

# Facts and Figures 2011



Excellence is our Passion

## Henkel around the world

Henkel operates worldwide with leading brands and technologies in three business sectors: Laundry & Home Care, Cosmetics/Toiletries 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 more than 47,000 people and reported sales of 15,605 million euros and adjusted operating profit of 2,029 million euros in fiscal 2011. Henkel's preferred shares are listed in the German stock index DAX and the company ranks among the Fortune Global 500.

 [www.henkel.com](http://www.henkel.com)



## Henkel at a glance 2011

More than

**47,000**

employees

More than

**120**

nations represented by  
our people

**15.6 billion euros**

sales

**+5.9%**

organic sales growth

**2 billion euros**

adjusted<sup>1</sup> operating profit (EBIT)

**13.0%**

adjusted<sup>1</sup> return on sales (EBIT)

**3.14 euros**

adjusted<sup>1</sup> earnings per preferred share (EPS)

**0.80 euros**

dividend per preferred share<sup>2</sup>

**42%**

of our sales generated in  
the emerging markets

**42%**

of our sales generated by  
our top 10 brands

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

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 16, 2012.

## 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 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.

Read more about how more than 47,000 Henkel employees around the globe live up to this commitment in our Annual Report and Sustainability Report as well as on the internet:

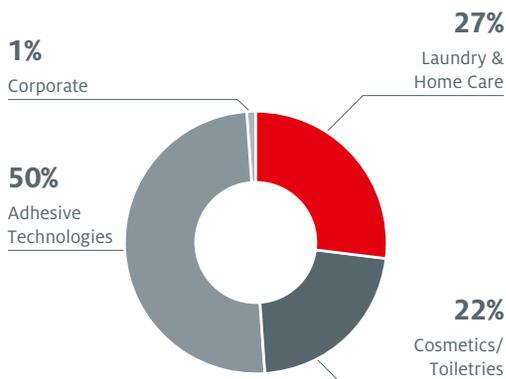
 [www.henkel.com/corporatereport](http://www.henkel.com/corporatereport)



## Our business sectors

Henkel offers brands and technologies on a global scale. To this end, we have divided our operations into three business sectors: Laundry & Home Care, Cosmetics/ Toiletries and Adhesive Technologies. In 2011 we achieved 42 percent of our sales with our top 10 brands. And 42 percent of our global revenue was attributable to our emerging markets.

### Sales by business sector



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

## Laundry & Home Care

Leading market positions worldwide. Achieving profitable growth through appealing innovations under strong brands, aligned to exacting customer demands. Expanding our strong market position in Europe and extending our presence in North America and – selectively – in the emerging markets.

### Top brands

**Persil** **Purex** **Dixan**

### Key financials

**+2.9%**  
organic  
sales growth

in million euros	2010	2011	+/-
Sales	4,319	4,304	-0.3%
Operating profit (EBIT)	542	511	-5.8%
Adjusted <sup>1</sup> operating profit (EBIT)	562	570	1.4%
Return on sales (EBIT)	12.6%	11.9%	-0.7 pp
Adjusted <sup>1</sup> return on sales (EBIT)	13.0%	13.2%	0.2 pp

pp = percentage points

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

## Cosmetics/Toiletries

Leading market positions worldwide. Achieving profitable growth through appealing innovations under strong brands, aligned to exacting customer demands. Expanding our strong market position in Europe and extending our presence in North America and – selectively – in the emerging markets.

### Top brands



### Key financials

**+5.4%**  
organic  
sales growth

in million euros	2010	2011	+/-
Sales	3,269	3,399	4.0%
Operating profit (EBIT)	411	471	14.6%
Adjusted <sup>1</sup> operating profit (EBIT)	436	482	10.5%
Return on sales (EBIT)	12.6%	13.8%	1.2 pp
Adjusted <sup>1</sup> return on sales (EBIT)	13.3%	14.2%	0.9 pp

pp = percentage points

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

## Adhesive Technologies

Leading our markets worldwide. Achieving profitable growth through innovations under strong brands, efficient processes and a firm focus on our customers. Developing new applications and growth potential in all regions of the world.

### Top brands



### Key financials

**+8.3%**  
organic  
sales growth

in million euros	2010	2011	+/-
Sales	7,306	7,746	6.0%
Operating profit (EBIT)	878	1,002	14.1%
Adjusted <sup>1</sup> operating profit (EBIT)	938	1,075	14.7%
Return on sales (EBIT)	12.0%	12.9%	0.9 pp
Adjusted <sup>1</sup> return on sales (EBIT)	12.8%	13.9%	1.1 pp

pp = percentage points

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

## Our sustainability strategy

### Achieving more with less

Commitment to leadership in sustainability is one of our core corporate values. Maintaining a balance between economic success, protection of the environment, and social responsibility has been fundamental to our corporate culture for decades.

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. It is underpinned by our more than 47,000 employees around the world, who have firmly embraced the principles of sustainable development in their daily work and think and act accordingly.

At the heart of our new sustainability strategy is the idea: Achieving more with less. We want to create more



Our goal is to become three times more efficient by 2030. We call this "Factor 3." That means tripling the value we create through our business activities in relation to the ecological footprint made by our products and services.

value – for our customers and consumers, for the communities we operate in, and for our company – while reducing our ecological footprint at the same time. To accomplish this, we need innovations, products and technologies that can enhance quality of life while using less input materials. Building on our decades of experience in sustainable development, we aim to work together with our suppliers, customers, and consumers to develop viable solutions for the future. By doing so, we will be contributing both to sustainable development and to our company's economic success.

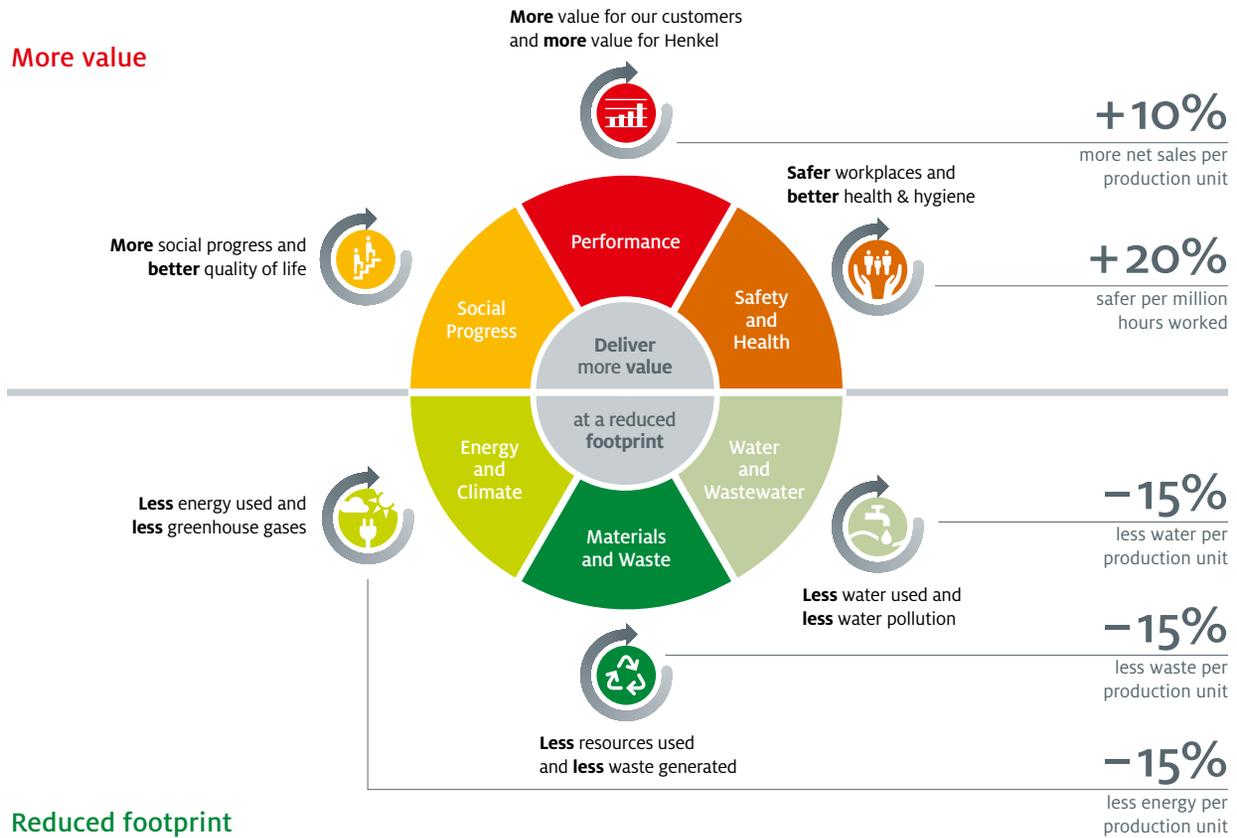
### Our goal for 2030: Triple our efficiency

Over the next 20 years, we want to triple the value we create through our business operations in relation to their ecological footprint. We call this ambition of becoming three times more efficient "Factor 3." To reach this ambitious 20-year goal, we will have to improve our efficiency by an average of 5 to 6 percent each year. We have therefore set concrete 5-year targets for six focal areas. These reflect the challenges of sustainable development as they relate to our operations.

[www.henkel.com/sustainability](http://www.henkel.com/sustainability)

## Our focal areas and our targets for 2015

### More value



## Employees

### “ONE Henkel – many different people”

As a globally operating company, Henkel employs people from more than 120 nations – 80 percent of our people work outside of Germany. This international character and diversity call for a shared vision and actively lived corporate values as elements that unite us worldwide. Through our vision and values, we aim to establish a winning culture at Henkel. This culture is shaped by people with an entrepreneurial spirit. It demands individual responsibility, rewards personal best performances, and is based on fairness and team spirit. Its foundations are always to be found in the behavioral rules established in our Code of Conduct – such as respect for the personal dignity and privacy rights of all employees and adherence to the principles of equality and fairness.

We support the continuous development of a winning culture through our human resources management policies. These cover all human resources activities, from employee recruitment and staff retention to education and training programs, including topics such as diversity, performance assessment, compensation, and health management.

### Diversity – an asset for a global company

We value the diversity of our people as an important asset for our company. We are convinced that the different cultures and competencies of our employees help us to better understand our markets and to ensure long-term business success. We thus aim for the experience, skills and talents of our people to reflect the diversity of



The purpose of our new employer branding campaign is to position Henkel specifically as an employer of choice. Its design elements serve as an effective eye-catcher in our information booths at graduate fairs.

[www.henkel.com/careers](http://www.henkel.com/careers)

our markets. We want the best teams – regardless of age, gender and nationality. When we appoint someone to a position, the only criteria that matter to us are competence, potential and performance, and not the filling of quotas.

Across the company, we focus our activities on three dimensions: internationality, gender and age/experience. In 2011, the main emphasis was on fostering women in management positions. Over the past few years, we have already increased the share of women in managerial positions to some 30 percent. In the coming years, we intend to raise this figure at an average rate of up to two percentage points per year throughout the Group. Already at the recruitment stage, we pay special attention to achieving gender balance.

[www.henkel.com/diversity](http://www.henkel.com/diversity)

## German Diversity Award

Henkel, McKinsey & Company and the “WirtschaftsWoche” magazine presented the German Diversity Award in 2011 for the first time. The award is supported by “Charta der Vielfalt” (Diversity Charter), an initiative whose aim is to promote diversity in business enterprises. It is conferred on employers, individuals and innovative projects in recognition of the successful way they use diversity and diversity management to promote a diversity culture in corporate Germany. [www.diversity-preis.de](http://www.diversity-preis.de)

Employees  
by region in 2011



- 32 % Western Europe
- 19 % Eastern Europe
- 11 % Africa/Middle East
- 11 % North America
- 8 % Latin America
- 19 % Asia-Pacific

Employees  
by business sector



- 20 % Laundry & Home Care
- 16 % Cosmetics/Toiletries
- 51 % Adhesive Technologies
- 13 % Functions

## We get involved



In 2012, Henkel opened up its “Forscherwelt” lab complex to elementary school children in the Düsseldorf area with the aim of kindling their curiosity in the sciences. All materials and equipment for this facility, which has been especially designed with children in mind, are provided by the company. [www.henkel-forscherwelt.de](http://www.henkel-forscherwelt.de)

Social engagement – or corporate citizenship – has always been an integral part of our sense of responsibility as a company. This is a tradition that dates back to our founder, Fritz Henkel, and is firmly anchored in our corporate values. Together with employees and retirees, customers, consumers and non-profit organizations, we are involved all over the world. We support the social volunteering engagement of our employees, sponsor charitable initiatives around the world and provide emergency aid for disaster relief. Our donations in 2011 totaled some 6 million euros.

[www.henkel.com/corporate-citizenship](http://www.henkel.com/corporate-citizenship)

## Our Management Board



**Dr. Lothar Steinebach**  
Executive Vice President  
Finance (CFO) /  
Purchasing / IT / Legal

Born in Wiesbaden,  
Germany,  
on January 25, 1948;  
with Henkel since 1980.

**Kathrin Menges**  
Executive Vice President  
Human Resources

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

**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.

**Bruno Piacenza**  
Executive Vice President  
Laundry & Home Care

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

**Hans Van Bylen**  
Executive Vice President  
Cosmetics/Toiletries

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

## How Henkel performed in 2011

in million euros	2010	2011	+/-
Sales	15,092	15,605	3.4%
Operating profit (EBIT)	1,723	1,857	7.8%
Adjusted <sup>1</sup> operating profit (EBIT)	1,862	2,029	9.0%
Return on sales (EBIT) in %	11.4	11.9	0.5 pp
Adjusted <sup>1</sup> return on sales (EBIT) in %	12.3	13.0	0.7 pp
Net income	1,143	1,283	12.2%
– attributable to non-controlling interests	25	30	20.0%
– attributable to shareholders of Henkel AG & Co. KGaA	1,118	1,253	12.1%
Earnings per preferred share in euros	2.59	2.90	12.0%
Adjusted <sup>1</sup> earnings per preferred share in euros	2.82	3.14	11.3%
Return on capital employed (ROCE) in %	14.9	16.6	1.7 pp
Capital expenditures on property, plant and equipment	240	384	60.0%
Research and development expenses	391	410	4.9%
Number of employees (December 31)	47,854	47,265	-1.2%
Dividend per ordinary share in euros	0.70	0.78 <sup>2</sup>	11.4%
Dividend per preferred share in euros	0.72	0.80 <sup>2</sup>	11.1%

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

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 16, 2012.

pp = percentage points

## Shares

Overall, the price of Henkel shares decreased slightly in the course of 2011. In the wake of the growing severity of the debt crisis and the associated recession fears, the DAX experienced a decline of 14.7 percent compared to the closing figure for the preceding year. The industry benchmark in the form of the Dow Jones Euro Stoxx Consumer Goods Index decreased 9.6 percent. Within this market environment, the price of Henkel preferred shares fell to 44.59 euros, closing the year 4.2 percent below the prior-year level. Our ordinary share prices likewise declined slightly, ending the year 3.1 percent down at 37.40 euros. This means our shares withstood

the general decline better than both the DAX and the shares representing the consumer goods sector.

For long-term investors, Henkel's shares remain an attractive investment. Since it was first issued in 1985, the Henkel preferred share has generated an average yield of 10.6 percent per year. Over the same period, DAX tracking would have provided an annual yield of 6.4 percent.

More information about the Henkel shares:

 [www.henkel.com/ir](http://www.henkel.com/ir)

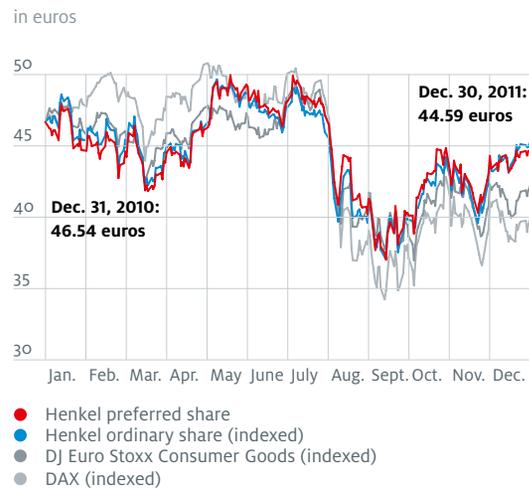
### Key data on Henkel shares 2009 to 2011

in euros	2009	2010	2011
<b>Earnings per share</b>			
Ordinary share	1.38	2.57	2.88
Preferred share	1.40	2.59	2.90
<b>Dividends</b>			
Ordinary share	0.51	0.70	0.78 <sup>2</sup>
Preferred share	0.53	0.72	0.80 <sup>2</sup>
<b>Market capitalization<sup>1</sup></b>			
in bn euros	14.6	18.3	17.6
Ordinary share in bn euros	8.1	10.0	9.7
Preferred share in bn euros	6.5	8.3	7.9

<sup>1</sup> Closing share prices, Xetra trading system.

<sup>2</sup> Proposal to shareholders for the Annual General Meeting on April 16, 2012.

### Henkel share performance versus market January through December 2011



## Credits

### Published by

Henkel AG & Co. KGaA  
40191 Düsseldorf, Germany  
Phone: +49 (0)211-797-0

© 2012 Henkel AG & Co. KGaA

### Edited by:

Corporate Communications

### Design and production:

mpm Corporate Communication Solutions, Mainz

**Photographs:** Claudia Kempf, Rüdiger Nehmzow;  
Henkel

**Printed by:** Druckpartner, Essen

PR no.: 03 12 10,000

## Financial calendar

### Annual General Meeting

Henkel AG & Co. KGaA 2012:  
Monday, April 16, 2012

**Publication of Report  
for the First Quarter 2012:**  
Wednesday, May 9, 2012

**Publication of Report  
for the Second Quarter / Half Year 2012:**  
Wednesday, August 1, 2012

**Publication of Report  
for the Third Quarter / Nine Months 2012:**  
Friday, November 16, 2012

**Publication of Report  
for Fiscal 2012:**  
Thursday, February 28, 2013

**Annual General Meeting  
Henkel AG & Co. KGaA 2013:**  
Monday, April 15, 2013



**MIX**  
Paper from  
responsible sources  
**FSC® C017894**



 [www.henkel.com/annualreport](http://www.henkel.com/annualreport)



 [www.henkel.com/sustainabilityreport](http://www.henkel.com/sustainabilityreport)



The Henkel Corporate Report app:



Henkel in social media:



[www.facebook.com/henkel](http://www.facebook.com/henkel)

[www.twitter.com/henkel](http://www.twitter.com/henkel)

[www.youtube.com/henkel](http://www.youtube.com/henkel)

Henkel AG & Co. KGaA  
40191 Düsseldorf, Germany  
Phone: +49 (0)211-797-0  
[www.henkel.com](http://www.henkel.com)