge in 2019 by investing around 35 million euros in a new European production facility for aerospace applications in Montornès del Vallès, Spain. The intelligent building is equipped with modern systems to offer our customers maximum transparency and traceability. The new site also meets the highest standards of sustainability. When planning the manufacturing facility, we used digital simulations to ensure maximum production process efficiency.



Beauty Care

Our Beauty Care business operates worldwide with products in the Hair Cosmetics, Body Care, Skin Care and Oral Care segments. We hold leading positions in numerous markets and categories with internationally renowned brands like Schwarzkopf, Dial and Syoss. In addition to our consumer brands, our portfolio also includes products for professional hairdressers, who define new trends through their creativity. In our Hair Salon business, brands such as Schwarzkopf Professional, Sexy Hair and Kenra rank us among the top three businesses in this segment globally. Fiscal 2019 saw us further strengthen our business, for example by investing in eSalon.com. In 2019, we generated around 45 percent of our sales with products launched onto the market in the last three years.

 www.henkel.com/brands-and-businesses/beauty-care

Top brands



syoss

Key financials 2019

Sales

€ 3,877 m

Organic sales growth

–2.1%

Adjusted¹ operating profit (EBIT)

€ 519 m

Adjusted¹ return on sales (EBIT)

13.4%

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

Natural beauty

There is increasing demand from our customers and consumers for hair and skin care products based on natural ingredients from renewable sources. In response to this global trend, we incorporated numerous products and innovations in our portfolio. Nature Box body and hair care products, for example, are inspired by nature, with formulations that have been optimized to sustain performance and effectiveness. Our brand N.A.E. is organically certified and offers a wide range of body and face care products based on natural ingredients. Together with professional hairdressers, we have developed a new premium brand: Authentic Beauty Concept. The formulations for these care and styling products are vegan and free from sulfates, parabens, silicones and artificial colorants.



Laundry & Home Care

Our Laundry & Home Care business holds leading positions in many global markets to which it provides strong brands and innovations in the Laundry Care (laundry detergents) and Home Care (cleaning products) business areas. Its major brands are Persil, all and Bref. The product portfolio ranges from heavy-duty and specialty detergents, laundry additives, dishwashing products, hard surface and WC cleaners, to air fresheners and insect control products. In this business, too, innovations play a key role in ensuring success: In 2019, we generated around 45 percent of our sales with products launched onto the market in the last three years.

 www.henkel.com/brands-and-businesses/laundry-and-home-care

Top brands

Persil



Bref

Key financials 2019

Sales

€ 6,656 m

Adjusted¹ operating profit (EBIT)

€ 1,096 m

Organic sales growth

+3.7%

Adjusted¹ return on sales (EBIT)

16.5%

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

More performance through innovation

112 years old yet forever modern – our iconic Persil brand is constantly reinventing itself. Innovative technologies and formulations have enabled Persil to evolve into an international top brand with a presence in more than 50 markets around the globe. The most recent innovation: Persil 4-in-1 Discs with four chambers. Each disc combines stain remover and brightener with fabric care and a fresh fragrance – for outstanding deep cleanliness. Persil 4-in-1 Discs come in a biodegradable film that dissolves on contact with water. The active ingredients are already pre-measured. This enables consumers to use the exact amount needed and thus makes an important contribution to sustainability.



Finance

Efficient and flexible processes enable the successful development of our business units in a volatile market environment. We steer our workflows with a holistic and integrated approach in the different areas of our Finance organization: in Financial Management, Purchasing, Supply Chain, in our Integrated Business Solutions organization and in seven Shared Service Centers worldwide. Standardization, automation and digitalization improve not only efficiency, but also agility. This allows us to make further investments and respond better, both to the increasing volatility in our markets and to upcoming consumer trends.

Free cash flow¹

€ 2,471 m

Acquisitions / Capital expenditures¹

around € 1.3 bn

Net working capital as a percentage of sales¹

3.9%

Tax rate¹

25.2%

 www.henkel.com/spotlight/features/industry-4-0

¹ Related to fiscal 2019.

Data-driven. Automated. Smart.

Henkel already uses 250 software robotics applications in its Shared Service Centers. They are taking on increasingly complex tasks, are constantly learning by doing thanks to artificial intelligence, and are thus enabling the further automation of numerous processes. We analyze around 1 billion data points in our supply chain every day. Our new value chain steering tool enables us to link purchasing, logistics, production and sales data and to combine them with real-time analyses. As a result, we can analyze in just a few seconds how price fluctuations or raw material shortages might impact our supply chains and production activities.



People

An international and diverse environment where more than 52,000 employees working in 78 countries perform exciting jobs that enable them to develop entrepreneurial spirit and take full responsibility for their own projects – that is what working at Henkel is all about. We promote an open and appreciative culture, and encourage the professional and personal development of our employees. We view diversity as a competitive factor, which is why we specifically foster a balance between career and family life. The success of these efforts is proven by the fact that more than one third of our managers are female. The social engagement of our employees is also something we value highly, which is why we support their participation in volunteering activities, social projects and sustainability initiatives around the world.

 www.henkel.com/careers

Employees

more than **52,000**

Nationalities of our employees

120

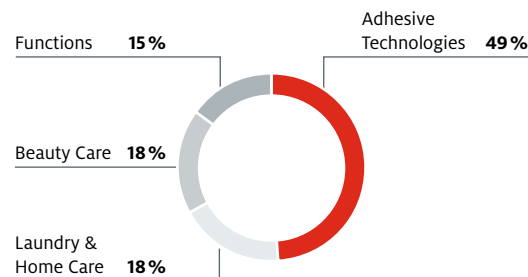
Share of female managers

35.7%

Online courses offered to employees

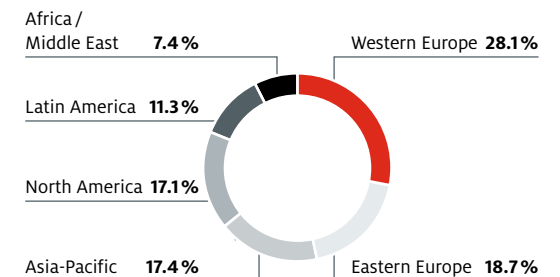
more than **9,500**

Employees by organizational unit



At December 31, 2019

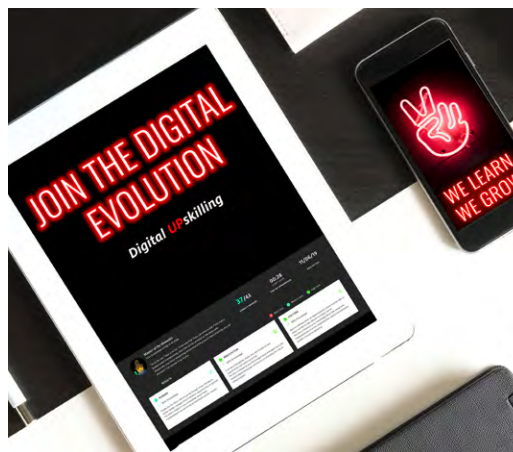
Employees by region



At December 31, 2019

Fit for the digital future

The aim of our global Digital Upskilling initiative is to make all our employees fit for the future. The first step is a profound analysis of the status quo. This comprises fun tests on general knowledge (Digital BaseFit) as well as an advanced review of experts' skills targeted to specific job roles (Digital ExpertFit). The findings form the basis for individual training and upskilling programs. The personalized learning paths are available on a digital learning platform that our employees can access anytime, anywhere. We aim to help our people improve their digital knowledge and to encourage lifelong learning.



Sustainability

Henkel is a pioneer in the field of sustainability. This underpins all our actions and is firmly anchored in our corporate values. We are aware of the high expectations of our stakeholders. They want to understand the impact of our production, products and services along the value chain. Our long-term sustainability strategy provides a clear framework for meeting the associated demands. Everything we do is aligned to creating more value for our customers, consumers, neighbors and our own company – while at the same time reducing our carbon footprint – through innovations and partnerships with suppliers, customers, business partners and organizations. The success of these efforts is proven by the fact that our accomplishments and progress on this journey are regularly recognized by international rating agencies.

 www.henkel.com/sustainability

Excellent performance in ratings and rankings



Overall efficiency
improved by¹

+56%

Improved safety
per million hours worked¹

+42%

Less CO₂ emissions
per ton of product¹

–31%

Plastic gathered in the Plastic
Bank collection centers in Haiti

200 tons

¹ Figures relate to fiscal 2019 compared to the base year 2010.

² Excluding adhesive products where residue may affect recyclability or pollute recycling streams.

Working together to develop solutions for sustainable packaging

Dealing with plastic waste is a challenge the whole world is facing. We are aware of our responsibility to help find solutions for sustainable packaging. Which is why we aim to reduce, avoid and recycle packaging waste. Committed to the concept of a circular economy, we are purchasing increasing volumes of materials from sustainable sources and introducing smart packaging designs to further close the loop. By 2025, we want all our packaging to be recyclable or reusable.² We also engage in global partnerships, such as the “Alliance to End Plastic Waste,” and are, for example, collaborating with the social enterprise Plastic Bank to promote plastic waste collection in developing countries.



Social engagement

Corporate citizenship has been an essential part of our corporate culture ever since the company was established. Our commitment to social responsibility goes beyond direct business interests and was the driving force behind the creation of the foundation Fritz Henkel Stiftung in 2011. Our social engagement is based on four pillars: corporate volunteering, social partnerships, brand engagement and emergency aid. Henkel and Fritz Henkel Stiftung support projects in the areas of education and science, social need, art and culture, fitness and health, and the environment. By 2020, we aim to improve the quality of life of 10 million people.

 www.henkel.com/spotlight/features/social-engagement



Corporate volunteering

We support active and retired employees in their voluntary social engagement through the "MIT Volunteering" program.



Brand engagement

In addition to Henkel's social engagement, our brands are also involved in partnerships with social initiatives and public institutions around the world.



Social partnerships

In social partnerships, we support social initiatives and public institutions at Henkel sites around the world.



Emergency aid

After natural disasters, Henkel responds quickly and pragmatically, providing aid through the foundation Fritz Henkel Stiftung.

Engaging for a better world

We supported around 2,000 social projects in 2019, reaching more than 1,324,000 people. For instance, since 2012, our employees have served as Sustainability Ambassadors in their communities and shared with some 170,000 schoolchildren around the world how to act more sustainably in daily life. Since 2016, we have supported around 125,000 women and girls in the course of Schwarzkopf's "Million Chances" initiative. Ever since 1998, our "MIT Volunteering" program (Make an Impact on Tomorrow) has been encouraging the voluntary social engagement of our active and retired employees. The total amount of funds donated reached around 8.1 million euros this past year.



Want to learn more about Henkel?

Find more information about our company:

 www.henkel.com

Our financial publications:

 www.henkel.com/reports

Our sustainability publications:

 www.henkel.com/sustainability/reports

Our career offers:

 www.henkel.com/careers

Or download the Henkel app for iOS or Android:



Spotlight magazine

How is digitalization shaping our future? How can we encourage a responsible approach to plastic? What does “New Work” mean for an international corporation? Discover stories, expert interviews, extensive features and guest articles in our digital magazine.

Curious? Please visit:

 www.henkel.com/spotlight

Joining Henkel

Whether you are at school or university, entry level or a seasoned professional: The careers section on our website provides all the information you need about what it means to work for Henkel, what exciting jobs we offer, and how to apply for them.

Find more information:

 www.henkel.com/careers

Henkel on Social Media



www.linkedin.com/company/henkel



www.twitter.com/henkel



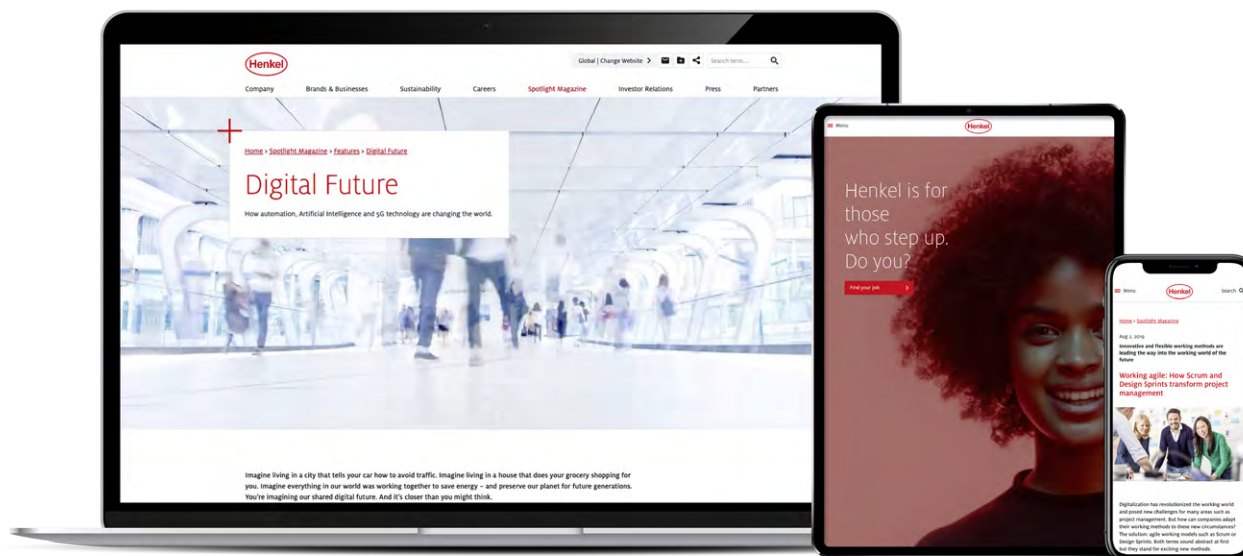
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www.instagram.com/henkel



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Financial calendar

Annual General Meeting

Henkel AG & Co. KGaA 2020:

Monday, April 20, 2020

Publication of Statement

for the First Quarter 2020:

Monday, May 11, 2020

Publication of Report

for the Second Quarter / Half Year 2020:

Thursday, August 6, 2020

Publication of Statement

for the Third Quarter / Nine Months 2020:

Tuesday, November 10, 2020

Publication of Report

for Fiscal 2020:

Thursday, March 4, 2021

Annual General Meeting

Henkel AG & Co. KGaA 2021:

Friday, April 16, 2021

